

TASK ASSISTANCE – PSYCHOSOCIAL RISK COMMITTEE

For the various key steps of the action plan for identifying and reducing psychosocial risks, we offer questions and tools aimed at integrating your actions into an approach that, while considering the risk of change fatigue, seeks to seize the opportunity for the continuous development of the resilience of the organization and its members.

1

Creation of a working committee

A. The identification of the members who will make up the working committee is the starting point of the initiative.

To do this, we invite you to identify:

- Subject matter experts (e.g., human resources, managers, occupational health and safety leaders, etc.)
- Prosocial champions (employees, relationship builders, examples of civility) who can engage in the development of the approach
- Any other relevant employees

B. Assessment of change fatigue: one of the main ways to prevent change fatigue is to be aware of it. We invite you, once the committee is formed, to position the overall level of change fatigue within your organization on the following barometers:

How much do you believe employees...?

Are tired and overwhelmed by recent organizational changes?



Perceive that the amount of recent organizational changes is too high?



Feel that everything is constantly changing in your organization?



Need a period of stability before embarking on another change?



C. Conclusion: Awareness of the existing level of change fatigue within your organization allows you to assess the necessary resources before undertaking the evaluation of psychosocial risks. If your level is high, here are **some considerations** to facilitate the establishment of a functioning mode for the committee:

- Do employees have sufficient relief from their workload to engage in such an initiative?
- Is the proposed strategy spread out over time and realistic?
- Does the action plan initially build on the existing strengths and good practices already in place?

2-3

Identification of psychosocial risks at work and determination of an action plan

A. Take the time to **identify** and **highlight** the current resources available within the organization.

Exemples de ressources

Policy on the prevention of harassment and violence	<ul style="list-style-type: none"> ● Present and up to date ● Present and requires an update ● Absent
Workplace wellness and health policy	<ul style="list-style-type: none"> ● Present and up to date ● Present and requires an update ● Absent
Work-family balance policy	<ul style="list-style-type: none"> ● Present and up to date ● Present and requires an update ● Absent
Employee benefits (sick leave bank, insurance, etc.)	<ul style="list-style-type: none"> ● Present and up to date ● Present and requires an update ● Absent
Employee assistance program (EAP, EAPF)	<ul style="list-style-type: none"> ● Present and up to date ● Present and requires an update ● Absent
Manager assistance program	<ul style="list-style-type: none"> ● Present and up to date ● Present and requires an update ● Absent
Training and activities on health and wellness at work	<ul style="list-style-type: none"> ● Present and up to date ● Present and requires an update ● Absent
Telemedicine service	<ul style="list-style-type: none"> ● Present and up to date ● Present and requires an update ● Absent

Once the inventory is complete, make **all these resources** easily accessible through a communication strategy.

B. Using the following tools (click on the hyperlinks), measure the psychosocial risks present in your organization and identify **appropriate intervention strategies**.

- [How to promote a balanced workload?](#)
- [How to encourage autonomy at work?](#)
- [How to foster recognition and organizational fairness?](#)
- [How to ensure healthy management of internal communications?](#)
- [How to provide support to team members as a manager?](#)
- [How to offer support among colleagues?](#)

4

Implementation of the action plan.

The action plan should be developed considering short, medium, and long-term actions to ensure a comprehensive view of the change process

A. Communication and influence

- Build a clear vision and communicate it
- Invite team leaders to identify strengths within their own team and make them known
- Create open exchange spaces and foster trust between hierarchical levels

B. Best practices to minimize change fatigue for the targeted audience

To reduce the risk that your action plan causes change fatigue among the intended individuals, we invite you to check if your action plan addresses the following questions and concerns:

- Is it structured by clear action categories?
- Does it align with long-term and continuous change?
- Does it include periods of stability and integration?
- Does it provide various moments and means for evaluating progress?
- Does it include mechanisms to measure change fatigue?
- Does it include flexible and adaptable steps based on the measures taken?
- Does it provide for multidirectional communication between different hierarchical levels?
- Does it plan to continuously highlight successes?
- Does it include positive communication focused on the benefits of civility and an environment that promotes well-being and health?
- Does it offer learning spaces and encourage the ongoing development of skills?

5

Evaluation of the implementation

To build resilience and the capacity for change among the various stakeholders, it is recommended to promote their autonomy, as well as their sense of competence and belonging. In evaluating the implementation of change, we invite you to **continuously address the following questions**:

Our action plan:

- Does it allow for flexibility at all levels in carrying out tasks and changes?
- Does it utilize individual and organizational stress management tools?
- Does it support both formal and informal networks?
- Does it plan to create meeting spaces?
- Does it provide tools to facilitate collaboration?
- Does it offer the necessary resources to support individual initiatives?

In summary, it is essential to reassess the level of change fatigue at all levels of the organization, adjust your future actions accordingly, measure the risks that remain or emerge, and acknowledge the gains resulting from the action plan that help you cope better.

This tool was produced by Katherine Malchelosse, Julie Lauzier, and Jonathan Leblanc, doctoral candidates in psychology, under the supervision of Sophie Meunier, Ph.D., professor in the Department of Psychology at the Université du Québec à Montréal, in collaboration with Global-Watch. All rights reserved. Reproduction is permitted with citation of the source.

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