

A comprehensive plan for the prevention of psychosocial risks

COMMENDED

ACCIONA ENERGIA, Spain

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The issue

The majority of employees at Acciona Energía, a global operator in the renewable energy sector, are engineers, administrators or surveyors. Psychosocial risk assessment showed that one position was particularly hazardous: control centre technician. Certain aspects of this job — working time, autonomy, workload and role performance — were identified as potential psychosocial risks. The corresponding plan of action included both preventive and corrective measures.

Action taken

Immediate, short-term, corrective actions specific to the role of control centre technician were taken. These included the implementation of a communication protocol, which allows employees to alert management if they feel they have a heavy workload, and new software for the installation's control. The new tool helps to reduce mental workload and makes the technicians' jobs easier. A new procedure was also implemented to ensure that information and instructions are clear and understood; each technician's interpretation of the instructions is either verified as correct at sign-off or further clarified.

The work improvements implemented for control centre technicians showed good results and were met with great

interest among employees in other areas of the company. This encouraged Acciona to implement a longer-term, company-wide, comprehensive plan for the prevention of psychosocial risks.

Both collective actions, for the whole company or a single department, and individual actions, driven towards a particular employee or for workers to apply by themselves, were developed.

Collective preventive actions relied on strong commitment from managers. Acciona recognised that managers are the principal vehicle for maintaining a culture based on respect and encouraging teamwork and individual and collective development. Acciona's characteristic management style is deeply rooted in its team of directors and managers, but it was recognised that, to sustain this culture, these attitudes would need to be passed down to the next generation of managers. A coaching programme, supported by structured training activities, was developed in response. In addition, a protocol for action to deal with harassment has been put in place.

Individual actions, including stress management and health promotion workshops and computer applications for stress monitoring, helped promote employees' development and keep them healthy and motivated.





Results achieved

There have been no absences resulting from psychosocial-related illnesses. Good cooperation, worker participation and a good psychosocial work environment are among other benefits. Acciona's comprehensive plan has actively contributed to fostering a positive working environment, where people are treated with respect and which promotes employees' health and development. It has helped Acciona to strengthen its position and sustainability.

Collective actions to prevent psychosocial risks relied on strong commitment from managers to maintain a culture of respect, teamwork and growth.