WELLy

Introducing the Job Profile of a Manager for Work Well-being to Prevent and Combat Work-related Stress

IO5 – Development of the Manual for Work Well-being Managers

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EXECUTIVE SUMMARY

The 5th IO of the WELLy project aims at developing a Manual for Work Well-being Managers, as well as a Toolkit with different practical tools and contents to complete the information available in the Manual.

These contents will be addressed to two different groups:

1. Researchers and VET experts dealing with the issues related to workplaces conditions and employee's wellbeing.
2. Professionals active in the HR management, employers and managers as well as people who intend to become Work Well-being Managers.

As a result, this document will consist of two different and interconnected sections:

- Manual for Work Well-being Managers;
- Toolkit for Work Well-being Managers as Annex.

In the first section, a development of the contents required for the implementation of the figure of the Work Well-being Manager is carried out according to the professional profile certified at European level, as established in the previous output (IO4) of the WELLy project.

Accordingly, the Manual will be divided into the following units:

- Introduction to the Manual for Work Well-being Managers for the practical implementation of measures to prevent and combat work-related stress in the work environment.
- Unit 1. Promoting a holistic, proactive approach to managing health and wellbeing issues at work
- Unit 2. Fostering the occupational safety and health practitioners' teamwork, improvement of employee's work performance and decrease of sickness and absence
- Unit 3. Strategies to manage issues related to mental health in the workplace
- References

In the second section, the attention was moved towards practical tools and activities helpful for the Work Well-being Manager in order to provide a pragmatic and functional approach to the role to be performed in the company with the aim of preventing and combating work-related stress. Therefore, a list of helpful materials linked to each of the units of the Manual will be provided as an Annex.

Contents

Partners

FOS- Fakulteta za organizacijske študije v Novem mestu (Slovenia)

www.fos-unm.si

SINERGIE - Sinergie Società Consortile a Responsabilità Limitata (Italy)

www.sinergie-italia.com

DRPDNM - Društvo za razvijanje prostovoljnega dela Novo mesto (Slovenia)

www.nevladnik.info/si

PSYCHO - Psychometrics S.r.l. (Italy)

www.psychometrics.it

Instituto Universitario de Lisboa (Portugal)

www.iscte.pt

EPRALIMA – Escola Profissional Doalto Lima – Cooperativa de Interesse Publico e Responsabilidade LImitada (Portugal)

www.epralima.com

IED - Institute of Entrepreneurship Development (Greece)

www.ied.eu

FYG – Instalofi Levante S.L. (Spain)

www.fygconsultores.com

INTRODUCTION TO THE MANUAL FOR WORK WELL-BEING MANAGERS

Welcome to the Manual for Work Well-being Managers for the practical implementation of measures to prevent and combat work-related stress in the work environment!

Through this WELLy Project Manual, you will learn how to **manage and promote the mental wellbeing of employees** in an organization, as well as how to support them if they experience mental health problems in the workplace.

Therefore, this Manual for Work Well-being Managers will provide a holistic and proactive approach to **managing health and wellbeing issues at work**, as well as to **encourage occupational safety** and health practitioners to work with others, particularly occupational health and human resources specialists to **improve employees' work performance and reduce sickness absence**.

Thus, this Manual fulfils the following Learning Outcomes (LOs):

- Identifying and addressing the causes of workplace injury and ill health, as required by health and safety law;

- Addressing the impact of health on the capacity of employees to work, e.g., support those with disabilities and health conditions, and rehabilitation;

- Promoting healthier lifestyles and therefore making a positive impact on the general health of the workforce.

Furthermore, you will also encounter a **variety of strategies to manage issues related to mental health** in the workplace as a source of practical help. The Manual will also acknowledge the role of the Work Well-being Manager as key player in addressing mental health problems in members of their teams dealing with mental health problems in the workplace and underline the importance of intervention at an early stage.

To achieve the above, on the following pages you will find the learning materials concerning the following educational units:

- Unit 1. Promoting a holistic, proactive approach to managing health and wellbeing issues at work
- Unit 2. Fostering the occupational safety and health practitioners' teamwork, improvement of employee's work performance and decrease of sickness and absence
- Unit 3. Strategies to manage issues related to mental health in the workplace

However, before getting into the details, it is important to define the **figure of the Work Well-being Manager** according to the WELLy project's Work Well-being Manager Training Course.

This new Professional Profile has a **cross-functional role** which leverages psychological skills including diversity management (e.g., race, ethnicity, gender, sexual orientation, socioeconomic status, age, physical ability, religious background; beliefs of other ideologies and so on), particularly when it comes to disabled persons as they often require specific adjustments of their work environment. On top of this, the Work Well-being Manager cooperates with other departments to **analyse the issues** caused, or that could cause **work-related stress**, and to **reduce psychosocial risks** and **improve employees' commitment and engagement**.

Stress at work is one of the main challenges that managers currently face in European organisations, which has a negative impact for employees' health and productivity.

Considering these circumstances, it is necessary to take an active approach to **reduce stress and promote employee well-being in order to create healthier workplaces**. The Project WELLy introduces the Work Well-Being Manager (WWM) as an organisational role intended to assure healthy work conditions and the quality of life at work and, therefore, the project aims to contribute to the improvement of occupational health, encourage a proactive approach, ensure that daily working conditions are fair and healthy, and reduce psychosocial risks as well as improve employees' commitment, productivity, well-being and engagement.

UNIT 1. PROMOTING OF HOLISTIC, PROACTIVE APPROACH TO MANAGING HEALTH AND WELLBEING ISSUES AT WORK

1.1. Notions of Industrial Psychology & Sociology of organisations

> "*Work is basic to the human condition, to the creation of the human environment, and to the context of human relationships.*"
>
> (Applebaum, 1992)

In the current context, organizations, nationally and internationally, feel the pressure to become competitive and sustainable. Phenomena such as globalization, new technologies and the constant pressures in the economic, political and social spheres force profound changes to the traditional management and governance models adopted.

Faced with this uncertainty and volatility, organizations are constantly seeking to respond to these challenges in an effective and disruptive manner. Constant reinvention is now on the agenda of organizations in the search for sustainable competitive advantage that rewards organizations that are innovative, flexible, adaptable and efficient.

All these changes in the external and internal environment have also led to changes in traditional work and career models. The way people work and view work is constantly changing. Today, people management assumes a clear strategic position within organizations.

In this sense, it is vital to approach the notion of industrial psychology to understand how all these changes and alterations influence the centrality of work in the way we work and how we view work.

> "*Organizational psychology is the science of psychology applied to work and organizations.*"
>
> (Kozlowski, 2012)

As already addressed the concept of work evolves and continues to constantly change. In recent years, organizational psychology, has focused its attention on three main trends (Kozlowski, 2012):

(A) The rise of multilevel theory, research, and methods

Organizational psychology no longer focuses only on the individual and their characteristics, but extends its area of interest to the particularities of groups and their dynamics in the work context, associated with themes such as leadership, the role of organizational culture and contextual factors such as technologies and organizational structure.

(B) Team effectiveness

The increasing focus on group dynamics also leads to the application of organizational psychology concepts to the study of team effectiveness. Namely driven by the change in the structuring of work with the shift of focus from individuals to teams in the search for adaptation, innovation and improved decision-making using diversity.

(C) Interest in developmental processes and the dynamics of behavior

People are (un)questionably complex, which brings with it incredibly complex challenges to manage them according to their skills, needs, motivations, styles, among others. In addition, it is vital to integrate the efficient management of human capital with the need for efficient management of work systems, technologies, coordination of groups and activities, structures, performance, and others.

It can be said today that management is not only focused on business prosperity, but also on maximizing organizational, group and individual interests.

In practice, the trends highlighted above are expressed at various levels in the management of people in organizations, not only in terms of staff management with the definition of the organizational structure and respective recruitment and selection practices, but also in terms of performance management, with a view to the alignment and involvement of employees according to the organization's strategy. In the latter, the focus is on training and personal development policies, reward and career systems, and well-being practices, among others (Kozlowski, 2012).

The literature has also given increased attention to well-being as a vital theme for organizational psychology. Often, this theme of well-being appears as an opposite pole/tension with organizational efficiency. That is, it reinforces a primary idea that managers, due to scarce resources, have to make incompatible choices. On the contrary, research has shown that healthy organizations, which promote well-being in all its forms, achieve greater economic and social success (Guest, 2017).

The benefits of a well-being strategy are evident in productivity levels, the promotion of good health and safety indicators at work, and high levels of employee well-being across the board.

As the opening statement to this chapter emphasizes, it is important to remember that today the boundaries of work extend beyond the physical limits of the workplace and take on a predominance in all areas of our lives. Beyond the classic material benefits, work also assumes a form of identity and well-being that deserves to be framed and prioritized in the employee life cycle.

1.2. Promoting Health & Human Wellbeing in the workplace

" *Employers need to establish a culture that makes it clear that worksite health and wellness are among the highest priorities for the organization."*

(Arena et. al, 2013)

Developing and implementing ways that promote health and wellness in the workplace is not only an investment for employees, but also for employers. Implementing a wellness program, in the work environment, can promote productivity and job retention. This can be heavily achieved by improving working conditions, reducing occupational accidents and diseases, and cultivating and promoting an occupational risk prevention culture (Arena et al., 2013).

Achieving a safe and healthy working environment is a key characteristic of socio-economic well-being and progress in a modern and prosperous society, while at the same time making a decisive contribution to promoting economic growth and employment by ensuring quality and productivity at work.

Mental health can be negatively affected in various ways by working life. Relationships with colleagues, supervisors and employers, as well as the challenges of professional obligations and challenges at every level, do not leave employees' mental state as well as interpersonal and family relationships unaffected (Rajgopal, 2010).

We must not forget that mental strain and stress have an impact on physical health. When stress and other negative emotional states (anger, anxiety, depression, fear, uncertainty) become chronic, the consequences are more serious.

The prevention and treatment of problems that affect the productivity of executives, endangering occupational safety and health is considered imperative, with Employee Support Programs and the formation of a corresponding culture being the optimal solution (Sheppard, 2016).

"Change is an ongoing and never-ending process of organizational life"

(Sheppard, 2016)

The workplace can be a mentally healthy environment, with supportive structures for all employees. A wide range of interventions can promote mental health and prevent stress, while contributing to enhancing workplace adaptability/flexibility.

Real long-term results can only be achieved through integrated health promotion and prevention strategies, which should be developed and implemented as part of a coordinated effort by those responsible at all levels. The combination and coordination of various interventions at both individual and organizational levels are essential to maintain the mental health of employees. Which of the following elements can be used or combined depends on the given requirements of each enterprise:

(A) Reorganize inefficient working procedures

Faced with increasing intensity, tighter deadlines and additional workloads, no company can expect its employees to increase their efficiency. In fact, the risk of developing psychological problems increases with negative consequences for the mental health of employees. Contrary to popular opinion, studies have confirmed that shorter working hours and the abolition of overtime do not automatically lead to lower productivity (Arena et al., 2013). Optimizing work processes (e.g. by extending tasks, regular job rotation, flexible working hours) and restructuring tasks to alleviate pressure (e.g. creating secretarial posts to relieve qualified staff of administrative tasks) can be a motivating factor for employees in the long term (Hiba, 1998). At the same time, these measures promote the mental well-being of employees.

(B) Employees should have a greater degree of control when performing their duties

Employees should enjoy a degree of autonomy with regard to in the organization of their work. Professionals agreed long ago that the freedom each worker has to organize their workday and carry out their own tasks and initiatives is an important health factor (Hiba, 1998). A practical measure to introduce this process is to set specific objectives for each employee rather than detailed suggestions for procedure to be followed.

(C) Involve employees in decision-making processes and problem solving

Employees should be involved in the decision-making processes, especially for decisions that affect them, either through evaluations, statistics, reports, surveys or in meetings and workshops. This point is a central prerequisite for maintaining the mental health of the workforce.

(D) Balance effort with reward

There is also a strong correlation between the imbalance of effort and reward and the negative impact on mental health. Within reason, employers can take steps to minimize the imbalance, e.g. by paying a decent wage to the lowest paid employees.

(E) Clarify roles and expectations

It is important that employees know clearly what they can expect from the organization and what their duties and responsibilities are. If employees feel that their employer has failed to deliver what was promised, they may react with reduced motivation, loyalty and performance.

(F) Encourage and strengthen social support

Of course, social support can't be regulated like that. What can be done is to design organizational conditions that will encourage and reinforce a supportive culture within the company: implement transparent decision-making and information policy based on an open and transparent approach, open dialogue and trustworthy collaboration. Providing, for example, opportunities for activities after work or by making time available to help colleagues, encourages employees to support each other.

(G) Further Education and Training

Lifelong learning and further education are part of any good staff development strategy. Providing opportunities for personal development, it can also hold potential for promoting health and personal development of employees.

In recent decades, the increasingly global nature of the various economies and developments in labor technology have brought about rapid changes in the nature of work, affecting the content, organization and intensity. Work now requires more and more skills and innovation, communication and social intelligence. These rapid changes are potentially beneficial for the employees but their cognitive, social and psychological skills may be affected by these. Mental health is critical to both the development of these skills and for their effective use in the workplace.

1.3. How to include occupational happiness in the organization

"Every individual pursues happiness, although, the meaning of this varies depending on the individual. Therefore, what they expect and desire to have in their work and what they are best adapted is different among workers."

(Silva, 2020)

Work life is undergoing many changes, especially within the wealthier nations, thus understanding Work, Organizational and Personnel Psychology (WOPP) can contribute to the development of organizations and people, in which Orientation to Happiness is fundamental not only for individuals' overall well-being, but also for individual and organizational performance.

According to Ana Sofia Silva, *Orientation to Happiness and Decent Work: A Study of Profiles in Portuguese Workers*, 2020, knowing that individuals can be happier and more productive despite existing gaps, requires understanding the entire concept of happiness and the role it plays in our success as human beings and as workers for these gaps to be filled.

Happiness has many definitions, from philosophers and religious thinkers, to psychologists, but in accordance with Silva (2020) it was Aristotle and Aristippus, in their attempt to define the concept of happiness, that two different perspectives of happiness resulted:

- Hedonism – the idea of maximizing good experiences, pleasure, and feelings;
- Eudaimonia – subjective experiences, of moving towards self-realization (related to meaning).

The American Psychologist Seligman, in 2001, added a third to these two paths: the pursuit of engagement, influenced by Csiksentmihalyi's (1990) work on flow, which *stands for the psychological state of complete absorption and full mastery in highly challenging, highly skilled activities* (Person, Park, & Seligman, 2005 in Silva, 2020).

In Seligman's theory of happiness

> *flow takes place when the person is highly engaged in an activity… so focused… on the activity at hand that the person feels time passes quickly and loses the sense of self, the task is the only thing that matters.*

(Silva, 2020)

According to Silva (2020) Peterson, Park, and Seligman developed a scale to measure Orientation to Happiness by considering these three paths and how individuals approach life, in other words, the three ways of approaching life stand for the three dimensions of Orientation to Happiness. Despite the fact that these three dimensions are equally important in the role they play, they are compatible and permitted the definition of the different profiles (Full Life Profile and Empty Life Profile) studied, which are aligned with the participants' perception of happiness, and which shape their orientations in the pursuit of happiness and well-being (Peterson et al., 2005 in Silva, 2020).

In 2017, Siurana, Pais, dos Santos, and Mónico, validated Orientation to Happiness for the Portuguese population. According to Silva (2020), the concept evaluates an individual's happiness according to their preferences concerning the three-dimensional interpersonal concept:

- **Pleasure** – related to the hedonistic tradition that stands for the continuous search for maximum pleasure at the lowest cost;
- **Meaning** – related to the eudemonia tradition that stands for the accomplishment of meaningful activities that produces self-development;
- **Engagement** – relates to the psychological state that follows the achievement of highly involving tasks, can be related to flow.

Consequently, for one to understand the importance of Orientation to Happiness, one must first understand the importance of the concept of Happiness, and its vital role in the success and work of the lives of human beings.

> *"Find a job that makes you happy and you'll never have to work again."*
>
> *Confucius*

All human beings seek happiness, and the perception of happiness varies from person to person due to the perception that each person has about what makes them happy. This is why it is important to understand individual perceptions of happiness and how these impact on the understanding that individuals have about their work context, specifically in reference to: productive work, adequate income, social protection, etc. According to the International Labour Organization (2008), this provides the means necessary for human beings to prosper and have dignified and fulfilling lives (Silva, 2020).

Finally, Organizational Happiness is a complex concept that one should consider to be a strategic asset in organizational management. Happy people work more efficiently, they're more committed and more motivated; usually have team spirit and tend to help each other more, contributing to a peaceful job environment and accordingly, to greater productivity.

"...the acknowledgement that the job performed is being conducted meaningfully, and the connection between work, personal and professional development will be stronger for those who have a Full Life in comparison to those who have an Empty Life according to Orientation to Happiness"

(Rodrigues, 2018 in Silva, 2020)

1.4. Best practices and case studies

<u>Case Study: Intera</u>

Size: 25 employed (5F, 20M)

Activity Sector: Information and communications technology (ICT)

Main activities: Developing and introduce Intrix (business management app)

To know more about:

www.intrix.si

https://sl-si.facebook.com/intera.si

Case Study: Baxter

Size: 51 employees

Activity Sector: Health / Sales and Distribution

Main activities: Deliver medical goods, offer solutions to the whole community

To know more about:

https://www.baxter.com/

Case Study: YKK Portugal

Size: 50 to 99 employees

Activity Sector: Textile industry / Manufacture

Main activities: produces and commercializes zippers adapted to the most diverse applications

To know more about:

https://ykk.pt/

UNIT 2. FOSTERING THE OCCUPATIONAL SAFETY AND HEALTH PRACTITIONERS' TEAMWORK, IMPROVEMENT OF EMPLOYEE'S WORK PERFORMANCE AND DECREASE OF SICKNESS AND ABSENCE

The work of the Well-being Manager is done within both **European and National directives** and regulations. Knowing the content of the legislation allows professionals to direct their work accordingly and provides guidelines for both promotion and managing well-being at work.

What is more, dealing with **workplace diversity** benefits from legal frameworks that influence more objective dimensions of work (such as contractual issues), as well as more subjective ones, such as inclusion or civility. This unit provides a brief overview of the relevant legislation across European countries, and highlights its key messages.

2.1. Legislation and initiatives regarding work-related stress

International Labour Standards

International Labour Standards are under the scope of **ILO** and may consist of:

| **Conventions –** legally binding international treaties that may be ratified by member states.

| **Recommendations –** non-binding guidelines.

Reminder

- ILO stands for International Labour Organization
- ILO is an important international institution.

Directive 89/391

Date of **1989** marks the introduction of measures to encourage improvements in the safety and health of workers at work.

Innovation including the following:

- contributed to instilling a culture of prevention
- rationalizing and simplifying national legislative systems
- aims to establish an equal level of safety and health for the benefit of all workers
- obliges employers to take appropriate preventive measures to make work safer and healthier
- introduces as a key element the principle of risk assessment and defines its main elements (e.g. hazard identification, worker participation, etc.)

EU-OSHA provides a **summary of the Framework Directive's content**:

The aim of this Directive is to introduce measures to encourage improvements in the safety and health of workers at work. It applies to all sectors of activity, both public and private, except for specific public service activities, such as the armed forces, the police or certain civil protection services. It is the employer's obligation to ensure the safety and health of workers in every aspect related to work and he may not impose financial costs to the workers to achieve this aim. Alike, where an employer enlists competent external services or persons, this shall not discharge one's responsibilities in this area.

The general principles of prevention listed in the directive are the following:

- avoiding risks
- evaluating the risks
- combating the risks at source
- adapting the work to the individual
- adapting to technical progress
- replacing the dangerous by the non- or the less dangerous
- developing a coherent overall prevention policy
- prioritizing collective protective measures (over individual protective measures)
- giving appropriate instructions to the workers"

(From: EU-OSHA)

2.2. Employment discrimination and equality

Discrimination at work is one of the most discussed topics on the people management agenda. Promoting an inclusive and representative environment is critical to an organisation's success and society's prosperity.

Discrimination

Definition:

"any distinction, exclusion or preference made on the basis of race, colour, sex, religion, political opinion, national extraction or social origin, which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation" (ILO Convention No. 111, Article 1).

EEO – Equal Employment Opportunity

Definition:

"means that all workers are entitled to develop their abilities and benefit from opportunities on an equal footing, without being limited by stereotypes or prejudice" (ILO Convention No. 111, Article 1).

Explore further!

SLOVENIA

Discrimination is most common in Slovenia in the employment process and in access to goods, according to the Equality Ombudsman's 2020 report.

- The Constitution of the Republic of Slovenia
- The Employment Relations Act
- The Protection against Discrimination Act
- The Law on Equal Opportunities for Women and Men
- The Ordinance on measures to facilitate the exercise of the rights of European Union workers and their family members
- The aim of the Employment and Rehabilitation of Persons with Disabilities Act
- The Equalisation of Opportunities for Persons with Disabilities Act
- The Act on the Use of the Slovene Sign Language
- Law on the Roma Community in the Republic of Slovenia

PORTUGAL

Lei n°29/2012: Trabalhador Estrangeiro
Legal regime of entry, permanence, exit and removal of foreigners from national territory.
Link: https://dre.pt/application/conteudo/175291

Lei n°7/2009
Labor code referring to articles: 23° to 32°, Equality and non-discrimination; article 66° to 83°, Child labor; Article 33° to 56°, Maternity and paternity assistance; Article 85° to 88°, Disabled worker.
Link:
https://dre.pt/pesquisa/-/search/602073/details/maximized

CITE, Práticas Laborais Discriminatórias
Rights and duties of workers in matters of equality and non-discrimination.
Link: http://cite.gov.pt/pt/acite/dirdevtrab002.html

SPAIN

The **principle of equality and the right not to be discriminated against** are enshrined in article 14 of the Spanish Constitution, and in its extension to the employment sphere in Articles 4.2 (e) and 17 of the Workers ' Statute.

Any conduct or regulation which results in situations of **direct or indirect discrimination** on grounds of age, disability, sex, origin, marital status, social status, religion or belief, political ideas, sexual orientation or condition, membership of trade unions, kinship with persons belonging to or related to the company and language **shall be null and void**. The status of employees specifies that the statutory provisions, clauses of collective agreements, individual agreements would be null and void; and unilateral decisions of the entrepreneur, although it is not a list of *numeros clausus*.

Spanish National legislation in line with this principle could be exemplified by the following:

- Law 3/1989 of 3 March 1989 extending maternity leave to 16 weeks and establishing measures to promote equal treatment of women at work
- Law 11/1990 of 15 October 1990 on the amendment of the Civil Code, in application of the principle of non-discrimination on grounds of sex.

- Royal Decree 1686/2000 of 6 October 2000 establishing the Observatory for Equal Opportunities for Women and Men
- Law 3/2012 of 6 July 2012 on urgent measures for labour market reform
- ILO Convention No. 111 concerning Discrimination in Respect of Employment and Occupation
- Royal Decree @-@ Law 6/2019 of 1 March on urgent measures to guarantee equal treatment and equal opportunities between women and men in employment and occupation
- Royal Decree 902/2020 of 13 October 2020 on equal pay for women and men.

In addition, the case law of Spanish Supreme Court and the Constitutional Court on **discrimination and equality at work** has an important weight, highlighting judgments such as SSTC 7/1990 of 18 January and 177/1993 of 31 May 1993 on more beneficial contractual conditions; the STC, Plenary, S 29/2012, 1 Mar. 2012 (Rec. 2651/2005) on equal access to police places; O STC 325/1994, dated 12 December 1994 for discrimination on grounds of illness.

ITALY

The principle of equal treatment requires that employers must not discriminate against employees on the grounds of: sex, marital status, race, disability, sexual orientation, religion, personal and/or convictions or beliefs, age.

During the course of employment, employers must observe the general principle of **equal treatment** of all staff, with regard to their employment and work conditions. It is unlawful for an employer to discriminate in all the phases of the employment relationship, i.e.: hiring, promoting, remuneration and termination or with regard to admission to a training or apprenticeship program.

The anti-discrimination rule covers, *inter alia*, the following areas:

- **Involvement in a Trade Union organisation or participation in a strike** (Italian Law n° 300/1970)
- **Racial and ethnic origin** (Italian Legislative Decree n° 215/2003, implementing "Council Directive 2000/43/EC of 29 June 2000")
- **Religion, belief, disability, age and sexual orientation** (Italian Legislative Decree n° 216/2003, implementing "Council Directive 2000/78/EC of 27 November 2000")
- **Gender, pregnancy and marital status** (Italian Legislative Decree n° 198/2006, as amended by Italian Legislative Decree n° 5/2010 implementing "Directive 2006/54/EC of the European Parliament and of the Council of 5 July 2006").

The **anti-discrimination law** prohibits both direct and indirect discrimination. **Direct discrimination** happens when a person is treated less favourably than another specifically because of a discrimination ground. **Indirect discrimination** is when an apparently neutral provision, criterion or practice would place a person in a disadvantaged situation compared with other persons.

As for **sexual harassment** occurring in the workplace, art. 2087 of the Italian Civil Code provides the employer's obligation to do whatever is needed to safeguard the physical and mental integrity of the worker.

Art.3 of the Italian Constitutions states the equality of all citizens before the law without difference of sex, race, language, religion, political views, personal and social position.

The Workers' Statute (Act 300, 20 May 1970) invalidates any agreement or action of the employer which constitute discrimination for reasons of sex, language, religion, political opinion (Sect. 15).

Act 903 of 9 December 1977 provides for equality between men and women at work.

Act 108 of 11 May 1990 invalidates dismissal for discriminatory reasons, such as race, sex, language, political and union views, religion.

Other illegal kind of discrimination are: AIDS discrimination (Act 135 of 5 June 1990); age discrimination (Sect. 37 of the Constitution); and disability discrimination (Act 104 of 5 February 1992).

Sect. 48 of the EEC Treaty abolishes all discrimination at work, wage and other work conditions for all citizens of European Union countries. Act 40 of 6 March 1998 affirms equality between other foreign workers legally resident in Italy and Italian workers.

GREECE

Equal treatment refers to the recognition, understanding, acceptance and appreciation of differences between people with while maintaining respect for age, gender, social class, ethnicity, physical and mental abilities, race, sexual preference and religious beliefs.

The principle of equality and its fields of application are included in a number of regulations both in laws and in individual ministerial decisions. The main laws are the following:

- Law 4097/2012 establishes the legal framework for the implementation and promotion of the application of the principle of equal treatment of men and women in the exercise of self-employment.
- The transposition of Directives 2000/43 and 2000/78 was carried out by Law no. 3304/2005, which was limited to the repetition of the grounds of discrimination referred to therein. Specifically: on the grounds of racial or ethnic origin, religious or other beliefs, disability, age or sexual orientation in the field of employment

and work, in order to ensure the application of the principle of equal treatment. The current Law no. 4443/2016 adopts the prohibition of specific discrimination, but adds new ones - related to (a) colour, (b) national origin, (c) genealogical background, (d) chronic illness, (e) marital status, (f) gender identity, (g) gender characteristics. It also replaces the term "sexual orientation" (as anachronistic) with the term "sexual orientation".

- Law 3896/2010 establishes the legal framework for the implementation and promotion of the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and work.

The latter law is of great significance as it expanded the powers of the Ombudsman on professional gender equality issues. Law 3896/2010 on the "Implementation of the principle of equal opportunities and equal treatment of men and women in matters of labour and employment" systematically reflects a new, more comprehensive regulatory framework for a more effective implementation of the principle of equal treatment of both sexes in the field of labour through a system of extended legal protection and innovative legal instruments. This law incorporates into Greek law Directive 2006/54/EC of the European Parliament and of the Council of 5 July 2006.

The above law applies (Article 1) to those who are **employed**, to those who are **candidates for employment** or for **vocational training** in any employment relationship or form of employment, both in the public and private sector and in the liberal professions. The law also covers those who receive vocational training of any kind and in any form, and covers equal access to occupational **social security** schemes. At the same time, the term **sexual harassment** (Article 2), direct and indirect **discrimination** as well as **harassment** is reworded.

2.3. Diversity management

The diversity and heterogeneity of people can be a major strength of an organisation. People from different backgrounds bring innovation and break the status quo.

The concept of diversity refers to the diversity of the people who make up a company. Each individual is unique, but also has something in common with other individuals. The concept of diversity refers to the tolerance, respect and consideration that a company shows towards each individual.

Diversity management is the active and conscious development of forward-looking strategic, communication and management processes to embrace and use differences and similarities as value-adding potentials. It is a way of managing organisations. It is based on the recognition that diversity opens up alternative ways of understanding and acting that help to improve the climate and relationships in the work environment, the health and safety of workers, better business performance and the reputation of organisations. It promotes an environment in which everyone feels useful and accepted. (Keil et al, 2007)

The diversity of the workforce is due to the changing nature of employment, the enlargement of the European Union and globalisation, and is reflected in an ageing workforce, migration and increased mobility, and we have become more sensitive to the problems faced by minorities (women, people with disabilities…).

The objectives of the diversity policy are to invest in employees and equal opportunities, prevent discrimination, adapt to demographic change, prevent skills shortages, maximise potential and promote diversity as an asset that contributes to individual and organisational success. (Greif, 2009)

Affirmative action policies and programmes aim to promote the employment of groups of people who, because of their personal circumstances, are both a minority in the labour market and at risk of discrimination. Affirmative action can be designed at both national and organisational/company level.

Examples of affirmative action policies:

- Norway: minimum proportion of women (40%) on the boards of public limited companies.

- Slovenia: share of disabled people employed in large companies by industry.

- USA: the federal government will only enter into certain deals with companies that have a plan in place to promote the employment of minority groups.

Diversity management takes place, at least in part, at all three levels, i.e. macro (national or international level), meso (regional and various association levels) and micro (individual company level). Diversity management, as one of the HR strategies, takes place at company level. Indeed, an appropriate legal framework and affirmative action programmes are often a prerequisite or a preliminary stage for managing diversity in companies.

The benefits of diversity are (according to the European Commission's "Costs and Benefits of Diversity" study):

- strengthening cultural values within the organisation
- enhancing the image of organisations
- helping to attract and retain highly qualified staff
- improved motivation and performance of employees
- improved motivation and relations between employees

Why diversity?

- because discrimination is prohibited by law
- because it strengthens the economic performance of the organisation; a diversity policy optimises human resources management, broadens its recruitment pool and thus attracts and retains top talent. Employees bring individual talents and ideas, and increase efficiency and adaptability to the market. Diverse employees enable better communication with a diverse customer network, which in turn enables the opening up of new markets. A diversity policy also enhances the organisation's reputation.
- because it improves the company's organisational culture; a diversity policy promotes positive values (inclusiveness, openness, respect for diversity), which in

turn fosters better employee well-being, which in turn is a strong source of motivation and commitment on the part of employees. Sick leave is less likely, as is leaving the company.

- because it allows a forward-looking perspective and anticipates demographic and organisational changes

Other benefits of diversity:

A comfortable working environment, where employees feel at ease and can balance home life and work commitments, leads to higher productivity and creativity. Employees are motivated to develop themselves and the organisation. With such a reputation, organisations are better able to attract and retain the best talent. This also results in lower labour costs as there is less turnover. In an organisation where diversity is well managed, the diversity of the workforce also leads to a greater and better understanding of customer wants and needs. This is also followed by the development of new products and services.

But employee diversity also brings **risks**. Increasing the diversity of the workforce without appropriate approaches and strategies can worsen a company's business or performance. Poor diversity management creates dissatisfaction among individuals and tensions and conflicts within the company. This can lead to lower productivity and creativity among employees, a poor image of the company in the eyes of potential customers and, ultimately, poorer economic results for the company.

How to manage diversity? A prerequisite for a successful, diversity-oriented company is a company culture that consciously values and promotes diversity.

• To manage diversity well, an organisation needs a highly transparent performance appraisal system.

• Performance appraisal must be independent of race, nationality or colour, sex, religion, etc.

• Take a good look at the individual diversity of your departments, teams and projects and reflect on skills, talents, experience, personal characteristics and professions.

• When you notice discrimination or disadvantage due to personal circumstances, confront the problem immediately and take action.

• Develop an innovative recruitment and selection system. What profiles and skills do you need?

• Develop your leaders into true role models who truly believe that diversity responds to the needs of the company and is a key part of its identity. (Keil et al, 2007)

Good practices

One good practice is to **provide flexible working arrangements** that make it easier to reconcile family life and work commitments.

- part-time work
- flexibility in arrival and departure times
- split shifts
- work from home
- days off for special reasons (up to 7 days paid leave)
- the possibility of 12 months' (unpaid) leave for any reason

Another good practice is the mentoring programme. Let's say the employee chooses a mentor within the organisation who is usually more experienced and has the skills and experience the employee wants to gain. Mentoring allows for faster professional development, introduction to a particular field or environment, preparation for going to another country, etc.

Another good measure is to create groups for specific target groups, for example for parents, for women, intergenerational socialising. These allow networking among colleagues with similar interests, to learn new skills in their fields of interest, etc.

Common weaknesses in diversity management

- the absence of clear objectives for managing diversity in the company
- informing employees about diversity management objectives and strategies
- absence of measurement of results and of accountability and reward for activities in this area
- carrying out activities for which it is not clear what objectives they contribute to or what their impact is on the overall business objectives

2.4. Best practices and case studies

SLOVENIA

Slovenian case law – related to workplace stress

SCCJ Judgment 479/2012 of 30.11.2011: provides that the personality structure of the claimant is not such as to exonerate the defendant from liability, even if the defendant's personality traits (sensitivity to stress) may make the damage more serious than otherwise.

VDSS Judgement Pdp 672/2017 of 14. 12. 2017: The Court of First Instance correctly found that the seemingly neutral criterion of performance assessment was discriminatory in the applicant's case. The applicant's hearing impairment prevented her from communicating as effectively with her supervisors who assigned her the work (difficulty in verbal communication) and from understanding the work instructions given to her (inability to (quickly) comprehend longer written instructions in particular), which was reflected in a lower volume of work in the first 14 days in her new position and consequently in a lower performance appraisal. The volume of work performed by the claimant in her standard job did not reflect the claimant's performance or (in) productivity, but her limited ability to communicate at work, which was due to her illness or   disability.

VDSS Judgement Pdp 668/2018 of 24.1.2019: The Court of First Instance, on the basis of its findings of fact (that the events surrounding the applicant's permanent transfer at the relevant time constituted misconduct towards the applicant in light of the circumstances of the service; that the transfer of the applicant and the ordering of a second job were not done in the interests of the efficiency of the company, but in the interests of demoting the applicant…), the Court of First Instance was right to consider that the conduct and behaviour described in connection with those historical events constituted ill-treatment of the applicant within the meaning of the definition in Article 6a(4) and (7) of the Staff Regulations and Article 15a of the Labour Code respectively, since the totality of the conduct described constituted systematic, reprehensible, manifestly negative and insulting behaviour towards the applicant, who held a subordinate position, and the applicant suffered non-material damage as a result.

Examples of affirmative action policies:

- Norway: minimum proportion of women (40%) on the boards of public limited companies.

- Slovenia: share of disabled people employed in large companies by industry.

- USA: the federal government will only enter into certain deals with companies that have a plan in place to promote the employment of minority groups.

How supportive an environment is Slovenia?

The "**Disabled-Friendly Company**" award is a special form of social recognition for employers for good practice in the field of employment of people with disabilities in the Republic of Slovenia. Since 2017, the Ministry of Labour, Family, Social Affairs and Equal Opportunities of the Republic of Slovenia has been publishing an annual public competition for the awarding of annual prizes to employers for good practice in the field of employment of persons with disabilities. The recipient of the annual award is granted a charter, which entitles them to use the promotional logo "DISABILITY-FRIENDLY COMPANY". (Among the recipients are Pekarna Pečjak, Steklarna Hrastnik, Pošta Slovenije, Krka, Gorenje).

Diversity Charter Slovenia. Diversity Charters are one of the current voluntary European diversity initiatives, aiming to encourage organisations (private, public) to implement and develop diversity policies within their organisations. A Diversity Charter is a short document consisting of principles that an organisation follows in its activities to promote diversity, non-discrimination and equal opportunities in the workplace. Signing the Charter is voluntary and gives access to the tools (guides, training, etc.) available within the company to develop a consistent and effective diversity policy.

PORTUGAL

1. Identification of the Case:

Company: YKK Portugal

Size: 50 to 99 employees

Activity Sector: Textile industry / Manufacture of zippers, buttons and similar

2. The company (short description/Who):

YKK Portugal produces and commercializes zippers adapted to the most diverse applications. YKK has become a reference in the fashion industry, being recognized as a synonym of quality, rigor, and innovation. Its zippers can be easily found on clothing, footwear, and fashion accessories of the most prestigious national and international brands.

3. The issue and aim (Why):

YKK Portugal aims to promote the health (psychological and physical), well-being and safety of its employees. To do that, it seeks to eliminate the causes of danger and damage in all workplaces, with the goal of eliminating industrial accidents (achieving zero accidents). In addition, this company seeks to promote a strong awareness of these aspects among employees.

4. Actions Taken (What and How):

To achieve its goals, YKK Portugal seeks to involve employees in decisions and encourage their participation. For example, there are meetings where members of the HR department disclose actions and ask for feedback from employees. Besides that, this company seeks to conduct happiness surveys and other surveys regularly to get feedback from employees.

It should be noted that YKK Portugal has the Happiness Project and the Happy People Project. The first consists of increasing the well-being of employees. The second involves team building exercises, both inside and outside the company, with the costs being supported by the company. Another project that this company has is the Care Project which involves, for example, free massages from physical therapists, team building exercises by specialized trainers, gym classes, contracts with farmers to supply fresh seasonal fruit, financial assistance for employees' families (such as paying for materials needed for education).

YKK Portugal also has the "Safety Patrol Day" initiative in which company presidents, factory managers and top management conduct safety patrols in the workplace with the aim of stimulating motivation to comply with health and safety measures, which also allows to increase the awareness of employees regarding this issue. In addition, this company has a "Safety Management Special Instruction Designation Process" program that identifies potentially unsafe conditions and actions in the workplace in a comprehensive way.

5. Results achieved (Impact):

This company obtained the "Corporate Wellness Award 2016", which is an award that aims to distinguish the practices of the companies that go beyond what is established by legislation, in terms of the health and safety of employees, organizational well-being practices and occupational health. YKK Portugal won the first prize in the "Lifestyle Management" category (policies and actions that seek to promote the quality of employees' lifestyles, such as parental and family support, awareness of the lifestyles' impact on health, financial support, among others). This company has also been recognized as one of the happiest companies to work for in Portugal, obtaining, for this reason, for example, in 2020, the Happiness Works award.

6. Additional Information:

This information can be about interventions that can be easily usable in other companies and other sectors.

7. To know more about:

https://ykk.pt/

SPAIN

Spanish case law – related to illness

STC 325/1994, from 12th December: this judgment states that even though 'no disease is in itself dishonourable', the court continues 'There is no doubt that the reputation of the persons (Article 7(3) of Organic Law 1/1982) was affected here, and it is sufficient, to that end, to refer to the merits of the courts which ruled and found, very reasonably, that the journalistic identification, indirect but unambiguous, of a certain person as affected by Acquired Immunodeficiency Syndrome (AIDS) meant, taking into account social attitudes that are notorious facts, moral (and also economic, as it was later demonstrated) damage to those who were thus identified as affected by a disease whose causes and paths of spread have generated and generate a social alarm often accompanied by reactions, as reprehensible as unfortunately real, of marginalisation for many of its victims", discrimination which, as the Constitutional Court points out, although it is particularly reproachable, is no less real, and that is why in cases such as the present, workers' privacy is closely linked to the principle of equality but above all to the right to non-discrimination.

Spanish case law – gender-based

STS from 28th April 2017: in this case, it is considered null and void dismissal of a worker who the company knows that she was undergoing fertilisation treatment in vitro, even though at the time of the dismissal, the fertilised eggs had not yet been implanted in her uterus, i.e. she was not yet pregnant. The TS clarifies that in this case it is not intended to equate the situation of a woman subjected to in vitro fertilisation, to whom the ova have not yet been implanted, with whom she is pregnant, but that what is disputed is whether or not a dismissal is lawful where there are indications that it is due to the fact that the worker is subjected to specific assisted reproductive treatment, so that discrimination may have occurred.

Spanish case law – in terms of remuneration

SSTC 145/1991, from 1st July, 58/1994, from 28th February and 147/1995, from 16th October: as regards remuneration, in order to avoid indirect discrimination, the right to equal pay for performing the same or the same duties, i.e. for equal work, is not provided for, but the right to equal pay for work of equal value, taking into account all the remuneration received.

ITALY

On 26 October 2021 the Italian Parliament approved the **Equality Bill** with the aim to implement equal opportunities and equal treatment for male and female employees at the workplace and prevent discrimination. It introduced relevant amendments to the Legislative Decree No. 198/2006 (also known as the "Equal opportunities Code").

The Equality Bill widened the notion of direct and indirect discriminatory conducts by including any treatment or change in the organization and in the working time which puts an employee in a disadvantageous position or restricts their opportunities to participate in company life or to progress in the career due to their sex, age, personal or family care needs, and pregnancy/maternity/paternity.

The Equality Bill extended to companies with more than 50 employees (the former threshold was of 100 employees) the duty to draw up a Biennial Report on the gender pay differences and employment situation of male and female employees. The Biennial Report shall contain information on the gender pay differences and employment situation of male and female employees having regard, for example, to new hires, dismissals, trainings and promotions.

As from 2022, companies who draw up the Biennial Report can apply for the "**Gender Equality Certificate**" if they have met certain targets aimed at ensuring equality between male and female employees, in terms of salaries, job opportunities, management of gender differences and maternity safeguards.

Lastly, the Equality Bill extended the obligation to have at least 2/5 of the members of the Board of Directions of public-non-listed companies composed by the less represented gender. This obligation was already in force only for listed companies.

GREECE

As far as Greece is concerned, despite the difficulties in implementing the principle of gender equality in the workplace, there are important priorities for strengthening equality policies across the whole range of national action. Within the framework of the **National Programme for Substantive Gender Equality**, projects are being implemented to address gender inequality in specific thematic areas of public policy and to create or strengthen institutions, structures and policy-making bodies. These projects are designed and supervised by unpaid scientific committees with the participation of academics, experts and representatives of relevant stakeholders and are funded by the NSRF (OP "Administrative Reform", OP "Human Resources Development", OP "Digital Convergence").

The General Secretariat for Gender Equality implements programmes for the **training** and **awareness-raising** of civil servants on gender equality issues, in the upgrading of the professional status of employed women (**mentoring**), the **reduction** of occupational segregation on the basis of gender, the **promotion** of women in promoting women's participation in decision-making centres, **supporting** women's organisations and NGOs, and gender mainstreaming in public policies. In addition, the Greek state, by aligning its policies with the guidelines of the EU guidelines, has integrated women's **entrepreneurship** as one of the fundamental pillars of the EU of its development policy. In particular, in the field of entrepreneurship and and employment of women, it has created specific actions for equality between women and men.

Furthermore, The Labour Protection Act ratified Convention 190 of the International Labour Organization on the Elimination of Violence and Harassment at Work. This ratification went a step further by making it mandatory for every company with more than 20 employees to draw up **internal policies on violence and harassment**. In addition, to support women victims of violence, employment and entrepreneurship programmes of the OAED were adapted accordingly.

In the same law, provisions were adopted to "reconcile" the professional and personal lives of workers. A **14-day paternity** leave has now been introduced, with protection from dismissal for the father for 6 months after the birth of each child. In addition, the OAED subsidises 2 of the 4 months of parental leave for both parents. This eliminates disincentives that existed and which may have placed an additional burden on women by indirectly preventing their recruitment or advancement.

Work is progressing on the "Share" label, a label that **rewards** companies that implement **equal treatment** and equal opportunities policies for all their employees. Already, as part of the project's implementation policy, **18 companies have been awarded the label for one year**. The initiative will be continued and further strengthened.

Finally, the "**Innovation Centre for Women**" was inaugurated with the aim of strengthening female entrepreneurship in the fields of research and innovation and new technologies.

UNIT 3. STRATEGIES TO MANAGE ISSUES RELATED TO MENTAL HEALTH IN THE WORKPLACE

This unit provides insights on how to create a company culture that promotes the **well-being of employees** and ensures that mental health is taken into account in the workplace. This will allow companies to improve the engagement of their employees, train managers on these topics and become exemplary in terms of conveyed values. The unit will also focus on **tools and strategies** to prevent and reduce stress in the workplace, emphasise the importance of a healthy working environment on the overall quality of life of employees. First, the Work Well-being Manager will be introduced and the role explained in relation to existing working conditions; then, well-being programmes and practical tools and services to achieve these goals will be described in detail.

3.1 Role of Work Well-Being Manager

Work Well-being Manager and Leadership

Nowadays, organisations are challenged to define their success and a key element is definitely excellence of leadership, which leads to satisfied employees, more innovation and better economic results. Thus, excellent leaders are fundamental to ensure the success of a company. But **who is the leader? And how to define this role in comparison to the manager?** A manager cannot avoid to be a leader, too, and thus contribute to excellence in a company behaviour and management.

Provided that an organisation needs both leadership and management, we can infer that a leader is more creative because she sets the vision, ensures that all employees believe in it and follow it, inspires people and encourages change, is characterised by a sense of trust and proactiveness. On the other hand, a manager is more result-oriented because he provides systematic direction and consistency to the overall work activity, is able to supervise and manage actively – sometimes through rules, policies and procedures – in order to ensure the stability of the organisation. (Hočevar et al., 2003)

The role of the Work Well-being Manager is in line with that of the leader because she creates an outcome-driven culture of well-being that enables organisations to improve the engagement of their employees, educates leaders on these topics thus gaining sustainable support, and highlights the importance of a business culture led by example.

The role of Work Well-being Manager in HRM

Employees are a fundamental resource to ensure the long-term success of a company because they implement the business strategy and represent a competitive advantage, especially when they are highly skilled, and thus the management must work to **retain employees** for a long period of time. As a consequence, companies should be characterised by a successful **Human Resource Management** (HRM) to attract the best employees.

There is a reciprocity between employees' well-being in the workplace and a sustainable work-life balance on the one hand, and a positive employment relationship on the other hand. All these elements impact on the people's performance, attitude, motivation, behaviour and work commitment.

Because of the abovementioned relationship, the Work Well-being Manager should ensure that the following practices are effectively cared for in the HR department:

- Investing in employees by increasing their skills through training and ensuring them an improvement in career, which will help increase their motivation.

- Ensuring that work is appealing in terms of use of skills, diversity and autonomy.

- Creating a positive social and physical environment, by prioritizing employees' health and safety, promoting equal opportunities, ensuring social interactions and equal and fair pay.

- Promoting a comprehensive and two-ways communication.

- Facilitating employees' participation in the work process by providing organisational support and ensuring flexibility in the work-life balance.

The importance of motivation and stress reduction in the workplace

Leaders and Work Well-being Managers have a key role in motivating employees and creating a work environment where they can thrive, for example by providing training opportunities for both personal and professional development. As a result, employees will feel a sense of success and efficacy, and have a better work-life balance. But for this to happen, employees need to motivated, as **motivation** is like a fuel that makes them perform high-quality tasks, and work in a condition of good relationships characterised by a feedback culture.

Motivation is one of the key factors that significantly affect employees' job satisfaction, while also having a significant impact on the organisation's performance. The greatest motivator, therefore, is a task we enjoy doing. When an employee is satisfied on a personal level, also their well-being and health in general are positively affected.

Satisfied employees, in fact, are more productive, willing to help others and to perform tasks that are not formally expected from them. The team and colleagues play an important role, too, as well as the salary. But it is **inner motivation**, in connection with a condition of physical health and a status of overall life satisfaction that is key here, and that should be emphasised and promoted by the Work Well-being Manager.

Recently, and especially as a consequence of Covid-19 pandemic, HRM started to focus more on the well-being of individuals within organisations and companies and on the reduction of **stress factors**, which may arise from multiple sources. A prolonged exposure to stress leads to chronic negative effects on both physical and mental health.

The **symptoms of stress** can be divided into four main groups:

- Emotional: despair, concern, helplessness, restraint, nervousness, discontent, lack of energy, feeling of guilt and inadequacy, lack of self-esteem, feeling of inferiority, hopelessness about the future.

- Intellectual: feeling of incompetence, failure to complete tasks, concentration and decision-making problems, forgetfulness, irrationality, procrastination, excessive criticism.

- Behavioural: impatience, excitability, aggression, excessive criticism of others, haste, tackling too many things at once, inefficiency, failure, avoidance of company, sleep disturbances.

- Physical and physiological: palpitations, shortness of breath, dry mouth, indigestion, muscle tension, slumped shoulders, restlessness, hyperactivity, nail biting, fist clenching, trembling or sweating hands, headache, nausea and dizziness, cold palms and feet.

To conclude, the management of well-being in the workplace is based on a process which involves different operations:

- **Planning**: defining goals and deciding how to achieve them.

- **Organising**: preparing resources to achieve set goals.

- **Managing Human Resources**

- **Applying leadership**: influencing employees so that they perform the work to achieve the set goals.

- **Controlling**: directing activities so that results meet the expected standards and goals.

Well-being management, thus, can be improved within an organization thanks to specific activities, as further described in the next paragraph.

3.2 Practical Tools

In the previous chapter, we defined motivation as the key force triggering employees' energy and satisfaction in the workplace. But how does motivation work? And what are the factors that mostly trigger people in their professional life? Generally speaking, the **Goldilocks Rule** applies to motivation too, meaning that tasks below skill level are considered tedious, tasks above skill level rob us of willpower, tasks right at the edge of current abilities (i.e. not too hard and not too easy) are great motivators to the human brain.

According to research studies (Chambers, Foulon, Handfield-Jones, Hankin & Michaels, 2000), employees are mostly motivated by the company values and culture, the organisation within the company, the opportunity to work independently and find exciting challenges. As a title of example, employees can be motivated by giving purpose to their work, by encouraging their autonomy, and by setting **SMART goals** – i.e. goals that are likely to be achieved, and that succeed in improving their efficiency and increasing their chances for success.

In the following paragraphs, some practical tools and strategies will be listed, aimed at increasing the well-being of employees in the workplace.

Remote Work

Remote work is a method of working in which a person does all or part of their job in a location outside the organisation using modern communication technologies. All the laws of the regulated workplace apply as they do in the organisation. With Covid-19 crisis and the need to work from home, employees started to remote work very often and with a rather quick implementation process. However, there are both positive and negative sides in working from home.

Some of the main **challenges**, both for workers and for companies, can be thus identified:

- Technological problems, i.e. lack of a suitable infrastructure.
- Feeling constantly connected to work.
- Loneliness.
- Rethinking work-life balance; some believe that remote work improves it, others find it challenging to switch between the two;

- Unexpected success: many employees recognised to feel more motivated and work more efficiently when at home. This led to the need of reconsidering the traditional way of evaluating performances based on the time spent at the office on the part of organisations.

On the **social and personal sphere**, remote working allows for more connection within the family, less need for child care, higher motivation and flexible working hours. On the other hand, it increases the conflict with other family members, as well as the danger of no longer distinguishing between work and private time. To solve this problem, some strategies can be adopted, for example: planning and setting to do lists, creating a schedule and sticking to it, introducing exercise and a healthy lifestyle, delegating tasks and taking breaks.

On an **economic level**, the impact can be identified in the decrease in transport costs, Remote working also had an **ecological impact** with less pollution in the environment, due to reduced transport and commuting.

Given the impact of remote working during the Covid-19 pandemic, now that the emergency phase is over, organizations need to reconsider the working schedule they are offering. On the other hand, employees are increasingly considering remote working as a *conditio sine qua non* when choosing a new job placement.

Group dynamics

When employees work in a team, they are all trying to achieve a common goal, a purpose or a vision defining the group. A clear definition of the mission is thus critical to allow the successful functioning of the group, as well as a clear understanding of group dynamics on the part of the Work Well-being manager.

Group dynamics can be improved on a company level by creating norms and policies emphasising the importance of respect and listening to all group members and the opportunities arising from a fruitful group discussion. This can be done, for instance, by encouraging communication between specific persons, by separating members of the same sub-group, by giving assignments that require members from different sub-groups to participate.

Recruitment, training and induction in the organisation

The Work Well-being Manager has a key role also in ensuring that the recruitment process is carried out in a transparent and clear way, and in supervising that new employees are granted with an induction and development programme that makes them feel welcome in their new work environment.

The **recruitment process** begins with planning for staff capacity. Then, the HR determine what kind of people and how many of them are needed. After the job analysis and advertisement, the next phase is inviting candidates to apply, by following different application procedures. The invitation is followed by a selection phase, where organisations choose from all candidates those who have met the organisation's requirements through one or two rounds of selection. Once the organisation has selected the employees, the induction process follows (Novak, 2008)

The **induction or training process** is aimed at making new employees feel at ease within the company and includes some form of professional orientation, when the HR present basic information about the organisation, its activities, core products, and services to employees, the organisational structure, their rights and responsibilities, the employment contract. Then, an introductory meeting follows, during which a more detailed insight into the operation and structure of the organisation is provided. Finally, the mentoring stage is important to set out the timeframe and process, so that the employee can become self-sufficient, and she is then introduced to the workplace also in terms of duties, rights and tasks.

Every organisation must have a clear **vision**, so that employees know the goal of their work and effort, feel part of the organisation and, ultimately, identify themselves with the mission of the company itself.

Conflict and negotiation

Conflict is inevitable because of the diversity of human beings in terms of perceptions, beliefs, values and goals. A conflict arises when two parties have different goals, insights and emotions and insist on their positions. While conflict will always exist, people can influence the way a conflict manifest itself: in fact, the way a person reacts to it show their level of emotional intelligence.

According to Eckstein (1998) and the Thomas-Kilmann Conflict Mode Instrument, there are at least five different approaches to **conflict resolution:**

- <u>Avoidance</u>: ignoring the conflict, with the desire to remain neutral.

- <u>Acceleration</u>: when one side wants to impose its own solution by all means as the only possible one.

- <u>Smoothing</u>: when people care more about harmony than their position, which promotes cooperation and comfort but does not solve the problem.

- <u>Compromise</u>: when both individuals sacrifice some of their interests to reach an agreement.

- <u>Problem solving</u>: i.e. achieving the most for oneself and the party involved in the conflict, not just by winning but also by finding a solution to the problem.

A conflict can be solved first of all by inviting all parties to confront the problem and declare their willingness to solve it. The next step will be understanding the position of the other side, as well as defining the problems, the positions and the goals that have arisen. After, the parties will review the possible solutions to the problem in an impartial way. Finally, it is necessary to reach an agreement by deciding on the best solution and reaching a resolution of the conflict.

Having a clear **negotiation procedure** within a company is key to ensure a pleasant context where employees feel listened, at ease and free to voice their opinions – all elements that contribute to increase their well-being.

Coaching

Coaching is a method that focuses on the future to achieve top results and goals, rather than solving problems from the past. It means helping individuals develop all their potential, by using all their inner resources. Coaching combines the individual resources of a person, their skills and strengths to overcome limitations and achieve their goals. The International Coaching Federation defines this process as partnering with clients in a thoughtful and creative process, by also inspiring them to maximise their potential both from a personal and professional point of view.

Coaching, in fact, can be either **personal or business** related. The biggest difference is that personal coaching only deals with individuals as persons, while business coaching deals with individuals as part of the organisation in which they work, by taking them and their relationship with the company from their current status to where they want to be. The business coach focuses on identifying strengths and drawbacks within the person, the group she belongs to and the organisation she works for, in order to face challenges

and seize new opportunities. For example, developing a learning mindset, working on resilience and embracing flexibility are key factors to foster growth, innovation and success. This process is followed by an improvement in the current state of the organisation and its employees, as well as by an increase in leadership potential and organisational performance.

Some good coaching skills that can also be replicated as a best practice among employees include:

- Good contact: a sense of comfort and equality with other persons, attention to non-verbal communication, mutual understanding and trust, respect, observation and coordination with the interlocutor.

- Listening, which involves a conscious focus and concentration on the individual, the ability of avoiding judgement and assumptions.

- Questioning, i.e. choosing the right words at the right time to unlock ad challenge our minds, but also asking open-ended questions with a clear purpose and goal.

- Providing constructive feedback, by communicating our observation, maintain a positive attitude in the way we speak and in the message we convey.

Coaching represents a good practice that is more and more common among companies and organisations to facilitate the personal development of their employees.

3.3. Intervention at Early Stage

Implementing support programs aimed to promote the well-being of employees represents a key activity for companies. These programs allow for improving the performance of the organization and increase individuals' levels of well-being. In particular, the literature suggests that, by promoting the psycho-physical health of individuals, organizational well-being programs can reduce the rates of employees' turnover and absenteeism and increase the performance of the organization.

To be effective, intervention programs should be promptly taken to avoid that workers' discomfort conditions could become, in the future, serious problems for the organization and themselves. In other words, intervention programs should be implemented as preventive measures aimed at reducing the psychosocial risks that could negatively impact the well-being of individuals and the organization. Since human resources are the backbone of any organization, early interventions for psychophysical well-being in the workplace are crucial activities for successful companies.

Although organizational well-being programs are generally well-received by employees and play a central role in the organizational management, their success is not a foregone conclusion. To increase their effectiveness, the research suggests paying attention to some important aspects starting from the early stages of their development (Nielsen & Noblet, 2018). In particular, it is important to devise programs that are tailored to the specific organizational context, structure, and employees. Furthermore, it is essential to obtain the coordination and support of both management and workers.

In order to design and conduct timely and successful well-being promotion programs, it could be useful to follow a model that considers different phases: preparation of the intervention, identification of focus areas, planning of actions, implementation of actions, and final evaluation.

1. In the **preparation of the intervention**, aspects pertaining to the establishment of a steering group, the development of a communication strategy, and the readiness of organization members for change should be carefully considered. Having a supportive steering group is crucial for the success of the intervention. The steering group should include HR professionals, senior manager, and line managers. They need project management skills and knowledge of occupational health. Another crucial aspect is communication. According with literature, successful health and well-being programs need clear communications about the

tasks and roles of the involved persons. When communication is unsuccessful and employees receive insufficient information about the project, they are not aware about what was expected from them, and this could severely impair the intervention outcomes. Finally, it is important to prepare the employees for change. To this purpose, recent studies suggest the effectiveness of using participatory methods. Involved employees who anticipate a relevant impact of the intervention are also those who usually report the best intervention outcomes.

2. A central part in the development of an effective work well-being program is the **identification of** the **aspects** on which it is important the intervention to focus. To this purpose, is strongly recommended to use standardized questionnaires (i.e., scientifically well validated questionnaires that allow for the identification of a broad range of psychosocial risks). The use of tools specifically tailored to local contexts has also received attention in the research fields. These instruments could be profitably used when standardized tools are perceived by employees as not able to capture their actual working conditions, or as having only little relevance to them. After having collected and analyzed data, employees should be provided with feedback about the results. Survey feedbacks and personal tips stimulate discussions and could promote the success of the program.

3. After having identified the areas on which focusing the intervention, an **action plan** should be developed. In this phase, the opportunities for improvement and the solutions identified on the basis of the evaluation inputs should be presented to the people involved in the program. In this phase, workshops and focus groups could be useful to promote the involvement of employees and could facilitate the development of personalized action plans. Carefully defining the aims and objectives of the program and outlining an evaluation plan of the results that will be achieved are crucial

4. The developed action plans should be **implemented**. In this phase, a crucial role should be attributed to the ability of the management in driving the process of implementation of the plans. In their process evaluation of the management standards, Mellor et al. (2011) found that senior managers were instrumental in getting action plans implemented. Mellor et al. (2013) reported that one of the most important barriers to the successful implementation of management standards action plans was lack of availability of managers. A lack of support from management usually results in the withdrawn from intervention activities because there are no resources or there is time pressure. Creating a supportive

environment and encouraging employees to participate, by making sure each of them understands the activities and goals, are crucial aspects.

5. Finally, the results of the program should be **evaluated**. At this stage, it is important to check whether the planned goals and objectives have been achieved. The identification of any further areas for improvement is also a relevant goal. In this phase, it is important to measure the impact of the program and its effectiveness for both employees and organizations. Some key questions to answer could be: Who has been involved in the program and why? What action plans were developed and to which extent were they implemented? Could hindering and/or facilitating factors be identified? What did participants think of the intervention? How did their mental models change during the intervention process?

According to the literature, the consideration of the aforementioned aspects should allow the development of effective intervention programs. In the next section of this manual, some helpful strategies for the realization of such interventions will be presented.

3.4. Helpful Strategies

To implement successful organizational well-being interventions programs, it may be useful to consider specific strategies. In the next pages, some tips and strategies will be presented that aim to facilitate the successful design and implementation of the different stages in the development of an organizational well-being interventions program.

1. As aforementioned, obtaining the support of managers has crucial importance. A successful strategy that can be used to achieve this goal requires paying attention to a few key aspects. First of all, it is important to clearly communicate with managers to explain to them the benefits of implementing a well-being program. The communications should be clear and comprehensive, and may focus on presenting successful experiences of other organizations. Often, a compelling argument concerns the fact that happy and healthy employees are more effective and productive and less expensive in terms of health care. If the participation of managers is essential, the involvement of employees is not far behind. An effective strategy should include some key points. First, it should be made clear that workers' participation is highly valued. Workers' perceptions, needs, and expectations should be explored and taken into account in order to precisely know how to act to stimulate their involvement. Furthermore, it is often useful to set up "well-being groups" composed of selected employees who should act as reference for the involvement of the rest of the staff. The definition of effective communication plans is also crucial. In this regard, it is essential to focus on creating convincing messages that have value for the audience. The communication plan should create a call to action and, therefore, it could be advantageous to use verbs that refer to action and movement. For effective communications, it is also important to consider which channels are more suitable to reach the target. Furthermore, to encourage the change, it is necessary to show the good reasons that should lead to work in that direction. In this perspective, it is useful to inform individuals about the positive aspects of the change and to focus the attention on the resources that are available and can favour the process. At this stage, it is preferable to emphasize more the good reasons that push toward the change than those that encourage not to change. Strategies of central importance are also those that create environments that promote the value of change and that stimulate self-efficacy and social support.

2. After having obtained the commitment of the actors involved in the program, it is crucial to exactly identify the priority aspects for the intervention. As previously noted, in this phase, it is useful to carefully identify the most suitable methodologies and procedures to collect data (questionnaires tailored to the specific contexts or standardized).

3. The third step is the planning of the actions to be implemented. **SMART actions** are useful in this regard. The acronym SMART defines actions which are: Specific, Measurable, Achievable, Relevant, and Timed.

a) **Specific**: The actions to be proposed should be clearly defined with regard to the expected outcomes. Descriptions should be clear but concise. It is recommended to specify exactly which actions must be taken, why they are necessary, who is the person who should perform them, when they should be done, and what consequences are expected.

b) **Measurable**: The actions should be matched by quantitative and qualitative indicators aimed to evaluate the achievement of the goals.

c) **Achievable**: Actions should be challenging but achievable. The skills, knowledge, and resources needed to carry out the actions should be always taken into account.

d) **Relevant**: The actions should be relevant to the objectives and shared and agreed upon by managers and the other actors involved in the process.

e) **Timed**: Actions should have a specific deadline. If there is a long timeline, it could be useful to identify intermediate deadlines.

4. Monitoring the evolution of the program is another key aspect. In this phase, an effective strategy consists in sharing the relevant points of the program (costs, expected-realized impact, added value offered by the program at the individual and organizational levels) with all the people involved. This, in fact, fosters the commitment of participants and allows for redirecting actions to make them more determined.

5. The final step is the evaluation of the program and the communication of the achieved results. In this phase, the progress in the planned objectives should be objectively verified. The process should involve participants at different levels and should be based on previously shared qualitative and quantitative indicators. The obtained results must be finally communicated to all the persons involved in the

program. In this regard, it is important to offer explanations concerning all the choices that have been taken. A helpful strategy is to present results using tables and figures that are easy to read and interpret. It is also useful to highlight the strengths of the program and the possible areas for future improvements. Communications that are easy to understand and impartial are preferable.

A successful strategy in the management of organizational well-being promotion programs is the implementation of the so-called "Health Circles". These are structured discussion groups in which employees identify the major problems related to the occupational health and develop and implement strategies to address issues concerning individuals' lifestyles and organizational changes. Health circles are a highly valuable strategy because they represent a flexible approach that can be easily adapted to different companies and situations (Brandenburg & Slesina, 1994). In general, the health circles are conducted with the guidance of a facilitator who serves as a moderator of the meeting. The circles, generally, require 6 to 10 meetings and develop through several stages:

a) The first objective pursued by Health Circles is the construction of the commitment of all parties with respect to all the project objectives.

b) Needs and risks (physical and psychosocial) are assessed.

c) The results of the assessment are discussed by the participants. Usually, the meetings focus on the particular needs and conditions identified in the previous phases. The participants also propose some possible solutions.

d) At this point, the suggestions developed within the Health Circle are communicated to the management in order to decide the actions that should be implemented and in what order.

e) The proposed solutions are then implemented. These actions provide the basis for the improvements in the physical and psychological health of employees.

f) The last meeting aims to present and evaluate the achieved results.

Usually, the Health Circle method is greatly advantageous. It has been proven to be an effective strategy for improving the psychosocial work environment and for reducing sick leave. Furthermore, in general, all participants report a high degree of satisfaction.

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ANNEX I: TOOLKIT FOR WORK WELL-BEING MANAGER

At this point, it is time to complement the knowledge and information previously learned and move on to the practical resources and contents of the **Toolkit for Work Well-being Managers**!

In this second section, you will find several activities and tools that will help the role of the Work Well-being Manager to provide a pragmatic and functional approach to prevent and combat work-related stress.

These tools and resources include:

- Videos
- Success/Failure Stories
- Multiple Choice Quiz
- External Resources

Additionally, these resources will be distributed by units so that you can relate them to the contents learnt in each unit of the Manual!

So, throughout this Toolkit you will find X tools, distributed as follows:

	SUCCES STORY	MULTIPLE CHOICE QUIZES	EXTERNAL RESOURCES	SURVEY	VIDEOS
UNIT 1	1	1	3	1	1
UNIT 2	-	2	-	2	-
UNIT 3	-	-	4	-	3

UNIT 1. PROMOTING OF HOLISTIC, PROACTIVE APPROACH TO MANAGING HEALTH AND WELLBEING ISSUES AT WORK

✚ MULTIPLE CHOICE QUIZ

Question: I-O Psychology

Well-Being at work is an important subject of I-O Psychology, which includes:

1. The organizational impact of employees' well-being.

2. Stress and strain about your life in general.

3. The physical and psychological repercussions of an unhealthy workplace.

4. How to effectively promote wellness at work.

Option 1.	Option 2.
Options 1 and 2	Options 2 and 3
Option 3.	Option 4.
Options 2 and 4	All of the options

Would you like to find out the answer?

Check it out in Annex II!

✚ EXTERNAL RESOURCE

Type of resource and benefits	Resource: Employee Wellness Report (2021). Employee well-being and happiness at work are an important matter that should be monitored and assessed. Well-being can have a positive effect on the organisation, linking the I/O Psychology field with the next unit (well-being promotion). The reports present several useful HR Analytics measures to apply in organisations.
External link	https://www.wellablelabs.com/research/employee-wellness-industry-trends-reports/2021

<u>SUCCESS STORY</u>

Alberta School Employee Benefit Plan
More than just benefits

ASEBP, winner of the Premier Award for Healthy Workplaces in 2012, introduced a Healthy Workplace Initiative to build on the strengths that made it stand out as an employer of choice, all while addressing health barriers for both individuals and the workplace.

The initiative identified three main areas for improvement: reinvigorating the organization's best practices, creating a fitness committee, and moving from a social committee to a more balanced spirit committee approach (expanding to address community involvement and workplace atmosphere). These areas have been addressed over the years since the Healthy Workplace Initiative was first launched.

ASEBP Workplace Health Model

ASEBP also developed its own workplace health model after receiving input from employees during a two-day event known as "Learning Days". Employees were asked what they thought was important in terms of health and then the suggestions were grouped into categories to create the health model.

Today, ASEBP continues to provide health and wellness initiatives that address every aspect of health - emotional, physical and nutritional. Employees are actively involved in planning social events, such as a fall golf tournament and an annual family barbecue, and vote for the charities to be supported through the Casual for a Cause program each year.

Special relief efforts are even organized by volunteer employees as needed, such as bake sales and silent auctions. Time is set aside each quarter during Life Celebration Celebrations to recognize significant milestones in employees' personal and professional lives, such as marriages, promotions, and educational achievements. The ASEBP is also an early adopter of mental health standards for Canadian workplaces.

ASEBP's Human Resources department ensures that ergonomic assessments are available to each employee for optimal workstation health. The Fitness for Health Committee works to provide a variety of fitness programs that support all fitness levels and work schedules, and their adoption is a testament to their success - about a quarter of employees took advantage of the programs last summer alone. And, the new Cookbook Committee encouraged employees to submit their favorite recipes for a printed piece that will be the focus of a special cookbook display this winter.

Source: https://www.workplacewellnessonline.ca/success-stories.php

⬩ EXTERNAL RESOURCE

Type of resource and benefits	Resource: Wellbeing at work (2022) This factsheet focuses on wellbeing in the workplace, explaining why it matters. It outlines the domains of CIPD wellbeing model, and look at the role of different stakeholders in cultivating a healthy workplace.
External link	https://www.cipd.co.uk/knowledge/culture/well-being/factsheet#gref

⬩ SURVEY

Questionnaire - Orientation to Happiness

Please indicate the extent to which each of the following statements corresponds to your own personal experience. Mark with an (X) the option that corresponds to the answer you intend to give. Use the following response scale:

1 = Does not correspond at all to my experience

2 = corresponds a little to my experience

3 = Corresponds to my experience

4 = Corresponds very much to my experience

5 = Corresponds completely to my experience

		1	2	3	4	5
1.	My life has a higher purpose.					
2.	Life is too short to put off the pleasures it can give us.					
3.	Regardless of what I'm doing, time passes very quickly.					
4.	When choosing what I do, I always consider whether it will benefit other people.					
5.	I get out of my routine to feel stimulated.					
6.	I look for situations that challenge my skills and abilities.					
7.	I have a responsibility to make the world a better place.					
8.	When choosing what to do, I always consider whether it will be pleasurable.					
9.	Both at work and at play, I tend to be completely immersed and forget about myself.					
10.	My life has permanent meaning.					
11.	I agree with the following statement: *"life is short - eat dessert first"*.					
12.	I am always absorbed by what I do.					
13.	What I do matters to society.					
14.	I love doing things that stimulate my senses.					
15.	When choosing what I do, I always consider whether I can be completely absorbed by it.					
16.	I've spent a lot of time thinking about the meaning of life and how I fit into the whole.					
17.	For me, a good life is a pleasant life.					
18.	I'm rarely distracted by what's going on around me.					

Source: https://estudogeral.uc.pt/bitstream/10316/94536/1/Ana%20Silva_Tese2020.pdf

✚ EXTERNAL RESOURCE

Type of resource and benefits	Resource: Orientation to Happiness and Decent Work: A Study of Profiles in Portuguese Workers (2020). This thesis focuses on the Orientation to Happiness and Decent Work in Portuguese workers, aimed at identifying distinct worker profiles based on this relationship.
External link	https://estudogeral.uc.pt/bitstream/10316/94536/1/Ana%20Silva_Tese2020.pdf

UNIT 2. FOSTERING THE OCCUPATIONAL SAFETY AND HEALTH PRACTITIONERS' TEAMWORK, IMPROVEMENT OF EMPLOYEE'S WORK PERFORMANCE AND DECREASE OF SICKNESS AND ABSENCE

✚ SURVEY

1. Answer each question by ticking the box that applies to you, YES or NO. Answer YES even if only part of the statement applies to you.

		YES	NO
1	I often bring work home.		
2	I often think about working from home.		
3	I think only I can do the job so that it is done well.		
4	I often underestimate how long it will take me to complete a task.		
5	I think I have too many deadlines at work that are hard to meet.		
6	I often feel guilty if I want to relax and do nothing.		
7	I often think about problems at work, even when I should be relaxing.		
8	I do everything quickly - eat, talk, walk, drive.		
9	I am impatient when others speak/drive slowly.		
10	My appetite has changed; I'm getting bigger or smaller, or skipping meals.		
11	I have mood swings.		
12	I grit my teeth.		
13	I have muscle pain, especially in my shoulders, neck, head and lower back.		

14	I can't do tasks as well as I used to.		
15	I often turn to alcohol, caffeine, nicotine or drugs.		
16	I don't have time for hobbies.		
17	I am extremely competitive, including in sports and games.		
18	I find it hard to praise others, even when it is deserved. Criticism rolls off my tongue more easily.		
19	My sex drive is lower, my menstrual cycle is altered.		
20	I deny or avoid problems and hope they go away.		

4 points or less: you are less likely to get a stress-related illness.

5-11 points: you are more likely to experience a stress-related illness, either mental or physical. You would benefit from stress management counselling/consultation.

12 points or more: you are more likely to suffer from a stress-related illness such as diabetes, irritable bowel, migraines, back and neck pain, high blood pressure, heart disease, stroke, depression, anxiety.

Tips on how to improve your score

Check the answers where you ticked YES:

- see if you can reduce, change or adjust this property
- start with the ones that are easier and more likely to succeed
- start with small changes, as it takes daily implementation to make a change stick
- support from family, friends and colleagues will make the process easier
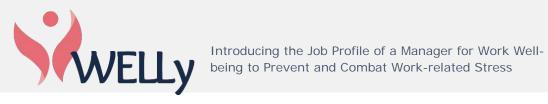- professional help is always available

SURVEY

2. The following are factors that may be a source of work stress at a particular time or period. Please score each statement according to the scale described, depending on how strong a source of work stress it is for you.

1 - very small source of stress

5 - a very strong source of stress

		1	2	3	4	5
1	I have too much to do.					
2	I lack power and influence.					
3	I am doing a job beyond my capabilities.					
4	I am doing work that is below my capabilities.					
5	I don't have enough work.					
6	I manage and/or supervise other people's work.					
7	Disagreement with the policies of the organisation or institution where I work.					
8	I take my work home.					
9	Payment amount.					
10	My personal beliefs are inconsistent with the organisational ones.					
11	Inadequate guidance and support from superiors.					
12	Lack of consultation and communication.					
13	Keeping up with advances in technology.					
14	Unclear professional role.					
15	Inadequate job training and career development planning.					

16	Lack of social support from colleagues.					
17	My spouse's/partner's attitude to my job and career					
18	Work very long hours.					
19	Have boring administrative tasks.					
20	Lack of encouragement from superiors.					
21	Impact of work on attitudes towards spouse/partner/children					
22	Being underestimated.					
23	Requirements to take risky decisions.					
24	Working with people of the opposite sex.					
25	Lack of emotional support from people outside the workplace.					
26	Impact of work on my private/social life.					
27	Factors beyond my direct control.					
28	Living with a partner who invests heavily in their own career.					
29	Making important decisions.					
30	Personal conflicts with others.					
31	Careers at the expense of private life.					

How to reduce your stress levels:

- see if you can reduce, change or adapt the situation that is causing you the most stress (3-5)
- start with small changes, as it takes daily implementation to make a change stick
- support from family, friends and colleagues will make the process easier
- professional help is always available

♣ MULTIPLE CHOICE QUIZ

Question: Regarding legislation about work-related stress, organisations should comply with... (choose the best option):

Option 1.	Option 2.
International conventions, because they establish the main guidelines to follow, but not recommendations because they are not mandatory	All suitable national laws and international conventions and recommendations, because, although these documents are not all mandatory, organisations should strive to be as compliant as possible
Option 3.	**Option 4.**
National laws, because national legislative documents are the only ones that apply in a certain country and identify what organisations should do related to this matter	The suitable legal documents, and at the same time develop appropriate internal policies and processes that may go beyond the legal requirements if it is necessary and contributes to a healthier working environment

Would you like to find out the answer?

Check it out in Annex II!

MULTIPLE CHOICE QUIZ

Question: Regarding legislation about work-related stress, organisations should comply with... (choose the best option):	
Option 1. Diverse cultural perspectives can inspire creativity and drive innovation	Option 2. Integration across multicultural teams can be difficult int the prejudice or negative cultural stereotypes
Option 3. Diverse teams are more productive and perform better	Option 4. All of the above
Would you like to find out the answer? Check it out in Annex II!	

UNIT 3. STRATEGIES TO MANAGE ISSUES RELATED TO MENTAL HEALTH IN THE WORKPLACE

⊞ VIDEO

Management vs. Leadership	
Link: https://www.youtube.com/watch?v=TddIkIy1cC0	
Competence Unit and Topic Covered	The video covers unit 3.1 and tackles the topic of the differences between managers and leaders
General Learning Outcomes	• There is no hard-line dividing managers and leaders and a person cannot be 100% leader and 100% manager. • There are both differences and similarities between managers and leaders
Duration	5:33
Reflection	Do you think there are specific personality traits characterizing managers Vs. leaders? Can a person grow into becoming a leader and how?

⬇ EXTERNAL RESOURCE

Type of resource and benefits	The article "How great managers motivate their employees" by Susan M. Heathfield was published on The Balance Careers in March 2021. It lists 10 ways in which managers can funnel employees' motivation towards work goals.
External link	https://www.thebalancecareers.com/how-great-managers-motivate-their-employees-1918772

⬇ EXTERNAL RESOURCE

Type of resource and benefits	The paper "Job satisfaction and motivation: what are the differences among these two" by Shen Kian Tan (May 2014) is available on Research Gate. The article investigates the differences between two factors that are considered as the main contributors to effectiveness and efficiency of corporate business culture.
External link	https://www.researchgate.net/publication/262731796_Job_Satisfaction_and_Motivation_What_are_the_Differences_among_these_Two

🔸 VIDEO

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10 habits to follow for a better work-life balance Link: https://www.youtube.com/watch?v=teE-xVO-ljw	

Competence Unit and Topic Covered	The video covers unit 3.2 and tackles the topic of how to get the best from remote working thanks to some work-life balance tips.
General Learning Outcomes	• We are increasingly crossing boundaries between working and private life. • Not setting clear boundaries has negative effects on our health. • Some strategies to cope with this.
Duration	4:43
Reflection	Which of the listed strategies are most easily applicable to you? Do you want to add any more tips to the list?

EXTERNAL RESOURCE

Type of resource and benefits	* A central part of the development of an effective work well-being program is the identification of the aspects that need improvements and corrections. To this purpose, it is strongly recommended to use well validated questionnaires that allow for the identification of a broad range of psychosocial risks. The link below points to a well-known and highly useful instrument that can help HR practitioners determine employees working conditions, monitor future improvements, and compare the current situation with past or future situations.
External link	* https://www.hse.gov.uk/stress/assets/docs/indicatortool.pdf

EXTERNAL RESOURCE

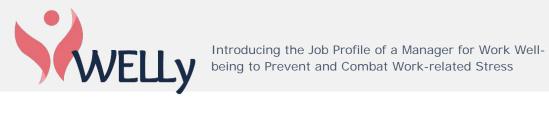| Type of resource and benefits	*The link below points to a well-known and highly useful instrument. It is designed to assess the extent to which organizations effectively implement integrated approaches to worker safety, health, and well-being. This survey is meant to be completed by health and safety representatives, either in human resources or in safety, at the middle management level.
External link	*https://centerforworkhealth.sph.harvard.edu/sites/default/files/WISH%20Tool%20for%20Website%205.16.18.pdf

✤ VIDEO

<div align="center">How to Create an Employee Wellness Program</div>

Link: https://www.youtube.com/watch?v=Zwj4JpHILXE

Competence Unit and Topic Covered	The video covers unit 3.3 and provides tips on how to create effective employee wellness programs.
General Learning Outcomes	• How to define objectives. • How to plan actions. • How to promote the program.
Duration	6:11
Reflection	Which of the listed strategies are most easily applicable to you? Do you want to add any more tips to the list?

EXTERNAL RESOURCE

Type of resource and benefits	The resource "Healthy workers, thriving companies. A practical guide to wellbeing at work: tackling psychosocial risks and musculoskeletal disorders in small businesses" is a guide that aims to help micro and small businesses to create a work environment where employees stay healthy and productive, and the business thrives.
External link	https://op.europa.eu/en/publication-detail/-/publication/a20aa7de-1878-11e9-8d04-01aa75ed71a1/language-en

ANNEX II: TOOLKIT ANSWERS

Find the answers to the multiple-choice quizzes for all units in the table below!

UNIT NUMBER	QUESTION	ANSWER
UNIT 1	Well-Being at work is an important subject of I-O Psychology, which includes: 1. The organizational impact of employees' well-being. 2. Stress and strain about your life in general. 3. The physical and psychological repercussions of an unhealthy workplace. 4. How to effectively promote wellness at work.	Option 4: All of the options Justification: All of the options are studied within I-O Psychology and can contribute to the current knowledge on work-related well-being. Some of I-O Psychology researchers are interested in investigating how employees' well-being or poor health can impact organisations as a whole, studying organisational performance, turnover or even financial results, and some researchers focus on the consequences of unhealthy workplaces on the individual and their life and their work. Additionally, is it very important to understand and study how to promote well-being in terms of practices, resources or conditions.
UNIT 2	Regarding legislation about work-related stress, organisations should comply with… (choose the best option): a. International conventions, because they establish the main guidelines to follow, but not recommendations because they are not mandatory	Option 4. Despite legislation/recommendations from external entities, organizations must have internal conduct rules and regulations to ensure the promotion of a healthy work environment. More than legal compliance, organisations must seek a proactive attitude through their internal regulations.

	b. All suitable national laws and international conventions and recommendations, because, although these documents are not all mandatory, organisations should strive to be as compliant as possible.	
	c. National laws, because national legislative documents are the only ones that apply in a certain country and identify what organisations should do related to this matter.	
	d. The suitable legal documents, and at the same time develop appropriate internal policies and processes that may go beyond the legal requirements if it is necessary and contributes to a healthier working environment.	
UNIT 2	Diversity brings advantages and challenges such as: a. Diverse cultural perspectives can inspire creativity and drive innovation; b. Integration across multicultural teams can be difficult int the prejudice or negative cultural stereotypes; c. Diverse teams are more productive and perform better; d. All of the above.	Option 4. Diversity is a trend on the agenda of organizations given the clear advantages it brings in the organization's results and in the experience of employees.