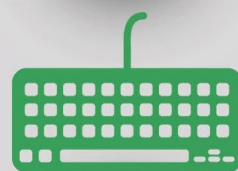


THE METHODOLOGY FOR THE ASSESSMENT AND MANAGEMENT OF WORK-RELATED STRESS RISK

INAIL

Module contextualised to remote work and
technological innovation

2026



01010101
01010101
01010101



COLLANA **RICERCHE**

THE METHODOLOGY FOR THE ASSESSMENT AND MANAGEMENT OF WORK-RELATED STRESS RISK

INAIL

Module contextualised to remote work and
technological innovation

2026

Publication realised by

Inail

Department of occupational and environmental medicine, epidemiology and hygiene

Scientific coordination

Matteo Ronchetti¹, Benedetta Persechino¹

Authors (in alphabetical order)

Cristina Di Tecco¹, Luigi Fusco², Monica Ghelli¹, Sergio Iavicoli³, Ivan Marzocchi², Benedetta Persechino¹, Matteo Ronchetti¹

Translation

Valeria Boccuni¹, Luigi Fusco², Ivan Marzocchi²

Editing

Pina Galzerano¹, Laura Medei¹

Cover image

Laura Medei¹

¹ Inail - Department of occupational and environmental medicine, epidemiology and hygiene

² Sapienza University of Rome - Faculty of Medicine and Psychology, Department of Psychology

³ Ministry of Health, General Directorate for Prevention

Original Title

La metodologia per la valutazione e gestione del rischio stress lavoro-correlato - Modulo contestualizzato al lavoro da remoto e all'innovazione tecnologica, Edizione 2025 ISBN 978-88-7484-907-9

for information

Inail, Department of occupational and environmental medicine, epidemiology and hygiene

Via Fontana Candida, 1 – 00078 Monte Porzio Catone (RM)

dml@inail.it

www.inail.it

© 2026 Inail

ISBN 978-88-7484-989-5

The authors are fully responsible for the opinions expressed in the publications, which must not be understood to be official opinions of Inail.

Publications are distributed free of charge and therefore sale and reproduction via any means are prohibited. Citation is only permitted with reference to the source.

Tipolitografia Inail - Milano, May 2026

FOREWORD

The ongoing changes in the world of work are leading to substantial transformations in how work processes are organised and managed, providing companies with opportunities for development and innovation and, at the same time, giving rise to new risks for workers' health and safety. The need to anticipate these emerging issues is a priority in the European Union's Strategic Framework on Health and Safety at Work 2021-2027. The European Parliament resolution of 5 July 2022 on mental health in the digital world of work also focuses on the impact of technology in the workplace, aiming to identify and implement measures to improve remote work conditions and address the potential discomfort associated with the use of technology. In this rapidly changing context, research is fundamental in providing companies with practical tools and strategies to tackle the new challenges of these social and technological changes. While new flexible forms of work and the adoption of innovative technologies in organisational contexts are undoubtedly positive elements to be encouraged for their impact on worker well-being and organisational competitiveness, at the same time, these aspects can pose significant psychosocial risks to health. These risks arise, for example, from excessive connectivity, blurred boundaries between work and private life, increased work intensity, and so-called technostress. Regarding psychosocial risks, Inail's research led to the publication of the Methodology for the assessment and management of work-related stress risk in 2011. This methodology was subsequently updated in 2017, thanks to its continuous utilisation by companies within an ongoing self-improvement process, aimed at providing increasingly updated and valid guidelines and tools over time [1]. Afterwards, Inail's research developed and published the first contextualisation of the Methodology, addressing the healthcare sector as the most affected productive environment in terms of psychosocial risk issues [2]. In 2025, the Psychosocial Risks and Vulnerable Workers Laboratory of the Department of occupational and environmental medicine, epidemiology and hygiene (Dimeila) developed a module contextualised to remote work and technological innovation within the aforementioned Inail methodology, including integrated assessment tools and specific resources. The present monograph illustrates the research and field-testing results that led to the development of the aforementioned contextualised module. The opportunity to offer companies specialised tools for remote work and technological innovation addresses a twofold need. On the one hand, it may help prevent potential emerging psychosocial risks. On the other hand, it may help promote the proper implementation of these aspects as elements of work organisation that can benefit workers and companies in terms of organisational well-being, innovation, and productivity.

Bruno Papaleo
*Director of Department of occupational
and environmental medicine, epidemiology and hygiene*

TABLE OF CONTENTS

INTRODUCTION	9
THE DEVELOPMENT OF INTEGRATIVE DIMENSIONS ON REMOTE WORK AND TECHNOLOGICAL INNOVATION	11
THE INTEGRATED ASSESSMENT TOOLS	13
The integrated checklist for remote work and technological innovation	13
The Indicator Tool Questionnaire and the Integrative Dimensions	14
The risk threshold calculation system	15
Additional risk management tools	16
ACKNOWLEDGEMENTS	17
APPENDICES	
Appendix 1	
Integrated checklist for the preliminary assessment phase	21
Appendix 2	
Scoring data sheet for the integrative dimension of the checklist	36
Appendix 3	
The Indicator Tool Questionnaire and the contextualised module	39
Appendix 4	
Illustrative table of the integrative dimensions of the remote work and technological innovation module of the questionnaire	44
Appendix 5	
Support sheet for conducting the focus group to deepen the results of the preliminary assessment and to propose actions for intervention	46
Appendix 6	
Support sheet for conducting the focus group to deepen the results of the in-depth assessment and to propose actions for intervention	59
Appendix 7	
Support sheet for the steering group to identify corrective and/or preventive actions	75
ESSENTIAL REFERENCES AND ONLINE SOURCES	80

INTRODUCTION

In today's labour world, remote work and technological innovation, which often complement each other, are key factors in transforming how work is organised and carried out. There is no doubt that the ongoing digital transformation has enabled the widespread use of various forms of remote work (agile work, telework, distance work, etc.), which are modalities of working that allow workers to carry out their professional activities outside the organisation's premises, with flexible hours and the support of digital tools. Remote work and technological innovation, which are highly interdependent, promote flexibility and efficiency at work, leading to changes not only in work processes but also in the social contexts in which they take place, especially regarding how workers interact and collaborate with each other. Therefore, within the institutional and scientific debate on the subject of remote work, it is highlighted how the widespread use of this working modality, which became necessary during the Covid-19 health emergency [3], provided a significant opportunity to explore its potential, not only in terms of corporate welfare, but also as a tool for enabling new organisational models driven by the digital transformation of work environments. In this regard, the main supranational and international institutions responsible for health and safety in the workplace have conducted in-depth investigations [4,5] into the implications that remote work and technological innovation may have on working conditions, both in terms of benefits and critical issues. Alongside the opportunities, there is a need to analyse the potential emerging psychosocial risks, which can arise at various levels. For example, there may be risks associated with hyper-connectivity, the complexity of managing work groups, the demand for new skills among workers, the blurring of boundaries between private and working life, etc. The Italian Workers' Compensation Authority (Inail) has addressed the challenges associated with implementing remote work, promoting technological innovation, and the related necessary changes to the work organisation. The Institute is also continuously engaged in research on these topics. Specifically, the Psychosocial Risks and Vulnerable Workers Laboratory, within the Department of occupational and environmental medicine, epidemiology and hygiene (Dimeila), performed studies and in-depth analyses to provide companies with tools for analysing remote work and technological innovation in work activities, to promote their effective implementation, while including the perspective of protecting workers' health and safety. The first experiences on this issue - in addition to in-depth analyses on the implications for workers' health and safety associated with the growing use of information and communication technologies (ICTs) [6] - were carried out in the context of remote work trials at Inail in the pre-pandemic period, to assess its impact on the quality of working conditions [7,8]. Subsequently, several activities were implemented as part of the Research Activity Plan 2022-2024, to develop specific tools for analysing potential emerging risks related to remote work and technological innovation. The main objective of these activities was to identify specific measures to be integrated into the tools provided by the

Inail Methodology for the assessment and management of work-related stress risk, published in 2011 and updated in 2017 [1].

The present monograph aims to describe the supplementary tools offered for the assessment of emerging psychosocial risks associated with remote work and the use of technology, while also exploring the research and experimental pathways undertaken. The main objective is to provide Italian companies, which are required to perform the assessment and management of work-related stress risk, with integrated tools to analyse these aspects while maintaining the scientific rigour guaranteed by the Inail methodological pathway. The tools described are provided as annexes to this monograph for use in assessing and managing work-related stress risk. Regarding the scientific rigour, it should be noted that companies adopting the proposed new measurement tools must still follow the four phases that characterise the Inail methodological approach, as described in the manual published in 2017.

THE DEVELOPMENT OF INTEGRATIVE DIMENSIONS ON REMOTE WORK AND TECHNOLOGICAL INNOVATION

The process that led to the definition of measures addressing the potential emerging risks of remote work and technological innovation involved a multi-faceted methodology, divided into the following phases:

1. analysis of the relevant scientific literature;
2. conduct of interviews and focus groups with professionals in the area of prevention from public and private companies, aimed at analysing strengths and weaknesses relating to the implementation of remote work and technological innovation;
3. finalisation of the tools and testing on a sample of workers in the advanced tertiary sector.

The main evidence in the literature regarding the impact of technology in organisational contexts highlights how ICTs are now indispensable tools in many professions. Although ICTs were initially developed to improve the work experience, their impact on workers' well-being and performance is not always positive [9]. In fact, even though their use can promote flexibility and autonomy [10], the adoption of ICTs could lead to the onset of new psychosocial risk factors, such as the inability to manage information overload from digital communication tools, the perceived complexity of using them, and the invasion of work into private life through these same technological tools [11,12]. The use of ICTs can impose new expectations on workers, such as having to manage an increasing flow of information in ever shorter times [11] and having to be constantly connected and available for work [13]. These risk factors can lead to reduced recovery times and an intensification of the pace of work [14], with adverse effects on mental and physical well-being [15,16,17]. Digital transformation has also made remote work possible, which is now the usual way of working for millions of workers [18]. Significantly, the rise of this working modality has changed habits and professional dynamics, representing for many workers not only an opportunity but also, in some cases, a challenge with potential adverse consequences [19]. In fact, scientific literature has repeatedly emphasised that remote work is a powerful tool capable of increasing job satisfaction, well-being and productivity thanks to a better work-life balance and greater autonomy [20], but also a possible source of work-related stress and strain [21]. According to a recent systematic review (article under submission), that identified 68 international studies on this topic published between 2012 and 2022, work-related stress outcomes can be attributed to a series of psychosocial risks associated with remote work. Among these, noteworthy factors include the difficulty of managing remote relationships with supervisors and colleagues, the consequent risk of social isolation, inadequate technological support, and the increasingly blurred boundaries between different areas of personal life. In parallel with the screening of scientific literature evidence, an analysis of specific needs regarding the use of remote work and technologies was performed involving several companies

in the advanced tertiary sector. This phase involved a highly participative approach, with various company stakeholders (employers, OSH professionals, HR managers, trainers, psychologists, etc.) engaged through qualitative methodologies to analyse specific needs concerning these issues. Specifically, semi-structured interviews and focus groups were conducted to gauge the real needs of companies regarding the implementation of remote work and the use of technology, as well as potential critical issues, such as resistance from managers and/or workers, lack of skills and resources, need for specific training, etc. This bottom-up approach with the involved companies, made it possible to develop integrative measures while maintaining an overall approach that was sustainable and practical for them to use. In fact, the approach focused on real operational needs regarding the assessment and management of emerging psychosocial risks associated with remote work and the use of technology. Once this phase was completed, the tools were finalised and tested. The identified measures (see following paragraph) refer to new indicators in the Checklist and to additional dimensions of the Indicator Tool Questionnaire, which are assessment tools provided for by the Inail methodology for assessing and managing work-related stress risk in the preliminary and in-depth phases, respectively. The testing involved the administration of the integrative tools, together with the standard tools of Inail methodology, to a sample of over 19,000 workers belonging to companies in the advanced tertiary sector. These include organisational contexts in which remote work and ICTs were established aspects of work processes. Specifically, the testing and related data analysis were conducted on 295 checklists and 19,334 questionnaires, allowing the reliability and validity of the tools to be tested and the specific risk thresholds for each of the integrative dimensions to be calculated. Furthermore, the testing made it possible to optimise the contextualised tools using data from real risk assessment contexts and to further refine the process of identifying corrective interventions based on the results of the assessment phases.

THE INTEGRATED ASSESSMENT TOOLS

The integrated assessment tools represent an opportunity to explore in greater depth remote work and technological innovation, which are highly contemporary issues. It should be noted that adopting these implementations is not mandatory for the employer. Therefore, the decision to perform this deepening is not compulsory, as the integrative dimensions of the preliminary and in-depth assessment tools use a calculation system independent of the total scores obtained in the two standard assessment phases. For companies interested in the in-depth analysis and that have recently carried out a work-related stress risk assessment using the standard tools provided by the Inail methodology [1], it is possible to enrich the assessment by completing these integrative tools, ensuring that the same homogeneous groups are maintained as a reference, so that adequate corrective and/or improvement actions can be implemented. Therefore, this analysis does not constitute an update of the work-related stress risk assessment pursuant to Legislative Decree 81/2008 and subsequent amendments and additions. It should be noted that in this monograph, the term remote work refers to all forms of working in which workers can perform their work one or more days a week outside the company premises, using ICTs. Therefore, this general category includes a) telework, where work is performed from the worker's home; b) agile or smart work, which involves a hybrid model alternating between office attendance and remote work; c) distance or decentralised work, which allows workers to operate in branch offices of the same company/administration. Technological innovation refers to the implementation of tools, both hardware and software, in work contexts, which lead to changes in work processes and in the ways workers interact and collaborate, and may require specialised training for workers and behavioural adjustments.

THE INTEGRATED CHECKLIST FOR REMOTE WORK AND TECHNOLOGICAL INNOVATION

In the preliminary assessment phase, we started by analysing the original Checklist and added additional indicators referring to aspects concerning remote work and technological innovation. Therefore, new indicators were added in a dedicated module designed to provide helpful information on the adequacy of the implementation of these aspects (Appendix 1). Remote work and technological innovation are elements relating to the organisation of work, whose presence or absence does not necessarily have a negative impact on the health and safety of workers [15]. Therefore, these aspects have been addressed in a specific module (Table 1), equipped with an independent calculation system that does not alter the overall score of the Checklist. The aim is to provide useful information on the degree of implementation of this working modality, with the potential to positively affect the health and well-being of workers.

Table 1		The integrated indicators of the contextualised module	
Remote work and technological innovation dimension			
I	Adequate technological equipment for working remotely		
II	Training and updating on technological equipment		
III	Training and information related to remote work		
IV	Coordination and verification of remote activities between workers and the manager		
V	Identification of activities compatible with remote work		
VI	Procedures to safeguard the disconnection right		
VII	Health and safety information regarding remote work		

(Inail - Department of occupational and environmental medicine, epidemiology and hygiene)

In addition to the implementations described, the Checklist has been enriched with a summary table for the correct attribution of scores and subsequent interpretation of the results related to the remote work and technological innovation dimension. This is in line with the provisions already established for the areas of Sentinel Events, Work Content and Work Context (Appendix 2).

THE INDICATOR TOOL QUESTIONNAIRE AND THE INTEGRATIVE DIMENSIONS

The in-depth assessment phase includes a standard section, comprising the 35 items of the Indicator Tool Questionnaire, and an additional section for measuring specific risks (Table 2). The contextualised measures investigate the main aspects of remote work (10 items), technological innovation (15 items), and work-life balance (2 items) by analysing workers' perceptions of these work factors, with the aim of identifying the most effective strategies to ensure their proper implementation (Appendix 3).

Table 2 Integrative measures introduced in the in-depth assessment phase for remote work and technological innovation		
Dimension	Response scale	Reference
Techno-overload	1 - 5	Molino et al. 2020 [15]
Techno-invasion	1 - 5	Molino et al. 2020 [15]
Techno-complexity	1 - 5	Molino et al. 2020 [15]
Home-work conflict	1 - 5	Issp research group 2013 [22]
Acceptability of technological tools	1 - 5	Adapted scales from Venkatesh et al. 2000 [23]
Critical issues of remote work	1 - 5	Insalata et al. 2024 [24]
Interactions in remote work	1 - 5	Insalata et al. 2024 [24]

(Inail - Department of occupational and environmental medicine, epidemiology and hygiene, 2025)

For a correct interpretation of the results, an explanatory table of the items relating to the additional dimensions has been developed to support the identification of corrective and/or improvement actions specific to the dimensions found to be critical (Appendix 4). The procedures for elaborating the results of the in-depth assessment phase remain unchanged and are only available through the use of the Inail web platform, accessible via the link <https://www.inail.it/portale/ricerca-e-tecnologia/it/ambiti-di-ricerca/area-salute-sul-lavoro/rischi-psicosociali-e-tutela-dei-lavoratori-vulnerabili/rischio-stress-lavoro-correlato.html>. As with the Indicator Tool Questionnaire, the elaboration of the results of the integrative dimensions is allowed for a number of valid questionnaires equal to or greater than six. Therefore, the platform can elaborate reports for homogeneous groups with at least six valid questionnaires. For information on how to access the platform and use the tools it contains, please refer to the Platform User Guide available in the section of the website described above.

THE RISK THRESHOLD CALCULATION SYSTEM

A strategy was developed to calculate risk thresholds for each specific dimension, ensuring maximum integration with the results of the Indicator Tool Questionnaire and enabling rapid interpretation of those results. Preliminarily, the psychometric characteristics of the additional scales were verified using Cronbach's alpha coefficient, factor analyses, and Pearson correlations.

The results confirmed the good reliability of the integrative measures and the presence of significant and coherent correlations with the dimensions assessed by the

Indicator Tool Questionnaire. Subsequently, the data were aggregated for each additional dimension, and the risk thresholds were calculated using the same distribution criteria applied to the Indicator Tool Questionnaire. These risk thresholds, or cut-offs, provide companies with valuable insights into the need to monitor or implement improvement interventions in the most critical areas related to the use of digital technologies and remote work. Consistent with the interpretation framework of the Indicator Tool Questionnaire, lower scores correspond to higher levels of risk.

ADDITIONAL RISK MANAGEMENT TOOLS

Additional tools have been developed to assist companies in moving from the risk assessment phase to the identification of corrective measures to manage the emerging risks. The Inail methodological pathway identifies the focus group as a valuable technique for supporting the identification of specific corrective actions based on the critical issues that emerged, through a participative approach [1]. In this regard, Support sheets for conducting the focus group to deepen the results of the assessment (both preliminary and in-depth) and to propose actions for intervention have been developed (Appendices 5, 6). Operating instructions and intervention examples accompany these sheets. These are designed to guide information gathering through the direct involvement of workers, in order to further examine and integrate the results obtained and to identify the most appropriate corrective/improvement and prevention actions. Moreover, they are supplemented by specific sections to encourage further examination of critical aspects related to changes in work organisation. An additional resource proposed and attached to this monograph is the Support sheet for the Steering Group to identify corrective and/or preventive actions (Appendix 7). This sheet allows the systematisation of the emerging results and can be particularly useful in large companies, which are inevitably divided into many homogeneous groups. The objective is to support the Steering Group in identifying corrective actions and improvement interventions based on specific criteria that are useful for determining their feasibility. The sheet includes several aspects (priority for intervention, existing prevention measures, required resources, implementation times, etc.) to be considered for each of the critical issues identified. These aspects allow the Steering Group to outline an overview of potential interventions and identify the main actions to be implemented based on their relevance and feasibility. These risk management tools have previously been developed and tested as part of the activities that led to the publication of the Inail Methodology module contextualised to the healthcare sector [2]. Given the successful testing and widespread adoption of these tools, it was deemed appropriate to include them in the present methodological proposal as cross-cutting resources applicable across all organisational contexts, to support the identification of risk management interventions, including those related to remote work and technological innovation.

ACKNOWLEDGEMENTS

The authors would like to thank the following: Prof. Claudio Barbaranelli and his research group for their methodological support in defining the integrative module; Dr Ilaria Olivo for her in-depth analysis of psychosocial risks in remote working; Dr Sara Peluzzi for her collaboration in preparing the documentary resources attached to this monograph.

Finally, special mention goes to Prof. Karina Nielsen, who, over the years, shared her valuable scientific experience in the field of psychosocial risks with the authors, providing important insights for the definition of tools for managing work-related stress risk.

APPENDICES

APPENDIX 1

INTEGRATED CHECKLIST FOR THE PRELIMINARY ASSESSMENT PHASE

COMPILATION OF THE INTRODUCTORY SECTION

In the preliminary assessment phase, the Steering Group shall complete a Checklist for each Homogeneous Group, as identified in the preliminary phase. The introductory section of each List must include the date of compilation, the name of the company, the name of the Homogeneous Group undergoing preliminary assessment, and the total number of workers belonging to the Group. It must also be indicated whether this is an initial assessment or an update and whether remote work is envisaged. The names of the Steering Group representatives and of the workers/Workers' Health and Safety Representatives involved in this phase must also be included.

Name of the company _____

Homogeneous Group Name _____

Total number of workers in the Homogeneous Group _____

Date of compilation _____

Remote work has been implemented in the Homogeneous Group:

☐ Yes ☐ No

Number of workers in remote work _____

SENTINEL EVENTS AREA

The Sentinel Events Area is made up of 10 objective indicators that represent some of the signals within an organisation that are potentially attributable to work-related stress.

The first eight indicators are assessed using the criterion of time, which allows the company to check trends over the past three years: decreased, unaltered or increased. Therefore, in order to obtain trend data, the value from the past year has to be compared with the average value from the past 3 years, following the calculation formulas shown under each individual indicator case by case. With a view to continuous improvement, the Checklist includes two additional fields for 'past year result' and 'past

three-year period result'; in the future, this implementation will help increase the discerning capacity of the Sentinel Events Area.

To facilitate the use of the formulas, the web platform provides companies with an Excel spreadsheet that can be used offline, where they can enter the data of the raw Sentinel Events obtained from the specific supporting documents, in order to obtain the required results easily and confidentially.

Example of response allocation

No.	Indicator	Decreased	Unaltered*	Increased	Score	Notes
1	Absences from work	0 ☐	1 ☐	4 ☒	4	

Once the calculation has been made, mark the answer with an X and enter the value in the Score box.

Note*: IF the Sentinel Events formula gives a result of 0, the Steering Group must mark the decreased box with an X instead of unaltered. If, for example, the company has had 0 accidents in the past 3 years, unaltered indicates in reality a situation that cannot be improved; that is why decreased must be selected.

With regard to the last two indicators (9-10), the questions require YES/NO responses. In fact, for the period under consideration, the following are required: the presence/absence of formal complaints made by workers to the company or to the occupational physician and legal investigations for dismissal, demotion, moral and/or sexual harassment (the latter in line with the implementation of the Framework Agreement on 'harassment and violence at work' signed on 25 January 2016).

Checklist - Sentinel Events

No.	Indicator	Decreased	Unaltered*	Increased	Score	Notes
1	% of work-related injuries	0 ☐	1 ☐	4 ☐		
$\frac{\text{No. of work-related injuries in the past year}}{\text{No. of workers in the past year}} \times 100$ Result for past year: % decreased, unaltered, increased as compared to: $\frac{\text{Total no. of work-related injuries in the past 3 years}}{\text{No. of workers in the past 3 years}} \times 100$ Result for past 3-year period: %						
Numerator: given by the number of work-related injuries among all the workers of the Homogeneous Group that occurred during the time interval in question. The number of work-related injuries is counted, not the number of days off work, including accidents whilst travelling to and from work, in the case of shift work. Denominator: given by the number of workers in the Homogeneous Group. In the event of variations during the course of the year, the average between the number of workers as of 1 January and those as of 31 December is used.						

No.	Indicator	Decreased	Unaltered*	Increased	Score	Notes
2	% of sick leave absences	0 ☐	1 ☐	4 ☐		
$\frac{\text{Days off work in the past year}}{\text{No. of workers in the past year}} \times 100$ $\frac{\text{Days off work in the past 3 years}}{\text{No. of workers in the past 3 years}} \times 100$ decreased, unaltered, increased as compared to: Result for past year: % Result for past 3-year period: %						
Excluding: days off work for maternity leave and breastfeeding, insofar as not considered to be sick leave. Numerator: Given by the number of days of absence for sick leave of all the workers in the Homogeneous Group during the time interval in question. Denominator: given by the number of workers in the Homogeneous Group. In the event of variations during the course of the year, the average between the number of workers as of 1 January and those as of 31 December is used.						
No.	Indicator	Decreased	Unaltered*	Increased	Score	Notes
3	% of absences from work	0 ☐	1 ☐	4 ☐		
$\frac{\text{No. of work hours lost in the past year}}{\text{No. of work hours as for contract in the past year}} \times 100$ $\frac{\text{No. of work hours lost in the past 3 years}}{\text{No. of work hours as for contract in the past 3 years}} \times 100$ decreased, unaltered, increased as compared to: Result for past year: % Result for past 3-year period: %						
% of absences from work (e.g., sick child; leave for personal reasons; unexplained absences; failure to meet minimum working hours due to lateness, leaving work early, etc.). Absences due to skills development (e.g., training), trade union protests and/or authorised gatherings, maternity leave or breastfeeding are not considered. Numerator: given by the number of working hours lost by all the workers in the Homogeneous Group in the time interval in question. Denominator: given by the total possible number of working hours of all the workers in the Homogeneous Group.						
No.	Indicator	Decreased	Unaltered*	Increased	Score	Notes
4	% of left-over vacation days	0 ☐	1 ☐	4 ☐		
$\frac{\text{No. of vacation days not taken in the past year}}{\text{No. of vacation days permitted under contract and accrued over past year}} \times 100$ $\frac{\text{No. of vacation days not taken in the past 3 years}}{\text{No. of vacation days permitted under contract and accrued over past 3 years}} \times 100$ decreased, unaltered, increased as compared to: Result for past year: % Result for past 3-year period: %						
% of left-over vacation days understood to mean the number of vacation days actually accrued, not taken, and that cannot be used insofar as the period in which they can be used has legally expired. Numerator: given by the number of vacation days not taken by all the workers in the Homogeneous Group during the interval of time in question, irrespective of the calendar year in which the vacation days were accrued. Denominator: given by the number of vacation days permitted for all the workers in the Homogeneous Group up to a maximum of those accrued.						

No.	Indicator	Decreased	Unaltered*	Increased	Score	Notes
5	% of voluntary transfers requested	0 ☐	1 ☐	4 ☐		
$\frac{\text{No. of transfers requested in the past year}}{\text{No. of workers in the past year}} \times 100$ $\frac{\text{No. of transfers requested in the past 3 years}}{\text{No. of workers in the past 3 years}} \times 100$ decreased, unaltered, increased as compared to: Result for past year: % Result for past 3-year period: % Numerator: given by the number of transfer requests from one's own organisational division [accepted and not accepted], within the same company, made by the workers in the Homogeneous Group during the time interval in question. Denominator: given by the number of workers in the Homogeneous Group. In the event of variations during the course of the year, the average between the number of workers as of 1 January and those as of 31 December is used.						
No.	Indicator	Decreased	Unaltered*	Increased	Score	Notes
6	% of staff turnover (outgoing from/incoming to company)	0 ☐	1 ☐	4 ☐		
$\frac{\text{No. of outgoing + incoming in the past year}}{\text{No. of workers in the past year}} \times 100$ $\frac{\text{No. of outgoing + incoming in the past 3 years}}{\text{No. of workers in the past 3 years}} \times 100$ decreased, unaltered, increased as compared to: Result for past year: % Result for past 3-year period: % The indicator describes turnover and measures the movements made by incoming and outgoing workers, including in the event of the same worker leaving and returning [e.g., seconded staff] within the same year. Numerator: given by the number of incoming + the number of outgoing workers to/from the Homogeneous Group in the time interval in question. Denominator: given by the number of workers in the Homogeneous Group. In the event of variations during the course of the year, the average between the number of workers as of 1 January and those as of 31 December is used.						
No.	Indicator	Decreased	Unaltered*	Increased	Score	Notes
7	% of legal actions/disciplinary sanctions	0 ☐	1 ☐	4 ☐		
$\frac{\text{No. of actions in the past year}}{\text{No. of workers in the past year}} \times 100$ $\frac{\text{No. of actions in the past 3 years}}{\text{No. of workers in the past 3 years}} \times 100$ decreased, unaltered, increased as compared to: Result for past year: % Result for past 3-year period: % Numerator: given by the number of disciplinary actions launched by the company on different levels against workers in the Homogeneous Group during the time interval in question. Denominator: given by the number of workers in the Homogeneous Group. In the event of variations during the course of the year, the average between the number of workers as of 1 January and those as of 31 December is used.						

No.	Indicator	Decreased	Unaltered*	Increased	Score	Notes
8	% of requests for extraordinary visits with the Occupational Physician	0 ☐	1 ☐	4 ☐		
$\frac{\text{No. of extraordinary visits in the past year}}{\text{No. of workers in the past year}} \times 100$		$\frac{\text{No. of extraordinary visits in the past 3 years}}{\text{No. of workers in the past 3 years}} \times 100$				
Result for past year: %		Result for past 3-year period: %				
Numerator: given by the number of requests for special medical examinations, as per Art. 41, Par. 2, Letter c) of Leg. Decree 81/2008 and subsequent integrations and modifications, made by workers in the Homogeneous Group in the time interval in question. Denominator: given by the number of workers in the Homogeneous Group. In the event of variations during the course of the year, the average between the number of workers as of 1 January and those as of 31 December is used.						
No.	Indicator	No	Yes	Score	Notes	
9	Formal records of employees' complaints to the Company or to the Occupational Physician	No ☐ 0	Yes ☐ 4	...		
10	Legal claims for dismissal / demotion / moral and/or sexual harassment	No ☐ 0	Yes ☐ 4	...		
These two indicators (9 and 10) do not require calculation of a frequency indicator, nor comparison with previous years. They describe a phenomenon that is directly related to situations of psychosocial occupational malaise.						

WORK CONTENT AREA

The Work Content Area is made up of 4 indicator Dimensions relating to work environment and equipment, task planning, workload, work pace and working hours. Below is a description of each individual Area and information for completing the different indicators correctly.

The response agreed by the Steering Group is marked with an X, the total score is calculated according to the formulas described (see relevant paragraph for a detailed explanation of the calculations) within each Dimension and the result obtained is recorded under Dimension Score.

Care must always be taken over the score indicated in the marked box. In the example below, the No answer to the first indicator is assigned a score of 1, whilst the No answer to the third indicator is assigned a score of 0.

Example of response allocation

No.	Indicator	Yes	No	Score	Notes
1	...	0	1 X	1	
2	...	1 X	0	1	
3	...	1	0 X	0	

Checklist - Work Content Area**Work environment and work equipment**

The Dimension refers to the physical characteristics of the work environment, problems relating to the reliability, availability, adequacy, maintenance or repairs of work structures and equipment. The reference data for completing the indicators are themselves objective and can be completed by the assessment team by referring to the company's Risks assessment report.

WARNING! In the event that the aspects to be assessed in this Dimension regard only part of the workers in the Homogeneous Group, it is recommended to record the proportion as a percentage in the notes.

No.	Indicator	Yes	No	Score	Notes
1	Noise Exposure exceeding the second level of action LEX > 85 dB(A) e p _{peak} > 140 Pa (137 dB(C) referring to 20 µPa).	1 ☐	0 ☐		
2	Inadequate acoustic comfort (non-industrial environment) Sources of noise unrelated to normal office activities. Noisy environments.	1 ☐	0 ☐		
3	Cancer/chemical risk not irrelevant Exposure to carcinogenic risk. Exposure to chemical risk NOT low in terms of safety and IS relevant in terms of worker health.	1 ☐	0 ☐		
4	Suitable microclimate Air conditioning, heating, absence of heat stress.	0 ☐	1 ☐		
5	Workplace adequate lighting with particular regard to eye strain activities (i.e., CVS. visually demanding jobs) Good natural lighting with shading options and standard and efficient artificial lighting system.	0 ☐	1 ☐		

6	Risks associated with manual handling of loads	1 ☐	0 ☐		
	Activity that exposes to manual load handling with Lifting Index > 1 (where applicable).				
7	Available, adequate and comfortable PPEs	0 ☐	1 ☐		If not required, answer YES
	Appropriate PPE available in terms of the work to be performed.				
8	Risk of physical assault at work/solitary work	1 ☐	0 ☐		
	Night work, solitary work at risk of physical aggression by service users.				
9	Immediate clear and risk-related safety signs	0 ☐	1 ☐		
	Presence of risk-appropriate safety signage.				
10	Exposure to exceeded levels of vibrations	1 ☐	0 ☐		
	a) for hand-arm vibrations: 2.5 m/s ² b) for full body vibrations: 0.5 m/s ²				
11	Adequate maintenance of equipment and machinery	0 ☐	1 ☐		
	Regular maintenance performed. Equipment maintenance user manual.				
12	Exposure to ionising and/or non-ionising radiation	1 ☐	0 ☐		
13	Exposure to biological hazard	1 ☐	0 ☐		
	Intended or potential exposure to biological agents.				

Task planning

The Dimension describes situations in which there is a lack of correspondence between the human resources and tools available and the performance of activities, assigned tasks and services. In addition, it verifies the existence of short work cycles, work that is fragmented and of an uncertain nature.

No.	Indicator	Yes	No	Score	Notes
14	Frequent interruptions at work	1 ☐	0 ☐		
	Frequent interruptions at work: telephone calls, user interference, unexpected or unplanned use of spaces for other activities that take priority.				
15	Adequacy of equipment resources to accomplish the task	0 ☐	1 ☐		
	Adequacy of equipment resources to accomplish the task (e.g., Equipment, devices, computers/software, printers, photocopiers etc.).				

16	Particularly monotonous works	1 ☐	0 ☐		
	The work is repetitive and there is no alternation with other tasks or activities that require different degrees of attention.				
17	The work requires different tasks at once to be performed	1 ☐	0 ☐		
	The normal performance of the task involves managing two or more activities simultaneously. Performing one function can require the interruption and subsequent resumption of another.				
18	Clear definition of tasks	0 ☐	1 ☐		
	There is a document/procedure that clearly describes the task of each worker, who is placed in a situation in which he/she understands his/her own task and those of his/her colleagues with closely related functions (e.g., job description, pairing, etc.).				
19	Adequate human resources to perform the tasks	0 ☐	1 ☐		
	The number and skills of the workers are appropriate in relation to the expected tasks and demands. Outgoing workers were suitably replaced with others of equivalent skills.				

Workload - Pattern of Work

This Dimension describes the situation of work overload or underload, as well as lack of control over work pace, and the existence of high levels of time pressure. Pressure is understood to mean physical but also mental workload, due to the need to make rapid decisions and take responsibility for other people, systems and production.

No.	Indicator	Yes	No	Score	Notes
20	Employees execute their tasks autonomously	0 ☐	1 ☐		
	Workers can decide the workload for the allocated time.				
21	There are unpredictable variations in the amount of work	1 ☐	0 ☐		
	The majority of activities are dependent on other things or people; thus, it is impossible to plan the workload.				
22	Long periods of inactivity during work shift	1 ☐	0 ☐		
	There are extended and repeated periods of 'downtime' during shifts and there is no secondary task to be performed in the meantime.				

23	Job characterized by high repeatability	1 ☐	0 ☐		
	Work with cyclic tasks that involve performing the same movement (or short series of movements) of the upper limbs at intervals of a few seconds or repeating a cycle of movements more than twice a minute for a total of at least 2 hours during the shift, without an adequate recovery time longer than 60 minutes.				
24	Fixed work rate for the execution of the task	1 ☐	0 ☐		
	There is a pre-set time to be adhered to for every service or task.				
25	Employees cannot vary the rhythm of machinery	1 ☐	0 ☐		
	In all situations, work is based on pace set by equipment and instrumentation.				
26	Workers must make quick decisions	1 ☐	0 ☐		
	Workers have a burden of responsibility when they have to make rapid decisions and are unable to discuss them with or ask for advice from their immediate superior, executive or manager.				
27	The job involves the use of hazardous machinery and equipment	1 ☐	0 ☐		
	See Annex IV Legislative Decree 17/2010.				
28	Employees assume great responsibilities for others and production facilities	1 ☐	0 ☐		
	Workers perform tasks of responsibility whose incorrect execution can harm the company, users and/or environment.				

Working hours

This Dimension includes shift work, inflexible, unpredictable or excessively long working hours repeated over time that can alter the social rhythm of the worker.

No.	Indicator	Yes	No	Score	Notes
29	Working time usually exceeds 8 hours per day	1 ☐	0 ☐		
	The worker often (several times a week) works overtime due to shift or performance-related demands. The indicator refers to the 8-hour cut-off insofar as it is the most common number of working hours for employees. In cases in which this cut-off doesn't apply, refer to the expected working hours as per contract.				
30	Working overtime	1 ☐	0 ☐		
	Staff work an overall number of hours that exceeds the expected contract hours, without the possibility of making up the overtime.				

31	Tight working schedule	1 ☐	0 ☐		
	There is no flexibility in work arrival/departure time.				
32	Work schedules change frequently	1 ☐	0 ☐		
	The timetable of working hours is unpredictable, insofar as changes are often required without regular planning.				
33	Work breaks are clearly defined	0 ☐	1 ☐		
	Times for bathroom breaks are pre-set or flexible, but available in all cases.				
34	Shift work	1 ☐	0 ☐		
	Regular shift work as provided for by existing legislation and as per the National Collective Labour Agreement.				
35	Night shift work	1 ☐	0 ☐		
	Regular night shift work as per the National Collective Labour Agreement.				
36	Fixed or rotating night shift	1 ☐	0 ☐		
	There is fixed or frequently rotating night shift work (alternating morning/afternoon/night).				

WORK CONTEXT AREA

The Work Context Area is made up of 6 indicator Dimensions that include communication flows, role within the organisation, participation level, home/work interface, etc. Below is a description of each individual Area and information for completing the different indicators correctly.

Checklist - Work Context Area

Function and organisational culture

This Dimension includes all the indicators relating to function and organisational culture, such as lack of knowledge about the organisational structure, lack of definition of organisational procedures and objectives, poor or badly managed company communications, poor focus on problem solving and staff development.

No.	Indicator	Yes	No	Score	Notes
37	Diffusion of the organisational chart	0 ☐	1 ☐		
	The organisation chart is the diagram or graphic-descriptive representation of the company structure, functions and activities (e.g., availability and distribution of the organisation chart on the company website or intranet, specific circular, etc.).				
38	Business procedures are used	0 ☐	1 ☐		
	A procedure is a formalised indication of the company work processes and includes the methods that must be adopted in the various phases of an activity.				
39	Company procedures are illustrated to employees	0 ☐	1 ☐		
	There is a plan for procedure information and distribution to workers via intranet, company publications, notice boards, training courses, etc., including with regard to structural and/or organisational changes.				
40	Company goals and objectives are shared with workers	0 ☐	1 ☐		
	Long and medium-term company objectives, as well as budget objectives (which can concern the company or the organisational division), are communicated to workers via specific documents or staff meetings at the start or end of the financial year.				
41	Diffusion of an enterprise security management system	0 ☐	1 ☐		
	The safety management system (SGS) defines the methods for identifying the responsibilities, procedures, processes and resources within the company's organisational structure for the creation of the company's prevention policies, in compliance with existing health and safety regulations.				
42	Business communication systems (bulletin boards, Internet, paycheck stuffers, flyers...)	0 ☐	1 ☐		
	Existence of company communication systems that enable operational, organisational and management information to reach all workers.				
43	Meetings between management and employees	0 ☐	1 ☐		
	Existence of structured and regular communication between all workers and their immediate superiors for notifications, updates, problem solving, takeover procedures, etc.				
44	Training plan for the professional growth of employees	0 ☐	1 ☐		
	Existence of a training plan for developing/refreshing professional skills, available to all workers, in addition to the training required by law.				
45	Company communications to all staff	0 ☐	1 ☐		
	Existence of communication and information from the Employer and company management to the staff (start/end of financial year, etc.).				

46	Codes of ethics and conduct (disciplinary codes are not included)	0 ☐	1 ☐		
	Company document that indicates the explicit stance of the Employer against harassment, discrimination, conflict.				
47	Counselling for work-related hardship (stress, bullying...)	0 ☐	1 ☐		
	There is an identified person or department for listening to and managing situations of occupational malaise.				

Role within the organisation

This Dimension describes situations in which the role held by individual workers is unclear. Therefore, there are situations of role ambiguity, overlap and conflict.

No.	Indicator	Yes	No	Score	Notes
48	Employees know the company's hierarchy structure	0 ☐	1 ☐		
	The workers understand the order in which the power is exercised and delegated: Employer, executives, managers.				
49	Roles are clearly defined	0 ☐	1 ☐		
	The workers know which activities they must perform and the role that they play in relation to colleagues and superiors.				
50	Employees have multiple overlapping roles (shift supervisor, line manager, quality manager)	1 ☐	0 ☐		
	There are workers that fill multiple roles simultaneously.				
51	Top/line managers provide conflicting information concerning the job	1 ☐	0 ☐		
	Errors or misunderstandings have occurred due to the failure of information sharing between executives and managers or due to unclear corporate chain of command.				

Career path

This Dimension describes the situations in which career progression criteria and rules for career progression are non-existent or are not clear and transparent. This Dimension also includes job insecurity and poor social value attributed to work.

No.	Indicator	Yes	No	Score	Notes
52	Defined career advancement	0 ☐	1 ☐		
	Check the provisions of the contracts and agreements of the company on career progression (e.g., length of time employed, roles, tier movements, etc.). Indicate in the notes if the criteria are defined but not applied (due to 'cuts', absence of competitive selection processes, etc.).				
53	Reward systems for the proper management of employees by managers/leaders	0 ☐	1 ☐		
	The executives are assessed on their staff management ability with reference to, for example, absences, transfer requests, conflict, performance and productivity, etc. Indicate the assessment criteria used in the notes.				
54	Reward systems for the achievement of safety objectives	0 ☐	1 ☐		
	The executives and the workers are evaluated in terms of the use of PPE, the use of medical equipment, compliance with health and safety regulations.				

Decision-making - Work control

This Dimension describes situations in which there is poor or reduced participation in the decision-making process and a lack of autonomy in planning and performing one's own work and/or performance.

No.	Indicator	Yes	No	Score	Notes
55	Work depends on the activities previously carried out by others	1 ☐	0 ☐		
	Workers' activity is dependent on the delivery times and methods of other structures, divisions, departments, etc.				
56	Employees are sufficiently autonomous to decide how to do their job	0 ☐	1 ☐		
	Workers can decide, at least in part, the order and/or methods of carrying out the work assigned.				
57	Employees have access to information on business decisions relating to the Working Group	0 ☐	1 ☐		
	Workers are made aware of the specific objectives and function that the company assigns to the group to which they belong and of the underlying motives for decisions that concern them.				

58	Employees are allowed to participate in the decision-making process	0 ☐	1 ☐		
	The workers are heard before making decisions concerning the groups to which they belong. In addition, workers can make suggestions for improvement to their managers.				
59	Strict job monitoring protocols	1 ☐	0 ☐		
	Work is monitored by others, who keep strict control over times and results.				

Interpersonal relationships at work

This Dimension investigates the possibility of communicating with superiors or executives or any limited relations with superiors, interpersonal conflict and the management of abusive or unlawful behaviour.

No.	Indicator	Yes	No	Score	Notes
60	Employees can communicate with top managers	0 ☐	1 ☐		
	Every worker has the possibility of communicating with his/her manager or direct supervisor (e.g., planned meetings, availability for conversations over the phone or via email).				
61	Misconduct of top managers and colleagues are properly managed	0 ☐	1 ☐		
	In the event of unlawful or abusive behaviour by a superior or colleagues, the worker has the possibility of referring it to his/her Employer or to a company appointed representative.				
62	Reporting of conflicts and arguments frequently	1 ☐	0 ☐		
	There are various situations of conflict between workers that have protracted over time and are familiar to everyone.				

Work-home interface

This Dimension includes indicators that can promote or hinder the reconciliation of work and private life.

No.	Indicator	Yes	No	Score	Notes
63	Meal break in an adequate place (company canteen)	0 ☐	1 ☐		
64	Offered flexible work arrangements	0 ☐	1 ☐		
65	Opportunity to get to work by public transportation/company shuttle bus service	0 ☐	1 ☐		
66	Opportunity to perform vertical and horizontal part-time work	0 ☐	1 ☐		

This Dimension has a totally different method of allocating the scores, as compared to the other Dimensions of the Checklist. The rules are as follows:

- If the final result is 0, the entry for the final Work Context table is -4.
- If the final result is more than 0, the final table entry is 0.

Checklist - Remote work and technological innovation

This Dimension includes indicators related to remote work, such as technological equipment, specific training on tools, and any communication/information or supervision activities.

No.	Indicator	Yes	No	Score	Notes
I	Appropriate technological equipment has been provided to workers to enable them to work remotely	0 ☐	1 ☐		
II	Training/upgrade courses were provided on the technological equipment to be used for working remotely	0 ☐	1 ☐		
III	Training/information initiatives have been implemented on the organisational and management modalities related to remote work	0 ☐	1 ☐		
IV	There are procedures in place for directing/ coordinating and/or verifying/reviewing remote activities between employees and their manager	0 ☐	1 ☐		
V	Activities that can be performed remotely have been identified	0 ☐	1 ☐		
VI	Technical and organisational measures have been introduced to ensure that employees can disconnect from their work devices	0 ☐	1 ☐		
VII	Health and safety information regarding remote work has been adequately communicated	0 ☐	1 ☐		

Score sheets

For the calculation methods used for the scores of the individual Dimensions and Sentinel Event Areas, Content and Work Context, and the interpretation of the final score, please refer to the 2017 Inail methodology manual. Please note that by registering for free on the Inail platform, you can use the online software to calculate the results of the checklist and obtain a detailed preliminary assessment report to be included in the documentation supporting the assessment.

APPENDIX 2

SCORING DATA SHEET FOR THE INTEGRATIVE DIMENSION OF THE CHECKLIST

CALCULATION OF THE SCORE FOR THE REMOTE WORK AND TECHNOLOGICAL INNOVATION MODULE

Once all the indicators in the Remote Work and Technological Innovation module have been filled out, the following calculation formula must be applied to obtain the overall score, in line with the approach already in place for the Work Content and Work Context dimensions, which remain unchanged:

Formula for calculating the integrative dimension score

$$\frac{\text{Sum of dimension indicator scores}}{\text{Number of dimension indicators}} \times 100$$

For example, if, after completing the module, you have obtained a score corresponding to 3, proceed with calculating the overall dimension score as follows

$$\text{Remote work and technological innovation: } (3/7) \times 100 = 43$$

Table 3 shows the ranges of adequacy for the implementation of remote work and technological innovation for interpreting the results obtained. Continuing with the previous example, we can see from Table 3 that the score of 43 corresponds to the range of average implementation adequacy.

Table 3 Remote work and technological innovation Module Ranges							
IV – Remote work and technological innovation							
Dimension	Dimension Score	Adequacy of remote work and technological innovation implementation					
		Adequate implementation		Need for corrections		Need for substantial corrections	
		From	to	From	To	From	to
Remote work and technological innovation module	(...)	0	28	29	85	86	100

Table 4 allows to verify the positioning of the homogeneous group/company in terms of implementation adequacy levels and related indications.

Table 4 Adequacy of remote work and technological innovation implementation			
Colour code	from	to	
	0	28	Adequate implementation The analysis of the indicators does not highlight any organisational and managerial conditions that are critical to the implementation of remote work and technological innovation, which could lead to potential emerging psychosocial risks. In this case, the result of adequate implementation must be reported in the Risk Assessment report and does not require specific improvement actions. However, as also reiterated in the Inail Methodology manual, to effectively apply the approach and correctly identify the levels of adequacy of implementation, it is recommended that the entire methodological process be implemented. Therefore, it is advisable to conduct an in-depth assessment that includes the module contextualised to remote work and technological innovation.
	29	85	Need for corrections The analysis of the indicators highlights the lack of certain organisational and managerial conditions in the implementation of remote work and technological innovation, the absence of which may lead to the emergence of potential psychosocial risks. Corrective actions must be taken by addressing the aspects described in the critical indicators. However, as also reiterated in the Inail Methodology manual, to effectively apply the approach and correctly identify the levels of adequacy of implementation, it is recommended that the entire methodological process be implemented. Therefore, it is advisable to conduct an in-depth assessment that includes the module contextualised to remote work and technological innovation.

	86	100	Need for substantial corrections The analysis of the indicators highlights the lack of various organisational and managerial conditions in the implementation of remote work and technological innovation, the absence of which may lead to the emergence of potential psychosocial risks. Corrective action must therefore be taken by addressing the aspects described in the critical indicators. However, as also reiterated in the Inail Methodology manual, to effectively apply the approach and correctly identify the levels of adequacy of implementation, it is recommended that the entire methodological process be implemented. Therefore, it is advisable to conduct an in-depth assessment that includes the module contextualised to remote work and technological innovation.
--	----	-----	--

Please note that the score obtained for remote work and technological innovation does not interfere in any way with the final score obtained from the sum of the scores from the Sentinel Events, Work Content and Work Context areas.

Therefore, it should be considered as an additional resource that allows for a deeper understanding of aspects related to new ways of working and the use of constantly evolving technologies to enable more effective management.

APPENDIX 3

THE INDICATOR TOOL QUESTIONNAIRE AND THE CONTEXTUALISED MODULE

Name of the homogeneous group _____

A. Gender

☐ M ☐ F

B. Age

☐ up to 30 years ☐ from 31 to 50 years old ☐ 51 years old and over

C. Nationality

☐ Italian ☐ not Italian

D. Contract type

☐ Permanent ☐ Fixed term
☐ Collaboration ☐ Subcontract
☐ Other

E. Type of working hours

☐ Full time ☐ Vertical part-time
☐ Horizontal part-time ☐ Mixed part-time

F. Remote work (multiple answers possible)

☐ No ☐ Agile work
☐ Telework ☐ Decentralised work at the company's offices

G. Average number of remote work days per week

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6

Please read the following statements carefully regarding your work over the last 6 months and indicate how often you have experienced them using the scale below.

		Never	Rarely	Sometimes	Often	Always
1	I am clear what is expected of me at work					
2	I can decide when to take a break					
3	Different groups at work demand things from me that are hard to combine					
4	I know how to go about getting my job done					
5	I am subject to personal harassment in the form of unkind words or behaviour					
6	I have unachievable deadlines					
7	If work gets difficult, my colleagues will help me					
8	I am given supportive feedback on the work I do					
9	I have to work very intensively					
10	I have a say in my own work speed					
11	I am clear what my duties and responsibilities are					
12	I have to neglect some tasks because I have too much to do					
13	I am clear about the goals and objectives for my department					
14	There is friction or anger between colleagues					
15	I have a choice in deciding how I do my work					
16	I am unable to take sufficient breaks					
17	I understand how my work fits into the overall aim of the organisation					
18	I am pressured to work long hours					
19	I have a choice in deciding what I do at work					
20	I have to work very fast					
21	I am subject to bullying at work					
22	I have unrealistic time pressures					
23	I can rely on my line manager to help me out with a work problem					

Please read the following statements carefully regarding your work over the last 6 months and indicate how often you have experienced them using the scale below.

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
24	I get help and support I need from colleagues					
25	I have some say over the way I work					
26	I have sufficient opportunities to question managers about change at work					
27	I receive the respect I deserve from my colleagues at work					
28	Staff are always consulted about change at work					
29	I can talk to my line manager about something that has upset or annoyed me about work					
30	My working time can be flexible					
31	My colleagues are willing to listen to my work-related problems					
32	When changes are made at work, I am clear how they will work out in practice					
33	I am supported through emotionally demanding work					
34	Relationships at work are strained					
35	My line manager encourages me at work					

Please read the following statements carefully concerning technological innovation implemented in your work environment and indicate how often you have experienced them using the scale below.

		Never	Rarely	Sometimes	Often	Always
36	I am forced by technology to work much faster					
37	I am forced by technology to do more work than I can handle					
38	I am forced to change my work habits to adapt to new technologies					
39	I spend less time with my family due to new technologies					
40	I have to be in touch with my work even during vacation, evenings and weekends due to new technologies					
41	I feel my personal life is being invaded by technology					
42	I do not know enough about new technologies to handle my job satisfactorily					
43	I need a long time to understand and use new technologies					
44	I often find it too complex for me to understand and use new technologies					

Please read the following statements carefully regarding your work and the technological innovation implemented in your work environment and indicate your level of agreement using the scale below.

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
45	My work demands interfere with my family/private life					
46	My family/private life demands interfere with my work					
47	The technological tools provided improve my job performance					
48	The technological tools provided are useful for carrying out my work					
49	The technological tools provided improve interactions with my colleagues					
50	The technological tools provided allow me to stay updated					

51	The technological tools provided are easy to use					
52	The technological tools provided help me achieve a good work-life balance					

Please carefully read the following statements about remote work, referring to the last 6 months, and indicate how often you have experienced them using the scales below.

		Never	Rarely	Sometimes	Often	Always
53	Technical issues (e.g. connection, computer speed, slowdowns due to updates)					
54	Lack of social interaction with colleagues					
55	Physical difficulties (e.g. the workstation at home is not as comfortable as the workstation in the office in terms of comfort, lighting, noise, ventilation, temperature)					
56	Distractions (e.g. interruptions from children, family, noise)					
57	Communication difficulties (e.g. receiving information/explanations via email is not the same as receiving them verbally or in person)					
58	Difficulties in supervision (e.g. monitoring an employee's work while they are working remotely)					
59	Isolation from the work team					
60	Lack of useful information and knowledge to do my job					

		Every day	Twice a week	Once a week	Two or three times a month	Once every 3 months
61	How often do you interact with your line manager?					
62	How often do you interact with your colleagues?					

APPENDIX 4

ILLUSTRATIVE TABLE OF THE INTEGRATIVE DIMENSIONS OF THE REMOTE WORK AND TECHNOLOGICAL INNOVATION MODULE OF THE QUESTIONNAIRE

This table shows the integrative dimensions and corresponding items of the questionnaire provided in the module designed for remote work and technological innovation in the Inail methodology for the assessment and management of work-related stress risk. These specifications may be helpful in exploring the content of the dimensions in order to understand the results obtained and proceed with the identification of the most appropriate corrective/improvement and prevention measures and actions. For each individual integrative dimension, the relevant items are listed and numbered in accordance with their sequential number in the questionnaire.

Table 1 Integrative dimensions for remote work and technological innovation	
Item	Techno-overload <i>Refers to a situation in which workers experience an increased workload as a consequence of the use of technologies.</i>
36	I am forced by technology to work much faster
37	I am forced by technology to do more work than I can handle
38	I am forced to change my work habits to adapt to new technologies
Item	Techno-invasion <i>Refers to the degree of work intrusion, due to technology, into personal life.</i>
39	I spend less time with my family due to new technologies
40	I have to be in touch with my work even during vacation, evenings and weekends due to new technologies
41	I feel my personal life is being invaded by technology
Item	Techno-complexity <i>Refers to the time and effort that workers are required to dedicate to learning and understanding how to use new technologies.</i>
42	I do not know enough about new technologies to handle my job satisfactorily
43	I need a long time to understand and use new technologies
44	I often find it too complex for me to understand and use new technologies
Item	Home-work conflict <i>Refers to the balance between aspects of working life and non-working life, particularly family life.</i>
45	My work demands interfere with my family/private life
46	My family/private life demands interfere with my work

Item	Acceptability of technological tools <i>Refers to the degree of acceptance among workers regarding the ease of use of technologies, the support they provide in carrying out work activities and achieving objectives, the improvement of workplace relationships, and the balance between work and private life.</i>
47	The technological tools provided improve my job performance
48	The technological tools provided are useful for carrying out my work
49	The technological tools provided improve interactions with my colleagues
50	The technological tools provided allow me to stay updated
51	The technological tools provided are easy to use
52	The technological tools provided help me achieve a good work-life balance
Item	Critical issues of remote work <i>Technical problems, lack of social interaction or perceived isolation, physical difficulties, communication/information difficulties and supervision difficulties.</i>
53	Technical issues (e.g. connection, computer speed, slowdowns due to updates)
54	Lack of social interaction with colleagues
55	Physical difficulties (e.g. the workstation at home is not as comfortable as the workstation in the office in terms of comfort, lighting, noise, ventilation, temperature)
56	Distractions (e.g. interruptions from children, family, noise)
57	Communication difficulties (e.g. receiving information/explanations via email is not the same as receiving them verbally or in person)
58	Difficulties in supervision (e.g. monitoring an employee's work while he/she is working remotely)
59	Isolation from the work team
60	Lack of useful information and knowledge to do my job
Item	Interactions in remote work <i>Refers to the frequency of interactions with managers/superiors and colleagues.</i>
61	How often do you interact with your line manager?
62	How often do you interact with your colleagues?

APPENDIX 5

SUPPORT SHEET FOR CONDUCTING THE FOCUS GROUP TO DEEPEN THE RESULTS OF THE PRELIMINARY ASSESSMENT AND TO PROPOSE ACTIONS FOR INTERVENTION

This sheet is intended to guide the gathering of information through focus groups with workers, aimed at systematising the results emerging from the Checklist for the preliminary assessment of work-related stress risk. Specifically, this sheet allows for an in-depth examination of certain aspects that are useful for identifying the most appropriate corrective/improvement and prevention measures and actions, but also for gathering insights and updates on potential emerging risks related to changes in the organisation and management of work. The compilation is the responsibility of the moderator, who will guide the participants¹ discussion and translate their contributions into operational proposals, following the instructions below.

GUIDE TO FILLING OUT THE SHEET

The guidelines provided below are useful for filling out the Support Sheet, for conducting the focus group based on the results of the preliminary assessment, and for guiding the moderator in identifying both improvement and corrective action proposals. The focus group technique may be a valuable tool for companies when it is deemed necessary to examine the results of the risk assessment further to facilitate the identification of management actions. Through the direct involvement of workers that this technique requires, it is possible to gather additional information regarding work organisation aspects, as well as any suggestions for improvement and resolution of the identified critical issues. In this regard, it is recommended that the focus group be led by a member of the Steering Group (with adequate expertise in this technique), as the moderator must have detailed knowledge of all the steps involved in the risk assessment process, particularly about the results obtained and the specific aspects of work organisation that have been identified as critical. It should be noted, however, that the findings of the focus group will then be analysed in detail by the entire Steering Group. The purpose is to assess whether any improvement/corrective proposals can be taken into consideration based on certain criteria, such as feasibility and specificity with respect to the identified problem, implementation priority, availability of resources and implementation timelines (in this regard, a specific sheet has been developed for the Steering Group to facilitate the identification of interventions).

¹ Further information on the use of focus groups in the assessment and management of work-related stress is available in the Inail methodology manual and the Guide to the methodological adaptation of focus groups, which can be consulted online on the Inail platform for the assessment and management of work-related stress risk.

Finally, by conducting the focus group following the provided guidelines and the support sheet, it will also be possible to update the critical issues arising from changes that may have affected the organisation and management of work and that should be monitored for their potential impact on work-related stress. The areas of intervention are accompanied by proposals for corrective/improvement actions useful for addressing the identified risks. The list of possible interventions is indicative and not exhaustive, as each organisational reality presents its own peculiarities and specificities. We recommend using this guide when conducting the focus group, specifying to participants the description of the area being explored and providing examples of proposed interventions each time. The aim is to guide the focus group towards the correct interpretation of the results and thus encourage the development of proposals for intervention.

SECTION I - RECOGNITION OF THE HOMOGENEOUS GROUPS INVOLVED AND THE RESULTS OF THE ASSESSMENT

Section I is dedicated to identifying the homogeneous groups to which the workers selected to participate in the individual focus groups belong. Indeed, it is possible to conduct a focus group on workers belonging to a single homogeneous group, or to bring together workers belonging to several homogeneous groups in the same focus group. In the second case, participants are selected by the Steering Group according to criteria of homogeneity of performed activities, risks to which they are exposed, and results emerging from the preliminary assessment of work-related stress risk in their homogeneous groups. The summary results of the preliminary assessment for each group are reported in Section I in order to keep track of the areas that require further investigation in relation to the identification of interventions and actions to be implemented.

Table 1	Instructions for completing Section I
Homogeneous groups under assessment	In this section, it should be specified which groups of workers are involved in the focus group based on the results of the preliminary assessment of work-related stress risk.
Results of the preliminary assessment	It should be reported in the appropriate tables the results obtained by the homogeneous groups involved for each risk dimension investigated in the preliminary assessment phase.

SECTION II - WORK CONTENT AND WORK CONTEXT AREAS AND REMOTE WORK AND TECHNOLOGICAL INNOVATION DIMENSION

Section II of the sheet provides a summary table for each dimension of the Checklist, which is useful for identifying proposals for action. For each dimension, it is required to specify:

- **Relevant critical aspects** that emerged from the assessment, which can be extrapolated from reading the most critical indicators for each dimension and discussed during the focus group for further analysis. The focus group moderator must complete this section prior to the meeting with workers, based on the results of the preliminary assessment.
- The **solutions proposed by the focus group** to be briefly transcribed with the agreement of the participants.
- The **level of agreement/consensus** on the identified proposal, which will be assessed by the moderator based on the degree of agreement (choosing between Low, Medium and High) obtained for each proposal, respecting the individuality of the participants and their contributions. Proposals may not always be fully agreed within the working group.
- The **target audience** for the proposed interventions to stimulate the production of different proposals that can address multiple targets (organisational, leadership, group, individual) in order to improve the effectiveness of the identified interventions. The moderator should encourage reflection and the identification of corrective/improvement measures that ensure active involvement at four levels of intervention. Where possible, the moderator should prioritise interventions aimed at eliminating the source of work-related stress, but also consider protective or supportive interventions in cases where the source of risk cannot be eliminated due to the nature of the work itself:
 - I. **Organisational Level:** the intervention focuses on how work activities are organised, performed and managed (e.g. review of company practices and policies, definition of procedures, redefinition of roles, tasks and/or activities).
 - II. **Leadership Level:** the intervention focuses on organisational governance from management and superiors (e.g. strengthening managerial support activities, communication of organisational changes, feedback activities and opportunities for discussion).
 - III. **Group Level:** the intervention focuses on the characteristics of working groups (e.g. promoting or improving group atmosphere, teamwork, group resources).
 - IV. **Individual Level:** the intervention focuses on the individual characteristics of workers (e.g., interventions aimed at strengthening motivation, self-efficacy, or the technical skills required for the role).
- **Any further comments:** useful in case of disagreement among focus group members or necessary clarifications, including those relating to specific changes or interventions already in place.

Table 2 Examples of possible interventions for the dimensions of the Work Content Area**Work environment and work equipment**

Identification of interventions is the responsibility of the persons in charge and is contained in the specific risk assessment report.

Task planning

- Reorganising activities in terms of workload, time and resources.
- Adjusting existing equipment and instruments or task execution times.
- Rotation and implementation of the task.
- Reviewing documents describing any changes that have occurred in procedures, processes, and workflows related to specific activities.
- Recognition and clear communication of any changes in procedures, roles and tasks assigned to each worker.
- Training on preparatory skills and procedures.

Workload - Pattern of work

Regarding shift work and breaks, the examples are only indicative and may require further consideration and contextualisation by the working group.

- Interventions on working hours or variations in workloads, including implementing worker autonomy in task execution.
- Identifying secondary activities to be undertaken during downtime, including those proposed by employees in line with company needs.
- Personnel rotation or inclusion of breaks during shifts.
- Improving task planning and, where possible, implementing workers' autonomy.
- Including breaks during the work shift.
- Reviewing and redistributing workloads based on individual skills.
- Performing a careful assessment of situations of excessive workload.
- Identifying responsibilities, providing training and communicating.
- Establishing clear and agreed time slots during which remote workers are available, guaranteeing the right to disconnect.

Working hours

Concerning shift work and breaks from work, the examples are only indicative and may require further consideration and contextualisation by the working group.

- Recognition and clear communication of any changes in procedures, roles, and tasks assigned to each worker.
- Scheduling working hours to promote work-life balance, implementing flexibility where feasible.
- Scheduling working hours and communicating them to workers.
- Limiting shift changes as much as possible, proper task planning.
- Implementing an information and participation system for the workers involved.
- Promoting better organisation of work shifts to allow for more rest and ensure workers' recovery.

Table 3 Examples of possible interventions for the dimensions of the Work Context Area**Function and organisational culture**

- Identifying opportunities and tools that facilitate the knowledge of the company organisation chart and verifying its consistency with reality.
- Review of documents describing procedures, processes and workflows and dissemination to employees.
- Identifying opportunities and tools (company emails, circulars, intranet, etc.) that facilitate the dissemination process.
- Internal communication at specific times of the year or target reviews.
- Clear identification of responsibilities, procedures, processes and related resources.
- Scheduling meetings/discussions between employees and their managers.
- In addition to compulsory training, provide cross-disciplinary training courses in line with company objectives that are accessible to all employees.
- Adoption of the code of behaviour by the employer, which entrusts its application to managers and indicates the procedures that workers can adopt.
- Identifying a competent and trustworthy person or office and publicising this information as widely as possible.
- Training new arrivals in the necessary skills.
- Organising meetings/discussions on work-related issues that have arisen.
- Providing workers with accurate and timely updates on what is happening (e.g. procedures) and on the implemented measures.

Role within the organisation

- Dissemination of organisational chart, objectives and procedures.
- Clear identification and communication of tasks, responsibilities and results to be achieved in accordance with imposed restrictions and procedures.
- Training in managing multiple roles and information regarding the responsibilities that these entail.
- Coordination meetings between managers and supervisors.
- Sharing management's assessment criteria regarding personnel management.
- Disseminating documents on the use of PPE, equipment and compliance with health and safety regulations.

Career path

- Identifying career goals.
- Developing training activities that stimulate growth interests and consider the training needs of workers.
- Ensuring regular performance reviews.
- Planning and sharing clear procedures for fair career development.
- Supporting workers in their development, including through coaching and mentoring activities.
- Providing information about possible career advancement opportunities.

Decision-making - Work control (Autonomy)

- Promoting workers' knowledge about the production cycle and available resources.
- Valuing the experience of each worker and promoting autonomy.
- Implementing an information system that also explains the reasons behind decisions, thereby limiting any possible resistance from employees.
- Scheduling meetings/discussions between employees and their managers.
- Sharing protocols, procedures and criteria for evaluating the work performed by workers.

- Organising meetings/discussions on work-related issues that have arisen.
- Training of managers on the code of ethics and its application, also with the assistance of an internal reference.
- The manager is concerned with conflict handling and activates containment/counteraction procedures.
- Procedures and policies providing adequate support to workers.
- Introducing a company policy that ensures adequate protection for personnel and contributes to preventing forms of discrimination and violence.

Interpersonal relationships at work

- Providing the opportunity to discuss and address work-related issues (in meetings and/or individual discussions).
- Identifying and addressing conflicts promptly.
- Training on conflict management.
- Fostering workers' awareness on how to access information, rules and procedures relevant to their issues.
- Procedures and policies capable of offering adequate support to workers.
- Develop a company policy on violence and aggression and ensure that all personnel are aware of it and comply with it.
- Procedures for identifying and promptly addressing conflicts.
- Clear planning of work and tasks.
- Definition of shared objectives and responsibilities.
- Promotion by the company of positive behaviour at work, to avoid conflicts and ensure fair conduct.
- Systems to encourage workers to report unacceptable behaviour.

Work-home interface, Work-life balance

Regarding shift work and breaks, the examples are only indicative and may require further consideration and contextualisation by the working group.

- Reviewing and redistributing of workload.
- Promoting remote work where possible.
- Training remote workers on how to work from home safely and effectively, considering ergonomic, physical and psychosocial risks.
- Providing managers with guidance on how to interact appropriately and act as a guide and support for remote workers.
- Establishing clear and agreed time slots during which remote workers are available, guaranteeing the right to disconnect and achieve a work-life balance.

Remote work and technological innovation

- Providing adequate technological equipment for remote work.
- Providing training/upgrading programmes on the technological equipment to be used for remote work.
- Training/information sessions on the organisational and management methods related to remote work.
- Establishing methods for managing/coordinating and/or verifying/reviewing remote activities between workers and their manager.
- Identifying activities that can be carried out remotely.
- Introducing the technical and organisational measures necessary to ensure that workers can disconnect from their technological work equipment.
- Providing health and safety information relating to remote work.
- Encouraging social interactions among remote workers, including through virtual means.

SUPPORT SHEET FOR CONDUCTING THE FOCUS GROUP BASED ON THE RESULTS OF THE PRELIMINARY ASSESSMENT

Section I - Recognition of the homogeneous groups involved and results of the assessment

Company name

Homogeneous groups involved in the focus group	Number of workers

Results of the preliminary assessment

Work Content Area	Number of groups by risk level		
Work environment and work equipment			
Task planning			
Workload – Pattern of work			
Working hours			
Area Score			

Work Content Area	Number of groups by risk level		
Function and organisational culture			
Role within the organisation			
Career path			
Decision-making – Work control (Autonomy)			
Interpersonal relationships at work			
	0		-4
Work-home interface, Work-life balance			
Area Score			
Remote work and technological innovation			

Section II - The Work Content and Work Context areas

Work Content Area

Work environment and work equipment

Problems relating to the reliability, availability, suitability, maintenance or repair of work facilities and equipment. Refer to the company's risk assessment report. The identification of interventions is the responsibility of the persons in charge and is contained in the specific risk assessment report.

Task planning

Mismatch between available human and instrumental resources and the performance of activities, assigned tasks and services; presence of short work cycles, fragmented work characterised by uncertainty.

Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

Workload - Pattern of work

Work overload or underload; lack of control over the pace of work; high levels of time pressure in terms of physical and cognitive load due to the need to make quick decisions and take responsibility for third parties, facilities and production.

Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

Working hours

Shift work; rigid, unpredictable or excessively long working hours on reiterated occasions over time.

Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

Work Context Area

Function and organisational culture

Poor understanding of the organisational structure; lack of defined organisational procedures and objectives; poor or poorly managed corporate communication; insufficient focus on problem solving and personnel development.

Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

Role within the organisation

Poor clarity regarding the roles of workers (ambiguity, overlap and/or role conflict).

Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

Career path

Poor clarity and transparency or total absence of criteria and rules for career progression; job insecurity; low social value attributed to work.

Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

Decision-making - Work control (Autonomy)

Reduced or insufficient participation in decision-making; lack of autonomy in planning and carrying out one's work and/or performance.

Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

Interpersonal relationships at work

Opportunities for communication with superiors or managers; limited relations with superiors; presence of interpersonal conflicts and management of abusive or unlawful behaviour.

Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

Work-home interface, Work-life balance

Potential hindrances to balancing life and work.

Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

Remote work and technological innovation

Potential hindrances to the proper implementation of remote work and technological innovation.

Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

APPENDIX 6

SUPPORT SHEET FOR CONDUCTING THE FOCUS GROUP TO DEEPEN THE RESULTS OF THE IN-DEPTH ASSESSMENT AND TO PROPOSE ACTIONS FOR INTERVENTION

This sheet is intended to guide the gathering of information through focus groups with workers, aimed at systematising the results emerging from the questionnaire for the in-depth assessment of work-related stress risk. Specifically, this sheet allows for an in-depth examination of certain aspects that are useful for identifying the most appropriate corrective/improvement and prevention measures and actions. The compilation is the responsibility of the moderator, who will guide the participants' discussion and translate their contributions into operational proposals, following the instructions below. For further information on the use of focus groups, please refer to the Guide to the methodological adaptation of focus groups in the process of assessing and managing work-related stress risk provided on the Inail platform.

GUIDE TO FILLING OUT THE SHEET

The guidelines provided below are useful for filling out the Support Sheet for conducting the focus group based on the results of the in-depth assessment and for guiding the moderator in identifying both improvement and corrective action proposals. The focus group technique may be a valuable tool for companies when it is deemed necessary to examine the results of the risk assessment further to facilitate the identification of management actions. Through the direct involvement of workers that this technique requires, it is possible to gather additional information regarding work organisation aspects, as well as any suggestions for improvement and resolution of the identified critical issues. In this regard, it is recommended that the focus group be led by a member of the Steering Group (with adequate expertise in this technique), as the moderator must have detailed knowledge of all the steps involved in the risk assessment process, particularly about the results obtained and the specific aspects of work organisation that have been identified as critical. It should be noted, however, that the findings of the focus group will then be analysed in detail by the entire Steering Group. The purpose is to assess whether any improvement/corrective proposals can be taken into consideration based on certain criteria, such as feasibility and specificity with respect to the identified problem, implementation priority, availability of resources and implementation timelines (in this regard, a specific sheet has been developed for the Steering Group to facilitate the identification of interventions). The areas of intervention are accompanied by proposals for corrective/improvement actions useful for addressing the identified risks. The list of possible inter-

ventions is indicative and not exhaustive, as each organisational reality presents its own peculiarities and specificities. We recommend using this guide when conducting the focus group, specifying to participants the description of the area being explored and providing examples of proposed interventions each time. The aim is to guide the focus group towards the correct interpretation of the results and thus encourage the development of proposals for intervention.

SECTION I - RECOGNITION OF THE HOMOGENEOUS GROUPS INVOLVED AND THE RESULTS OF THE ASSESSMENT

Section I is dedicated to identifying the homogeneous groups to which the workers selected to participate in the individual focus groups belong. In fact, it is possible to conduct a focus group on workers belonging to a single homogeneous group, or to bring together workers belonging to several homogeneous groups in the same focus group. In the latter case, participants are selected by the Steering Group based on criteria of homogeneity of performed activities, risks to which they are exposed, and the results of the in-depth assessment of work-related stress risk in their homogeneous groups. The summary results of the in-depth assessment for each group are reported in Section I to keep track of the areas that require further investigation in relation to the identification of interventions and actions to be implemented.

Table 1	Instructions for completing Section I
Homogeneous groups under assessment	In this section, it should be specified which groups of workers are involved in the focus group based on the results of the in-depth assessment of work-related stress risk.
Results of the in-depth assessment	The results obtained by the homogeneous groups involved for each risk dimension investigated in the in-depth assessment phase must be reported in the appropriate tables.

SECTION II - QUESTIONNAIRE DIMENSIONS

Section II of the sheet provides a summary table for each dimension of the Questionnaire, which is useful for identifying proposals for action. For each dimension, it is required to specify:

- **Relevant critical aspects** that emerged from the assessment, which can be extrapolated from reading the most critical indicators for each dimension and discussed during the focus group for further analysis. The focus group moderator must complete this section prior to the meeting with workers, based on the results of the in-depth assessment.

- The **solutions proposed by the focus group** to be briefly transcribed with the agreement of the participants.
- The **level of agreement/consensus** on the identified proposal, which will be assessed by the moderator based on the degree of agreement (choosing between Low, Medium and High) obtained for each proposal, respecting the individuality of the participants and their contributions. Proposals may not always be fully agreed within the working group.
- The **target audience** for the proposed interventions to stimulate the production of different proposals that can address multiple targets (organisational, leadership, group, individual) in order to improve the effectiveness of the identified interventions. The moderator should encourage reflection and the identification of corrective/improvement measures that ensure active involvement at four levels of intervention. Where possible, the moderator should prioritise interventions aimed at eliminating the source of work-related stress, but also consider protective or supportive interventions in cases where the source of risk cannot be eliminated due to the nature of the work itself:
 - I. **Organisational Level:** the intervention focuses on how work activities are organised, performed and managed (e.g. review of company practices and policies, definition of procedures, redefinition of roles, tasks and/or activities).
 - II. **Leadership Level:** the intervention focuses on organisational governance from management and superiors (e.g. strengthening managerial support activities, communication of organisational changes, feedback activities and opportunities for discussion).
 - III. **Group Level:** the intervention focuses on the characteristics of working groups (e.g. promoting or improving group atmosphere, teamwork, group resources).
 - IV. **Individual Level:** the intervention focuses on the individual characteristics of workers (e.g., interventions aimed at strengthening motivation, self-efficacy, or the technical skills required for the role).
- **Any further comments:** useful in case of disagreement among focus group members or necessary clarifications, including those relating to specific changes or interventions already in place.

Table 2 Examples of possible interventions for the dimensions of the Questionnaire**Module I - Indicator Tool Questionnaire****DEMAND****Standard**

Workers indicate that they are able to respond adequately to work demands; systems for responding to individual problems are provided at the local level.

Examples of interventions to achieve the standard

- Redesigning tasks.
- Changing how resources are managed and allocated.
- Providing additional training where needed.
- Changing working environments.
- Revising and redistributing workloads to avoid excessive working hours and shifts.
- Introducing a feedback system for workers to reinforce the value and importance of the performed activities.
- Enabling workers to complete their tasks safely and efficiently by optimising working methods and providing all the necessary equipment and support (tools, technologies, protective equipment).
- Raising awareness among workers about the importance of engaging in recreational activities, stretching and/or relaxation techniques during breaks.
- Preserving the right to disconnect for remote workers.

CONTROL**Standard**

Workers have decision-making authority over how they perform their work; there are systems in place at the local level to address individual issues.

Examples of interventions to achieve the standard

- Changing work design to allow workers greater control and autonomy.
- Changing (temporarily or permanently) working hours and work pace.
- Additional training needed.
- Identifying and discussing with personnel possible changes to working hours or pace (shifts, overtime, days off, etc.).
- Providing feedback channels (e.g. remote meetings, chats, ad hoc email addresses) to allow workers to express concerns and suggestions about initiatives and procedures.
- Introducing a feedback system for workers to reinforce the value and importance of their role.

MANAGERIAL AND PEER SUPPORT**Standard**

Workers report that they receive adequate information and support from their colleagues and superiors; systems for responding to individual problems are provided at the local level.

Examples of interventions to achieve the standard

- Providing the possibility to discuss and address work-related issues (in meetings and/or individual meetings).
- Fostering workers' awareness of how to access information, rules and procedures relevant to their issues.
- Introducing moments of sharing and normalising emotions at team level.
- Introducing a feedback system for employees to reinforce the value and importance of their role.
- Fostering workers' knowledge of how to access the resources necessary to perform their work.

- Additional training needed.
- Procedures and policies in place to provide adequate support to workers.
- Informing workers about any psychological support initiatives available.
- Encouraging workers to stay in touch with each other, even virtually.
- Establishing closer relations between management and workers.
- Providing employees, including those working remotely, with all the support and tools they need to do their jobs to the best of their ability.

RELATIONSHIPS

Standard

Workers report that they are not subject to unacceptable behaviour such as bullying or harassment at work; systems are in place at local level to respond to individual problems.

Examples of interventions to achieve the standard

- Providing the possibility to discuss and address work-related issues (in meetings and/or individual meetings).
- Identifying and addressing conflicts promptly.
- Fostering workers' knowledge of how to access information, rules and procedures relevant to their issues.
- Practices and policies in place to provide adequate support to employees.
- Establishing a company policy on violence and aggression and ensuring that all employees are aware of it and comply with it.
- Introducing moments of sharing and normalising emotions at team level.
- Integrating training for managers and supervisors on issues related to interpersonal relationships.
- Promoting teamwork in compliance with current regulations.

ROLE

Standard

Workers understand their roles and responsibilities; systems for responding to individual problems are provided at the local level.

Examples of interventions to achieve the standard

- Providing the possibility to discuss and address work-related issues (in meetings and/or individual meetings).
- Clear planning of work, tasks, responsibilities and results to be achieved.
- Eliminating or reducing conflicting work demands.
- Providing regular feedback on the work performed.
- Defining shared objectives and responsibilities.
- Further training required in case of role changes.

CHANGE

Standard

Workers are involved by the company in organisational changes; systems for responding to individual problems are provided at local level.

Examples of interventions to achieve the standard

- Timely consulting workers on proposed changes (where possible).
- Sharing relevant information with workers to help them understand the reasons behind the proposed changes.
- Ensuring good communication and providing workers with accurate and timely updates on what is happening.

- Sharing information with employees about the impact that a particular change could have on their work.
- Sharing information with employees about the timing of organisational changes.
- Practices and policies in place to provide adequate support to employees.

Table 2 continues **Examples of possible interventions for the dimensions of the Questionnaire**

Module II - Risks associated with remote work and technological innovation

TECHNO-OVERLOAD

Description

A situation in which the worker perceives an increased workload as a result of the use of technology.

Examples of interventions

- Where possible, implement IT security systems that allow you to limit the flow of non-essential emails.
- Encouraging workers to manage their time effectively, for example by establishing specific time slots for different work activities.
- Establishing training programmes that enable workers to use the technology provided safely and effectively and to complete their assigned tasks.
- Modifying work design to allow workers greater control and autonomy.
- Revising and redistributing workloads to avoid excessive working hours and shifts.
- Raising awareness among workers about the importance of engaging in recreational activities, stretching and/or relaxation techniques during breaks.

TECHNO-INVASION

Description

Degree of intrusion by work into personal life, due to technology.

Examples of interventions

- Discouraging the use of company-provided technological devices outside working hours in order to limit the mutual exchange of emails.
- Rescheduling work to avoid excessive working hours and shifts.
- Redesigning tasks to give workers greater control and autonomy.
- Identifying and discussing with personnel possible changes to working hours or pace (shifts, overtime, days off, etc.).
- Clearly establishing and agreeing on the time slots during which remote workers are available, guaranteeing the right to disconnect and achieve a work-life balance.
- Providing managers with guidance on how to interact appropriately and act as a guide and support for remote workers.
- Raising awareness among workers about the importance of engaging in recreational activities, stretching and/or relaxation techniques during breaks.

TECHNO-COMPLEXITY

Description

Time and effort that workers must devote to learning and understanding how to use new technologies.

Examples of interventions

- Instituting training programmes that enable workers to both safely and effectively use the technology provided and complete their assigned work tasks.
- Providing documentation/supporting information material relating to the various applications and IT systems.
- Providing a technical support and assistance/help desk system during working hours.
- Providing managers with guidance on how to interact appropriately and act as a guide and support for remote workers.

HOME-WORK CONFLICT**Description**

Interference that working life has on the non-working life of the worker and vice versa.

Examples of interventions

- Rescheduling work to avoid excessive working hours and shifts.
- Redesigning tasks to give workers greater control and autonomy.
- Practices and policies in place to provide adequate support to employees.
- Providing regular feedback on the work performed.
- Identifying and discussing with personnel possible changes to working hours or pace (shifts, overtime, days off, etc.).
- Providing remote workers with guidance on how to organise their work from home and how to set up their workstation.
- Clearly establishing and agreeing on the time slots during which remote workers are available, guaranteeing the right to disconnect and achieve a work-life balance.
- Providing managers with guidance on how to interact appropriately and act as a guide and support for remote workers.

ACCEPTABILITY OF TECHNOLOGICAL TOOLS**Description**

Level of acceptance of technologies by workers, in terms of their ease of use, the support they provide in carrying out work activities and the achievement of objectives.

Examples of interventions

- Providing training and information programmes to introduce workers to new technological equipment and/or computerised procedures.
- Sharing information with workers about the impact and changes that new technologies could have on their work.
- Providing in-depth training programmes on digital skills.
- Promoting the development of workers' technical and transversal skills.
- Developing job design measures to better integrate the use of technology with the tasks to be performed.
- Consulting workers promptly on proposed procedural changes and/or technological implementations (where possible).
- Encouraging workers to stay in touch with each other, even virtually.
- Clearly establishing and agreeing on the time slots during which remote workers are available, guaranteeing the right to disconnect and achieve a work-life balance.

CRITICAL ISSUES IN REMOTE WORK**Description**

Potential issues associated with remote work, such as technical problems, lack of social interaction or feelings of isolation, physical difficulties, communication/information difficulties and supervision difficulties.

Examples of interventions

- Providing workers with adequate IT equipment and the possibility of an appropriate internet connection.
- Supporting social relationships through virtual socialisation.
- Supporting the perception of inclusion in the work group with online team-building activities.
- Providing workers with guidance on how to organise their work from home and how to set up their workstation to counteract physical difficulties (such as using a work surface and an adjustable chair, a monitor that does not require the head to be tilted persistently, and a footrest).
- Providing specific communication channels and methods that enable inclusive and clear information exchange between on-site and remote workers.

INTERACTIONS IN REMOTE WORK**Description**

Frequency of interactions with managers/superiors and colleagues.

Examples of interventions

- Providing for formal and informal virtual meetings between colleagues and management.
- Stimulating collaboration between teams through shared projects.
- Supporting workers' involvement in organising social activities.
- Fostering interaction between colleagues through virtual social activities, for example, through online team building activities.
- Informing workers about any available psychological support initiatives.
- Encouraging workers to stay in touch with each other, even virtually.
- Providing employees, including those who work remotely, with all the support and tools they need to do their jobs to the best of their ability.

SUPPORT SHEET FOR CONDUCTING THE FOCUS GROUP BASED ON THE RESULTS OF THE IN-DEPTH ASSESSMENT

Section I - Recognition of the homogeneous groups involved and results of the assessment

Company name

Homogeneous groups involved in the focus group	Number of workers

Results of the in-depth assessment

Indicator Tool Questionnaire	Number of groups by risk level			
Demand				
Control				
Peer support				
Managerial support				
Relationships				
Role				
Change				

Module II Risks associated with remote work and technological innovation	Number of groups by risk level			
Techno-overload				
Techno-invasion				
Techno-complexity				
Home-work conflict				
Acceptability of technological tools				
Critical issues in remote work				
Interactions in remote work				

Section II - Dimensions of the questionnaire

DEMAND				
Standard Workers indicate that they can respond adequately to work demands; systems for responding to individual problems are provided at the local level.				
Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

CONTROL				
Standard Workers have decision-making authority over how they perform their work; systems are in place at the local level to address individual issues.				
Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

PEER AND MANAGERIAL SUPPORT				
Standard Workers report that they receive adequate information and support from their colleagues and superiors; systems for responding to individual problems are provided at the local level.				
Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

RELATIONSHIPS**Standard**

Workers report that they are not subject to unacceptable behaviour such as bullying or harassment at work; systems are in place at local level to respond to individual problems.

Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

ROLE**Standard**

Workers understand their roles and responsibilities; systems for responding to individual problems are provided at the local level.

Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

CHANGE				
Standard Workers are involved by the company in organisational changes; systems for responding to individual problems are provided at local level.				
Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

TECHNO-OVERLOAD				
Standard Situation in which the worker perceives a greater workload as a result of the use of technology.				
Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

TECHNO-INVASION				
Description Degree of intrusion by work into personal life, due to technology.				
Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/ consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

TECHNO-COMPLEXITY				
Description Time and effort that workers must devote to learning and understanding how to use new technologies.				
Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/ consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

HOME-WORK CONFLICT				
Description Interference that working life has on the non-working life of the worker and vice versa.				
Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/ consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

ACCEPTABILITY OF TECHNOLOGICAL TOOLS				
Description Level of acceptance of technologies by workers, in terms of their ease of use, the support they provide in carrying out work activities and the achievement of objectives.				
Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/ consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

CRITICAL ISSUES IN REMOTE WORK**Description**

Potential issues associated with remote work, such as technical problems, lack of social interaction or feelings of isolation, physical difficulties, communication/information difficulties and supervision difficulties.

Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

INTERACTIONS IN REMOTE WORK**Description**

Frequency of interactions with managers, superiors and colleagues.

Relevant critical aspects	Solutions proposed by the focus group	Level of agreement/consensus	Target	Additional comments from the focus group
1)	1)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
2)	2)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	
3)	3)	☐ Low ☐ Medium ☐ High	☐ O ☐ L ☐ G ☐ I	

APPENDIX 7

SUPPORT SHEET FOR THE STEERING GROUP TO IDENTIFY CORRECTIVE AND/OR PREVENTIVE ACTIONS

The proposed sheet supports the Steering Group in identifying corrective and/or preventive measures based on the critical issues that emerged from the results of the work-related stress risk assessment. It can be used according to the results of both the preliminary assessment and the in-depth assessment. The sheet should be printed and completed for each individual critical issue identified that requires the definition and implementation of corrective and/or preventive measures.

Company name _____

Name of homogeneous group(s) _____

Date of compilation _____

Name of the critical dimension	Please specify	
Most critical indicators/items	Please specify	
1. Priority for intervention¹	Please specify	☐ High ☐ Medium ☐ Low
2. Preventive measures already adopted	If present, report them, assessing the need to update them	1. _____ ☐ Suitable ☐ To be updated ☐ Not suitable 2. _____ ☐ Suitable ☐ To be updated ☐ Not suitable 3. _____ ☐ Suitable ☐ To be updated ☐ Not suitable 4. _____ ☐ Suitable ☐ To be updated ☐ Not suitable

¹ Assess based on the relevance of the level of risk identified within the dimension; for example, aspects of work organisation characterised by a high level of risk and affecting multiple Homogeneous Groups require high-priority interventions.

3. Proposals for action by workers (if any)	Provide a description of the measures suggested by workers. These may emerge from any in-depth focus groups that have been conducted, or from comments included in the notes when completing the checklist	1. (Proposed action and brief description) _____ _____ 2. (Proposed action and brief description) _____ _____ 3. (Proposed action and brief description) _____ _____ 4. (Proposed action and brief description) _____ _____
4. Interventions identified by the Steering group	Provide a list and brief description of the intervention(s) identified by the Steering group for this critical area	1. (Name of intervention and brief description) _____ _____ 2. (Name of intervention and brief description) _____ _____ 3. (Name of intervention and brief description) _____ _____ 4. (Name of intervention and brief description) _____ _____
5. Level of intervention	Define, for each intervention identified in box 4, which level of intervention it refers to: Organisation, Leadership, Group, Individual	1. (Name of intervention) _____ ☐ Individual ☐ Group ☐ Leadership ☐ Organisation 2. (Name of intervention) _____ ☐ Individual ☐ Group ☐ Leadership ☐ Organisation 3. (Name of intervention) _____ ☐ Individual ☐ Group ☐ Leadership ☐ Organisation 4. (Name of intervention) _____ ☐ Individual ☐ Group ☐ Leadership ☐ Organisation

6. Resources	Define, for each action identified in box 4, the roles and responsibilities of the people to be involved in implementing the action, and any financial resources required	1. (Name of intervention) _____		
		Name	Roles and responsibilities	Financial resources (if any)
		2. (Name of intervention) _____		
		Name	Roles and responsibilities	Financial resources (if any)
		3. (Name of intervention) _____		
		Name	Roles and responsibilities	Financial resources (if any)
4. (Name of intervention) _____				
Name	Roles and responsibilities	Financial resources (if any)		

7. Timelines²	For each action identified in box 4, indicate the planned implementation timescale and specify whether the action is long, medium or short term	(Name of the intervention and estimated implementation times) ☐ Short-term ☐ Medium-term ☐ Long-term 2. (Name of the intervention and estimated implementation times) ☐ Short-term ☐ Medium-term ☐ Long-term 3. (Name of the intervention and estimated implementation times) ☐ Short-term ☐ Medium-term ☐ Long-term 4. (Name of the intervention and estimated implementation times) ☐ Short-term ☐ Medium-term ☐ Long-term									
8. Applicability	For each intervention identified in box 4, indicate the homogeneous group(s) targeted, or whether the intervention applies across the entire company	<table border="1"> <tr> <td colspan="2" data-bbox="715 1086 1422 1137">1. (Name of intervention) _____</td> </tr> <tr> <td data-bbox="715 1137 927 1384"> ☐ Across the entire company </td> <td data-bbox="927 1137 1422 1384"> Intended for one or more homogeneous groups (specify which ones): </td> </tr> <tr> <td colspan="2" data-bbox="715 1384 1422 1435">2. (Name of intervention) _____</td> </tr> <tr> <td data-bbox="715 1435 927 1682"> ☐ Across the entire company </td> <td data-bbox="927 1435 1422 1682"> Intended for one or more homogeneous groups (specify which ones): </td> </tr> </table>		1. (Name of intervention) _____		☐ Across the entire company	Intended for one or more homogeneous groups (specify which ones): 	2. (Name of intervention) _____		☐ Across the entire company	Intended for one or more homogeneous groups (specify which ones):
1. (Name of intervention) _____											
☐ Across the entire company	Intended for one or more homogeneous groups (specify which ones): 										
2. (Name of intervention) _____											
☐ Across the entire company	Intended for one or more homogeneous groups (specify which ones): 										

² By way of example and not exhaustively, short-term implementation refers to interventions that can be implemented in approximately 3 months, medium-term in approximately 6 months, and long-term in approximately one year. It should be noted that the implementation times for management interventions depend on the organisational complexity, as well as the degree of complexity of the intervention itself.

		3. (Name of intervention) _____	
		☐ Across the entire company	Intended for one or more homogeneous groups (specify which ones): _____ _____ _____
		4. (Name of intervention) _____	
		☐ Across the entire company	Intended for one or more homogeneous groups (specify which ones): _____ _____ _____

ESSENTIAL REFERENCES AND ONLINE SOURCES

- [1] Inail. La metodologia per la valutazione e gestione del rischio stress lavoro-correlato. Manuale ad uso delle aziende in attuazione del d.lgs. 81/2008 e s.m.i. Collana Ricerche; 2017.
- [2] Inail. La metodologia per la valutazione e gestione del rischio stress lavoro-correlato. Modulo contestualizzato al settore sanitario. Collana Ricerche, Tipolitografia Inail; 2022.
- [3] Eurofound. The rise in telework: Impact on working conditions and regulations (Publications Office of the European Union); 2022.
- [4] Eu-Osha. Digital technologies at work and psychosocial risks: evidence and implications for occupational safety and health (Publications Office of the European Union); 2024.
- [5] Eurofound & the International Labour Office. Working anytime, anywhere: The effects on the world of work (Publications Office of the European Union and the International Labour Office); 2017.
- [6] Inail. ICT e lavoro: nuove prospettive di analisi per la salute e sicurezza sul lavoro. Inail, Milano; 2016.
- [7] Inail. L'Esperienza di lavoro agile, gli impatti sul benessere e le condizioni di lavoro: i risultati del caso studio longitudinale condotto in Inail; 2021. (Inail, Milano).
- [8] Di Tecco C, Ronchetti M, Russo S et al. Implementing Smart Working in Public Administration: a follow up study. *La Medicina del lavoro*. 2021;112(2),141-152.
- [9] Baumeister VM, Kuen LP, Bruckes et al. The relationship of work-related ICT use with well-being, incorporating the role of resources and demands: A meta-analysis. *Sage Open*. 2021;11(4).
- [10] Cousins K, Robey D. Managing work-life boundaries with mobile technologies: An interpretive study of mobile work practices. *Information Technology 1 & People*. 2015;28(1):34-71.
- [11] Tarafdar M, Tu Q, Ragu-Nathan et al. The impact of technostress on role stress and productivity. *Journal of Management Information Systems*. 2007;24(1), 301-328.
- [12] Valcour PM, Hunter LW. Technology, Organizations, and Work-Life Integration. In E. E. Kossek & S. J. Lambert (Eds.), *Work and life integration: Organizational, cultural, and individual perspectives* (pp. 61-84). Lawrence Erlbaum Associates Publishers; 2005.

- [13] Wu J, Wang N, Mei W et al. Technology-induced job anxiety during non-work time: Examining conditional effect of techno-invasion on job anxiety. *International Journal of Networking and Virtual Organisations*. 2020;22(2),162-182.
- [14] Afshari L, Hayat A, Ramachandran KK et al. Threat or opportunity: Accelerated job demands during COVID-19 pandemic. *Personnel Review*. 2022;51(9):2482-2501.
- [15] Molino M, Ingusci E, Signore F et al. Wellbeing costs of technology use during Covid-19 remote working: An investigation using the Italian translation of the technostress creators scale. *Sustainability*. 2020;12(15):5911.
- [16] Ragu-Nathan TS, Tarafdar M, Ragu-Nathan BS et al. The consequences of technostress for end users in organizations: Conceptual development and empirical validation. *Information Systems Research*. 2008;19(4):417-433.
- [17] Salanova M, Llorens S, Ventura M. Technostress: The dark side of technologies. In C. Korunka & P. Hoonakker (Eds.), *The impact of ICT on quality of working life* (pp. 87-103). Springer Netherlands; 2014.
- [18] Eurostat. Employed persons working from home as a percentage of the total employment, by sex, age, and professional status (%) [Data set]; 2024. Url:<https://data.europa.eu/data/datasets/orjjzgdf3cnximvsokdfxw?locale=en> [consultato gennaio 2025].
- [19] Vignoli M, Costantini A, Ceschi A et al. It's an e-work life! An explorative study on the relationships between e-work characteristics and well-being. *International Journal of Psychology*. 2024;59(5):624-631.
- [20] Wang B, Liu Y, Qian J et al. Achieving Effective Remote Working During the COVID19 Pandemic: A Work Design Perspective. *Applied Psychology*. 2021;70(1):16-59.
- [21] Perry SJ, Rubino C, Hunter EM. Stress in remote work: Two studies testing the Demand-Control-Person model. *European Journal of Work and Organizational Psychology*. 2018;27(5):577-593.
- [22] ISSP Research Group. International Social Survey Programme: Work Orientations III - ISSP 2005 (GESIS Data Archive, Cologne. ZA4350 Data file Version 2.0.0); 2013.
- [23] Venkatesh V, Davis Fa. Theoretical Extension of the Technology Acceptance Model: Four Longitudinal Field Studies. *Management Science*. 2000;46(2):186-204.
- [24] Insalata LA, Anderson A, Livi S. Onboarding e socializzazione organizzativa: Modelli ed esperienze nel lavoro ibrido [Onboarding and organizational socialization: Models and experiences in hybrid work], Franco Angeli; 2024.

Url: <https://www.inail.it/portale/ricerca-e-tecnologia/it/ambiti-di-ricerca/area-salute-sul-lavoro/rischi-psicosociali-e-tutela-dei-lavoratori-vulnerabili/rischio-stress-lavoro-correlato.html>.

