

# Boundaries of work environment management

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Safe and health working environment  
- a fundamental right.



# Content

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  - Definition
  - Work domain analysis
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# Exploring work environment management boundaries using work domain analysis

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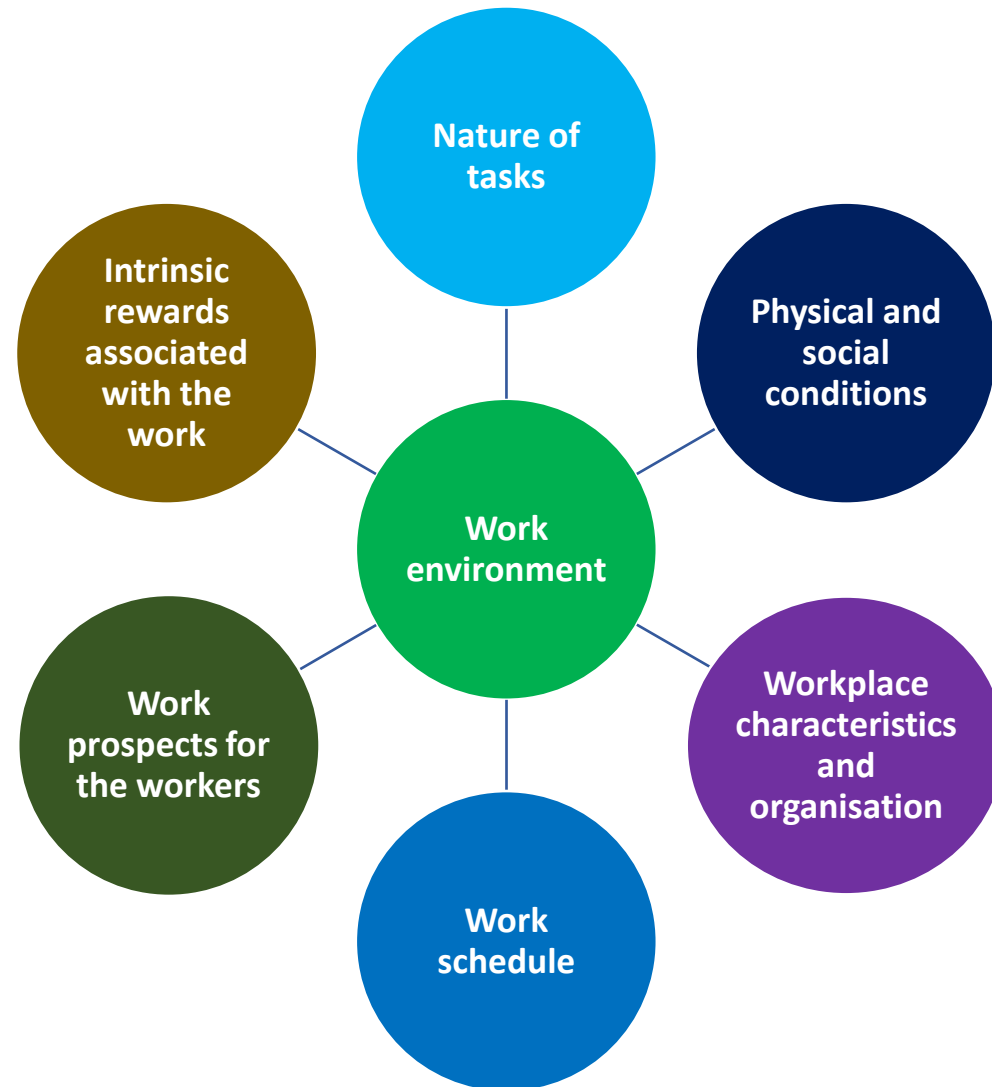


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# According to OECD

Work  
environment is a  
multidimensional  
concept

(2017)



# OECD (2017)

Work is characterised in terms of:

- Work demands
- Physical and emotional demands
- Working time
- Work prospects and job insecurity
- Work resources, such as task discretion, social support
- Opportunity for advancement and self-realisation



# Work environment definition

1. Workers' health and safety at an identifiable workplace, causes of accidents and illness
2. Job factors related to people interactions and their work organisation
3. Workers' well-being resulting from the environment in which they perform their work.

Foldspang et al. (2014)







## Justifiable work environment

- A justifiable work environment refers to a legal standard describing how the work environment may change according to societal development and norms to date (Fagerli, 2021).
- Justifiable work environment entails an obligation on **workplace management** to adapt and organise work situations and conditions, and priorities, enabling systematic fulfilment of work environment functions.





# Questions

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- What is the purpose of work environment management
- What values/principal measures are attained from the purposes?
- What are the functional aspects of work environment management?

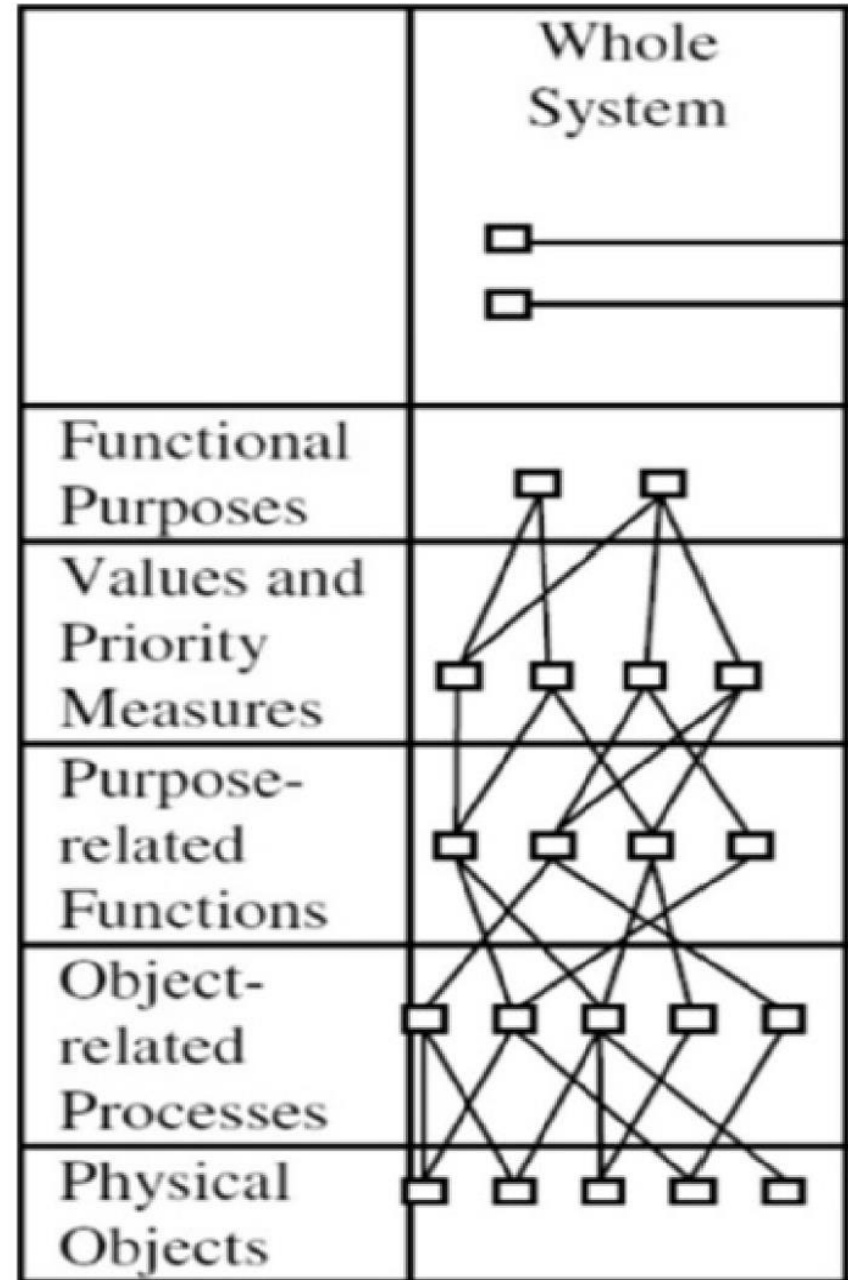




# Work Domain Analysis

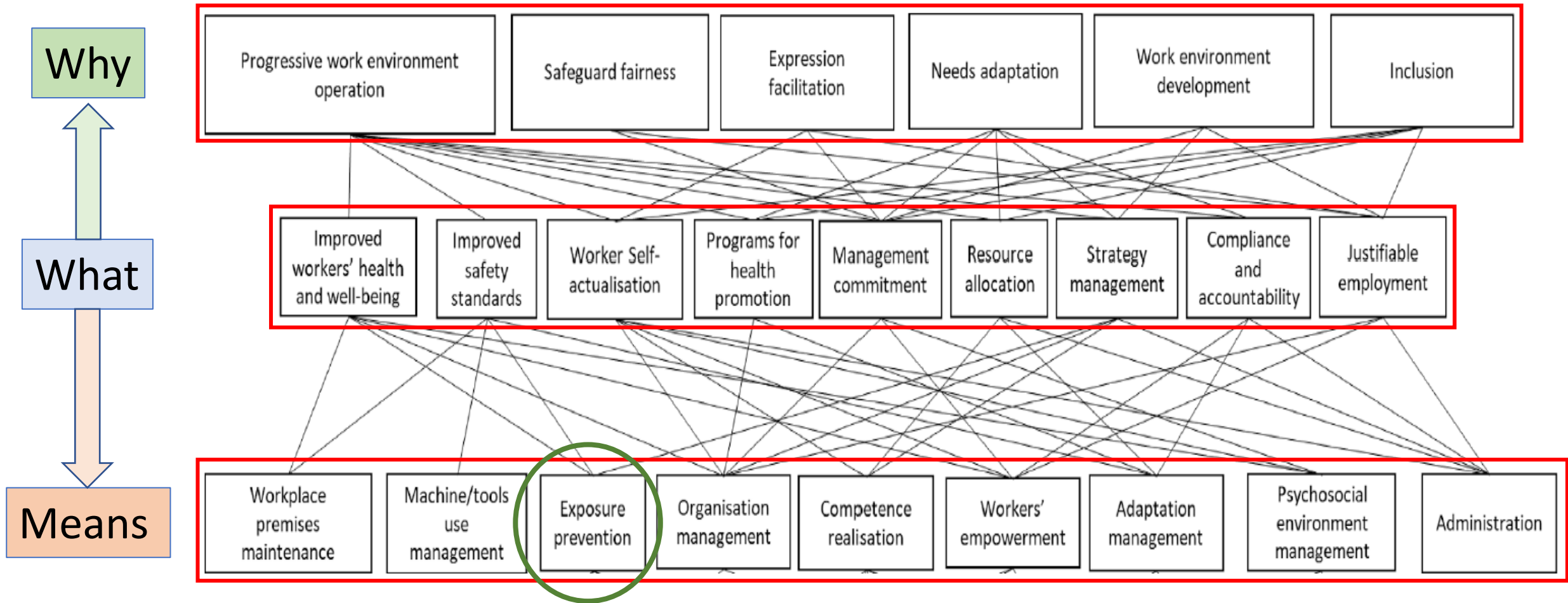


# Work Domain Analysis

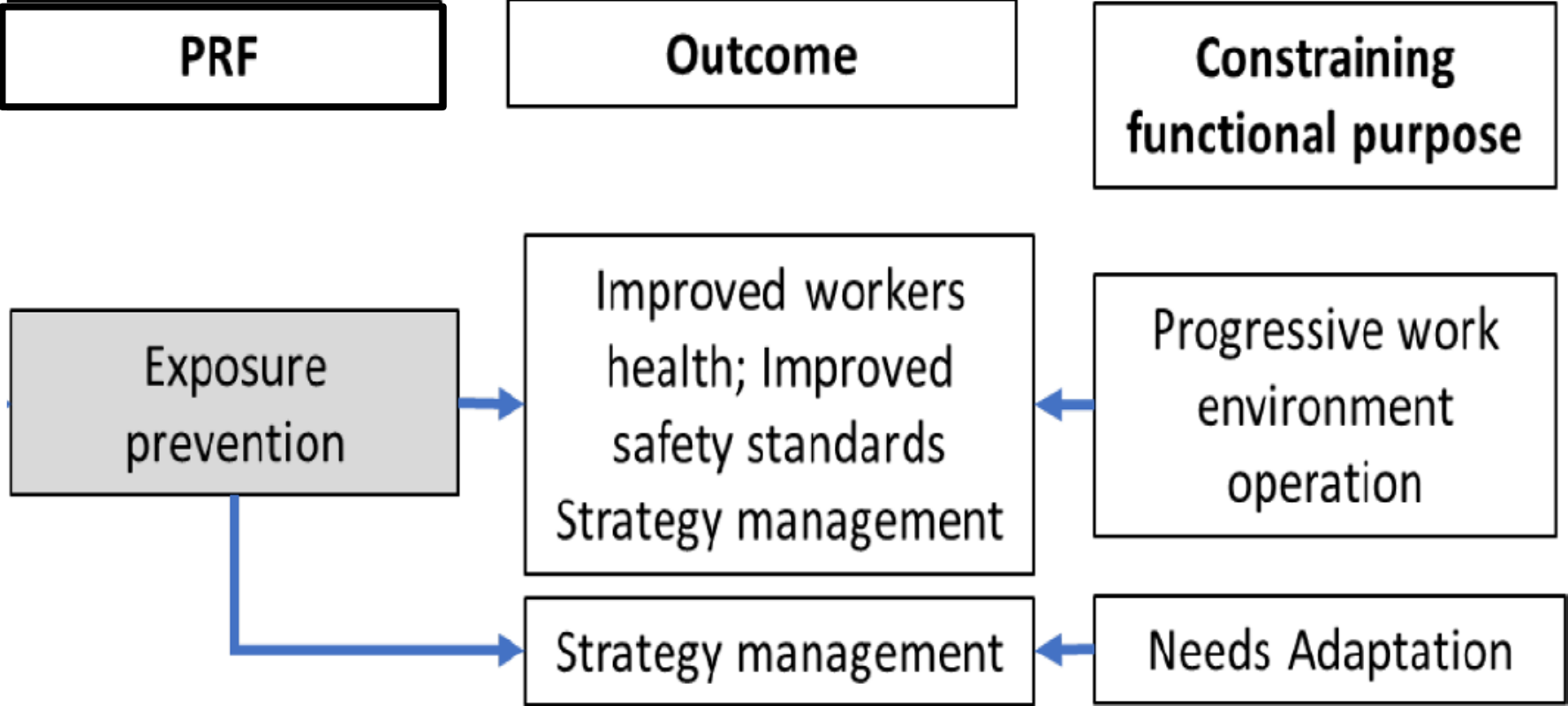




# From Work Domain Analysis



# Results-chain model



# Functional Purpose («Why»)

- Progressive work environment operation
- Safeguard fairness
- Expression facilitation
- Needs adaptation
- Work environment development
- Inclusion





# Values/Principal measures («What»)

- **Improved workers health**

- Reduce sickness absence
- Reduce the prevalence of occupational illness
- Reduce work-related health risks
- Improve work ability

- **Improved safety standards**

- Reduce accidents
- Reduce time lost
- Low injury frequencies
- Reduce the use of disability benefits
- Safer work conditions
- Manageable workload

- **Workers' self-actualization**

- Involvement in decision-making
- Workers' growth and development
- Recognition and reviews
- Autonomy
- Satisfaction
- Value and respect of work contribution
- Expression of self-concept
- Work in line with personal values

# Values cont.(«What»)

- **Programs for health promotion**

- Reintegration and rehabilitation
- Health-promoting activities

- **Management commitment**

- OSH prioritization
- personnel support
- Positive social climate
- management involvement
- Fair and effective leadership
- Effective communication
- Collaboration
- employers' responsibility

- **Resource allocation**

- Expenditure on OSH issues
- training/learning costs
- compensation and benefits
- Appropriate staffing

# Values cont... («What»)

- **Strategy implementation**

- OSH policies
- Role clarity with clear expectations
- Performance evaluation
- OSH integration in the business process
- Cost-effectiveness

- **Compliance and accountability**

- Accountability
- Internal audits
- Compliance with regulatory requirement

- **Justifiable employment**

- Diversity and inclusion
- Employment type (permanent/temporary)
- Job quality
- Fair employment practices

# Purpose-related functions («Means»)

- **Workplace premises maintenance**
  - Building design & decor
  - indoor climate
  - lighting
  - noise level
  - ventilation system
- **Machines/tools use management**
  - Safe use
  - access to necessary work aids
  - Technology management
- **Exposure prevention**
  - Prevention of exposure to chemicals/biological agents, radiation
  - Physical hazards
  - Psychosocial hazards
  - Avoiding unreasonable demands.
  - Exposure control

# Means, cont.

- **Organisation management**

- Work planning
- Risk management
- Internal audits
- Other control measures

- **Competence realization**

- Information dissemination
- Training
- Professional and personal development

- **Workers' empowerment**

- Workers' Involvement
- Work environment committee
- Consultation

- **Adaptation management**

- Adaptation for work variation
- Heavy lifting
- Vibration,
- Awkward work positions
- Rest and restitution time
- Other ergonomics considerations

# Means, cont.

- **Psychosocial environment management**

- Workers' integrity, dignity
- Self-determination
- Contact with others without harassment/threats/violence
- Stress management
- Support for mental
- Health well-being
- Workers' assistant programs

- **Administration**

- Work contract;
- Work hours
- Salary and other compensations
- Work affiliation
- Occupational Health Service affiliation



# Design implications

Based on constraints:

- Provides for the adaptive implementation of practices to local contingencies without violating the boundaries on effective performance
- Limit the structure of management practices to what would be relevant for fulfilling the functional purposes



# Conclusion

WDA provided structure and content of work environment management, that support the management practices and strengthen the attainment of a justifiable work environment.

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