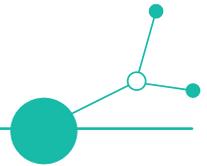# A1.3 Testing Plan
for Work-Related Measures in SMEs

Version 1

12 2025

Implementation of Activity A1.3

1. Purpose

This document outlines the proposed plan for implementing the test phase of Action A1.3. The aim is to trial specially developed burnout prevention measures for use in SMEs, following an initial assessment of the working environment using the B-SA, COR-SA (E) and COR-SA (M) tools.

2. Roles and Responsibilities

Roles	Responsibilities
Testing Partners	Recruit SMEs, organize intro meetings, monitor implementation, collect reports, ensure consent & data protection info provided to SMEs.
SMEs & Teams	Select challenges, implement supportive actions, participate in evaluations.
External Experts	Facilitate workshops, advise on problem areas, support implementation.
Coordinator	Ensure consistency, aggregate reports, prepare joint summary, helpdesk for partners during implementation.

3. Timeline

Task	Timeline
Recruitment of SMEs	January- Mid-February 2026
Introductory Meetings & Pre-Evaluation	Mid-February 2026
Implementation Phase	Mid-February to End of May 2026 (flexible)
Post-Evaluation & Report Collection	End of May 2026

4. Implementation

4.1. Steps to implement activity A1.3

4.1.1. Phase 0 – Preparation

- Finalization of the catalogue,
- preparation of the materials & tools package.

Key Roles: Expert Partners (PP2, PP3, PP11, PP12)

4.1.2. Phase 1 – Recruitment & Pre-Evaluation

- Recruitment of 3 SMEs (recommended size of a team is 4-7 members +/-1),
- hiring external expert/s (preferably in the field of occupational health),
- carrying out intro meetings,
- application of the tools (B-SA, COR-SA).

Key Roles: Implementation Partners (PP4-PP10)

4.1.3. Phase 2 – Selection of Challenges

- Selecting 1-2 challenge areas from the catalogue,
- choosing at least one supportive action to implement.

Key Roles: Implementation Partners (PP4-PP10), Recruited SMEs

4.1.4. Phase 3 - Implementation

- Executing action plans,
- continuous monitoring in cooperation with external experts.

Key Roles: Implementation Partners (PP4-PP10), External Experts

4.1.5. Phase 4 – Post-Evaluation & Reporting

- Reapplication of the tools (B-SA, COR-SA),
- conduct of the feedback survey,
- submission of reports using the report template,
- preparation of the joint summary.

Key Role: Implementation Partners (PP4-PP10), Coordinator (PP4)

5. Minimum Requirements for the Implementation Partners

- Minimum 3 SMEs recruited; each SME provides a team of 4-7 members.
- At least 1 challenge area selected and at least one supportive action implemented per team.
- Mandatory use of both B-SA and COR-SA (M&E) for pre- and post-evaluation.
- Completion of feedback survey in each team and submission of the testing report.
- Designation of a partner contact and SME team lead for coordination.

6. SME Eligibility Criteria & Participation

Eligible SME should:

- be a small or medium-sized enterprise with at least one formal team (team leader & team members),
- confirm management endorsement and allocate time for team participation,
- commit 4-7 members per team, available for pre- and post-evaluation,
- sign a short participation agreement and a data protection notice,
- agree to anonymous and aggregated reporting only.

7. Additional Arrangements

- No restrictions on hiring external experts; companies may choose any number and type of experts.
- Each team must implement at least one supportive action relevant to the selected challenge.
- Feedback collection form will be sent with materials at the beginning of the year.
- Testing partners will stay in contact with the SMEs and can invite them to share their experiences at the Transferability seminar (D1.4.2) and also on the events of Activity 3.3 (final Burnout prevention Seminar and Digital detox events).

8. Materials & Tools Provided

- Recruitment presentation including the catalogue of challenges,
- report template,
- feedback survey (link),
- B-SA and COR-SA tools with guidance material.

9. Catalogue of challenges (Phase 0)

9.1. Specific areas of focus

Below are the factors identified by expert partners that will define the problem areas from which the recruited companies may choose those they want to address. Since these factors will be selected based on the B-SA and COR-SA (M&E) tools, and the implemented activities will serve as the foundation for developing the Capacity Building Management Model (task A1.4), the expert team has identified specific organisational problem areas for which targeted activities have been prepared.

The diagram below illustrates how the prepared factors integrate elements from activities 1.3 and 1.4, as well as the COR-SA tools.

COR-SA factors		Activity 1.3 goals		Activity 1.4 goals	Specific areas of focus
Unfair treatment and renumeration		Increased reward transparency: transparent avenues of promotion and clear policies for salary raises including system for non-financial appreciation.		Setting up fair reward and recognition system	**Fairness & Reward**
Role ambiguity	Lack of control over work	Maximizing staff autonomy: including better vertical communication and allowing different staff within a role to vary their tasks based on interests and needs.	Job crafting: self-initiated change behaviour in which employees engage in order to make work more enjoyable and less stressful for themselves.	Avoiding corporate micromanagement and increasing employee's autonomy	**Role Clarity & Autonomy**
Unjustified pressure		Workload reassessment and improved wellbeing at job: evaluation of workload and administration burden, task prioritisation, organizing relaxation breaks, meditation minutes or provide tickets for sport/fitness activities.		Aligning expectations between employers and employees	**Workload & Pressure**
Poor communication and lack of support		Building trust and fairness: reassessment of decision-making process, improvement of transparency and revision of occupational health and safety policies.		Improvement of social relations between workers	**Communication & Team Coherence**
Value misalignment		Value alignment: identification of gaps between corporate and private values and finding common understanding.		Matching corporate and personal values.	**Values & Goals**
Work-life conflict					**Work-Life Balance**
Technostress				Minimizing e-presentism (limit checking mails after working hours)	**Technostress**
Discrimination					**Equality & Inclusion**

The eight factors listed above, including **Fairness & Reward; Role Clarity & Autonomy; Workload & Pressure; Communication & Team Coherence; Values & Goals; Work-Life Balance; Technostress; Equality & Inclusion**, served as the foundation for creating a catalogue of activities from which the companies recruited for activity A1.3 will select the challenges they want to address.

9.2. Challenge areas

Based on the eight identified factors, a "Catalogue of Activities" has been developed. The catalogue contains eight specific organisational measures or areas of focus, referred to as "challenges." For each challenge, the catalogue provides a brief explanation of the area, outlines its potential effects, and presents several supportive actions.

Each recruited team is expected to select one or two of these challenges and implement at least one supportive action from the catalogue.

Below are descriptions and activities for each factor.

9.2.1. Challenge N°1: Fairness and reward

Explanation: Fairness in the workplace refers to the perception that decisions, processes, and interpersonal treatment are just, unbiased, and consistent. The policy encompasses provisions for equal access to opportunities, transparent criteria for promotions and salary increments, and respectful treatment. Reward encompasses both financial compensation and non-financial recognition, such as praise, development opportunities, or symbolic gestures.

Possible effects: When fairness is compromised, employees may feel undervalued, discriminated against, or excluded, which can lead to disengagement, reduced trust, and even conflict. A fair and transparent reward system has been shown to reinforce motivation, loyalty, and a sense of belonging.

Supportive Action	Description	Rationale
Setting transparent promotion and development pathways.	Clear communication of criteria for career progression and professional growth.	Strengthens perceived fairness and motivation.
Introducing clear policies for salary reviews and raises.	Transparent rules and timelines for salary adjustments.	Reduces uncertainty and dissatisfaction.
Implementing systematic non-financial recognition practices	Regular appreciation of employee contributions through praise, visibility, or symbolic rewards.	Reinforces engagement and commitment.

9.2.2. Challenge N°2: Role clarity and autonomy

Explanation: Role clarity means that employees understand what is expected of them, what their responsibilities are, and how their work contributes to broader organisational goals. Autonomy is defined as the degree of control employees have over how they perform their tasks, make decisions, and organise their work.

Possible effects: In cases where roles are unclear or autonomy is restricted, employees may experience confusion, frustration, and a lack of ownership. Conversely, a clear roles and responsibilities framework, coupled with autonomy, fosters accountability, creativity and engagement. Employees are more likely to take initiative and feel empowered when they can shape their work in meaningful ways.

Supportive Action	Description	Rationale

Improving vertical communication through regular 1:1 meetings.	Structured conversations between employees and supervisors to clarify expectations and needs.	Strengthens autonomy, trust, and role clarity.
Allowing and encouraging flexible task distribution within roles.	Guided discussions or workshops enabling employees to adapt tasks and work methods to their interests, strengths, and current capacity.	Enhances engagement and ownership, increases job satisfaction and reduces stress.
Increasing decision-making autonomy and employee involvement in relevant decisions.	Including teams/employees in discussions affecting their work and wellbeing.	Builds responsibility and motivation.

9.2.3. Challenge N°3: Workload and pressure

Explanation: Workload refers to the quantity and complexity of tasks assigned to an employee, while pressure relates to the urgency, expectations, and emotional demands associated with completing those tasks.

Possible effects: A healthy level of challenge can be motivating for employees, but excessive or unjustified pressure can lead to stress, burnout, and decreased performance. It is vital that employees feel that their workload is manageable and that their efforts are recognised. Constant and imbalanced pressure has been shown to have a detrimental effect on well-being and productivity. Organisations must ensure that workloads are distributed fairly and that employees have the resources and support to succeed.

Supportive Action	Description	Rationale
Setting regular workload and administrative burden assessment	Regular review of task volume, deadlines, and administrative workload, followed by prioritisation or redistribution of tasks.	Reduces overload and supports sustainable performance.
Organising trainings in task prioritisation and time-management	Introduction of simple prioritisation tools and team agreements on task urgency and importance.	Increases clarity, efficiency, and sense of control.
Introducing structured wellbeing and recovery initiatives	Organising relaxation breaks, short meditation moments, or providing access to sport/fitness activities.	Supports mental and physical recovery and stress prevention.

9.2.4. Challenge N°4: Communication and team coherence

Explanation: Effective communication is the cornerstone of collaboration, trust, and psychological safety. It encompasses both vertical communication (between managers and employees) and horizontal communication (among peers). Team coherence refers to the consistency, mutual support and shared understanding within a group.

Possible effects: Poor communication can lead to misunderstandings, isolation and inefficiency. In instances where team members lack a sense of cohesion, employees may experience a lack of support or a sense of alienation. A culture of open, respectful, and inclusive communication is conducive to the strengthening of relationships, the improvement of coordination, and the fostering of a sense of belonging.

Supportive Action	Description	Rationale
Organising regular structured team meetings	Weekly or monthly meetings focused on ongoing projects, challenges, and team coordination.	Builds communication routines, mutual understanding, and team cohesion.
Introducing integration and team-building activities.	Team exercises or informal social activities supporting relationship-building and cooperation.	Improves collaboration, trust and mutual support within teams.
Working on transparent internal communication	Use of newsletters, intranet updates, or regular feedback mechanisms.	Reduces uncertainty and strengthens trust through consistent information flow.

9.2.5. Challenge N°5: Values and goals

Explanation: Employees are more engaged and committed when their personal values align with the organisation's mission, culture, and goals. This alignment fosters a sense of purpose and meaning in work. When there is a mismatch between organisational practices and stated values, employees may experience disillusionment or ethical conflict.

Possible effects: Transparent and genuine communication of values and objectives is essential for employees to understand the purpose behind their work and to cultivate a shared sense of direction. Alignment also fosters ethical decision-making and long-term commitment.

Supportive Action	Description	Rationale
Values dialogue through regular developmental conversations	1:1 or team-based discussions on how organisational values are reflected in daily work.	Strengthens coherence, trust, and clarity of expectations.

Identification of team values through an anonymous survey and joint discussion of results	Conducting an anonymous survey on employees' values and needs, followed by a collective discussion of the results during a team meeting.	Enables safe expression of opinions and alignment with real employee needs.
Transparent decision-making aligned with organisational values	Clear communication on how values inform organisational and managerial decisions.	Builds trust, commitment and sense of purpose.

9.2.6. Challenge N°6: Work-life balance

Explanation: Work-life balance refers to the ability of employees to manage their professional responsibilities alongside personal and family life. The package includes the flexibility to manage one's own time, effective workload management, and respect for personal boundaries.

Possible effects: In cases where professional obligations extend into employees' personal time, such as extended work hours, constant availability, or unrealistic expectations, there is a possibility that employees may experience increased stress levels, fatigue, and diminished overall life satisfaction. Promoting work-life balance is not only a matter of well-being, but also of performance and retention. Employees who feel supported in maintaining a healthy work-life balance tend to be more productive, loyal, and resilient.

Supportive Action	Description	Rationale
Building a supportive organisational culture	Creating an environment where employees feel supported in maintaining work-life balance — for example, through leadership modelling healthy practices and openly prioritising well-being.	Builds trust, reduces pressure, and signals that maintaining harmony between work and personal life is genuinely valued by the organisation.
Restricting work contacts after hours	Introduction of "no work after hours" or similar boundary-setting practices.	Supports psychological Detachment and recovery.
Introducing physical and mental health support programs	Access to mindfulness, yoga, psychological consultations, or similar wellbeing activities.	Enhances mental And physical resilience .

9.2.7. Challenge N°7: Technostress

Explanation: Technostress is defined as the stress experienced due to the use of digital technologies, especially when they are perceived as overwhelming, intrusive, or difficult to manage. There are a number of potential causes, including constant connectivity, information overload, rapid technological changes, and unclear expectations around digital communication.

Possible effects: Technostress has been shown to have a detrimental effect on concentration levels, emotional well-being, and job satisfaction. It is imperative for organisations to acknowledge that, while

technology is indispensable, its utilisation must be conscientious and judiciously delineated. Promoting digital literacy and establishing guidelines for technological usage can contribute to a reduction in stress levels and an enhancement in efficiency.

Supportive Action	Description	Rationale
Providing training in digital tools and new technologies	Workshops aimed at improving digital competencies and confidence.	Reduces technology-related anxiety, increases Efficiency.
Establishing digital rest rules	Practices such as no-online-meeting days, limiting after-hours device use, or screen breaks.	Supports recovery, detachment, and cognitive wellbeing.
Addressing e-presenteeism through psychoeducational activities	Workshops or guided discussions raising awareness about e-presenteeism, its risks, and healthy digital work habits.	Prevents exhaustion and promotes sustainable technology use.

9.2.8. Challenge N°8: Equality and inclusion

Explanation: Equality is about making sure that all employees have access to the same opportunities, resources, and respect, regardless of background, identity, or status. Inclusion goes further by actively creating an environment where diverse perspectives are valued and all employees feel they belong.

Possible effects: Discrimination, stigma and exclusion are detrimental to trust, collaboration and innovation. An inclusive culture fosters psychological safety, promotes diverse thinking, and enhances team cohesion. Organisations must be proactive in identifying and addressing barriers to inclusion and fostering a respectful, supportive environment.

Supportive Action	Description	Rationale
Providing DEI (Diversity, Equity and Inclusion) training	Workshops addressing conscious and unconscious bias, and Equality awareness.	Increases sensitivity, reduces unfair behaviour, and fosters respect.
Building support groups and inclusive communication practices	Support networks, mentoring, and promotion of inclusive and neutral language.	Builds sense of belonging, creates an atmosphere of social support, and understanding; Reduces isolation.
Developing mechanisms for reporting discrimination or inequality	Anonymous safe channels for reporting concerns.	Gives employees a voice and strengthens fairness and psychological safety.

The activities described above have been compiled into a presentation that testing partners can use when recruiting teams. This catalogue may also be helpful in selecting the areas that present the greatest challenges.

9.3. Collecting feedback

A Forms questionnaire has been created to collect feedback for task A1.3. It will be useful because information on the effectiveness of the activities implemented in task A1.3 is required for the completion of task A1.4. The questionnaire consists of several sections, including questions about the characteristics of the company, the selected challenge areas, the list of activities that were available to choose from, and a set of open-ended questions that allow for a qualitative assessment of how effective and efficient the implemented actions were, as well as whether these actions will be continued in the future.

Link to the feedback survey: https://forms.gle/gt343UJQTh2YZ5q68

The open questions in the feedback form will provide important insights into the activities that were implemented. The responses from managers will help us assess whether these measures can be included in the Capacity Building Management Model as effective, recommended actions for addressing the identified challenges.

- Please describe in more detail how were the selected activities implemented (Please describe each activity separately.)

- Which activities proved to be the most effective and efficient?

- Is there anything that you think contributed particularly to the success or failure of the implementation of selected activities?

- What changes have you observed in your organisation after carrying out all the activities?

- Which of the implemented activities would you like to continue or expand in the future?

10. Deliverables per Partner & Evidence List

• Pre- and post-evaluation results (B-SA, COR-SA M&E) – aggregated at SME level,

• completed feedback surveys from SMEs (1 per team),

• partner report,

• photos of workshops (with consent), agendas, attendance lists.

11. Risk Management & Mitigation

• Low SME recruitment → maintain a reserve list.

• Team availability drops → allow flexible scheduling; substitute team members if necessary.

• Expert not available → proceed with internal facilitation; use previously provided materials (Digital Detox Catalogue, Training materials, Knowledge Capsules etc.).

12. Summary

The A1.3 Testing Plan represents a crucial step in validating the effectiveness of development and testing of participatory work-related measures in SMEs. Its implementation will not only verify the relevance and feasibility of the proposed measures but also generate insights that will shape the Capacity Building Management Model (A1.4). Through the collaboration of experts, implementation partners, and participating companies, practical and scalable solutions will be developed to enhance employee well-being and organizational resilience. Feedback analysis will play a key role in identifying the most effective measures and recommending them for future application.

IMPLEMENTATION OF THE ACTIVITY 1.3 – DEVELOPMENT AND TESTING OF PARTICIPATORY WORK-RELATED MEASURES

NOFER INSTITUTE OF OCCUPATIONAL MEDICINE

Activity 1.3

Main Objective	Key Role
Recruit SMEs, organize intro meetings, monitor implementation, collect reports, ensure consent & data protection info provided to SMEs.	Implementation Partners (PP4–PP10)
Select challenges, implement supportive actions, participate in evaluations.	SMEs & Teams
Facilitate workshops, advise on problem areas, support implementation.	External Experts
Ensure consistency, aggreate reports, prepare joint summary, helpdesk for partners during the implementation.	Coordinator

Expected Outcomes

Tested and optimized **burnout prevention measures.**	**Practical experience** for SMEs and partners.	Input for Activity 1.4 – **Capacity Building Management Model.**

Recruitment & Pre-Evaluation

STEP 1. RECRUTING TEAMS FROM 3 SMEs:

- Each testing partner finds 3 SMEs that are willing to participate in the testing.
  - Recommended size of a team is **4 to 7 members** (+/-1).
- Each team should include a **person that is "in charge"** of organisational changes (e.g. a team leader, manager, president of the company etc.).
  - ***Recruitment may include companies with which implementation partners have collaborated in previous activities (digital detox, trainings).**

STEP 1*. HIRING EXTERNAL EXPERTS

- Each testing partner recruits an **external expert** that will facilitate the testing – preferably an **expert in the field of occupational health** (psychologist, sociologist, hr specialist, coach etc.).

STEP 2. INDIVIDUAL INTRODUCTION MEETINGS:

- Each testing partner organizes meeting/s with chosen SMEs to present the project scope and introduce the testing framework.
  - During the meetings partners present and explain the purpose of our project key tools: **BSA, CORSA (E), COR-SA (M).**
- ***Implementation partners can adjust the length and number of meetings to suit their needs – it is important that each team has the opportunity to familiarise themselves with the project objectives, learn about and apply the tools developed, and understand the purpose and expected outcomes of participating in the testing phase. Our primary aim is to initiate dialogue about the companies' specific needs.**

STEP3. PRE-EVALUATION & IDETIFICATION OF THE TEAMS' CHALLENGES

- The teams fill in the tools and discuss the results with the coach/other expert in the field.
- ***If you plan to use the on-line version/s of the tools, please make sure to collect the data separately for the pre- and postevaluation for each team. The tools should only be completed by persons who will be involved in the implementation phase, as follows:**
  B-SA + COR-SA (E) for each team member and **B-SA + COR-SA (M) for each team leader**
- The expert identifies other potential problem areas that may be specific for this exact team.
- Each testing team selects **one or two** challenges they would like to address in the framework of the testing.
- ***The selected area/s (challenge/s) do not have to be consistent with the results obtained using the tools. It should be up to each team to decide which area/s (from the catalogue of challenges) they want to work on.**

Implementation & Reporting

STEP 4. IMPLEMENTATION OF THE TESTING:

- Teams working with external experts on selected 1-2 challenges (workshops, team building, team action plan drafting, discussions) and implementing **at least one of proposed supportive actions.**

STEP 5. POST-EVALUATION:

- Testing partners organize meetings at the end of the testing phase.
- The teams fill out the **B-SA, COR-SA (E) & COR-SA (M)** again and the results are discussed.
- Additionaly, the team members will be asked to complete more detailed feedback survey about the testing experience.

STEP 6. CONTINIUOS MONITORING:

- Testing partners will stay in contact with the SMEs and can invite them to share their experiences at the Transferability seminar (D1.4.2) and also on the events of Activity 3.3 (final Burnout prevention Seminar and Digital detox events).

4

COR-SA factors		Activity 1.3 goals		Activity 1.4 goals	Specific areas of focus
Unfair treatment and renumeration		Increased reward transparency: transparent avenues of promotion and clear policies for salary raises including system for non-financial appreciation.		Setting up fair reward and recognition system	**Fairness & Reward**
Role ambiguity	Lack of control over work	Maximizing staff autonomy: including better vertical communication and allowing different staff within a role to vary their tasks based on interests and needs.	Job crafting: self-initiated change behaviour in which employees engage in order to make work more enjoyable and less stressful for themselves.	Avoiding corporate micromanagement and increasing employee's autonomy	**Role Clarity & Autonomy**
Unjustified pressure		Workload reassessment and improved wellbeing at job: evaluation of workload and administration burden, task prioritisation, organizing relaxation breaks, meditation minutes or provide tickets for sport/fitness activities.		Aligning expectations between employers and employees	**Workload & Pressure**
Poor communication and lack of support		Building trust and fairness: reassessment of decision-making process, improvement of transparency and revision of occupational health and safety policies.		Improvement of social relations between workers	**Communication & Team Coherence**
Value misalignment		Value alignment: identification of gaps between corporate and private values and finding common understanding.		Matching corporate and personal values.	**Values & Goals**
Work-life conflict					**Work-Life Balance**
Technostress				Minimizing e-presentism (limit checking mails after working hours)	**Technostress**
Discrimination					**Equality & Inclusion**

Catalogue of challenges

The catalogue contains eight specific organisational measures or areas of focus, referred to as "challenges."

For each challenge, the catalogue provides a brief explanation of the area, outlines its potential effects, and presents several supportive actions.

Each recruited team is expected to select one or two of these challenges and implement at least one supportive action from the catalogue.

Challenge N°1: Fairness and reward

Explanation: Fairness in the workplace refers to the perception that decisions, processes, and interpersonal treatment are just, unbiased, and consistent. The policy encompasses provisions for equal access to opportunities, transparent criteria for promotions and salary increments, and respectful treatment. Reward encompasses both financial compensation and non-financial recognition, such as praise, development opportunities, or symbolic gestures.

Possible effects: When fairness is compromised, employees may feel undervalued, discriminated against, or excluded, which can lead to disengagement, reduced trust, and even conflict. A fair and transparent reward system has been shown to reinforce motivation, loyalty, and a sense of belonging.

Supportive Action	Description	Rationale
Setting transparent promotion and development pathways	Clear communication of criteria for career progression and professional growth.	Strengthens perceived fairness and motivation.
Introducing clear policies for salary reviews and raises	Transparent rules and timelines for salary adjustments.	Reduces uncertainty and dissatisfaction.
Implementing systematic non-financial recognition practices	Regular appreciation of employee contributions through praise, visibility, or symbolic rewards.	Reinforces engagement and commitment.

Challenge N°2: Role clarity and autonomy

Explanation: Role clarity means that employees understand what is expected of them, what their responsibilities are, and how their work contributes to broader organisational goals. Autonomy is defined as the degree of control employees have over how they perform their tasks, make decisions, and organise their work.

Possible effects: In cases where roles are unclear or autonomy is restricted, employees may experience confusion, frustration, and a lack of ownership. Conversely, a clear roles and responsibilities framework, coupled with autonomy, fosters accountability, creativity and engagement. Employees are more likely to take initiative and feel empowered when they can shape their work in meaningful ways.

Supportive Action	Description	Rationale
Improving vertical communication through regular 1:1 meetings	Structured conversations between employees and supervisors to clarify expectations and needs.	Strengthens autonomy, trust, and role clarity.
Allowing and encouraging flexible task distribution within roles	Guided discussions or workshops enabling employees to adapt tasks and work methods to their interests, strengths, and current capacity.	Enhances engagement and ownership, increases job satisfaction and reduces stress.
Increasing decision-making autonomy and employee involvement in relevant decisions	Including teams/employees in discussions affecting their work and wellbeing.	Builds responsibility and motivation.

Challenge N°3: Workload and pressure

Explanation: Workload refers to the quantity and complexity of tasks assigned to an employee, while pressure relates to the urgency, expectations, and emotional demands associated with completing those tasks.

Possible effects: A healthy level of challenge can be motivating for employees, but excessive or unjustified pressure can lead to stress, burnout, and decreased performance. It is vital that employees feel that their workload is manageable and that their efforts are recognised. Constant and imbalanced pressure has been shown to have a detrimental effect on well-being and productivity. Organisations must ensure that workloads are distributed fairly and that employees have the resources and support to succeed.

Supportive Action	Description	Rationale
Setting regular workload and administrative burden assessment	Regular review of task volume, deadlines, and administrative workload, followed by prioritisation or redistribution of tasks.	Reduces overload and supports sustainable performance.
Organising trainings in task prioritisation and time-management	Introduction of simple prioritisation tools and team agreements on task urgency and importance.	Increases clarity, efficiency, and sense of control.
Introducing structured wellbeing and recovery initiatives	Organising relaxation breaks, short meditation moments, or providing access to sport/fitness activities.	Supports mental and physical recovery and stress prevention.

Challenge N°4: Communication and team coherence

Explanation: Effective communication is the cornerstone of collaboration, trust, and psychological safety. It encompasses both vertical communication (between managers and employees) and horizontal communication (among peers). Team coherence refers to the consistency, mutual support and shared understanding within a group.

Possible effects: Poor communication can lead to misunderstandings, isolation and inefficiency. In instances where team members lack a sense of cohesion, employees may experience a lack of support or a sense of alienation. A culture of open, respectful, and inclusive communication is conducive to the strengthening of relationships, the improvement of coordination, and the fostering of a sense of belonging.

Supportive Action	Description	Rationale
Organising regular structured team meetings	Weekly or monthly meetings focused on ongoing projects, challenges, and team coordination.	Builds communication routines, mutual understanding, and team cohesion.
Introducing integration and team-building activities	Team exercises or informal social activities supporting relationship-building and cooperation.	Improves collaboration, trust and mutual support within teams.
Working on transparent internal communication	Use of newsletters, intranet updates, or regular feedback mechanisms.	Reduces uncertainty and strengthens trust through consistent information flow.

Challenge N°5: Values and goals

Explanation: Employees are more engaged and committed when their personal values align with the organisation's mission, culture, and goals. This alignment fosters a sense of purpose and meaning in work. When there is a mismatch between organisational practices and stated values, employees may experience disillusionment or ethical conflict.

Possible effects: Transparent and genuine communication of values and objectives is essential for employees to understand the purpose behind their work and to cultivate a shared sense of direction. Alignment also fosters ethical decision-making and long-term commitment.

Supportive Action	Description	Rationale
Values dialogue through regular developmental conversations	1:1 or team-based discussions on how organisational values are reflected in daily work.	Strengthens coherence, trust, and clarity of expectations.
Identification of team values through an anonymous survey and joint discussion of results	Conducting an anonymous survey on employees' values and needs, followed by a collective discussion of the results during a team meeting.	Enables safe expression of opinions and alignment with real employee needs.
Transparent decision-making aligned with organisational values	Clear communication on how values inform organisational and managerial decisions.	Builds trust, commitment and sense of purpose.

Challenge N°6: Work-life balance

Explanation: Work-life balance refers to the ability of employees to manage their professional responsibilities alongside personal and family life. The package includes the flexibility to manage one's own time, effective workload management, and respect for personal boundaries.

Possible effects: In cases where professional obligations extend into employees' personal time, such as extended work hours, constant availability, or unrealistic expectations, there is a possibility that employees may experience increased stress levels, fatigue, and diminished overall life satisfaction. Promoting work-life balance is not only a matter of well-being, but also of performance and retention. Employees who feel supported in maintaining a healthy work-life balance tend to be more productive, loyal, and resilient.

Supportive Action	Description	Rationale
Building a supportive organisational culture	Creating an environment where employees feel supported in maintaining work-life balance — for example, through leadership modelling healthy practices and openly prioritising well-being.	Builds trust, reduces pressure, and signals that maintaining harmony between work and personal life is genuinely valued by the organisation.
Restricting work contacts after hours	Introduction of "no work after hours" or similar boundary-setting practices.	Supports psychological detachment and recovery.
Introducing physical and mental health support programs	Access to mindfulness, yoga, psychological consultations, or similar wellbeing activities.	Enhances mental and physical resilience .

Challenge N°7: Technostress

Explanation: Technostress is defined as the stress experienced due to the use of digital technologies, especially when they are perceived as overwhelming, intrusive, or difficult to manage. There are a number of potential causes, including constant connectivity, information overload, rapid technological changes, and unclear expectations around digital communication.

Possible effects: Technostress has been shown to have a detrimental effect on concentration levels, emotional well-being, and job satisfaction. It is imperative for organisations to acknowledge that, while technology is indispensable, its utilisation must be conscientious and judiciously delineated. Promoting digital literacy and establishing guidelines for technological usage can contribute to a reduction in stress levels and an enhancement in efficiency.

Supportive Action	Description	Rationale
Providing training in digital tools and new technologies	Workshops aimed at improving digital competencies and confidence.	Reduces technology-related anxiety, increases efficiency.
Establishing digital rest rules	Practices such as no-online-meeting days, limiting after-hours device use, or screen breaks.	Supports recovery, detachment, and cognitive wellbeing.
Addressing e-presenteeism through psychoeducational activities	Workshops or guided discussions raising awareness about e-presenteeism, its risks, and healthy digital work habits.	Prevents exhaustion and promotes sustainable technology use.

Challenge N°8: Equality and inclusion

Explanation: Employees are more engaged and committed when their personal values align with the organisation's
mission, culture, and goals. This alignment fosters a sense of purpose and meaning in work. When there is a mismatch between organisational practices and stated values, employees may experience disillusionment or ethical conflict.

Possible effects: Transparent and genuine communication of values and objectives is essential for employees to understand the purpose behind their work and to cultivate a shared sense of direction. Alignment also fosters ethical decision-making and long-term commitment.

Supportive Action	Description	Rationale
Providing DEI (Diversity, Equity and Inclusion) training	Workshops addressing conscious and unconscious bias, and equality awareness.	Increases sensitivity, reduces unfair behaviour, and fosters respect.
Building support groups and inclusive communication practices	Support networks, mentoring, and promotion of inclusive and neutral language.	Builds sense of belonging, creates an atmosphere of social support, and understanding; Reduces isolation.
Developing mechanisms for reporting discrimination or inequality	Anonymous safe channels for reporting concerns.	Gives employees a voice and strengthens fairness and psychological safety.

Timeline proposal

December 2025

MId-February – End of May 2026

Finalization of the catalogue of measures.

Start of the testing phase.

End of the testing phase.

Collecting reports, preparation of the joint summary.

January – Mid-February 2026

End of May 2026

Thank you for your attention!

Contact regarding the tools
(B-SA, COR-SA (M), COR-SA (E),
catalogue of challenges, feedback survey)
or other occupational psychology matters:

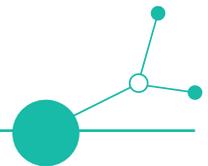malgorzata.domagala@imp.lodz.pl
kaja.staszewska@imp.lodz.pl
paulina.kaczmarek@imp.lodz.pl

TESTING REPORT TEMPLATE FOR SMEs INOLVED IN TESTING BURNOUT PREVENTION MEASURES

Input for Deliverable D1.3.1

Version 1

23.01.2026

CONTENT

THE PURPOSE OF THE TEMPLATE REPORT

Preparation of this report is linked with **Phase 1 – Recruitment & Pre-Evaluation** and **Phase 4 – Post-Evaluation & Reporting** [1], in the framework of the Activity 1.3 – development and testing of participatory work-related measures.

Chapters 1 and 2 should be completed **BEFORE testing**, based on information and data gathered during the initial meeting with the company. Chapters 3, 4, and 5 should be completed **AFTER testing**, using information and data collected during the final meeting.

The Report should be filled by the **INDIVIDUAL SME WITH THE SUPPORT OF THE TESTING PARTNER AND MENTORING COACH.**

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[1] Please see the document A1.3 Testing Plan for Work-Related Measures in SMEs, to see all phases.

1. SME PROFILE

[Please describe the company by answering the questions below. Provide short, clear, and factual answers to each question. The total length of chapter should not exceed 2 pages (maximum 2,000 characters per subsection).]

1.1. COMPANY SNAP-SHOT

1. What is the main mission or purpose of the company?

2. What are the main goals the company wants to achieve in the coming years?

3. What does the company do on a daily basis? Please briefly describe its main products or services.

1.2. SHORT PRESENTATION OF THE TEAM INVOLVED IN TESTING

1. How many employees are involved in the testing?

2. What are the roles and brief description of their main tasks?

1.3. SHORT DESCRIPTION OF AVAILABLE MENTAL HEALTH ACTIVITIES IN SME

1. Does the company currently do anything to support employees' mental health or well-being?

2. Please describe how the company currently supports employees' psychological well-being/mental health (e.g. flexible hours, remote work possibilities, medical/sports/cultural events, benefit programs).

3. How often are these activities used, and how do employees usually react to them?

1.4. INITIAL TEAM PERSPECTIVE

1. How do you currently experience stress and workload in your work?

2. What kind of support (if any) helps you cope with stress at work?

1.5. REASONS FOR PARTICIPATION IN THE TESTING

1. What was the main reason the company decided to participate in this testing?

2. Are there any specific problems related to stress, workload, burnout, or well-being that the company would like to improve? If yes, please describe them briefly.

3. What results or changes would the company like to see after the testing is completed?

2.SUMMARY RESULTS ABOUT PRE-EVALUATION PHASE & IDENTIFICATION OF CHALLENGES

2.1 Summary results of B-SA and COR-SA tool taken BEFORE the testing of measures

[Summary results of BSA and CORSA tool taken BEFORE the testing of measures.]

Team Level Tool Results Summary BEFORE the Testing Phase

Country	
Team №	

Note: In the Team № field, please enter a team number (1-3) so each team's report can be easily identified.

Demographic Information

Number of Team Members	
Smart Specialisation Sector	
Company Size	

B-SA and COR-SA Total Scores (Pre-Evaluation)

Scale	Lowest Total Score	Highest Total Score	Mean Total Score
B-SA			
COR-SA (E)			
COR-SA (M)			

Note: In COR-SA (M) you will have only one score per team.
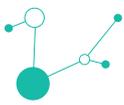
COR-SA (E) Scores per Indicator (Pre-Evaluation)

Indicator	Lowest Total Score	Highest Total Score	Mean Score	Median Value*
Unfair treatment and remuneration				
Role ambiguity				
Lack of control over work				
Poor communication and lack of support				
Unjustified pressure				
Value misalignment				
Discrimination				
Work-life conflict				
Technostress				

COR-SA (M) Scores per Indicator (Pre-Evaluation)

Indicator	Total Score
Unfair treatment and remuneration	
Role ambiguity	
Lack of control over work	
Poor communication and lack of support	
Unjustified pressure	
Value misalignment	
Discrimination	

Work-life conflict	
Technostress	

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*To calculate the median, order the scores of individual team members from smallest to largest and pick the middle one.

If there is an even amount of scores, take the average (mean) score of the 2 middle scores.

Example #1: Scores in "Unfair treatment and remuneration" achieved by a team of 5:

Score №1	Score №2	Score №3	Score №4	Score №5
4	7	3	5	3

1. Numbers in order from smallest to largest: 3, 3, 4, 5,7
2. Median is the middle score: 4

Example #2: Scores in "Role ambiguity" achieved by the team of 6:

Score №1	Score №2	Score №3	Score №4	Score №5	Score №6
3	5	3	7	2	9

1. Numbers in order from smallest to largest: 2, 3, 4, 5, 7, 9
2. Median is the mean score of two middle scores: (4+5)/2=4,5

2.2 Identification of addressed challenges

[Listing 1-2 challenges selected which were addressed during the testing.]

3. SUMMARY RESULTS OF TESTING

[Please include the results from the Feedback survey: https://forms.gle/gt343UJQTh2YZ5q68]

Feedback Survey Question	Feedback Survey Response
Key Challenge(s) adressed by the team	
Supportive Actions implemented	
Detailed description of the implementation	
Most effective and efficient Supportive Action(s)	
Key success or failure factors	
Observed organisational changes	

Supportive Actions to be continued or expanded (and why)	

4. SUMMARY RESULTS ABOUT THE POST EVALUATION PHASE

[Summary results of BSA and CORSA tool taken AFTER the testing of measures.]

Team Level Tool Results Summary AFTER the Testing Phase

B-SA and COR-SA Total Scores (Post-Evaluation)

Scale	Lowest Total Score	Highest Total Score	Mean Total Score
B-SA			
COR-SA (E)			
COR-SA (M)			

COR-SA Scores per Indicator (Post-Evaluation)

Indicator	Lowest Total Score	Highest Total Score	Mean Score	Median Value*
Unfair treatment and remuneration				
Role ambiguity				
Lack of control over work				
Poor communication and lack of support				
Unjustified pressure				
Value misalignment				
Discrimination				
Work-life conflict				
Technostress				

COR-SA (M) Scores per Indicator (Post-Evaluation)

Indicator	Total Score
Unfair treatment and remuneration	
Role ambiguity	
Lack of control over work	
Poor communication and lack of support	
Unjustified pressure	
Value misalignment	
Discrimination	
Work-life conflict	
Technostress	

5. CONCLUSION OF IMPLEMENTATION OF TESTING – LESSONS LEARNED

[Please reflect briefly on the implementation of the testing from several perspectives. One to two sentences per question are sufficient. Suggested to be discussed during last meeting.]

Perspective of the Manager / Company Representative

1. What was the overall value or benefit of the testing for your company?

2. What would you improve or do differently in future testing or similar activities?

Perspective of Team Members (Employees)

[Please briefly compare these findings with the team perspective collected before the testing phase (Section 1.4).]

1. How did you personally experience the testing activities?

2. Did the testing help you better understand stress, burnout, or well-being at work?

3. Did you notice any positive or negative changes during or after the testing?

Perspective of the Mentor/Coach

1. How would you evaluate the engagement and participation of the team during the testing?

2. What key recommendations would you highlight for future implementations?

Perspective of the Testing Partner

1. How would you evaluate the cooperation with the company during the testing implementation?

2. What worked well in the organization and delivery of the testing?

3. What challenges or limitations should be considered in future testing activities?