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Psychosocial support at the workplace in war and post-war times

Enterprise policy and programme

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www.ilo.org/shd4Ukraine

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Workers' well-being: determining a road to success

Ukraine, 57 companies

- ▶ respondents having psychological problems, are **50%** less involved in the working process
- ▶ **75%** of respondents do not assess workers' well-being and have no relevant permanent programmes, policies and strategies of support



Results of psychological services implementation, Wellbeing Company, Ukraine (benefits)

- 70%** - productivity increase
- 50%** - staff turnover decrease
- almost 60%** - staff involvement growth
- 61%** - absenteeism and presenteeism decrease
- 41%** - decrease in the number of sick lists



Source: <https://wellbeing.vision>

Gallup global survey

benefits of workers' mental health support programmes

69% - decrease in the number of those actively searching for a new job

71% - decrease in the burn-out likelihood

64% - decrease in the risk of occupational injuries and accidents

Three times more chances to be employed



Джерело: [gallup.com/workplace](https://www.gallup.com/workplace)

Why is PFA important, and where is its place in the enterprise's organizational structure?

- ✓ Risk management
- ✓ Staff retention
- ✓ Reduction of the degree of stigma in the workforce caused both by mental problems and by visits to a psychologist/psychotherapist
- ✓ Higher awareness of mental health support
- ✓ A specific written policy on PFA provision either as part of a general staff support programme or as separate provisions in collective contracts and agreements



System of psychosocial support at the workplace is important!

It is built on a policy that:

- ▶ Promotes OSH
- ▶ Uses evidence-based methods, i.e. is effective
- ▶ Ensures social connection
- ▶ Supports and motivates

It is aimed at:

- ▶ Raising awareness (psychological recovery and emotional stabilization)
- ▶ Supporting vulnerable worker groups
- ▶ Ensuring efficient adaptation at work
- ▶ Connecting to specialist assistance resources
- ▶ Creating a psychologically safe working environment

It allows:

- ▶ Preparing staff to response effectively in case of “meeting” a traumatizing irritant
- ▶ Providing a supportive working environment, space, and atmosphere that enhances a person’s individual resources for self-recovery and human capacity preservation
- ▶ Organizing access to free information resources and services in obtaining professional aid
- ▶ Involving workers in decision-making and programming (PFA provision according to the peer-to-peer method)

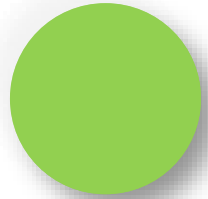


Key elements of psychosocial support at the workplace

- ▶ A written policy on psychosocial support of workers
- ▶ An action programme – preventive activities within the policy
- ▶ A regular and transparent system of internal communications for assessment of priority needs of workers and their support in crisis conditions
- ▶ Periodic monitoring and evaluation to improve the psychosocial support programme and its resilience

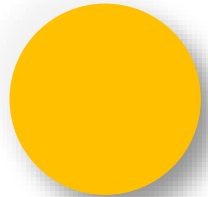


Preventive activity strategies based on the “traffic light” model



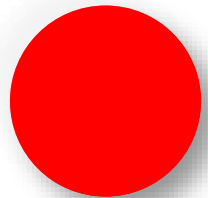
“You’re OK, way to go!”

Universal actions
(the entire workforce)



**“You’re vulnerable,
attention!”**

Selective actions
(certain worker groups)



“You need help!”

Specialized actions
(individual)



Policy/programme implementation steps

1. Assessing the situation

(safety, resources, opportunities)

3. Developing an action plan

(forms and methods of informing and teaching, ways of support)

5. Carrying out monitoring and evaluation

(form, method, frequency)

2. Defining the policy/programme format and content

(separate document, existing policy component, collective contract/agreement)

4. Introducing to the policy/programme

(where and how)

Components of a policy/programme of psychosocial support at the workplace: recommendations

- ▶ **A brief statement of commitment** (recognizing consequences, informing on management's support, appointing responsible contact persons)
- ▶ **Providing a psychologically safe working environment** (space for self-recovery and obtaining PFA, PFA provision principles and procedure)
- ▶ **Teaching workers self-recovery skills** (short interventions) and PFA provision skills
- ▶ **Monitoring and evaluation of the process and results of action implementation within the framework of the defined policy**



Main barriers for implementation of a programme of psychosocial support at the workplace:

- ▶ perception of cost
- ▶ perception that time is lost both for the employer and the worker
- ▶ no interest from both leaders and workers



Factors minimizing or helping overcome the barriers:

- ▶ management support (business substantiation)
- ▶ leadership (responsible persons/coordinators)
- ▶ “I want – I can” (motivation/action plan/resources/timeframe)
- ▶ use of clear understandable messages by means of a written policy which states goals, benefits and responsibilities

Learn more from ILO/WHO joint policy brief [“Mental health at work”](#)



Good practices of maintaining workers' psychological health



- ▶ Disseminating information on care for own mental health via worker groups
- ▶ Acknowledging and supporting achievements of both individual workers and the entire workforce
- ▶ Ensuring permanent connection with the workforce
- ▶ Encouraging feedback from workers of all levels (now the “open-door” policy is important as never before)
- ▶ Offering workers self-assessment of their psychological condition to motivate them to pay attention to their own health and obtain professional aid if necessary
- ▶ Cooperate with crisis centres/specialists



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