



# Analysis of work-related psychosocial risks



Questionnaire method - User's guide



## Federal public service Employment, Labour and Social Dialogue

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### M/F/X

For the sake of readability, the terms used to designate persons are always expressed in the masculine form. The use of this form should be understood as referring to all genders.

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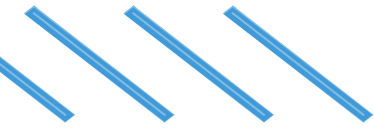
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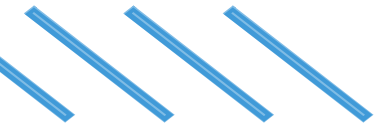
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# Part 1: background information

## 1. What is an analysis of work-related psychosocial risks?

An analysis of work-related psychosocial risks identifies the **psychosocial risks** present in an organisation. Psychosocial risks at work include professional risks that can cause **psychological and also physical harm** to workers. They can also have an **impact on workplace safety** and the **proper functioning** of workers and the organisations they work for.

Underlying these risks are **work organisation** (e.g., communication, well-being culture), **work content** (e.g., workload, cognitive demands), **working conditions** (e.g., pay, learning environment), **working life conditions** (e.g., physical demands, noise) and **work relationships or interpersonal relationships** (e.g., conflicts, social support). These are also known as the 5Ws.

Stress, burnout, and undesirable behaviour at work are some **manifestations of work-related psychosocial risks** that can carry a significant cost for workers, the organisation and society at large<sup>1</sup>.

An analysis of work-related psychosocial risks consists of 3 steps and can be carried out independently or with the support of a prevention advisor on psychosocial aspects.

1. **Inventory:** identifying hazards and risks to workers' well-being
2. **Analysis:** evaluating risks to workers' well-being
3. **Action:** identifying and implementing measures to prevent or control work-related psychosocial risks in the short, medium, and long term

The questionnaire and accompanying guide can be used to complete the first 2 steps and form a basis for the 3rd step.

A detailed explanation on (prevention of) psychosocial risks and how to arrive at a prevention policy can be found in FPS Employment's Guide to the Prevention of Psychosocial Risks at Work.<sup>2</sup>

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<sup>1</sup> Find more on <https://employment.belgium.be/en/> under the theme The well-being of workers: [Psychosocial risks at work](#)  
<sup>2</sup> Find more on <https://employment.belgium.be/en/> under Publications: [Guide for the prevention of psychosocial risks at work](#)



## 2. Why an analysis of work-related psychosocial risks?

It is important to **identify and analyse the work-related psychosocial risks present** so that an organisation **can take preventive action** and **reduce or stop pernicious dynamics**. An analysis of work-related psychosocial risks thus **feeds into an organisation's well-being policy**. When **workers feel good** at work, this also has **positive consequences** for the organisation. This can manifest itself e.g., in lower turnover, less sickness absence, higher productivity and more creativity and innovation. They also have an additional advantage in attracting and retaining suitable and diverse profiles, given the 'war for talent' that the labour market is experiencing.

In addition, an employer also has a **legal obligation** to carry out such an analysis of work-related psychosocial risks (art. 32/2, §1 of the Act of 4 August 1996 on well-being of workers in the performance of their work and art. 1.3-1 of the Code on well-being at work). The following **points of interest** are **important** here:

- Workers should be involved in carrying out this analysis
- As a minimum, the analysis should identify the 5 Ws and take into account each type of work within the organisation
- The employer must involve the prevention advisor on psychosocial aspects in the analysis when they are part of the internal service OR when the complexity of the analysis requires it.


The questionnaire makes it possible to fulfil this obligation by surveying workers in a completely anonymous way (or in a non-anonymous way, but with the help of the prevention advisor on psychosocial aspects or occupational physician (GDPR)). However, it is sometimes preferable to combine it with or replace it with a qualitative approach (e.g., in small structures).

## 3. Whom to involve in an analysis of work-related psychosocial risks?

A risk analysis is a process that does not stop at identifying work-related psychosocial risks and their consequences. It is therefore important to **follow this up properly** from within the organisation, even when enlisting the help of an external partner in conducting the analysis. A **working group** on psychosocial well-being can support this follow-up and guide the analysis of work-related psychosocial risks. Ensure as much diversity as possible within the working group.

Who is best to be part of such a working group?

- **Workers (representation):** When analysing workers' psychosocial well-being, it is important to include them as a central partner as well.
- **Representation of the organisation (e.g., board of directors):** this representation has an important voice in the analysis. Not only because they are responsible for a healthy and safe working environment for their workers, but these will also be the sponsors of the track.
- **Actors directly or indirectly involved in psychosocial well-being at work, e.g.:**
  - HR / personnel service
  - Confidential advisor
  - Members of the hierarchy

- 
- Prevention advisor occupational safety
  - Prevention advisor on psychosocial aspects:  
*Caution:* the prevention advisor on psychosocial aspects should be involved in the analysis when he/she is part of the internal service OR when the complexity of the analysis requires it
  - Prevention advisor-occupational physician

In smaller organisations, it is not always feasible to put together a full working group, but it is still important to entrust this to more than one person. This provides diverse insights, increased knowledge, and continuity throughout the process (e.g., in case of illness).

For an initial assessment or intermediate follow-up, the FPS Employment's flashing light tool psychosocial aspects can be used.<sup>3</sup>

#### 4. What types of analyses of work-related psychosocial risks are there?

A distinction can be made between a **general risk analysis** and a risk analysis of the specific work situation. The general risk analysis should normally be carried out even before psychosocial risks arise. The aim is to **preventively identify situations** that could give rise to psychosocial risks. The **risk analysis of the specific working situation**, on the other hand, is carried out when **repeated incidents of a psychosocial nature** occur in a team, department or service, e.g. when there are signs of conflict / undesirable behaviour whether or not linked to discrimination.

There are two methods for conducting (or commissioning) an overall risk analysis: the **quantitative** and the **qualitative** methods. **In terms of content**, both methods cover **similar themes** (e.g., 5Ws). The **way** it happens is **different**. Each method has advantages and disadvantages. There is no best method.

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<sup>3</sup> Find more in French: <https://emploi.belgique.be> under "Projets de recherche": [2020 - Recherche sur l'utilisation de l'outil indicateur d'alerte RPS](#) or in Dutch: <https://werk.belgie.be> under "Onderzoeksprojecten": [2020 - Onderzoek over het gebruik van de knipperlichtentool PSR](#)



## A. Quantitative method

The quantitative method uses a questionnaire survey to examine how workers score on different surveyed themes, and how different work-related psychosocial risks may give rise to reduced psychosocial well-being among workers. Some advantages of this method:

- Standardised questionnaire: Workers are given identical questions and answer options
- Wide reach: all workers can complete the questionnaire
- Confidential and anonymous: Workers can share their stories confidentially  
*Caution:* when the survey is not conducted by a prevention advisor on psychosocial aspects, the anonymity of the answers must be guaranteed. In this case, no personal data should be collected (e.g., department, age, etc.) and the data should be collected in a way that does not allow any traceable link to the worker (e.g., general link to the questionnaire on the intranet, no invitation via e-mail).
- 'Objective' results: results can be quantified in e.g., tables and graphs
- Possibility of internal benchmarking:
  - This method allows comparison with a previous measurement (if applicable)
  - When the questionnaire is conducted by a prevention advisor for psychosocial aspects, a comparison can be made between data on health and other factors (e.g., departments or services, or by age or gender, etc.)

The quantitative method is mainly **recommended** in larger organisations and those with a closed communication culture. It is ideally combined with a qualitative follow-up process to further shape step 3 action and draw up prevention measures.

## B. Qualitative method

A qualitative method starts from **individual interviews** or **group discussions**. Besides **identifying risks, measures** to improve well-being are immediately sought. Workers thus help think about possible actions/solutions. Some advantages of this method:

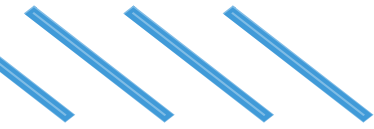
- High involvement of participants gives more ownership and commitment
- Problems are identified in the language of the workers
- Own and unique issues and concerns may surface
- Participation and dialogue in itself can have a positive effect on the psychosocial well-being of workers
- Ideas for action can be taken immediately

A methodology to support this analysis can be found within FPS Employment's SOBANE<sup>4</sup>.

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<sup>4</sup> Find more in French: <https://emploi.belgique.be> under "Publications": [Aspects psychosociaux - Série Stratégie SOBANE](#) or in Dutch: <https://werk.belgie.be> under "Publicaties": [Psychosociale aspecten - Reeks SOBANE-strategie](#)





## 5. Action!

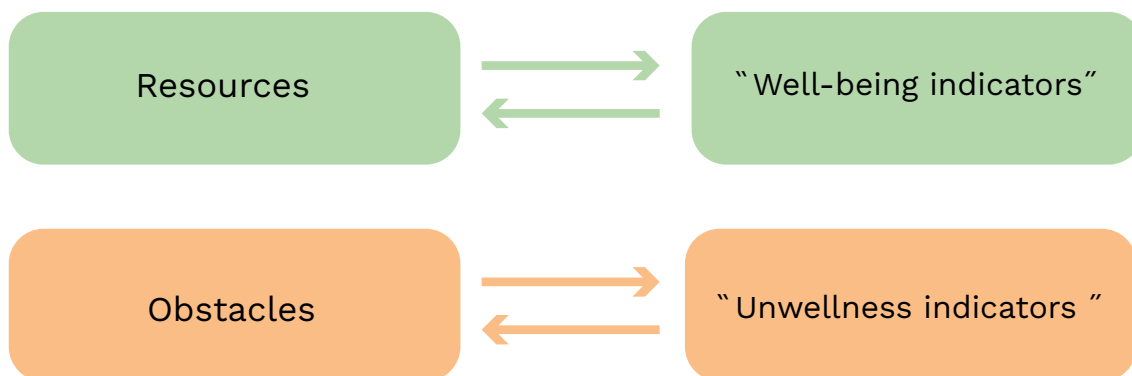
It is important to stress that risk mapping alone is not enough and is only one step along the way. The preliminary phase is essential for creating a good basis for the inventory and analysis, with attention to communicating the purpose and method to workers. After the analysis, the focus is on determining short-, medium- and long-term measures with adjustments if necessary. This requires alertness from organisations to properly implement follow-up measures into existing structures and also involve workers in this as much as possible.



## Part 2: the questionnaire


What follows explains **step by step** how a **quantitative inventory and analysis of work-related psychosocial risks** can be carried out. Annex 1 contains a questionnaire that can be used to carry out the analysis independently or in collaboration with a prevention advisor on psychosocial aspects. The questionnaire uses the BAT-4 for burnout symptoms. This provides an initial indication. For a more comprehensive and nuanced analysis around risk of burnout, please refer to the BAT-12 or BAT-23<sup>5</sup>.

The questionnaire includes some **key themes** related to **psychosocial risks** and the possible consequences of these risks. The theoretical framework used for this questionnaire is the **Job Demands - Resources model** (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). This model states that workers' **psychosocial well-being or unwellness** is determined by job characteristics that can be divided into **obstacles and resources**. Obstacles are factors that demotivate workers and demand energy. Resources are factors that motivate workers and provide energy. Obstacles and resources have a significant impact on workers' psychosocial well-being or unwellness. A reflexive relationship may also develop here, where psychosocial well-being or unwellness may reinforce or impede obstacles and resources. The figure below visualises this reflexive relationship between resources and well-being indicators, and between obstacles and unwellness indicators.



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<sup>5</sup> Find more on <https://burnoutassessmenttool.be> in the section on the [Manual & questionnaire](#)



The following steps are important to keep in mind:

1. Setting up a working group
2. Practical preparation
3. Awareness raising and invitation
4. Survey
5. Analysis and report
6. Communication
7. Drawing up action plan

## 1. Setting up a working group

A **working group** around psychosocial well-being can **provide** advice and support in the practical elaboration of the analysis, as well as in the development of actions and their follow-up afterwards. An **existing working group** such as a well-being working group can take on this role. Possible **members** of such a working group are:

- Workers (representation)
- Representation of the organisation (management, board, ...)
- HR / personnel service
- Confidential advisor
- Members of the hierarchy
- Prevention advisor occupational safety
- Prevention advisor on psychosocial aspects:  
*Caution:* the prevention advisor on psychosocial aspects should be involved in the analysis when he/she is part of the internal service OR when the complexity of the analysis requires it
- Prevention advisor-occupational physician

Some key points of interest:

- Appoint a lead person who is given the mandate by the management to work on the analysis and who manages everything.
- Decide in the working group whether the sampling can be organised internally. Together, review who and what it will take to complete the full process. If the sampling cannot be organised internally, select a reliable external partner to set up the sampling together.
- Ensure as much diversity as possible within the working group.



## 2. Practical preparation

### 2.1 General key points of interest

Check whether the questionnaire method and associated questionnaire can be used in the organisation. For example, check whether the questionnaire is sufficiently clear for all workers. Are adjustments needed to make the wording clearer or context-specific? Are there any themes that should be added in terms of current needs?

Consider whether it is desirable to also analyse **the results at subgroup level** (e.g., department, function, gender, etc.). Make sure workers categorise themselves in one of these groups in the questionnaire.

**Caution:** when the survey is not conducted by a prevention advisor on psychosocial aspects, the **anonymity** of the answers must be guaranteed. In this case, no personal data should be collected (e.g., department, age, etc.) and the data should be collected in a way that does not allow any traceable link to the worker (e.g., general link to the questionnaire on the intranet, no invitation via e-mail). That is, no subgroup-level analysis is possible.

Decide **how, in what form** (e.g., electronic and/or paper) and **in what language** (NL, FR or ENG) the questionnaire can best be delivered to the workers.

Consider whether **additional guidance** in completing the questionnaire is necessary (e.g., by a confidential advisor or prevention advisor on psychosocial aspects). This is to avoid insufficient inclusion of the voice of, for example, short-skilled workers.

**Involve all workers** within the organisation to increase everyone's involvement and willingness to take action. A key advantage of a quantitative risk analysis is its wide reach: all workers can complete the questionnaire (all positions, including part-time workers, temporary workers, etc.).

Determine who will be the **contact person** for workers in case of questions. Always have an internal contact person, even when working with an external partner. Make sure you have a single-point-of-contact with the external partner for questions.

**Beforehand**, also think about the **further steps** after the questionnaire has been administered. To whom and in what way will results be communicated? What will be done further with the results?

### 2.2 Independent sampling internally

Take enough time to extensively **test** the questionnaire design and analysis. Annex 1 contains the questionnaire in interactive PDF format. You can either digitally distribute this document for employees to fill out via computer, or you can print it out for manual completion. Annex 2 contains a template for inviting workers to complete the questionnaire.

In internal sampling, **anonymity** is very important! Make sure that workers cannot be identified in any way based on their answers. Questioning personal data is not allowed in this case (GDPR). In this context, the open question was omitted from the questionnaire. Alternatively, this question can be surveyed electronically or orally by, for example, a confidential advisor or prevention advisor on psychosocial aspects.

The questionnaire in Annex 1 to this guide includes key issues such as **gender, diversity, inclusion, and the new way of organising work**, without collecting personal data around these. Choose to keep these questions throughout.



### 2.3 Collection by external partner

Find a **reliable partner** who:

- has experience in administering questionnaires,
- is well aware of GDPR and takes this into account and
- has experience in psychosocial risk analysis.

*Caution:* the prevention advisor on psychosocial aspects should be involved in the analysis when he or she is part of the internal service OR when the complexity of the analysis requires it.

Make **clear agreements** on the content of the questionnaire, the design of the survey and the way the data will be visualised.

## 3. Awareness raising and invitation

**Communicate repeatedly and raise awareness** about the analysis of work-related psychosocial risks.

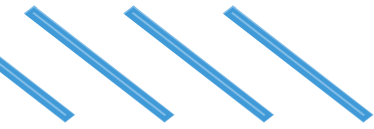
Determine **how and when** workers will be invited to the survey:

- Which **communication channels** are predominantly used within the organisation (e.g., e-mail, intranet, via a note at a staff meeting)? Prepare a communication plan before the process begins. Communicating through different channels can help get the message to every worker.
- Determine the content of the invitation. Some guiding questions here are:
  - Why is this questionnaire being administered?
  - What is the questionnaire about?
  - How much time does the questionnaire take to complete?
  - How can workers fill in the questionnaire?
  - Until when do workers have time to complete the questionnaire?
  - Is the administration of the questionnaire anonymous? What are important areas of focus here?
  - Who is the contact person in case of questions?

Frequently asked questions from workers:

- What will the questionnaire be about?
- Is it anonymous? What happens to my data?
- What is done with the information collected afterwards?
- How will I be kept informed?

Ensure sufficient clarity and try to answer these questions before they are even asked.



## 4. Survey

**Communication and sensitisation** is also a focus during the period in which workers complete the questionnaire. Encourage workers to participate in the survey. The more workers participate in the survey (the higher the response rate), the **more reliable** the **final result** will be.

## 5. Analysis and report

### 5.1 *Independent sampling internally*

**Analyse** the data collected from the questionnaire using the guidelines explained in part 3: processing the data. Calculations and visualisations can be made within Excel. A statistical software programme such as SPSS can also be used if available.

*Caution:* when the survey is not conducted by a prevention advisor on psychosocial aspects, the **anonymity** of the answers must be guaranteed. In this case, no personal data should be collected at all (e.g., department, age...; GDPR) and the data should be collected in a way that does not allow any traceable link to the worker (e.g., general link to the questionnaire on intranet, no invitation via e-mail). That is, no subgroup-level analysis is possible.

Make sure the results are displayed in a **clear way** before being communicated to the rest of the organisation.

### 5.2 *Collection by external partner*

Make sure you have a **good understanding** of the external partner's **reporting**.


Try to immediately **translate** to your own **organisation**.

## 6. Communication

Once the results are available, they should also be **communicated**. Don't wait too long to do this and keep workers informed of the steps in the process. Decide which way is best:

- *Caution:*
  - The employer should communicate the results of the risk assessment to workers and the Committee for Prevention and Protection at Work (CPPW) (if not the union delegation, then the workers themselves)
  - Only anonymous data may be communicated, including to the CPPW
- How will the board / management be informed of the results?
- How will the CPPW - or the union delegation in charge of commissioning CPPW - be informed of the results?
- How will workers be informed of the results?
- What happens to the results when they are available?
- How do workers stay informed?

Think about this **before the project** starts and include it in a **communication plan**. This way, communication can be monitored and a timeline can be provided.



**Communicate** results to **all workers**. Test the **recognisability** of the results among workers.

Communicating the results to workers can be combined with a **workshop** to determine **action points** together. This way, the action plan immediately takes shape and support for the action plan will be greater.

## 7. Drawing up action plan

The **results** of the **analysis** and any **workshop** are the **starting point** for drawing up an **action plan**. Include this action plan within the Annual Action Plan (AAP) and Global Prevention Plan (GPP). The different actions can be divided into **4 categories**:

1. Quick wins (short-term actions)
2. Medium-term actions
3. Long-term actions
4. Unrealisable actions

Try to make the actions **as concrete as possible**. The **SMART methodology** can help with this:

- **Specific**: Is the solution specific?
- **Measurable**: Is the solution measurable/observable?
- **Acceptable**: Is the solution acceptable to the group and/or management?
- **Realistic**: Is the solution feasible?
- **Time-bound**: When should the solution be achieved?

Try to (partially) **explain** the **action plan** and **include** it when **communicating the results** to workers. At least indicate how the results will be translated into actions (e.g., setting up a risk analysis working group, via discussion of results in teams). Involve workers actively in drawing up the action plan (e.g., by organising a workshop to determine action points together (see also step 6)).


**Communicate regularly** about the implementation and follow-up of the action plan. This so that workers keep in touch with the (to be) process and they feel that their input effectively creates movement. This action in itself has a significant impact on workers' psychosocial well-being and on participation and commitment in a subsequent analysis.

### *Caution:*

- The employer must communicate the results of the analysis to workers and the Committee for Prevention and Protection at Work (CPPW) and must take the necessary preventive actions to avoid situations and actions that could lead to work-related psychosocial risks at work, in order to prevent or reduce harm. These actions are taken after advice from the CPPW (if not the union delegation, then the workers themselves). Moreover, the employer must comply with the specific procedures provided for work-related psychosocial risks and specifically for harassment at work (moral or sexual) and violence at work<sup>6</sup>.

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<sup>6</sup> Find more on <https://employment.belgium.be/en/> under Publications: [Guide for the prevention of psychosocial risks at work](#)

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- When gender and/or diversity issues arise, it is advisable to involve those affected by these issues in the preparation of the action plan and related decisions.

## 8. Evaluation

Once the analysis is over, the **process can be evaluated**:

- Go over the process that has been completed. Did this go as planned? What went well / not so well? What can be included within the further process and a subsequent analysis?
- Explain the analysis and measures in an action plan specific to your own organisation. Include this action plan within the Annual Action Plan (AAP) and Global Prevention Plan (GPP).
- Try to embed actions in work processes (e.g., in performance reviews). Issues arising from the analysis can thus be followed up along with the analysis.





# Part 3: Data processing

## 1. Downloading and entering data

After the end of the collection period, the data can be prepared for processing. Follow these steps:

- Use the "data" tab of the Excel template data processing (Annex 3) to process the data from the questionnaires:
- Number the completed questionnaires from 1 to ... .
- Manually insert the data into the "data" tab of the Excel template data processing (Annex 3). The template contains columns with the description of each question from the questionnaire to be entered. The columns always have the same name as each question on the questionnaire, from JOB1M1 to VPG.
- Each row contains the answers of 1 worker.
- Each worker answer (ticked bullet) corresponds to a specific numerical code. Place this numerical code in the corresponding column within the Excel template. Answers usually contain a numerical code from 1 (e.g., never) to 5 (always). For some questions, this can be from 1 to 6, 1 to 7 or 1 to 10.
- The description of the questions and the corresponding numerical codes can be found in the Excel files in Annex 3.
- Example :

ID	JOB1M1_1	JOB1M1_2	JOB1M1_3	JOB1M1_4
1	3	4	4	5
2	1	3	4	4

*Respondent 1 indicated answer option number 3 for question JOB1M1\_1 ("that you know what is expected of you at work.") and answer option 4 for question JOB1M1\_2 "that you have to work at very high pace or at very high speed".*

- **Caution:** if you delete or add columns, the formulas used in the other sheets of the Excel file may no longer be correct for the descriptive analysis of the data.
- Make sure the data is kept in a safe place for analysis.



## 2. Processing the data

The questions can be summarised into several themes that form the basis for the analysis of work-related psychosocial risks, clustered according to the dimensions of the **Job Demands - Resources model** and the so-called 5Ws: work organisation, work content, working conditions, working life conditions and work relationships or interpersonal relationships (see table below). The **score** for each theme is calculated by (1) averaging the answers to the questions per theme for each respondent, taking into account a reverse formulation if applicable and (2) calculating the percentage of workers with a high score on a theme.

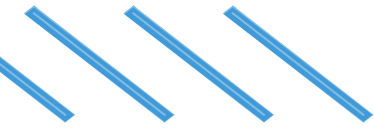
Besides the score for the different themes, it is also useful to look at the average answer score for each question separately to zoom in on a specific aspect of the theme.

Annex 3 contains a template (Excel) that can be used to support data processing. The descriptive analysis of the coded data consists of:

- The minimum values, maximum values and mean: this way it can be verified that no errors were made when coding the data.
- The number and percentage of respondents who answered each of the response options.
- A calculation of the scores by grouping the questions by theme..

These analyses are performed automatically by the different sheets within Excel file: scores, frequency, percentages and LOW - HIGH scores. As a user, you don't have to do anything in se. You can consult the different sheets to get the results of the analysis. You can also print the results or save them in a pdf file.

*Caution:* Any modification of these sheets may lead to errors in the calculation due to the impact on the formulas used in the Excel file. The different tabs are designed to analyse up to 1,000 questionnaires. For more than 1,000 questionnaires, the Excel formulas should be checked and adjusted or copied if necessary.



## Tab overview:

### Frequency

- For all questions, this tab automatically calculates the number of people who answered each of the possible answers (from 1 to 10, depending on the question).
- This tab also displays the minimum values, maximum values, average values, and total number of responses:
  - These values can be used to check for coding errors. Example: if a question goes from 1 to 5, there should be no answers below 1 or above 5.
  - Also check that the number of coded values is correct.
- The description of the questions and the corresponding numerical codes can be found in the questionnaire in Annex 1.

### Percentages

This tab provides the same information as the "Frequency" tab, expressed in percentages.

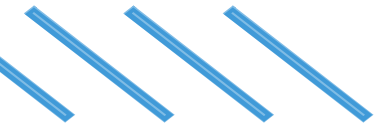
### Scores

This tab automatically calculates the average scores, several questions in a single theme can thus be grouped together.

### LOW – HIGH Scores

- For each score, this tab calculates the percentage of respondents with a high or low score.
- The formulas and criteria for determining this high or low score are described in the tab "Formulas" and "Formulas".
  - Depending on whether it is an obstacle or a resource, either a high score or a low score should be considered. In the tab, the "obstacles" scores are shown in orange and the "resources" scores in green, similar to the table below.
  - Depending on whether it is an indicator of unwellness or well-being, either a high score or a low score should be considered. The tab shows the scores of the unwellness indicators in orange and the scores of the well-being indicators in green.

Dimension JD-R	Favourable score
Obstacles	The lower the percentage, the better
Resources	The higher the percentage, the better
Unwellness indicators	The lower the percentage, the better
Well-being indicators	The higher the percentage, the better



The purpose of risk analysis is to determine preventive measures:

- The questionnaire thus allows the analysis to focus on problematic scores (too many respondents with barriers and/or too many people with insufficient resources) through these scores.
- To determine preventive measures, it is best to include the underlying questions that led to the calculation of these scores (see Annex 1).

### 2.1 Work organisation

Theme	Dimension JD-R	Formula average score	High score
Communication	Resources	ORG1M2_6	3,13 or higher
Communication work-related risks	Resources	ORG1CR	3,13 or higher
Diversity climate	Resources	$(\text{ORG1M3\_1} + \text{ORG1M3\_2} + \text{ORG1M3\_3} + \text{ORG1M3\_4} + \text{ORG1M3\_5}) / 5$	3,13 or higher
Fair treatment	Resources	ORG1M1_4	3,13 or higher
Participation	Resources	$(\text{ORG1M1\_1} + \text{ORG1M1\_2} + \text{ORG1M1\_3}) / 3$	3,13 or higher
Leadership skills	Resources	$(\text{ORG2M3\_1} + \text{ORG2M3\_2} + \text{ORG2M3\_3} + \text{ORG2M3\_4}) / 4$	3,13 or higher
Structure	Resources	$(\text{ORG1M2\_1} + \text{ORG1M2\_2} + \text{ORG1M2\_3}) / 3$	3,13 or higher
Esteem	Resources	ORG2M1_1	3,13 or higher
Well-being culture	Resources	ORG1M2_4	3,13 or higher

## 2.2 Work content

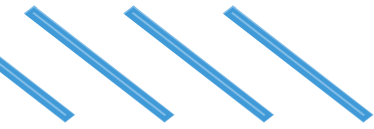
Theme	Dimension JD-R	Formula average score	High score
Cognitive demands	Obstacles	JOB1M2_3	3,13 or higher
Emotional demands	Obstacles	$(\text{JOB1M2}_1 + \text{JOB1M2}_2) / 2$	3,13 or higher
Role conflict	Obstacles	JOB1M2_4	3,13 or higher
Technological overload <sup>7</sup>	Obstacles	$(\text{JOB3M2}_1 + \text{JOB3M2}_2 + \text{JOB3M2}_3) / 3$	3,13 or higher
Workload	Obstacles	$(\text{JOB1M1}_2 + \text{JOB1M1}_3) / 2$	3,13 or higher
Work intensification	Obstacles	$(\text{JOB3M1}_1 + \text{JOB3M1}_2 + \text{JOB3M1}_3) / 3$	3,13 or higher
Job autonomy	Resources	$(\text{JOB1M3}_1 + \text{JOB1M3}_2 + \text{JOB1M3}_3) / 3$	3,13 or higher
Learning opportunities	Resources	$(\text{JOB1M4}_1 + \text{JOB1M4}_2) / 2$	3,13 or higher
Role clarity	Resources	JOB1M1_1	3,13 or higher
Skill exploitation	Resources	JOB1M4_3	3,13 or higher

## 2.3 Working conditions

Theme	Dimension JD-R	Formula average score	High score
Job insecurity	Obstacles	$(\text{JOB2M2}_5 + \text{JOB2M2}_6 \text{ mirrored}^8) / 2$	3,13 or higher
Qualitative job insecurity	Obstacles	$(\text{JOB2M2}_3 + \text{JOB2M2}_4) / 2$	3,13 or higher
Work-life interference	Obstacles	$(\text{JOB2M4}_1 + \text{JOB2M4}_2 + \text{JOB2M4}_3) / 3$	3,13 or higher
Working conditions	Resources	$(\text{JOB3M3}_1 + \text{JOB3M3}_2) / 2$	3,13 or higher
Learning environment	Resources	ORG1M2_5	3,13 or higher
Work-private life balance	Resources	$(\text{JOB2M5}_1 + \text{JOB2M5}_2) / 2$	3,13 or higher

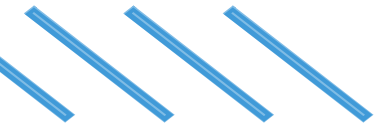
<sup>7</sup> Score 6 = 0

<sup>8</sup> Score 1 = 5, 2 = 4, 3 = 3, 4 = 2, 5 = 1



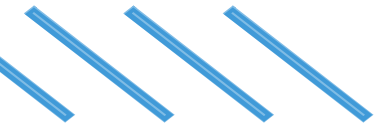
## 2.4 Working life conditions

Theme	Dimension JD-R	Formula average score	High score
Working life conditions	Obstacles	$(\text{JOB4M2\_1} + \text{JOB4M2\_2} + \text{JOB4M2\_3} + \text{JOB4M2\_4} + \text{JOB4M2\_5}) / 5$	3,13 or higher
Contact risk	Obstacles	$(\text{JOB4M1\_7} + \text{JOB4M1\_8})/2$	3,13 or higher
Contact risk persons	Obstacles	JOB4M1_9	3,13 or higher
Physical requirements	Obstacles	$(\text{JOB4M1\_1} + \text{JOB4M1\_2} + \text{JOB4M1\_5} + \text{JOB4M1\_6}) / 4$	3,13 or higher
Monitor work	Obstacles	JOB4M1_3	3,13 or higher
Prolonged sitting	Obstacles	JOB4M1_4	3,13 or higher



## 2.5 Work relationships

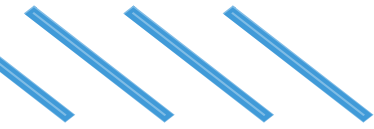
Theme	Dimension JD-R	Formula average score	High score
Conflicts	Obstacles	$(\text{JOB1M2\_5} + \text{JOB1M2\_6}) / 2$	3,13 or higher
Extern transgressive behaviour	Obstacles	$(\text{OGGWEM\_1} + \text{OGGWEM\_2} + \text{OGGWEM\_3} + \text{OGGWEM\_4} + \text{OGGWEM\_5} + \text{OGGWEM\_6} + \text{OGGWEM\_7}) / 7$	<2
Witness extern transgressive behaviour	Obstacles	OGGWEG	1
Inclusion	Resources	$(\text{JOB2M3\_1} + \text{JOB2M3\_2} + \text{JOB2M3\_3} + \text{JOB2M3\_4}) / 4$	3,13 or higher
Climate of confidence	Resources	$(\text{ORG2M2\_1} + \text{ORG2M2\_2}) / 2$	3,13 or higher
Positive relationships (colleagues)	Resources	$(\text{JOB2M2\_1} + \text{JOB2M2\_2}) / 2$	3,13 or higher
Social support colleagues	Resources	$(\text{JOB2M1\_3} + \text{JOB2M1\_4}) / 2$	3,13 or higher
Social support manager	Resources	$(\text{JOB2M1\_1} + \text{JOB2M1\_2}) / 2$	3,13 or higher
CA or PASA known	Resources	VPG	1



## 2.6 Well-being and unwellness indicators

Theme	Dimension JD-R	Formula average score	High score
Experienced health risk	Unwellness indicators	WERKB2IN2	2
Risk of burnout	Unwellness indicators	$(\text{WERKB1M2}_2 + \text{WERKB1M2}_3 + \text{WERKB1M2}_4 + \text{WERKB1M2}_5) / 4$	3,13 or higher
Intern UUBW	Unwellness indicators	$(\text{OGGWIM1}_1 + \text{OGGWIM1}_2 + \text{OGGWIM1}_3 + \text{OGGWIM1}_4 + \text{OGGWIM1}_5 + \text{OGGWIM1}_6 + \text{OGGWIM1}_7) / 7$	<2
Witness intern UUBW	Unwellness indicators	OGGWIG	1
Stress	Unwellness indicators	WERKB1M2_1	3,13 or higher
Risk of absence due to physical causes	Unwellness indicators	WERKB2M1_2	3,13 or higher
Risk of absence due to psychological reasons	Unwellness indicators	WERKB2M1_1	3,13 or higher
Recommendation score	Well-being indicators	WERKB1A	7 or higher
Engagement	Well-being indicators	$(\text{WERKB1M1}_1 + \text{WERKB1M1}_2 + \text{WERKB1M1}_3) / 3$	3,13 or higher
Intention to stay	Well-being indicators	WERKB1M1_4	3,13 or higher
Satisfaction	Well-being indicators	WERKB1T	5 or higher





### 3. Response, representativeness and frame of reference

#### 3.1 Response and representativeness

The ideal response rate<sup>9</sup> is 100%. In practice, however, this is almost impossible to achieve and the aim is to achieve the highest possible response rate and the lowest possible error rate (below 5%). The smaller the group surveyed, the higher the response rate has to be to have a sufficiently low margin of error and, consequently, a representative result.

Group size	Minimum number of respondents required	Minimum response rate
100	80	80 %
50	45	90 %
20	20	100 %

#### 3.2 Frame of reference

To check whether an organisation scores well or poorly, a frame of reference can be used for comparison. The ideal reference group does not exist, which means that different frames of reference can be useful:

Intern:

- Organisation's own frame of reference: own values, standards, and priority goals
- Comparison with previous analysis within the organisation
- Subgroups (e.g., departments) within the organisation: identifying group-specific concerns and strengths

*Caution:* when the survey is not conducted by a prevention advisor on psychosocial aspects, the anonymity of the answers must be guaranteed. In this case, no personal data should be collected (e.g., department, age, etc.) and the data should be collected in a way that does not allow any traceable link to the worker (e.g., general link to the questionnaire on the intranet, no invitation via e-mail). That is, no subgroup-level analysis is possible.

Extern: for the questions from the European Working Conditions Survey (EWCS) an external reference point is available<sup>10</sup>.

<sup>9</sup> Response rate = (number of respondents/total number of workers in the organisation) x 100

<sup>10</sup> Find more on <https://www.eurofound.europa.eu/en/home> under Surveys: [European Working Conditions Surveys \(EWCS\)](#)



# Annex 1: Questionnaire on your own worksituation

Thank you in advance for your cooperation in this survey!

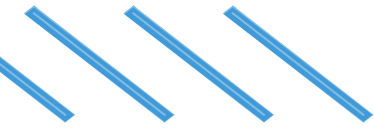
The questions are all about your own work situation within **your own organisation** (unless otherwise stated).

For the most part you will be asked how often something occurs: we want to obtain a general impression of the **past year** (unless otherwise stated). So try to ensure that exceptional situations which occurred in recent days or weeks do not have too much influence on your answers.

## Part 1: Your job

How often does your work involve ... ? (JOB1M1)	Never	Rarely	Sometimes	Often	Always
1. that you know what is expected of you at work.	1	2	3	4	5
2. that you have to work at very high pace or at very high speed.	1	2	3	4	5
3. that you have to work with strict deadlines.	1	2	3	4	5

Do you have the possibility to choose or change the following aspects? (JOB1M3)	Never	Rarely	Sometimes	Often	Always
1. Your order of tasks.	1	2	3	4	5
2. Your methods of work.	1	2	3	4	5
3. Your speed or rate of work.	1	2	3	4	5



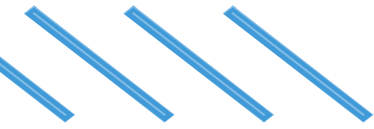
How often does each of these situations occur within your work?(JOB1M2)	Never	Rarely	Sometimes	Often	Always
1. Being in situations that are emotionally disturbing for you.	1	2	3	4	5
2. Your work requires that you hide your feelings.	1	2	3	4	5
3. I have to constantly keep my attention while doing my work.	1	2	3	4	5
4. I am torn between people who have different expectations concerning my work.	1	2	3	4	5
5. The members of my team disagree on how to perform the work.	1	2	3	4	5
6. There is friction between members of my team.	1	2	3	4	5

Does your work, all things considered, involve the following? (JOB1M4)	Entirely disagree	Rather disagree	Partly agree, partly disagree	Rather agree	Entirely agree
1. Learning new things.	1	2	3	4	5
2. Good prospects for career advancement.	1	2	3	4	5
3. Enough opportunities to use my knowledge and skills in my current job.	1	2	3	4	5

## Part 2: Your job

How often does the following apply to your work situation? (JOB2M1)	Never	Rarely	Sometimes	Often	Always
1. Your direct supervisor helps and supports you.	1	2	3	4	5
2. I feel appreciated by my direct supervisor.	1	2	3	4	5
3. Your colleagues help and support you.	1	2	3	4	5
4. I feel appreciated by my colleagues.	1	2	3	4	5

To what extent do you agree or disagree with the following statement about your work? (JOB2M2)	Entirely disagree	Rather disagree	Partly agree, partly disagree	Rather agree	Entirely agree
1. There is good cooperation between you and your colleagues.	1	2	3	4	5
2. I generally get on well with my colleagues.	1	2	3	4	5
3. I am expecting an undesirable change in my work situation.	1	2	3	4	5
4. I feel insecure about how my job will be like in the future.	1	2	3	4	5
5. I might lose my job in the next 6 months.	1	2	3	4	5
6. I am sure I can keep my job.	1	2	3	4	5



To which degree do you agree with the following statements? (JOB2M3)	Entirely disagree	Rather disagree	Partly agree, partly disagree	Rather agree	Entirely agree
1. My colleagues make me feel that I belong.	1	2	3	4	5
2. My colleagues appreciate me.	1	2	3	4	5
3. My colleagues allow me to express my authentic self.	1	2	3	4	5
4. My colleagues encourage me to express my authentic self.	1	2	3	4	5

How often in the past 12 months have you...? (JOB2M4)	Never	Rarely	Sometimes	Often	Always
1. worried about work at times when you were not working.	1	2	3	4	5
2. noticed that your work prevents you from dedicating the desired time to your private life.	1	2	3	4	5
3. noticed that your work is causing hindrance in your private life.	1	2	3	4	5

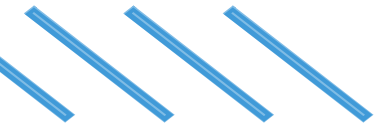
To which degree do you agree with the following statements? (JOB2M5)	Entirely disagree	Rather disagree	Partly agree, partly disagree	Rather agree	Entirely agree
1. I can meet the expectations of people at work and in my private life.	1	2	3	4	5
2. People in my private life would say that I can balance my work and private life well.	1	2	3	4	5

### Part 3: Your job

To which degree do you agree or disagree with the following statements about your work? (JOB3M3)	Entirely disagree	Rather disagree	Partly agree, partly disagree	Rather agree	Entirely agree
1. Considering all my efforts and achievements at work, I feel I get paid appropriately.	1	2	3	4	5
2. I receive the recognition I deserve for my work.	1	2	3	4	5

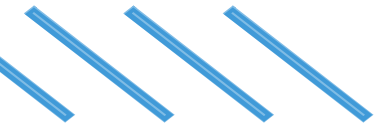
To which degree do you agree with the following statements? During the past 6 months... (JOB3M1)	Entirely disagree	Rather disagree	Partly agree, partly disagree	Rather agree	Entirely agree
1. it became increasingly difficult to carry out all my tasks on time.	1	2	3	4	5
2. it became increasingly difficult to take breaks at work.	1	2	3	4	5
3. I increasingly had to do 2 or 3 things at the same time at work (such as eating lunch, making e-mails and talking on the phone).	1	2	3	4	5

Please indicate to which degree you agree with the following statements on technology. The term technology in these statements relates to work-related computer and smartphone technology (e.g. e-mails, text messages, WhatsApp). (JOB3M2)	Entirely disagree	Rather disagree	Partly agree, partly disagree	Rather agree	Entirely agree	Not applicable
1. I am forced by this technology to work faster.	1	2	3	4	5	6
2. I am forced by this technology to do more work than I can handle.	1	2	3	4	5	6
3. I am forced by this technology to work with tight time schedules.	1	2	3	4	5	6



## Part 4: your job

How often does your work involve...? (JOB4M1)	Never	Rarely	Sometimes	Often	Always
1. Carrying or moving heavy loads.	1	2	3	4	5
2. Repetitive hand or arm movements.	1	2	3	4	5
3. Working with computer, laptop, tablet, smartphone.	1	2	3	4	5
4. Sitting.	1	2	3	4	5
5. Working with tools and machinery that cause vibrations.	1	2	3	4	5
6. Tiring or painful positions.	1	2	3	4	5
7. Working with dangerous substances.	1	2	3	4	5
8. Coming into contact with dangerous situations, with risk of serious accidents.	1	2	3	4	5
9. Dealing directly with people who are not employees at your workplace such as customers, passengers, students, patients etc.	1	2	3	4	5

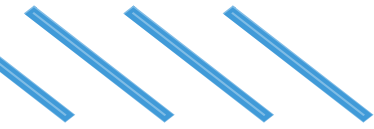


How often does each of these situations occur in your work? (JOB4M2)	Never	Rarely	Sometimes	Often	Always
1. I have too few (good) work resources to be able to perform my work properly (tools, computer, ...).	1	2	3	4	5
2. I am bothered by noise.	1	2	3	4	5
3. I am bothered by too high or low temperatures.	1	2	3	4	5
4. I am bothered by poor lighting (too much, too little, reflections, hindering sunlight, ...).	1	2	3	4	5
5. I am bothered by poor air quality (unpleasant odours, humidity, fumes, poor ventilation, dust, ...).	1	2	3	4	5

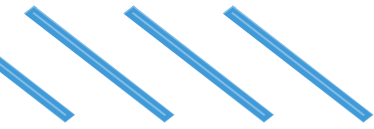
## Part 5: your organisation

How often does the following apply in your work situation? (ORG1M1)	Never	Rarely	Sometimes	Often	Always
1. You are consulted before objectives are set for your work.	1	2	3	4	5
2. You are involved in improving the work organisation or work processes of your department or organisation.	1	2	3	4	5
3. You can influence decisions that are important for your work.	1	2	3	4	5
4. You are treated fairly at your workplace.	1	2	3	4	5



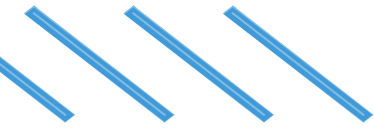


To which degree do you agree with the following statements? (ORG1M2)	Entirely disagree	Rather disagree	Partly agree, partly disagree	Rather agree	Entirely agree
1. There is a logical distribution of tasks, responsibilities and authorities in this organisation.	1	2	3	4	5
2. Between the employees clear arrangements are made to make work run smoothly.	1	2	3	4	5
3. The mutual cooperation between departments runs smoothly.	1	2	3	4	5
4. Management is generally quick to address problems or issues with an impact on employees' psychosocial well-being.	1	2	3	4	5
5. In my organisation, one receives the trainings he or she needs to do the work properly.	1	2	3	4	5
6. In my organisation, one is kept sufficiently up-to-date concerning important issues within this organisation.	1	2	3	4	5



To which degree do you agree with the following statements? (ORG1M3)	Entirely disagree	Rather disagree	Partly agree, partly disagree	Rather agree	Entirely agree
1. In my organisation, one communicates openly about diversity.	1	2	3	4	5
2. The working environment within my organisation is diversity-friendly.	1	2	3	4	5
3. In my organisation, different lines of reasoning are valued.	1	2	3	4	5
4. In my organisation, supervisors are visibly committed to diversity.	1	2	3	4	5
5. In my organisation, part-time employees are taken into account.	1	2	3	4	5

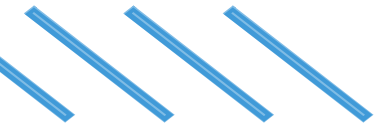
Regarding the health and safety risks related to the performance of your work,	Not at all well informed	Not very well informed	Well informed	Very well informed
How well do you feel you have been informed about them? (ORG1CR)	1	2	3	4



## Part 6: Your organisation

To which degree do you agree with the following statements?	Entirely disagree	Rather disagree	Partly agree, partly disagree	Rather agree	Entirely agree
1. Employees are appreciated when they have done a good job. (ORG2M1_1)	1	2	3	4	5
2. The management trusts the employees to do their work well. (ORG2M2_1)	1	2	3	4	5
3. In general, employees trust management. (ORG2M2_2)	1	2	3	4	5

To which degree do you agree with the following statements? Your direct supervisor... (ORG2M3)	Entirely disagree	Rather disagree	Partly agree, partly disagree	Rather agree	Entirely agree
1. respects you as a person.	1	2	3	4	5
2. gives you praise and recognition when you do a good job.	1	2	3	4	5
3. provides useful feedback on your work.	1	2	3	4	5
4. encourages and supports your development.	1	2	3	4	5



## Part 7: Your work experience

The following statements are about how you experience your work and how you feel about it.

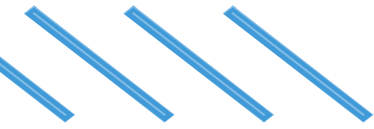
Indicate how often each statement applies to you (WERKB1M1)	Never	Rarely	Sometimes	Often	Always
1. At my work I feel full of energy.	1	2	3	4	5
2. I am enthusiastic about my work.	1	2	3	4	5
3. Time flies when I am working.	1	2	3	4	5
4. I would like to keep working within this organisation as long as possible.	1	2	3	4	5

### How satisfied are you with your work? (WERKB1T)

Very unsatisfied	Unsatisfied	Rather unsatisfied	Neither unsatisfied, nor satisfied	Rather satisfied	Satisfied	Very satisfied
1	2	3	4	5	6	7

### How likely is it that you would recommend your organisation as an employer to a friend or family member? (WERKB1A)

Not at all likely	Neutral					Extremely likely				
0	1	2	3	4	5	6	7	8	9	10



Indicate how often each statement applies to you. (WERKB1M2)	Never	Rarely	Sometimes	Often	Always
1. You experience stress in your work.	1	2	3	4	5
2. At work, I feel mentally exhausted.	1	2	3	4	5
3. I struggle to find any enthusiasm for my work.	1	2	3	4	5
4. When I'm working, I have trouble concentrating.	1	2	3	4	5
5. At work I may overreact unintentionally.	1	2	3	4	5

### Part 8: Your work experience

The following statements are about how you experience your work and how you feel about it.

How likely do you think it is that you will be absent in the next 6 months ... (WERKB2M1)	Very unlikely	Rather unlikely	Neutral	Rather likely	Very likely
1. ... due to work-related, psychosocial reasons (for example, stress, burnout, bullying, conflicts, shocking incidents)?	1	2	3	4	5
2. ... due to work-related, physical reasons (for example, back pain, neck problems, infection)?	1	2	3	4	5

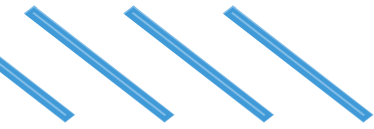
### Do you think your work affects your health? (WERKB2IN2)

Yes,  
mainly  
positively

Yes,  
mainly  
negatively

No

1	2	3
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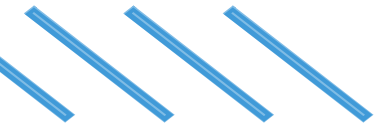


## Part 9 : You and others

During the past 12 months, have you been subjected to any of the following behaviours by <b>people in your organisation</b> (colleagues, supervisor, management, ...) during the course of your work? (OGGWIM1)	Yes	No
1. Humiliating behaviours.	1	2
2. Bullying or harassment.	1	2
3. Swearing or verbal abuse.	1	2
4. Threats.	1	2
5. Physical violence.	1	2
6. Sexual harassment.	1	2
7. Discrimination. This refers to feeling disadvantaged or unfairly treated because of who you are or because you have certain characteristics.	1	2

During the past 12 months, have you witnessed transgressive behaviour at work by **people in your organisation** (colleagues, supervisor, management, ...) during the course of your work? (OGGWIG)

Yes	No
1	2



## Part 10: You and others

During the past 12 months, have you been subjected to any of the following behaviours by <b>external people</b> (customer, patient, student, bystander, supplier, subcontractor, contractor, ...) during the course of your work? (OGGWEM)	Yes	No
1. Humiliating behaviours.	1	2
2. Bullying or harassment.	1	2
3. Swearing or verbal abuse.	1	2
4. Threats.	1	2
5. Physical violence.	1	2
6. Sexual harassment.	1	2
7. Discrimination. This refers to feeling disadvantaged or unfairly treated because of who you are or because you have certain characteristics.	1	2

During the past 12 months, have you witnessed transgressive behaviour at work by **external people** (customer, patient, student, bystander, supplier, subcontractor, contractor, ...) during the course of your work? (OGGWEG)

Yes	No
1	2

## Part 11 : You and others

I know where I can find the confidential counsellor and/or prevention advisor for psychosocial aspects if I were to be confronted with stress, conflicts, bullying, violence, sexual harassment and/or discrimination (VPG)

Yes	No
1	2



## Annex 2: Template invitation

Dear employee,

**How do you feel at work? What is going well and what could be better?**

Let your voice be heard through our survey. Because with your answers, we are building more well-being for everyone within *[fill in]*. Targeted and long-term. Your contribution takes approximately **25 minutes** to complete.

Surf to the link below to participate:

*[fill in]*

You can find more info on the survey below. Do you still have questions? Please contact *[fill in]*

**Participation is not mandatory**

Yet your participation has only advantages.

- You get the chance to **point out what is going well and what could be better.**
- You **improve your work situation and that of your colleagues.** To get a good picture of the work situation, it is important that as many people as possible participate.
- Are you struggling with **problems at work** or have **suggestions?** Share them confidentially.

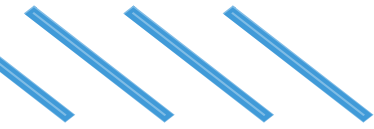
**Your answers will be kept confidential**

*[Briefly explain how this will be handled]*

Thank you very much for your cooperation!

*[fill in]*





## Annex 3: Dataprocessing Template

This annex is available on the website [www.employment.belgium.be](http://www.employment.belgium.be) under Publications: [Analysis of work-related psychosocial risks – Questionnaire method](#).

## Annex 4: Dataprocessing Demo

This annex is available on the website [www.employment.belgium.be](http://www.employment.belgium.be) under Publications: [Analysis of work-related psychosocial risks – Questionnaire method](#).