

Work in tune with life

Model of Good Practice 2

Work in tune with life **contact person (NCO):**

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A. Identification and Motivation

General information about the MOGP company:

Name of organization	DuPont de Nemours SAS
Address	23/25 rue Delariviere-Lefoullon Defense Plaza - Defense 9
City	92800 Puteaux
Country	France
Contact person (name/function)	Françoise Papacatzis
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Telephone number(s)	+33 (0)1 41 97 44 21 cell phone : +33 (0)6 30 80 51 43
Website	http://www2.dupont.com
Sector	
Number of employees	France : 1 300 employees Worldwide : 58 000 employees

(When the company does not want to provide this information a reference to the NCO will be made, which will support the connection to the company if necessary)

A. Identification and motivation

Motivation (max. 100 words)

Why has this company been selected as MOGP?

What is special for this MOGP?

How many points the company scores on the on line assessment tool?

DuPont France was a precursor in preventing stress at work by appointing a PsychoSocial Risk (PSR) Manager as early as 2005. Thanks to her dedication, a comprehensive range of actions at tertiary, secondary and primary levels was developed in harmony with existing measures at corporate level. The approach, first implemented at headquarters, is now being rolled out on all the other French sites. Initially focussing on interpersonal relationships, it is now geared towards work organisation and attracts interest from the Group European branches which are now considering adapting it locally.

The company scored a total of 71 points.

B. Policy and Culture (max. 300 words)

Please explain how the **health policy** in the company is organized.

Clarify the approach and the reason why a health policy/initiative was initiated.

Indicate how **mental health is integrated/linked** to this general health policy: Conditions fulfilled concerning the integration; mental health part of mission statement; mental health incorporated in organizations' strategies; systems and processes; specific targets on mental health promotion; comprehensive approach of Workplace mental health promotion (WMHP); management involvement.

Health Policy at work in France is managed by the occupational health services, in particular by occupational doctors who monitor employees' mental and physical health through a mandatory annual examination. An on-line internal questionnaire identifying health issues and likely sources of stress, serves as a basis for exchange with the doctor. A health, safety and working conditions committee strengthens the prevention system. Besides, DuPont is backed by a health at work European corporate policy and a workplace Security and Safety Department.

In 2005 the issue of mental health in the workplace gave rise to the creation of a position dedicated to the prevention of psychosocial risks and a formal prevention policy was initiated in 2006. When several suicides at work were reported in large French companies in 2007, DuPont - then in the middle of a redundancy programme – decided to embark on a strategy aimed at preventing psychosocial risks at work. A specific workgroup was created in 2009 with defined areas of priority for action, such as establishing a diagnosis, identifying signs of stress at work and addressing psychosocial risks within the global health policy,

Special attention is given to isolated plants or to those having gone through several restructurings, to managerial difficulties (e.g. related to geographical distances, cultural differences, lack of training or support). "Workaholics", people recovering from a depressive episode and those experiencing problems in their private life are also monitored.

On an organisational level, attention is given to excess workload, ill-defined organisations and job specifications, and corporate procedures which sometimes appear to lack meaning.

The steering committee meets every other month to review signs of mental health problems and decide on the next course of actions according to identified needs.

C. Organisation and Structure (max. 200 words)

Who is in charge of and/or involved in the organisation and support of the mental health promotion initiatives?

And are these persons acquainted with the mental health topic?: Specific work group; composition of the group; training on mental health; resources etc.

Mental health at work is promoted by the PSR Manager. The policy is endorsed by the General management. The approach was worked out by a specific working group of key stakeholders: PSR Manager, Human Resources Manager, occupational doctors, two company nurses, the health, safety and working conditions Secretary and union representatives.

With the exception of the PSR Manager, the working group originally had not particular knowledge of this subject and, therefore, underwent the relevant training. A budget is available for the Manager for further training, to broaden her knowledge and implement research where necessary.

At corporate level, there is a worldwide body "Respect For People", made up of a dedicated world manager, three regional managers (USA, EMEA and Asia) and a network of advisors whose job is to promote DuPont's Respect For People Policy, offer support and guidance to employees in a difficult position and, if necessary, report back on the problems.

D. Implementation and Strategy (max. 400 words)

How does the company handle the planning of the initiatives concerning mental health promotion? Who is involved in the planning and implementation of these initiatives? Is the planning linked to a needs assessment? Please explain.

Please describe the initiatives and measures on mental health promotion that were taken in the company: what kind of workplace mental health activities were carried out?

- Promotion of mental health
- Prevention of mental health problems
- Dealing with (workers with) mental health problems at work
- (Re) integration of workers with mental health problems

Generally, physical and mental health as well as safety-related issues are addressed at quarterly meetings held for the staff. The topics are chosen by General Management and based on the company's news and indicators of follow-up.

Communication initiatives on mental health at work were carried out on a large scale to educate employees on psychosocial risks by means of conferences, training sessions, articles in the internal magazines. Part of the company's intranet is devoted to the subject as well.

The approach was built on existing measures such as a moral harassment procedure and a stress-prevention policy implemented in 2002 and 2006, respectively. Today, it comprises a large range of preventive measures:

- Tertiary prevention : individual or group support, listening groups, mediation, follow-up of formal complaints, accompanying measures for redundancy plans or dysfunctional teams
- Secondary prevention : training programmes for the management about stress prevention, psychosocial risks, harassment, conflictual situations, changing environments, awareness of addictions, training in telework etc. In total, over 800 people were trained by the PSR manager

- Primary prevention : workshops on managerial practices, management of organisational changes to prevent PSR effects at source with the support of Human Resources (e.g. for reassessment of workload, reorganisation of the sales forces, appointment of line supervisors).

Occupational risks, including psychosocial risks, are monitored on each site, in close collaboration between the PSR manager, Human Resources managers, local managers, social partners, occupational physicians and Respect For People advisors. Surveys on the social climate may be carried out on their request.

At corporate level, an annual satisfaction survey, a quarterly report on formal complaints to the Respect For People advisors, a self-evaluation of stress level (WES) and a quarterly record of freephone calls for psychological support reinforce the risk monitoring system.

Further measures are to come, such as defining key indicators of stress at work and assessment measures for psychosocial risks, appointing Respect For People advisors on each site, setting up a workgroup dedicated to « well being at work » that would report to the steering committee, implementing a compulsory on-line training programme on « respect » for all staff.

E. Evaluation and Lessons Learned (max. 300 words)

Please describe how the mental health promotion initiatives are being evaluated in your organization. Who is involved in the evaluation and how are the results communicated?

- What are the results?
- What are the lessons learned from the mental health activities: success factors; barriers and ways to overcome

Since the strategy is still recent, result assessment is expected in the medium term. However measures to prevent harassment and conflicts have been beneficial as no formal complaint has been registered since 2008. There are positive changes in management methods too, and organisational changes are better anticipated.

The PSR manager has a major role to play in the success of the approach. Her commitment is key in monitoring risks, training staff, acting as a mediator, coordinating the various players and, above all, in activating decision-making whenever organisational problems would create suffering at work. Through her input, the management makes increasingly frequent changes to the organisation, in close coopération with the Human Resources Department.

Other key factors contributing to the success are the multidisciplinary composition of a working group, a customised approach for each site, awareness raising of everyone, the training of the management and the support of a wide network of Respect For People advisors (one for every hundred employees), which allows a quick report back on problems.

The next stage is to achieve uniform practices across the board and adapt the strategy to the different sites, according to their own history and culture. To achieve this, work on the ground and a programme of close follow-up are vital. Also, everyone should understand that well-being at work can only be created, on any kind of lasting basis if everybody is truly committed.