



Promoting Well-being at work in project teams



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Who is responsible of well-being?

- Occupational safety and health care are joint efforts.
- Employers and employees work together to reduce risks and promote health.

→ Group task 3:

Explore what does legislation and guidelines from your country say about promoting well-being at work?

Legal Framework

- Occupational safety ensures that the physical, mental, and social working conditions in the workplace support employee well-being and performance.
- A safe and healthy work environment is created through collaborative occupational health and safety efforts between employers and employees, supported by effective supervisory practices.
- Occupational health and safety cooperation refers to joint initiatives between employers and employees aimed at promoting safe and healthy working conditions. These efforts are typically driven by the workplace's own proactive engagement.

Example from Finland 1/2

- **Legal Foundation:** Occupational safety in Finland is governed by the Occupational Safety and Health Act (738/2002), which applies to all paid employment. It defines the responsibilities of employers and employees and promotes cooperation to ensure safe working conditions.
- **Employer Responsibilities:** Identify and assess workplace risks. Provide proper orientation, training, and protective equipment. Ensure that work does not endanger employees' physical or mental health. Monitor compliance and maintain a safe working environment.
- **Employee Responsibilities:** Follow safety instructions and use protective equipment. Report hazards and participate in safety initiatives. Take care of their own and others' safety at work.

Example from Finland 2/2

- **Cooperation Culture:** Occupational safety is built on collaboration between employers and employees, supported by supervisors and safety representatives. Finnish workplaces often use self-initiated safety activities and proactive planning to improve conditions.
- **Comprehensive Coverage:** Includes physical, mental, and social aspects of work. Covers temporary agency work, subcontracting, and multi-employer environments. Employers must insure workers against occupational accidents and diseases.
- **Support Structures:** The Occupational Safety and Health Administration and Finnish Institute of Occupational Health (FIOH) provide guidance, training, and oversight. Finland also aligns with EU directives and participates in international cooperation on workplace safety.

What is workload?

- Workload means the experienced strain that derives from body and mind. It can be:
 - Physical (strains body f. ex. Neck pain)
 - Psychological (mental or emotional)
 - Social (social exchange and environment)
- Group task 4: What are the factors that produce workload in project work?

Workload...

- Arises from job demands and worker capacity.
- Always present and can cause short- or long-term strain.
- Moderate load is beneficial, but excessive load leads to strain.

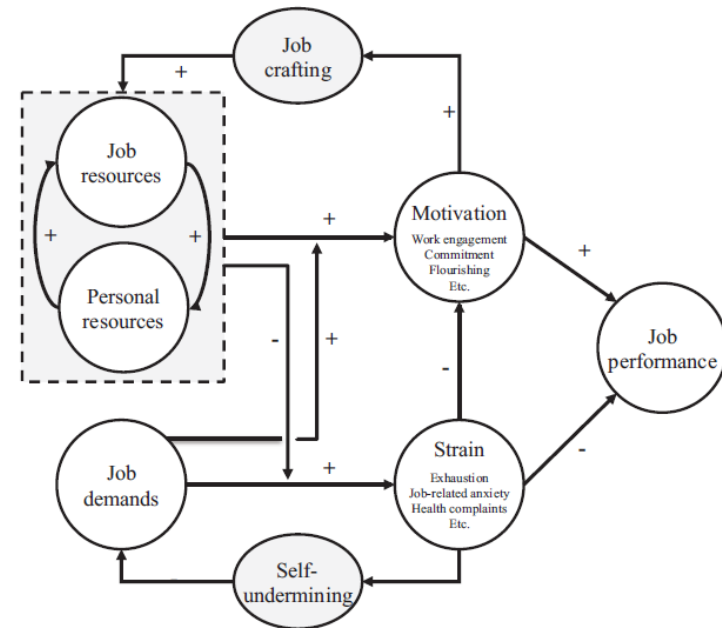


Figure 1. The job demands–resources model.

(Bakker and Demerouti 2017)

Balancing Load and Resources

- Key to managing workload is balancing demands with resources.
- Ergonomics should adapt work aligned with human beings.

Ergonomics (HFE) studies the interaction between humans and work systems to improve well-being and performance. It adapts work, tools, and environments to human needs, enhancing safety and efficiency.

Evaluating workload and the balance

- 1) Evaluation of the workplace and work in general:
 - Focus is at work, not on the individual who conducts work
 - 2) Evaluating individual worker at specific job.
 - Focuses to assess the job demands in relation to individual worker
- These evaluations are conducted by professionals from occupational health services.
 - **Discussion: In which situations project manager can be involved?**

Work demands in knowledge-intensive work 1/2

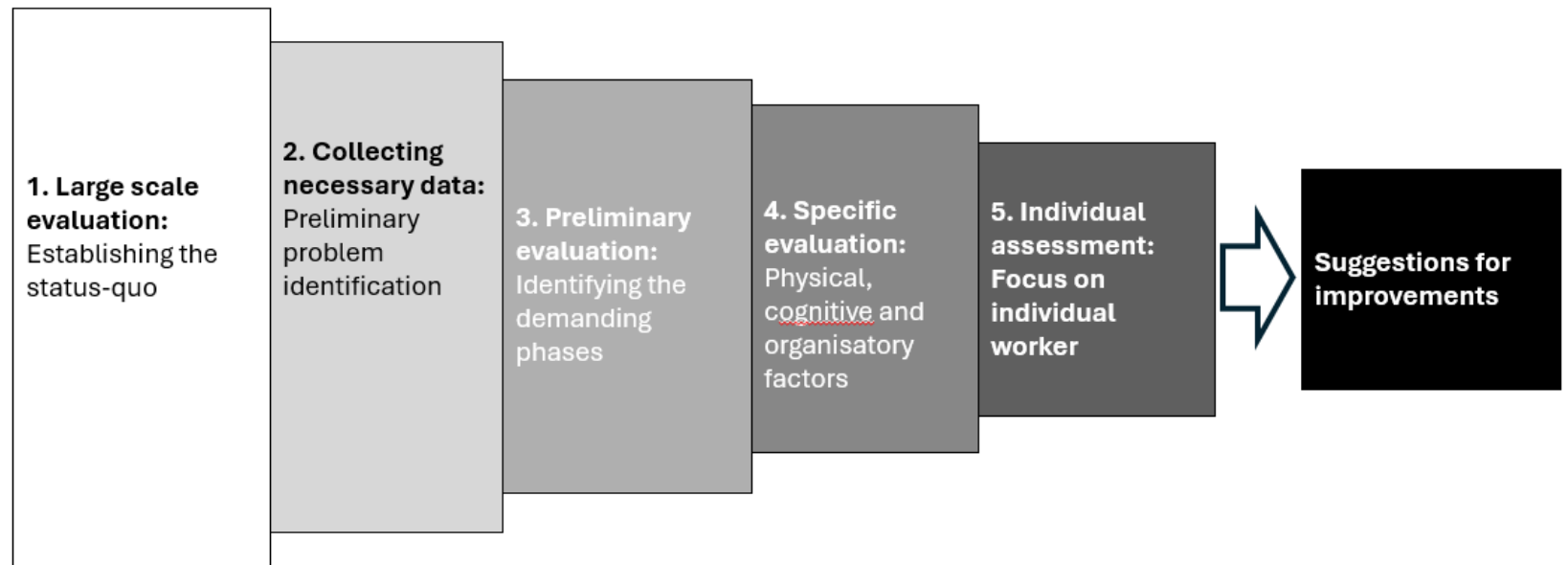
Knowledge-intensive work involves creating, applying, and interpreting knowledge rather than performing physical tasks. These roles are cognitively demanding and often require:

- **High-level expertise and continuous learning:** Workers must stay updated and adapt to evolving knowledge and technologies.
- **Complex problem-solving and decision-making:** Tasks often lack clear procedures and require judgment, creativity, and autonomy.

Work demands in knowledge-intensive work 2/2

- **Collaboration and communication:** Effective teamwork and knowledge sharing are essential, especially in interdisciplinary or project-based environments.
- **Flexibility and adaptability:** Work is often dynamic, with shifting goals, roles, and contexts—especially in remote or hybrid settings.
- **Emotional and mental resilience:** The intangible nature of outcomes and high expectations can lead to stress and performance pressure.
- Which of these characteristics can you find in project work?

Assessment from macro to micro level



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