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PSYCHOSOCIAL SUPPORT AT WORKPLACE PROGRAMME: A UNIVERSAL ROADMAP

Kseniia Lepekha
psychologist, trainer on preventive programmes at work

pratsia.in.ua

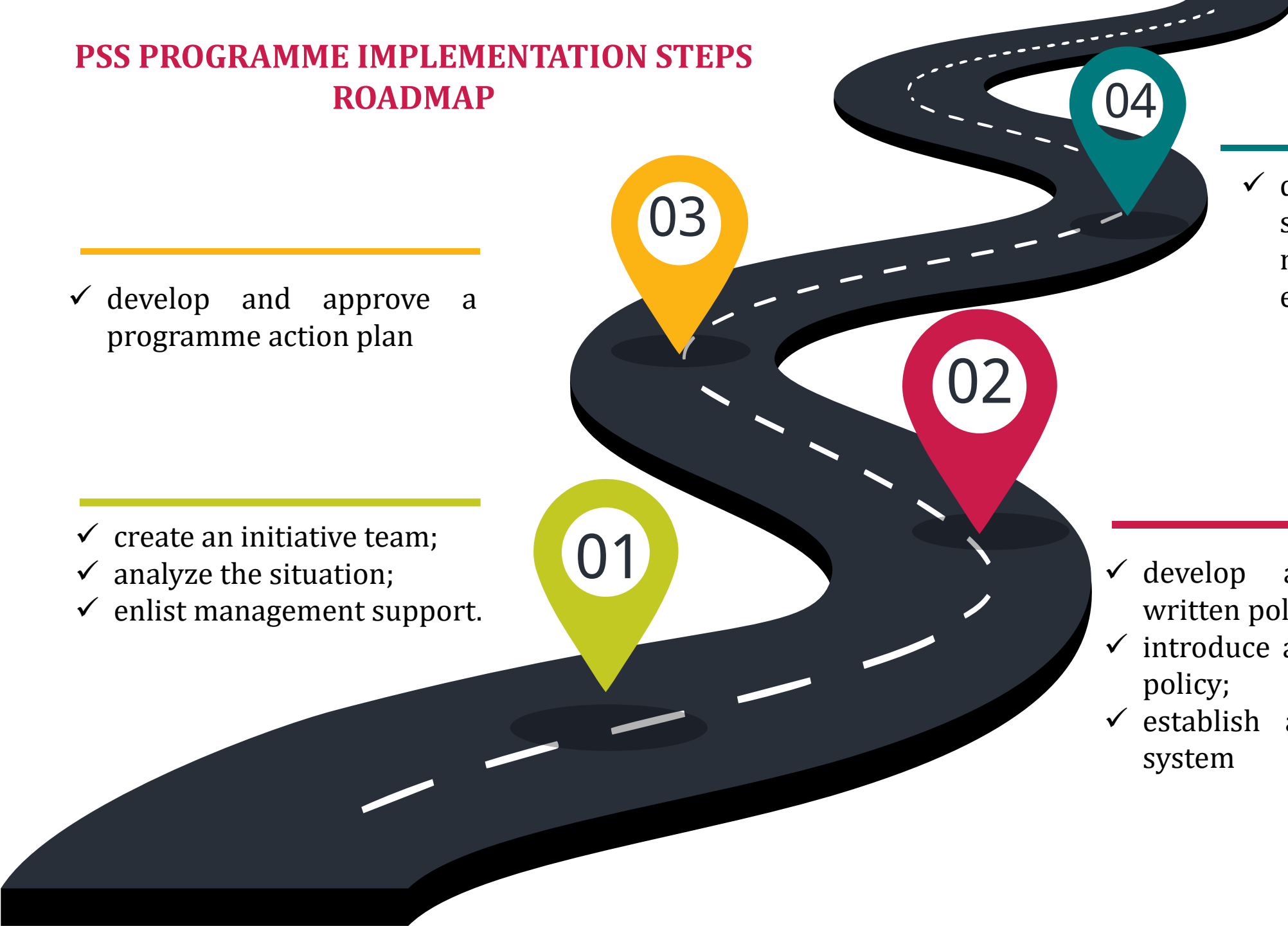
ilo.org/shd4Ukraine

SELF-ASSESSMENT BY ENTERPRISES OF THEIR SITUATION IN TERMS OF PSYCHOSOCIAL SUPPORT

CHECK LIST

- Has the psychological safety culture been shaped?
- Have the structural unit managers been trained in strategies of efficient communication in situations related to mental health of workers?
- Are psychosocial risks and hazards assessed as part of the general policy of occupational safety and health?
- Has a permanent programme of workers' mental health support, having efficiency criteria, been implemented?

PSS PROGRAMME IMPLEMENTATION STEPS ROADMAP

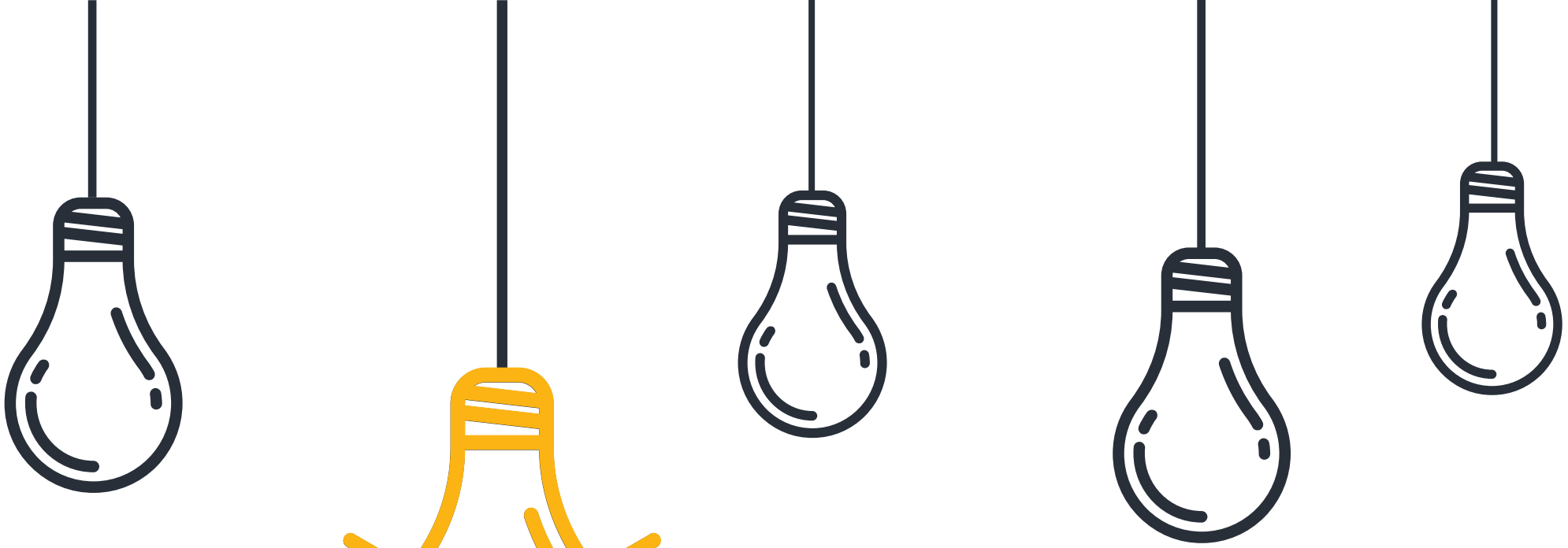


- ✓ create an initiative team;
- ✓ analyze the situation;
- ✓ enlist management support.

- ✓ develop and approve a programme action plan

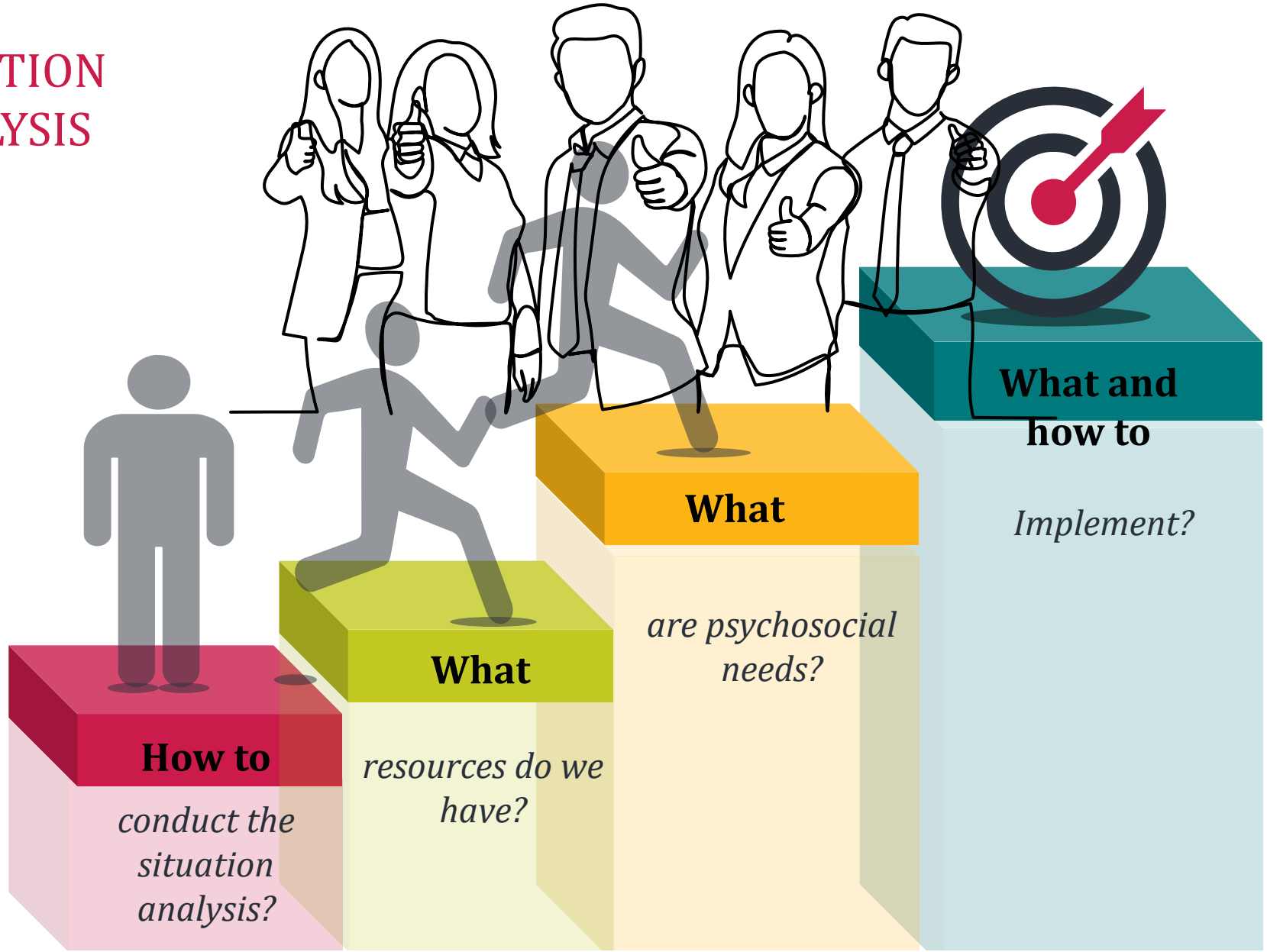
- ✓ develop and approve a written policy;
- ✓ introduce all workers to the policy;
- ✓ establish a communication system

- ✓ develop and approve a system of programme monitoring and evaluation



WHY AM I A PROGRAMME DRIVER?

SITUATION ANALYSIS



BASIS OF A PSYCHOSOCIAL SUPPORT PROGRAMME

Policy on psychosocial support off workers

*Statement of intentions*_____

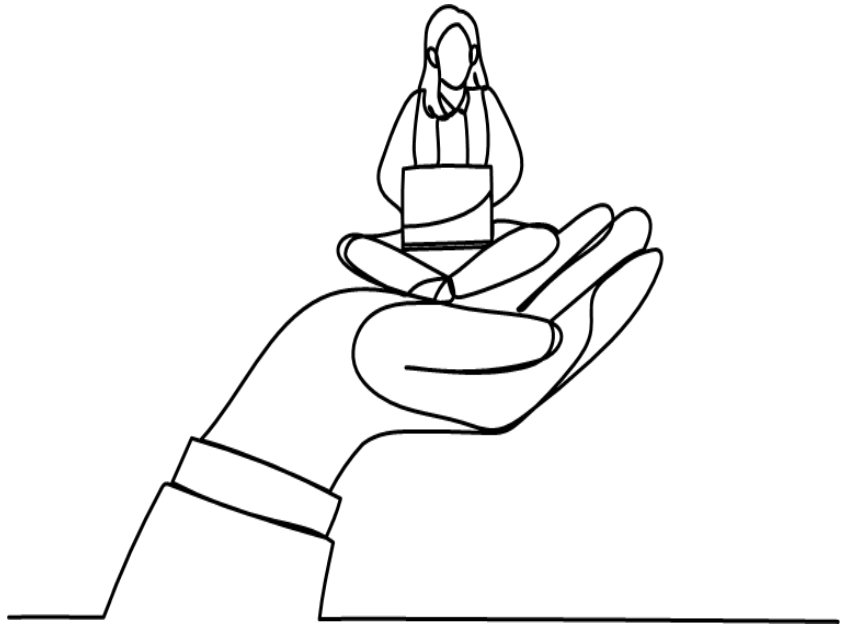
*Goals of the psychosocial support programme*_____

*Definitions of key concepts*_____

*Obligations of managers and workers*_____

*Communication with staff, prevention and support*_____

*Policy monitoring and review*_____

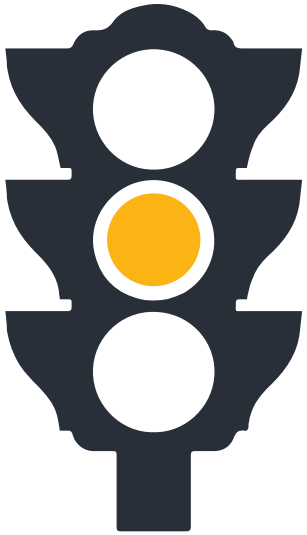


written policy

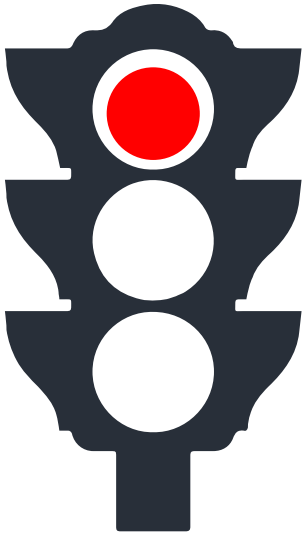
STRATEGIES OF MEASURES WITHIN THE PSS POLICY FRAMEWORK

UNIVERSAL STRATEGIES:
general level – all workers
Goal: *prevent* risks and *improve* mental health
(information and training activities, health improvement programmes, organizational changes…)

SELECTIVE STRATEGIES:
level of worker groups
Goal: early intervention, risk *mitigation* (information and training activities, supporting programmes, organizational changes…)



SPECIAL STRATEGIES:
individual level – individual worker
Goal: *recovery*, post-trauma *adaptation* at work (specialist assistance, reasonable accommodation, psychological first aid…)



M&E SYSTEM WITHIN THE PSS PROGRAMME

01 **Goals and objectives as per the intervention strategy (level)**

02 **Process indicators and result indicators** (indicators for measurement)

03 **Data collection methods** (data source, tools, frequency)

04 **Roles and responsibilities within M&E** (data manager)

05 **Dissemination of results**

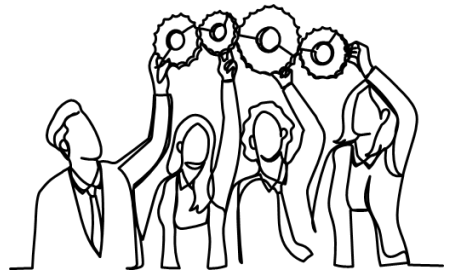
ACTION PLAN AS PART OF THE PSYCHOSOCIAL SUPPORT PROGRAMME

SAMPLE

Activities *(objectives)*	**Intervention level** *(universal, selective, individual)*	**Content** *(forms and methods)*	**Necessary resources** *(information and communication tools, material and financial, time)*	**Responsible person** *(name, contact, function)*	**Time limit** *(frequency and date)*	**Implementation status / difficulties / M&E results** *(output, outcome and impact)*

Check List

PROGRAMME INFRASTRUCTURE

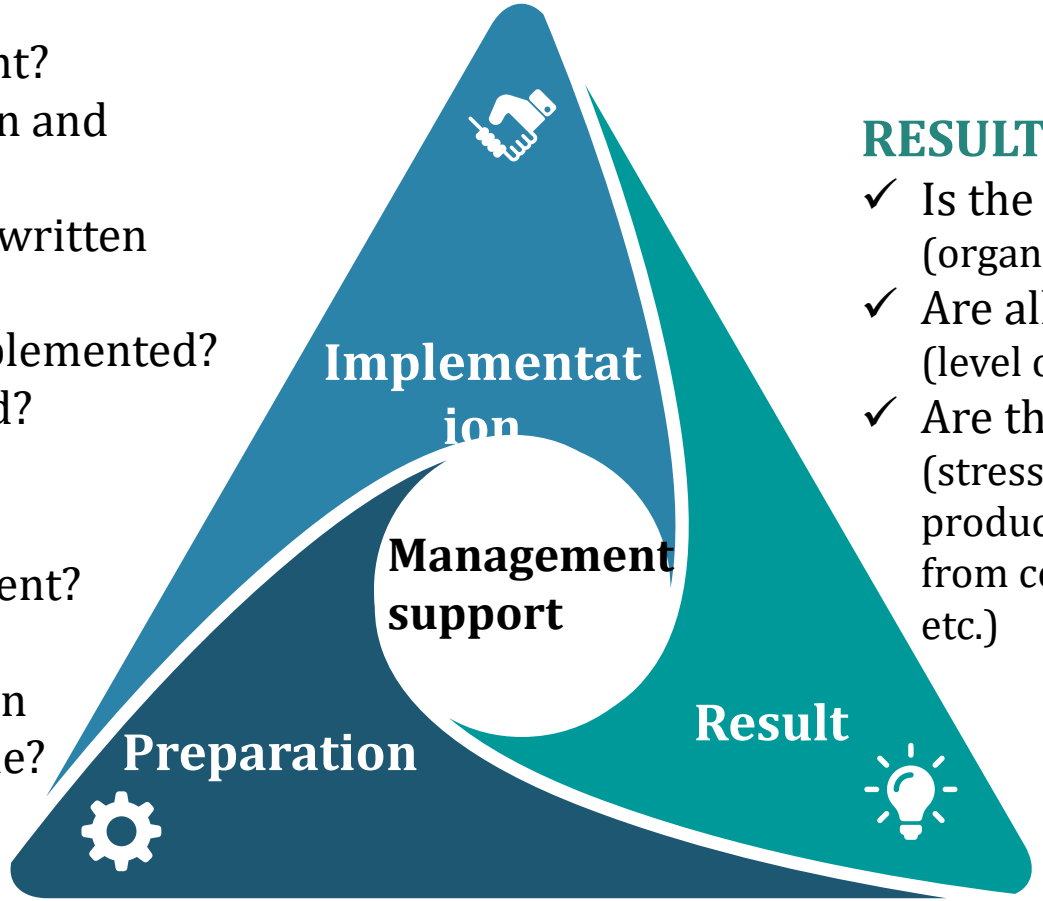


IMPLEMENTATION:

- ✓ Is there support from management?
- ✓ Is there clear process coordination and communication?
- ✓ Is everyone familiarized with the written policy and programme?
- ✓ Is the Programme action plan implemented?
- ✓ Is the Programme M&E conducted?

PREPARATION:

- ✓ Is there management's commitment?
- ✓ Are coordinators designated?
- ✓ Has the PS needs assessment been conducted, are resources available?
- ✓ Are the policy and action plan approved?
- ✓ Is the M&E system developed?



RESULT:

- ✓ Is the policy efficient? (organizational changes)
- ✓ Are all worker groups covered? (level of coverage and involvement)
- ✓ Are the measures efficient? (stress level, job satisfaction level, productivity level, level support from colleagues and management, etc.)

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PSYCHOSOCIAL SUPPORT AT WORKPLACE PROGRAMMES PILOT INITIATIVE RESULTS: KEY CONCLUSIONS AND RECOMMENDATIONS

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pratsia.in.ua

ilo.org/shd4Ukraine

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MOVING FORWARD TOGETHER

Participants of the pilot initiative on development and implementation of psychosocial support at workplace programmes

November 2022
April 2023

PUBLIC AUTHORITY

State Labour Service of Ukraine
Kyiv city
Central office and later on 8 interregional directorates
Public authority that exercises the labour inspection functions in Ukraine: enforcing the legislation on labour, OSH, etc.
1884 staff

INFORMATION TECHNOLOGY

Naftogaz Digital Technologies LLC
Kyiv city
IT company providing information technology services to the Naftogaz Group companies
223 staff

EDUCATION

Regional Vocational and Technical Education Centre No. 1
Kremenchuk city, Poltava oblast
Education institution training highly skilled workers for petrochemical enterprises, food industry, services, and construction
112 staff

HEALTH CARE

Central Primary Health Care Centre
Rivne city
Facility providing primary medical aid
350 staff

Brovary Multidisciplinary Clinical Hospital
Brovary city, Kyiv oblast
Facility providing secondary specialized medical aid
1205 staff

Lviv Oblast Clinical Diagnostic Centre
Lviv city
Facility providing counselling, diagnostic, medical treatment and preventive care services
210 staff

Mechnykov Dnipropetrovsk Oblast Clinical Hospital
Dnipro city
Oblast centre of specialized surgical care
2234 staff

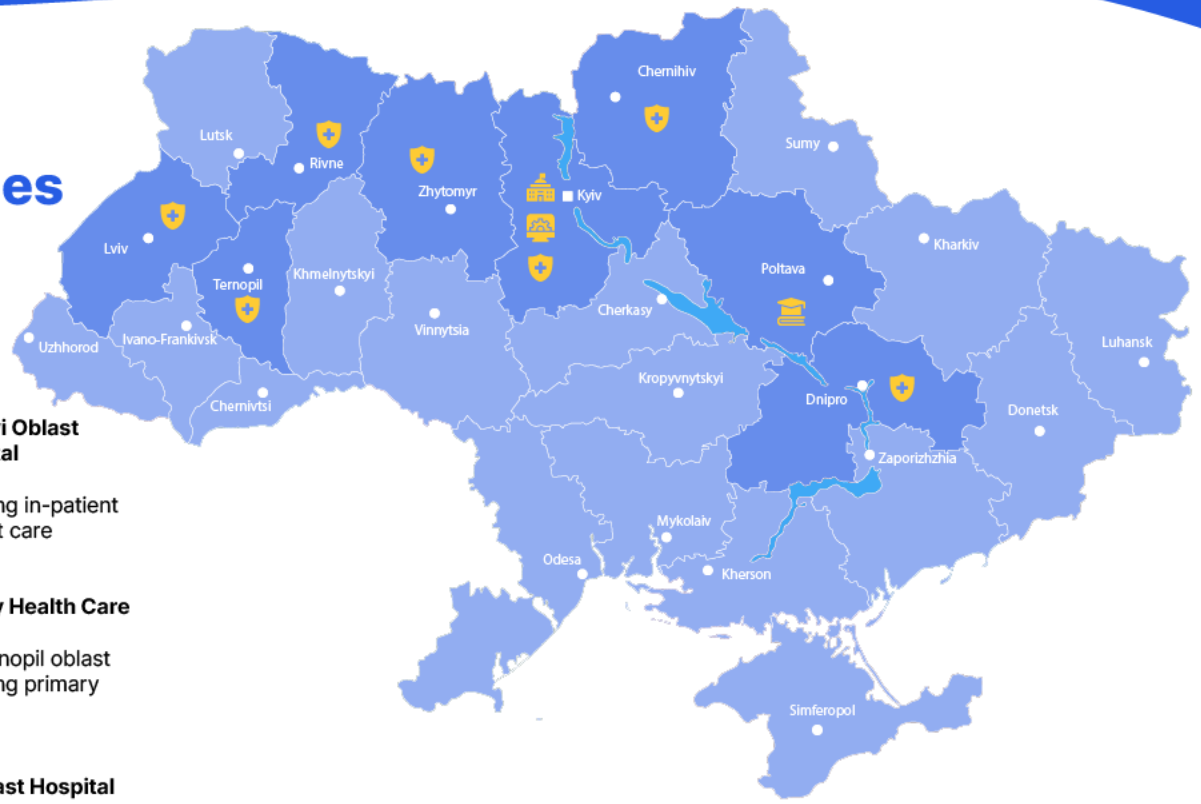
Formula Zdorovya Family Medicine Centre
Kyiv city
Dental clinic
54 staff

Bila Tserkva City Hospital No. 1
Kyiv oblast
Facility providing in-patient and out-patient care
512 staff

Herbachevskyi Oblast Clinical Hospital
Zhytomyr city
Facility providing in-patient and out-patient care
1613 staff

Zboriv Primary Health Care Centre
Zboriv city, Ternopil oblast
Facility providing primary medical aid
115 staff

Chernihiv Oblast Hospital
Chernihiv city
Facility providing tertiary highly specialized medical aid
1442 staff



12 enterprises

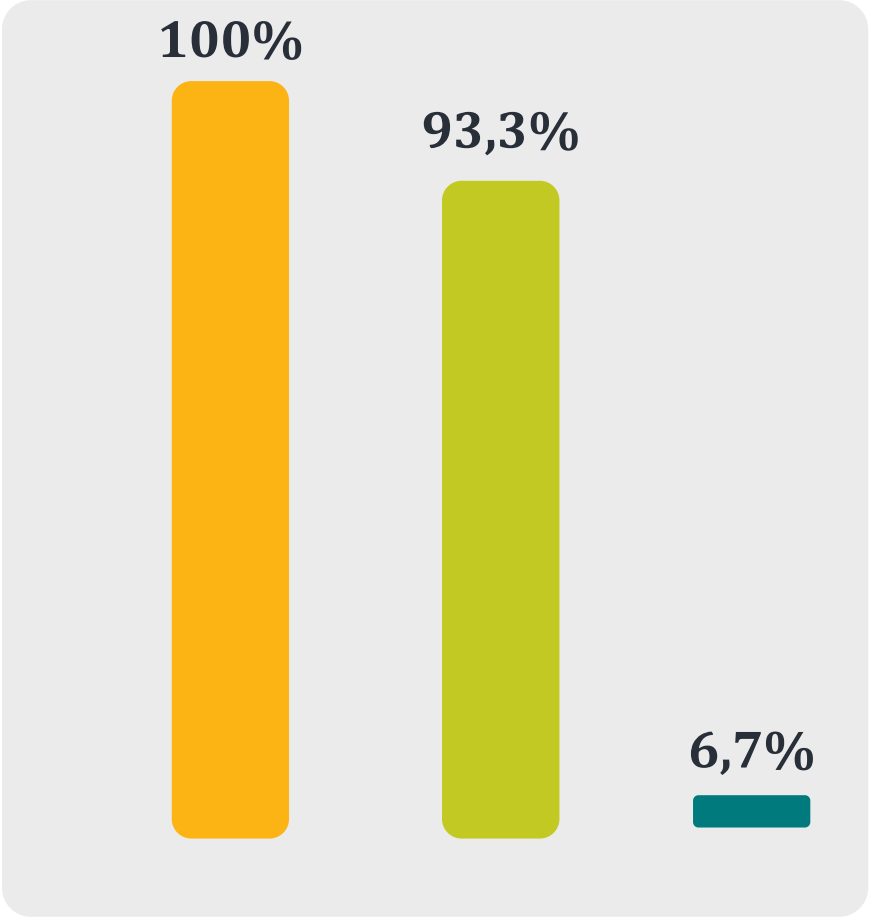
9654 staff

14 expert observers from stakeholders

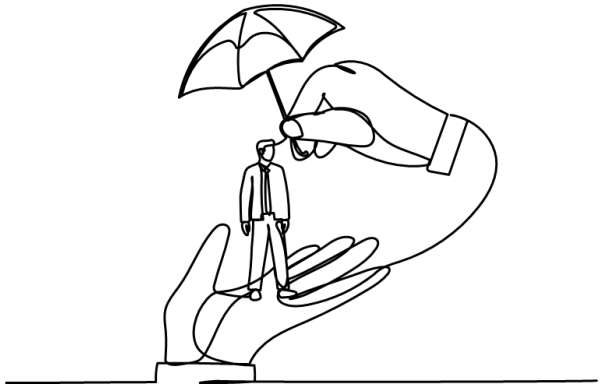
PSS PROGRAMME PILOTING RESULTS:

Respondents' answers on quality of information and training materials and webinars

- **Sufficiently successful** form of information material presentation during webinars at every step of the Programme implementation.
- Additional information materials contained on the Programme Piloting disc and at the SLS portal are **sufficiently useful and practical.**
- Additional information materials contained on the Programme Piloting disc and at the SLS portal are **not sufficiently useful and practical.**



Sample profile: 15 respondents including 6 pilot enterprises, 6 "offline" enterprises, and 3 respondents as observer experts.



PSS PROGRAMME PILOTING RESULTS:

Breakdown of respondents' answers concerning quality of the 4-step PSS Programme model

- The 4-step PSS Programme model is **sufficiently successful and convenient** to use

- **It is worth changing something** in the 4-step PSS Programme model

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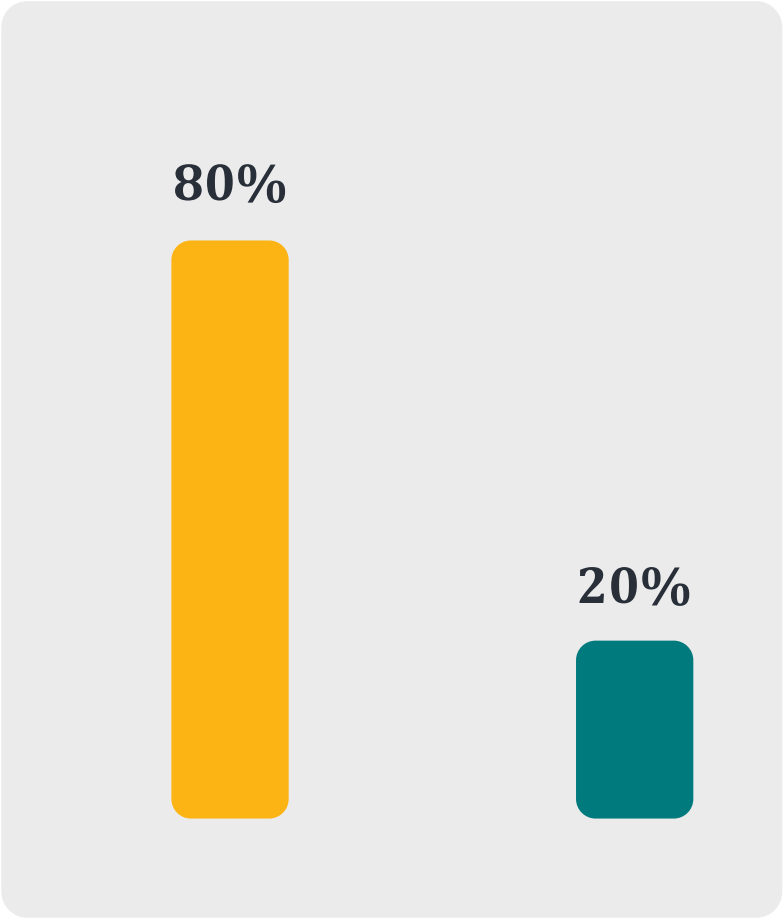
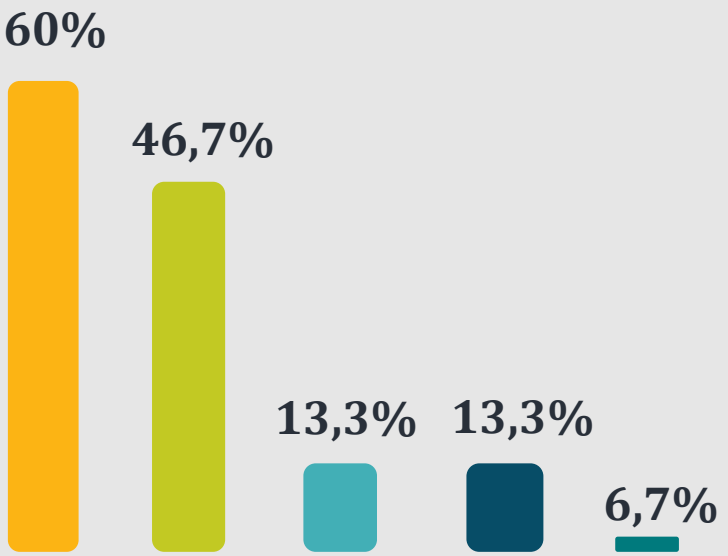


Sample profile: 15 respondents including 6 pilot enterprises, 6 "offline" enterprises, and 3 respondents as observer experts.

PSS PROGRAMME PILOTING RESULTS:

Respondents' answers concerning feasibility and difficulty of implementing such a PSS programme model at the enterprise level (several answer options may be chosen)



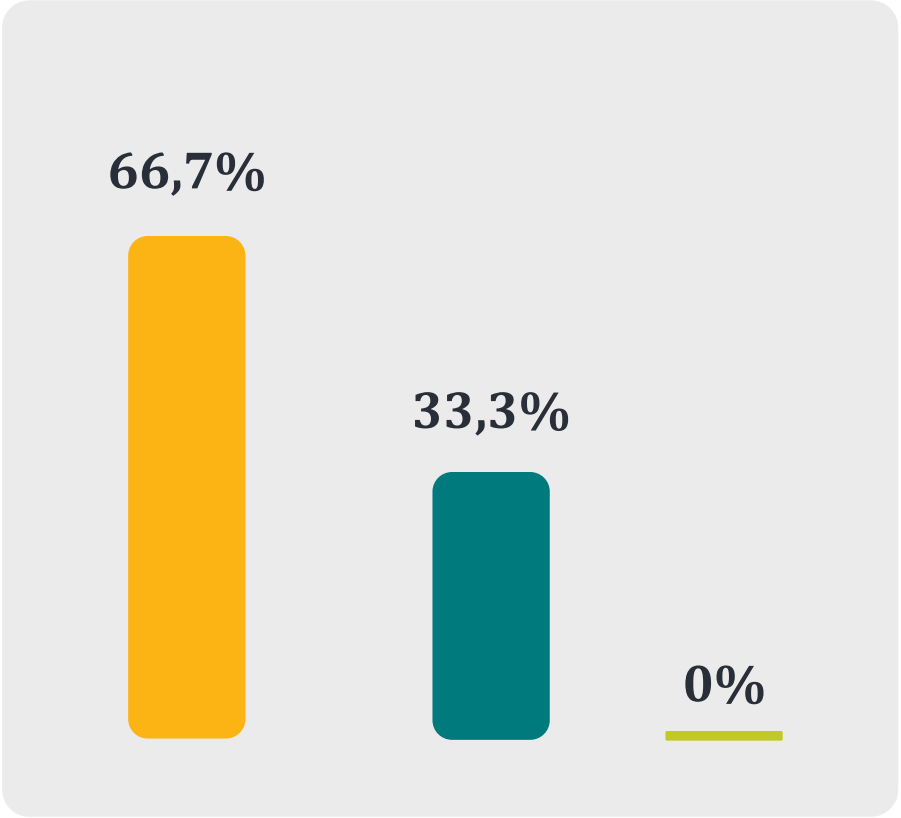
- **Absolutely realistic to design and implement**, there would be a desire
- **Difficult** because needs considerable resources (finance, time, human)
- **Difficult** because there is no leader(s) who would assume responsibility
- **Difficult** because workers are not motivated to take care of this matter
- **Difficult** because there is no support from management

Sample profile: 15 respondents including 6 pilot enterprises, 6 "offline" enterprises, and 3 respondents as observer experts.

PSS PROGRAMME PILOTING RESULTS:

Breakdown of respondents' answers concerning the PSS Programme steps implemented

- **All steps** of the PSS Programme have been implemented, and its activities are under implementation
- **Some steps** of the PSS Programme have been implemented
- **None of the** PSS Programme **steps** has been implemented

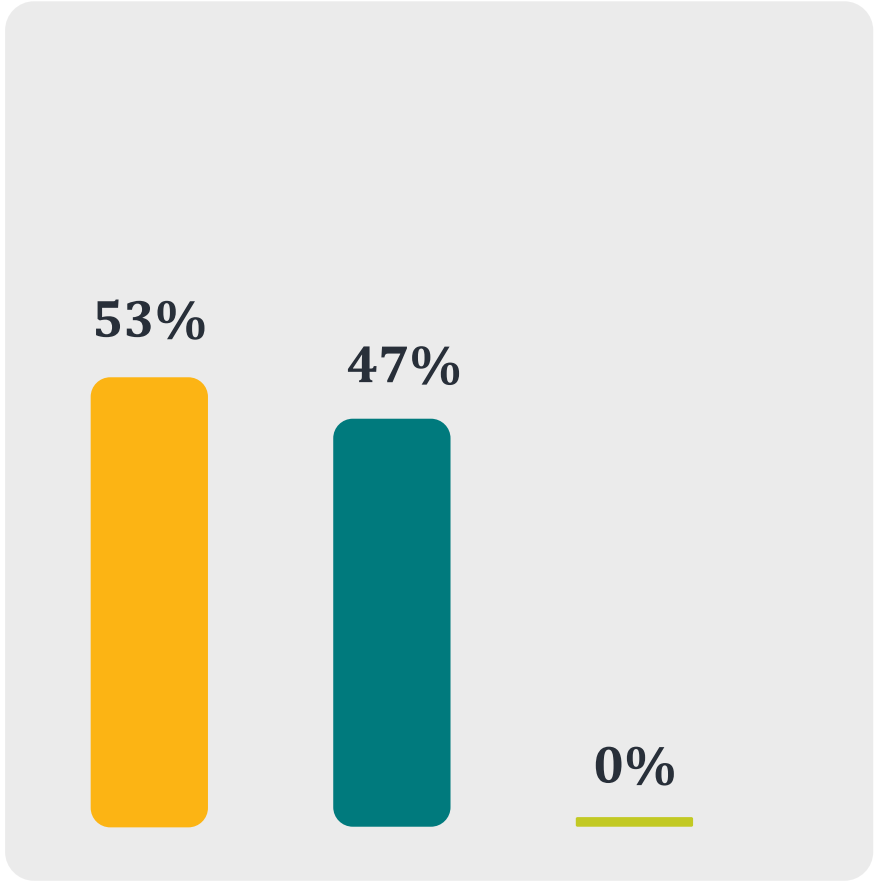


Sample profile: 15 respondents including 6 pilot enterprises, 6 "offline" enterprises, and 3 respondents as observer experts.

PSS PROGRAMME PILOTING RESULTS:

Breakdown of respondents' answers concerning usefulness of the training on PSS provision at the workplace

- **Useful, we intend to use** the acquired knowledge at the workplace
- **Useful, we have already been using** the acquired knowledge to support others at the workplace
- **Not a useful training**



Sample profile: 15 respondents including 6 pilot enterprises, 6 "offline" enterprises, and 3 respondents as observer experts.

PSS PROGRAMME PILOTING RESULTS:

Respondents' answers on efficiency of the PSS at workplace programme based on their internal M&E

"Workers became more friendly. The manager-subordinate vertical became softer due to the peer-to-peer principle"

"There is stronger belief that a worker will be supported by the team, especially by management, under any condition. Inspiration in routine work grew"

"Awareness grew, level of openness and trust in the PSS team members increased"

"People provide proposals concerning PSS, and ask for help"

"Emotional state and mood in the team improved"

"Understanding the need for PSS, its benefits, and readiness to provide it"

"Labour productivity and satisfaction increased"

"Number of days of stress-related inability to work decreased"

Sample profile: answers were given by 13 respondents, including one answer that workers have no interest in the programme (the latter respondent has not started implementation of activities yet)/

PSS PROGRAMME PILOTING RESULTS:

Respondents' answers on key pre-requisites for successful PSS programme implementation (several answer options may be chosen)

Support by management 85,7 %

Initiative team 78,6 %

Financial support 71,4%

Full-time psychologist 64,3 %

- Support by management
- Programme leaders from among workers
- Financial support for the programme
- Availability of a full-time psychologist

Sample profile: 14 respondents provided answers.

PSS PROGRAMME PILOTING RESULTS:

Some answers by respondents concerning obstacles and pre-requisites for the PSS Programme dissemination at sectoral/regional/national levels

PRE-REQUISITES OF SUCCESS (proposals):

- ✓ Information campaigns, social advertising;
- ✓ Financial support;
- ✓ Specialist training programme (position of a trainer of mental health support);
- ✓ State-level support (support of enterprises that have implemented the programme);
- ✓ Right selection of the PSS team.

OBSTACLES (concerns) :

- ✓ Lack of funding;
- ✓ Scaling problems;
- ✓ Management's low awareness of this matter;
- ✓ Manager and workers have no motivation;
- ✓ Hostilities.

HOW TO MAKE THE PSS PROGRAMME AN INTEGRAL PART OF ORGANIZATIONAL CULTURE

CONCLUSIONS BASED ON THE PROGRAMME PILOTING

- **PSS policy** is integrated and part of OSH.
- **Priority proactive measures** are implemented based on assessment of PS needs.
- **Psychologically safe leadership** as a factor of an inclusive positive organizational culture.
- **Promotion of mental health support** through regular communication.
- **Review and improvement** of the policy and programme through regular M&E.
- **Support from management** is systematic.

HOW TO SCALE UP THE PSS PROGRAMME AT WORKPLAE
THE SECTORAL/REGIONAL/NATIONAL LEVEL
RECOMMENDATIONS

1. Develop guidelines and have them approved by a competent authority *(sector/region specifics and enterprise size, social dialogue).*
2. Develop a tool for PS risk assessment and management at work *(questionnaire, recommendations, training)*.
3. Create a system of training of PSS instructors – a version for workplaces *(approved training programme, provisions in collective agreements and contracts)*.
4. Create a platform for experience exchange, dissemination of information and support of best practices *(e.g., coalition of enterprises ambassadors on mental health support)*.
5. Provide support to enterprises as part of implementation of *sectoral, regional and national programmes.*

WHAT ELSE?

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PSYCHOSOCIAL SUPPORT AT WORKPLACE PROGRAMMES PILOT INITIATIVE: SUMMARY

7 April 2023

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