



SUPPORTING
EUROPEAN
AVIATION

Psychosocial Risk and Harassment

EUROCONTROL

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- PSR :
 - Definition

- Focus on EUROCONTROL
 - A bit of history
 - A concrete example
 - But...

Definition

PSR are workplace elements that can impact the physical integrity and mental health of employees

Psychosocial risks at work are the probability that one or more workers suffer psychological damage which can also be accompanied by physical damage, following exposure to components :

- of the organization of work
- work content
- working conditions
- living conditions at work
- interpersonal relationships at work

on which the employer has an impact and which objectively involve a danger



Key elements

Factors:

- ⇒ Work requirements and its organization
- ⇒ Management and labor relations
- ⇒ Attention given to the values and expectations of employees
- ⇒ Work changes

Consequences:

- ⇒ Health impact
- ⇒ Impact on the company

Other related notions:

- ⇒ Violence at work
- ⇒ Harassment
- ⇒ Workload
- ⇒ Stress

A bit of history at EUROCONTROL

- Two articles in Statute:
 - **Article 1c**: Les fonctionnaires en activité bénéficient de conditions de travail qui respectent les normes de santé et de sécurité appropriées, au moins équivalentes aux prescriptions minimales applicables en vertu des mesures arrêtées dans ces domaines dans l'État membre concerné. »
 - **Article 12bis**: qui interdit toute forme de discrimination et de harcèlement
- Dignity policy (1998) and confidential counsellors
- Creation of Mediation service (Decision I/21 2007)
- Dedicated Rule against Harassment, formal and informal process (RA40)
- Agency Psychosocial Risk Officer recruited in 2018

An example on one site (EIH)

- Mid 2004 Awareness on stress/Health Day
- End 2004 Nomination of Confidential Counsellors
- 2009 Some issues regarding moral damages, more individual complaints (Audit proposal rejected)
- Mid 2010 Welfare, Occupational Dr, and confidential Counsellors launch internal alert
- End 2010 Health day on PSR
- Early 2011 initial evaluation of PSR for DU
- 2014: Nb of cases increasing, External audit on what do we have + benchmark.
- End 2016:1st scientific assessment COPSOQ
- End 2019:2nd COPSOQ
- 3rd was planned in 2024, rejected, replaced by a Staff Satisfaction Survey

Awareness, How to cope with, (focusing on tertiary prevention)

but difficulties to launch an analysis of the root causes, to assess what is wrong in the organization of the work and try to make changes (primary prevention)

A detailed analysis of PSR : COPSOQ Study

- Copenhagen Psychosocial Questionnaire
- Survey scientifically validated in several languages, here in French and English 46 questions on 24 dimensions
- 17 socio-demographic questions (gender, age, grade, unit)
- 10 questions on Stress evaluation
- 4 questions on Violence & Harassment
- **71% & 74% response rate**

LEVERS FOR ACTION

QUANTITATIVE CONSTRAINTS	ORGANISATION AND MANAGEMENT
Workload Pace of work Cognitive demands	
AUTONOMY	
Room for manoeuvre Opportunities for growth	Predictability Recognition Clarity of roles Organisational fairness Conflict of values Quality of line manager's leadership Support from line manager Employee-management trust
RELATIONS BETWEEN COLLEAGUES	
Support from colleagues Trust and cooperation among colleagues	

CONSEQUENCES

PROFESSIONAL FULFILMENT
Commitment to the Organisation Satisfaction at work Meaningfulness of work
HEALTH AND WELL-BEING
Self-assessed health Emotional demands Exhaustion Stress Work-life balance Job insecurity

Concrete action plan (Identification of some groups needing particular attention, sensibilisation, tools, psychologist permanence...)

Results and Action plan

- Identification of groups that need particular attention
- 3 main results:
 - Fairness at work, (CS versus AD or AST, CDD versus CDI..) / Justice organisationnelle
 - Sense of purpose
 - Workload
- One surprise: Violence at work
People not able to speak up, despite what was in place in terms of support
- Concrete action plan drafted and reviewed regularly by the working group:
 - Sensibilisations,
 - Training modules for managers,
 - Tools to monitor frequent travellers,
 - Burnout survey at occupational visits,
 - Psychologist permanence on site and call center available,
 - ...

But ...

- **Despite 20 years of contributions to the consideration of psychosocial risks (PSRs), they are not formally recognized in the statutes.**
 - No appropriate regulation on PSRs, violence in workplace...
 - Confidential Counselors are not formally in charge of other issues beyond harassment (currently in progress).
- Lack of willingness from Top Management regarding PSRs
 - Preference for Staff Satisfaction Survey, no scientific measures of PSRs.
 - Little primary action to reduce/eliminate sources of suffering.

But (2)...

- **Many problems with the current harassment policy:**
 - The informal procedure is not "recognized" as such; the Agency only intervenes if a formal complaint is made. Where is the 0 tolerance?
 - No formal complaints recognized internally so far, even after enquiries, even if the ILOAT (International Labour Organization Administrative Tribunal) has awarded significant damages to some colleagues, criticizing the process (delay, ..).
 - Lack of support for whistleblowers or for witnesses
 - No follow-up on recommendations after harassment investigations.
 - Issue with Confidentiality, both sides: some staff members abuse the situation by making threats of harassment complain to stay undisturbed or avoid some managerial decisions.
- **RA40 need to be reviewed, as well as the work accident procedure (first case of occupational accident recognized as having a psychosocial impact).**



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Thank you!

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