Organisational Tools for Psychosocial Risk Management:

A Critical International Review

University of South Australia

Asia Pacific Centre for Work Health and Safety,

The University of South Australia

WHO Collaborating Centre for Occupational Health

Global Occupational Health Programme
Global Working Group GMP3:
Tools, standards and capacities for healthy workplaces
2018

Authors.

Rachael Potter, Asia Pacific Centre for Work Health and Safety, University of South Australia

Alice Fattori, Job Stress and Occupational Psychology, Safety and Health at Work, University of Milan

Maureen Dollard, Asia Pacific Centre for Work Health and Safety, University of South Australia

Organisational Tools for Psychosocial Risk Management

The aim of this project was to present practical tools for the assessment and management of psychosocial occupational risks. In addition, we sought to include information on issues such as necessary training for the tools' implementation, as well as associated guidance on developing healthy workplace programmes.

The goal was to review the literature and websites, to develop an inventory of online tools, developing a factsheet on the use of each tool, which will be placed online.

We reviewed organisational level psychosocial risk management tools, and synthesised key points and principles for comparative purposes and knowledge transfer across global regions. An exhaustive literature search has been conducted to locate tools internationally, using a mixed search strategy of online databases, snowballing, internet based search engine (Google Scholar), websites of stakeholder organisations in occupational health, as well as through macro-level initiatives/standards.

It is important to note that there are many other health promotion initiatives, risk assessment tools and industry-specific tools available; however the objective of this project was to only include tools that are readily usable by any organisations for psychosocial risk management practice. Eleven tools were identified in total and canvas countries in the European Union, Canada and Australia. Best efforts have been exercised to locate tools regardless of language. It was not deemed appropriate to directly compare the tools or to make assumptions regarding superiority due to the high degree of uniqueness and different attributes.

The common perception is that psychosocial risk management tools have been created in the developed world and therefore cannot be applied in developing countries and particularly in businesses operating in the informal sector. However, tools like ISTAS21, ILO Stress Checkpoints, INAIL's tool can be used in these contexts as they are simple to use and applicable to organisations in all sectors. The application of these tools also do not require large investments of resources or expertise.

These fact sheets should be read in combination with the book chapter, Organisational Tools for Psychosocial Risk Management: A Critical International Review (Potter, Fattori, & Dollard, 2016) [1].

The following WHO Collaborating Centres were involved in the project.

- Asia Pacific Centre for Work Health and Safety, University of South Australia
- Job Stress and Occupational Psychology, Safety and Health at Work University of Milan, Federal Institute for Occupational Safety and Health (BAuA), Germany
- Centre for Organisational Health & Development, University of Nottingham, UK
- Universidad Nacional Autónoma de*México*.
- St George's University, Grenada
- Indian Council of Med. Research:
- UNAM, Mexico: Horacio Tovalin
- Institute for Occupational Medicine and Maritime Medicine, Germany
- Fudan University
- Hong Kong Work Health and Safety Institute

[1] Potter, R.E., Fattori, A., & Dollard, M.F. (2016).Organisational Tools for Psychosocial Risk Management: A Critical International Review. In Dollard, M.F., Shimazu, A., Nordin, R. B., Brough, P., & Tuckey, M. R. (2016). The context of psychosocial factors at work in the Asia Pacific. (Ed.), *Psychosocial Factors at Work in the Asia Pacific*. United Kingdom: Springer.

Managing the Causes of Work-Related Stress: A Step-by-Step Approach using the Health and Safety Executives' Management Standards Great Britain, 2007	
Objective	The tool was developed by the Health and Safety Executive (HSE) as a practical implementation guide for employers to reduce work-related stress and meet specific Management Standards. The document focuses on six key sources of work stress and outlines the corresponding premium organisational conditions that foster high levels of health, well-being and performance. Through risk assessment processes, such as surveys and focus groups, the tool helps employers focus on underlying causes of work stress and their prevention. It also promotes active discussion between managers and employees regarding practical improvements. The core objective is to identify, and then close the gap between the organisation's current condition and the ideal vision. The tool includes both quantitative and qualitative assessment components. The quantitative assessments are more suited to larger organisations. However the qualitative assessment materials (e.g. focus groups) are still beneficial for use in both large and smaller organisations.
How does the tool work?	Following an introductory discussion on work stress, the document defines each psychosocial aspect (e.g. demands) and states the optimal standard for each aspect. The document guides the user through a step wise process of risk assessment and active employee discussion, followed by guidance around practical improvements to address issues. There are 5 central steps: 1) 'identify the stress risk factors: understand the Management Standards', 2) 'decide who might be harmed: gather data', 3) 'evaluate the risks: explore problems and develop solutions', 4) 'record your findings: develop and implement action plan(s)' and 5) 'monitor and review: monitor and review action plan(s) and assess'. At the end of each step, there is checklist to ensure that sufficient completion of the process has been conducted. There are also additional sections about how to deal with individual concerns relevant to work-stress, as well as what to do next after all steps have been completed. The risk assessment component involves administering a 35-item quantitative risk assessment to employees called the HSE Management Standard Indicator Tool. Yet, it is also recommended to obtain written information and data about sickness absence rates, productivity rates, turnover figures, performance evaluations, team meetings and informal talks to staff. Then, to obtain group information, 'toolbox talks' and focus groups are recommended.

What is the recommended enterprise size?	The tool is primarily aimed at organisations that employ 50 or more people. However, smaller businesses may also find the approach helpful.
Applicability of tool to developing economies (and particularly informal sectors)	This tool needs computer-based resources and also requires distribution of surveys, which may make it less suitable for organisations in developing economies with less resources.
What psychosocial factors are targeted?	Demands, control, support, relationships, roles and change.
Possible users	Managers or staff with responsibility for managing the potential causes of work-related stress in the organisation. This may be human resources managers, health and safety officers, trade union representatives or line managers.
Does it also include information about the physical work environment?	No
Practical resources that are included	• Example of stress policy • The HSE Management Standards Indicator Tool • Action plan template and worked example • Managing stress at work: A competency framework for line managers
Accessing the tool	https://www.aber.ac.uk/en/media/departmental/healthsafetyenvironment/hse_stress_standards_step_by_step_hsg218.pdf
Associated costs	Free-to-download and available in a web-friendly version on HSE's website or through the above link. The printed version can be purchased at http://www.hse.gov.uk/pubns/books/hsg218.htm for £ 10.95. The printed version is recommended, as it includes a CD, with essential information pertaining to analysis and also further guidance tools.
Available languages	English

The ILO Checkpoints Geneva, 2012	
Objective	The ILO Checkpoints Stress Prevention Manual has been created by leading world experts in stress and work improvement, and is highly focused on introducing practical solutions for work stress in the workplace. The tool is based on a checkpoint system; there are 50 checkpoint items that are grouped under 10 core aspects relevant to work stress. However, it is recommended to first focus on 20/30 checkpoints that are most important to the organisation. This tool is not solely web-based and is suitable for workplaces with constrained resources due to their size and/or surrounding economic conditions. In addition, the tool uses mainly qualitative assessment materials and discussions, which is also helpful for smaller organisations.
How does the tool work?	Each checkpoint corresponds with a section of information that outlines how and why it is important to improve that particular aspect. Also, the tool shows visual Illustrations for further clarification. In addition to using the checkpoints as a form of risk assessment (and management), the tool can also provide a foundation in which to develop training workshops. Furthermore, the information that corresponds with each checkpoint can function as ready-to-use information sheets for distribution throughout the organisation. Overall, the tool provides guidance on how to link a workplace risk assessment with the process of stress prevention, and enables multifaceted action that can be adapted with respect to the unique organisational culture. As stated, the main focus of the tool is based on a checkpoint system for the discussion and analysis of psychosocial risk factors. However, the checklist is predominantly for the use of the person conducting an assessment – rather than a survey distributed to all employees. Therefore, to ensure and improve validity and accuracy of the analysis, it is critical that discussions with employees on these psychosocial risks occur alongside the walk-through/assessment. In addition, It is vital that focus groups are carried out to also discuss the findings - and to allow further more in-depth information to be obtained - as well as confirm or refute any findings.
What is the recommended enterprise size?	The tool is suitable for any enterprise size. In a small organisation the whole organisation can be ‘checked’ with the checkpoints. In a larger organisation, it is recommended that selected work areas or groups should be checked separately.
Applicability of tool to developing economies (and particularly informal sectors)	This tool is suitable for developing economies and those organisations within the information sector. The ILO checkpoints are simple to use and applicable to all organisations in all sectors. The use of the tool does not require great financial resources or a great deal of investment in relation to other resources or expertise.

What psychosocial factors are targeted?	Leadership and justice at work, job demands, job control, social support, physical environment, work-life balance and working time, recognition at work protection from offensive behaviour, job security and information and communication.
Possible users	The tool is most suitable for a person with some experience in human resources or occupational health and safety. There is a high degree of power and subjectivity that accompanies the walk-through assessment with the checkpoints. As such, it is imperative that the person has prior knowledge of the organisation and about the nature and types of aspects under inspection. The person must also be able to facilitate a group discussion about the checkpoint findings and potential solutions to any issues. In addition, the checkpoints are somewhat ambiguous and have very general suggested solutions, which may require some more specialised input and training from persons with a health and safety background.
Does it also include information about the physical work environment?	Yes. Physical environment is one of the core aspects in the tool. There are 5 checkpoints (with corresponding information) included that relate to providing a physically safe and healthy work environment.
Practical resources that are included	The tool itself is highly practical in nature.
Accessing the tool	http://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/@publ/documents/publication/wcms_168053.pdf
Associated costs	No. The tool is available is two forms. It can be downloaded online, and is also freely accessible through a smart phone app. The app is convenient for selecting particular items, and for making lists of what should be targeted in reducing work stress.
Available languages	English

Implementation Guide to the National Standard for Psychosocial Health and Safety in the Workplace **Canada, 2013**	
Objective	Created by the Mental Health Commission of Canada, the Implementation Guide is a detailed and comprehensive document, providing a voluntary set of guidelines, tools and resources that are designed to accompany the Canadian National Standard for Psychosocial Health & Safety in the Workplace. This tool is a Psychological Health and Safety Management System (PHSMS) and, comparable to other management systems, it should be integrated within existing organisational policies and procedures. This tool provides exceptional descriptions and guidance surrounding each psychosocial issue with good use of inclusive language. Rather than acting as a prescriptive strategy, the tool gives an array of ideas and tips to choose from. The document is engaging, highly practical and clarifies terms into common language, which expands its target audience. Furthermore, the qualitative (non web-based) assessment materials (and practical information) within this tool is suitable for use in smaller organisations or organisations with constrained resources due to their size and/or surrounding economic conditions.
How does the tool work?	To be used alongside the National Standard of Canada for Psychological Health and Safety in the Workplace. The tool uses a four piece framework, with each piece a chapter and a practical section. At the end of the tool there are tools and techniques that relate to each chapter.
What is the recommended enterprise size?	All enterprise sizes should find this tool helpful. Yet it is more likely to benefit medium to large organisations that already have existing processes.
Applicability of tool to developing economies (and particularly informal sectors)	Some of the resources provided in the tool may be helpful to organisations who do not have a great deal of financial resources. However the tool's main function is guide the implementation process for quite a detailed management system for psychological health and safety, and so does require a great deal of resources – particularly time and attention.
What psychosocial factors are targeted?	Examples of psychosocial risk factors addressed within the document include (but are not limited to) psychological support, organisational culture, psychological job demands, growth and development, clear leadership and expectations, civility and respect, recognition and reward, involvement and influence, work-load management, bullying and harassment, engagement, work/life balance, psychological protection from violence and other chronic stressors identified by workers.

Possible users	Due to the well-written design and layout, any person (from employees to executives) would find this tool beneficial for improving knowledge about occupational health and safety matters.
Does it also include information about the physical work environment?	Yes.
Practical resources that are included	Highly practical in nature, with each chapter including tools such as checklists.
Accessing the tool	There is a link to both the tool and the Standard at http://www.mentalhealthcommission.ca/English/national-standard
Associated costs	The tool is free to download and can also be purchased as a book for 30 Canadian dollars. To download the tool, details must be provided.
Available languages	English, French

The SOBANE Risk Management Strategy and the Déparis Method for the Participatory Screening of the Risks Belgium, 2010	
Objective	The SOBANE strategy is built on the premise that the severity or difficulty of amending risk factors should correspond with decreasing knowledge from the employee to an expert. It presents as a highly efficient framework, as different levels of the intervention strategy can be used at different times when necessary and also utilise different people.
How does the tool work?	The strategy incorporates 4 levels of intervention 1) screening, 2) observation, 3) analysis, and 4) expertise. However the tool does not state if (or who) is responsible for choosing the stage and facilitating the strategy implementation. First, the initial screening phase uses the Déparis method; a screening tool guide consisting of a series of 18 tables, each with subheadings relevant to that area. Screening is first carried out internally by those who are most familiar with the work. If the risks are not mitigated after this initial phase, then the second level (observation) occurs. In this phase, both employees and their local management collaborate with an internal OHS practitioner when available. If needed afterwards, a third level of intervention (analysis) can occur. This now requires the assistance of someone with the needed qualifications, tools and techniques. These people will often be OHS practitioners external to the company, intervening in close cooperation with those who conducted the screening and observation levels. For extreme or prominent issues, a fourth level of intervention – expertise - is then conducted. The expertise level must be carried out by the same employees and OSH practitioners, with the additional assistance of highly specialised experts. This phase relates to particularly complex situations and often requires the use of more specialised measurements. At the end of any screening, the appropriate person should synthesise the results under the heading of the work situation and allocate a green yellow or red face to link with the state of that particular work situation. Then, complete an inventory of the proposed improvement measures.
What is the recommended enterprise size?	Suitable for all sizes, yet more so larger organisations due to the involvement of personnel such as internal OHS practitioners.
Applicability of tool to developing economies (and particularly informal sectors)	Due to the highly systematic approach, this tool is not deemed suitable for developing economics and the informal sector.
What psychosocial factors are targeted?	Examples of the targeted psychosocial risks include salary, information and discrimination. Yet, under other headings, there are other factors that could be recognised as psychosocial risks: work organisation, autonomy and personal responsibilities, work content, and time restraints.

Possible users	Occupational health and safety experts or someone with a background in the area.
Does it also include information about the physical work environment?	Yes. Overall, the strategy has a stronger focus on the prevention of physical risks than psychosocial risks.
Practical resources that are included	• The Déparis guide • Checklist of audit of the major risks
Accessing the tool	http://www.deparisnet.be/sobane/SOBANEeng.htm
Associated costs	No
Available languages	Please note this information is based on the English version. The German version may differ slightly in terms of comprehensiveness.

The START Procedure for the Risk Assessment and Risk Management of Work-Related Stress **Germany, 2009**	
Objective	The START procedure was established in the context of a trade union campaign to implement stress risk assessment in companies and in response to the provisions of the German Labour Protection law, and aligns with statutory requirements. The tool has a stronger emphasis on risk assessment, rather than risk management and follows process-orientated logic. In Germany, this tool does not exist or function in isolation yet is embedded in broader context; in particular the legal requirements for psychosocial risk management. The START procedure has been widely applied, mainly in the metalworking industry in the southwestern part of Germany. So it represents a relevant good practice example of a successful implementation strategy for psychosocial risk management. In recent years, the discussion on the assessment and management of work- related stress within the German occupational health and safety context has evolved there are new developments and ongoing work regarding 'recommendations for implementing psychosocial risk assessment' within the Joint German Occupational Safety and Health Strategy(http://www.gda-psyche.de/SharedDocs/Publikationen/EN/Recommendations%20for%20implementing%20psychosocial%20risk%20assessment.html (GDA).
How does the tool work?	The START procedure for risk assessment uses basic analysis (screening), and suggests evaluating all available company data, using written questions for employees, as well as an external assessor to inspect workplaces and conduct interviews (using practical checklists). The tool also uses a simple non-standard design survey tool (i.e. questionnaire), which is able to be contextualised to the organisations' unique culture. The document incorporates a table that outlines the influential factors and characteristics at work on mental stress such as workflow and working climate. Then there is a description of the starting points, methods and tools' beginning with a subsection on the central characteristics of the procedure and what to do before the risk assessment. There is also a section on how to determine mental stress through the START procedure (or the risk assessment phase), outlining the START questionnaire and other aspects such as a description about the conception of the questionnaire. The tool provides an evaluation strategy for the risk assessment results, showing a number of graphs/pictures.
What is the recommended enterprise size?	A medium to larger organisation, with processes and structures in place.

Applicability of tool to developing economies (and particularly informal sectors)	Low level of applicability. The tool is more suitable for a more structured and larger organisation with a higher degree of resources.
What psychosocial factors are targeted?	Psychosocial risks within the questionnaire include support from managers, training, working hours, time pressures, recognition of labour, job prospects, job security, the working relationships between members and division of labour.
Possible users	Occupational health and safety practitioners.
Does it also include information about the physical work environment?	Yes. The START procedure also considers the impact on the physical work environment (e.g. temperature and space) on mental stress.
Practical resources that are included	• START questionnaire • Example of practical operative solutions
Accessing the tool	https://ideas.repec.org/p/zbw/hbsarb/174.html
Associated costs	No (free of charge)

Stresswise - Preventing Work-Related Stress. A Guide for Employers in the Public Sector State Government of Victoria, Australia, 2007	
Objective	Worksafe Victoria's strategy for work-related stress incorporates practical advice and resources to assist with the prevention of health problems through psychosocial risks. The document follows a logical format, with excellent attachments and surveys embedded within different steps. The overall process is succinctly presented, and incorporates descriptions about which resource/worksheet to complete at each stage. Key definitions are also provided to clarify different terms, and unlike many other tools there is distinction between hazards and risks. This tool is not solely web-based and is suitable for workplaces with constrained resources due to their size and/or surrounding economic conditions. In addition, the tool uses mainly qualitative assessment materials, which is also helpful for smaller organisations.
How does the tool work?	The tool's steps include first identifying potential work-related stress hazards, determining the work-related stress risks, controlling the hazards and risks and then implementing continuous improvement, with trials, reviews and evaluation. At the first step (identifying potential work hazards), there are two attachments provided that: 1) gives information about how to examine and interrogate workplace data; and, 2) sample survey questions. This first step also includes the completion of an OHS work-related stress prevention worksheet to identify and record potential stress hazards. Lists of hazards are already included in this section. At the second step on the tools method (determining work-related stress risks) there is an attachment for the antecedents that potential for work-related stress. For this step, another worksheet needs to be completed. Step 3 refers to the process of controlling work-related stress hazards and risk, whereby workgroup consultations are used to find the best measures or actions to introduce. Within this phase, the process occurs at three levels (with help from the attachment of the OHS work-related stress prevention worksheet): 1) to identify the hazards; 2) to determine the stress risks; and, 3) to then consider the measures/actions to control these risks. The fourth step proposes a continual implementation of improvement, suggesting to trial, review and evaluation of the process. Action planning resources are also provided, with a case study example to assist with this action planning stage.
What is the recommended enterprise size?	The system is very clear and concisely written. It does not discriminate between enterprise sizes but it does state it is a guide for employers in the public sector.
Applicability of tool to developing economies (and	Some of the tool's provided resources may be helpful to organisations without a great deal of financial resources.

particularly informal sectors)	
What psychosocial factors are targeted?	Under social and physical work, the hazards include organisational culture and function, interpersonal relationships at work, the role in the organisations, career development, status and pay, home/work demands,. Regarding systems of work, the psychosocial hazards are content/demands at work, workload/pace, work schedule/working hours and participation and control. Finally, at the management of work level, the hazards include supervision and information, instruction and training.
Possible users	Managers or staff with responsibility for managing the potential causes of work-related stress in your organisation. That might be the person who has responsibility for co-ordinating stress risk assessment, human resources managers, health and safety officers, trade union representatives or line managers.
Does it also include information about the physical work environment?	Yes. Physical work environment and equipment.
Practical resources that are included	• Attachment 1: How to examine and interrogate workplace data • Attachment 2: Sample survey questions for work-related stress • Attachment 3: Precursors to harmful outcomes from work-related stress • Attachment 4: Action planning • Attachment 5: Case study examples including sample worksheets
Accessing the tool	http://www.worksafe.vic.gov.au/pages/forms-and-publications/forms-and-publications/stresswise-preventing-work-related-stress-a-guide-for-employers-in-the-public-sector
Associated costs	Free
Available languages	English

The Government of Western Australian Psychologically Safe and Healthy Workplaces: Risk Management Approach Toolkit **Australia, 2014**	
Objective	This tool was developed by the Government of Western Australia-Department of Commerce. The initial is a section outlines the issue of psychologically healthy and safe workplaces, along with risk factors and signs and symptoms. This tool also provides great detail surrounding different types of workplace data that should be evaluated in the assessment process and offers numerous examples of what to look for. Within this section, there is also a table that displays various employee survey measure designs and the kinds of psychosocial risks that they include. This tool is not solely web-based and is suitable for workplaces with constrained resources due to their size and/or surrounding economic conditions. In addition, the tool uses mainly qualitative assessment materials, which is also helpful for smaller organisations.
How does the tool work?	The tool's steps include first identifying potential work-related stress hazards, determining the work-related stress risks, controlling the hazards and risks and then implementing continuous improvement, with trials, reviews and evaluation. At the first step (identifying potential work hazards) there are two attachments provided that: 1) gives information about how to examine and interrogate workplace data; and, 2) sample survey questions. This first step also includes the completion of an OHS work-related stress prevention worksheet to identify and record potential stress hazards. Lists of hazards are already included in this section. The concepts of primary, secondary and tertiary interventions are also explained. Then the tool provides a tool and resources to complete a risk assessment. For the risk management component, a plan is provided, which allows elected personnel to develop an action plan, with space to elect a responsible person, specific dates and review comments.
What is the recommended enterprise size?	All sizes.
Applicability of tool to developing economies (and particularly informal sectors)	Some of the tool's provided resources may be helpful to organisations without a great deal of financial resources.
What psychosocial factors are targeted?	Psychosocial risks include autonomy/control, job demands, support, role conflict/ambiguity, change, rewards and recognition, and organisational justice, relationships, change. Each of these factors have important and helpful points underneath that help operationalise the psychosocial risk factor.

Possible users	Managers or staff with responsibility for managing the potential causes of work-related stress in your organisation. That might be the person who has responsibility for co-ordinating stress risk assessment, human resources managers, health and safety officers, trade union representatives or line managers.
Does it also include information about the physical work environment?	Yes. For instance, poor workplace layout, excessive noise and poor lighting.
Practical resources that are included	High degree of practical resources. These include a work-place data analysis table, direct observation data, table of risk factors, risk management plan sample, employee survey measures, health self-report measures and leadership development tools. A plan is also provided, which allows elected personnel to develop an action plan, with space to elect a responsible person, specific dates and review comments.
Accessing the tool	https://www.commerce.wa.gov.au/sites/default/files/atoms/files/psychologically-healthy-and-safe-workplace-risk-management-toolkit.pdf
Associated costs	Free
Available languages	English

Istituto Nazionale per L'assicurazione Contro gli Infortuni Sul Lavoro (INAIL): Risk assessment and Management of Work-related Stress Italy, 2011	
Objective	To aim of this tool is to provide organisations with a systematic, validated and sustainable process to meet legislative risk assessment requires and manage psychosocial risk factors. INAIL's model supports employers and OHS managers to evaluate and then manage work-related stress risk with a simple although rigorous step-by-step guide which give them the opportunity to choose between the "minimal" implementation level required by Health and Safety Regulation and a more comprehensive path aimed at involving OHS personnel and employees in the whole process.
How does the tool work?	In the introduction section, it first introduces the evolution of the European and Italian regulation regarding OHS policies; it then emphasizes the importance of a comprehensive culture of prevention as an important investment for the company and its employees. A preparatory phase suggests to establish an *Evaluation Management Group* (Employer, OHS manager and personnel, Occupational physician, workers' OHS delegates), the development of a *strategic communication to enhance employees' involvement,* the development of a *risk assessment plan*. INAIL's model has a two-step method. A preliminary phase (Step 1) is conducted by the Evaluation Management Group: a checklist based on a)objective indicators (e.g. absenteeism, injuries, turnover), b) work content and c) work context factors provides a risk level; if medium or high risk emerges, suitable or urgent corrective actions are required. If interventions are neither successful nor effective, an in-depth phase is suggested (Step 2): this step requires the assessment of workers' subjective perceptions of psychosocial risk factors with a work-content and context questionnaire and a focus group. The work-content and context questionnaire was developed from the HSE Management Standards 'Indicator tool' after a validation process on a large sample of Italian enterprises.
What is the recommended enterprise size?	From micro to large-sized enterprises.
Applicability of tool to developing economies (and particularly informal sectors)	This tool is suitable for organisations within developing economies and those within the information sector. The INAIL tool is simple to use and applicable to all organisations in all sectors. The application also does not require a great deal of financial resources or a great deal of investments in relation to other forms of resources or expertise.

What psychosocial factors are targeted?	Work content (work environment; work organisation; workload; work schedule) and work context (organisational culture; role in the organisation; home-work interface; career development; job control; interpersonal relationships at work).
Possible users	Employers, occupational physicians, psychologists, OHS personnel.
Does it also include information about the physical work environment?	It includes information on work environment as exposure to noise, microclimate, lighting, vibration, work equipment and tools.
Practical resources that are included	Italian legislative recommendations; preliminary checklist for Step 1; work content and context questionnaire; method and scoring to establish risk levels; useful suggestion for the preparatory phase.
Accessing the tool	https://www.inail.it/cs/internet/docs/alg-valutazione-gestione-rischio-stress-lavoro-correlato-ita.pdf
Associated costs*	Online free resource
Available languages	Italian German (checklist and questionnaire only)

Istas21 (CoPsoQ) Method (Version 2) Trade Unions' Institute of Work, Environment and Health Spain, 2014	
Objective	Istas21 (CoPsoQ) Method (Version 2) aims to provide a valid method of psychosocial risk assessment for the Spanish population. The tool assists with the identification and evaluation of psychosocial risks, encouraging voluntary and active participation of employees. Previous versions were made in 2010 (Version 1.5) and 2003 (Version 1). Although the main focus of this method is the evaluation of risks, a thorough manual is included with descriptions pertaining to the risk management process. This process is founded on the basis of prevention-based action using a risk management paradigm. The method allows identification of improvement areas and promotes movement towards more healthy alternatives to work organisation.
How does the tool work?	Istas21 is an evidence-based and validated tool as it is the Spanish version of the Copenhagen Psychosocial Questionnaire (CoPsoQ). This Version 2 Istas21 CoPsoQ questionnaire consists of 109 questions on employment and working conditions (25 questions), exposure to psychosocial risk factors (69 questions) and health and wellbeing (15 questions). It is an individual, anonymous, confidential questionnaire and employees should take active part in the process. It is also stated that the tool should not be modified. To arrange and promote the risk management process, the method suggests creating a 'Working Group' (WG) consisting of workers and employer's representatives, together with OSH professionals and technicians. The WG should schedule ongoing meetings, inform all employees of the evaluation process, and propose preventive actions suitable for the organisational context. A signed agreement about the intervention process between employee representatives and the management team is also suggested. To ensure active participation after the risk evaluation, the tool suggests implementing groups of workers (Prevention Circles) to identify preventive measures and monitor planned interventions.
What is the recommended enterprise size?	Istas21 (CoPsoQ) Method (Version 2) can be adapted to the size of the company: a Middle version for organisations which employ 25 or more workers (Middle version), and a Short one for organisations with less than 25 workers.
Applicability of tool to developing economies (and particularly informal sectors)	This tool is suitable for developing economies and those organisations within the information sector. It is simple to use and applicable to all organisations in all sectors. The tool's

	application also does not require financial or a great deals of investments in relation to resources or expertise.
What psychosocial factors are targeted?	Psychosocial factors include the meaning of work, predictability, role clarity, role conflict, social community at work, social support from colleagues and from supervisors, trust regarding management, justice, work pace, recognition, quantitative demands, emotional demands and job insecurity.
Possible users	The tool can be used by researchers, OSH technicians, occupational physicians and workers' delegates.
Does it also include information about the physical work environment?	No
Practical resources that are included	• Guidelines and examples on conducting group discussions • an illustrated matrix to support users during the process, including preventive actions, timeline, person involved, requested resources and materials • examples of suggested improvements for job rotation, job enrichment, participatory role of employees, cooperation, organisational justice, promotion of team work, and flexible working hours
Accessing the tool	http://www.copsoq.istas21.net/
Associated costs	The tool is public and free of charge, with the only limit being acceptance of the licenses terms.
Available languages	Spanish The English version of Istas21 CoPsoQ can be retrieved through contacting ISTAS via e-mail

SME Vital Switzerland, 2004	
Objective	SME Vital is a web-based standardised toolbox developed by researchers, practitioners, employer representatives, trade unions and governmental representatives and tested by work health promotion practitioners and small and medium enterprises (SMEs) with the objective to produce a standardised toolkit that is central to the requirements of SMEs. This tool has modules that focus on psychosocial aspects in the work environment and is based on core principles such as employee participation and integration of all areas of the organisation. Equal attention is given to both individual and environmental measures, consequently targeting the risks and resources to employee behaviour and organisational structure.
How does the tool work?	In the first phase (*Initiate Workplace Health Promotion*) an information brochure is distributed in the organisation and a 'starter workshop' is conducted with senior management to cultivate motivation, analyse the organisation, set goals to prepare an implementation plan for the modules to be delivered. The second phase is called *Workplace Health Promotion Analysis*, and involves administering two different surveys to both the employees and management assessing psychosocial risk factors and work organisation, personnel management practices, benefits to employees respectively. In the third phase (*Development of a work health promotion strategy*), health circles are utilised to implement the findings from the surveys. Both employees and management come together to discuss the results of the surveys and to problem-solve issues, establishing targets to workplace health promotion and an action-plan for the organisation to adhere. The *Implementation of the action plan* is introduced, and may include a focus on 1) organisational development, 2) personnel development, 3) individual health behaviour or 4) a variety of methods, depending on the context and needs of the organisation.In the *Evaluate the results*-phase, outcomes of the program are evaluated through the monitoring of change, derived from the results of the second wave of employee and management surveys, as well as using the specific company-based targets as benchmarks. The organisation is then requested to engage in a continuous improvement cycle (*Consolidate and institutionalise workplace health promotion strategy*), using health circles as a sustainable approach for health promotion.
What is the recommended enterprise size?	This tool has been designed for SMEs, although larger companies may still find it useful. The standardised modules are also able to be adapted to the organisation's requirements. However, these SMEs must have access to the internet, so

	therefore may not be suitable for organisations with low resources.
Applicability of tool to developing economies (and particularly informal sectors)	Most likely not suitable for organisations with constrained resources, particularly due to the web-based nature of the tool.
What psychosocial factors are targeted?	These include the strengths and weakness of job tasks, work-organisation, participation, leadership, working climate, commitment levels and work organisation, personnel management practices and benefits to employees.
Possible users	This tool is claimed to be practical and easy to use for employers of any occupational sector.
Does it also include information about the physical work environment?	Yes, it includes ergonomic aspects about the workplace as lighting, noise and climate.
Practical resources that are included	It provides clear guidelines and working materials. The models can establish workshops and implementation modules involve courses centred on health behavior (e.g. stress management), personnel development (e.g. team development) and organisational development (e.g. participatory job re-design).
Accessing the tool	http://www.kmu-vital.ch/
Associated costs	Free
Available languages	German French Italian

Work Positive – A Stress Management Approach for SMEs – HEBS and HAS Joint Commission **Scotland and Ireland, 2002**	
Objective	Work Positive was established to address a substantial void in the availability and suitability of work health and safety tools for SMEs. The Health Education Board in Scotland (HEBS) and the Health and Safety Authority (HAS) in Ireland commissioned a consultancy enterprise, ENTEC UK to create this self-administered tool for small to medium businesses. A secondary objective was to develop a tool that could be administered without the assistance of an external consultant. The tool is a totally confidential online program that directs the user through specific steps of psychosocial risk management. The tool is simple to use, yet highly detailed, and provides online reports that signal the risk areas in the organisation. The tool also provides the user with guidance in response to any identified issues. Overall, the tool intends to help employers comply with national (Irish Safety, Health and Welfare Work Act 2005) and European level legislation. Importantly, it is the first tool that has been designed to help with critical incidences in Europe.
How does the tool work?	Work Positive is an online interactive tool for SME's that allows workplaces to manage stress through a five-step process. It directs the user through sequential stages, each with clear steps and links to resource to assist with that particular stage. These comprise of (1) prepare, (2) measure, (3) action plan and then (4) review. There is also a function that allows the user to seek further advice from a support team specializing in this area.
What is the recommended enterprise size?	Small to medium enterprises. However, these SMEs must have access to the internet, so therefore may not be suitable for organisations with low resources.
Applicability of tool to developing economies (and particularly informal sectors)	Most likely not suitable for organisations with constrained resources, particularly due to the web-based nature of the tool.
What psychosocial factors are targeted?	Demands, control, support, relationships, role and change. The tool also measures employee wellbeing with a composite wellbeing index, which was created through an amalgamation of two validated tools: the PHQ4 and the WHO-5.
Possible users	Any person responsible for the health and safety of employees within an organisation.
Does it also include information about the physical work environment?	No

Practical resources that are included	The tool is practical in nature. It includes the Work Positive survey, as well as reports on the findings.
Accessing the tool	http://www.workpositive.ie/
Associated costs	Free
Available languages	English