Risk factor:
Quantitative demands (high workload, fast pace of work)

Prevalence of risk factor

How often do situations with high workload/ fast pace of work occur?

Does it apply to all employees or are some groups/ employees under more strain than others? Ask about whom, when, and how often.

How long has there been a high workload/ fast pace of work:_____
Is it likely to continue?

The work is characterized by:
- Many tasks/ cases relative to staffing
- High demands for concentration
- High task difficulty/ complexity
- Responsibility for people/ values
- Short deadlines/ time pressure
- Planned and "acute" tasks at the same time
- Many disturbances (e.g. phones, noise) –e.g. when performing difficult tasks or tasks that demand concentration
- Frequent periods of high demand
- Many IT problems
- Inexpedient IT systems
- Working from home or outside the workplace
- Boundless/ excessive work
- Different/ opposite demands from e.g. management, citizens/ customers/ clients, one self
- Attentions demanding tasks during phone contacts (e.g. Call centres)
- Other

What do you think is causing the high workload/ pace of work?

Prevention

Which precautions do you take to ensure that employees' workload/ pace of work isn't too high? What are the effects?

How do employees get help and support from management/ colleagues?
- Clear prioritizations of tasks (e.g. possibility to postpone some tasks)
- Management is available when needed
- Sensible distribution of tasks in relation to the difficulty and time demands
- Clear expectations for goals, job description, required level of service etc.
- Clear guidelines describing the balance between quantity and quality
- Information needed to be able to perform the job
- Mentoring
- Help with IT problems
- Appreciation for well performed work
- Team organisation
- Use of temporary workers e.g. during sickness absence
- Clear information to customers/citizen about waiting-time, level of service
- Other

When teleworking occurs (e.g. working at home) how is help/ support given?

How do employees have influence on planning, prioritizing and performance of their work?
- The workload
- Breaks
- Distribution and sequence of tasks
- Which working methods they use
- Who they work with
- Goal setting
- Other

Through which means is influence made possible:
- Regular meetings
- Team organisation
- Regular contact with manager about performance of work
- Other

Which kind of instruction and training is offered to employees?
- Systematic instruction and training regarding citizens/ clients
- Training in use of new IT systems/ tools and new law or service demands
- Other

Is there anything else that helps to lower the strain of the workload/ pace of work?

Organisational consequences

- Problems with quality/ keeping the required level of service
- Important tasks are not performed (tasks pilling up)
- Problems with adhering to the goals
- Deadlines are not kept
- High pace of work during the whole work day
- Not possible to take breaks/ often skipping lunch
- Considerable overtime
- Cancellation of planned holiday
- Long waiting hours for clients/ citizens
- Deadlines and legal demands are not met
- Many complaints from clients/ citizens/ costumers
- Other

Risk factor: Emotional demands (contact with clients/ customers/ citizens)

Prevalence of risk factor

Work that includes contact with clients, citizens or customers is often characterized by the following demands:

- Coping with/ hiding own emotions
- Specific behaviour e.g. smiling/ empathic behaviour
- Handling other peoples emotions
- Thinking ahead (to avoid conflicts)
- Knowledge of individual citizen

Which clients/ citizens are you in contact with?

- Clients/ citizens with demanding difficulties, e.g. drug abuse, mental illness, economic strain
- Clients experiencing a crisis
- Angry, dissatisfied clients
- Other

Does it apply to all employees or only some groups/ employees? Ask about whom, when, and how often.

The work is characterized by:

- Regular conflicts with clients/ citizens/ customers
- Regular verbal attacks in receptions/ at desks
- Basic needs and justified expectations from clients that can not be met (dilemmas)
- Different/ opposite demands from e.g. management, citizens/ customers/ clients, one self
- Performance of planned and acute tasks at the same time
- Many disturbances when performing difficult tasks or concentration-demanding tasks
- Tasks regarding children taken into care
- Other

If the enterprises expressed a high level of emotional demands, what do they think is causing it?

Prevention

Which precautions do you take to ensure that the contact with clients/ citizens/ customer does not become a high strain on employees? What are the effects?

How do employees get help and support from management/ colleagues?

- Clear expectations relating to goals, job description and level of service required
- Clear guidelines describing the balance between quantity and quality
- Clear guidelines of how and when the tasks should be solved and by who
- Clear guidelines of which tasks have the highest priority
- Clear guidelines of conflict management
- Clear and realistic goals
- Systematic and regular mentoring regarding difficult client/ incidents
- Feedback and appreciation from colleagues and management
- Evaluation of the work results
- Assistance from interpreters when working with foreign clients/ citizens
- Clear information from management/ enterprise to customers/ citizen about waiting-time and level of service

Are there suitable rooms and tools to support the contact with clients?

- Possible to talk with client/ citizens without disturbances
- Effective phones with good quality of sound
- Easy access to information that is necessary during the contact
- Effective transfer and information systems in call centres/ receptions etc.

How do employees have influence on planning, prioritizing and performance of their work?

- Breaks
- Which working methods they use
- The sequence and distribution of tasks
- Who they work with
- Other

Through which means is influence made possible:

- Delegation of decision-making competence
- Regular meetings
- Regular contact with manager about performance of work
- Other

Which kind of instruction and training is offered to employees?

- Systematic instruction and training regarding citizens/ clients
- Training in use of new IT systems/ tools and new law or service demands
- Other

Is there anything else that helps lower the strain of the contact with clients/ citizens/ customers

Organisational consequences

- Problems with quality/ keeping the required level of service
- Problems with adhering to the goals
- Conflicts and complaints from customers/ citizens concerning employees or service
- Bad reputation (of the department/ enterprise)
- Loss of commitment/ joy of work

- Negative attitude from employees towards costumers/ citizens
- Employees are isolating themselves form colleagues and management
- High turnover rates and constant high demands for training new employees
- Other

Risk factor:
Risk of violence and threats

Prevalence of risk factor

These questions are only relevant when the work includes contact with clients, citizens or customers

Are employees subjected to threats and/ or violence?
Ask about the enterprise' own registration and reported incidents with violence and threats.

Amount of incidents with violence and threats (within the last year): _____

Ask about whom, when, where and how often.

Which kinds of violence and threats are occurring?
- Assault or likewise physical violence
- Robberies
- Physical threats (e.g. violation of personal physical boundaries)
- Spitting at employees
- Verbal insults
- Discriminating comments
- Threats on telephone, emails etc.
- Threats on employees' personal safety or employees' children, spouses etc.
- Vandalism of employees personal property
- Other incidents?

Are violence and threats occurring when employees are working alone?
(Describe whom, when, where, how often)

The work is characterized by:
- Control and power position of persons with personal/ social/ financial problems
- Handling of money, e.g. to clients or transportation of money
- Regular management of conflicts with clients/ citizens
- Other

Prevention

Which precautions do you take to ensure that violence and threats are limited as much as possible? What are the effects?

Do you have a plan for preventing and dealing with violence, threats and traumatic experiences? What is the content of the plan?

Prevention measures
- Definition of violence, incl. guidelines on how employees should act when faced with insulting or violent behaviour
- Instruction on how employees should act in case of robbery (hand over the money, not to try to catch the robber, calling for help etc.)
- Instruction/ education in conflict management, communication, mental first aid etc.
- Guidelines for working alone/ guidelines for two employees working together when there is a known risk of violence and threats
- Guidelines on who manages the situation during incidents (e.g. who calls for help, who handles the threatening citizen)
- Information about matters that can have an effect on the risk of violence (e.g. the client/ citizens specific problems)
- Work is organised with focus on reducing risk of violence
- Short waiting time for citizen/ clients under high strain
- Appropriate physical work space (e.g. escape routes, space which enables the employee to get away from aggressive clients/ citizens)
- The work space and waiting areas are decorated to give a calm and kind impression and atmosphere
- Appropriate technical prevention measures (e.g. alarms, video surveillance, time lock on money)
- Measures to prevent angry clients/citizens to get in direct physical contact with employees
- Systematic and regular mentoring activities
- Guidelines for registration of incidents

Actions taken shortly after an incident
- Managerial support (who to alarm, who takes over the situation etc.)
- Mental first aid
- Debriefing (among the team of employees)

Follow up
- Professional crisis counselling is available
- Investigation and analysis with focus on prevention
- Incidents are reported to police and other authorities/ insurances
- Managerial support (e.g. call the employees, measures to lighten the return to the work place)

How do you make sure that employees know the plan and it is followed?

Is there anything else that helps to prevent violence and threats?

Organisational Consequences

- High level of "alertness" in the department/ enterprise
- Attitude that violence/ threats/ robberies are an unavoidable part of the job (down playing)
- Bad reputation (of the department/ enterprise)
- Loss of commitment/ lack of motivation to have contact with clients
- Anxiety of working alone
- Other consequences?

Risk factor: Bullying and sexual harassment
(Only ask detailed questions if you have information concerning actions of bullying)

Prevalence of risk factor

*Definition of **bullying***:
- *A person/ group is exposed, repeatedly and over time, or several times severely, to negative actions on the part of one or more other persons,*
- *The person/ group regard the actions hurtful or demeaning, and*
- *The person/ group has difficulty defending him-/her-/itself*

*Definition of **sexual harassment***:
- *One or more persons make continued, unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct of a sexual nature, to a person, against his or her wishes.*

Are employees subjected to abrasive bullying or sexual harassment?

Which kinds of actions take place?

Bullying
- Hurting remarks, ridicule or backstabbing
- Exclusion from social or professional community
- Hostility or disregard when victim makes contact
- Unfair/ unfactual removal of tasks
- Unfair/ unfactual downgrading of victims job or work effort
- Downgrading because of e.g. age, sex, religion, nationality or sexuality
- Physical threats or assaults
- Other incidents?

Sexual harassment:
- Unwanted touching
- Unwanted requests for sexual favours
- Unwanted vulgar jokes or inquiries on sexual subjects
- Other incidents?

How long have the actions been taking place? _____
Is it still current?

Who is involved?

What do you think is causing it?

Prevention

How have you been handling episodes of bullying/ sexual harassment?
- Actions to stop the incidents (e.g. managerial focus, conflict management, sanctions)
- Use of counselling/ mediation
- Offer employee(s) crisis counselling

How do you prevent bullying/ sexual harassment from occurring?
- The enterprise has a policy for preventing bullying/ sexual harassment

The policy includes e.g.
- Definition of bullying/ sexual harassment
- Guidelines for how conflicts can be handled so that they do not become bullying/ sexual harassment
- Clear position that bullying/ sexual harassment is not acceptable
- Description of which actions that are unacceptable
- Guidelines for sanctions
- Guidelines for managers obligation to stop bullying/ sexual harassment when noticed
- Guidelines for colleagues obligations to react when witnessing bullying/ sexual harassment
- Guidelines for handling specific episodes (e.g. who to turn to, who is responsible for what)
- Other

How do you make sure that employees know the policy and it is followed?

Other prevention measures
- Dialogue on good conduct
- Instruction or training of managers and safety representatives on how to handle bullying/ sexual harassment and conflicts
- Other

Organisational Consequences
- Employees have difficulties working together/ clique fractions
- Certain employees or groups have difficulties making themselves heard
- "Negative" atmosphere in the department
- Bad reputation (e.g. the department is known for bullying in the enterprise)
- Long term sickness absence because of bullying/ sexual harassment
- Other consequences?