MANAGING WELLBEING DURING ORGANISATIONAL RESTRUCTURING

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8th March 2021
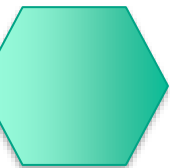
SOM

What are organizational interventions?

A five-phase organizational intervention model

Case study: Managing job insecurity during restructuring

Organizational interventions

Focus on improving the psychosocial working environment and health and well-being of organizational members

Through changing work is designed, organized and managed (Nielsen, 2013)

Six Focus areas (HSE Management Standards)

– Demands
– Control
– Roles
– Relationships
– Support (peer and supervisor)
– Changes
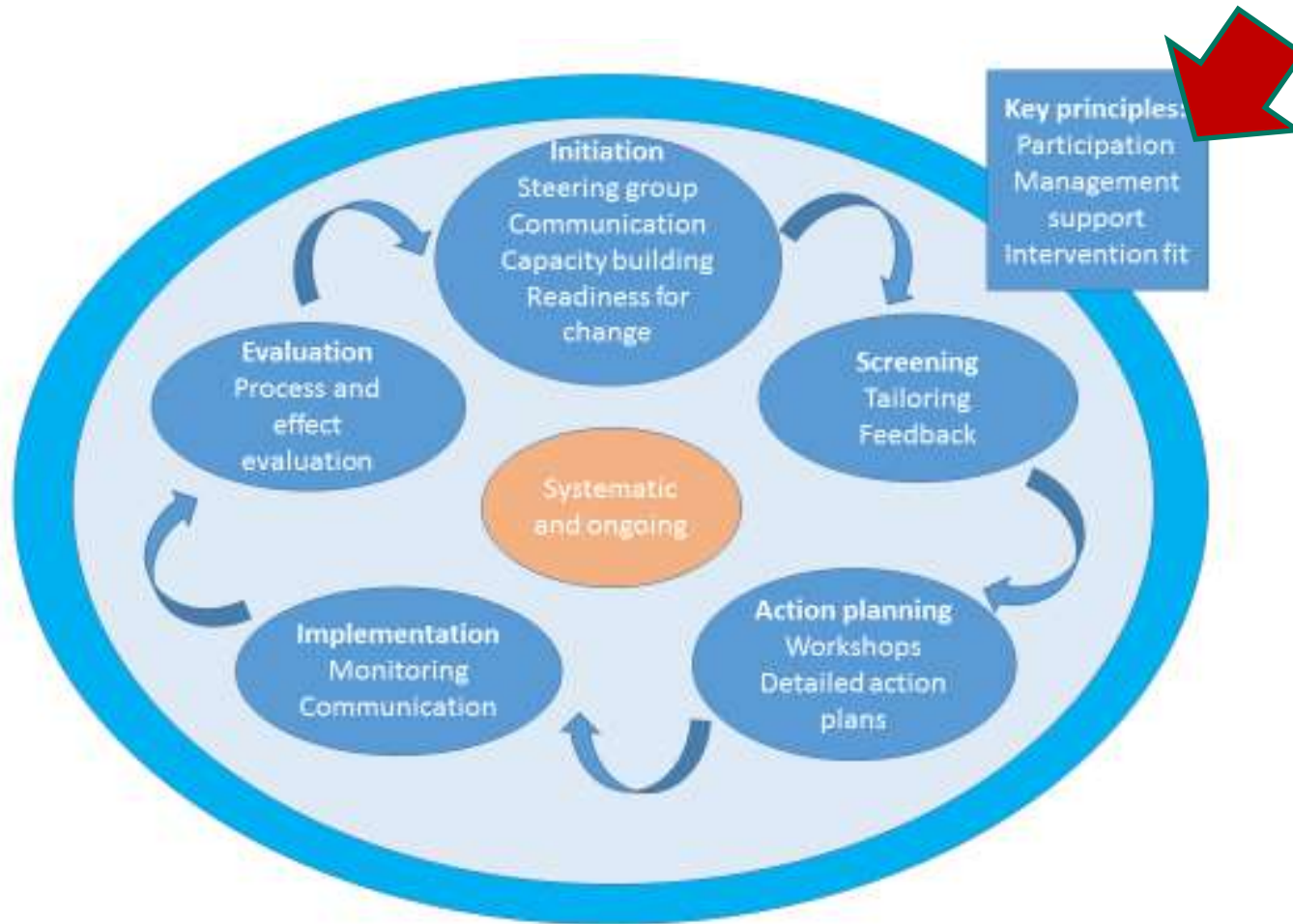
Participation is a key element

Recommended as they tackle the stressor at source (ETUC, 2004; EU-OSHA, 2010; ILO, 2001)

Intervention model

Initiation
Steering group
Communication
Capacity building
Readiness for change

Evaluation
Process and effect evaluation

Screening
Tailoring
Feedback

Systematic and ongoing

Implementation
Monitoring
Communication

Action planning
Workshops
Detailed action plans

Key principles:
Participation
Management support
Intervention fit

Nielsen, K. & Noblet, A. (2018). Organizational interventions: where are we and where do we go from here? In K. Nielsen and A. Noblet: Designing, implementing and evaluating organizational interventions. Routledge.

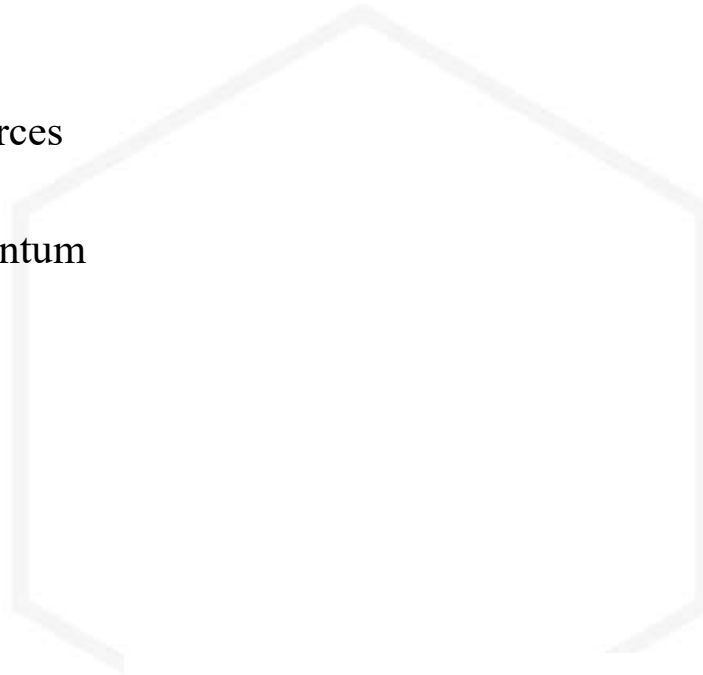Institute of Work Psychology.

Ownership

Buy-in

Expertise

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Vision

Resources

Momentum

Fit to problems experienced by employees

Fit the context

Integration into existing procedures
– Process and content

Intervention model
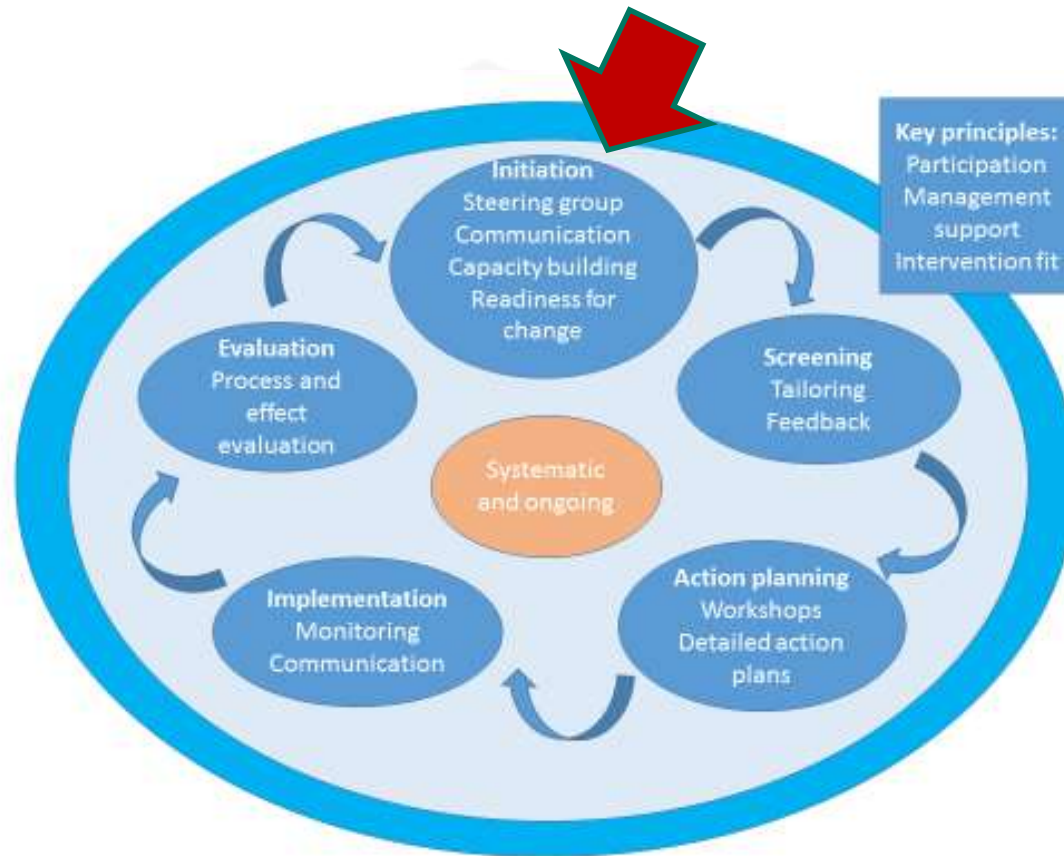
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Initiation 1: Steering group

Steering group (Employees, managers, HR, occupational health)

Health and safety committee and work groups
Project champions/coordinators appointed

Communication strategy

Design the process and agree methods

Follow-up on survey, agree feedback strategy

Follow-up on progress

Evaluate

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Case study: Postal survey

Postal service, undergoing major change
Press release: 50% laid of in 5 years' time
Job insecurity high

Postal service divided into geographical areas with each their HR

Steering groups:
Geographical level: Senior and team managers, HR, communication, union representatives, safety representatives, wellbeing coordinators, internal occupational health psychologist (project manager): Day to day progress

National level: Senior HR, senior managers from geographical level, senior union representative and safety representative, internal occupational health psychologist: Discuss resource allocation and integration into postal service's overall health and safety management

Communication strategy: Team meetings, posters, internal consultant meet with teams.
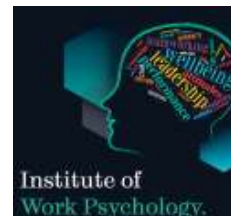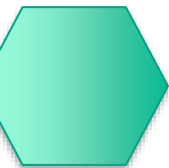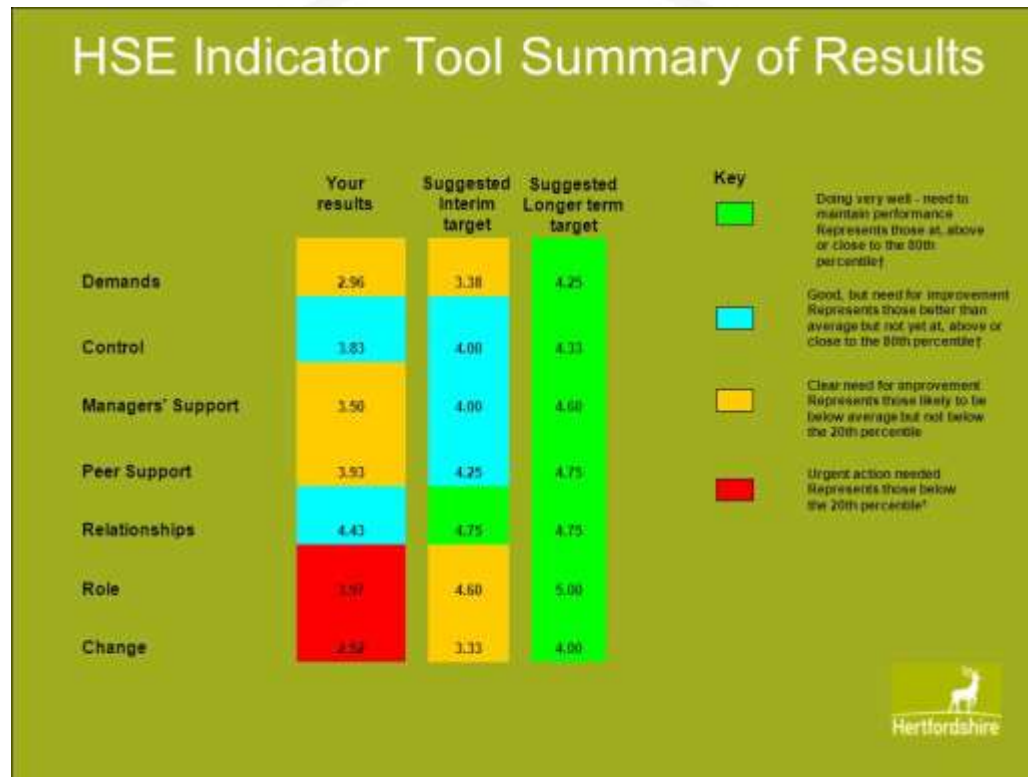
Intervention model
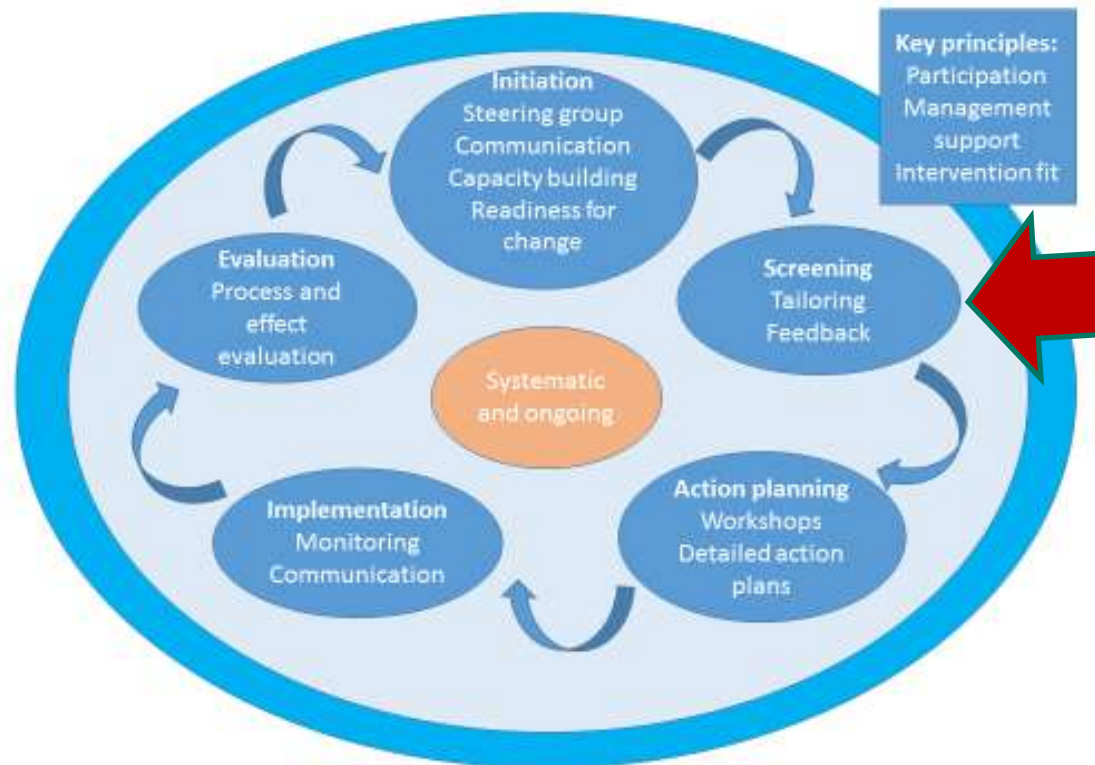
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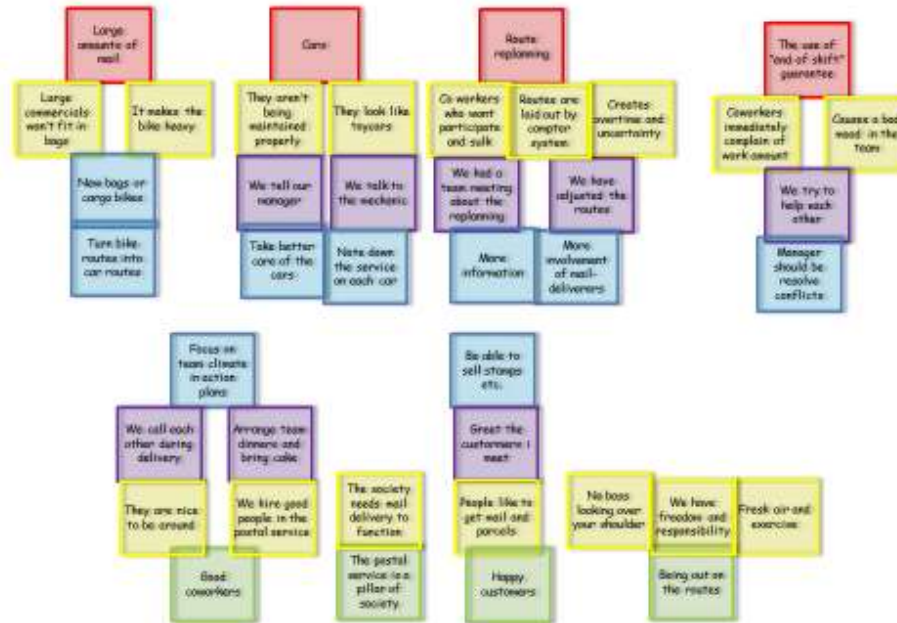
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Screening

Identify demands and resources – in or psychosocial risks

In the UK: HSE Indicator tool (Edwards et al., 2008)
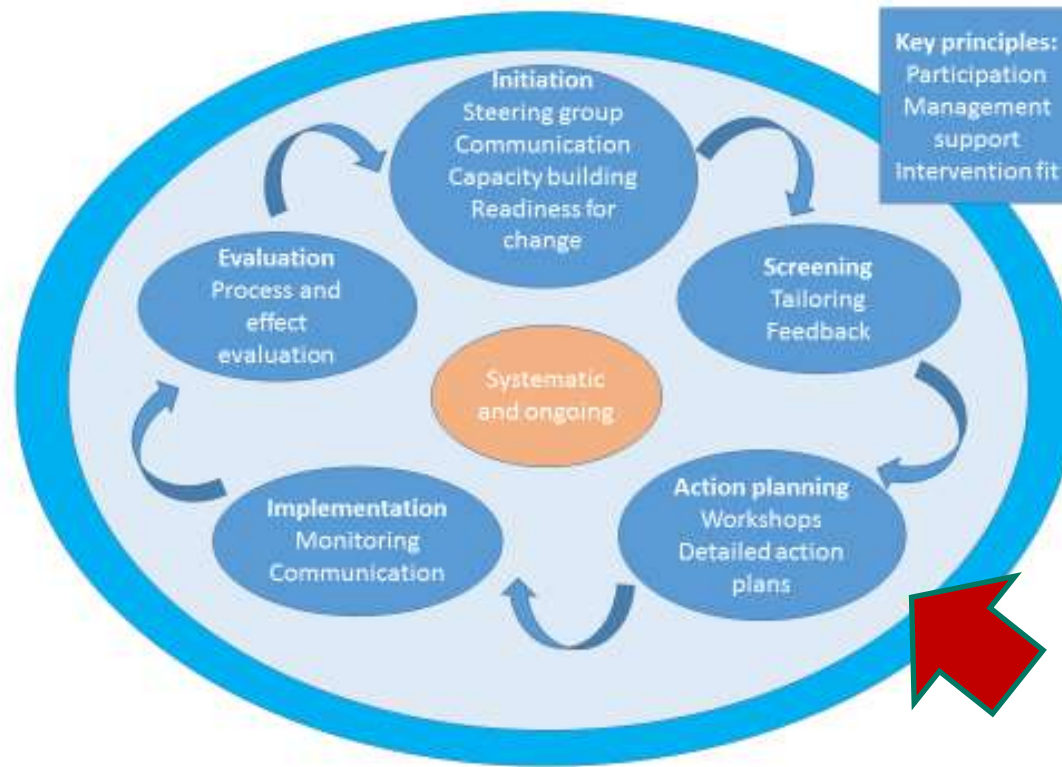

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| Item	Good	Problem	Engagement	Insecurity
Support for changes from colleagues	10%	60%	+++	---
Degree of influence in connection with changes	30%	40%	+++	---
Degree of involvement in connection with changes	10%	60%	++++	---

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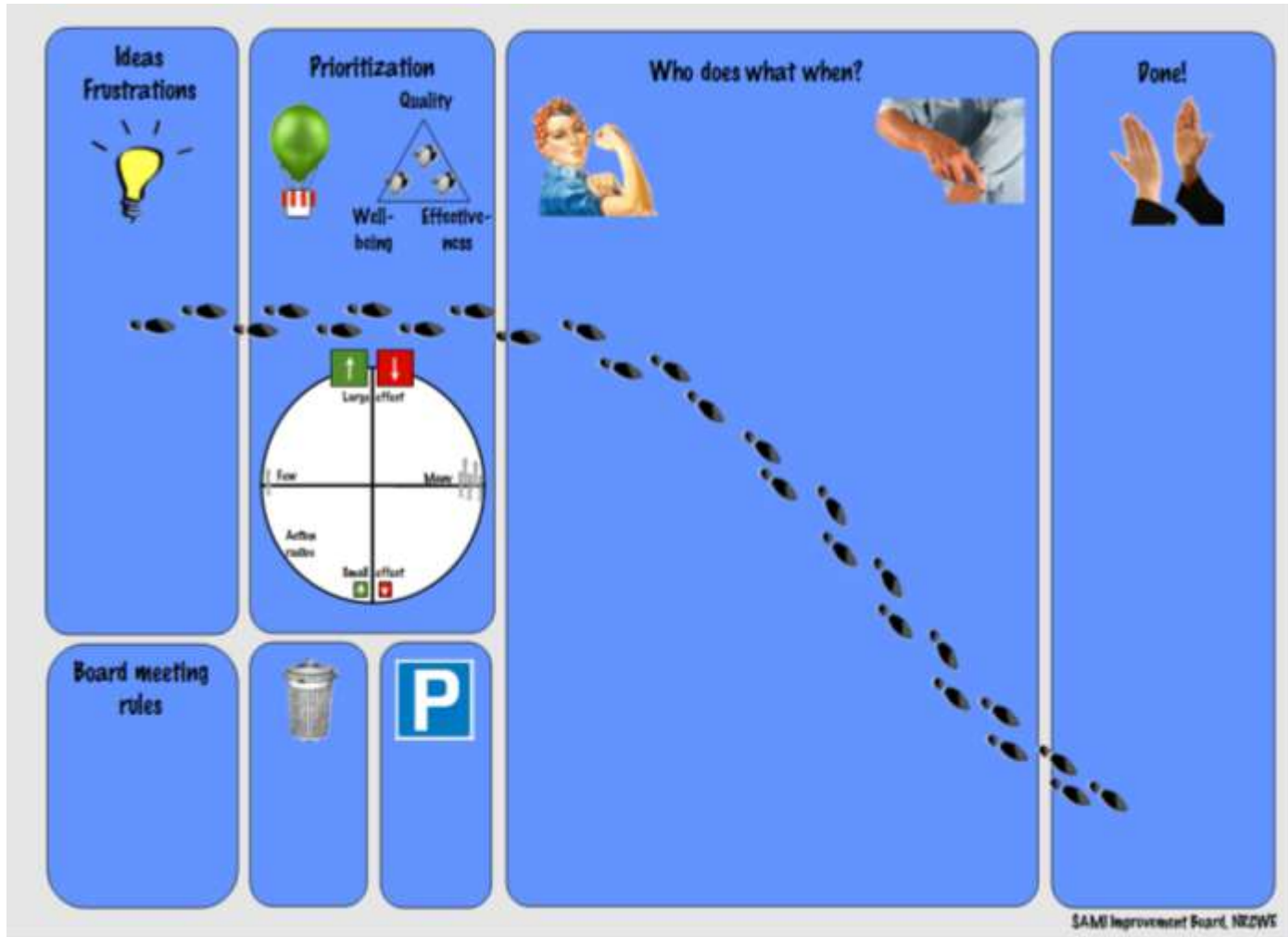
Who does what and when?

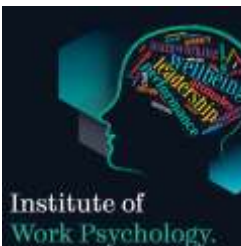| Action plan	Resource/demand mapped:	Person responsible
	Action plan description:	Deadline

action plan
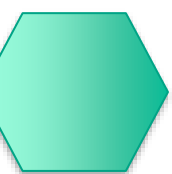
Improvement board

Wåhlin-Jacobsen, C.D. (2018). Valid and taken seriously? A new approach to evaluating Kaizen-inspired (and other) intervention tools. In K. Nielsen and A. Noblet. Designing, implementing and evaluating organizational interventions. Routledge

Prioritization workshop: Priority was managing restructuring and organizational change

Action plans:

1) Managing changes to postal routes: Software system and individual feedback on proposed routes

2) Information about changes: Excel sheets with checklist for managers and union representatives

3) Being reassigned to other teams: checklist for making sure people get the necessary information

4) Performance appraisals incorporate discussions of the future postal worker: Revision of performance appraisal template

Intervention model
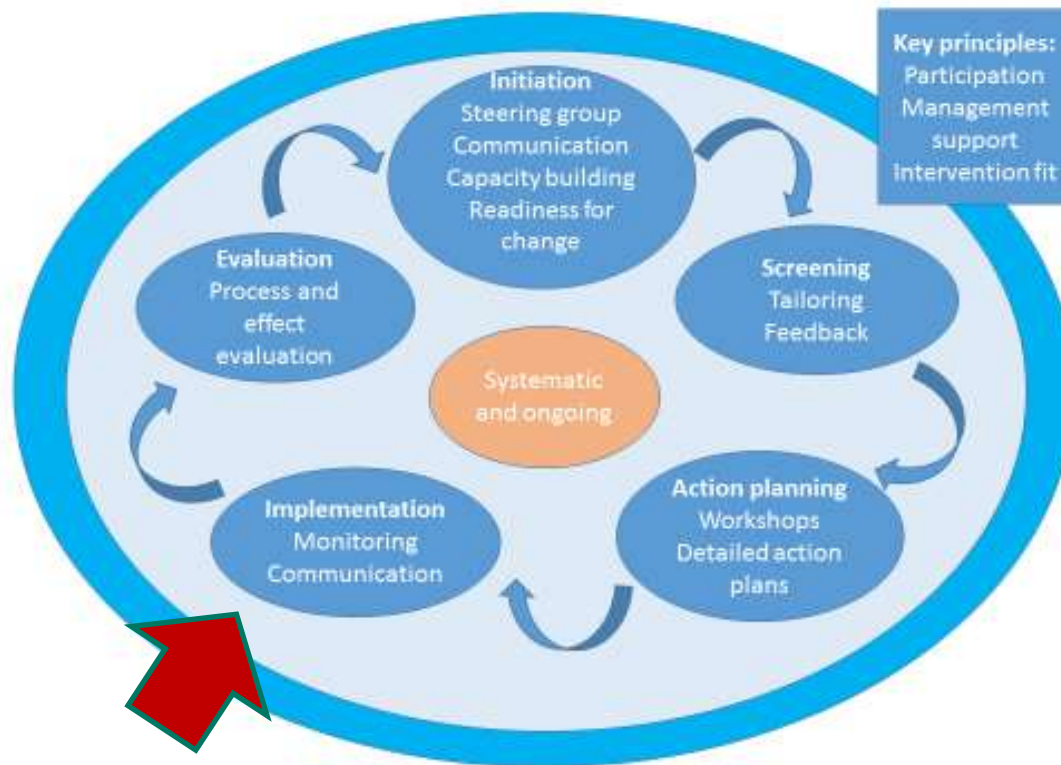
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Implementation

Monitoring

Follow-up on action plans and make adjustments in necessary
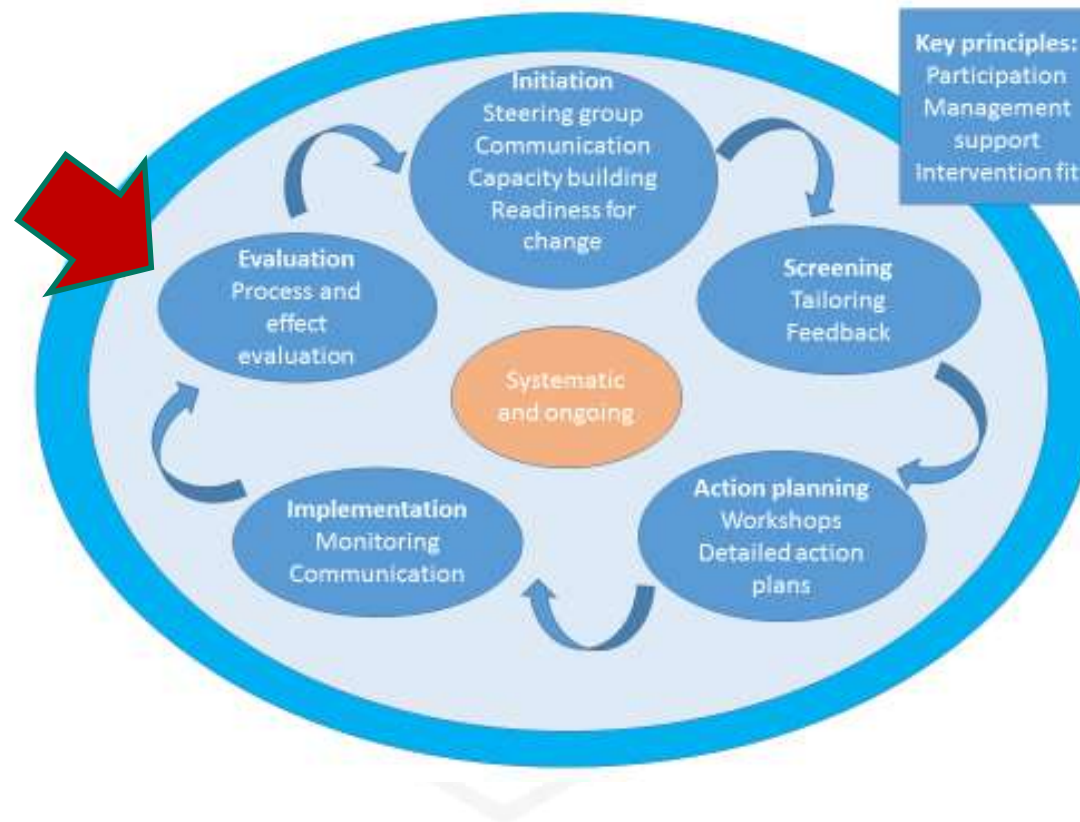
Management support (in particular line managers)

Follow-up happened using Kaizen boards

Intervention model

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Process evaluation:
Implementation according to plan
Learning

Effect evaluation:
Do we see improvements in employee health and wellbeing?

Action plans:

1) Managing changes to postal routes (46% reported it had been implemented)
2) Information about changes (18% reported it had been implemented)
3) Being reassigned to other teams (22% reported it had been implemented)
4) Performance appraisals incorporate discussions of the future postal worker (38% reported it had been implemented)

I can't give you any specific examples, but it's my impression that the appraisals are being held in a new and better way. And our route planners are much more on top of things than they used to be. Whether it is due to the project, I'm not sure, but it's what I feel has hanged. (Employee interview)

I don't know. I'm not present at the other teams' meetings. But two weeks ago, we were all told at the same time and on the same day at the morning meeting that a manager was leaving us. We could feel that it was because they wanted to avoid rumors. So they have learned something [from the intervention], and I think that's good. (Employee interview)

Case study: Evaluation of effects

A total of 63% felt the intervention had improved their working environment

Hypothesis: An organisational intervention that considers the pressures of restructuring can reduce job insecurity

Hypothesis partly confirmed:

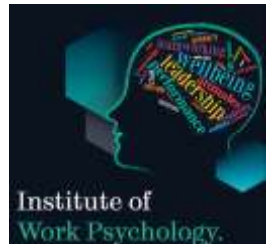|	Intervention group			Comparison group				F-tests		
	T1 mean	T2 mean		T1 mean	T2 mean		Time (T)	Group (G)	TxG
Qualitative job insecurity[a]	**2.80**	**2.89**		**2.60**	**3.06**		22.104***	.627	**5.214***
Quantitative job insecurity[b]	3.05	3.15		3.02	3.20		3.590	.035	1.408

*p< .05. **p< .01 ***p< .001. a= df 1,236 , b=df: 1,238

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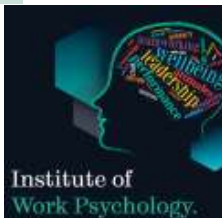
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Q&A

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