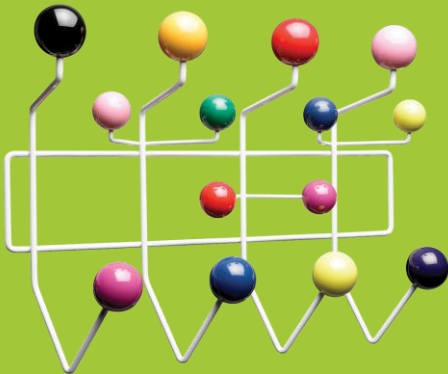


## What work organisations generate healthy jobs?

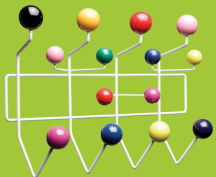


Monique Ramioul  
HIVA-KU Leuven

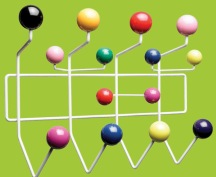
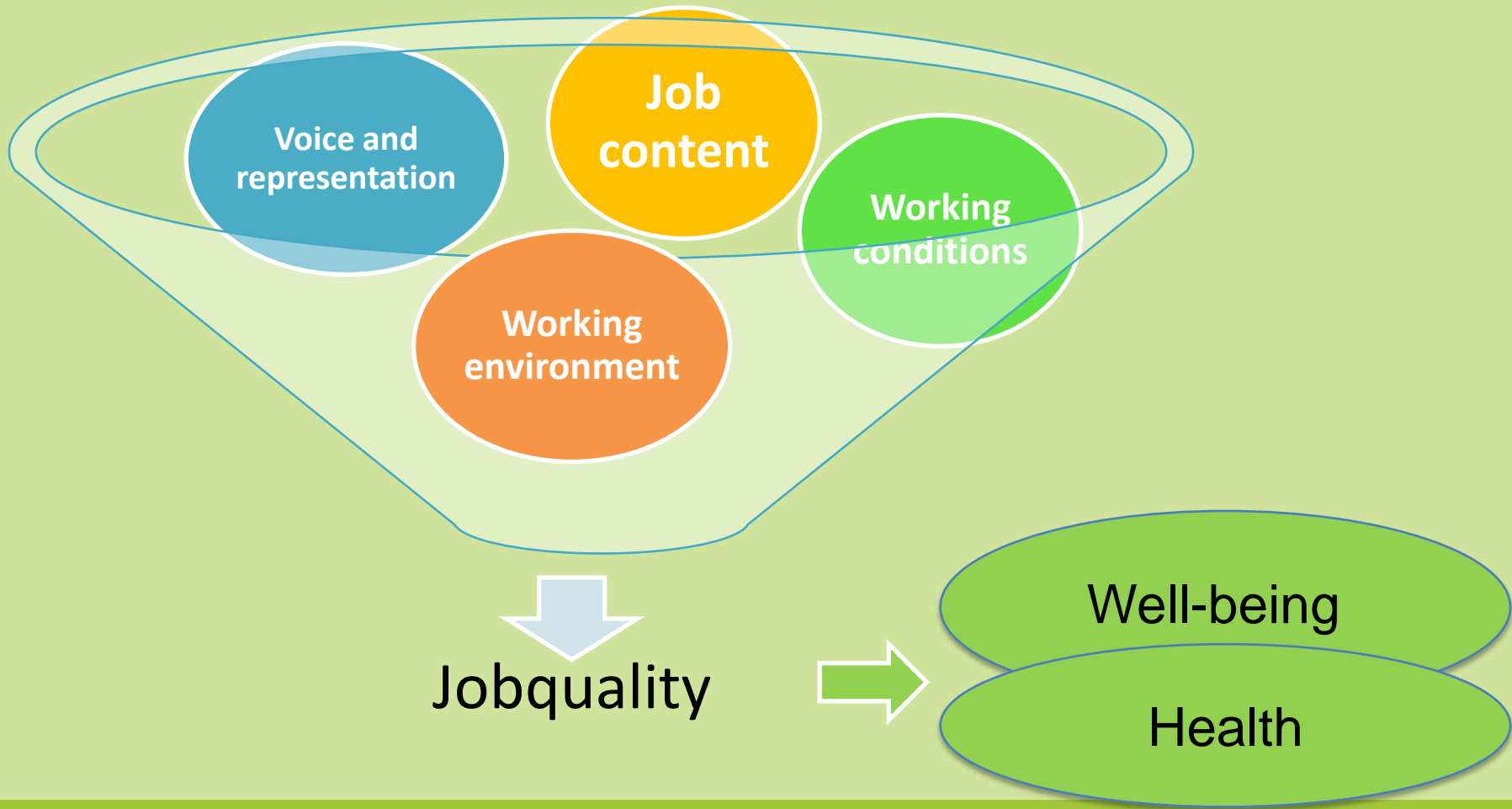
# A short reminder....

## Characteristics of good and healthy jobs :

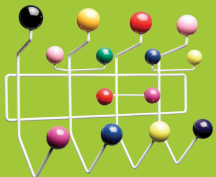
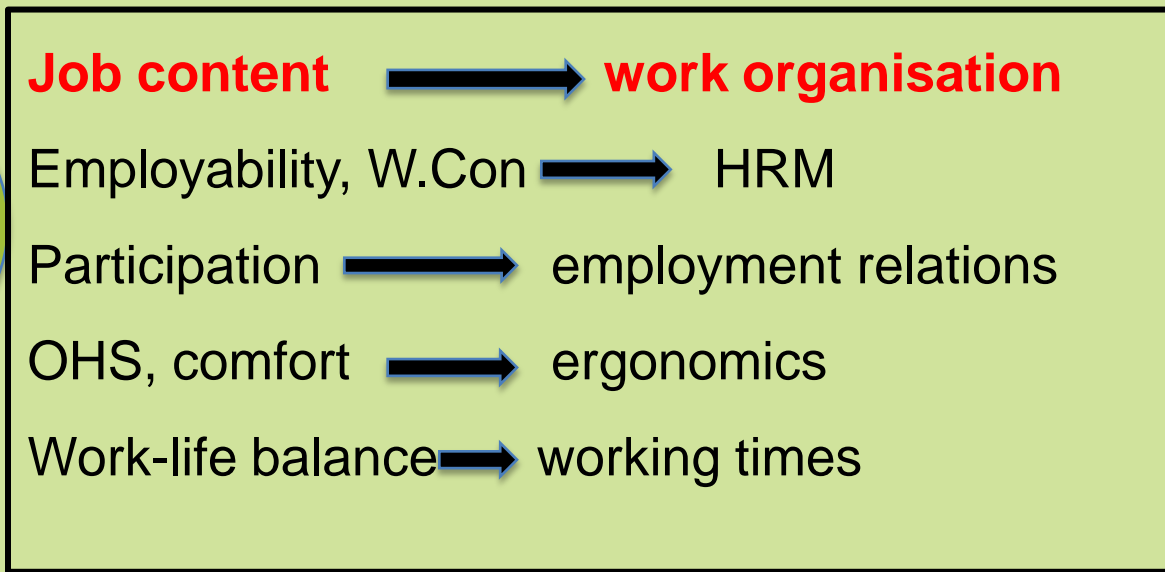
- Autonomy
- Balanced mix of complex and easy tasks
- Support from colleagues and superiors
- Feedback and information
- Decent wages and working conditions
- Learning and career opportunities
- Working times
- Security
- Health and safety
- Participation and representation



# Job quality, well-being and healthy work

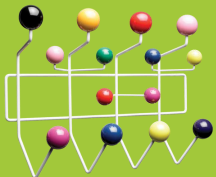


# Healthy jobs and work organisation



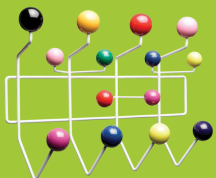
# Basics of healthy job content

- Job demands need to be in balance with job resources
- This balance enhances learning opportunities and reduces stress risk
- **Learning/skill development and absence of stress/ OSH are two sides of the same coin**
- and determined by **work organisation** characteristics



# Basic job types with different job content

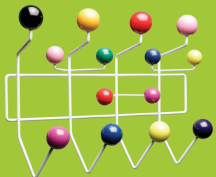
	Low job demands	High job demands
Low job resources	PASSIVE JOBS	<b>HIGH STRAIN JOBS</b>
High job resources	LOW STRAIN JOBS	<b>ACTIVE JOBS</b>



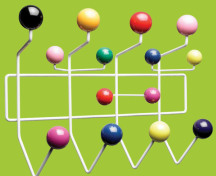
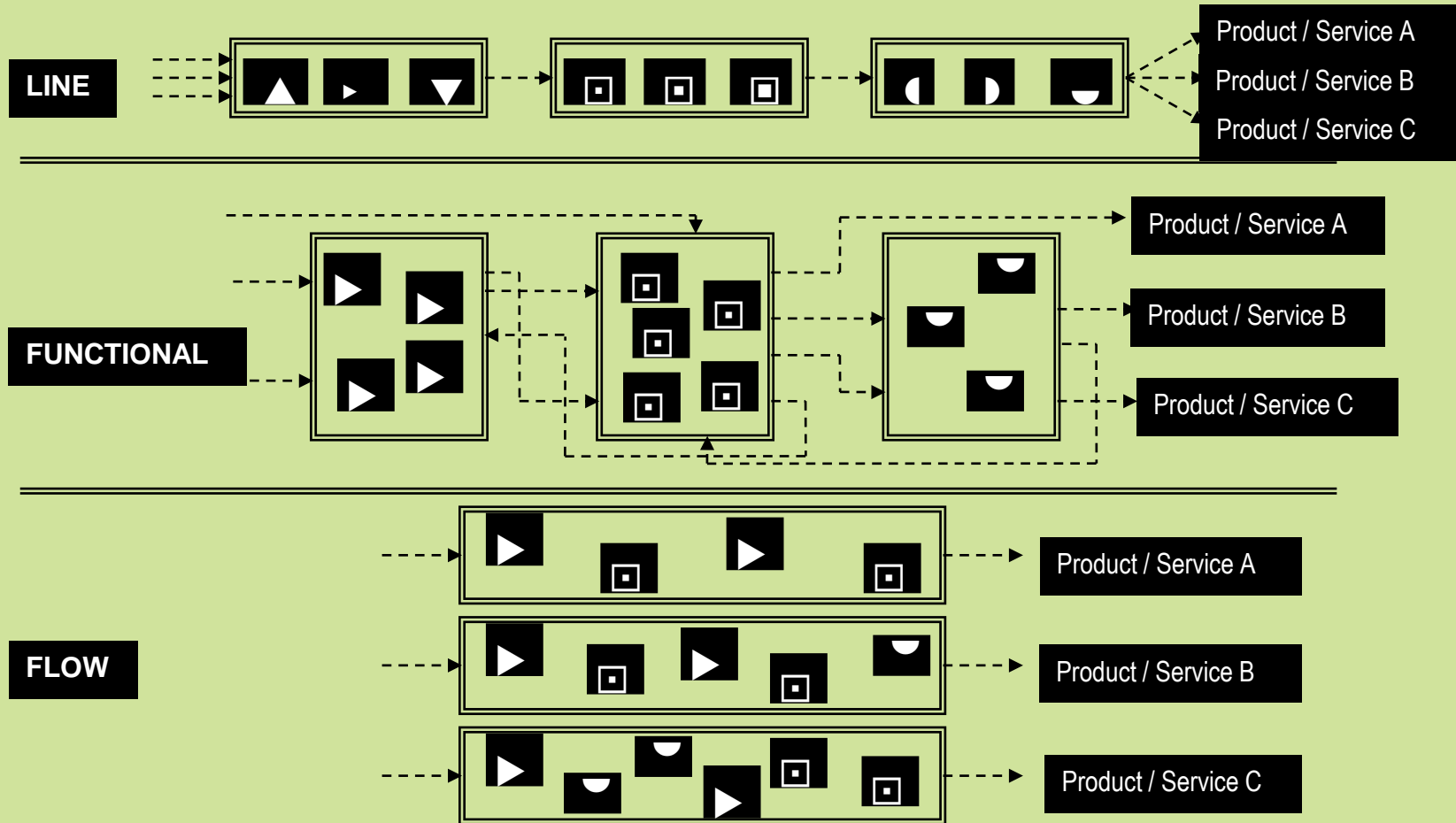
# Core features of work organisations creating healthy jobs

Direct participation, or job control, at 3 levels:

- Job autonomy (individual task level)
- Support: possibility to ask supervisor or colleagues for assistance and feedback
- Organisational level decision latitude: consultation in regular meetings on unit/organisation level about work organisation, processes, quality issues, targets, etc.



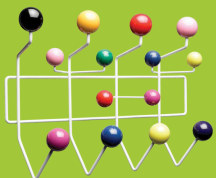
# Work organisation models





# Work organisation models stimulating direct control

- Product/ client oriented instead of operation-oriented
- Complete tasks, integrating, rather than fragmenting:
  - Preparation
  - Execution
  - Control
  - Organisation of work
- This reduces risk of disturbances and bugs
- And enhances the means to solve disturbances and bugs

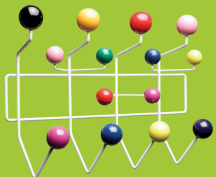


# Healthy jobs can be found in 'unlikely' places

EU-project WORKS : changes in work

EU-project WALQING : jobquality in new jobs

- **Construction**
  - Home care
  - IT and software development
  - Public administrations
  - **Manufacturing**
  - ...
- Catering
  - Cleaning**
  - Logistics**
  - Waste collection
  - Call centres

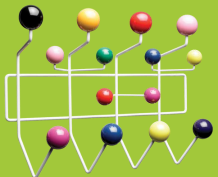
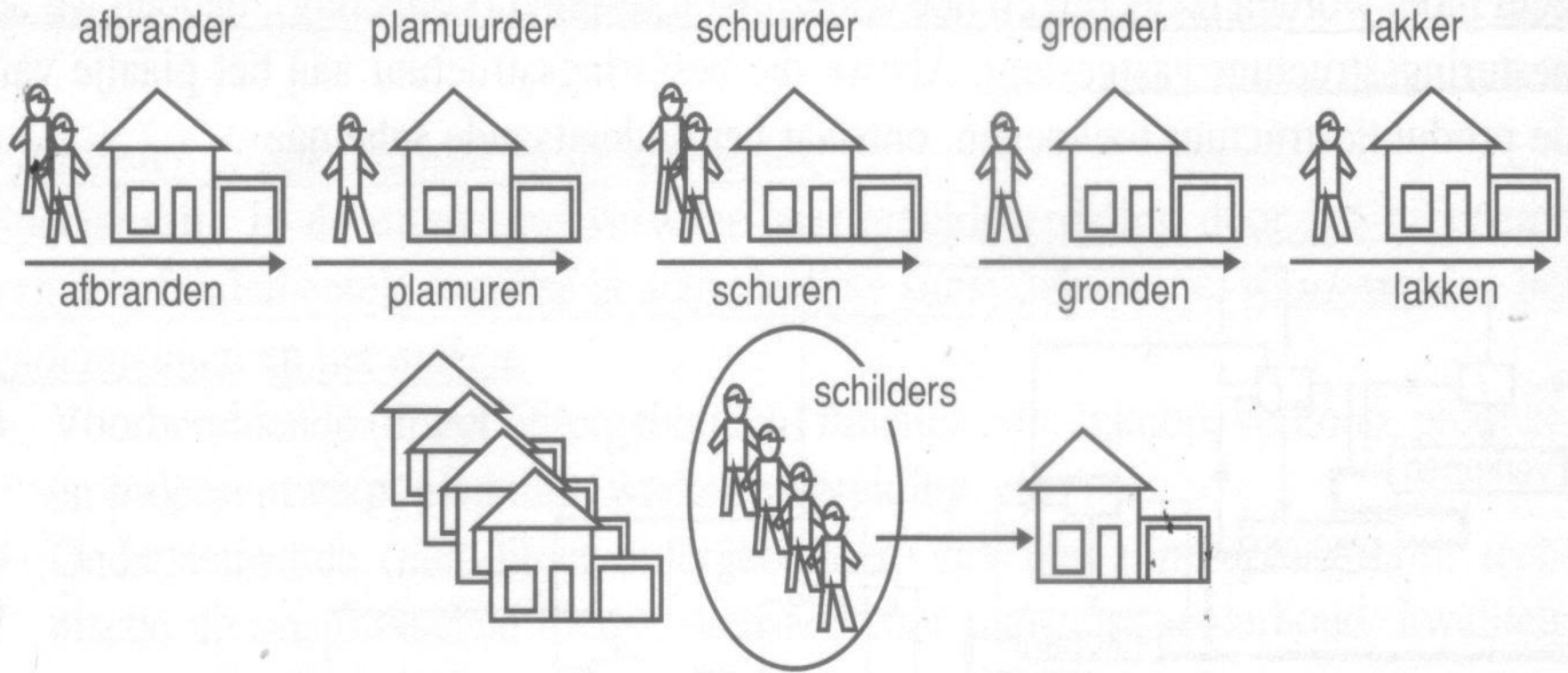


# Case 1: Green construction

	ECOBUILD	TREEHOUSE
<b>Coporate strategy</b>	<ul style="list-style-type: none"> <li>• Top-down management, detailed instructions and strict time shedules</li> <li>• Lead-times considerably shortened, constant productivity increase is the leitmotiv</li> </ul>	<ul style="list-style-type: none"> <li>• Construction teams during the whole process – mutual responsibilities</li> <li>• Participation and collaboration in view of building up contextualised knowledge</li> </ul>
<b>Work organisation</b>	<ul style="list-style-type: none"> <li>• Building a house boils down to assembling standardised elements</li> <li>• Operation-based work organisation: specialised workers going from one site to the other</li> <li>• Team-leader is planner and controller</li> </ul>	<ul style="list-style-type: none"> <li>• Decentralised (construction site) regulation and problem solving</li> <li>• High autonomy</li> <li>• Builders are involved in decision-making</li> <li>• Have insight in why and how</li> <li>• Teamleader is coach</li> </ul>



# Case 1: Green construction



# Case 1: outcome for workers

	ECOBUILD	TREEHOUSE
Job autonomy	low	high
Support, feedback, information	Minimal, no insight in entire process	High, insight in entire process
Participation	Control-based	Regular meetings
Learning	Specialisation in one task	Single loop and double loop learning
Stress risks	No resources to solve problems	Collective problem solving
OSH	Improved due to modular/offsite building	Improved due to modular/offsite building



# Case 2: Cleaning

## CLEANOFFICE: fragmentation



bins



dust



dust



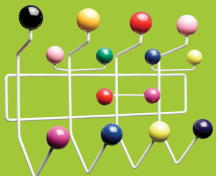
desks



windows

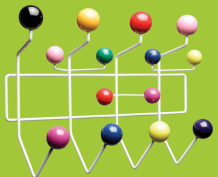
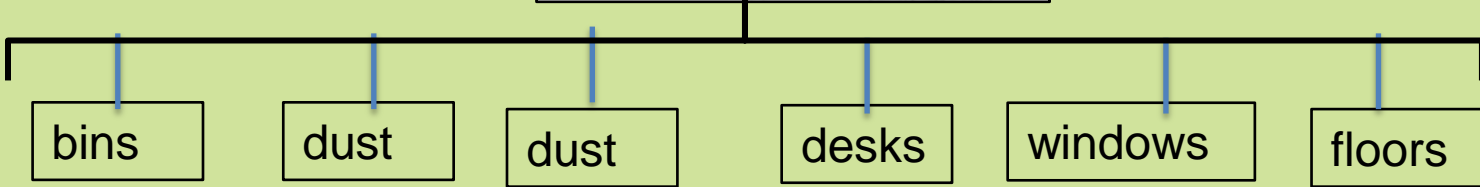


floors



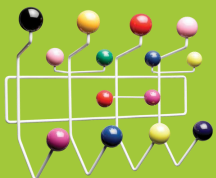
# Case 2: Cleaning

## EASYCLEAN: self-organised teamwork



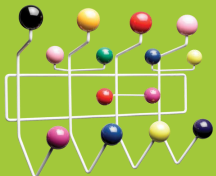
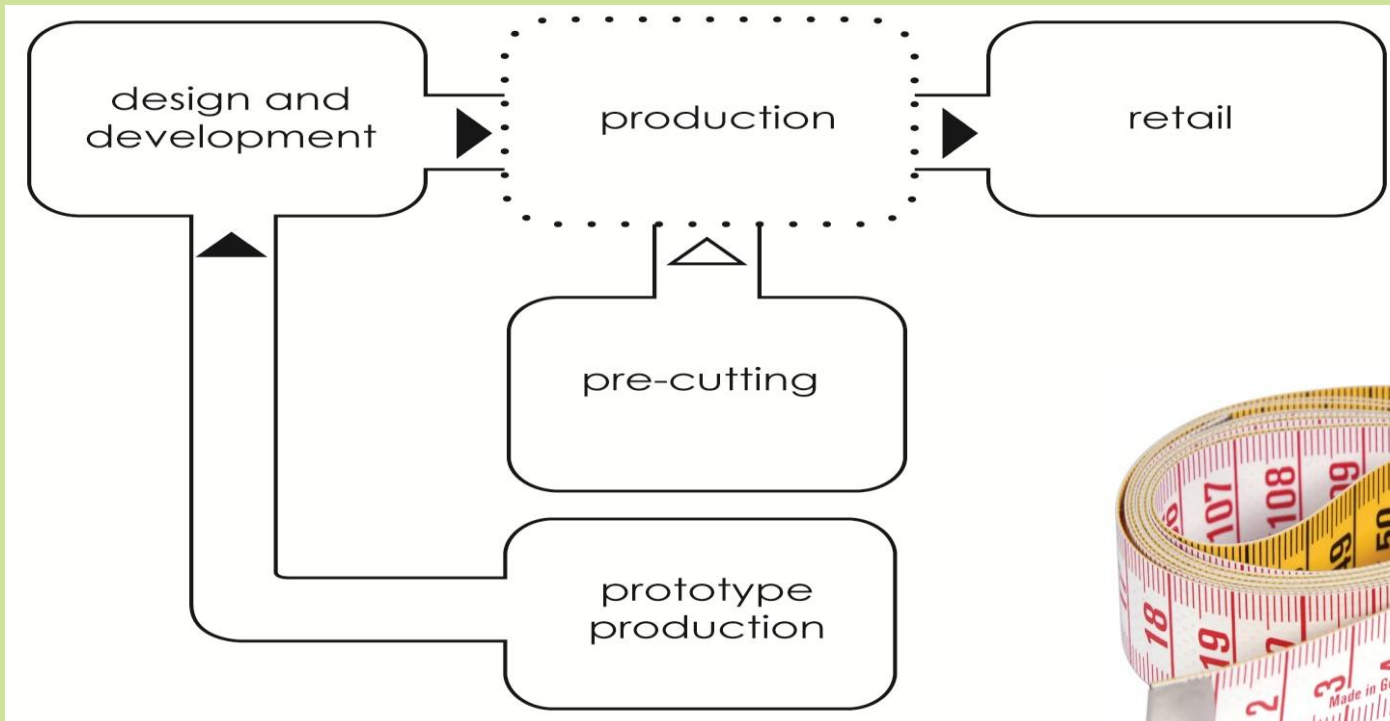
## Case 2: Outcome for the workers

- The team under the supervision of the teamleader decides on a day-to-day basis who will do what and in what order
- This creates variation and a well-balanced mix of tasks
- And more organisational flexibility!
- As well as overall individual and team-level responsibility for the end-result
- The introduction of standards, new work methods, new technologies improves the OSH situation of the cleaners
- Cleaning is professionalised: it is recognised as requiring a necessary set of skills and training.
- Cleaners' skills are being upgraded.
- This entire valorisation lead to increases in wage levels, status, and visibility as well as productivity.



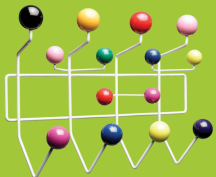


# Case 3: Confection

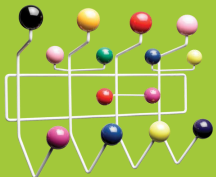
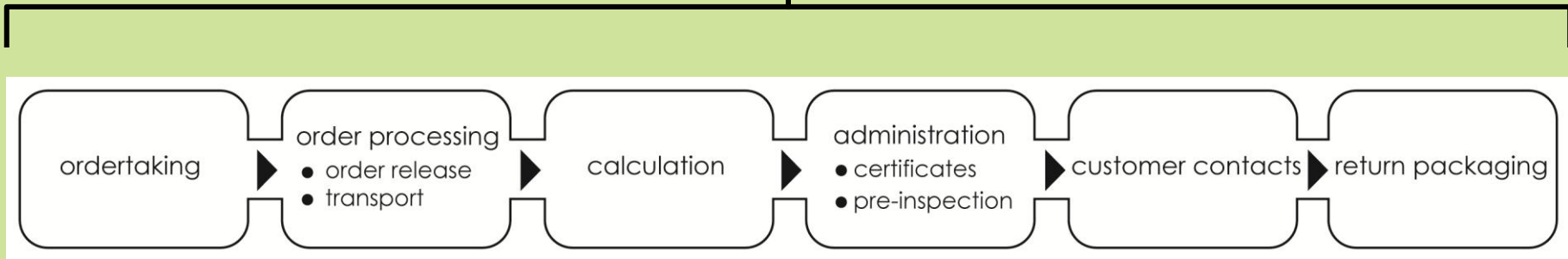


## Case 3: Outcome for the workers

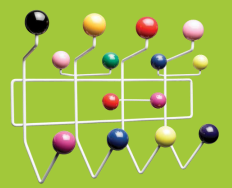
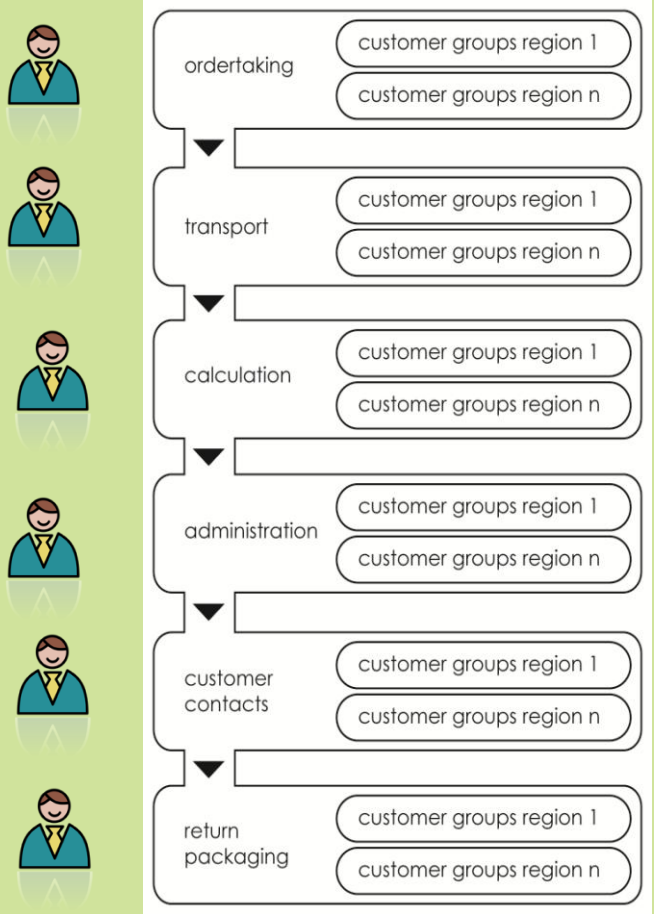
- Production workers are integrated in design and development (prototype production)
- Feedback and learning in innovation cycle
- Task cycle evolved from 1,5 minutes to 2 hours, producing entire garment
- Intensive training was required
- Wage system adapted from piece-rating to fix salary



# Case 4: logistics administration: before relocation



# Case 4: logistics administration after the relocation



## Case 4: Outcome for the workers

More division of work  
More relations and interdependencies  
detours, time losses and broken links  
Loss of overview over the entire process

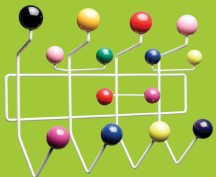


**DISTURBANCES**

Less possibilities to solve them



High stress risks and few learning opportunities

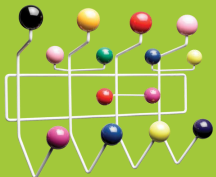


# Reflection...

What are teamwork and autonomy worth when:

- wages are under pressure
- working times are becoming flexible
- job insecurity increases
- basic health and safety are not adequately guaranteed
- employee representation and social dialogue are not taken seriously

And vice versa



# Conclusion

- Healthy jobs and wellbeing are **multidimensional** realities
- The choices re. the work organisation principles lay essential foundations for fostering **opportunities** and eliminating **risks** re. learning/skill development and (psycho-social) risks
- as the two sides of the same coin
- But these choices need to be **complemented** by coherent strategies on the other domains: HRM, industrial relations, working conditions, ergonomics and work-lifed balance

