

# **PRE-DIAGNOSTIC DES RISQUES PSYCHOSOCIAUX**

**2014**

**VILLE DE REIMS  
REIMS METROPOLE**



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## I. Introduction

L'accord du 20 novembre 2009 sur la santé et la sécurité au travail a pour ambition d'améliorer les conditions de travail et de développer une véritable culture de prévention des risques professionnels. Afin de donner une nouvelle impulsion à l'ensemble de ces problématiques, Marylise Lebranchu, Ministre de la Décentralisation et de la Fonction publique, a lancé le 12 novembre 2012 un nouveau cycle de concertation et de négociations.

Le 22 octobre 2013 a été signé un protocole d'accord relatif à la prévention des risques psychosociaux dans la fonction publique. De ce fait, chaque employeur public doit mettre en place un plan d'évaluation et de prévention des risques psychosociaux avant fin 2015.

Dans ce contexte, la Ville de Reims et Reims Métropole ont initialisé la démarche de prévention des risques psychosociaux dès 2014. Pour cela, une stagiaire en master 2 Management des ressources humaines et de la qualité, a été recrutée en mai 2014 pour élaborer le pré-diagnostic.

La méthodologie employée est celle préconisée par le « guide méthodologique d'aide à l'identification, l'évaluation, et la prévention des RPS de la fonction publique » édité par la DGAFP (direction générale de l'administration et de fonction publique).

Ce pré-diagnostic comprend d'une part l'étude d'indicateurs de fonctionnement et de santé, et d'autre part l'étude des résultats de l'enquête réalisée auprès de l'ensemble des agents.

## II. Indicateurs de fonctionnement et de santé

### II.1 Un taux d'absentéisme pour raison de santé en constante évolution

La mesure de l'absentéisme constitue un outil important qui rentre dans le panel des indicateurs de gestion des organismes privés comme publics. La difficulté d'une comparaison légitime des performances en la matière entre la sphère publique et la sphère privée et au sein de la première entre les trois versants de la fonction publique (Etat, collectivités territoriales, fonction publique hospitalière) est dès lors posée.

Or en la matière il n'existe pas de notion juridiquement fixée et contraignante de l'absentéisme valable pour l'ensemble des administrations publiques et surtout comparable avec le secteur privé<sup>1</sup>. Il n'existe donc pas *stricto sensu* encore de définition officielle du taux d'absentéisme. Cela ouvre alors la voie à des interprétations contradictoires, parfois volontairement divergentes, empêchant ainsi tout rapprochement statistique fructueux et contribue à brouiller l'analyse des politiques publiques.

La DGAFP (direction générale de l'administration et de fonction publique) dans son rapport annuel sur l'Etat de la fonction publique de 2013 apporte un premier éclairage sur cette réalité complexe et plurielle :

- ▶ Les enquêtes portant sur le secteur privé sont basées sur : « *le calcul du rapport entre le nombre des journées d'absence selon la cause d'absence par le nombre de jours de travail théoriques* ».
- ▶ Les enquêtes portant sur l'Etat et ses ministères, utilisent un indicateur « *rapportant le nombre de personnes absentes selon les causes d'absence et l'ensemble des effectifs des agents des ministères [qui] ne permet pas d'évaluer le nombre moyen de jours d'absence au travail par agent sur l'année* ». En conséquence, « *il n'est pas comparable (...) avec celui utilisé par les enquêtes portant sur le secteur privé pour calculer l'absentéisme* ».
- ▶ Celui n'est pas assimilable non plus à celui utilisé par la Direction Générale des Collectivité Locales (DGCL) pour les collectivités territoriales « *nombre de journées d'absence selon les causes d'absence (en jours calendaires), sur l'effectif physique* ».

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<sup>1</sup> Méthodologie publiée par l'ANACT (Association Nationale de l'Amélioration des Conditions de Travail)

*sur emplois permanents* ». C'est cet indicateur qui est imposé dans les circulaires des 20 mars et 25 juillet 2014.

- ▶ « *Quant au taux d'absentéisme calculé par la Direction Générale de l'Organisation des Soins (DGOS), il est construit de la manière suivante : nombre total de jours d'absences selon les causes d'absence sur le nombre d'ETP (Equivalent Temps Plein) moyen travaillés de l'année (multiplié) par 365.* ».

Par tous ces modes de calculs, on comprend bien la complexité de comparaison des résultats.

Pour comparer les résultats des indicateurs pour raison de santé avec d'autres résultats, le taux d'absentéisme est calculé selon les deux méthodes de calcul :

- Méthode de calcul définie pour les collectivités territoriale (nombre de jours d'absence pour raison de santé par agent)
- Méthode de calcul généralement dans le privé (nombre de jours absence / nombre de jours travaillés en théorie). Pour cela, le nombre de jours travaillés sur une année est défini à 229 jours sur la base de 1607 heures travaillées par agent et par an à raison de 7h par jour. Le nombre de jours travaillés étant fluctuant d'une année sur l'autre (critères changeant : jours fériés, nombre de congés, nombre de jours de l'année), ce chiffre est une moyenne.

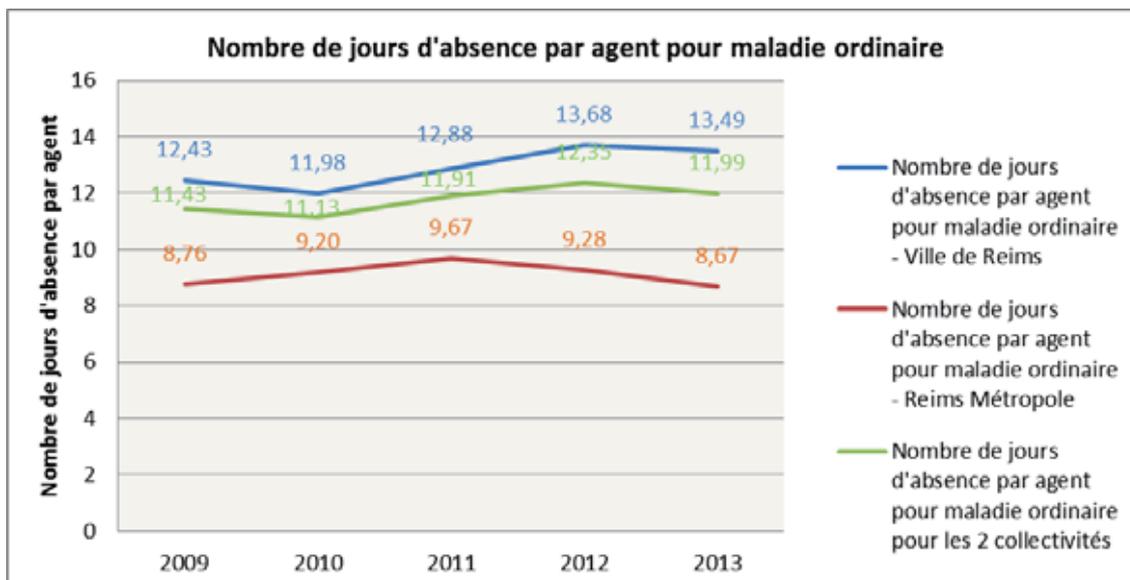
Dans un premier temps seront détaillés les 4 catégories d'absentéisme (maladie ordinaire, la longue maladie, les accidents du travail ou les maladies professionnelles), puis sera traité globalement l'indicateur d'absentéisme pour raison de santé.

Les résultats sont comparés dans la mesure du possible aux résultats de la Fonction Publique Territoriale et aux résultats des autres collectivités.

a) **Congés pour maladie ordinaire**

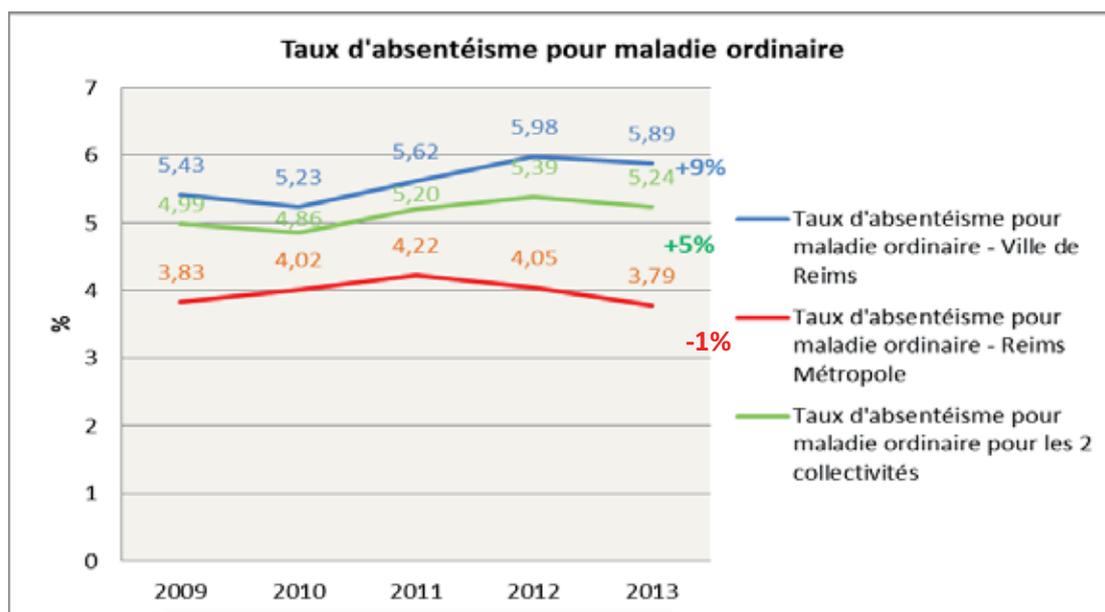
**Nombre moyen de journées d'absence par agent et par an pour maladie ordinaire**

$$= \frac{\text{nombre de journées d'absence pour maladie ordinaire (en jours calendaires)}}{\text{effectif des emplois permanents}}$$



**Taux d'absentéisme pour maladie ordinaire**

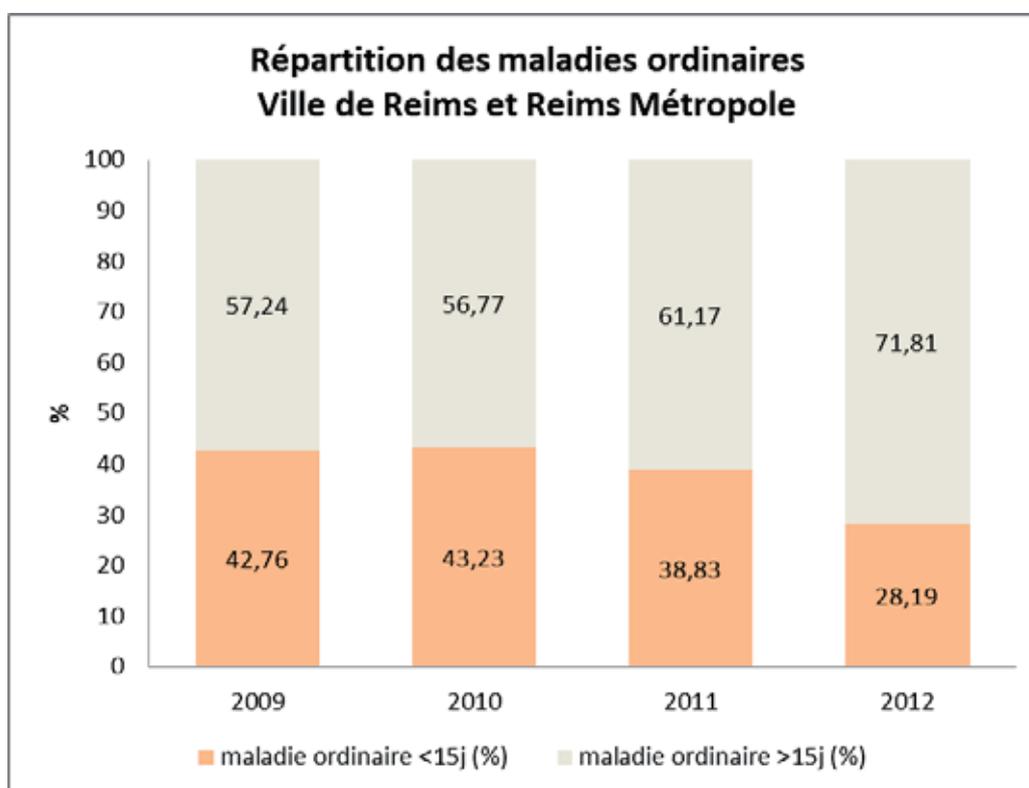
$$= \frac{\text{nombre de jours total d'absence pour maladie ordinaire} \times 100}{\text{effectif des emplois permanents} \times \text{nombre de jours travaillés}}$$



En moyenne pour la Ville de Reims et Reims Métropole, le taux d'absentéisme pour maladie ordinaire augmente de 5% entre 2009 et 2013.

Le taux d'absentéisme a tendance à augmenter (+9%) pour les agents de la Ville de Reims et à diminuer pour les agents de Reims Métropole (-1%).

Pour comprendre ce phénomène, les maladies ordinaires sont distinguées en 2 catégories : les arrêts pour maladie ordinaire inférieurs et supérieurs à 15 jours (représenté sous forme de graphique ci-dessous).

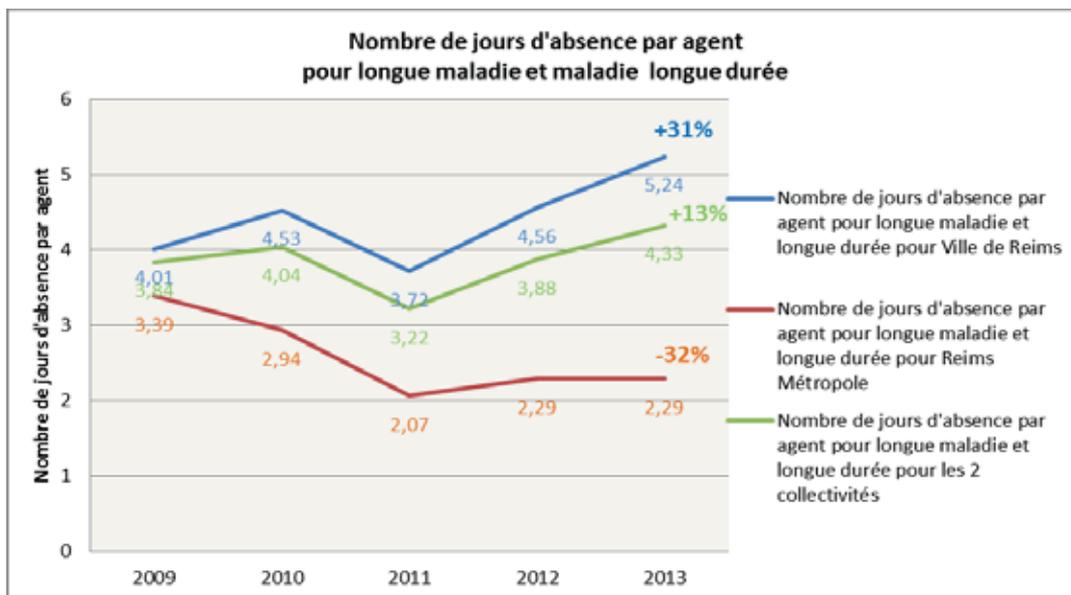


On constate que la part des maladies ordinaires supérieures à 15 jours d'arrêt augmente de 25% en 4 ans. (57,24% en 2009 à 71,81 % en 2012).

**b) Congés pour longue maladie et longue durée**

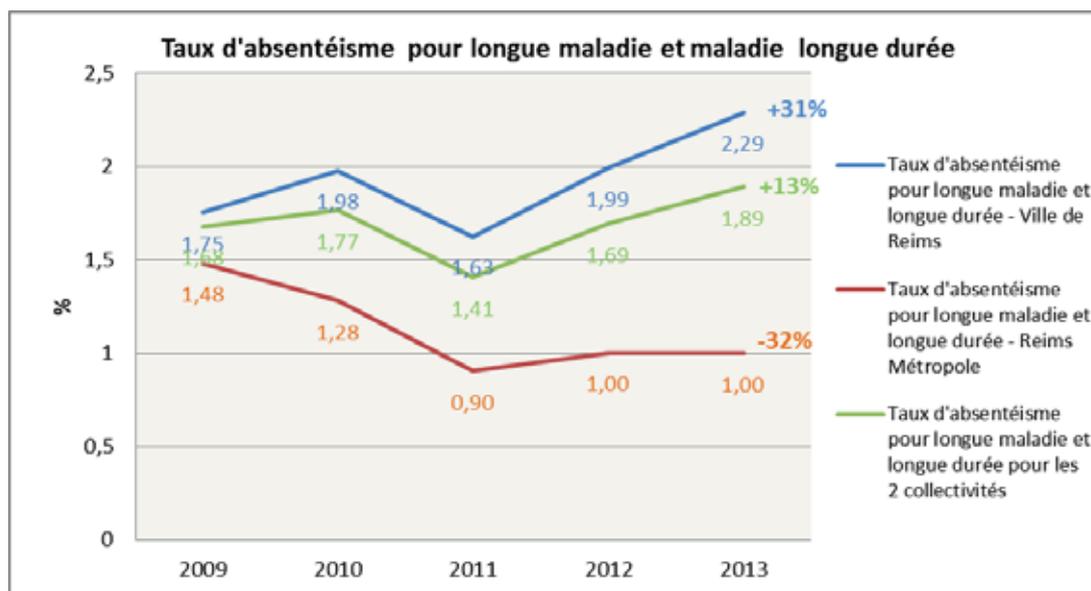
**Nombre moyen de journées d'absence par agent et par an pour longue maladie et longue durée**

$$= \frac{\text{nombre de journées d'absence pour longue maladie et longue durée (en jours calendaires)}}{\text{effectif des emplois permanents}}$$



**Taux d'absentéisme pour longue maladie et longue durée**

$$= \frac{\text{nombre de jours total d'absence pour longue maladie et longue durée} \times 100}{\text{effectif des emplois permanents} \times \text{nombre de jours travaillés}}$$



Après une phase à la baisse entre 2009 et 2011, le taux d'absentéisme pour longue maladie et maladie longue durée (LM, LD) est en progression pour les 2 collectivités.

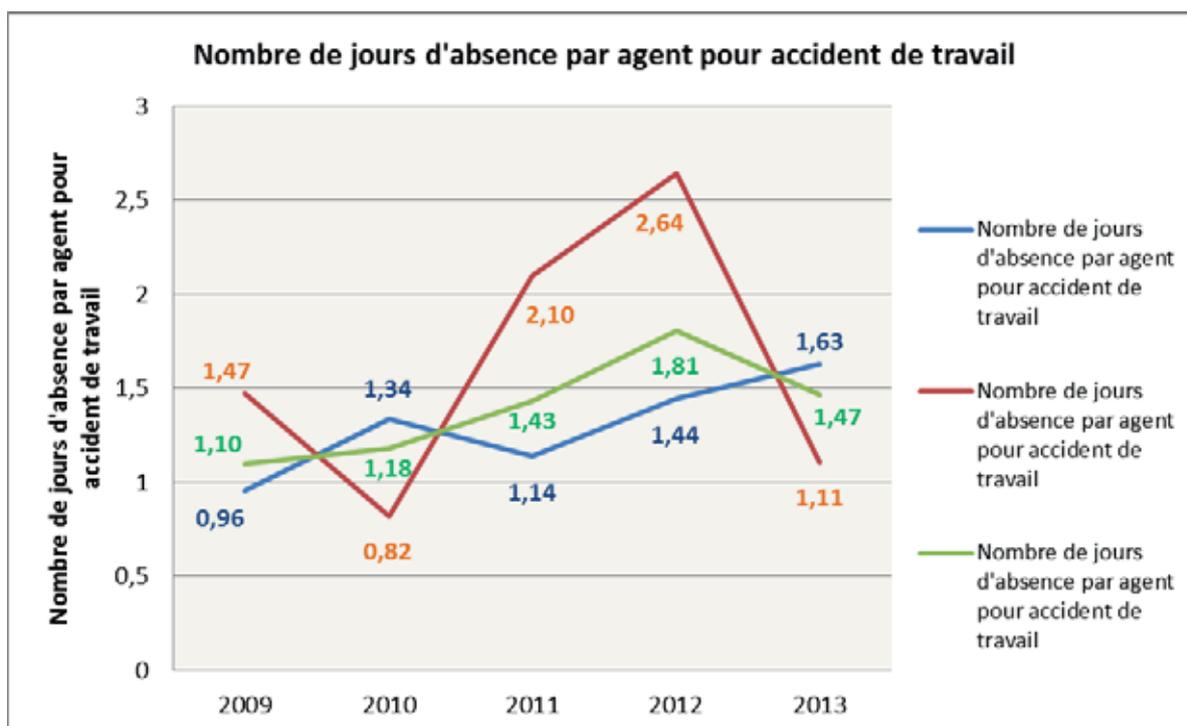
On constate que la Ville de Reims a un taux d'absentéisme LM/LD en progression de 31% depuis 5 ans, contrairement à Reims Métropole qui est en régression de 32%.

En moyenne, le taux d'absentéisme LM/LD pour les 2 collectivités a progressé de 13% entre 2009 et 2013.

### c) Congés pour accidents de travail

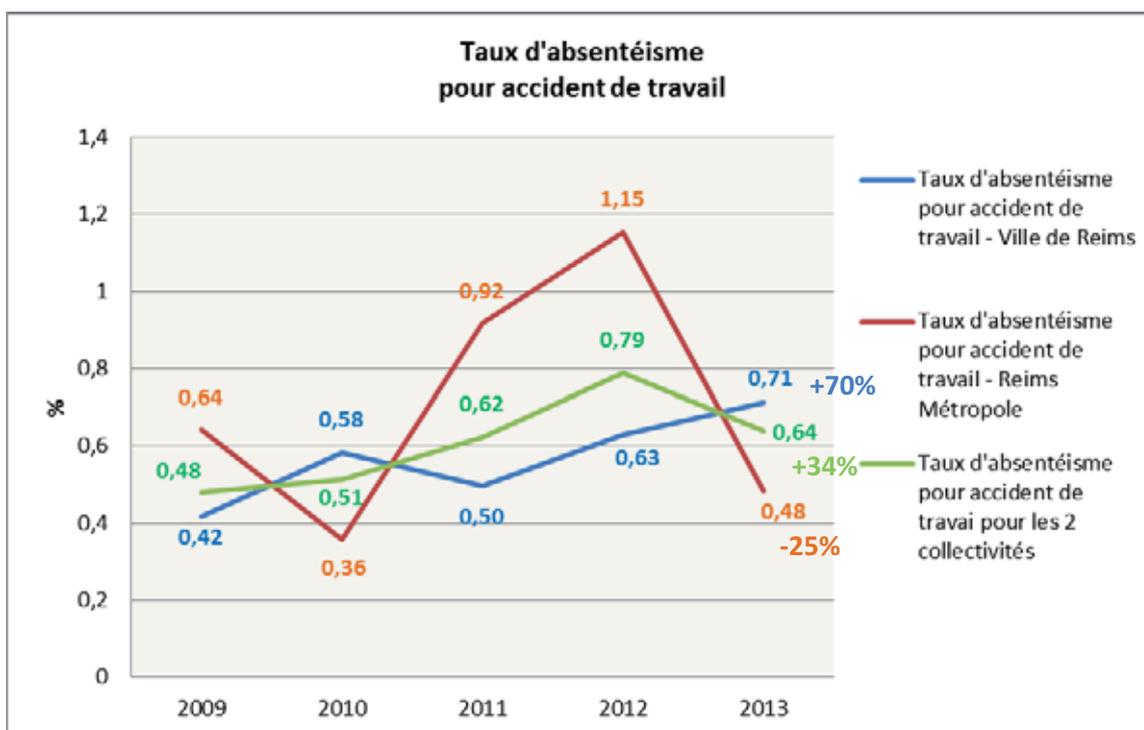
#### **Nombre moyen de journées d'absence par agent et par an pour accident de travail**

$$= \frac{\text{nombre de journées d'absence pour pour accident de travail(en jours calendaires)}}{\text{effectif des emplois permanents}}$$



### Taux d'absentéisme pour accidents de travail

$$= \frac{\text{nombre de jours total d'absence pour accident de travail} \times 100}{\text{effectif total des emplois permanents} \times \text{nombre de jours travaillés}}$$

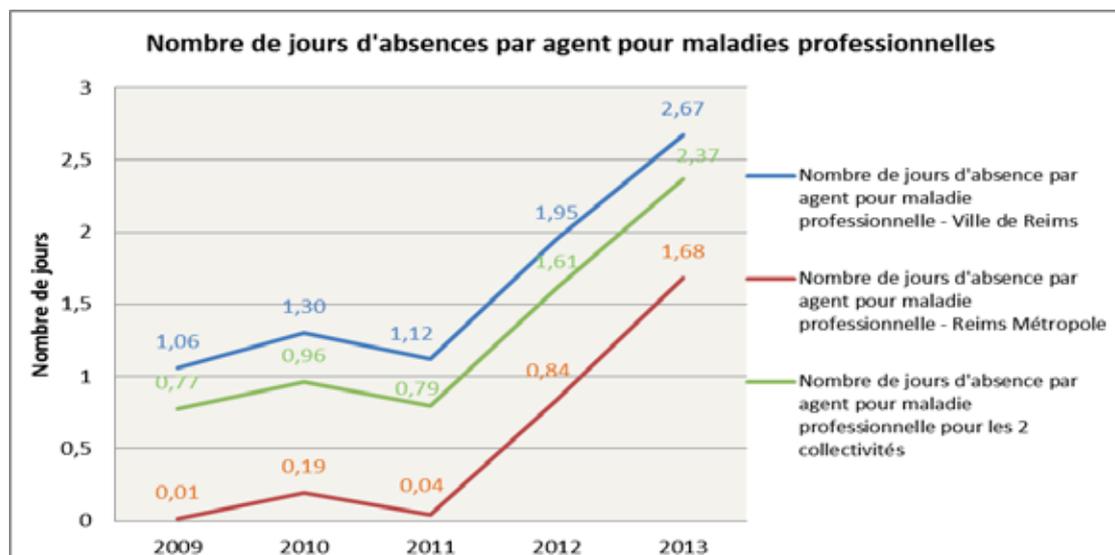


Le taux d'absentéisme des accidents de travail pour les 2 collectivités a augmenté en moyenne de 34% entre 2009 et 2013, avec une augmentation de 70% pour la Ville de Reims, contrairement à Reims Métropole qui a eu une diminution de 25% du taux d'absentéisme pour accidents de travail. Cependant, on constate que Reims Métropole a connu une nette augmentation de son taux d'absentéisme pour accidents de travail entre 2010 (0,36%) et 2012 (1,15%).

**d) Congés pour maladies professionnelles**

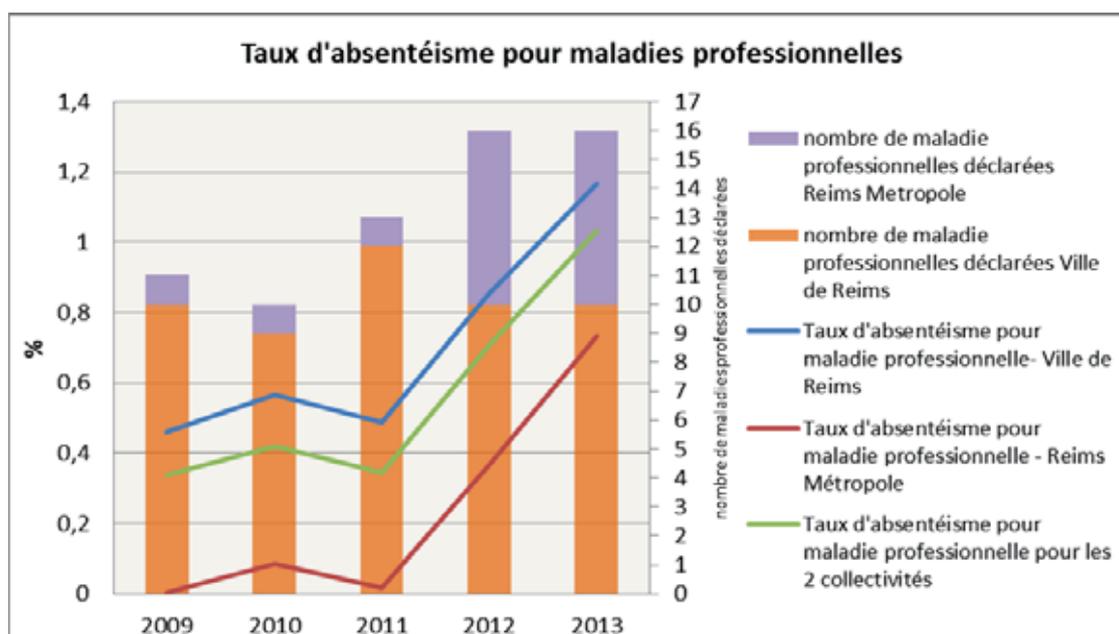
**Nombre moyen de journées d'absence par agent et par an pour maladies professionnelles**

$$= \frac{\text{nombre de journées d'absence pour pour maladies professionnelles(en jours calendaires)}}{\text{effectif des emplois permanents}}$$



**Taux d'absentéisme pour maladies professionnelles**

$$= \frac{\text{nombre de jours total d'absence pour maladies professionnelles} \times 100}{\text{effectif des emplois permanents} \times \text{nombre de jours travaillés}}$$



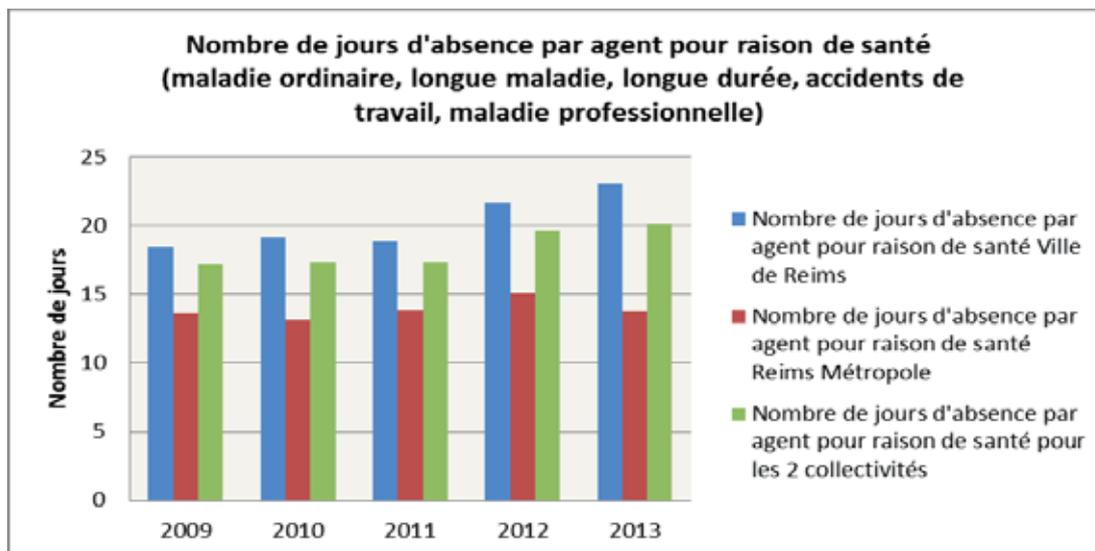
Le nombre de maladies professionnelles déclarées a fortement augmenté entre 2009 et 2013 (+ 45%) dû à une progression du nombre de maladies professionnels déclarées à Reims Métropole (1 en 2009 à 6 en 2013), le nombre de maladies professionnelles de la Ville de Reims restant stable à 10 maladies professionnelles déclarées par an.

Parallèlement, le taux d'absentéisme pour maladies professionnelles a fortement augmenté entre 2009 et 2013 (+206% pour les 2 collectivités). On constate donc que le nombre de maladies professionnelles déclarées a augmenté mais surtout la gravité des maladies professionnelles engendre des arrêts plus longs.

e) Congés pour raison de santé

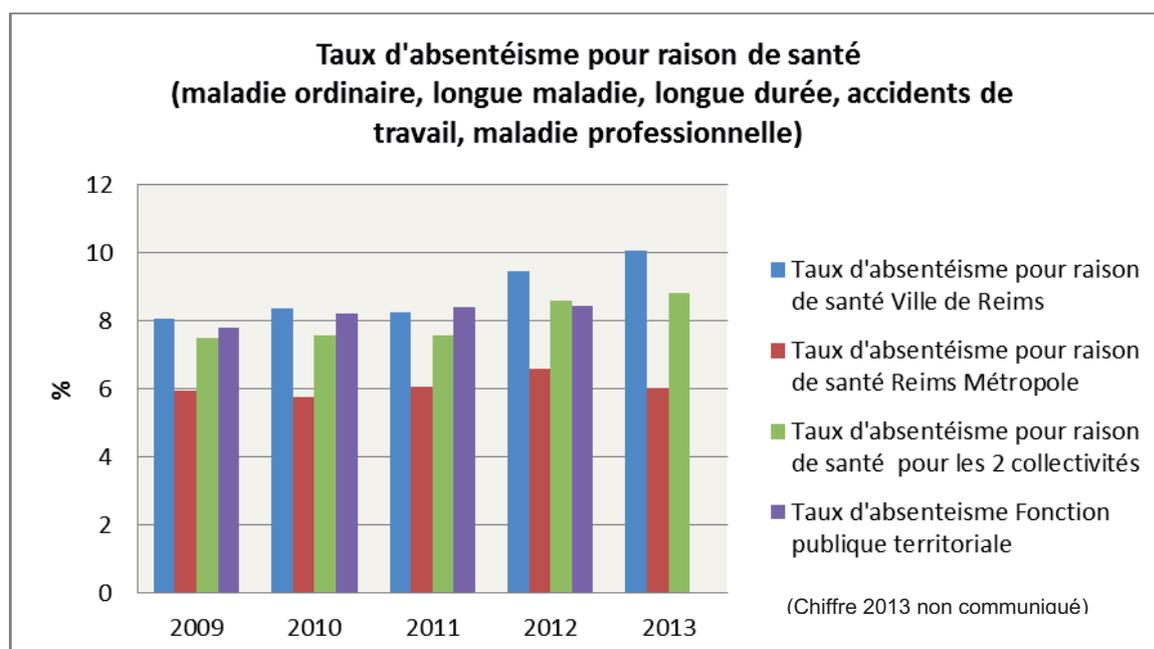
**Nombre moyen de journées d'absence par agent et par an pour raison de santé**

$$= \frac{\text{nombre de journées d'absence pour raison de santé (en jours calendaires)}}{\text{effectif des emplois permanents}}$$



**Taux d'absentéisme pour raison de santé**

$$= \frac{\text{nombre de jours total d'absence} \times 100}{\text{effectif total des emplois permanents} \times \text{nombre de jours travaillés}}$$



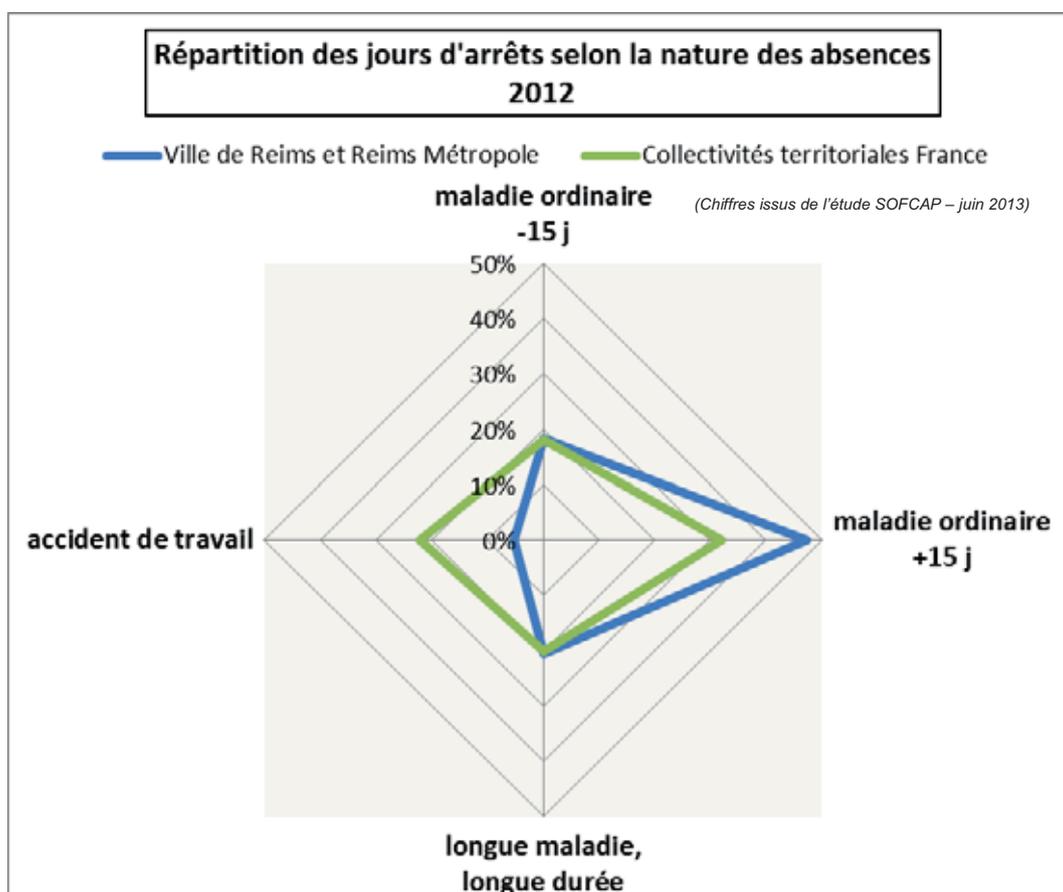
Entre 2009 et 2013, le taux d'absentéisme pour la Ville de Reims est en constante augmentation (+25%), contrairement à Reims Métropole où le taux d'absentéisme reste constant entre 2009 et 2013 (+1%).

Pour l'ensemble des 2 collectivités, le taux d'absentéisme a augmenté de 18% entre 2009 et 2013.

Par comparaison, le taux d'absentéisme de la fonction publique territoriale est en constante augmentation (+14,1%) entre 2007 et 2012 (chiffres SOFCAP – juin 2013 – « regard sur les absences pour raison de santé dans les collectivités territoriales »)

Les durées d'absences dans les collectivités rémoises suivent la tendance nationale.

Le graphique ci-dessous permet de visualiser la répartition des jours d'absences selon leur nature et de comparer les résultats de la Ville de Reims et Reims Métropole avec les résultats des collectivités territoriales.



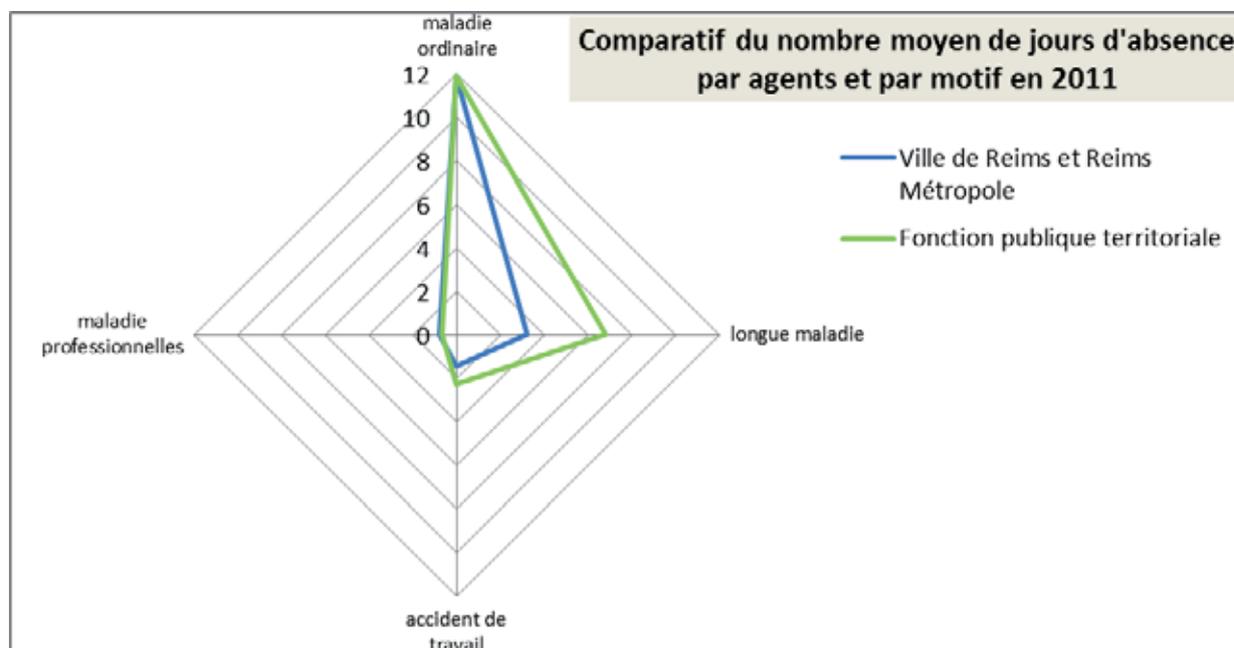
Les répartitions des absences pour maladies ordinaires de courtes durée de moins de 15 jours (18%) et les longues maladies et les maladies longue durée (20%) sont identiques pour les collectivités Ville de Reims/Reims Métropole et les collectivités territoriales en France.

Cependant Ville de Reims et Reims Métropole ont moins d'absences pour accidents de travail (5%) comparé aux collectivités territoriales (22%). Mais Ville de Reims et Reims Métropole ont davantage d'absences pour des maladies ordinaires de plus de 15 jours d'arrêt (47%) par rapport aux collectivités territoriales (32%)

On peut également comparer les résultats avec ceux indiqués dans le « Rapport annuel sur l'état de la fonction publique – édition 2013 – DGAFP »

Le taux d'absentéisme est indiqué en nombre de jours d'absence par agent.

Le graphique ci-dessous permet de comparer le nombre moyen de jours d'absence par agents et par motif en 2011.



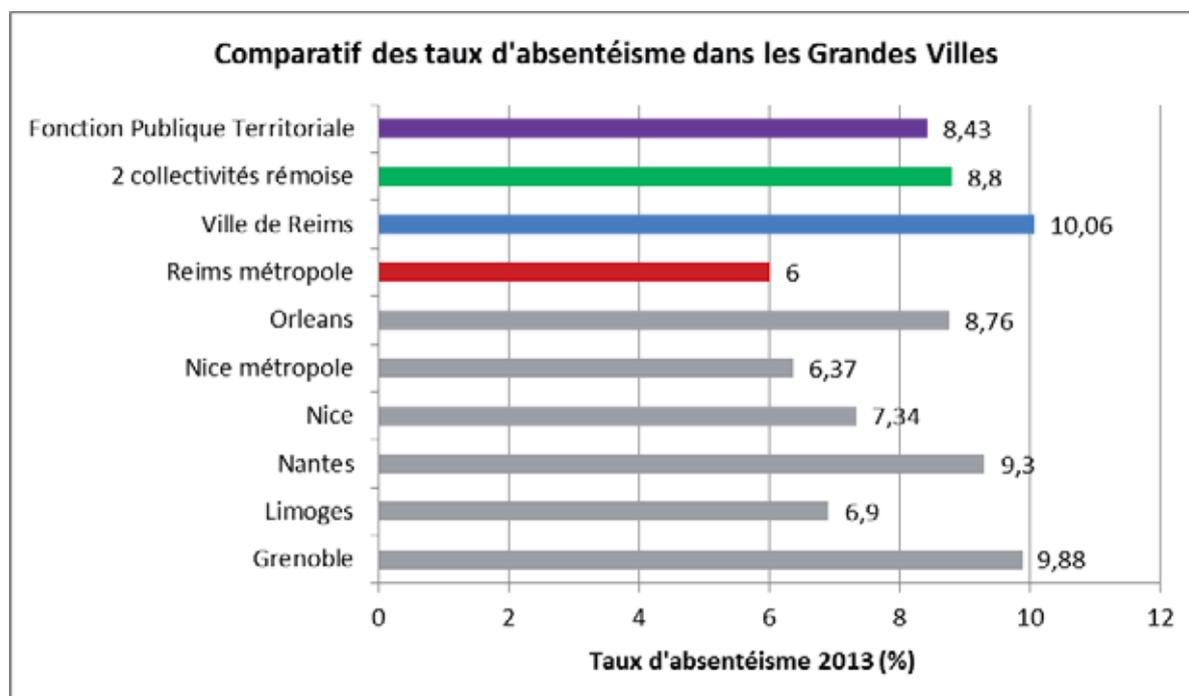
On constate que la Ville de Reims et Reims Métropole ont deux fois moins de jours d'absence par agent en longue maladie (3,8 jours) que la fonction publique territoriale (6,8 jours).

Le nombre de jours d'absence pour la Ville de Reims et Reims Métropole est inférieur (-38%) au nombre de jours d'absence pour la fonction publique territoriale.

Les jours d'absence pour maladies professionnelles et maladie ordinaires sont identiques.

Le taux d'absentéisme peut être comparé au taux d'absentéisme d'autres collectivités territoriales qui ont bien voulu communiqué sur ces résultats<sup>2</sup>. On retrouve les résultats sur le graphique ci-dessous. Les enquêtes montrent que les villes citées ci-dessous calculent leur taux d'absentéisme en pourcentage la part du temps perdu sans intégrer les absences pour maternité, paternité ni absences exceptionnelles.

Ces résultats peuvent donc être comparés à ceux calculés pour Reims Métropole et Reims Métropole.



Chiffres issus de l'extranet des grandes villes - [www.conjuguer.fr](http://www.conjuguer.fr)

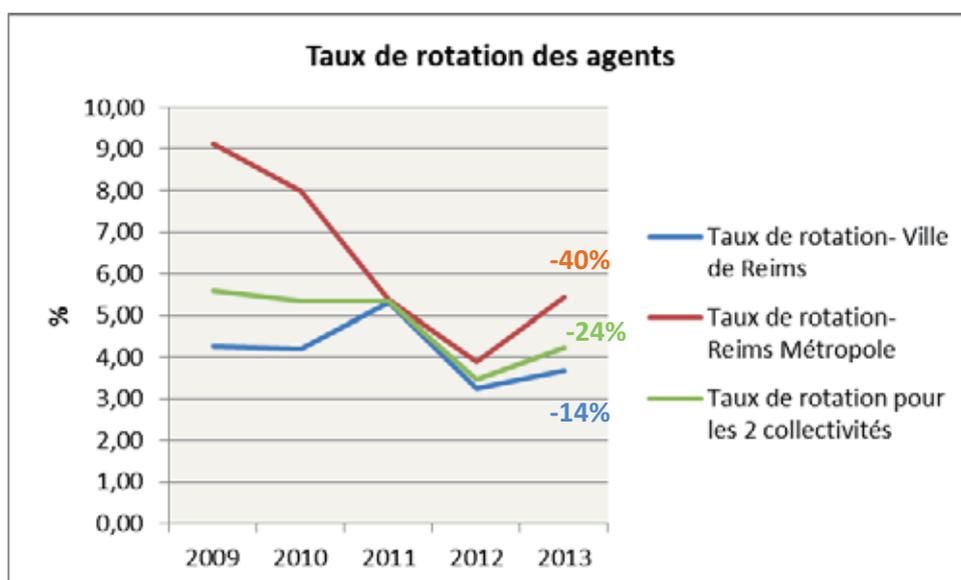
<sup>2</sup> Enquêtes issues du site extranet des Grandes Villes [www.conjuguer.fr](http://www.conjuguer.fr)

On constate que pour les villes qui ont répondu à l'enquête concernant le taux d'absentéisme sur l'extranet des grandes villes, le taux d'absentéisme fluctue entre 6,37% et 9,88%. La Ville de Reims a un taux d'absentéisme le plus important (10,06%) et Reims Métropole a le taux d'absentéisme le plus bas (6%). La moyenne pour l'ensemble des collectivités territoriales est de 8,43%.

## II.2 Un taux de rotation des agents plutôt faible

### Taux de rotation des agents

$$= \frac{(\text{somme du nombre d'arrivées et du nombre des départs})/2}{\text{effectif des emplois permanents} \times 100}$$



Le taux de rotation des agents de la Ville de Reims a diminué de 14% entre 2009 et 2013, avec une hausse en 2011.

Le taux de rotation des agents de Reims Métropole a diminué de 40% entre 2009 et 2013 avec une forte baisse jusqu'en 2012.

En moyenne pour les 2 collectivités, le taux de rotation des agents a diminué de 24% entre 2009 et 2013.

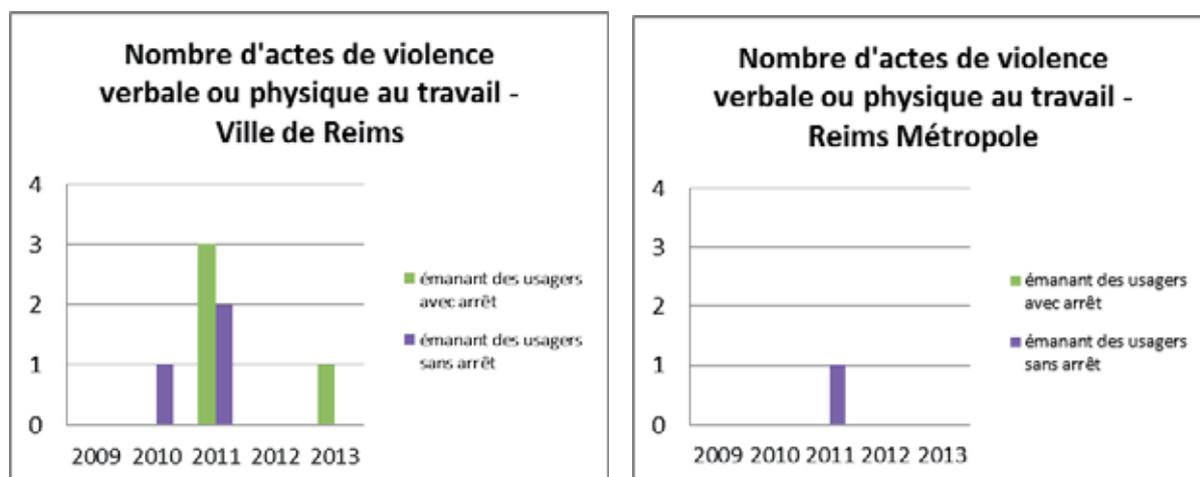
Alors que la tendance du taux de rotation pour les 2 collectivités est descendante, une remontée du taux de rotation s'opère à partir de 2012.

En 2008, le taux de rotation en France oscillait entre 10% et 12%. Il est plus important dans le secteur tertiaire (entre 13% et 15%) que dans l'industrie ou le secteur de la construction (entre 4% et 6%)<sup>3</sup>.

Un taux de rotation du personnel important est un indicateur de malaise social. Quand les conditions de travail deviennent trop difficiles, les salariés quittent leur emploi de façon volontaire (demande de mutation) ou sans l'avoir vraiment choisi (inaptitude, retraite anticipée, licenciement).

Il serait intéressant de suivre cet indicateur pour chaque direction de la Ville de Reims et Reims Métropole (et non pas de façon globale) pour affiner les résultats.

### **II.3 Un nombre d'acte de violence verbale ou physique au travail émanant de personnes extérieures au service (usagers notamment) sporadique**



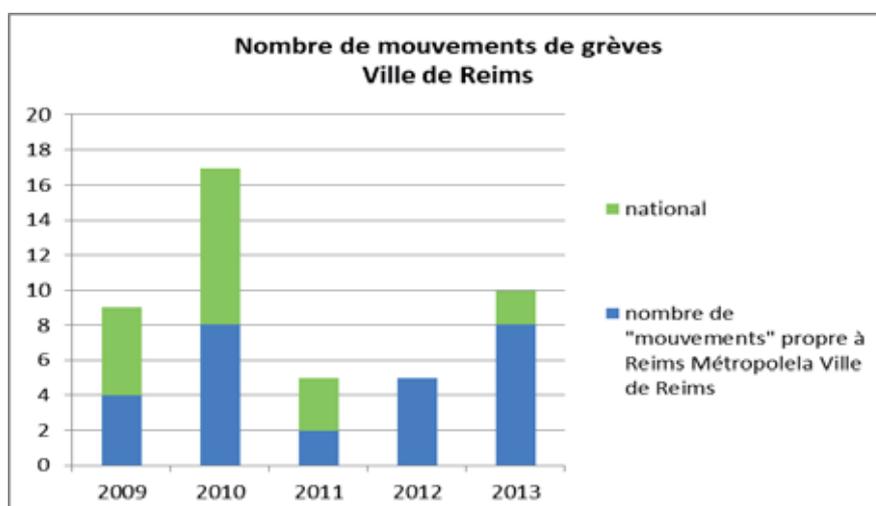
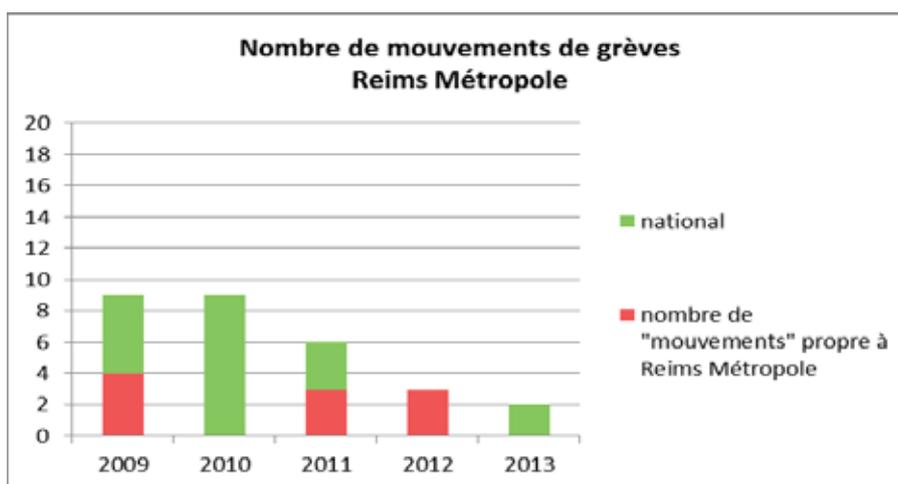
Le nombre d'actes de violence verbale ou physique au travail à la Ville de Reims et Reims Métropole est sporadique. Cependant, il faut interpréter cet indicateur avec précaution car il n'existe pas de registre particulier où les actes de violence sont référencés. Seuls les accidents de travail déclarés sont référencés sur les graphiques ci-dessus.

<sup>3</sup> INRS – Les indicateurs RPS - ed6012

## II.4 Un nombre d'actes de violence verbale ou physique au travail émanant de personnes internes non suivi

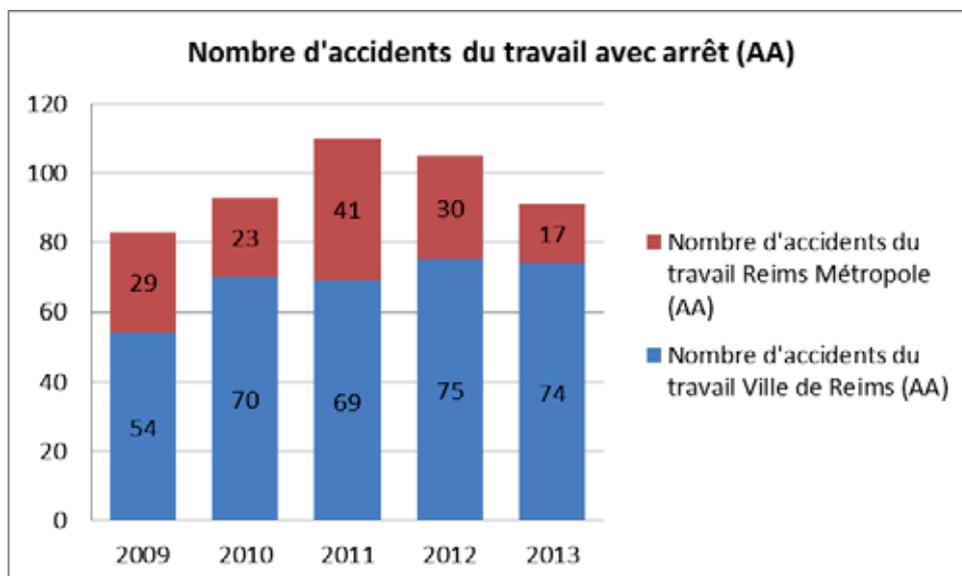
Actuellement, cet indicateur n'est pas suivi et devra être mis en place. En effet, des actes de violence verbale et/ou physique existent bien (de nombreux faits relatés durant le stage) mais il n'existe pas de registre où les faits sont consignés.

## II.5 Des mouvements de grèves annuels



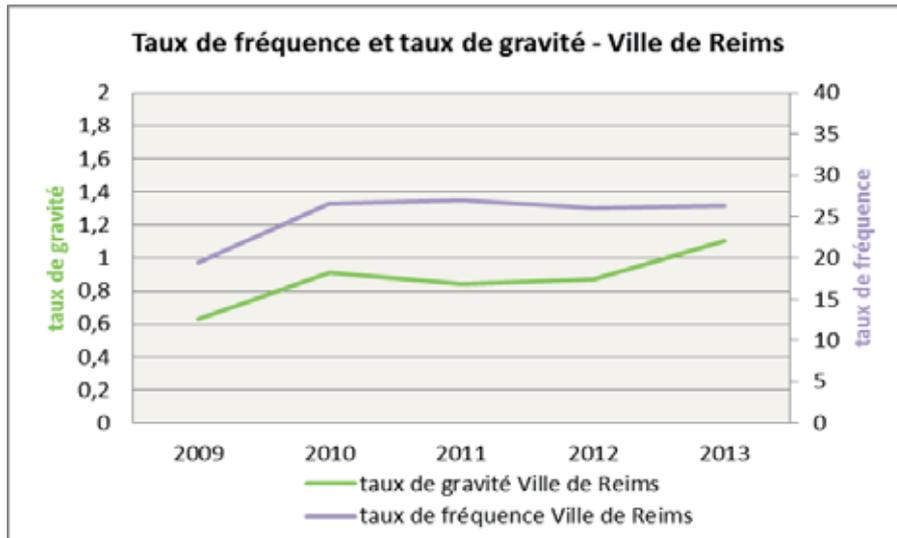
On constate qu'il existe des mouvements de grèves tous les ans pour les agents de la Ville de Reims et de façon épisodique pour les agents de Reims Métropole.

## II.6 Des accidents du travail moins fréquents mais de gravité plus importante



Avec une hausse entre 2009 et 2011, le nombre total d'accident du travail avec arrêt est en diminution (110 pour 91 accidents) entre 2011 et 2013. Cela s'explique par une baisse des accidents de travail avec arrêt à Reims Métropole entre 2011 et 2013 (-59%). Le nombre d'accidents du travail avec arrêt reste stable pour la ville de Reims.

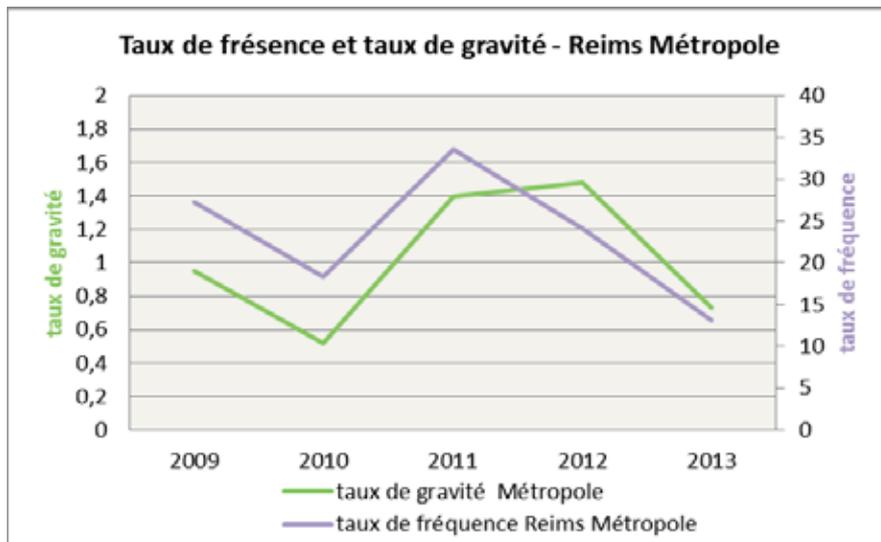
Pour compléter les résultats, on peut regarder la gravité et la fréquence des accidents avec arrêts.



A la Ville de Reims, le taux de fréquence a augmenté de +35% et le taux de gravité a fortement augmenté de 75% entre 2009 et 2013.

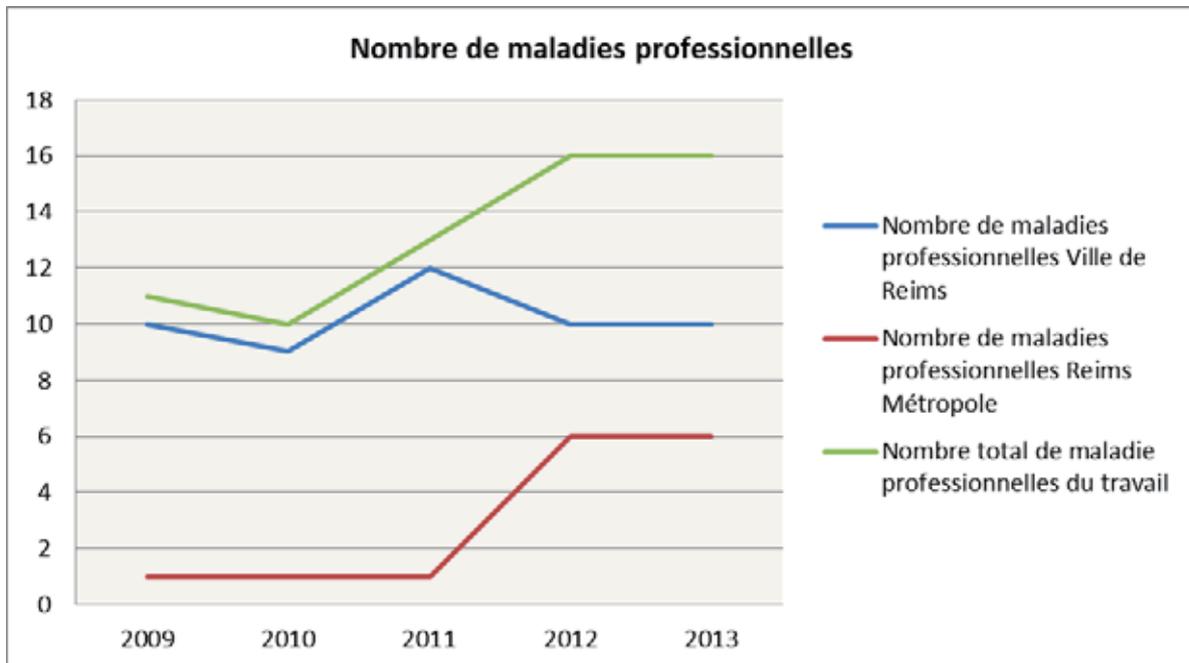
Cependant, on constate qu'en 2013, le taux de gravité a augmenté dû aux reliquats (853 jours) et aux rechutes (730 jours) des années précédentes. Il est à noter que le nombre de jours d'arrêt pour les accidents avec arrêt de l'année 2013 (1514 jours) est le plus bas des dernières années.

On peut conclure que même si le nombre d'accidents avec arrêt déclarés reste stable à la Ville de Reims, le taux de gravité a tendance à augmenter dû aux reliquats et aux rechutes des accidents des années précédentes.



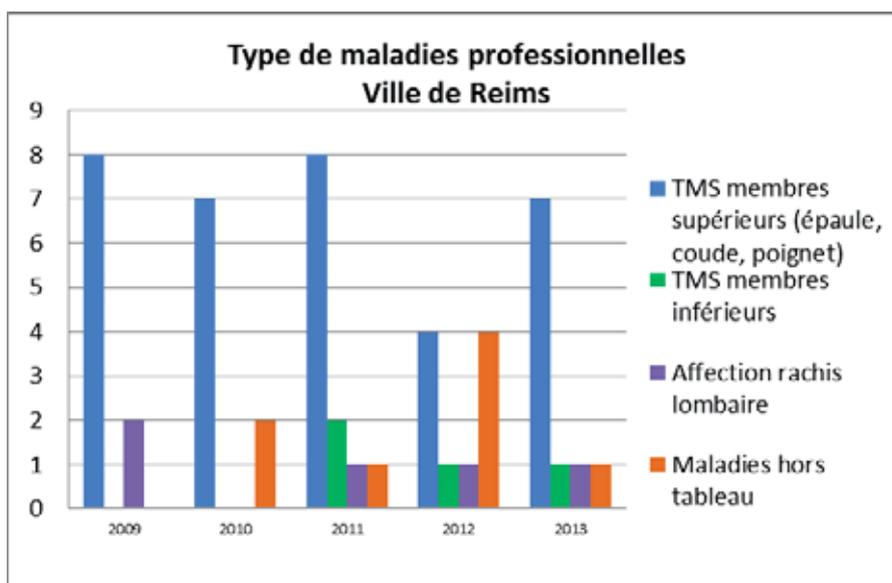
A Reims Métropole, le taux de fréquence a diminué (-52%) ainsi que le taux de gravité (-23%) entre 2009 et 2013.

a) **Des maladies professionnelles en constante évolution**

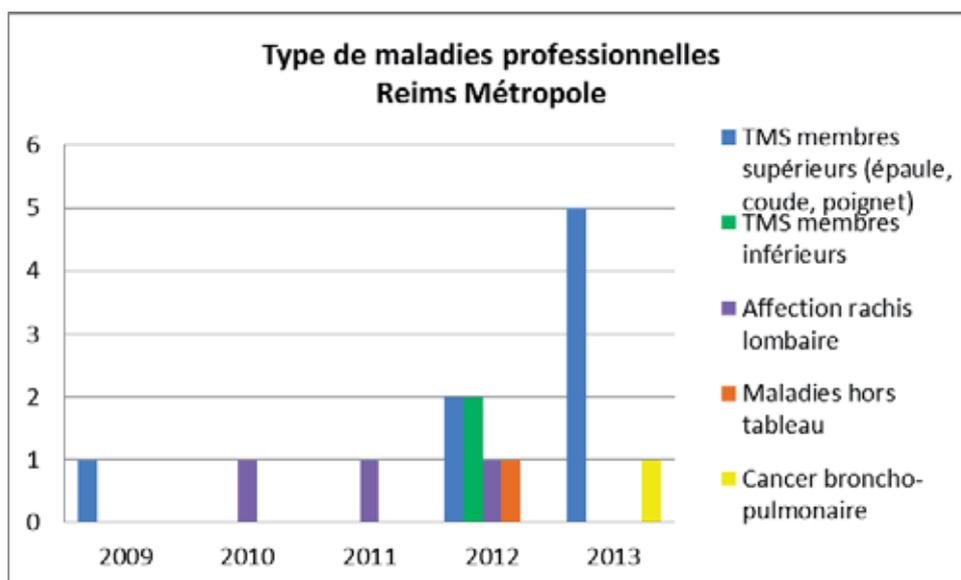


Le nombre de maladies professionnelles déclarées restent stables pour la Ville de Reims (10 maladies professionnelles déclarées en moyenne par an).

Par contre, on constate que le nombre de maladies professionnelles déclarées pour Reims Métropole est multiplié par 6 entre 2011 et 2013.



A la Ville de Reims, on constate que ce sont les troubles musculo-squelettiques (TMS) des membres supérieurs qui sont le plus déclarés.

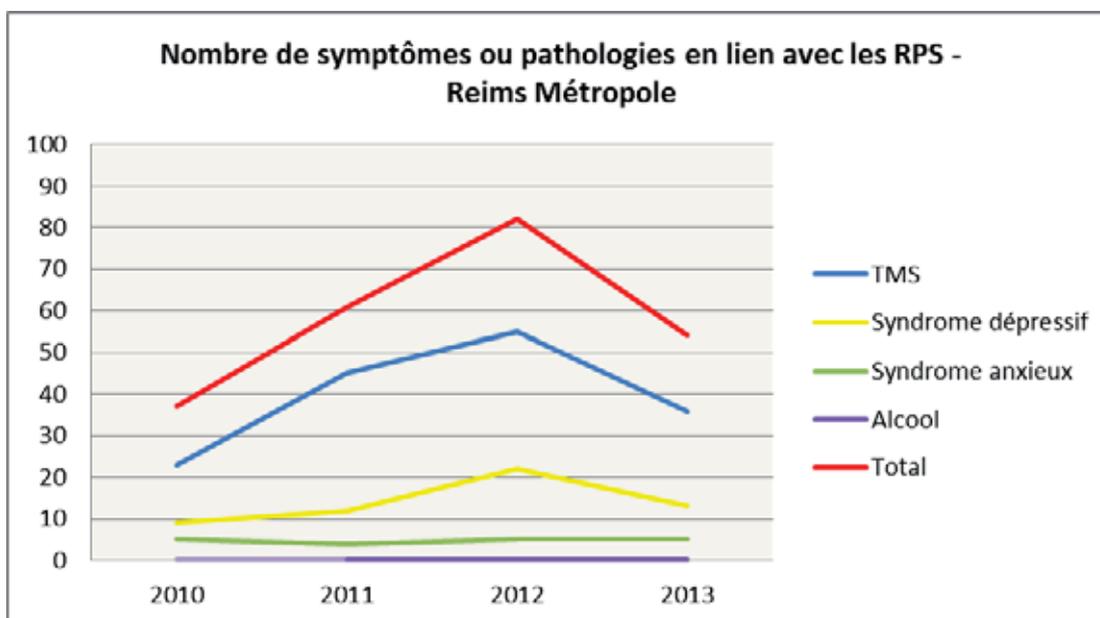
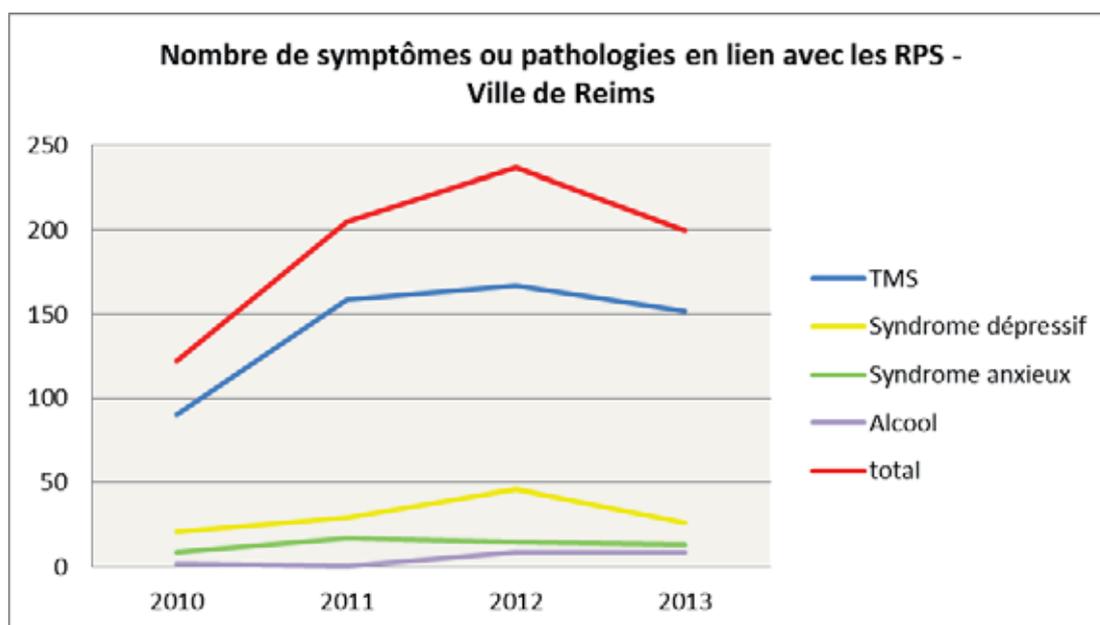


Pour Reims Métropole, on constate que la maladie professionnelle pour affection du rachis lombaire est présente sur 3 années entre 2010 et 2012.

On remarque également une forte augmentation des troubles musculo-squelettiques des membres supérieurs en 2012 et 2013.

## II.7 Des symptômes et des pathologies en lien avec les RPS

Les symptômes ou pathologies en lien avec les risques psychosociaux (RPS) sont référencés par le médecin du travail.

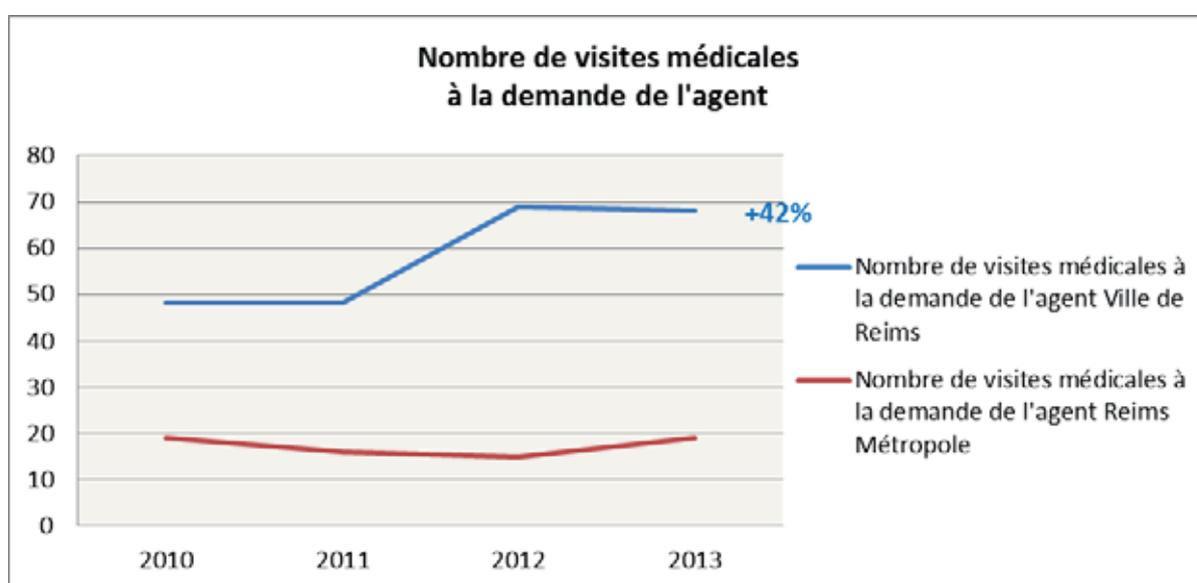


On peut constater que les pathologies ou symptômes en lien avec les RPS sont en constante augmentation dans les 2 collectivités jusqu'en 2012 que ce soit pour les TMS, le syndrome dépressif, le syndrome anxieux ou l'alcool.

On note une baisse significative entre 2012 et 2013 : -16% Ville de Reims, -34% Reims Métropole.

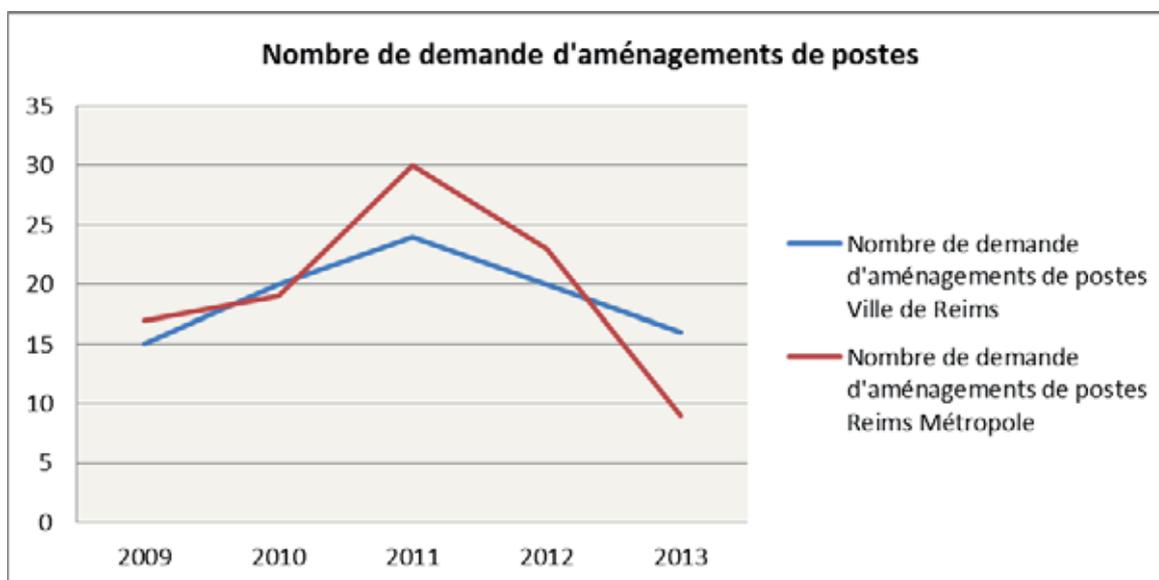
## II.8 L'activité du service de santé au travail

### a) Nombre de visites médicales sur demande de l'agent



A la Ville de Reims, le nombre de visites médicales à la demande des agents est en hausse (+42%) alors que pour Reims Métropole, ce chiffre reste stable.

**b) Nombre de demande d'aménagements de postes**



Après une tendance à la hausse entre 2009 et 2011 (jusqu'à 30 demandes en 2011 pour Reims Métropole), on constate que ces demandes d'aménagement de postes décroissent à partir de 2011 (-33% pour la Ville de Reims et -102% pour Reims Métropole).

La hausse progressive entre 2009 et 2011 peut s'expliquer par la réorganisation des services réalisée en 2009.

## II.9 Synthèse des indicateurs mettant en évidence une hausse de l'absentéisme

La synthèse des indicateurs est décrite dans le tableau ci-dessous.

Dimensions	Indicateurs	Ville de Reims	Reims Métropole
Exigences et intensité du travail	Absentéisme pour raison de santé :	↗	→
	<i>Maladie ordinaire</i>	↗	↘
	<i>Longue maladie, longue durée</i>	↗	↘
	<i>Maladies professionnelles</i>	↗↗	↗↗
	<i>Accidents du travail</i>	↗	↘
	Taux de rotation	↘	↘
Exigences émotionnelles	Nombre d'acte de violence verbale ou physique au travail émanant de personnes extérieures au service	↘	↘
Manque d'autonomie	Grèves	↗	→
Mauvaises qualité des rapports sociaux et des relations de travail	Nombre d'acte de violence verbale ou physique au travail émanant de personnes en interne	<i>Mettre en place le suivi pour 2015</i>	
Accidents de travail et Maladies professionnelles	Nombre d'accidents de travail (AA)	→	↘
	Taux de fréquence	→	↘
	Taux de gravité	↗	↘
	Nombre de maladies professionnelles	→	↗
Symptômes en lien avec les RPS	Nombres de troubles cardio-vasculaires, TMS, anxiété, dépression, comportements à risques	↘	↘
Activité du service de santé au travail	Nombre de visites médicales sur demande de l'agent	↗	→
	Nombre de demande d'aménagement de postes	↘	↘

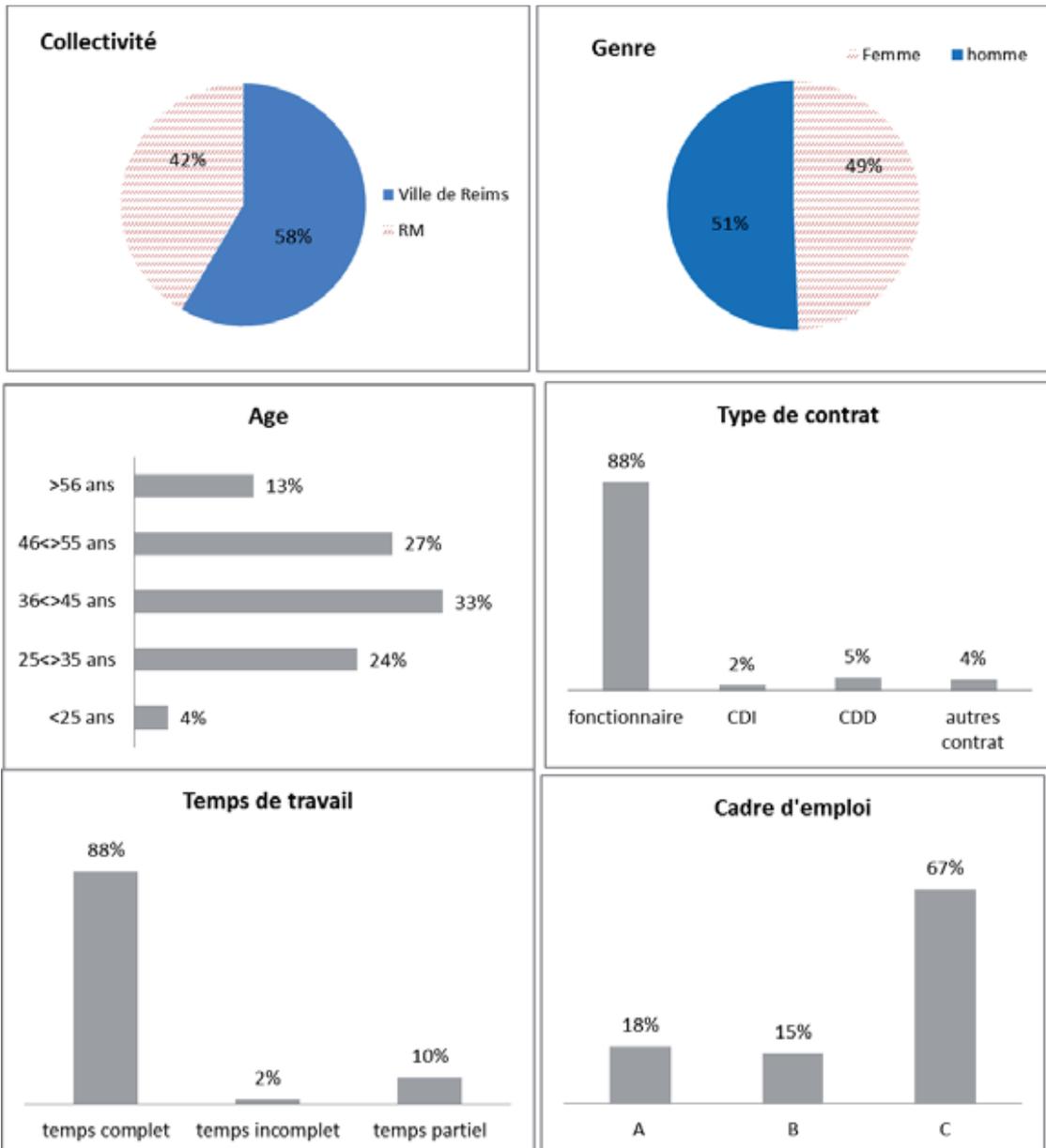
### **III. Indicateur du ressenti des agents : le questionnaire**

#### **III.1 Méthodologie de l'enquête par questionnaire**

Le guide méthodologique d'aide à l'identification, l'évaluation et la prévention des RPS dans la fonction publique propose un questionnaire permettant d'intégrer des questions retenues par le collège d'expertise Gollac. Le questionnaire proposé permet de respecter les 6 axes généraux retenus par le Collège d'expertise : exigences au travail, exigences émotionnelles, autonomie et marge de manœuvre, rapports sociaux et relation de travail, les conflits de valeur et l'insécurité socioéconomique. Ces 6 axes sont eux-mêmes divisés en sous axes élémentaires associés à différents indicateurs.

Le questionnaire a été proposé à l'ensemble des agents en version informatisée et en version papier entre juillet et début septembre 2014.

1078 questionnaires (39%) ont été retournés. Seulement 895 questionnaires (32,4%) sont exploitables car renseignés en totalité. Le nombre de questionnaires retournés permet de d'affirmer que les résultats sont représentatifs (



Ci-dessous, le taux de retour de l'enquête par pôle et par direction :

	Effectif RM*	Effectif VdR*	TOTAL	Réponses questionnaires	% de réponses/l'effectif
<b>Pôle Secrétariat Général</b>	<b>27</b>	<b>115</b>	<b>142</b>	<b>48</b>	<b>34%</b>
Direction de la relation aux citoyens		90	90	24	27%
Direction de l'expression citoyenne		25	25	11	44%
Direction de la vie Institutionnelle	27		27	13	48%
<b>Cabinet</b>	<b>50</b>	<b>27</b>	<b>77</b>	<b>13</b>	<b>17%</b>
Cabinet du maire	3	20	23		0%
Direction de la communication	27		27	13	48%
Direction Générale (Mission Pôle métropolitain, Mission mécénat, Risques majeurs)	20	7	27		0%
<b>Pôle Pilotage</b>	<b>96</b>	<b>0</b>	<b>96</b>	<b>32</b>	<b>33%</b>
Direction des finances	37		37	11	30%
Direction des Systèmes d'Information et des Télécommunications	50		50	18	36%
Contrôle de gestion, organisation et qualité	3		3	3	100%
<i>Gestion de la relation aux citoyens</i>					
Mission achats-optima	6		6		0%
<b>Pôle Ressources</b>	<b>269</b>	<b>16</b>	<b>285</b>	<b>118</b>	<b>41%</b>
Pôle Ressources	3	6	9		0%
Direction des Ressources Humaines	71	7	78	39	50%
Direction du Protocole	38		38	10	26%
Direction Juridique	31		31	11	35%
Direction des Moyens et Services Généraux	47		47	34	72%
Direction des Moyens Mobiles	65		65	19	29%
Centre de coopération, conseil et coordination fournitures et services	5	2	7	3	43%
Ressources en information géographique	6	1	7	2	29%
Communication interne	3		3	0	0%
<b>Pôle du développement social et des services aux citoyens</b>	<b>2</b>	<b>862</b>	<b>864</b>	<b>160</b>	<b>19%</b>
Pôle du développement social et des services aux citoyens	2	2	4		0%
Direction des sports		173	173	26	15%
Direction de la Jeunesse		16	16	6	38%
Direction de l'Éducation		502	502	60	12%
Direction de la Politique de la Ville et de l'Habitat		32	32	10	31%
Direction des Solidarités et de la Santé Publique		51	51	17	33%
Direction de la Police Municipale et de la Tranquillité Publique		86	86	41	48%

	Effectif RM*	Effectif VdR*	TOTAL	Réponses questionnaires	% de réponses/l'effectif
<b>Pôle du développement économique, urbain et culturel</b>	<b>78</b>	<b>374</b>	<b>452</b>	<b>128</b>	<b>28%</b>
Pôle du développement économique, urbain et culturel	4	2	6		0%
Direction de l'Urbanisme et de l'Aménagement Urbain et archéologie	43	16	59	21	36%
Direction du Développement Economique, de l'Enseignement Supérieur et des Relations Internationales	16	5	21	8	38%
Direction de la culture et du Patrimoine		350	350	94	27%
Direction du développement durable	10		10	3	30%
Direction du C3C culture (Centre de coopération, conseil et coordination)	5	1	6	2	33%
<b>Pôle Service Urbains</b>	<b>330</b>	<b>503</b>	<b>833</b>	<b>337</b>	<b>40%</b>
Pôle Service Urbains	7		7		
Direction des Espaces Verts		139	139	66	47%
Direction des Etudes et Travaux de Bâtiment	1	44	45	7	16%
Direction de la maintenance des Bâtiments	6	114	120	42	35%
Direction de l'Eau et de l'Assainissement	216		216	114	53%
Direction des Déplacements et Etudes sur les Espaces Publics	32		32	10	31%
Direction Voirie, Circulation et Eclairage	18	103	121	30	25%
Direction des déchets et de la propreté	34	102	136	62	46%
Direction C3C Urbain	16	1	17	6	35%
<b>AUTRE</b>				<b>59</b>	<b>7%</b>
<b>TOTAL</b>	<b>782</b>	<b>1970</b>	<b>2752</b>	<b>895</b>	<b>32,5%</b>

\* d'après chiffres bilan social 2013

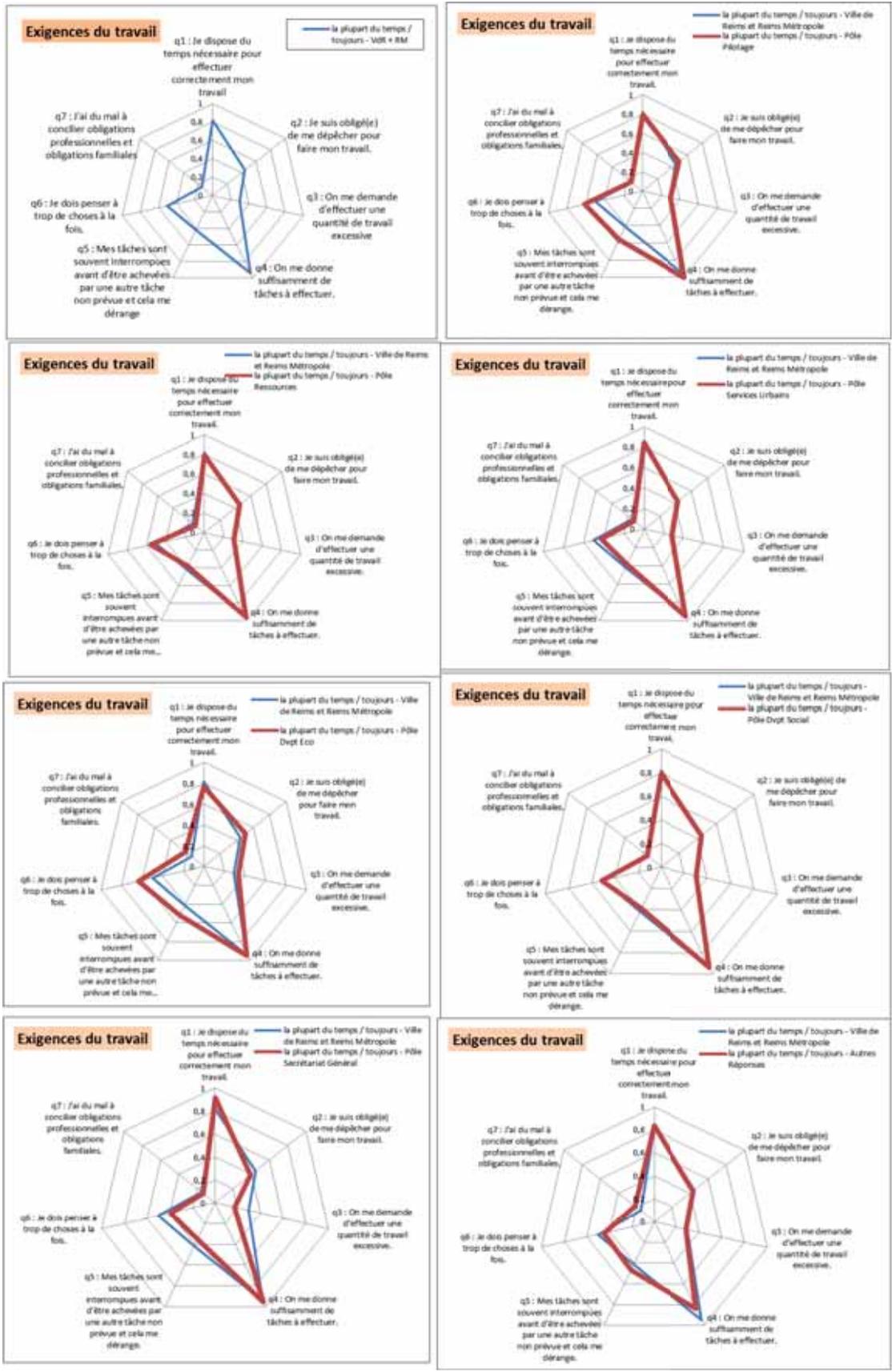
Les résultats de l'enquête sont repris selon les 6 thèmes du Collège d'Expertise :

- exigences du travail,
- exigences émotionnelles,
- autonomie et marge de manœuvre,
- rapports sociaux et relations de travail,
- conflits de valeurs,
- insécurité socio-économique.

Pour chaque thème, les résultats sont présentés pour les 2 collectivités territoriales (Ville de Reims et Reims Métropole), et par pôles.

### III.2 Résultats par pôle et par thème

#### III.2.1 Exigences du travail



On constate que pour l'ensemble des deux collectivités Ville de Reims et Reims Métropole, les exigences du travail (quantité de travail, pression temporelle, complexité et conciliation travail/vie personnelle) peuvent être une source de stress pour les agents.

### **Points positifs**

82% des agents répondent positivement à la question « *je dispose du temps nécessaire pour effectuer correctement mon travail* ».

85% des agents indiquent n'avoir jamais ou rarement de mal à concilier obligations professionnelles et obligations familiales.

94% des agents déclarent « la plupart du temps, toujours » à la question « *on me donne suffisamment de tâches à effectuer* ».

### **Points à surveiller**

A la question « *on me demande d'effectuer une quantité de travail excessive* », 30% des répondants indiquent « la plupart du temps, toujours »

### **Points négatifs**

45% des agents ont répondu être obligé de se dépêcher « *la plupart du temps, toujours* » pour faire leur travail.

42 % des agents sont importunés par le fait d'être souvent interrompus par une autre tâche non prévue.

50% des agents doivent penser à trop de choses à la fois.

Lorsque l'on regarde plus précisément les résultats par pôle, on constate que le pôle Ressources, le pôle Services Urbains et le pôle Développement Social et des Services aux Citoyens suivent la même tendance que la moyenne des deux collectivités.

Cependant, les agents du pôle Pilotage et du pôle Développement Economique, urbain et culturel indiquent avoir une complexité du travail et une pression temporelle supérieure à la moyenne des deux collectivités:

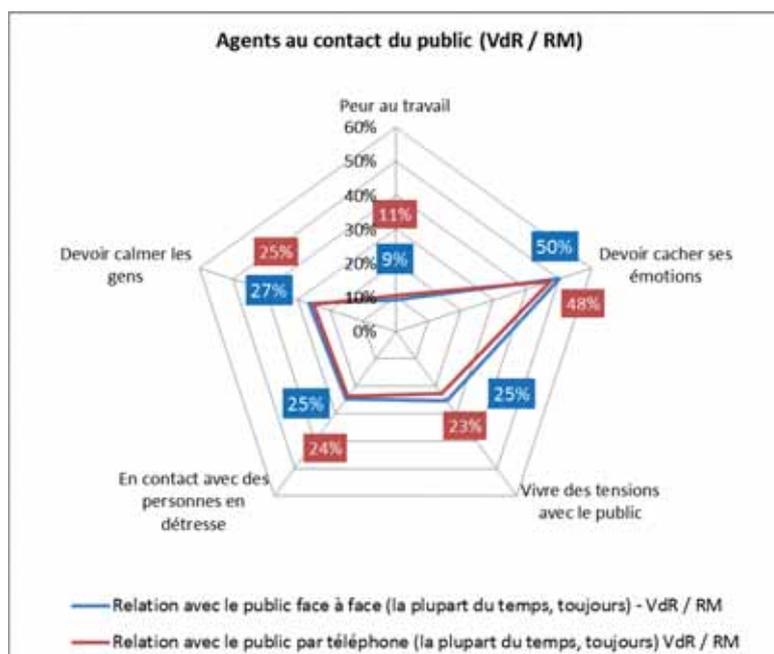
- devoir penser à trop de choses à la fois (+11% pôle pilotage, et +14% pôle développement économique),
- être importunés de devoir interrompre leurs tâches momentanément par une autre tâche non prévue (+15% pour le pôle pilotage et + 11% pour le pôle développement économique).

A l'inverse, les agents du pôle Secrétariat Général indiquent avoir une pression temporelle et une complexité du travail moindre par rapport à la moyenne des deux collectivités :

- +10 % « avoir du temps nécessaire pour effectuer correctement leur travail »,
- -12% « on me demande d'effectuer une quantité de travail excessive »
- -11% « je dois penser à trop de choses à la fois ».

De même, les agents ayant répondu dans la catégorie « autres réponses » sont 83% à indiquer « on me donne suffisamment de tâches à effectuer », c'est-à-dire 11% de moins que la moyenne des deux collectivités (94%).





Les exigences émotionnelles sont l'empathie, le contact avec la souffrance, le fait de devoir cacher ses émotions et la relation au public. Il est à remarquer que les agents du pôle du développement social et des services aux citoyens, en contact régulier avec un public, n'ont répondu qu'à 17%.

59% des répondants sont en contact direct avec un public (usagers, fournisseurs, élèves, clients) en face à face, et 47% sont en contact par téléphone.

Les agents vivant des tensions avec un public par téléphone ou en face à face sont les agents du pôle Développement Economique, Urbain et Culturel, du pôle Développement Social et Services aux Citoyens, et le pôle Secrétariat Général.

Parmi les personnes au contact du public, on constate que :

- Les agents sont 23% (par téléphone) et 25% (en face à face) à vivre des tensions avec un public.
- Les agents sont 48% (par téléphone) et 50% (en face à face) à devoir cacher leurs émotions
- 9% des agents au contact du public face à face ont peur au travail et ils sont 11% par téléphone.
- 25% (face à face) et 24% (par téléphone) des agents au contact du public en face à face sont en contact de personnes en détresse.
- 27% (face à face) et 25% (par téléphone) des agents au contact du public doivent calmer les gens.

### III.2.3 Autonomie, marges de manœuvre



Le thème de l'autonomie et des marges de manœuvre est composé des axes élémentaires suivants : l'autonomie procédurale et, l'utilisation et l'accroissement des compétences.

#### Autonomie procédurale

Pour les 2 collectivités, on constate que les agents ont à 82% (la plupart du temps/toujours) la liberté de décider comment leur travail et 63% (la plupart du temps/toujours) d'interrompre leur tâches quand ils le souhaitent.

Les agents du pôle Secrétariat Général ainsi que le pôle Développement Economique, Urbain et Culturel ont moins de liberté de décider comment faire leur travail, de prendre des initiatives (-10% par rapport à la moyenne des 2 collectivités). Les agents du pôle Développement Social et des Services aux Citoyens ont quant à eux moins de liberté (-10%) pour interrompre momentanément leur tâche quand ils le souhaitent.

A l'inverse, les agents du pôle Pilotage déclarent avoir 22% de plus que la moyenne des 2 collectivités pour pouvoir interrompre momentanément leur tâche quand ils le souhaitent.

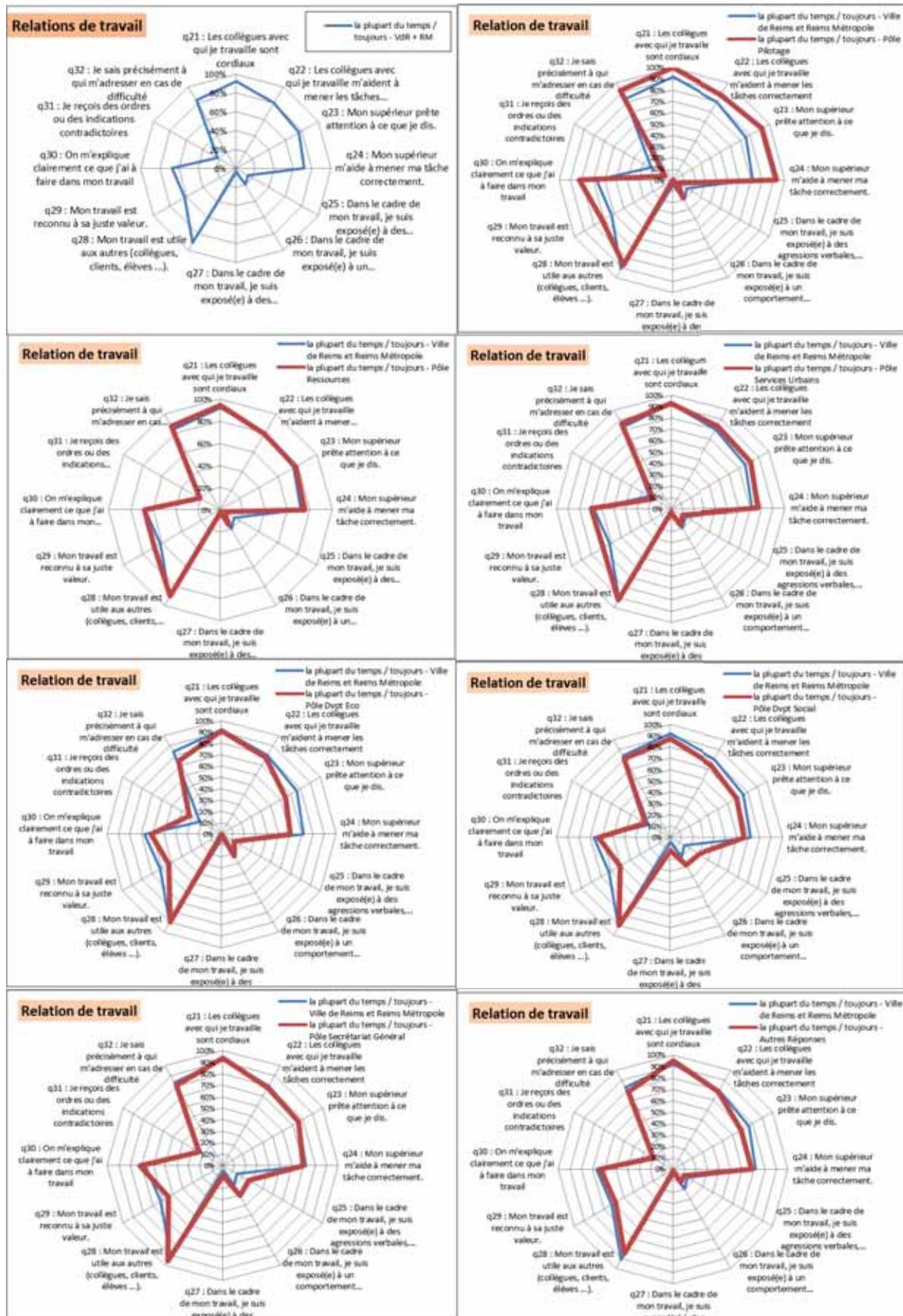
#### Utilisation et accroissement des compétences

1/3 des agents déclarent jamais ou rarement utiliser et accroire leurs compétences :

- 31% « j'ai l'occasion de développer mes compétences professionnelles »
- 33% « mon travail me permet d'apprendre des choses nouvelles »
- 26% « je peux employer pleinement mes compétences »

Les pôles concernés sont le pôle Secrétariat Général, le pôle Développement Social et des Services aux Citoyens, le pôle Développement Economique, Urbain et Culturel et le pôle Services Urbains.

### III.2.4 Rapports sociaux, relations de travail



Le thème des rapports sociaux et des relations de travail est composé des axes élémentaires suivants : coopération et soutien entre collègues et hiérarchie, les conflits et harcèlement, la reconnaissance ainsi que la clarté et le pilotage du changement.

Les agents ont déclaré « *la plupart du temps, toujours* » à 92% « *les collègues avec qui je travaille sont cordiaux* » et à 91% « *mon travail est utile aux autres (collègues, clients, élèves...)* ».

Les agents ayant de meilleures relations de travail que la moyenne des agents des 2 collectivités, travaillent au pôle Pilotage.

Les autres axes élémentaires sont à surveiller voir à améliorer.

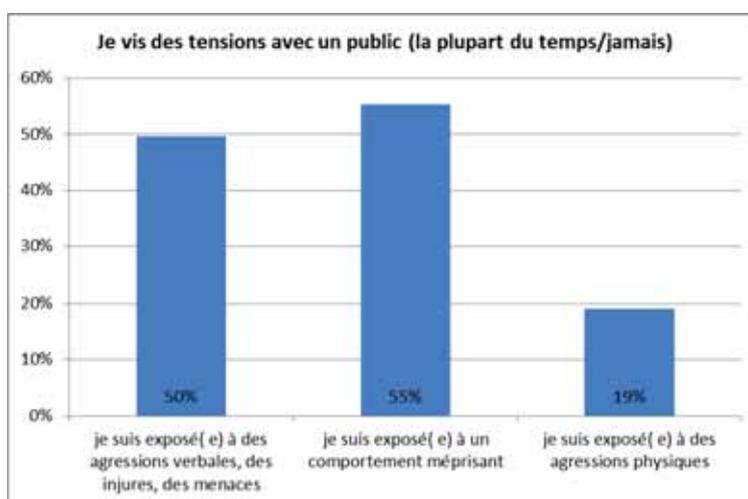
**Concernant les axes à surveiller : coopération et soutien de la hiérarchie, conflits et harcèlement, clarté et pilotage du changement.**

- 24% des agents indiquent que « *jamais /rarement* » « *mon supérieur prête attention à ce que je dis* » et à 28% « *mon supérieur m'aide à mener ma tâche correctement* ».
- 20 % des agents sont confrontés à un comportement méprisant, indifférent et 14% exposés à des agressions verbales, des injures, des menaces.
- 22% des agents reçoivent des ordres ou des indications contradictoires.
- 17% des agents ne savent pas à qui s'adresser en cas de difficultés.

**Concernant les axes à améliorer : reconnaissance et clarté**

38% des agents indiquent « *jamais/rarement* » que « *mon travail est reconnu à sa juste valeur* »

33% des agents déclarent « *jamais/rarement* » que « *on m'explique clairement ce que j'ai à faire dans mon travail* ».



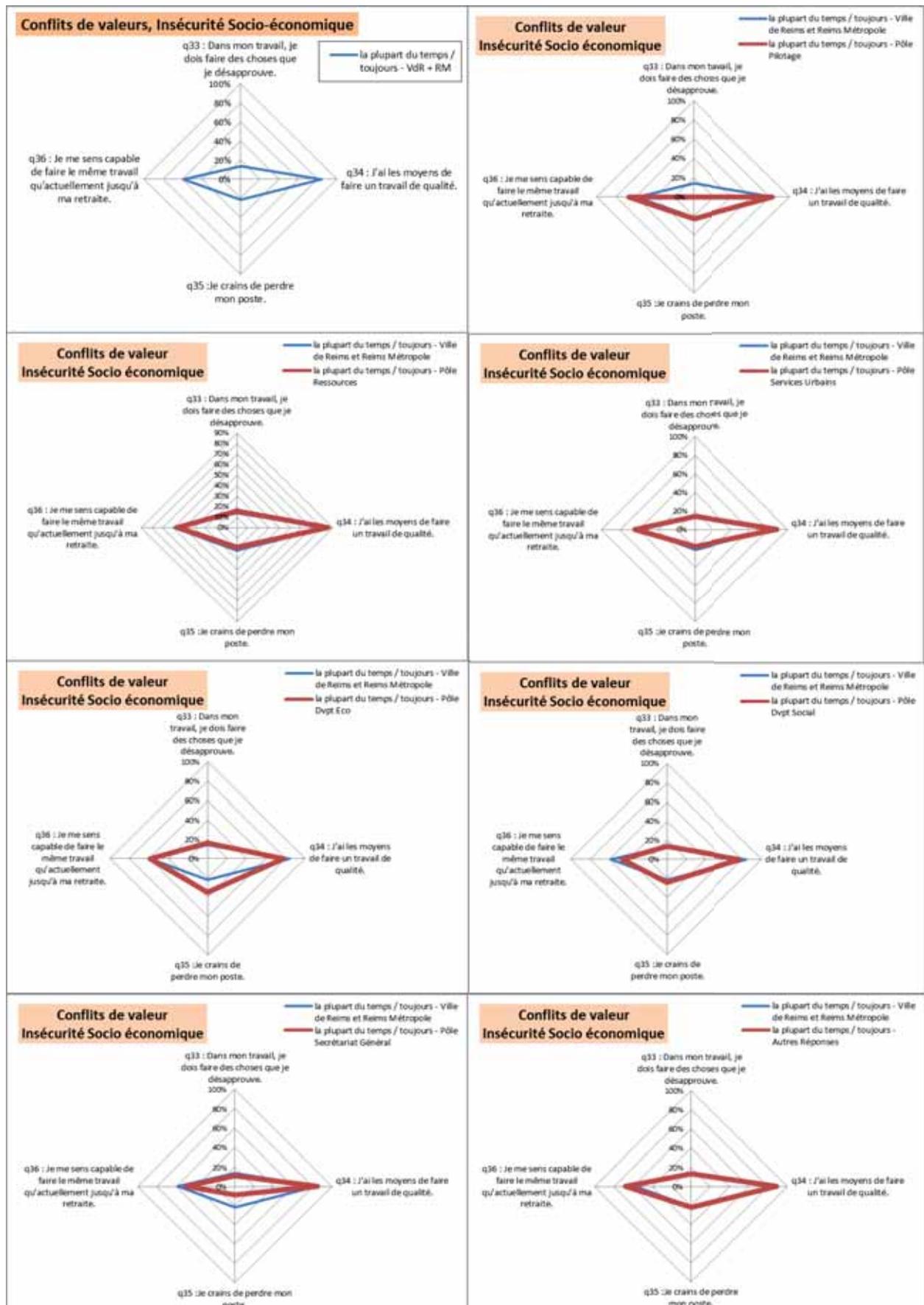
15,7% des agents déclarent vivre des tensions avec un public :

- 50% de ces agents expriment le fait d'être exposés à des agressions verbales, injures et menaces.
- 55% se disent être exposés à un comportement méprisant.
- 19% indiquent être exposés à des agressions physiques.

Il est à noter que les agents déclarant vivre des tensions avec un public et être exposés à des agressions physiques sont issus du pôle Secrétariat Général, du pôle Développement Economique, Urbain et Culturel, et le pôle Services Urbains.

Les agents déclarant vivre des tensions avec un public et être exposés à un comportement méprisant, des agressions verbales, injures, et menaces proviennent de tous les pôles.

### III.2.5 Conflits de valeur, insécurité socio-économique



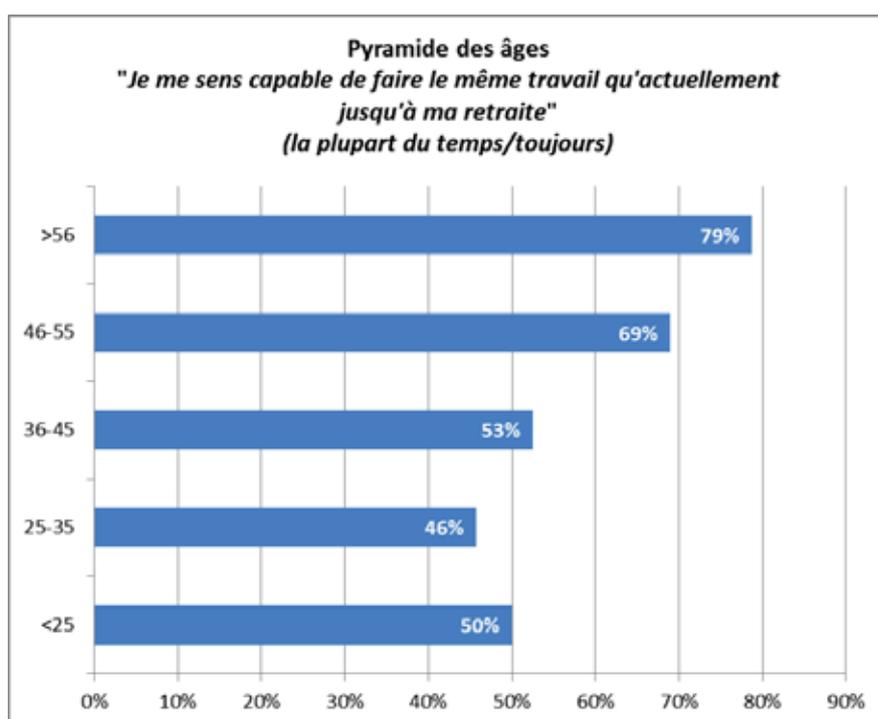
## **Conflits de valeur**

On constate que pour les agents des 2 collectivités, les agents ont répondu 86% « jamais, rarement » à la question « dans mon travail, je dois faire des choses que je désapprouve et 84% « la plupart du temps, toujours » à la question « j'ai les moyens de faire un travail de qualité ».

## **Insécurité socio-économique**

A la question « je crains de perdre mon poste », les agents ont répondu à 22% « la plupart du temps, toujours ».

Et à la question « je me sens capable de faire le même travail qu'actuellement jusqu'à ma retraite », les agents ont répondu à 59% « la plupart du temps, toujours ».



### **III.3 Résultats de l'enquête par pôle et directions selon le cadre d'emploi et le genre**

Une analyse plus fine est effectuée par cadre d'emploi et par genre selon les pôles. Les résultats de quelques directions sont également exploités. Ces directions ont un effectif supérieur à 50 personnes et un le taux de réponses supérieur à 45%.

<b>Directions</b>	<b>Effectif</b>	<b>Nombre de réponses</b>	<b>Taux de réponses</b>
<b>Ressources humaines</b>	78	39	50%
<b>Moyens et Services Généraux</b>	47	34	72%
<b>Police municipale et Tranquillité Publique</b>	86	41	48%
<b>Espaces Verts</b>	139	66	47%
<b>Eau et Assainissement</b>	216	114	53%
<b>Déchets et propreté</b>	136	62	46%

Les résultats des autres directions seront également étudiés. Cependant, cette étude sera effectuée par le consultant qui effectuera l'évaluation des risques psychosociaux.

Les résultats de l'enquête sont détaillés par pôle ou par direction selon le cadre d'emploi (A, B, C), par genre et comparés aux résultats de l'ensemble des deux collectivités.

- a. Résultats Ville de Reims et Reims Métropole
- b. Résultats Ville de Reims
- c. Résultats Reims Métropole
- d. Résultats Pôle Secrétariat Général
- e. Résultats Pôle Pilotage
- f. Résultats Pôle Ressources
- g. Résultats Pôle Services Urbains
- h. Résultats Pôle du Développement Social et des Services aux citoyens
- i. Résultats Pôle du Développement économique, urbain et culturel
- j. Résultats « Autres »

- k. Résultats Directions Ressources Humaines
- l. Résultats Direction Moyens et Services Généraux
- m. Résultats Direction de la Police Municipale et de la Tranquillité Publique
- n. Résultats Direction des Espaces Verts
- o. Résultats Direction de l'Eau et Assainissement
- p. Résultats Direction Déchets/Propreté

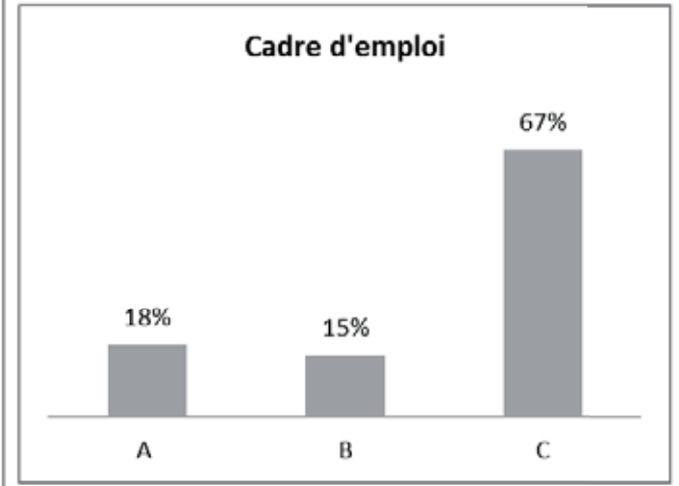
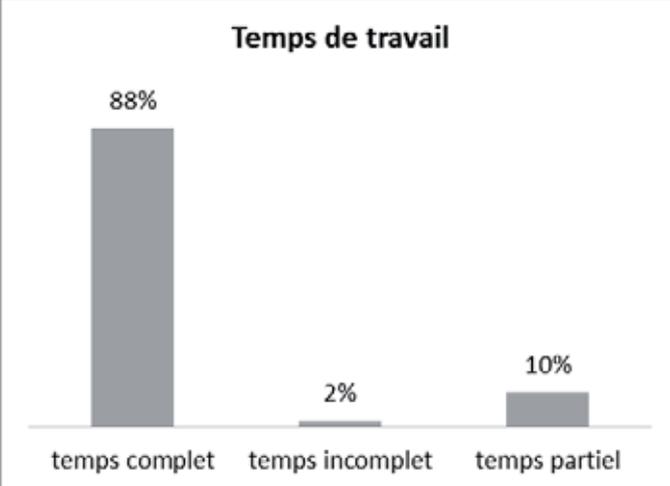
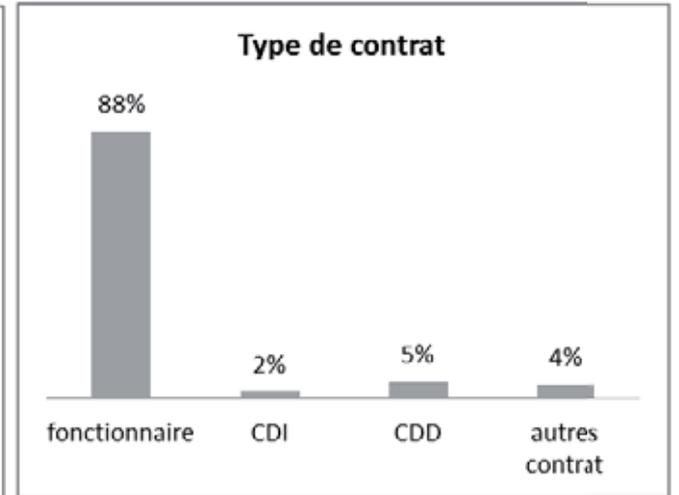
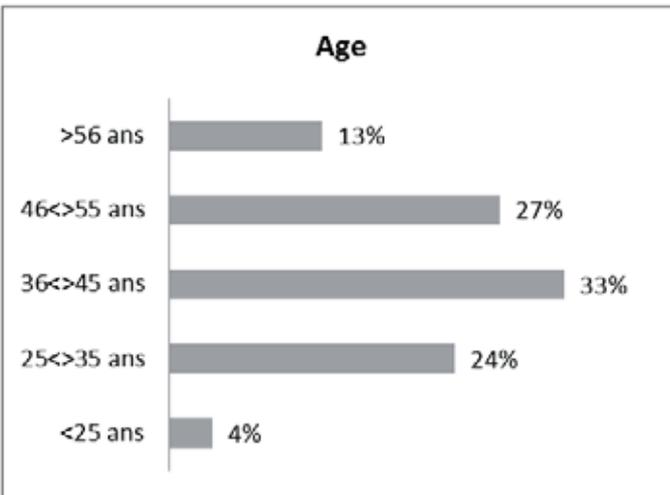
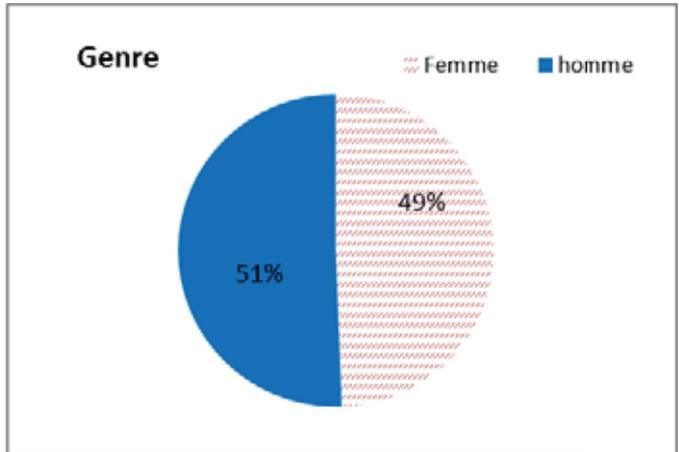
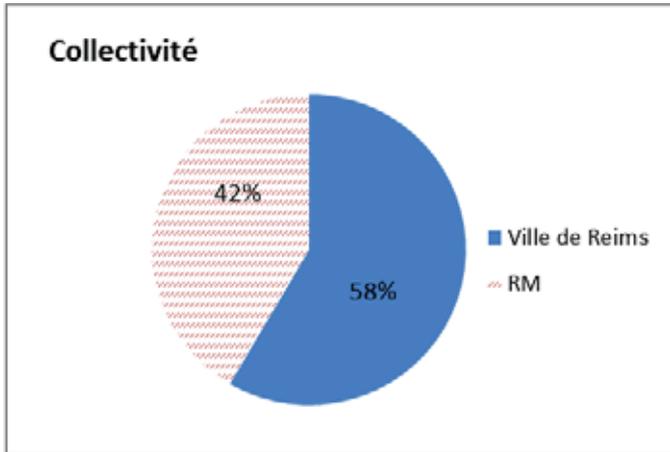
Ces résultats sont disponibles en annexes.

#### **IV. Conclusion**

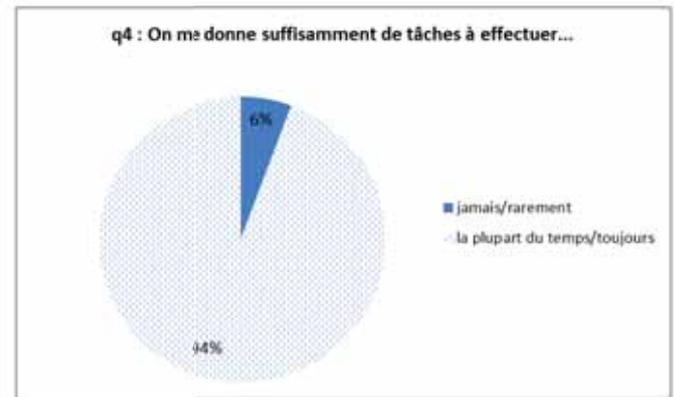
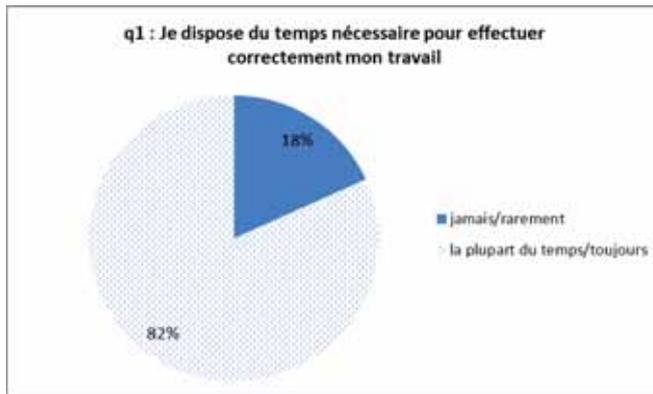
L'ensemble des données de ce rapport permet d'établir un pré-diagnostic des risques psychosociaux. Les trois grandes catégories d'indicateurs pour caractériser les risques psychosociaux sont les indicateurs liés au fonctionnement des collectivités, les indicateurs liés à la santé et à la sécurité des agents et les indicateurs de perception ou de vécu des agents.

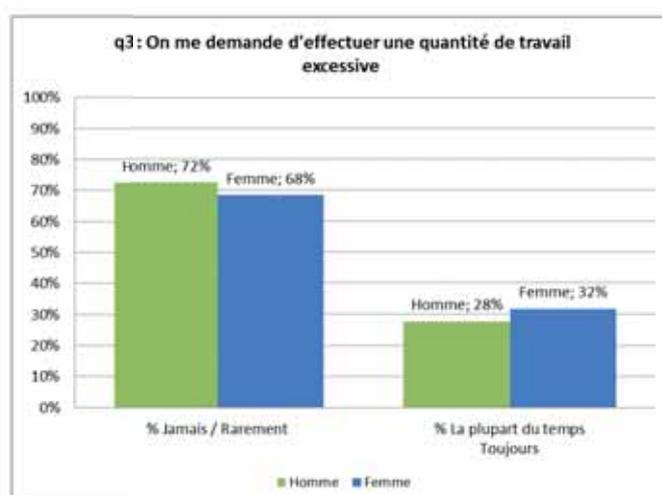
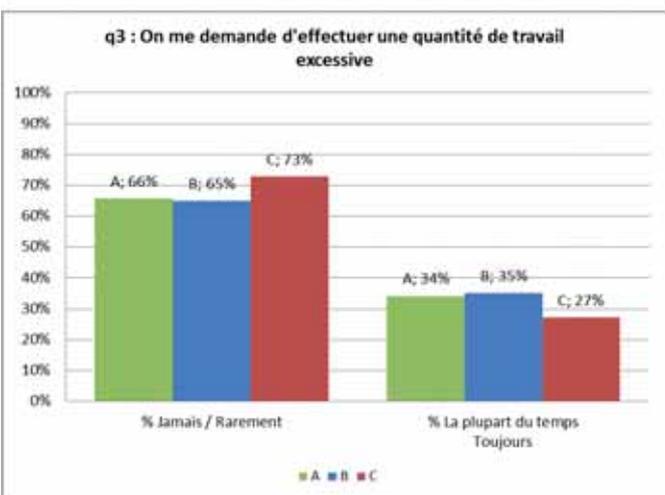
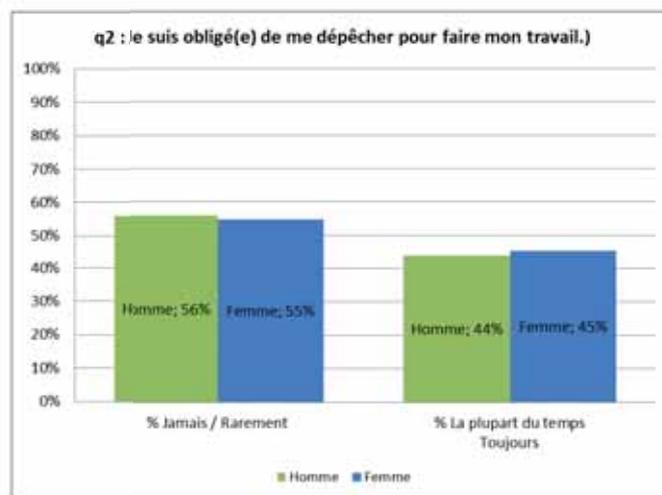
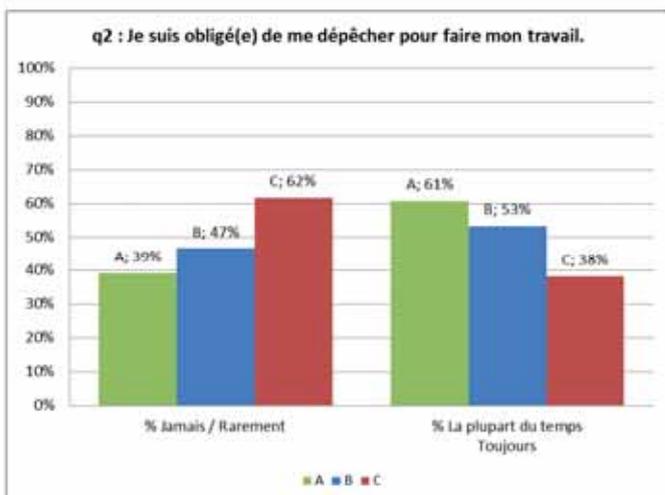
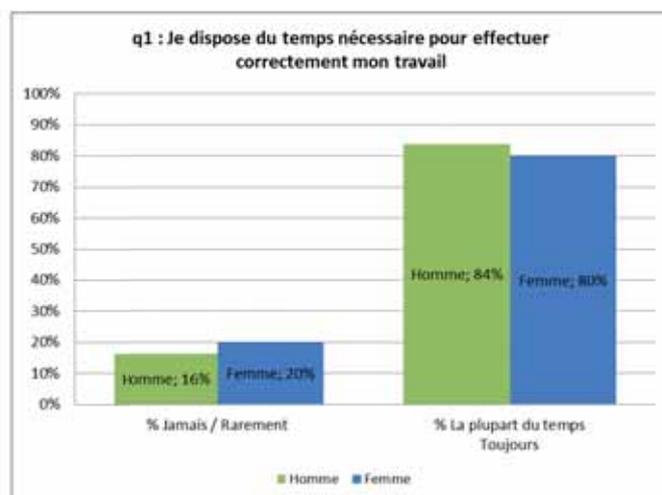
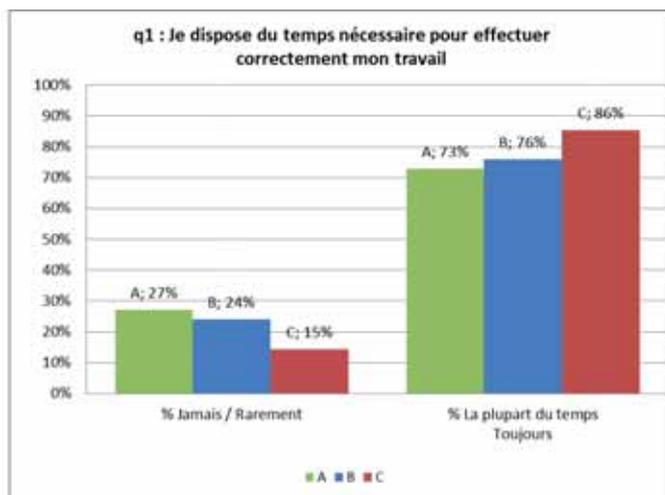
Ce pré-diagnostic servira de base au consultant qui interviendra au sein des collectivités pour effectuer une évaluation des RPS et établir un plan d'actions pour fin 2015 dans chaque direction.

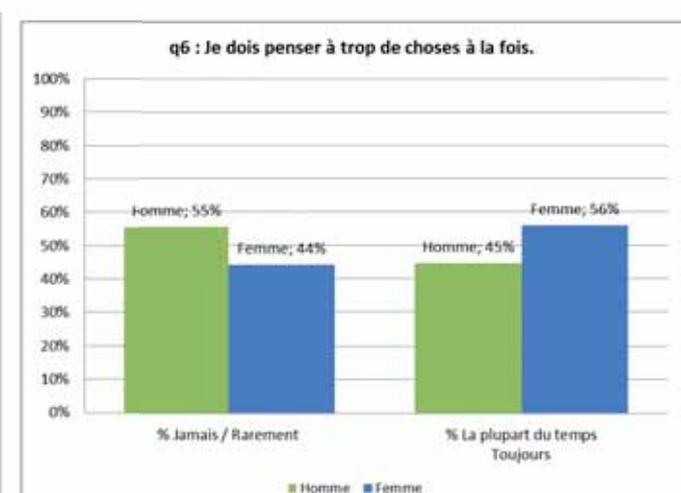
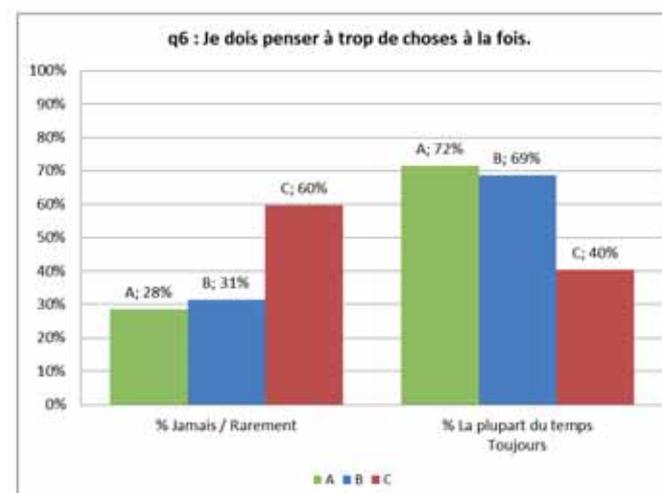
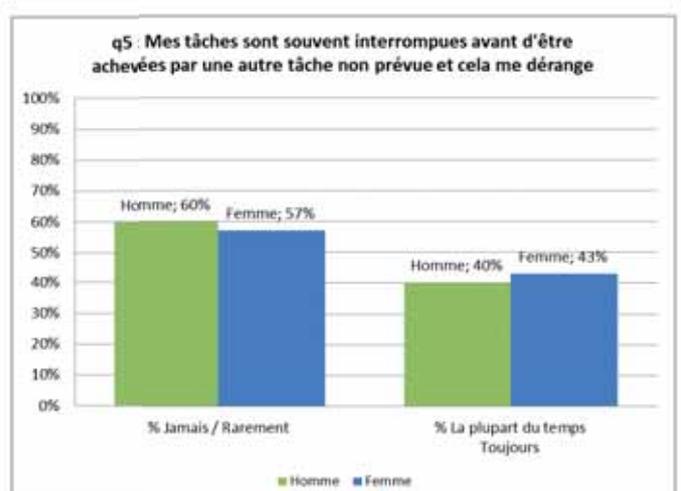
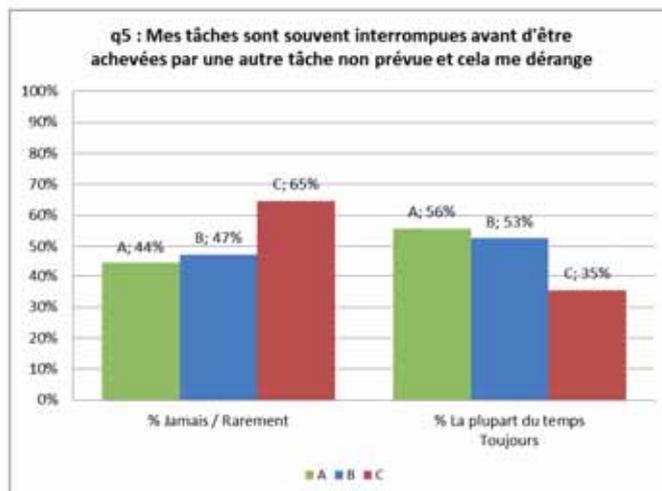
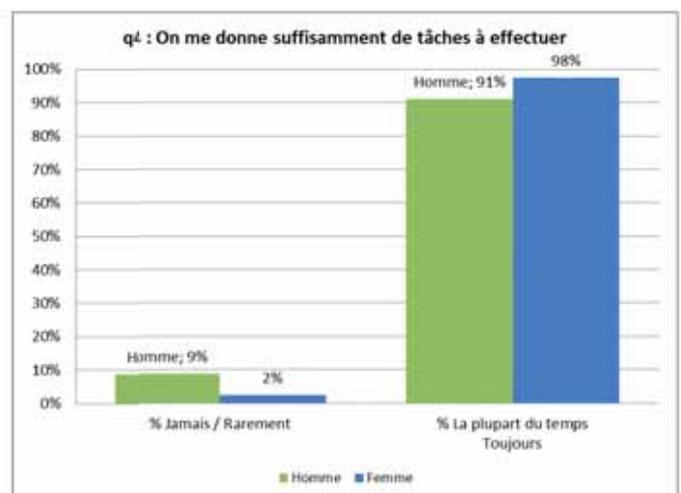
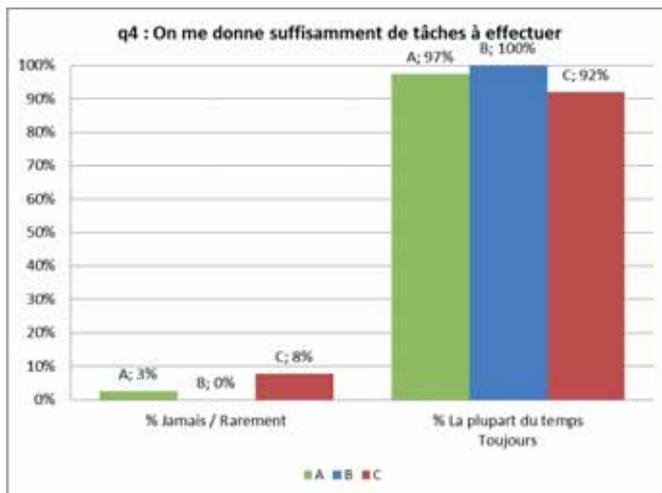
## RESULTATS QUESTIONNAIRE RPS 2014 VILLE DE REIMS ET REIMS METROPOLE

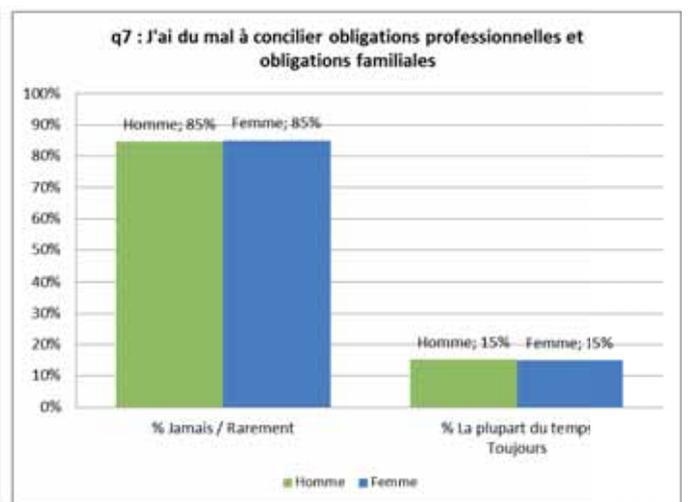


## EXIGENCES DU TRAVAIL

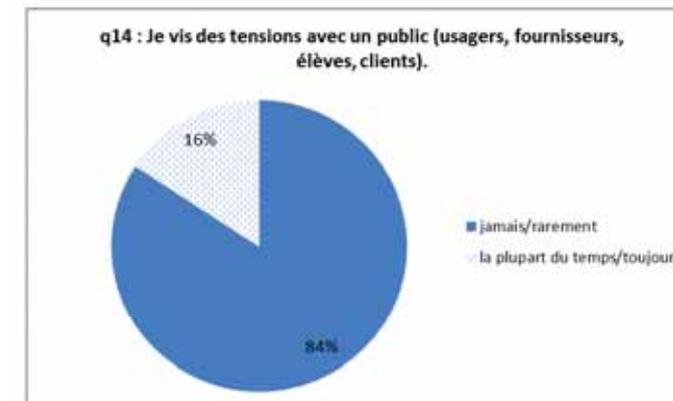
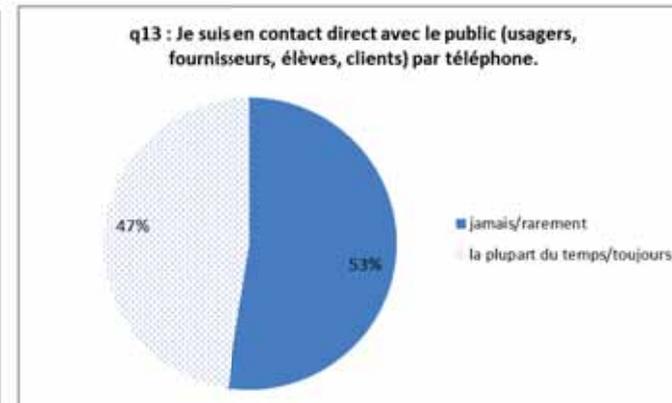
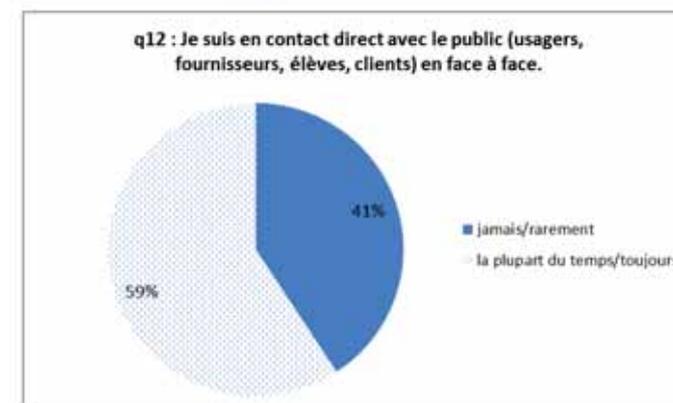
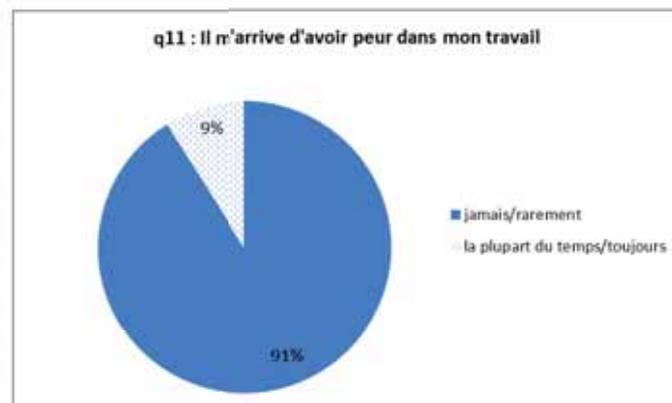
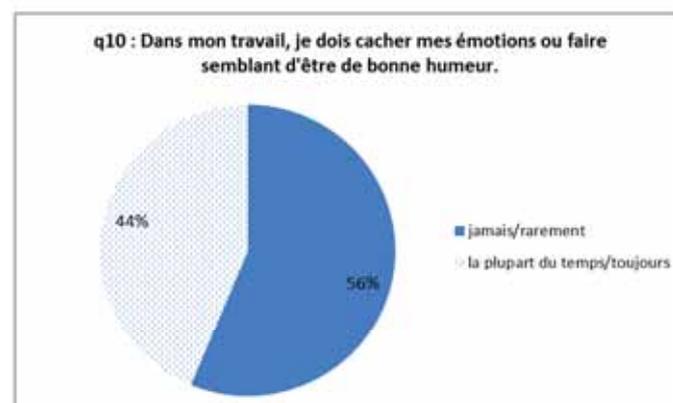


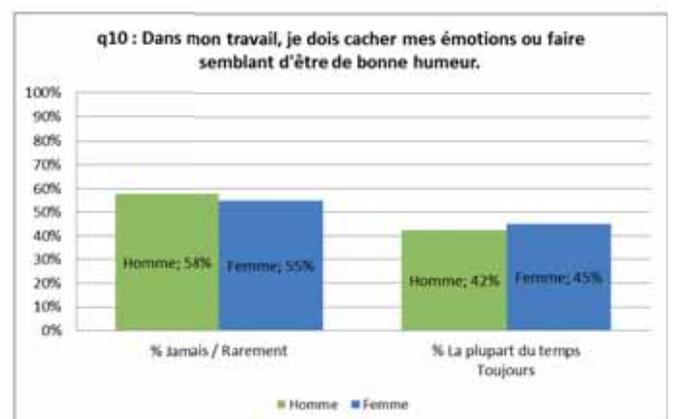
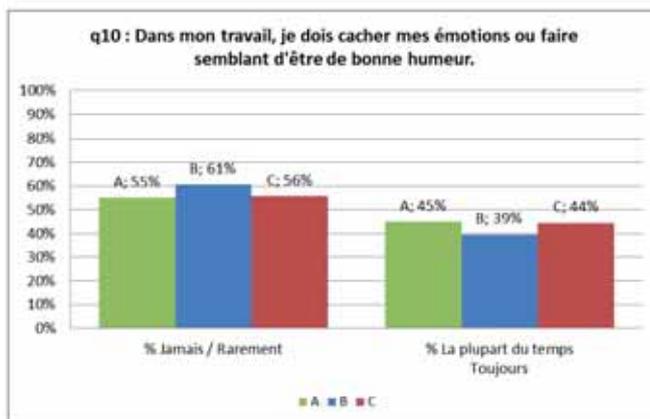
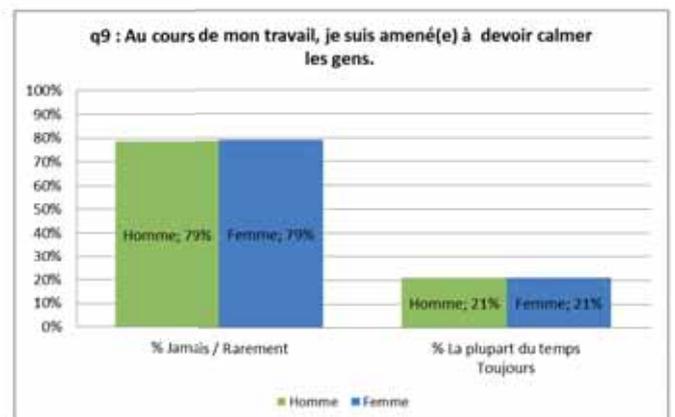
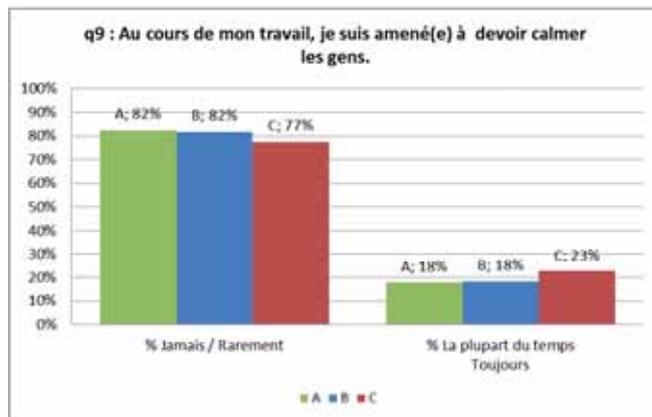
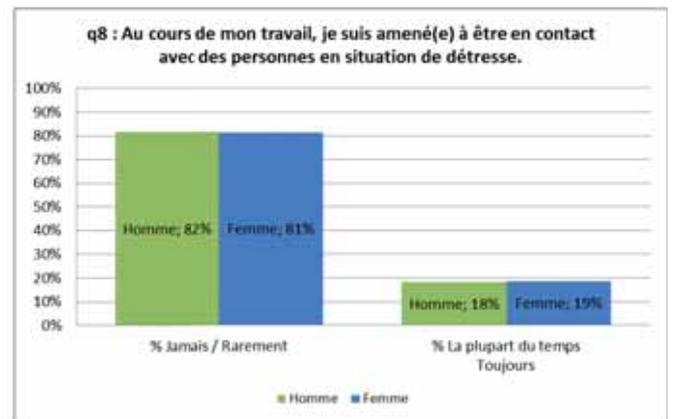
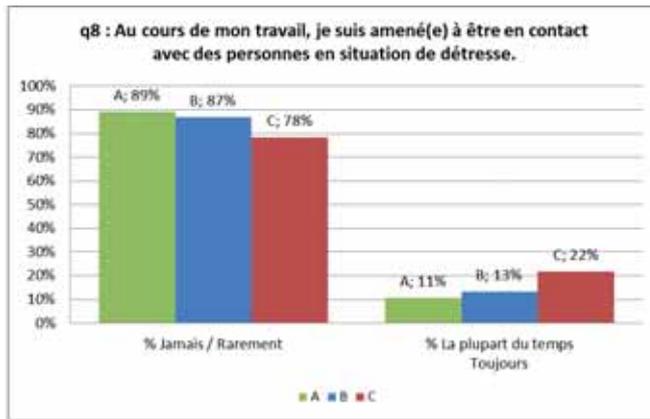


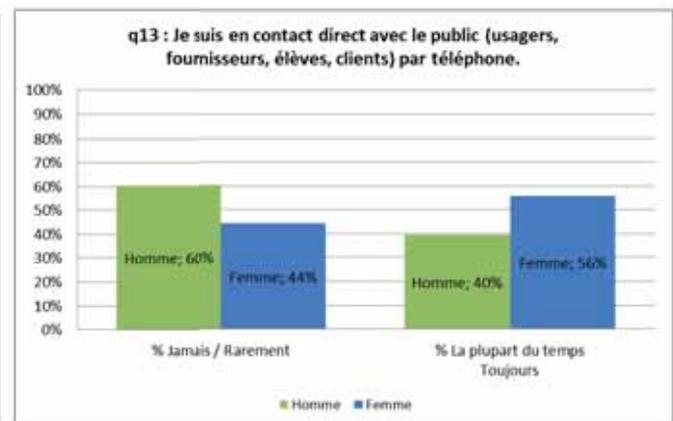
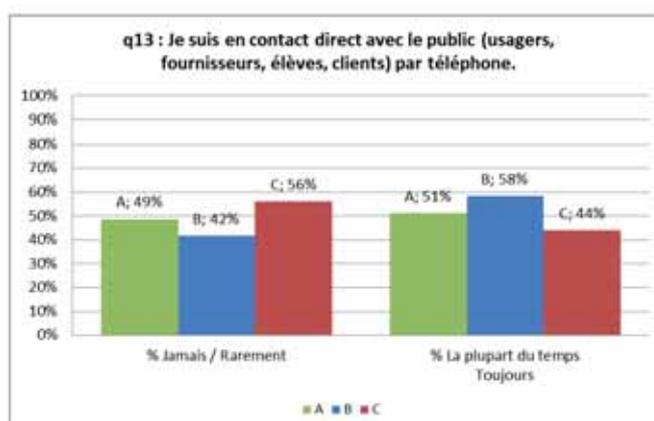
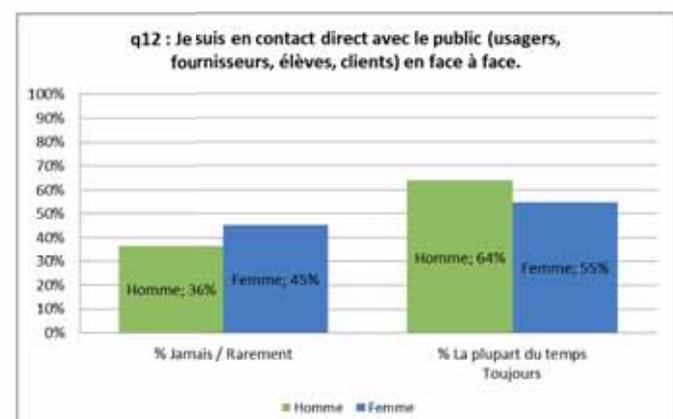
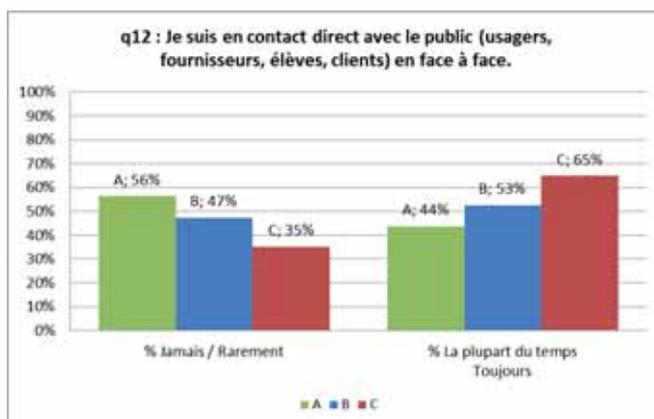
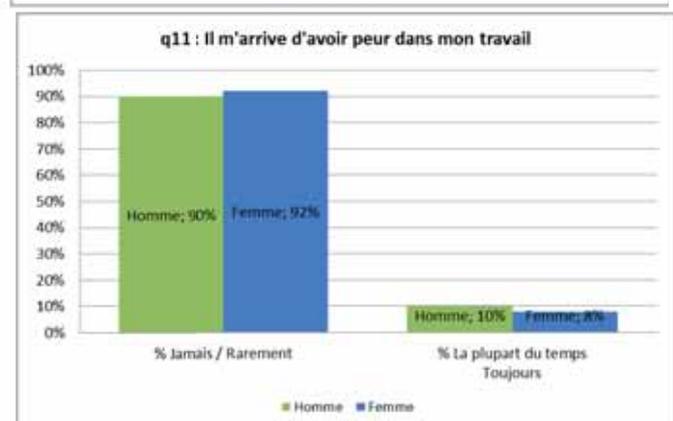
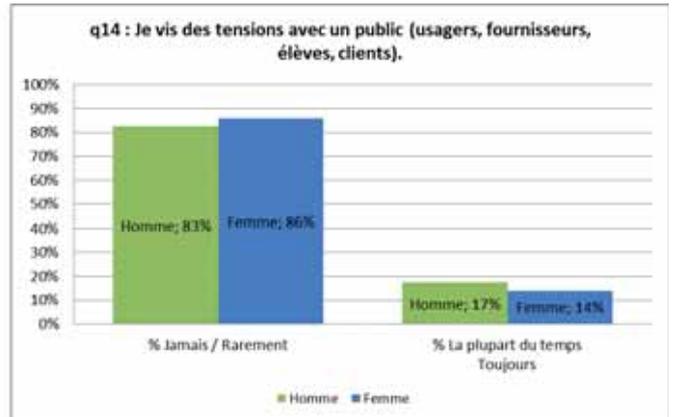
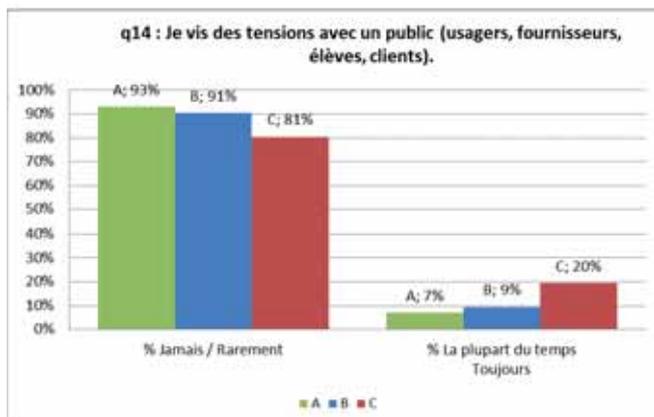




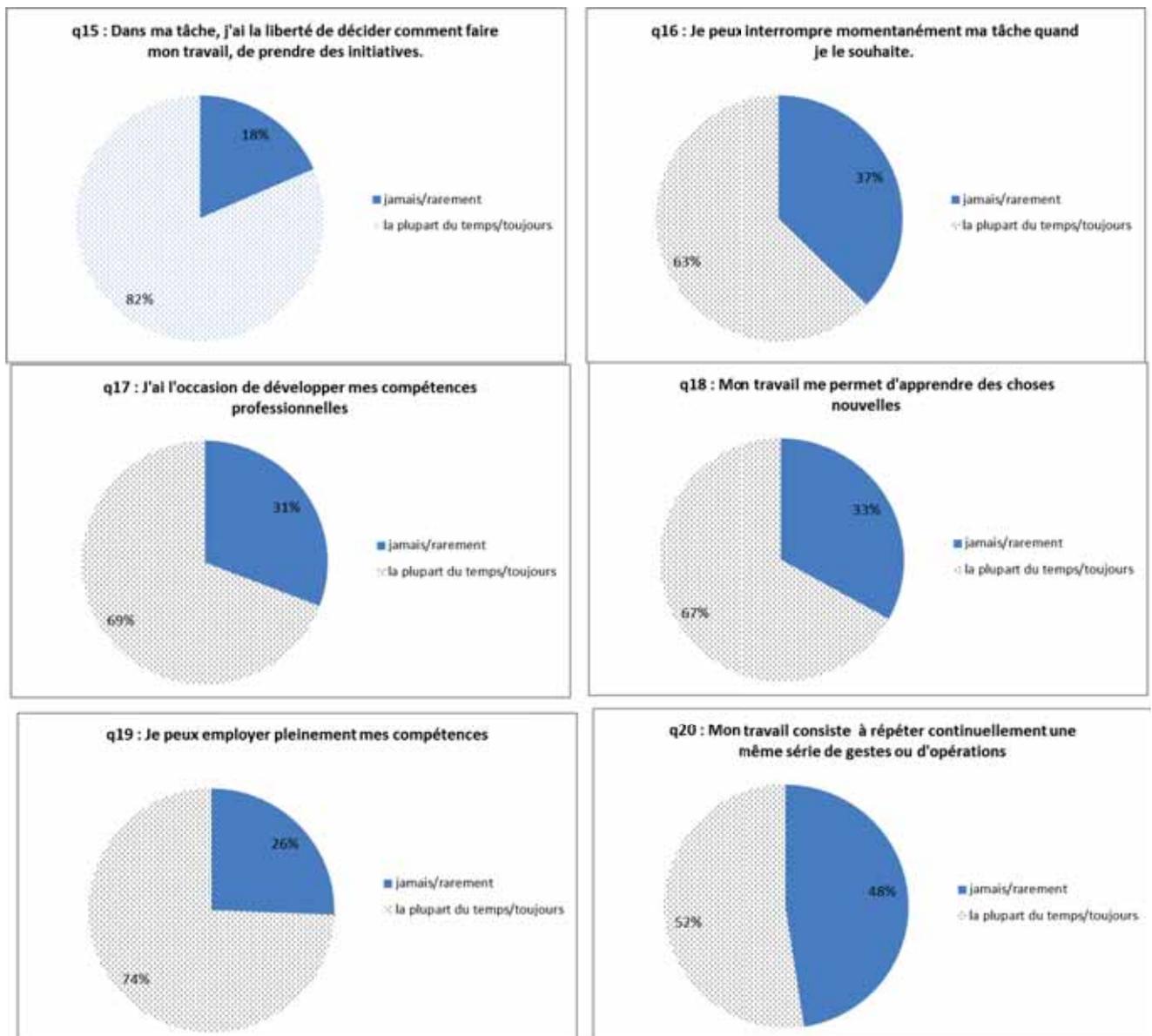
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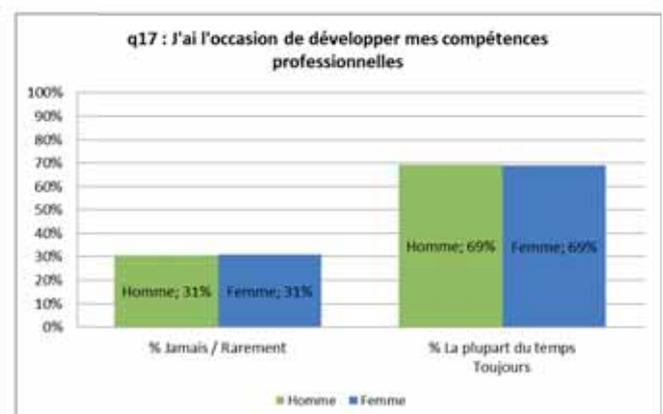
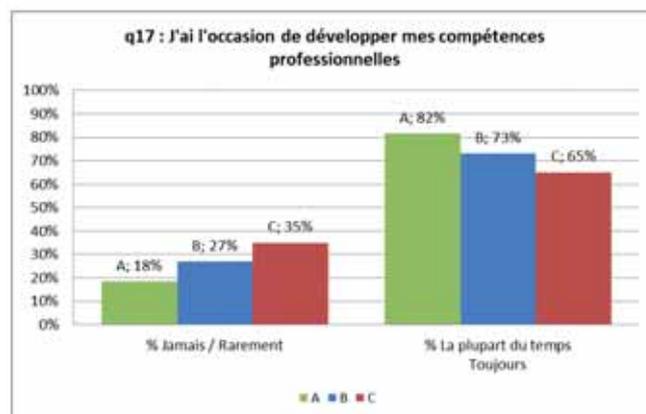
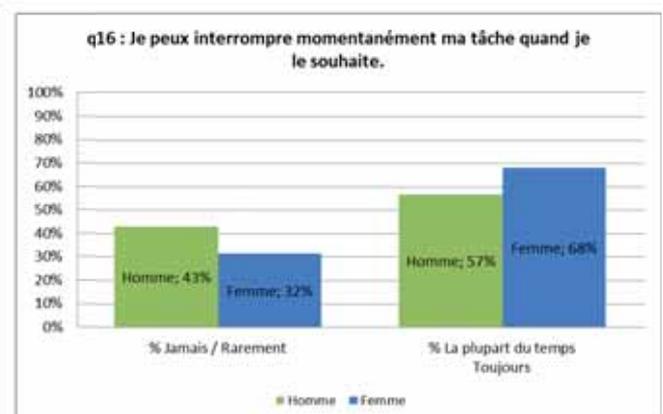
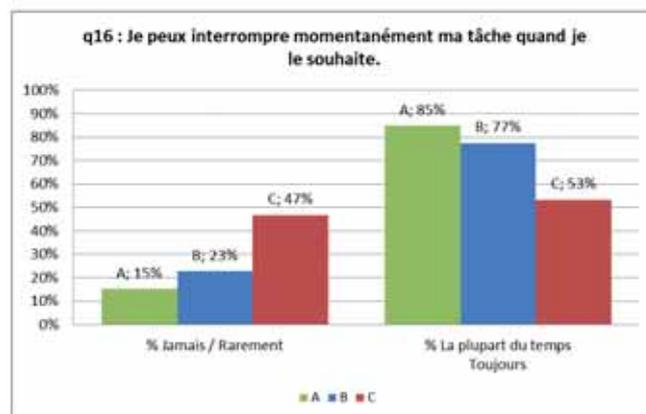
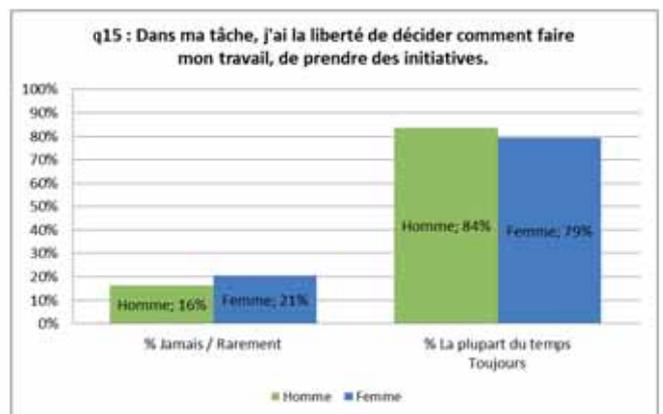
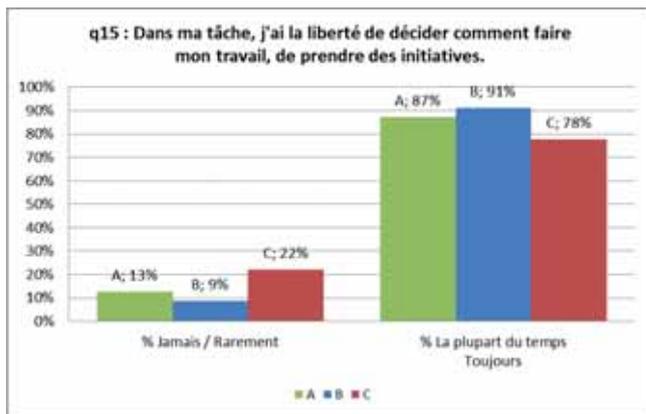


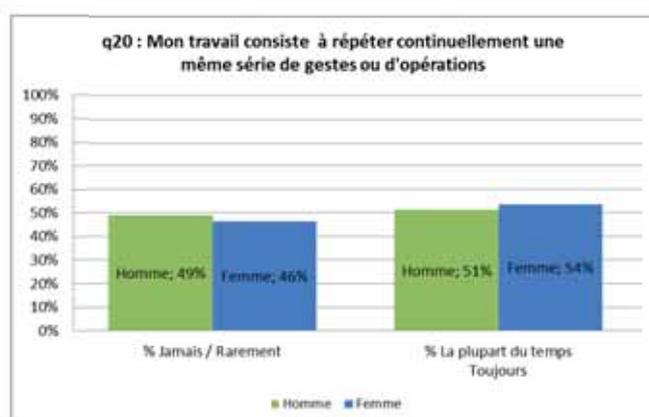
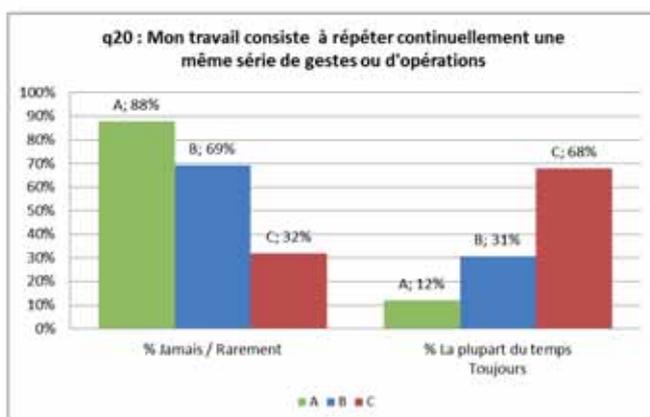
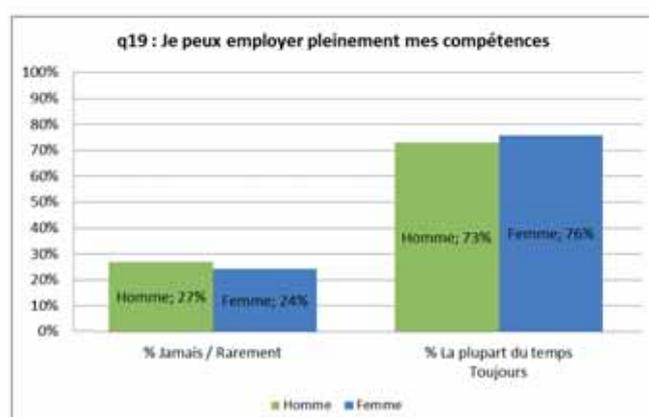
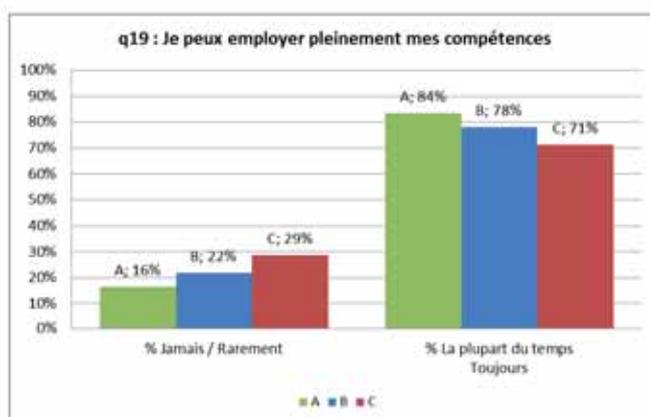
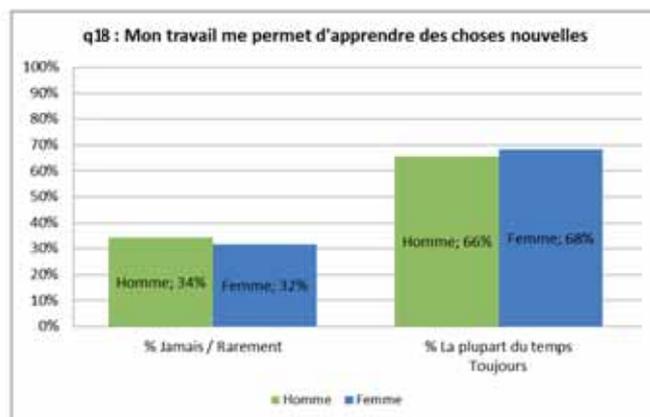
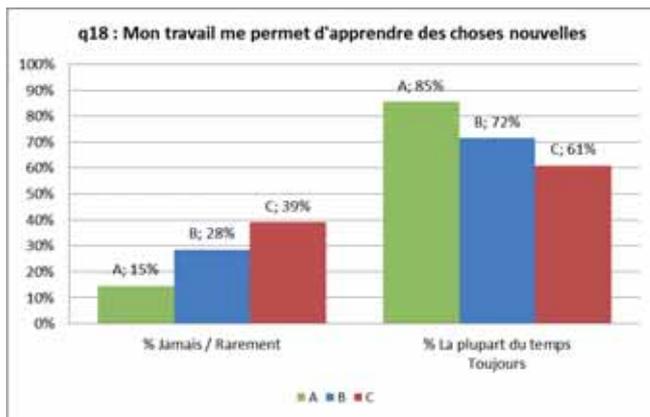




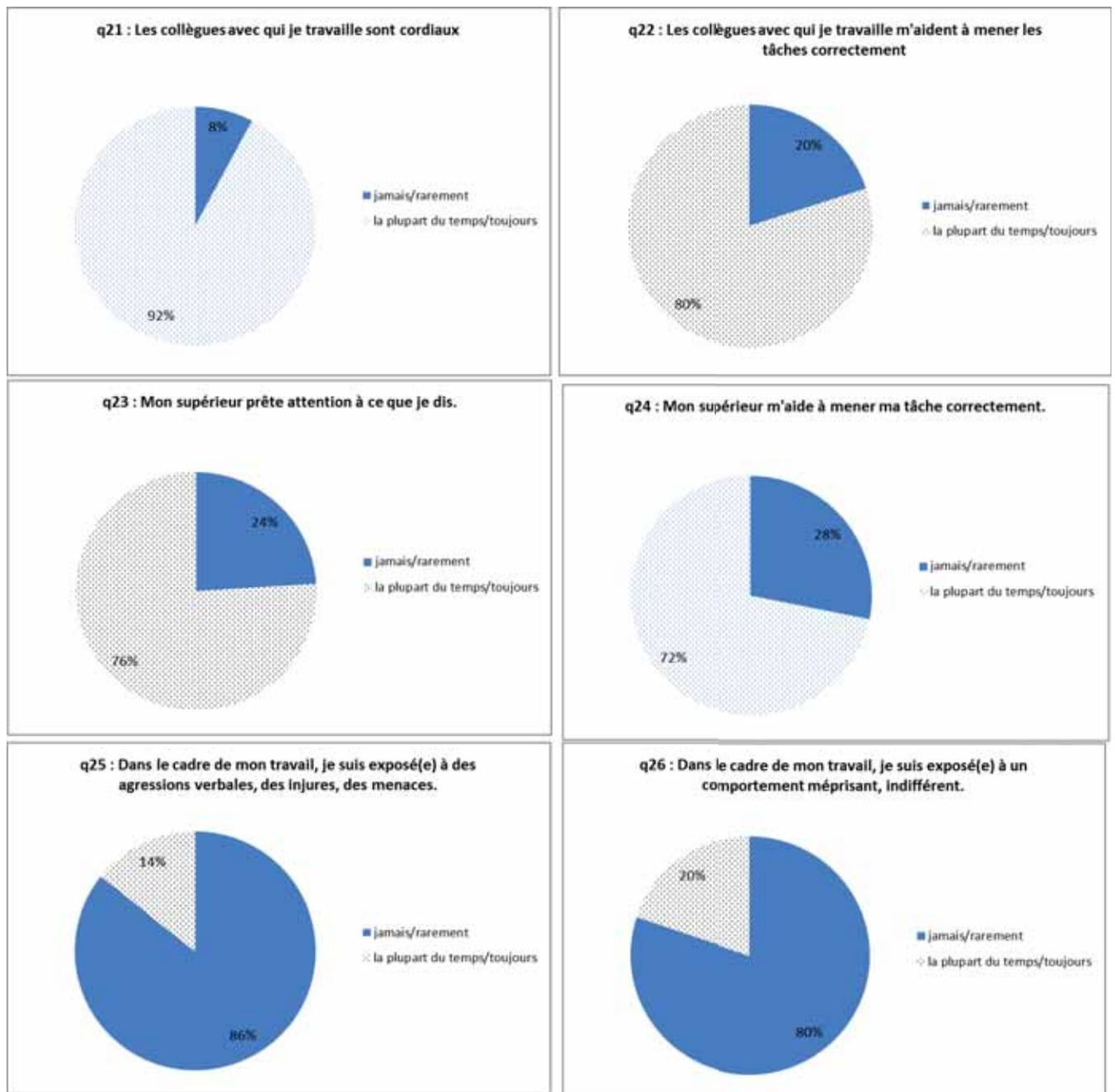
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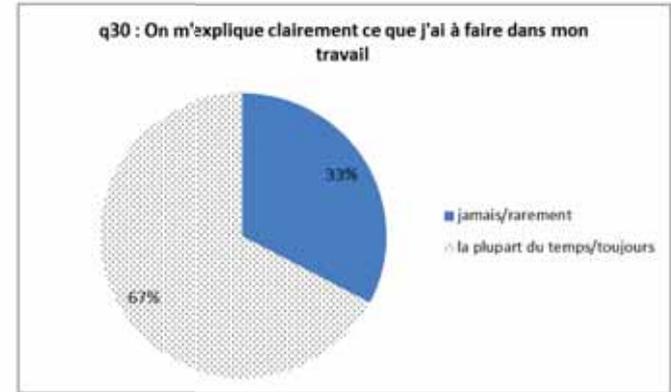
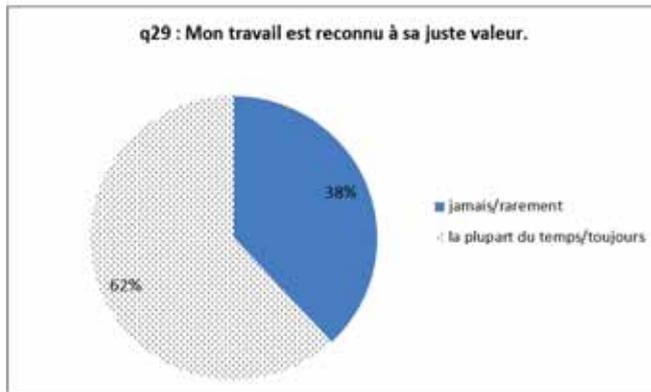
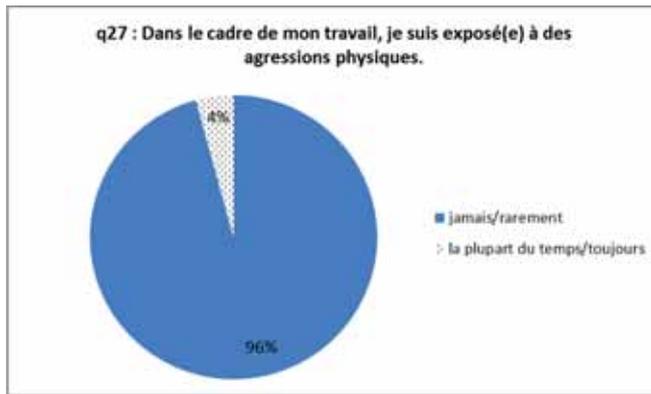


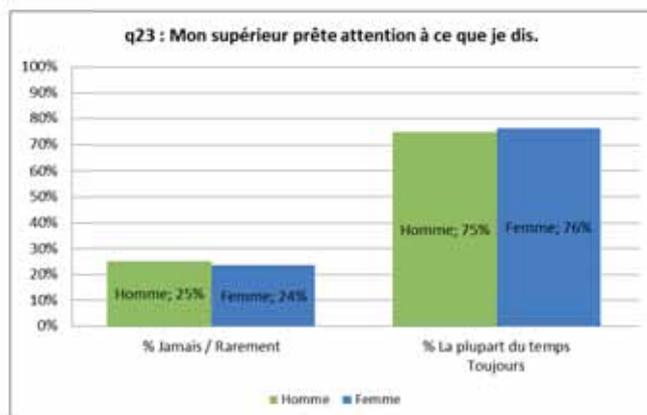
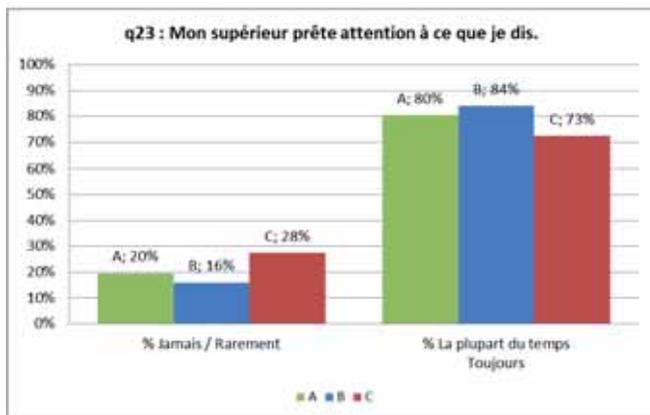
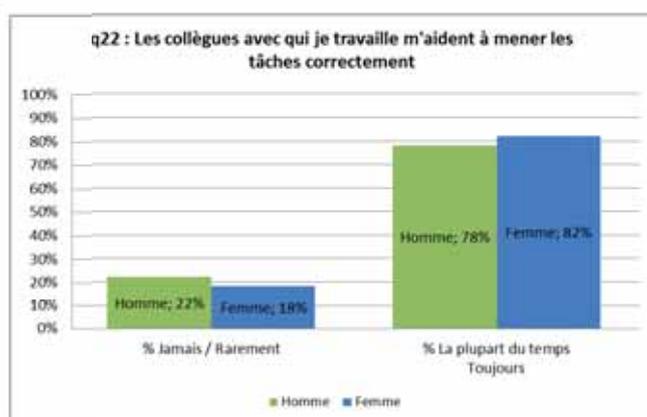
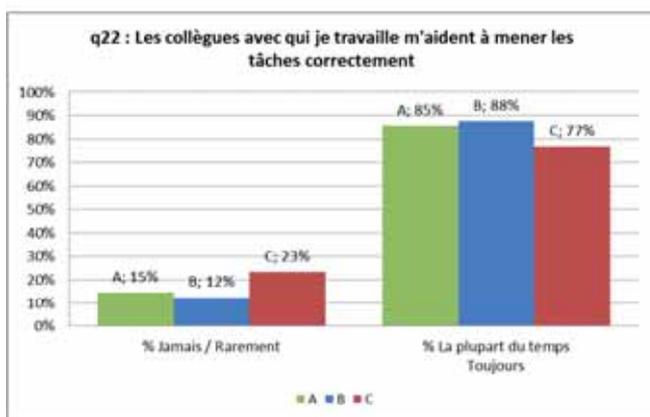
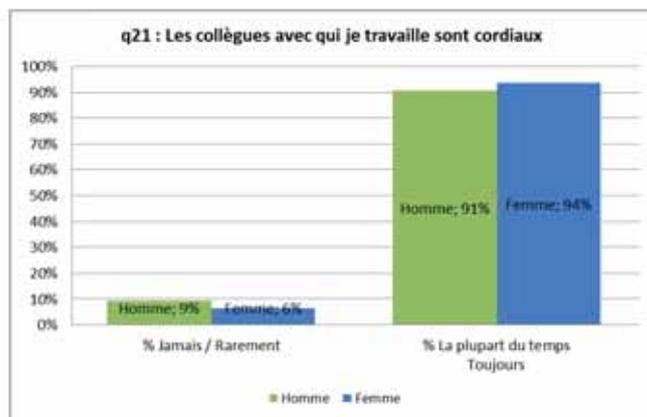
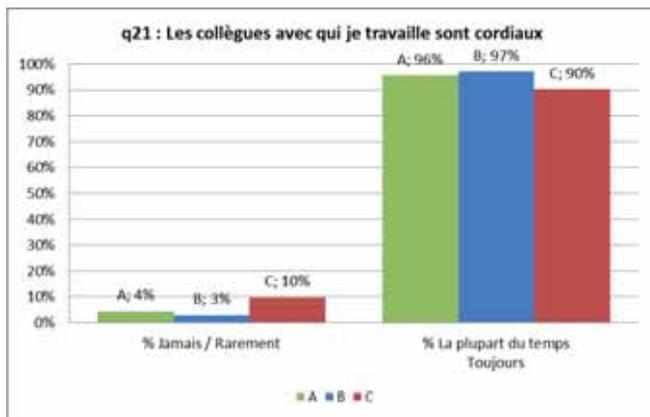


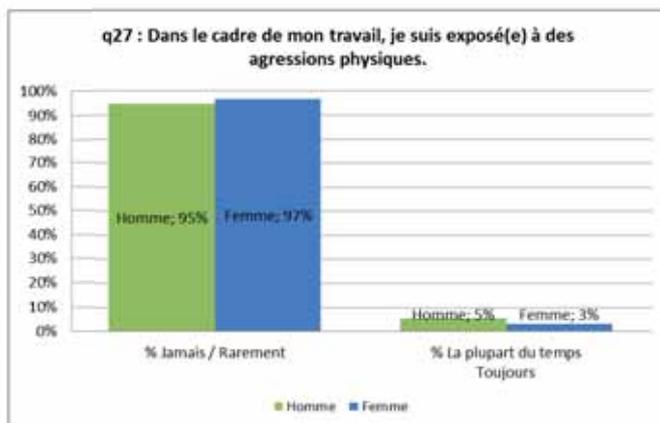
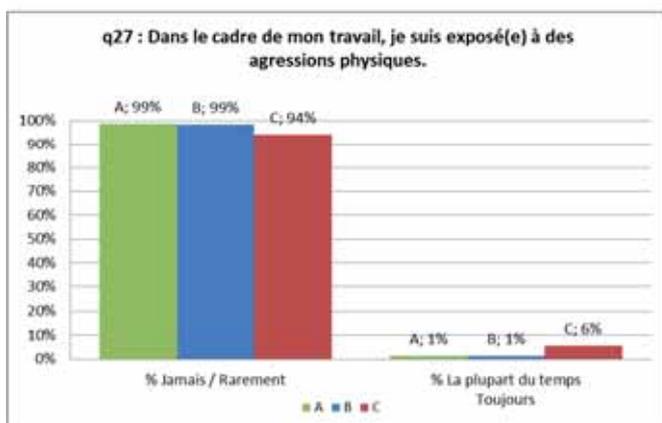
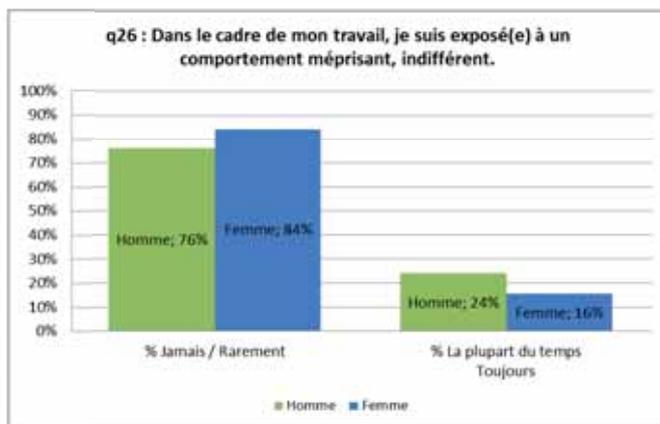
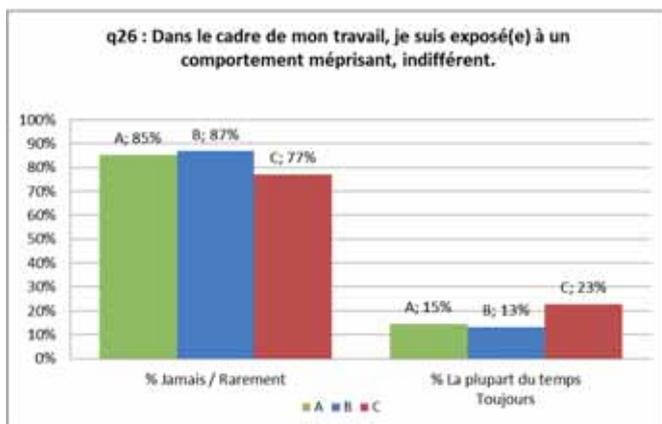
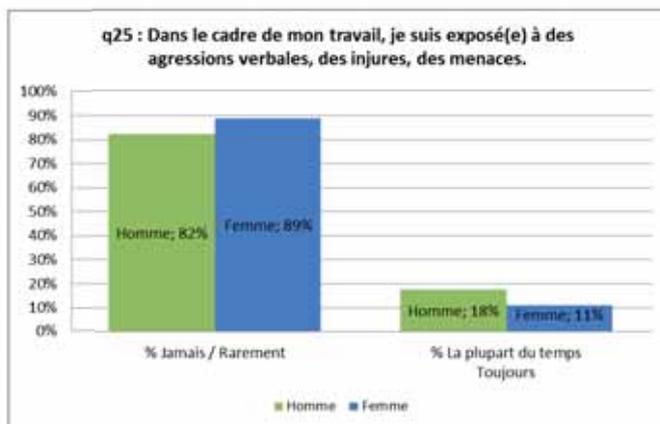
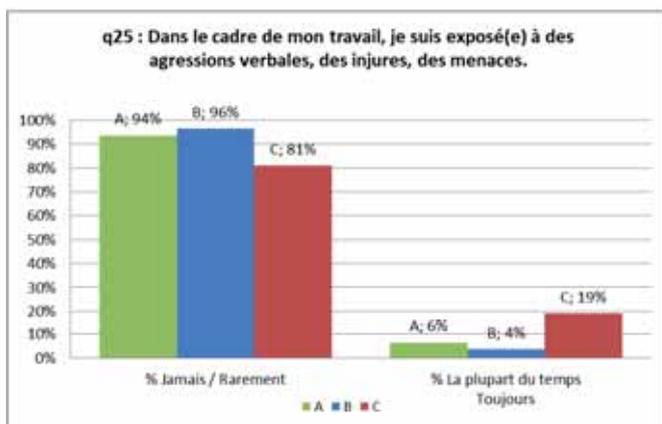
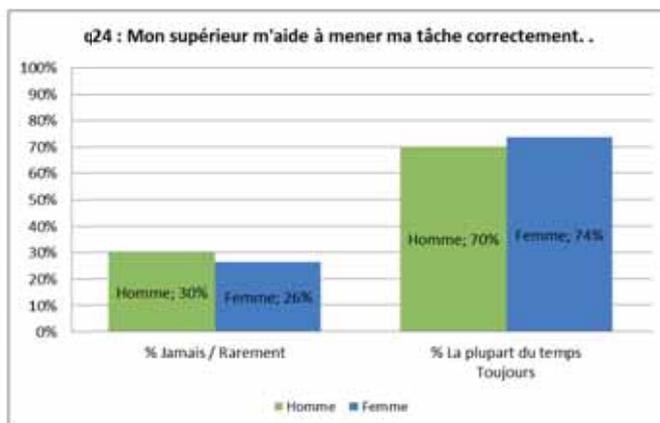
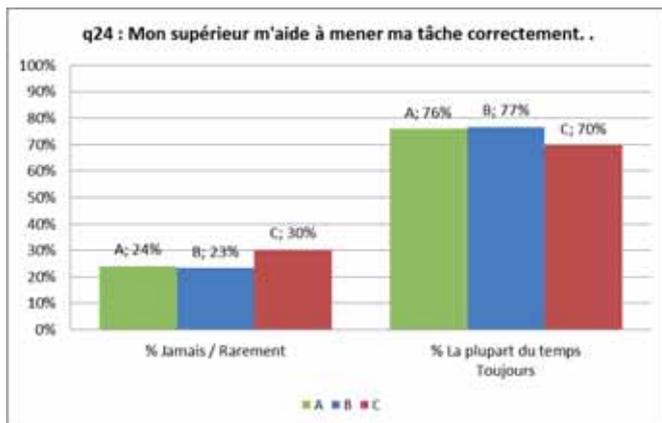


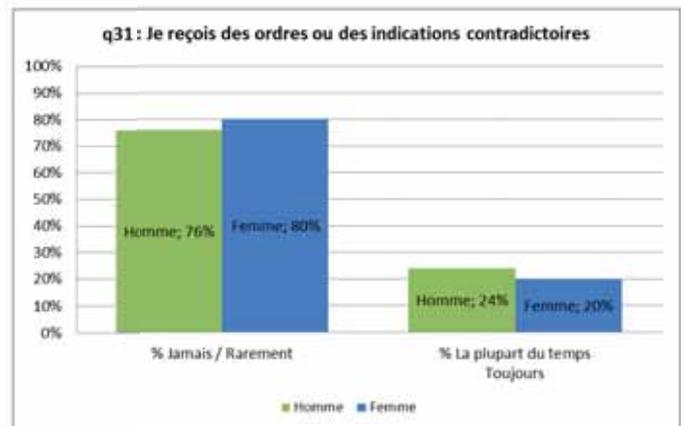
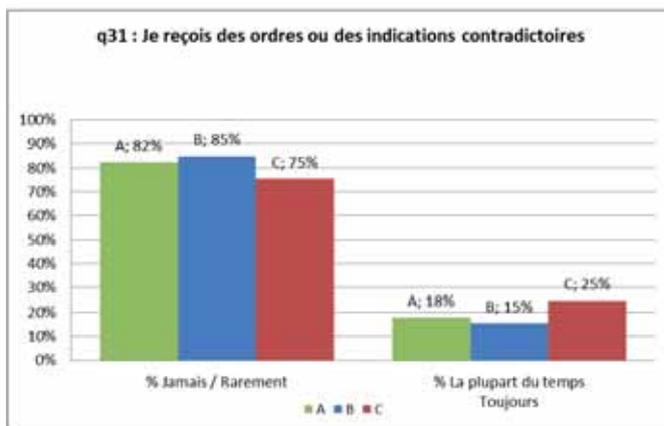
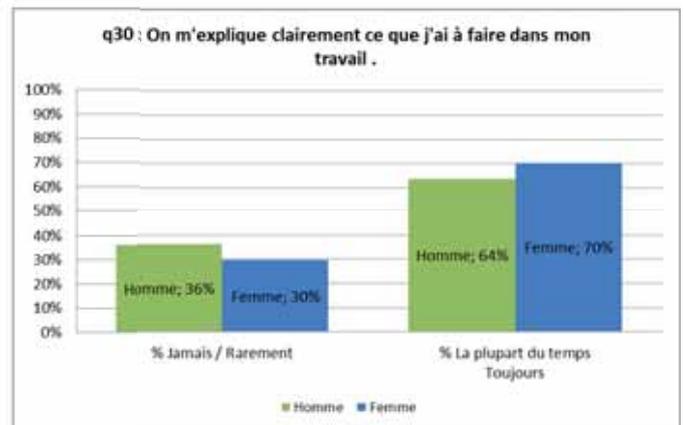
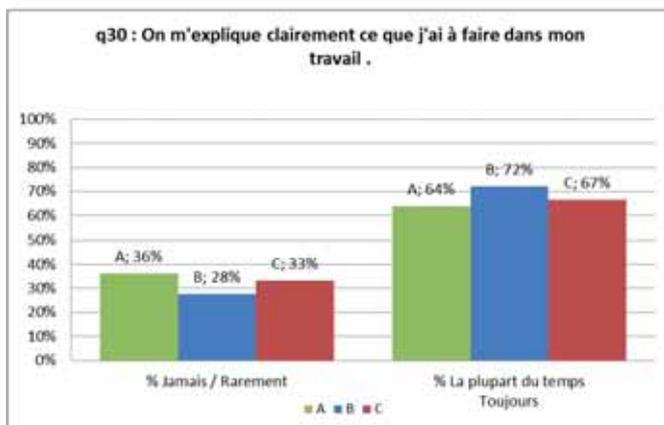
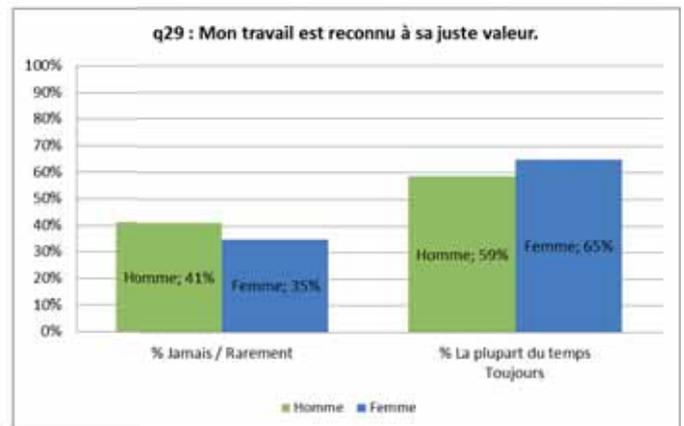
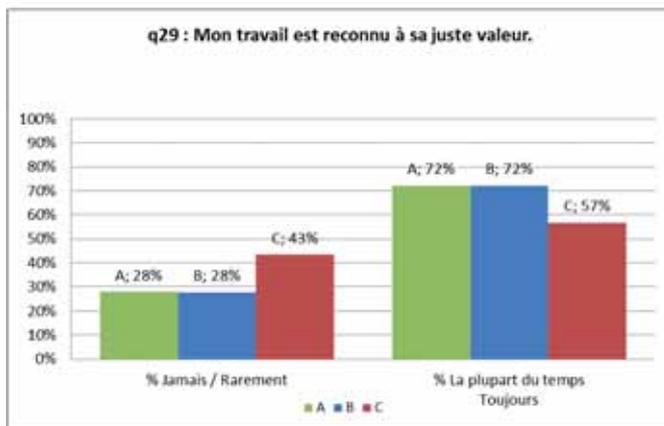
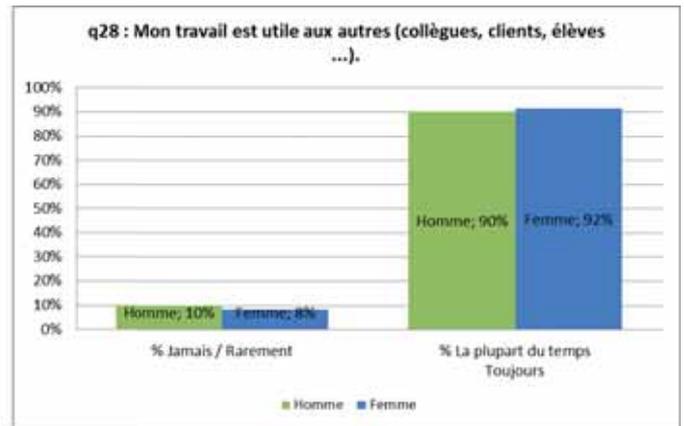
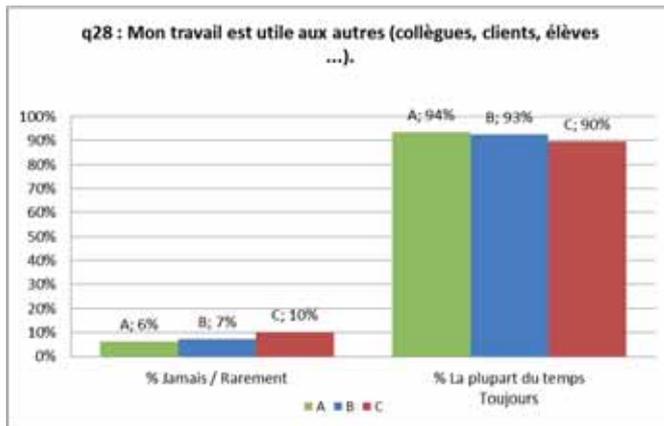
## RAPPORTS SOCIAUX, RELATIONS DE TRAVAIL

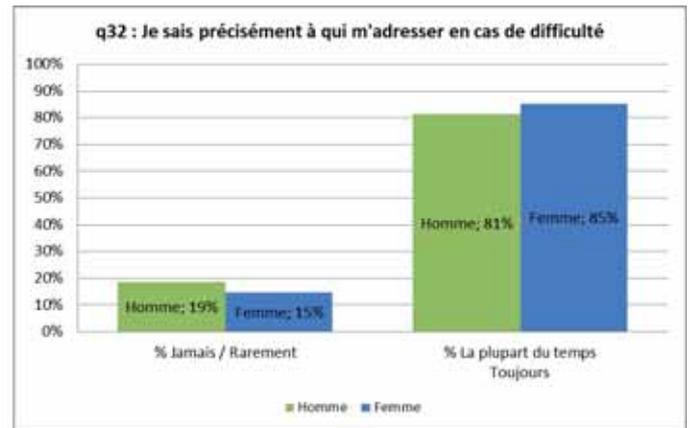
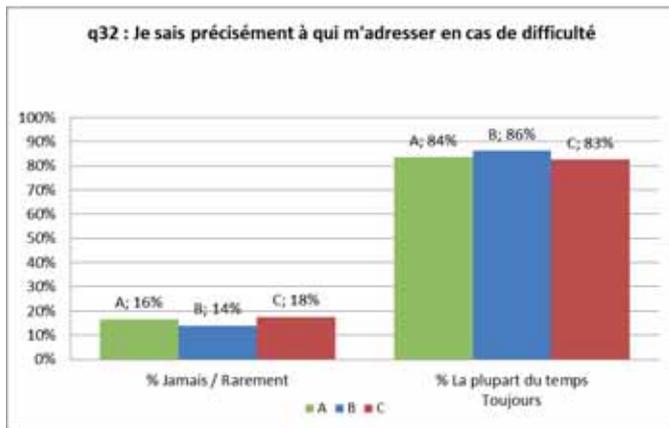




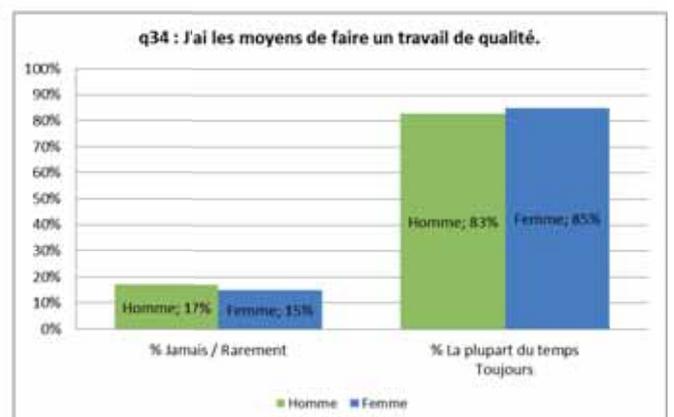
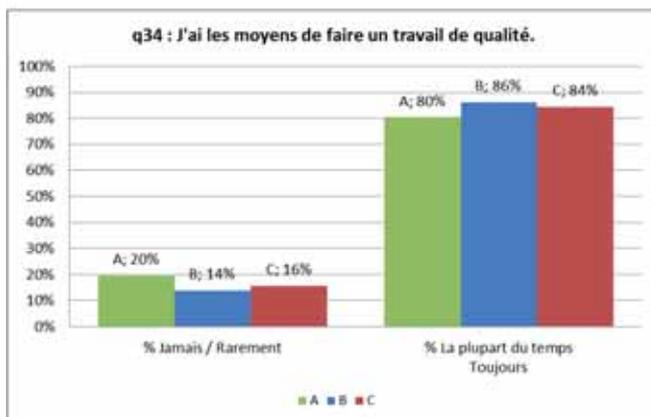
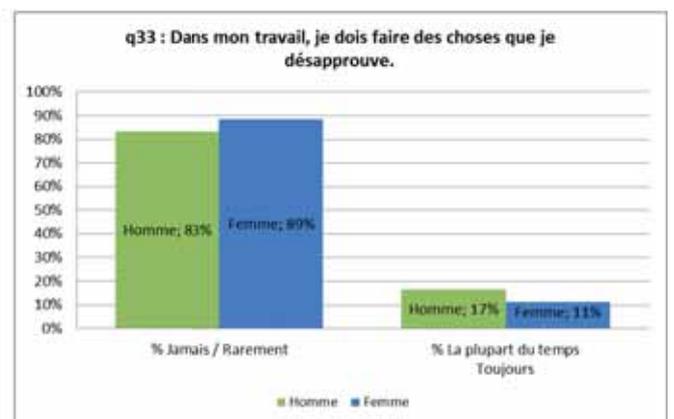
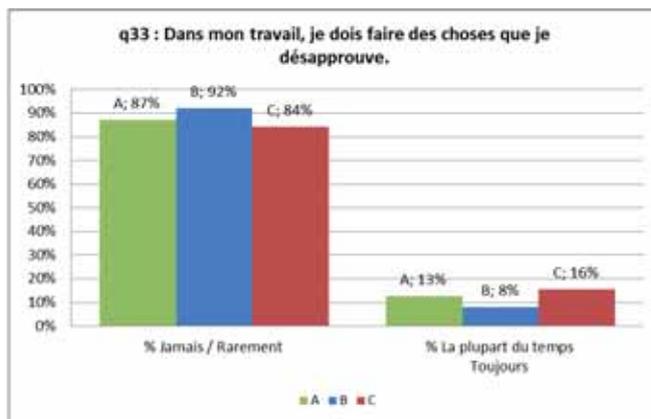
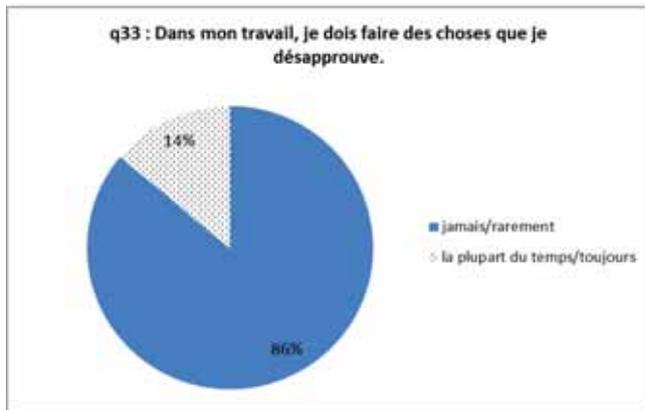




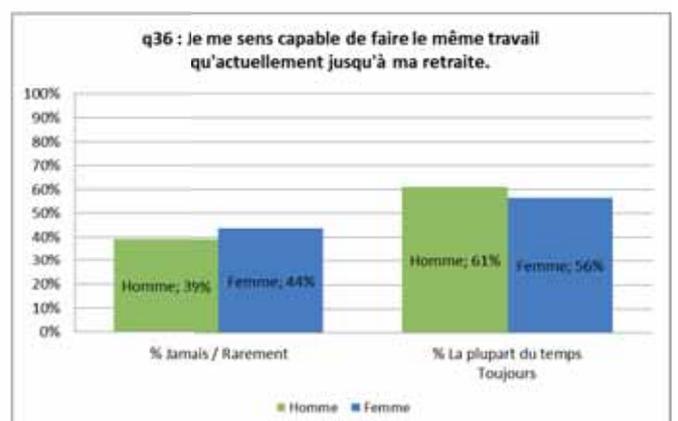
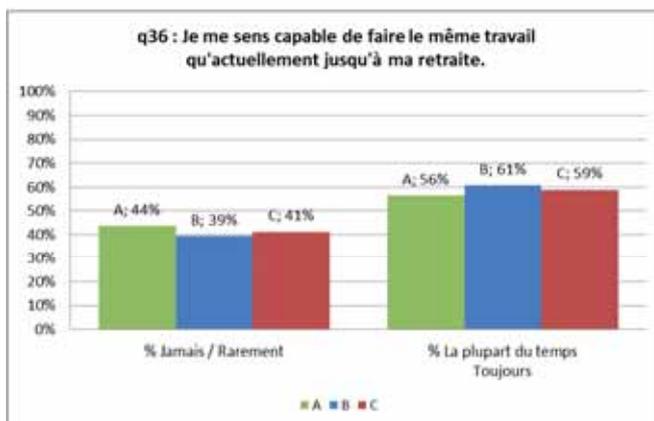
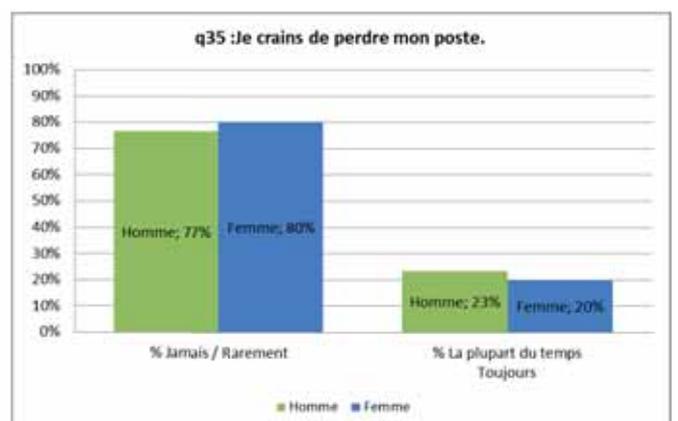
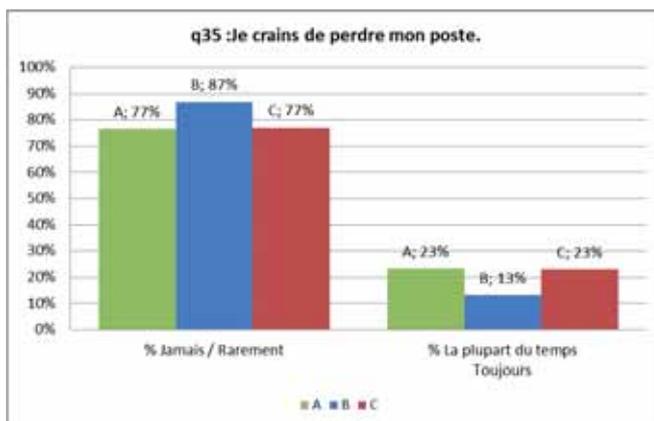
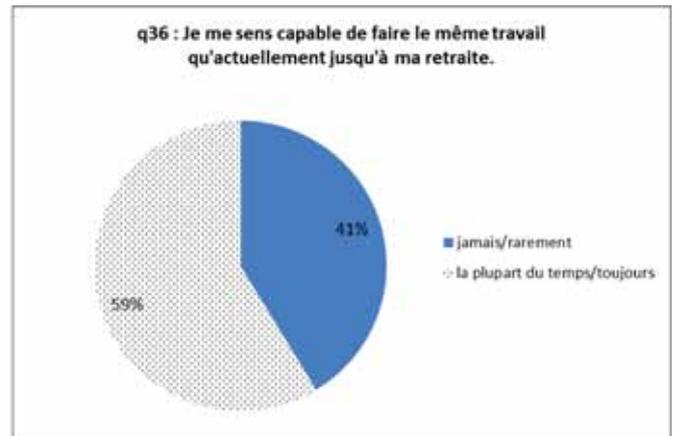
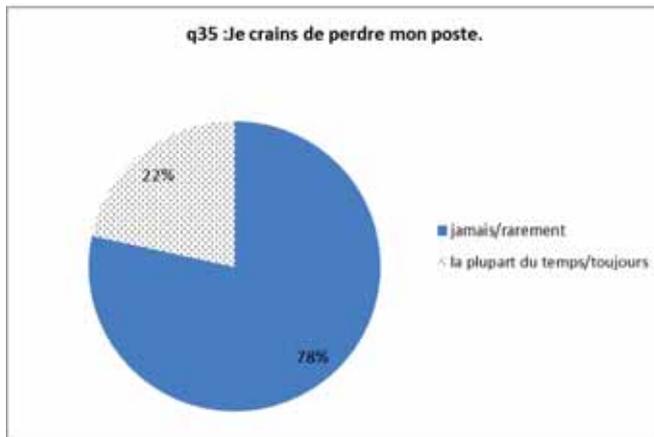




## CONFLITS DE VALEURS

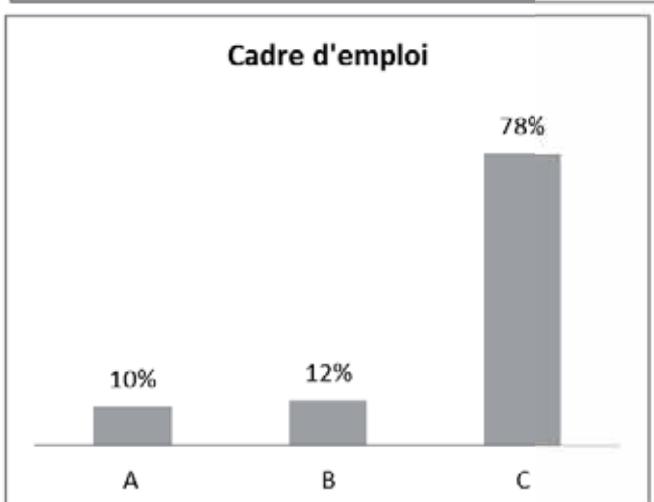
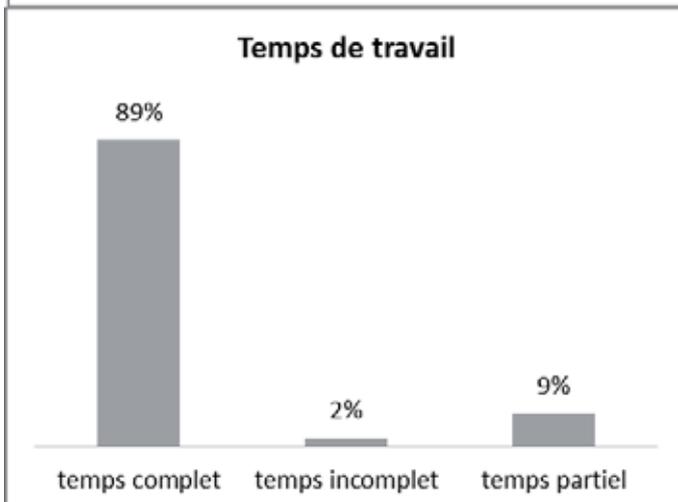
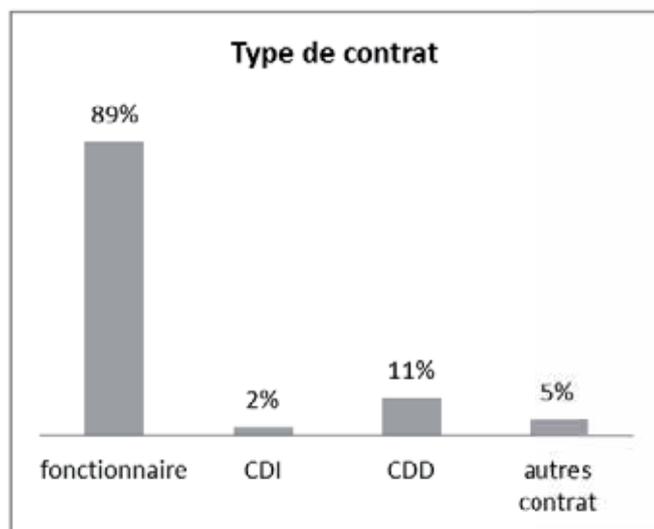
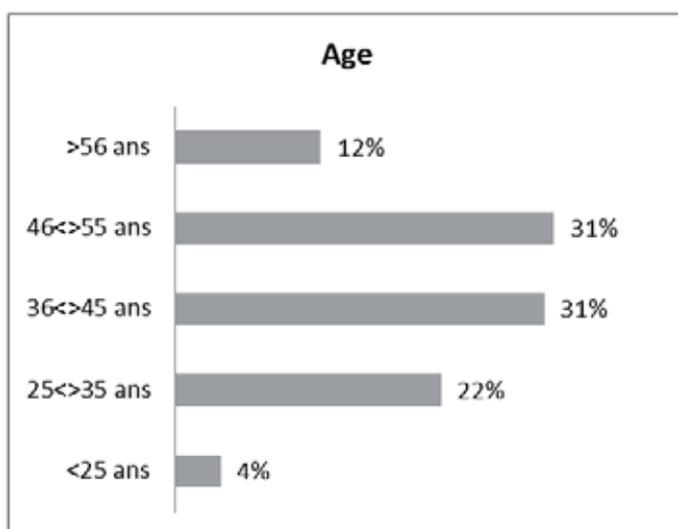
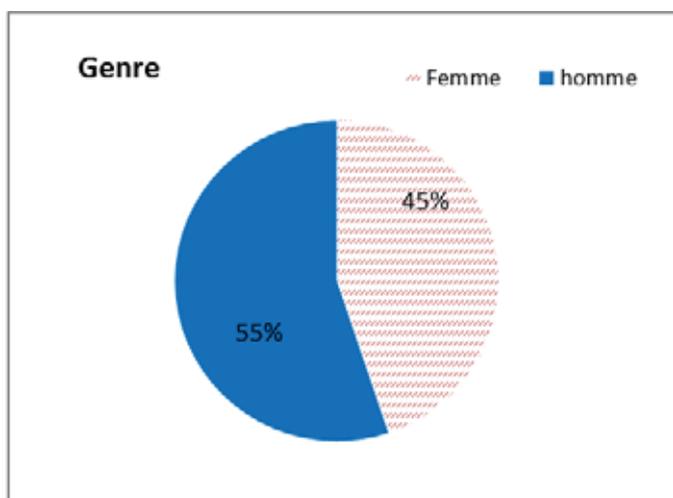


## INSECURITE SOCIO-ECONOMIQUE

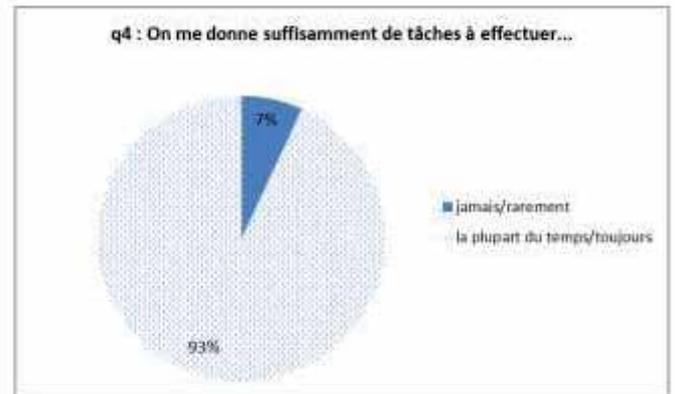
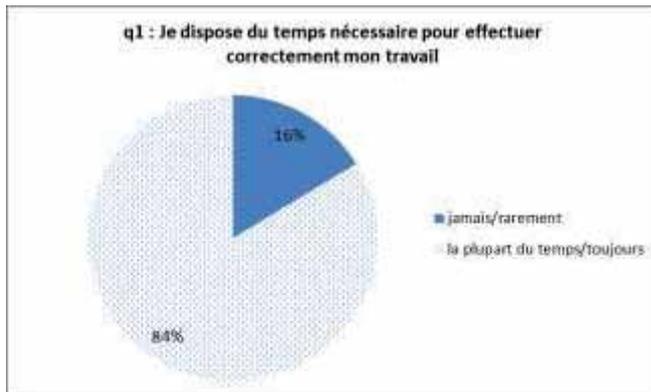


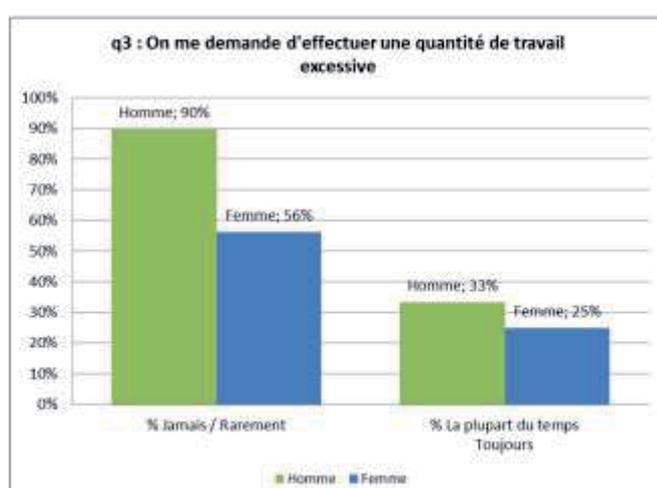
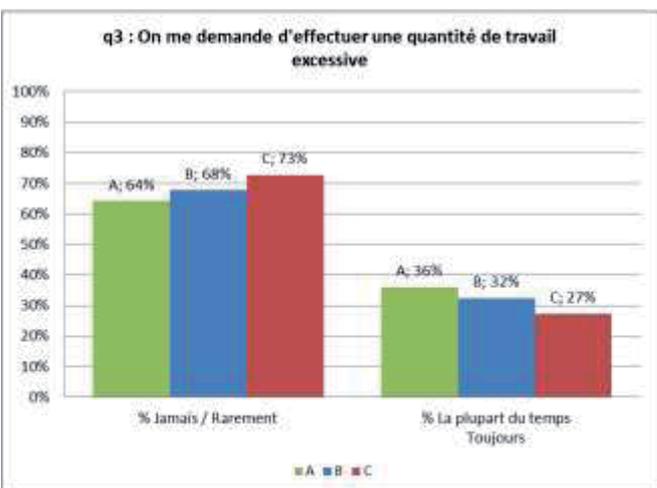
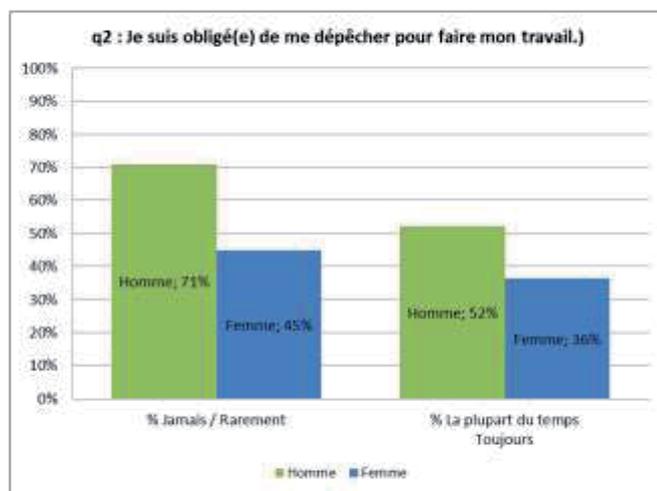
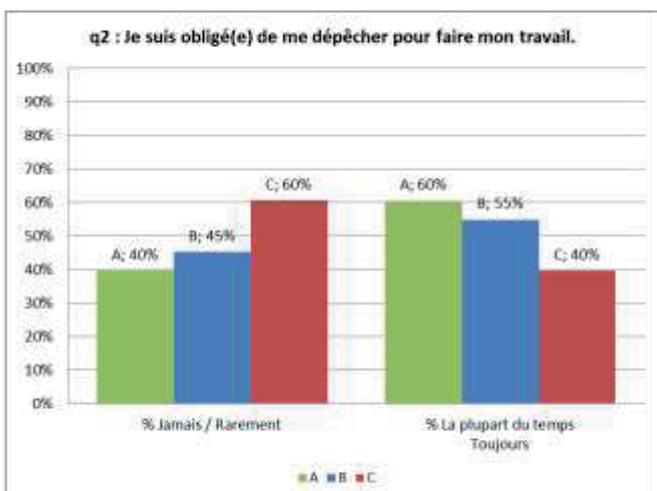
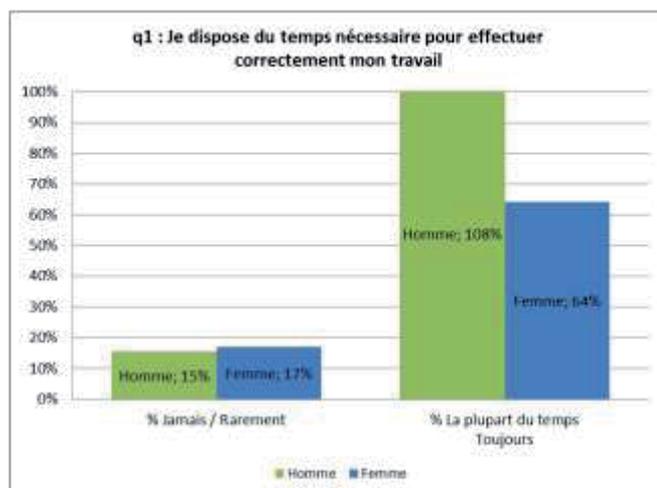
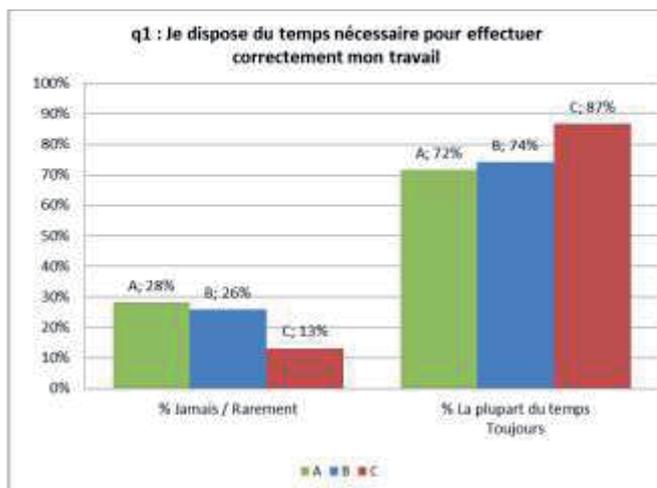
# RESULTATS QUESTIONNAIRE RPS 2014

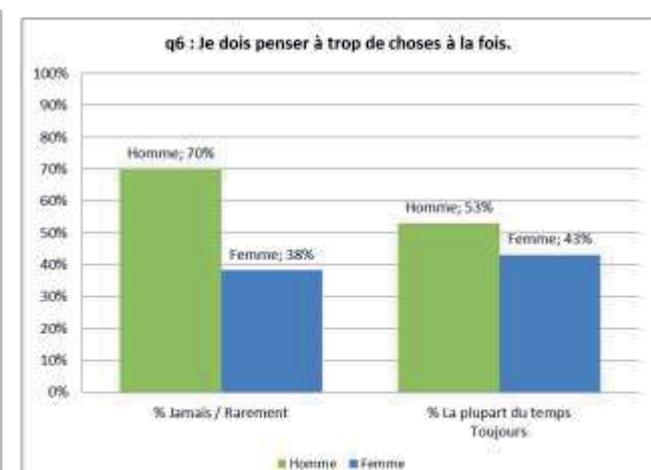
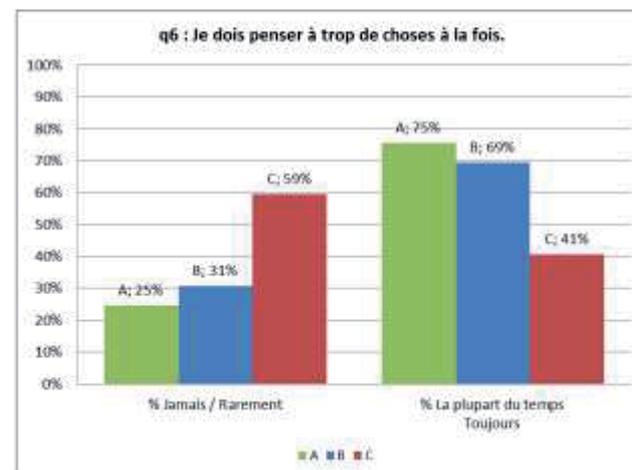
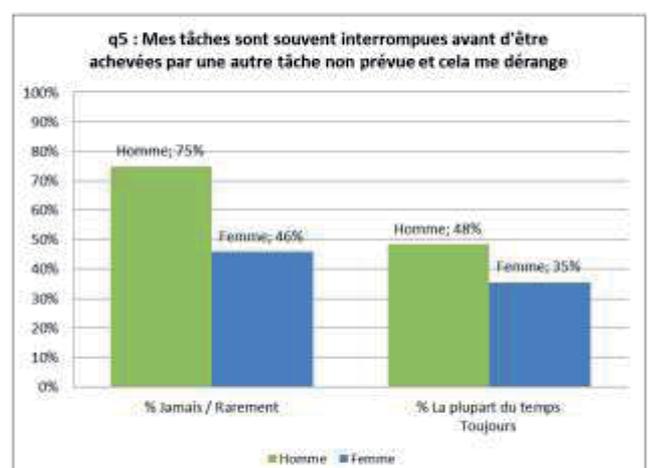
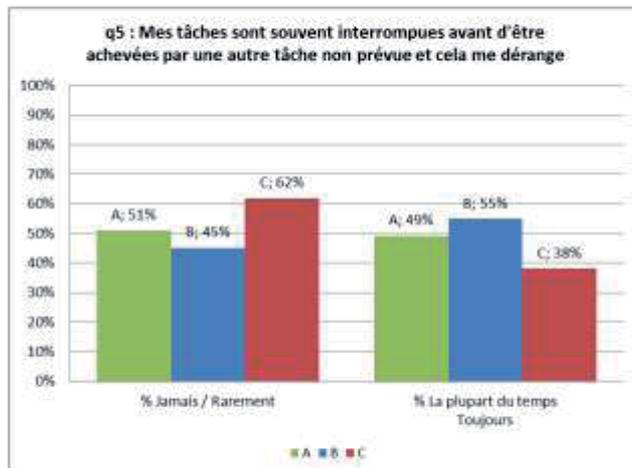
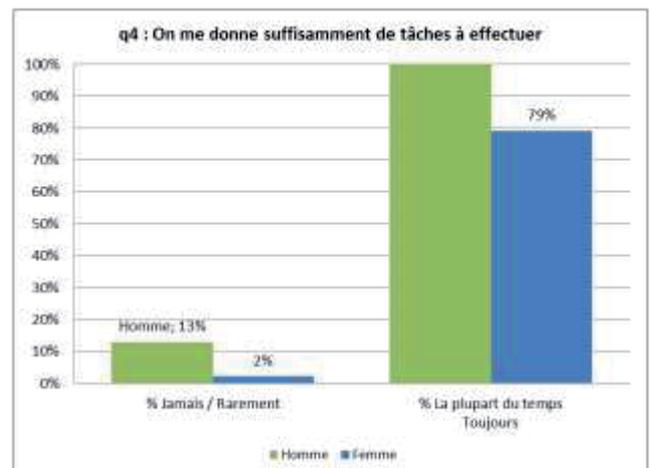
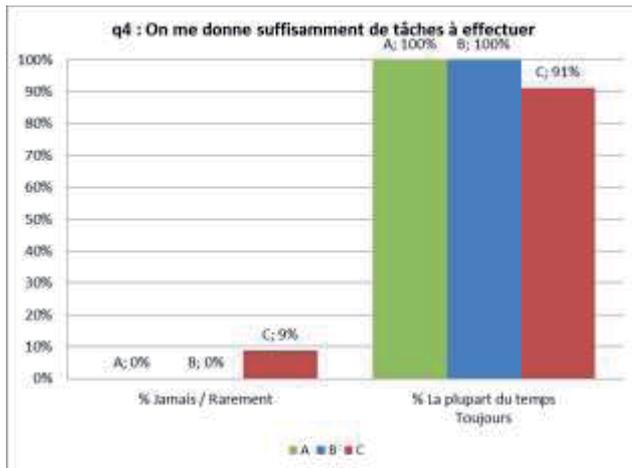
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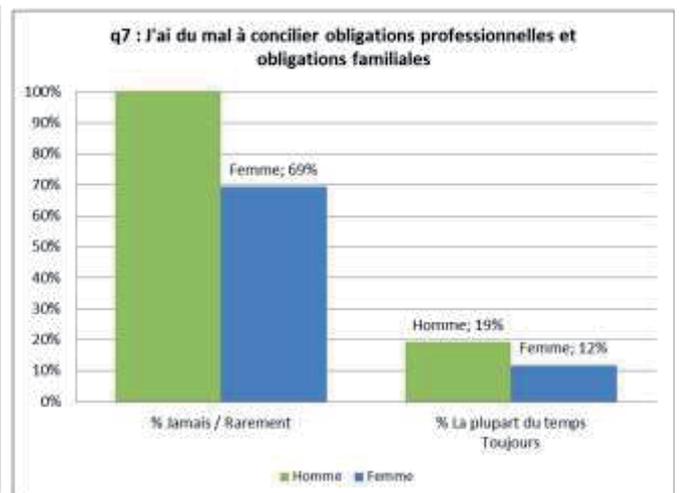
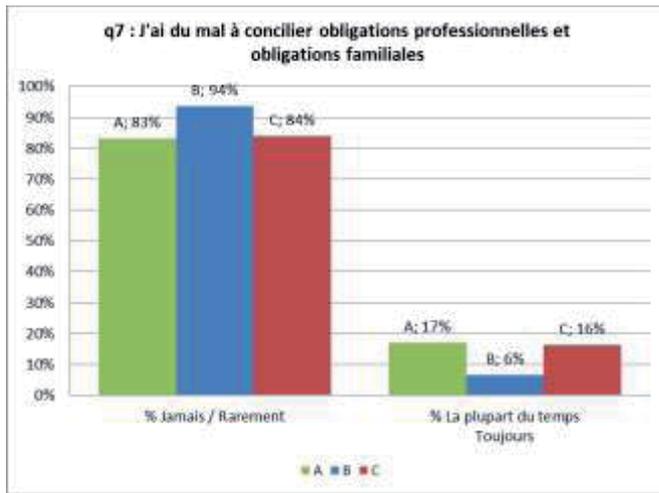


## EXIGENCES DU TRAVAIL

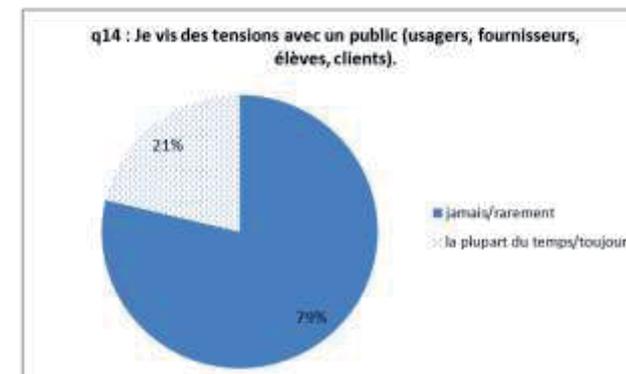
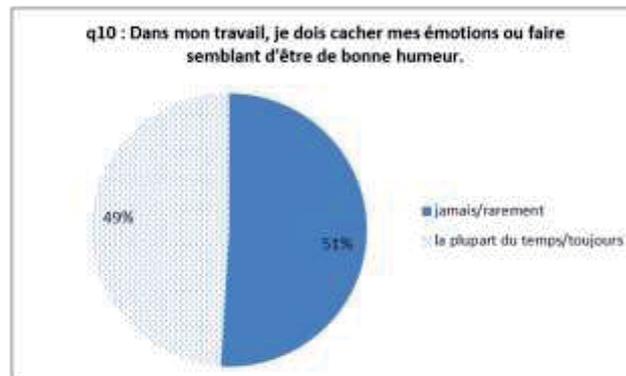
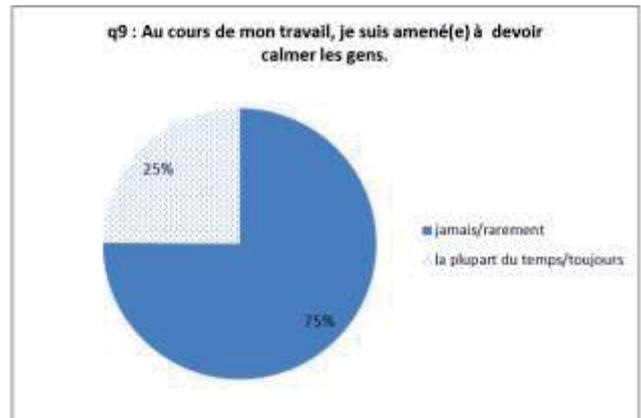
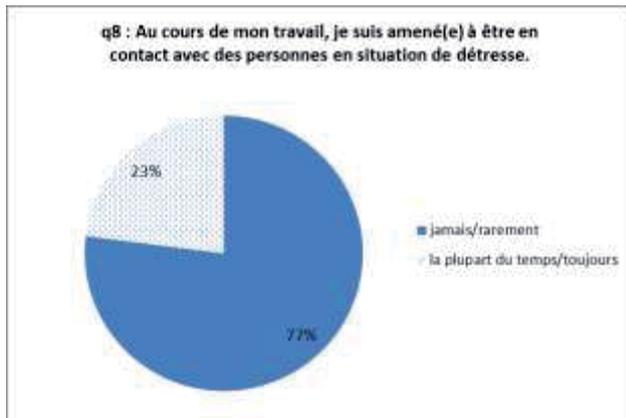


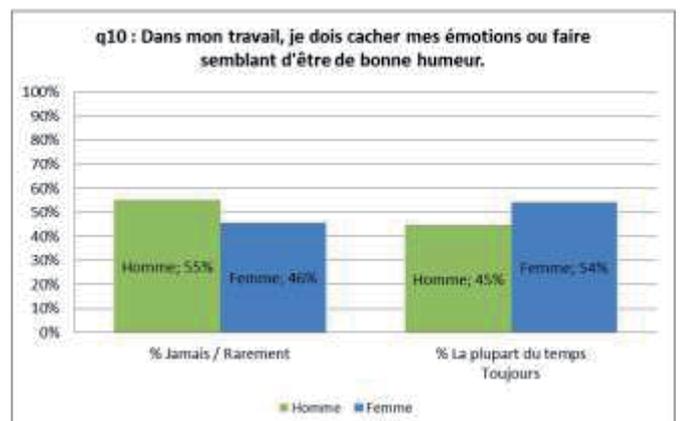
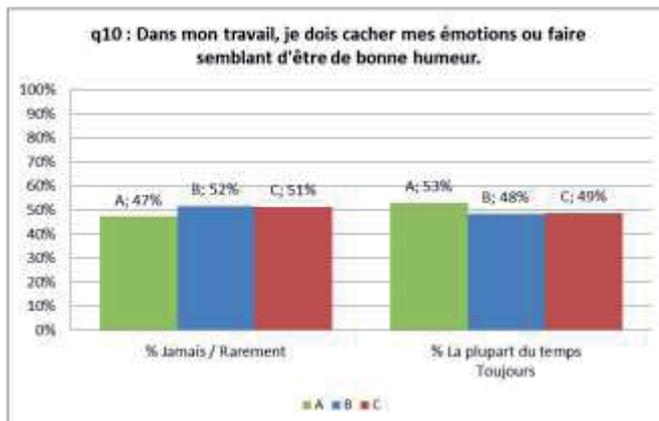
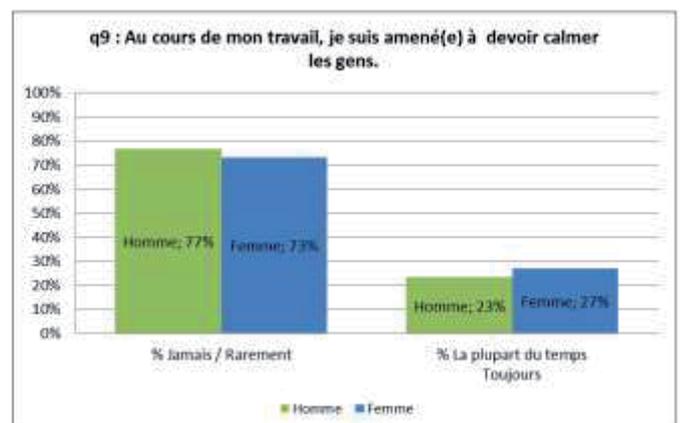
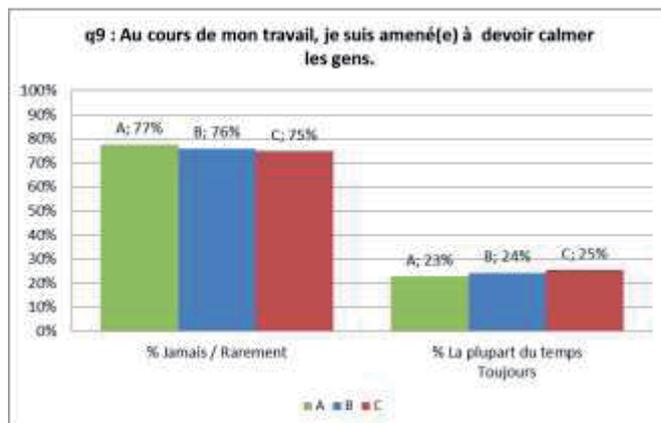
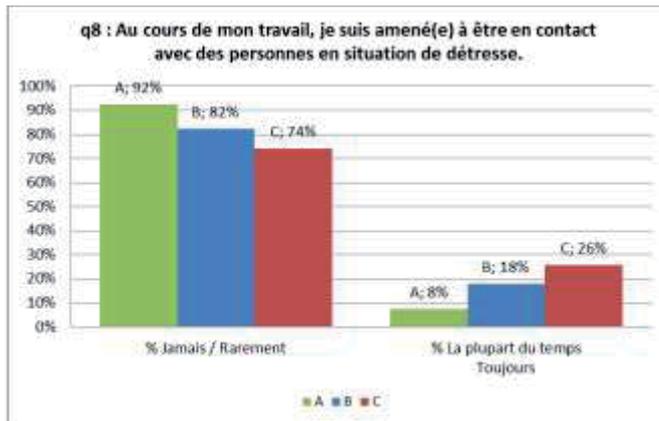


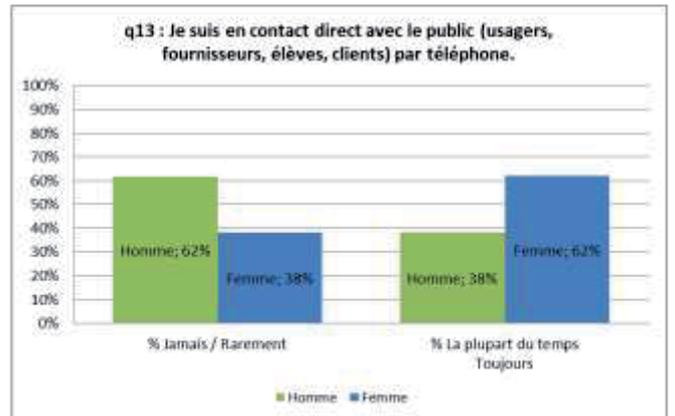
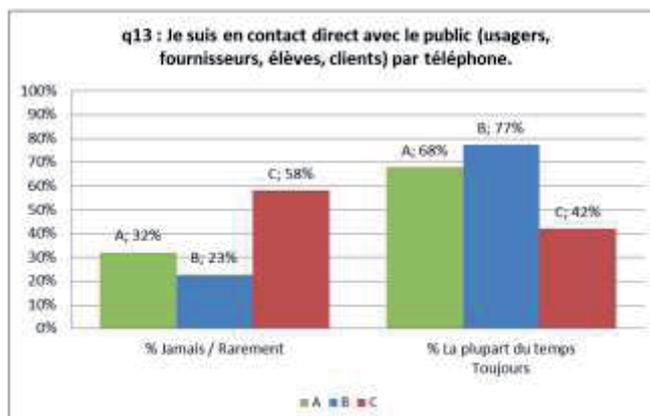
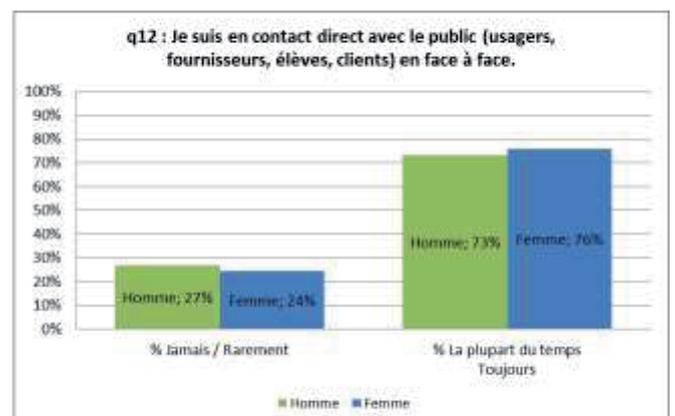
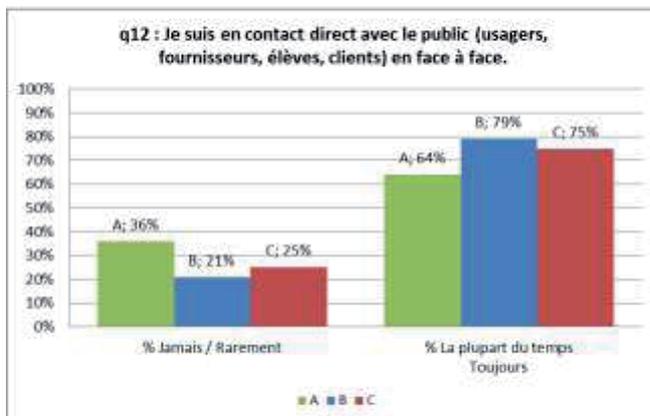
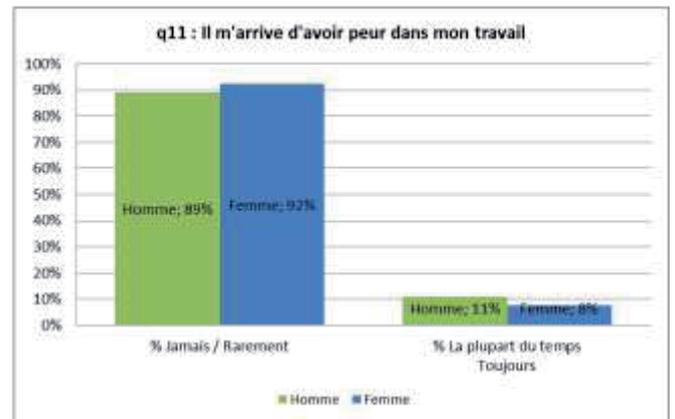
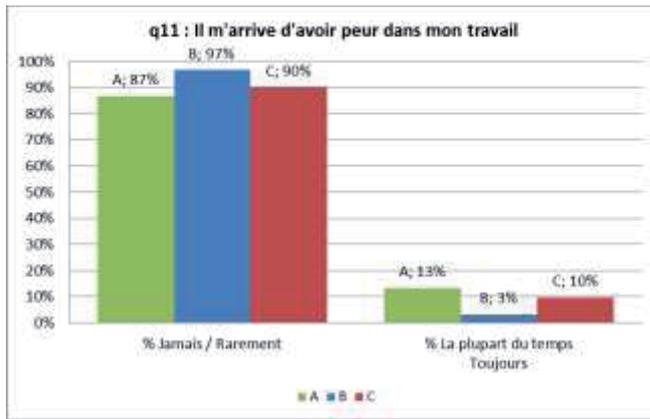


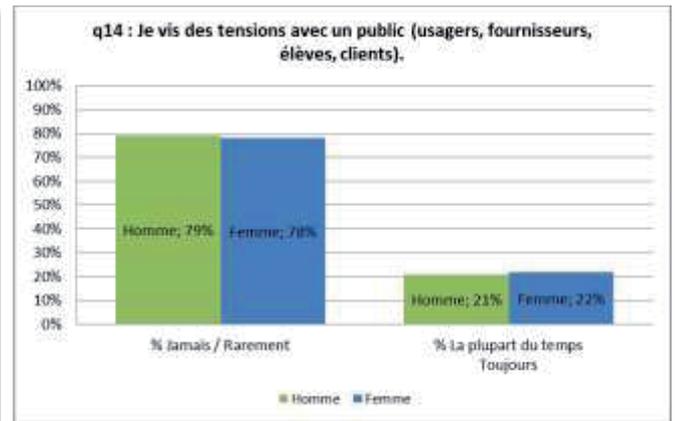
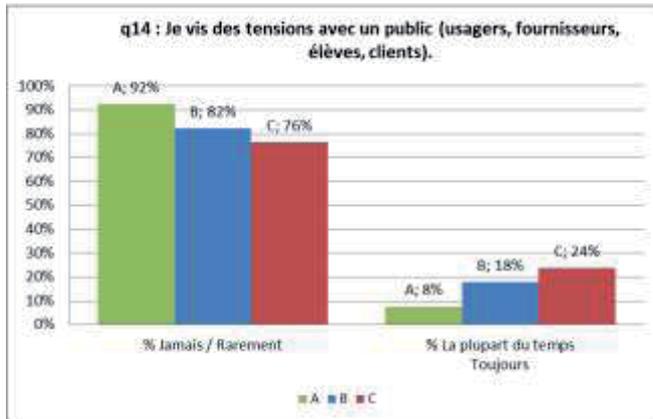


## EXIGENCES EMOTIONNELLES

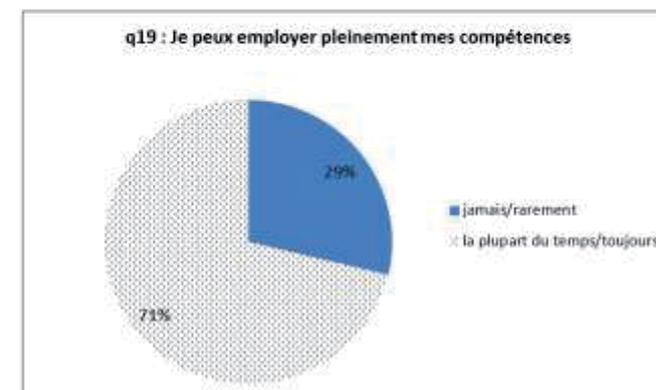
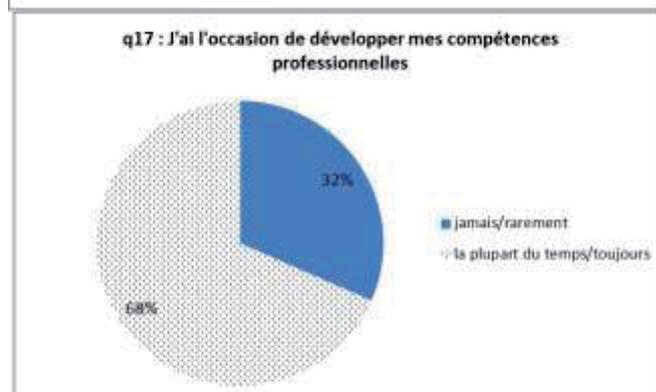
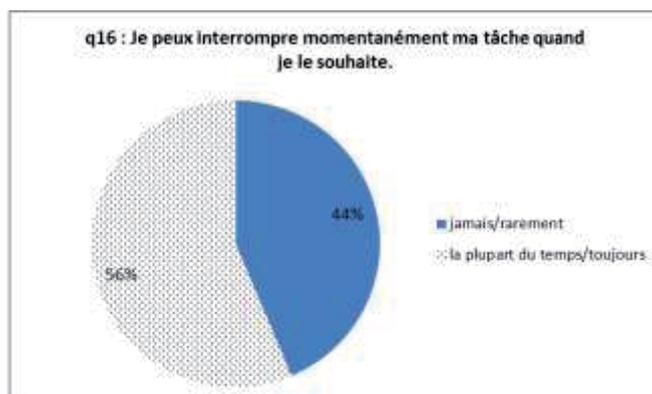


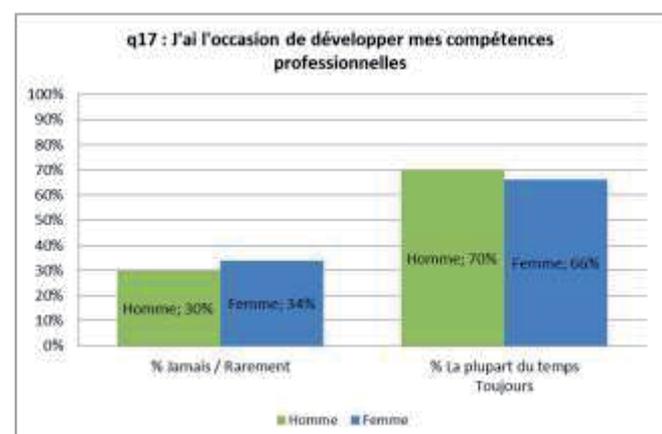
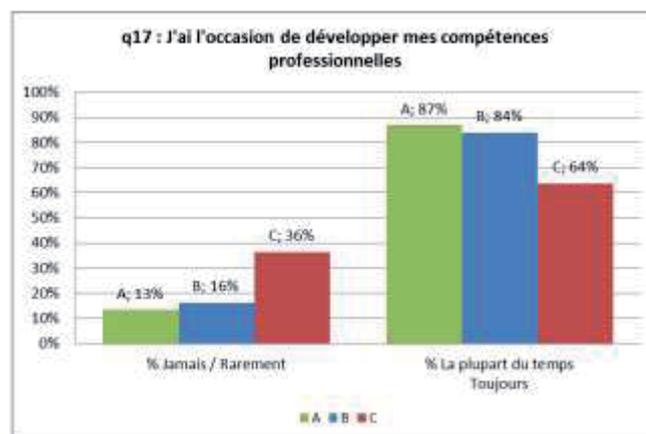
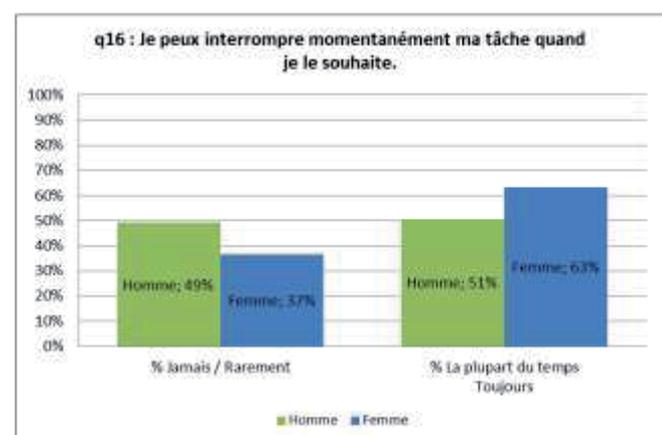
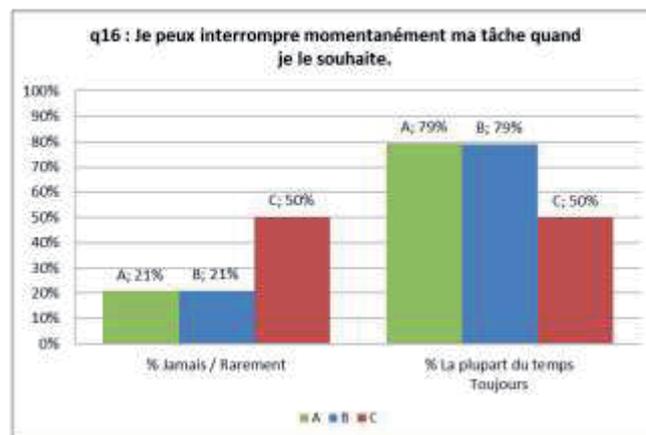
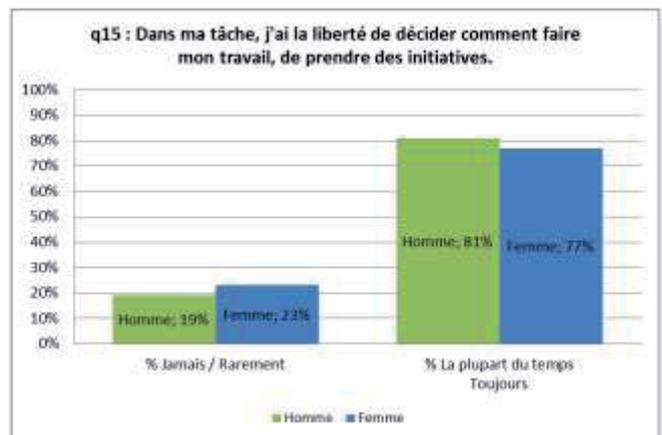
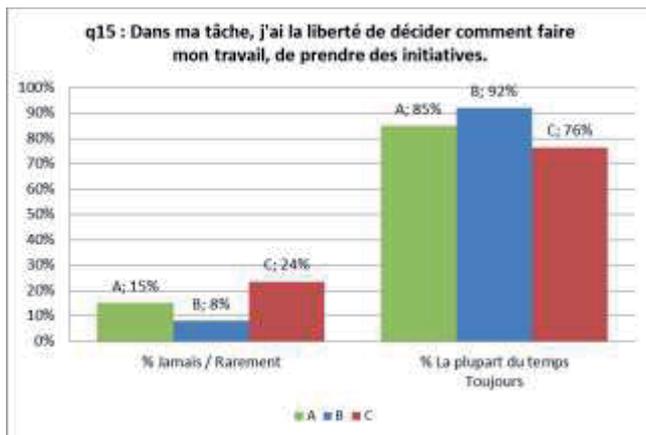


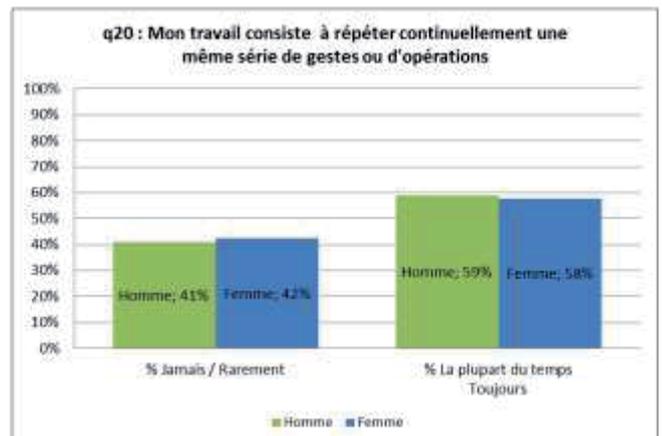
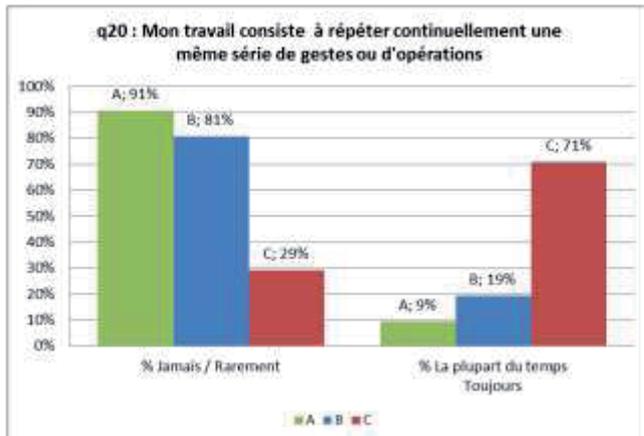
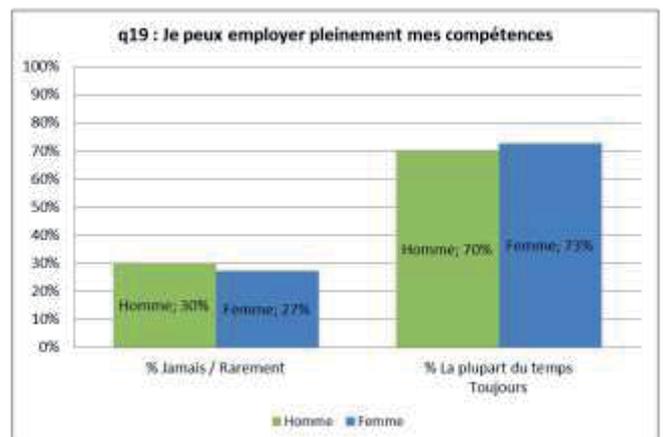
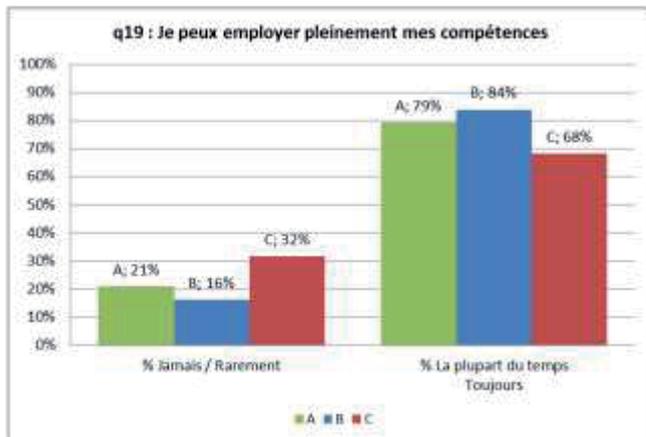
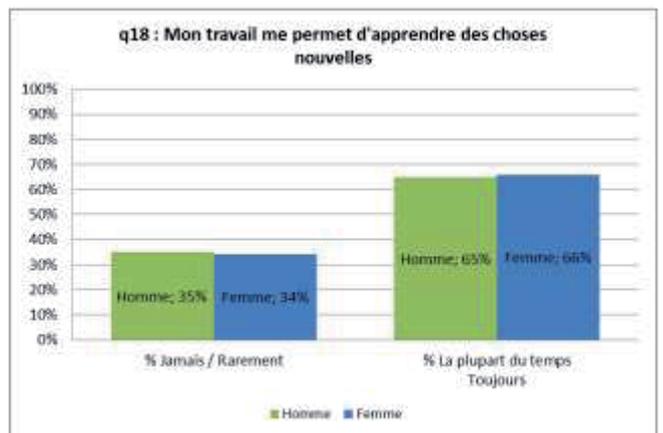
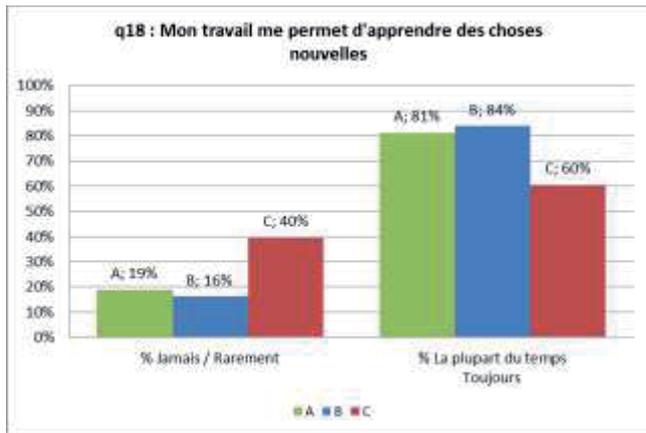




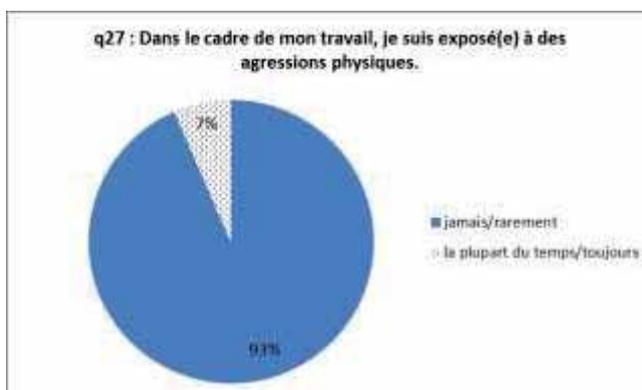
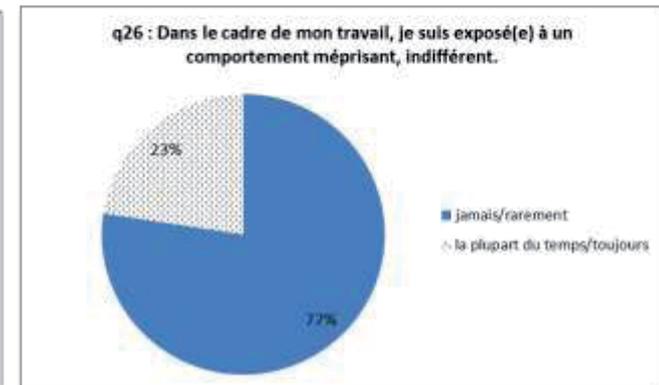
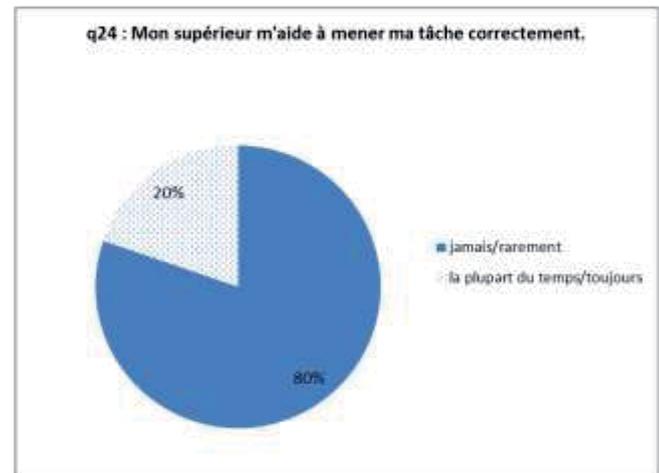
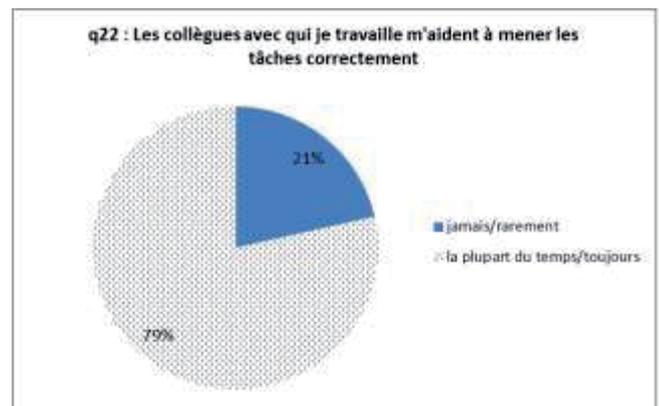
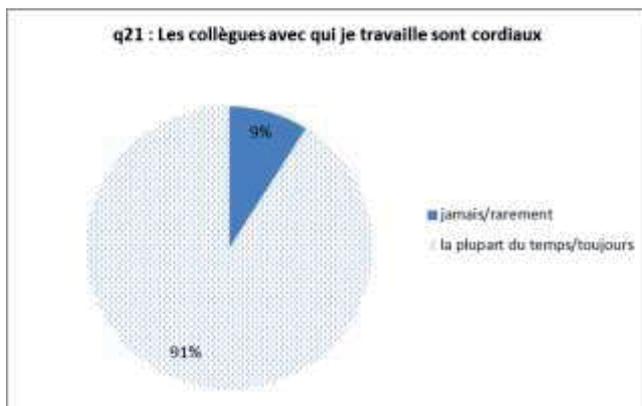
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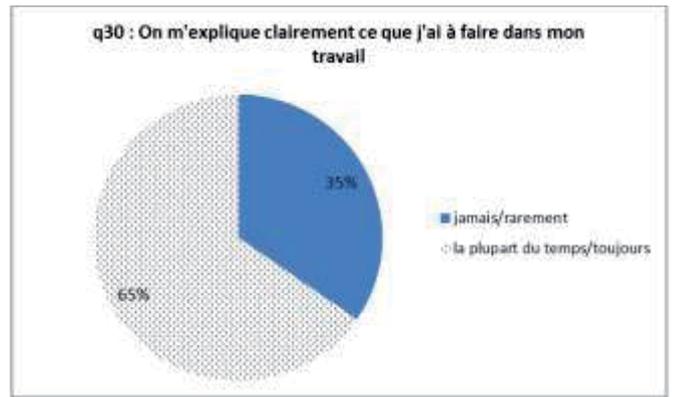
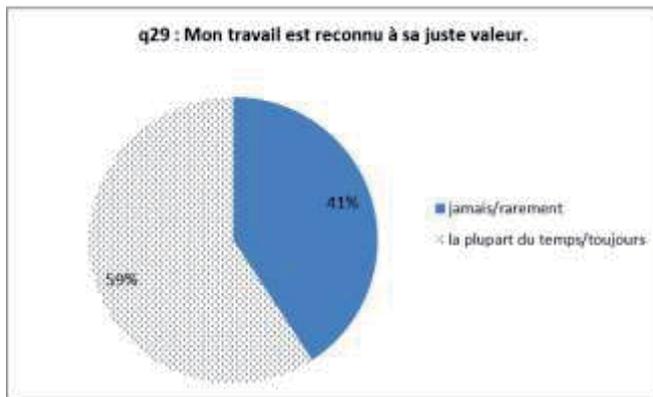


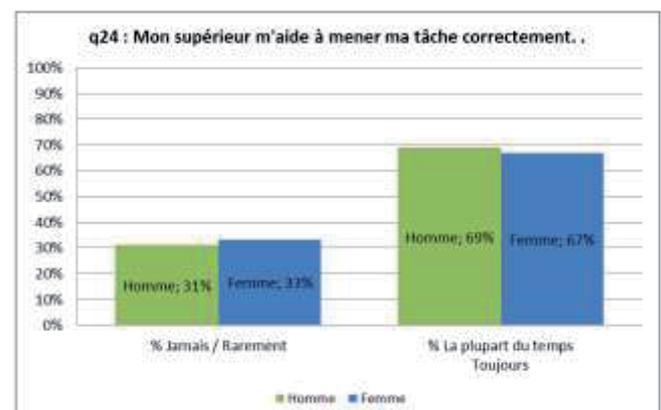
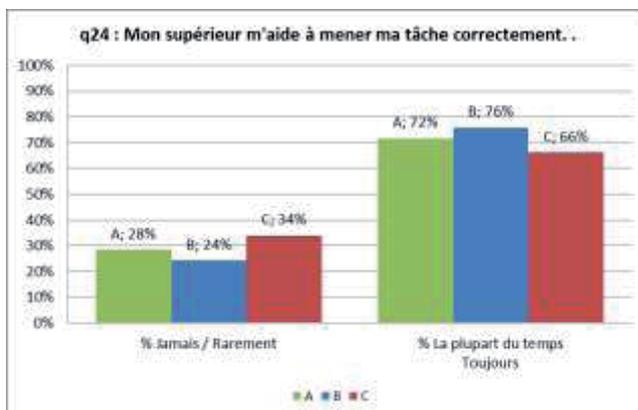
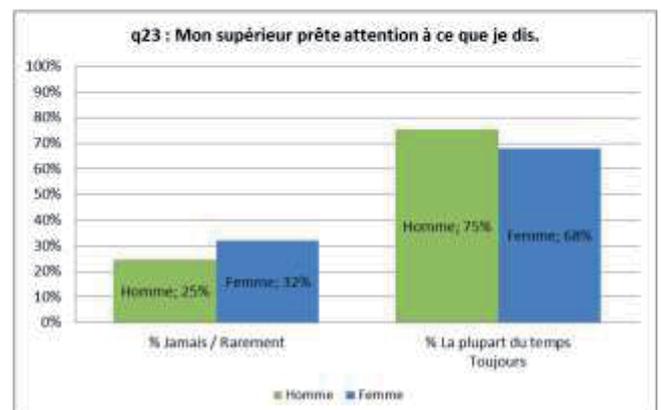
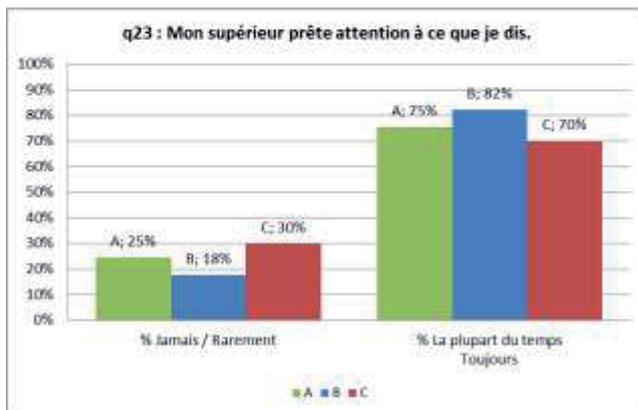
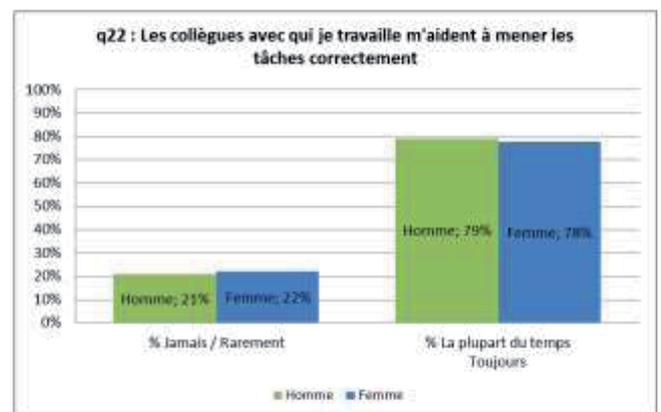
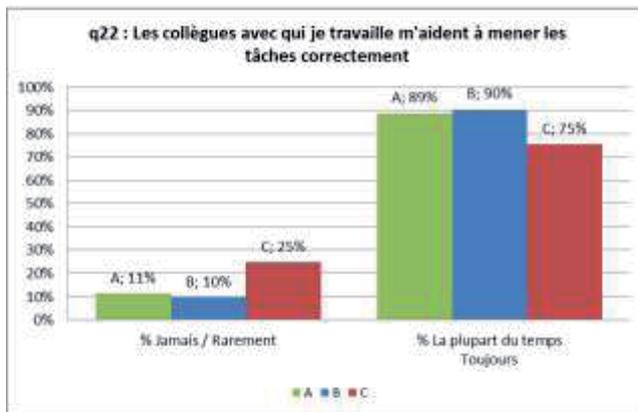
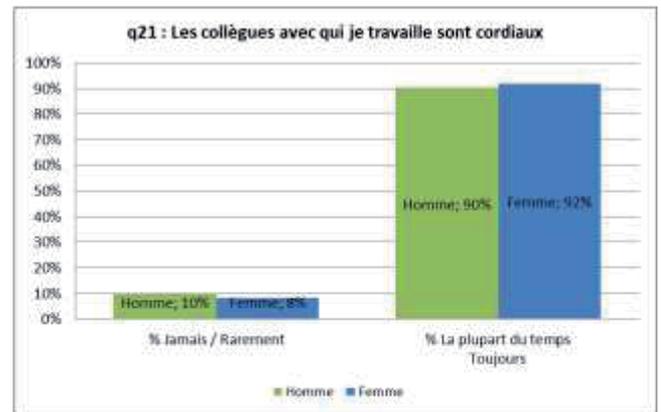


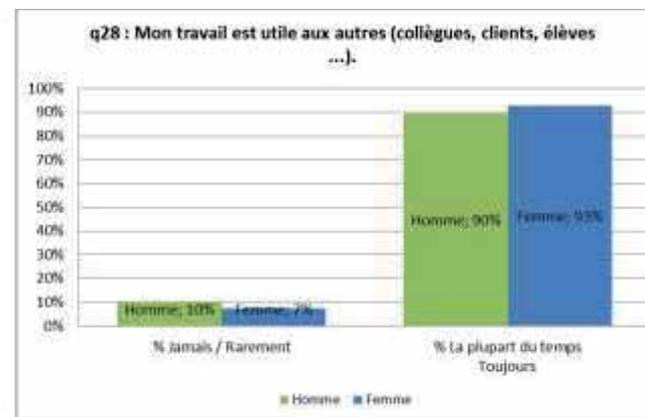
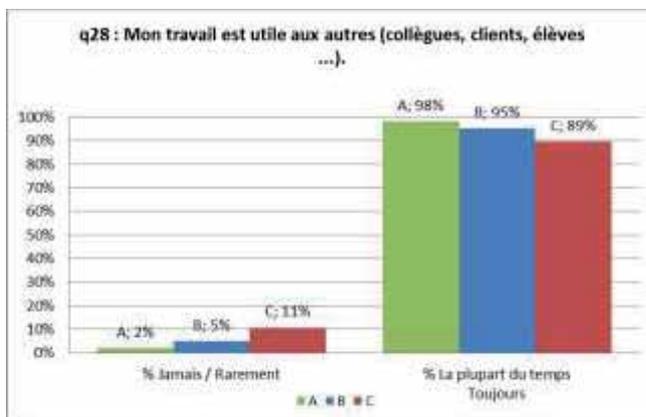
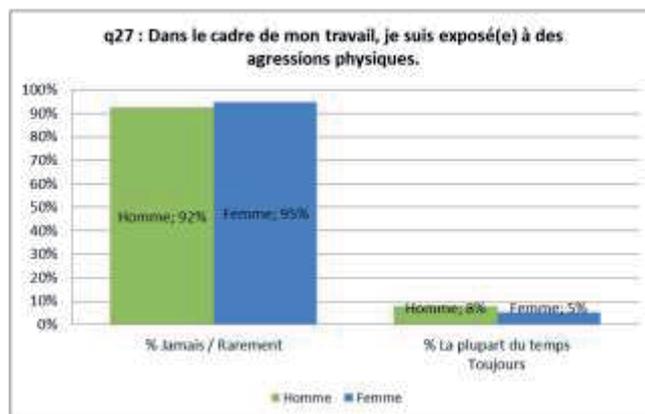
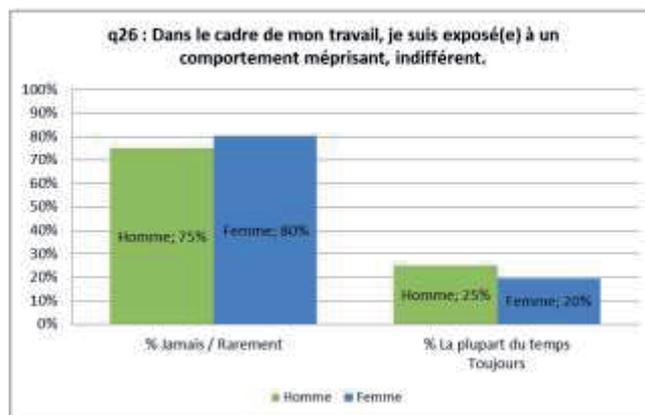
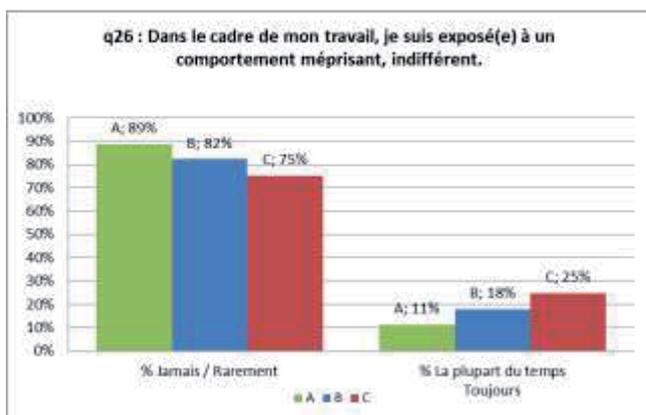
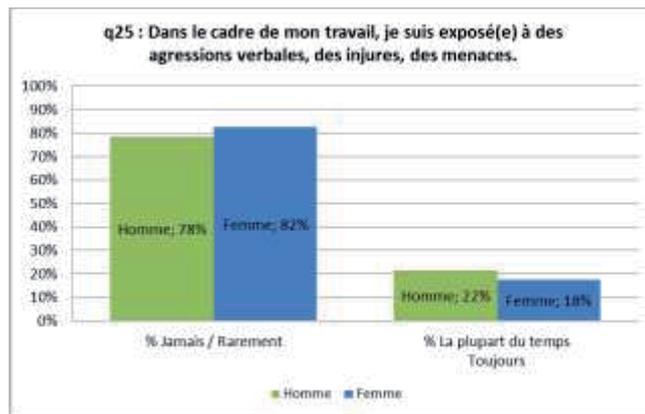
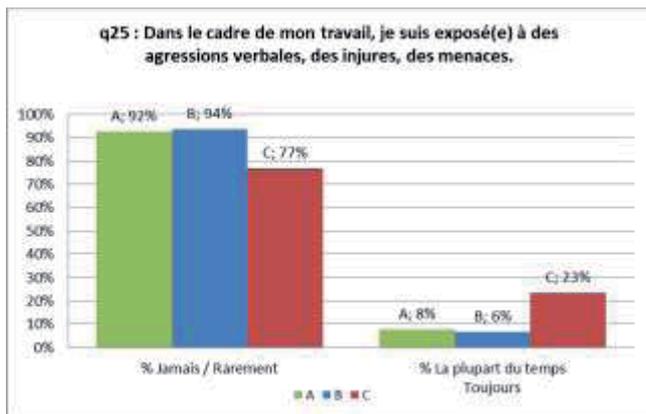


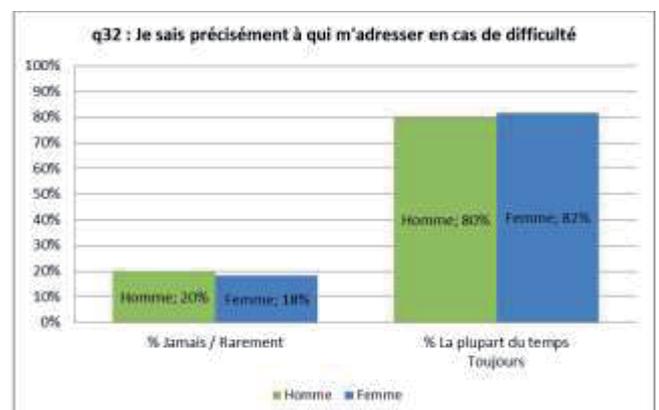
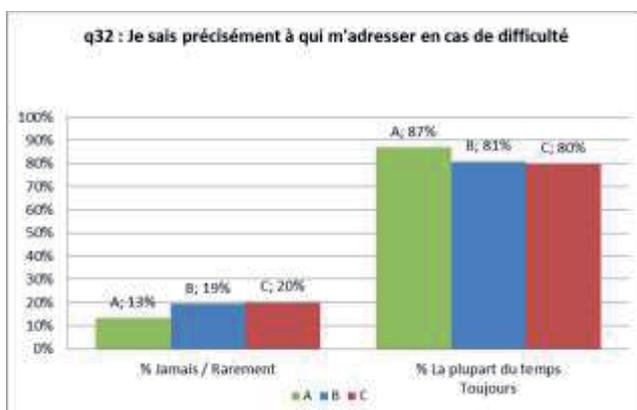
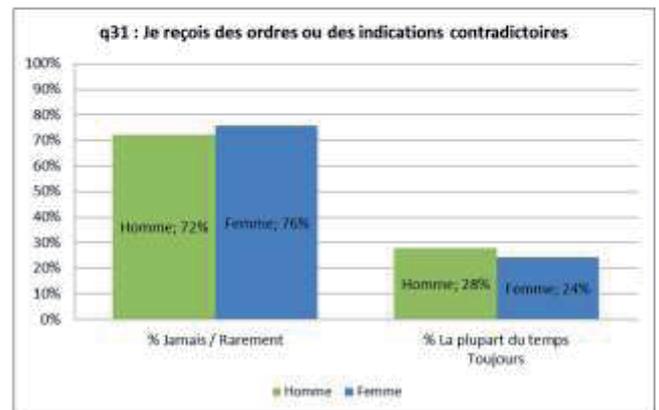
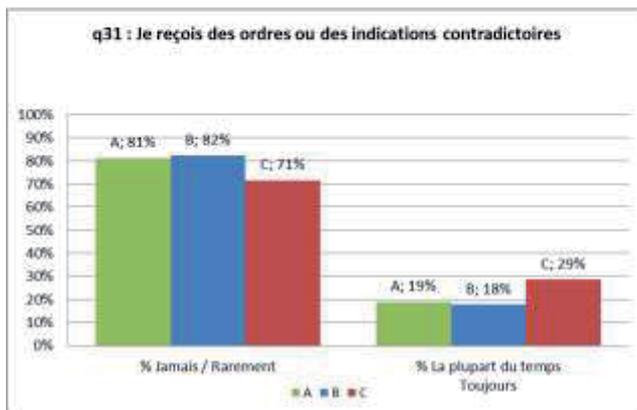
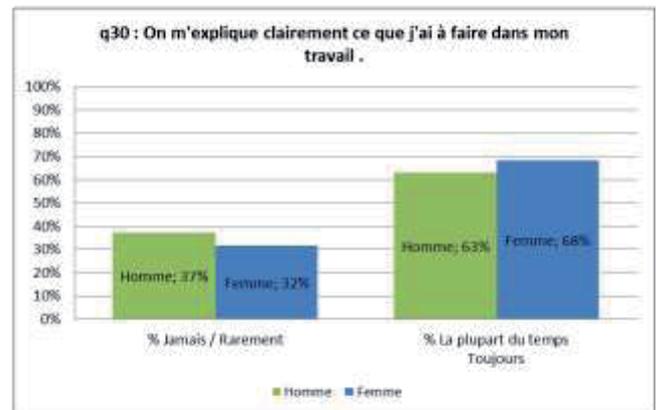
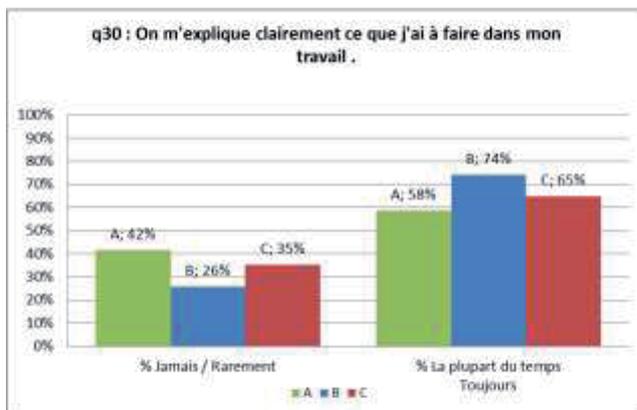
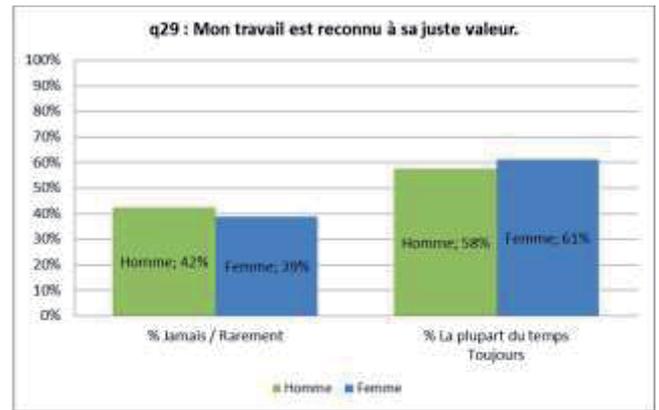
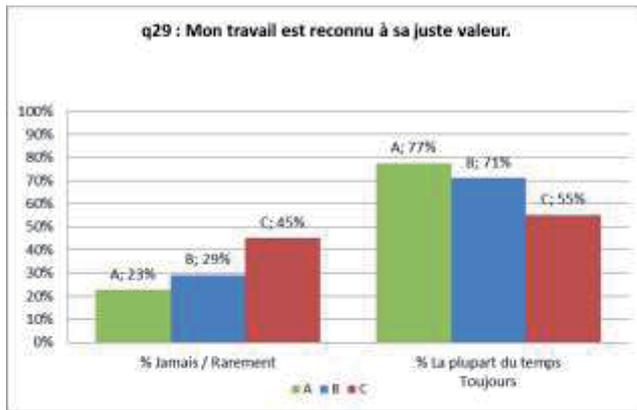
## RAPPORTS SOCIAUX, RELATIONS DE TRAVAIL



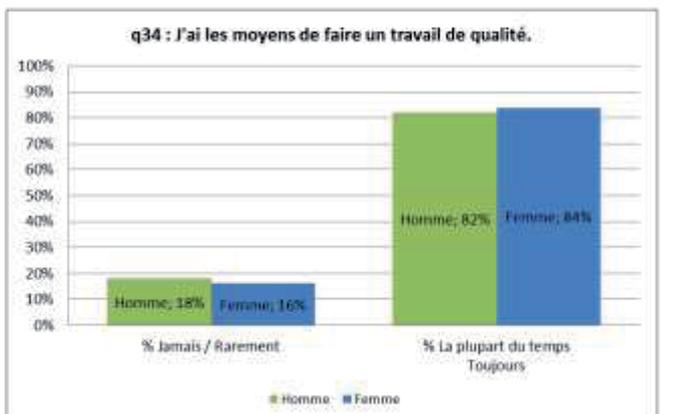
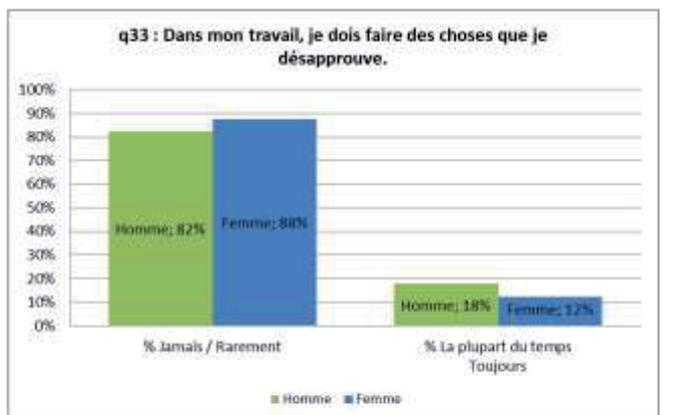
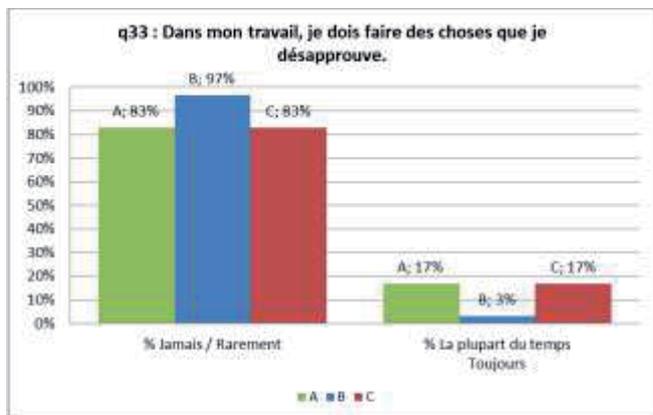
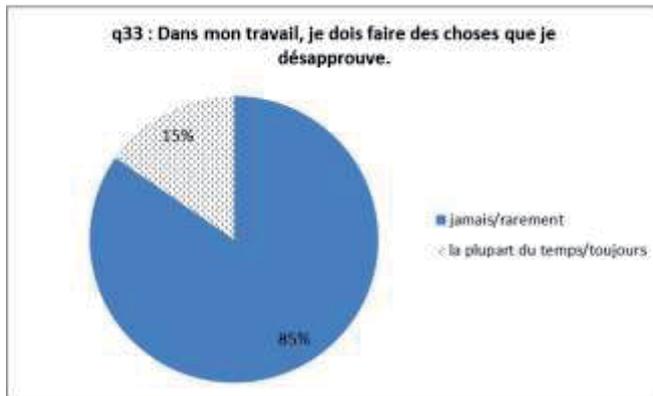




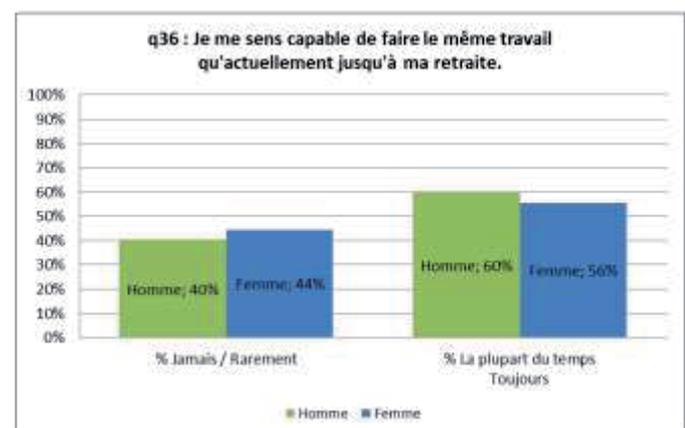
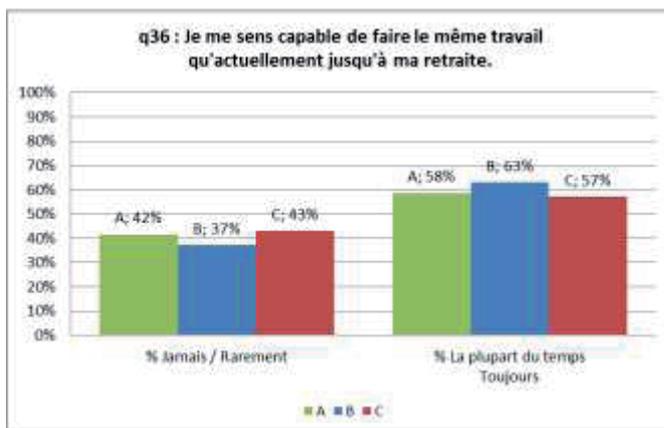
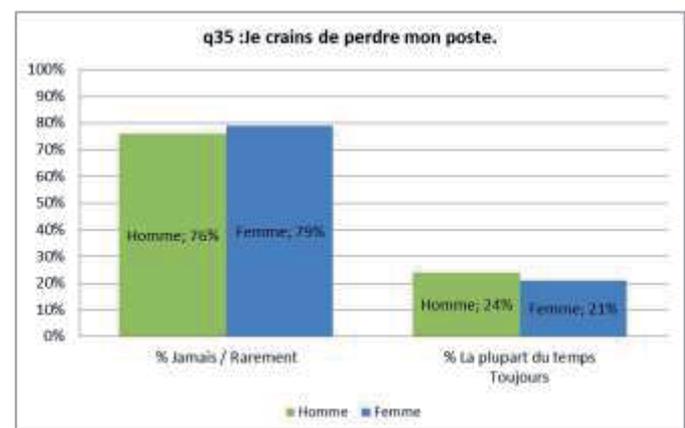
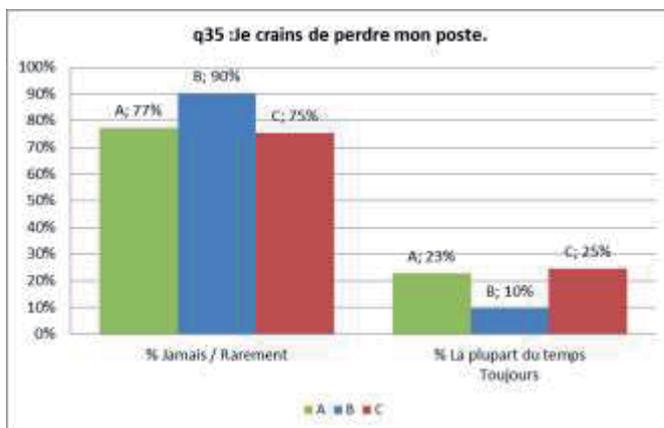
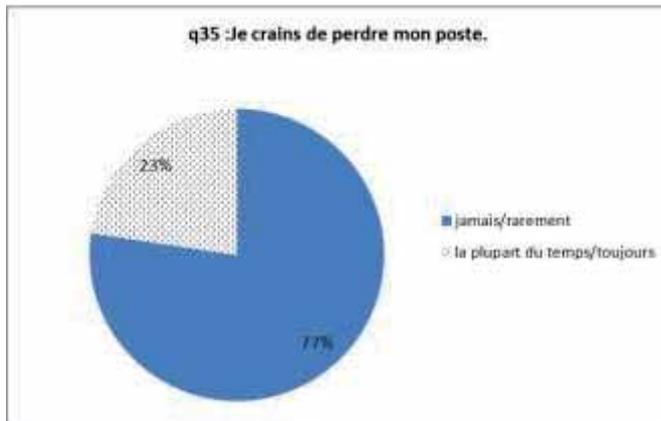




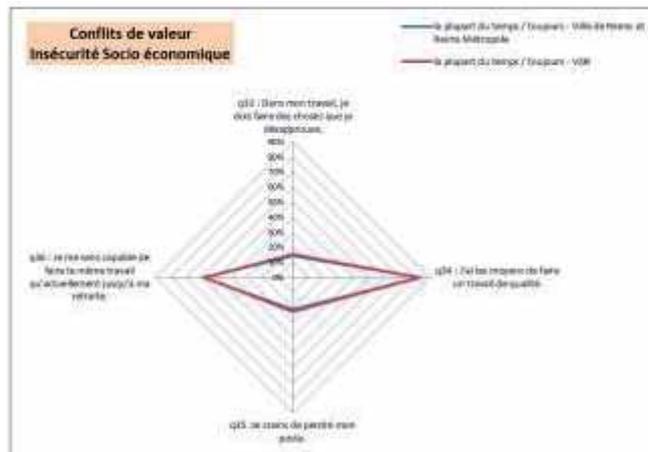
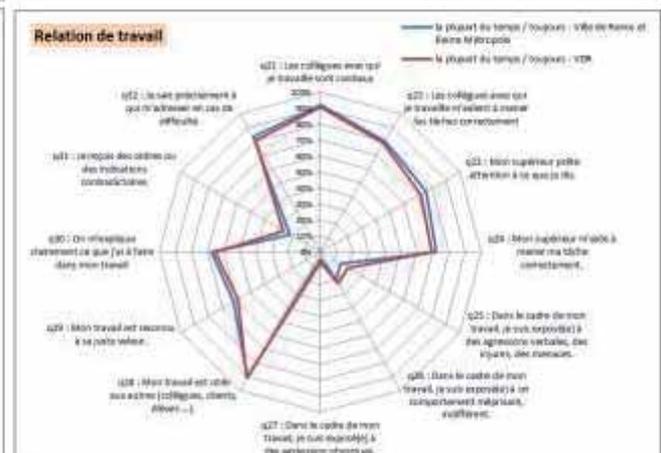
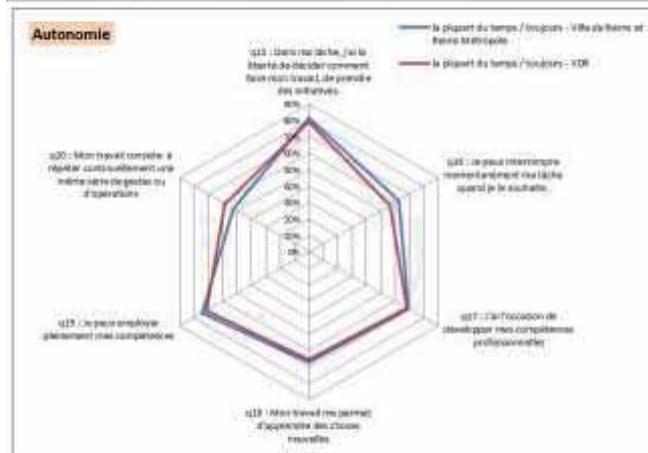
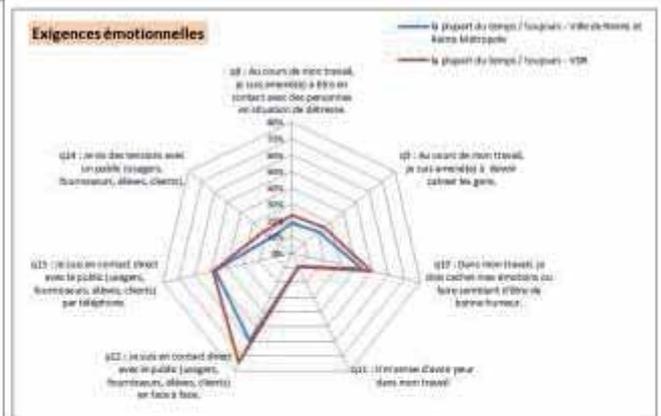
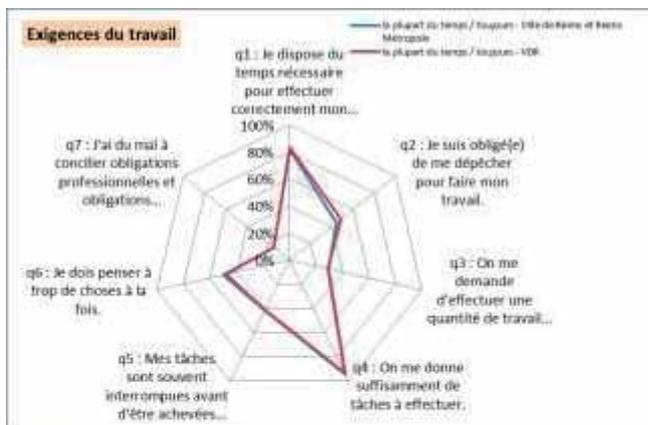
## CONFLITS DE VALEURS



## INSECURITE SOCIO-ECONOMIQUE

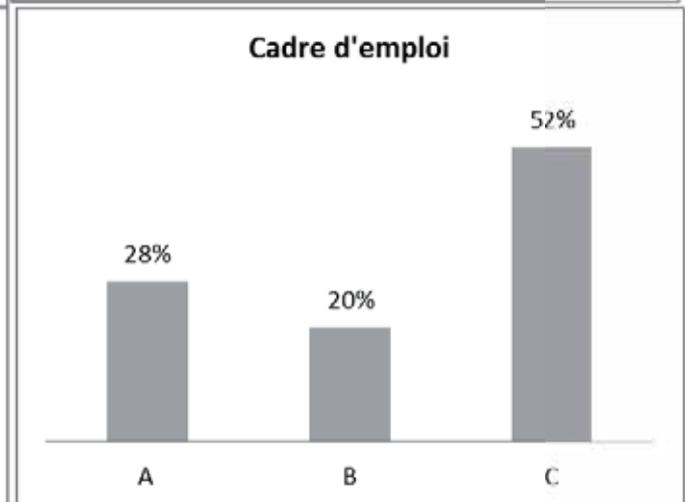
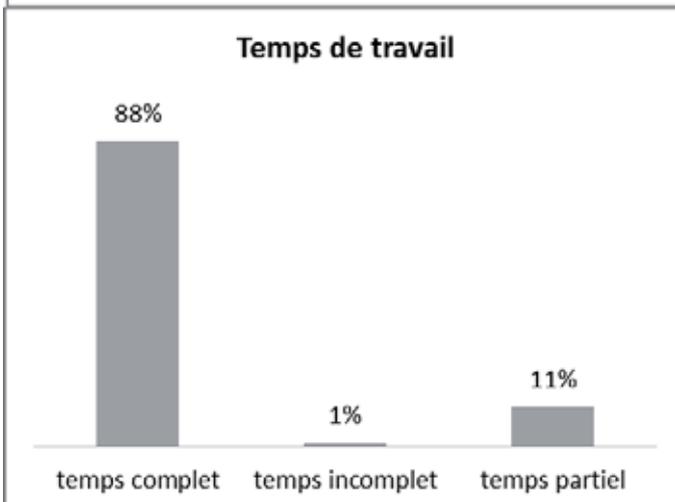
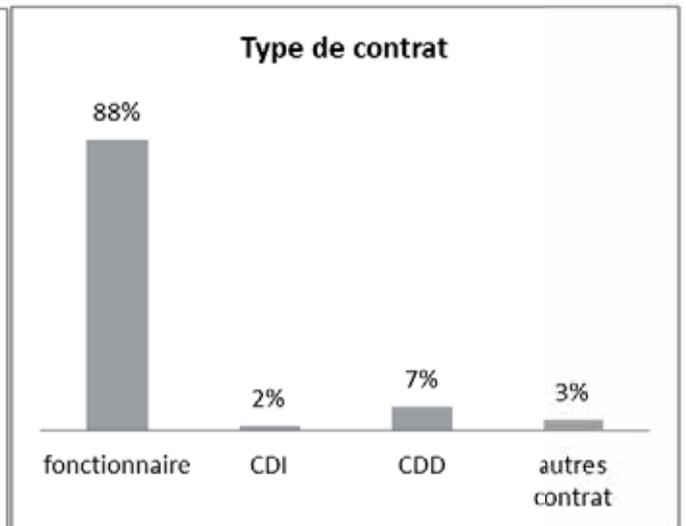
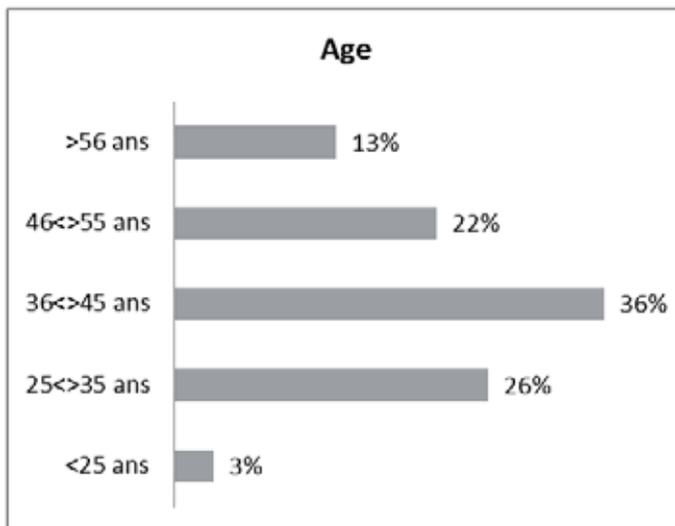
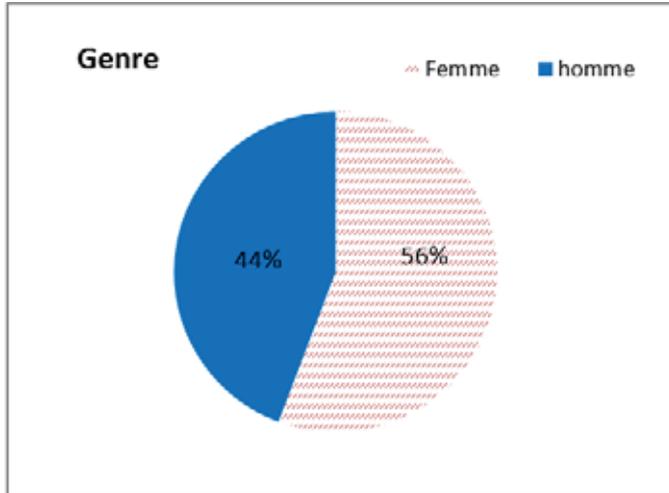


# COMPARAISON RESULTATS VILLE DE REIMS / 2 COLLECTIVITES

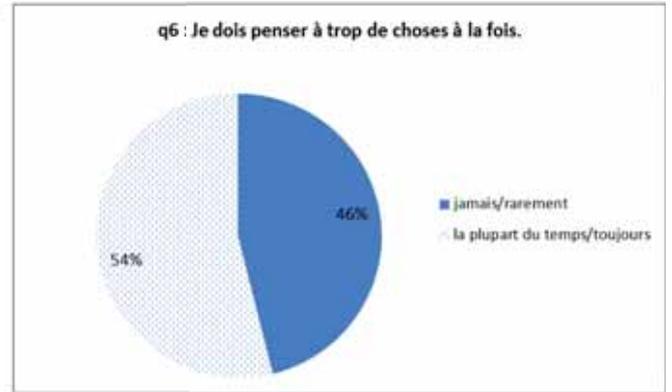
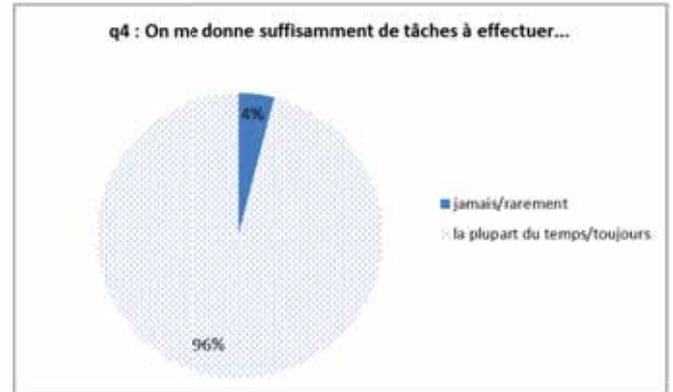
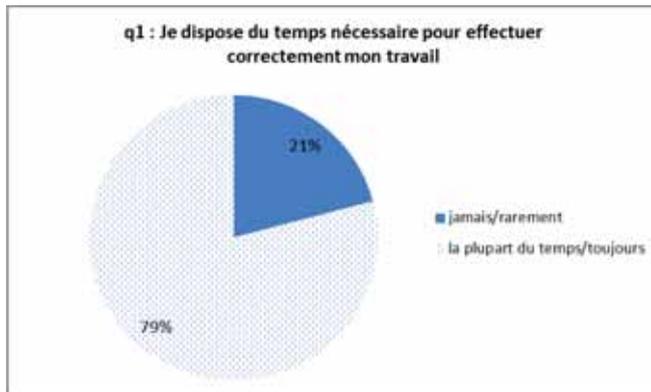


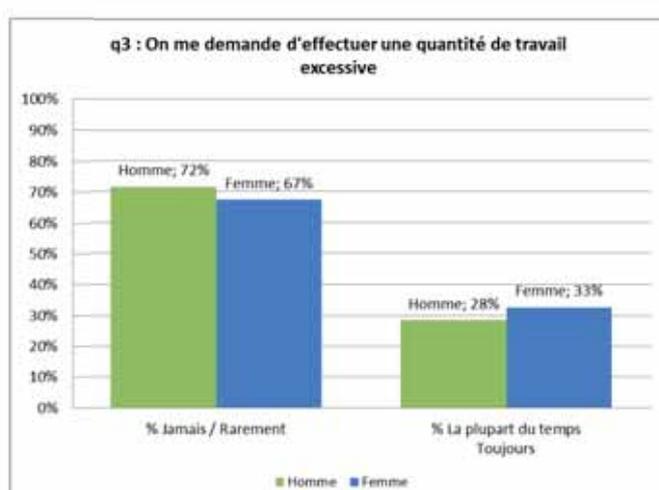
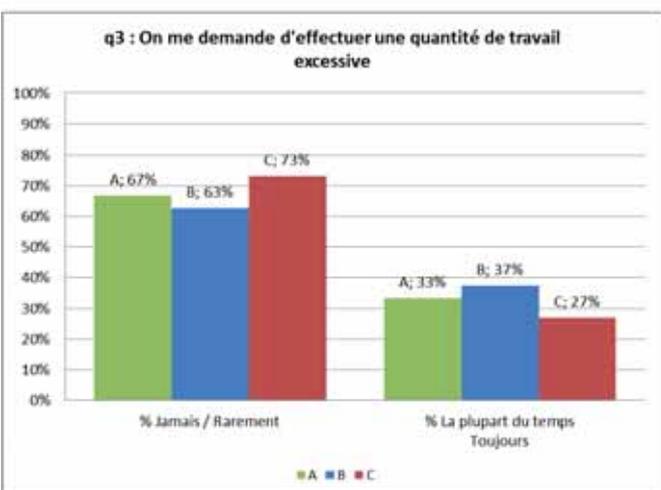
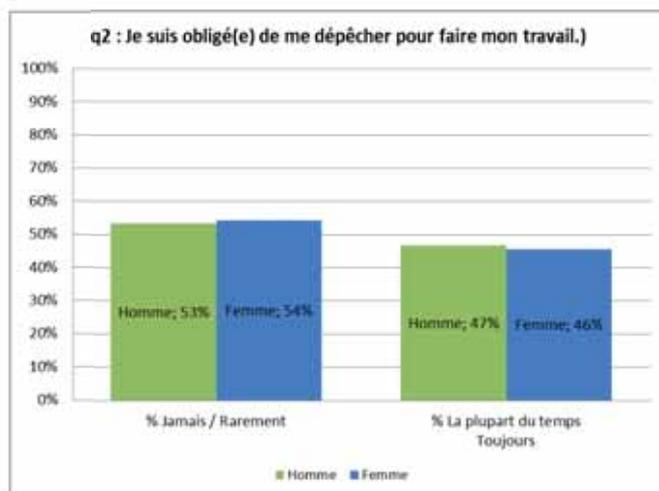
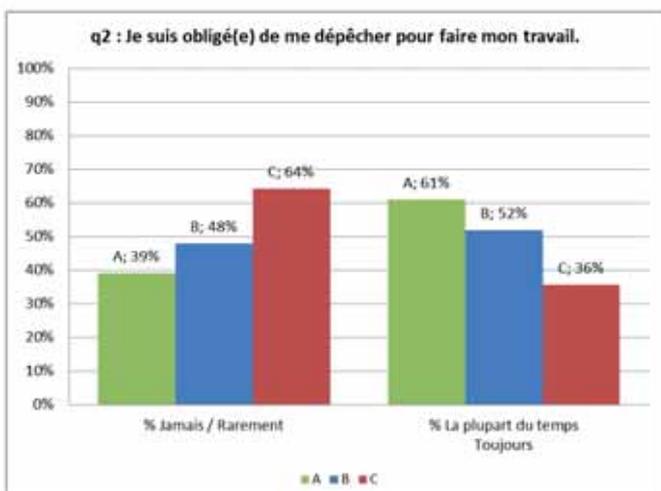
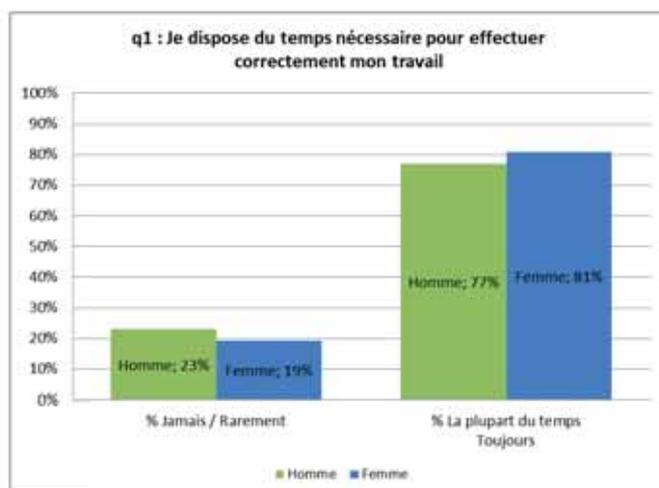
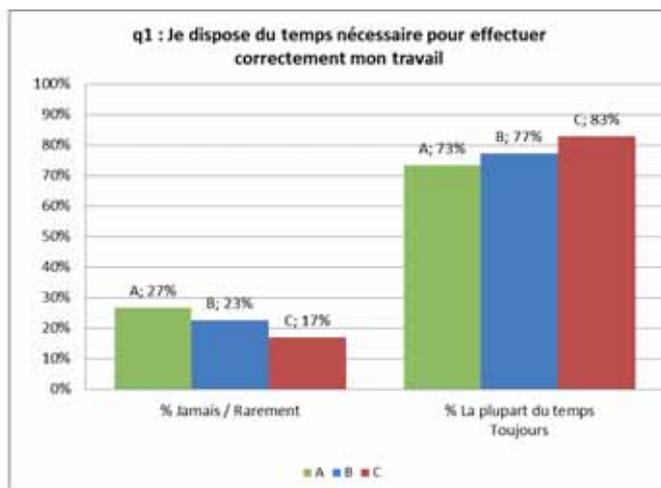
# RESULTATS QUESTIONNAIRE RPS 2014

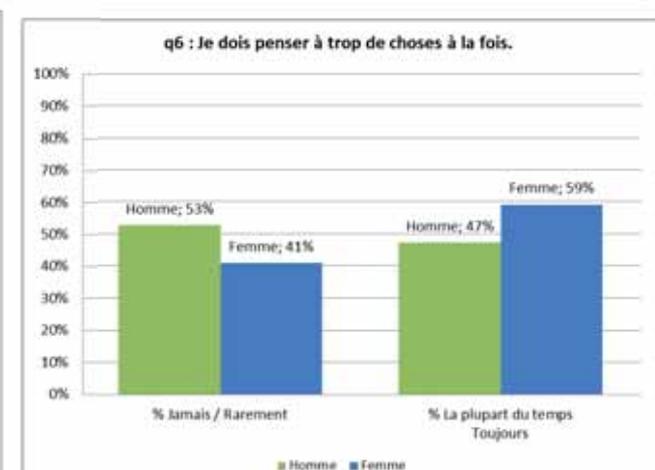
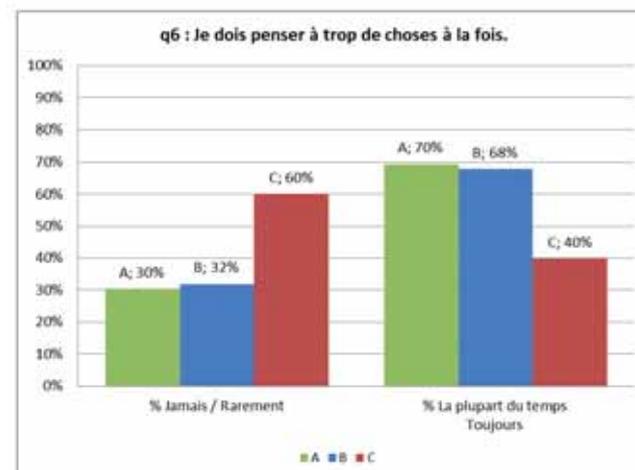
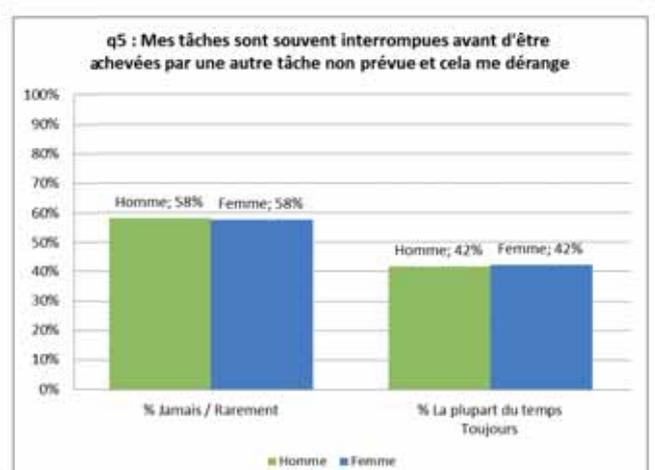
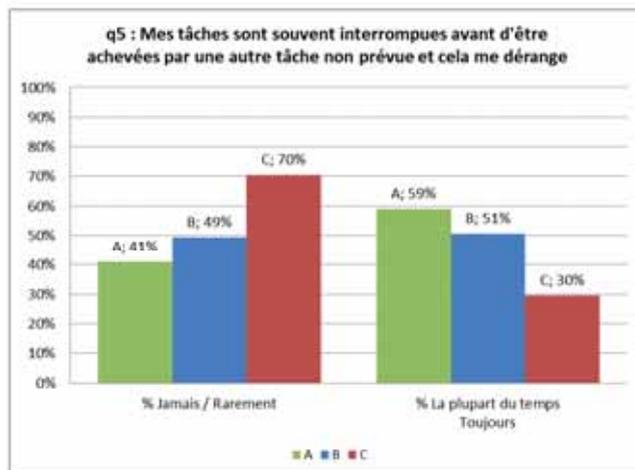
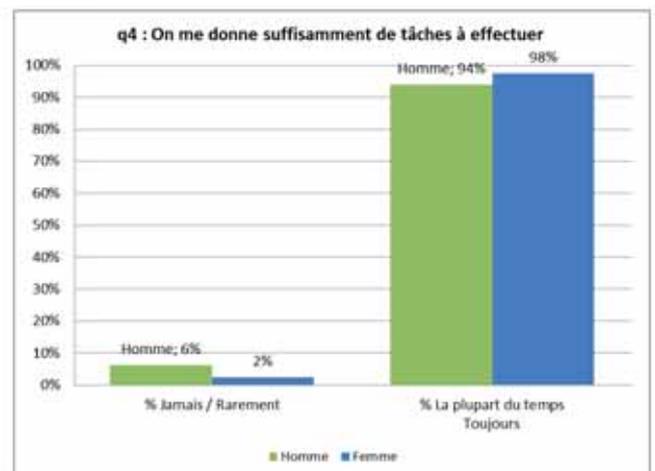
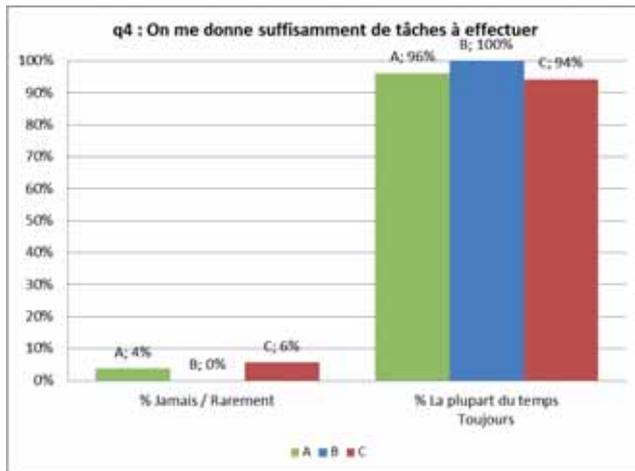
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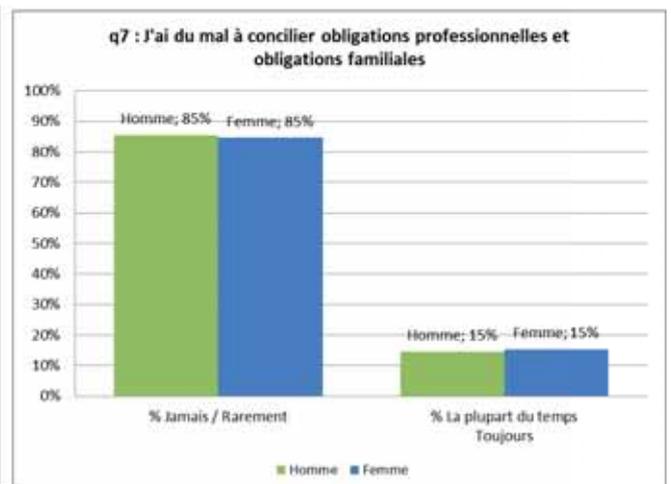


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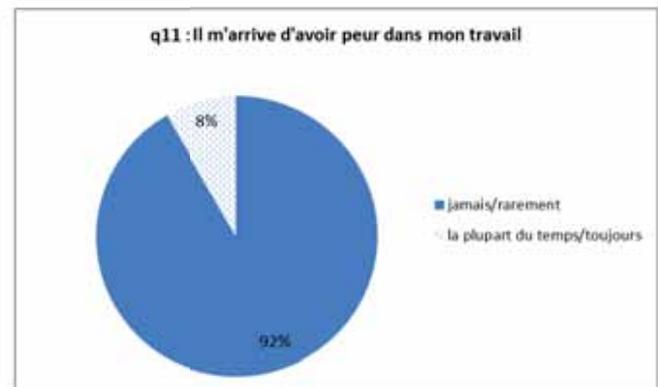
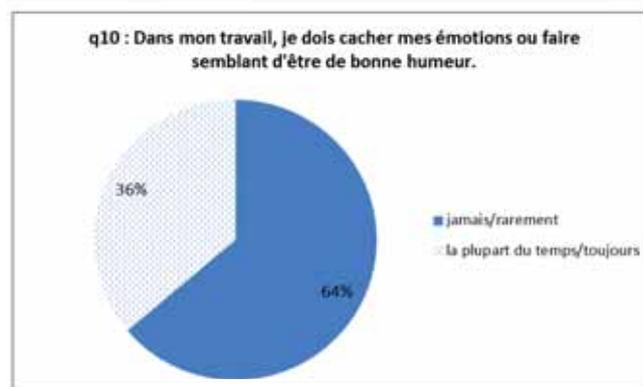
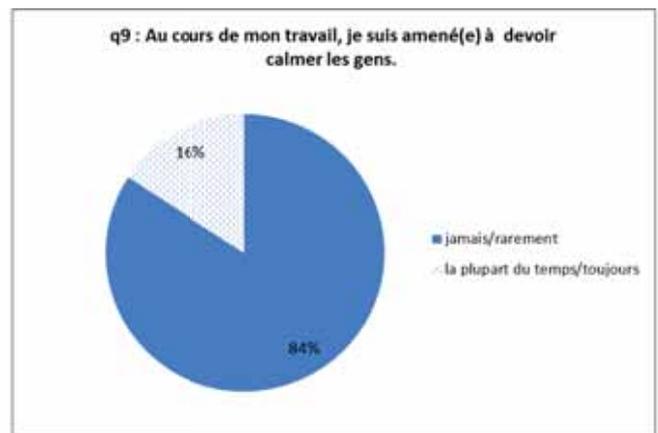


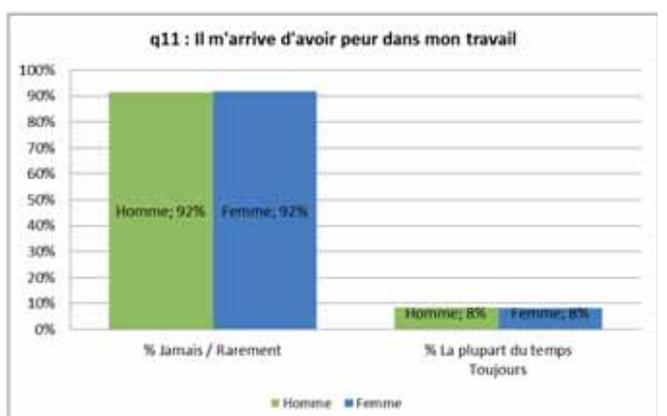
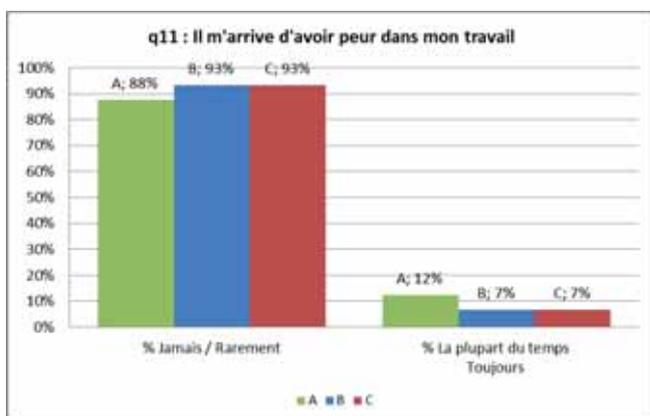
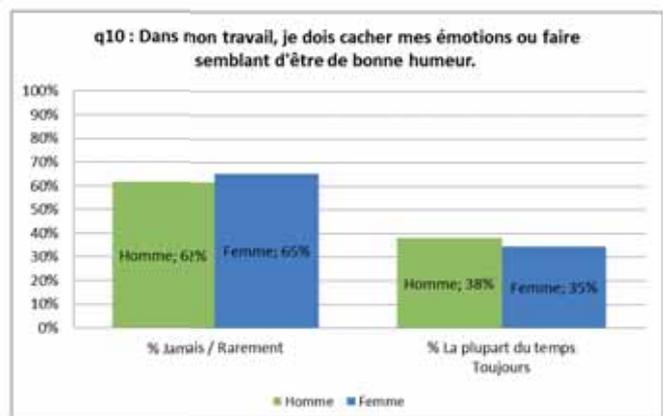
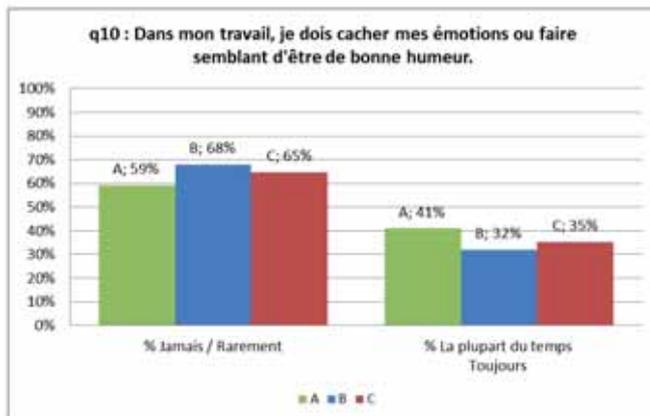
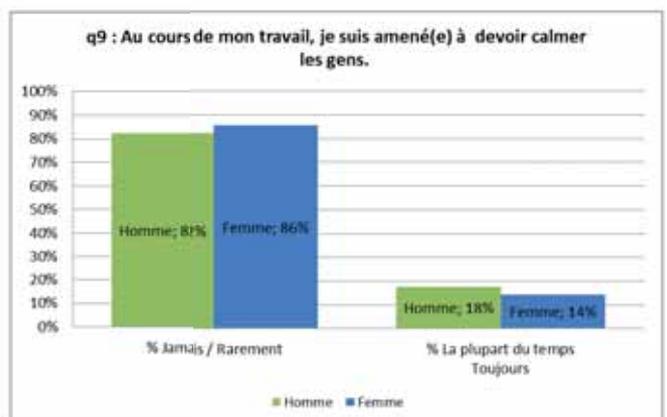
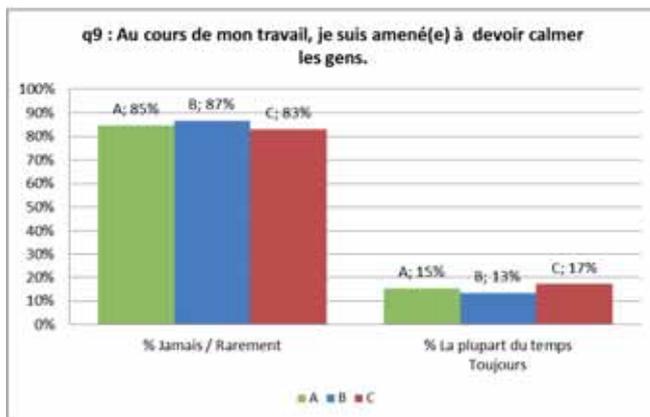
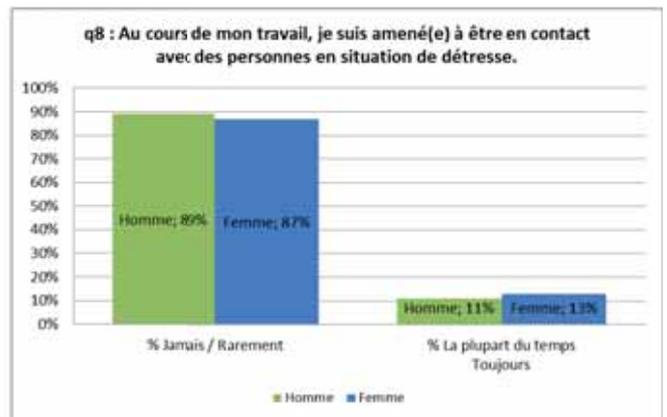
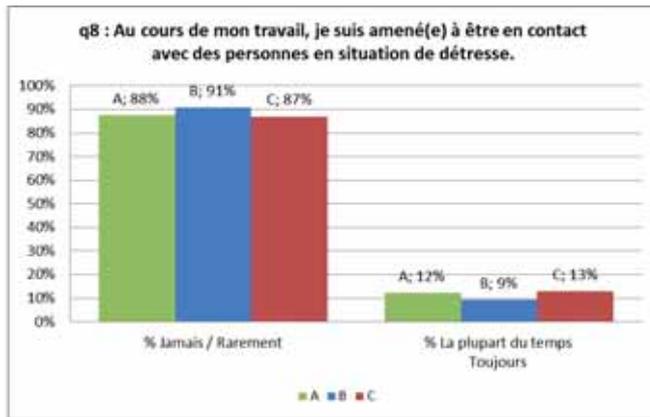


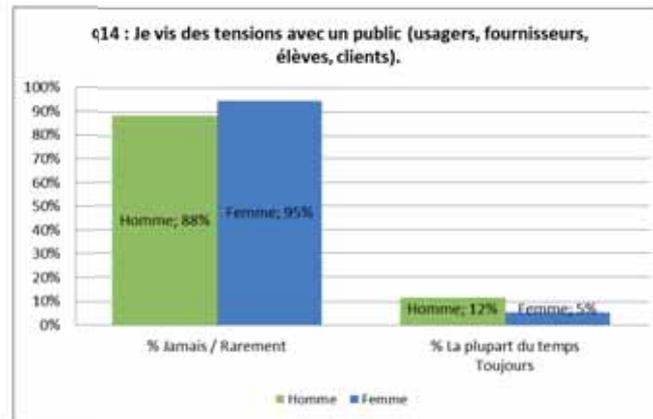
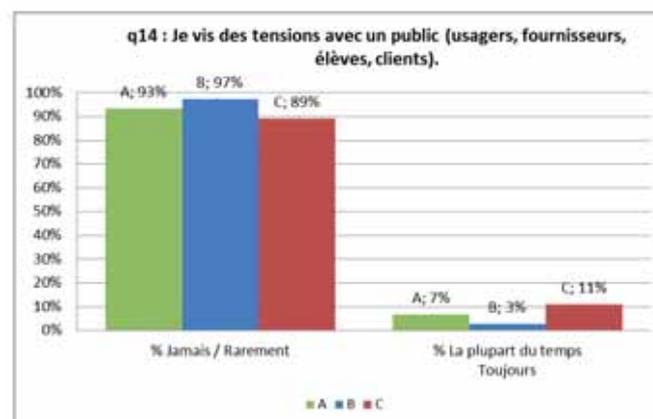
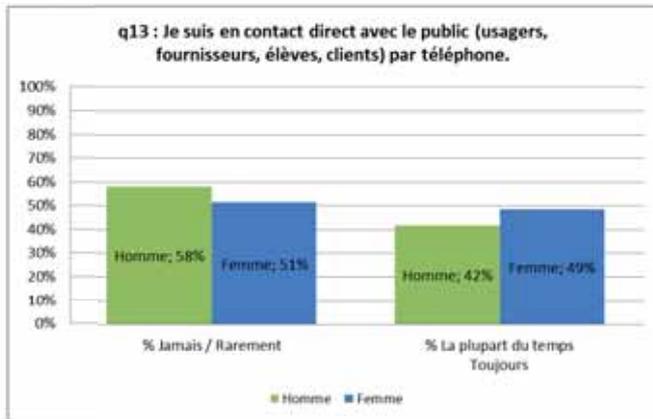
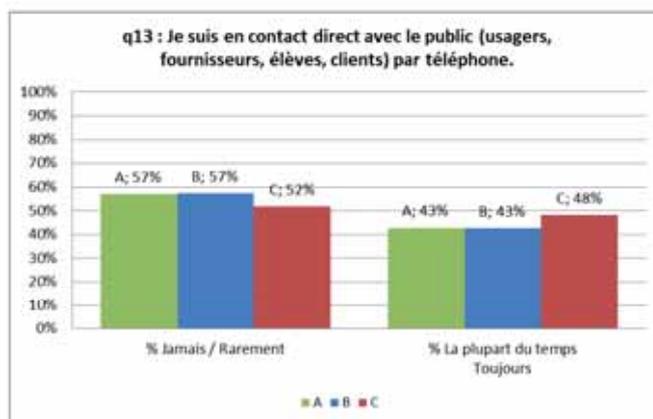
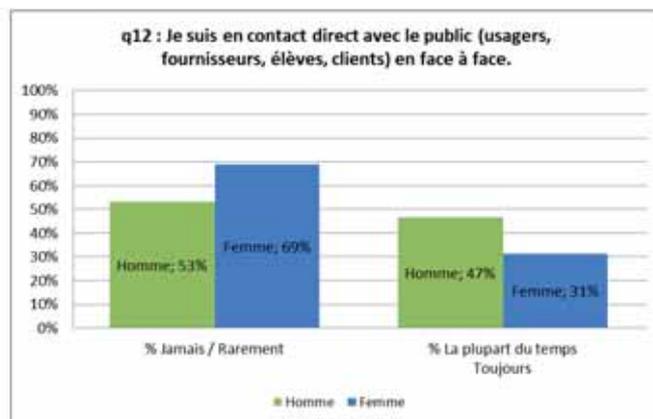
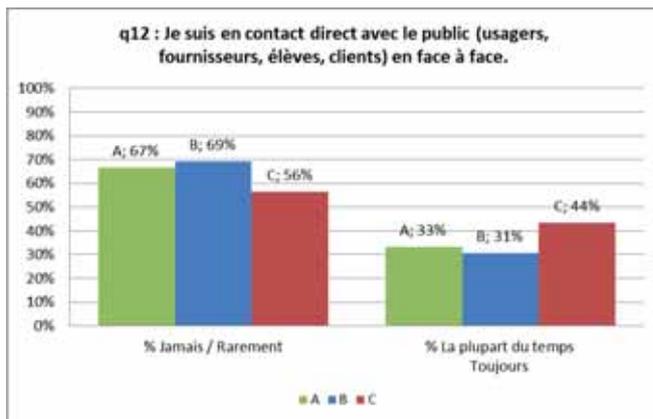




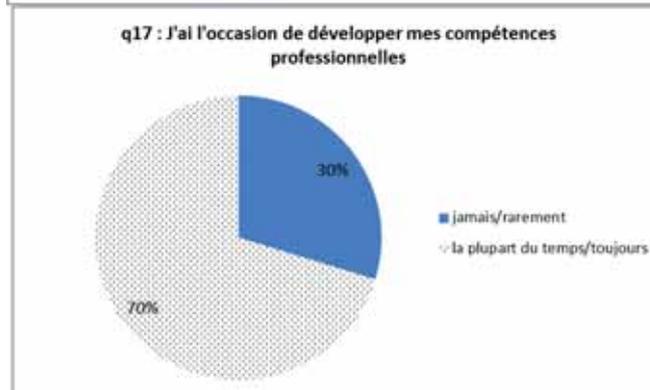
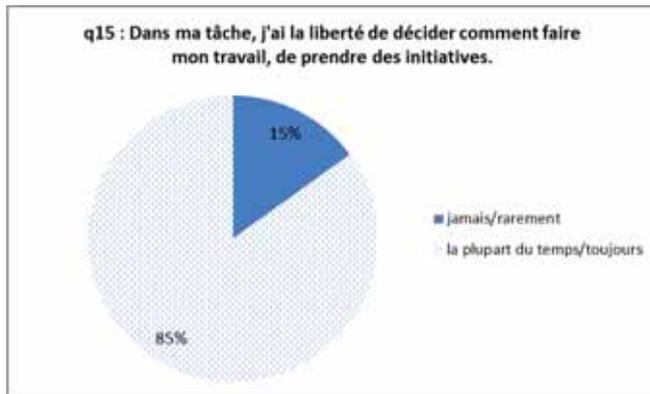
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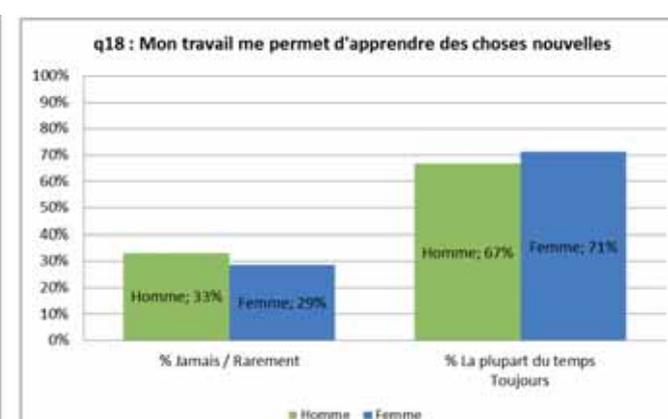
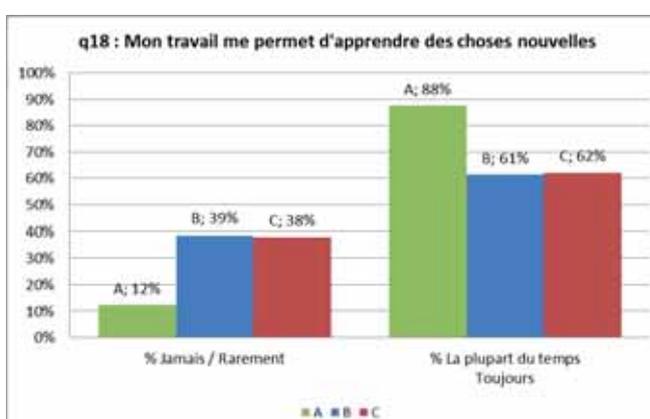
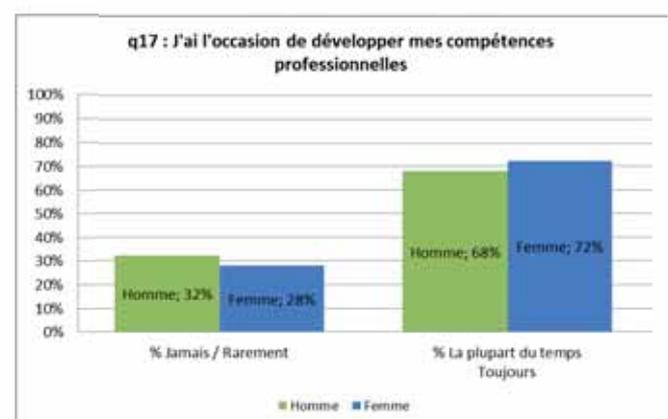
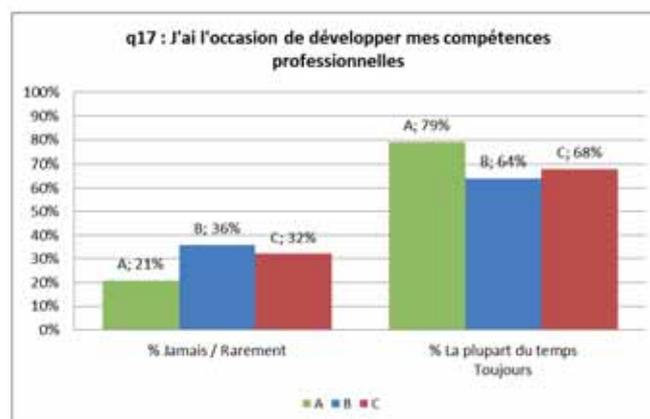
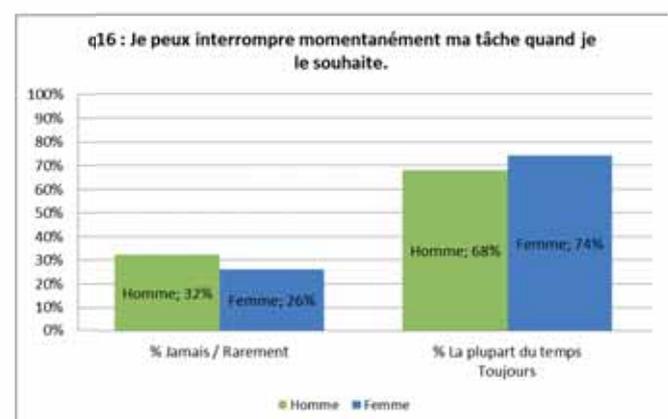
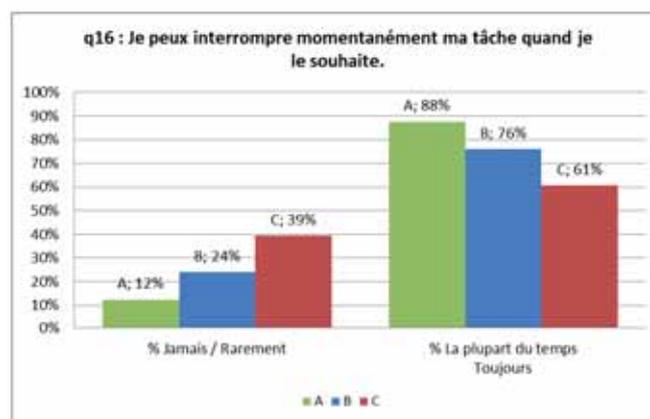
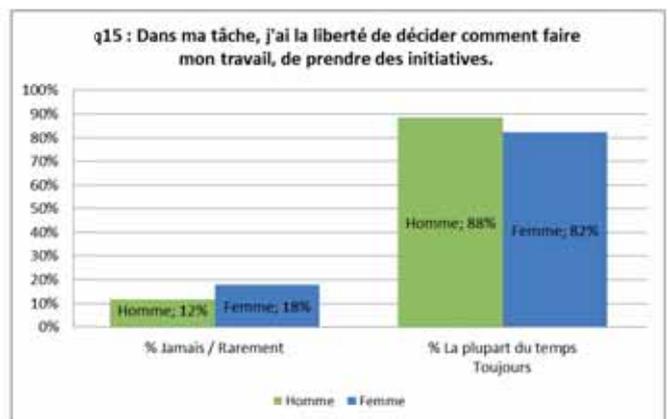
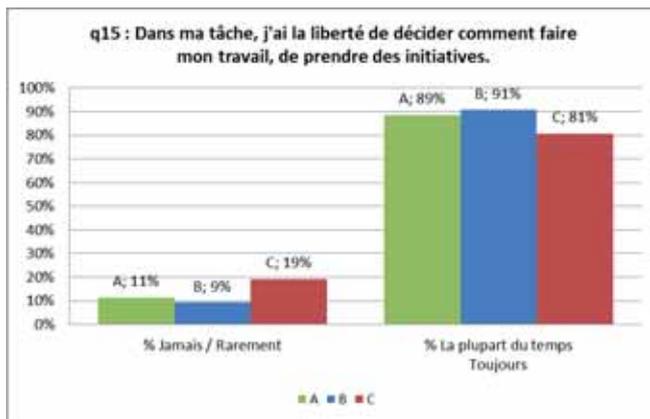


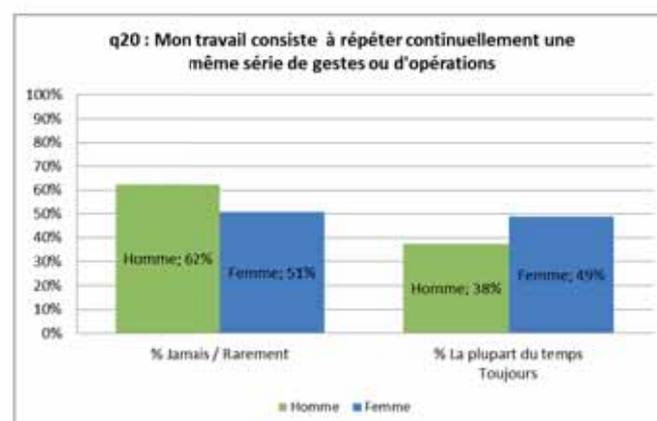
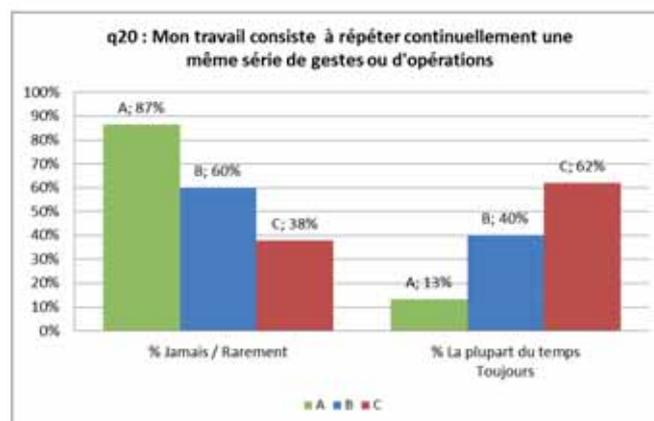
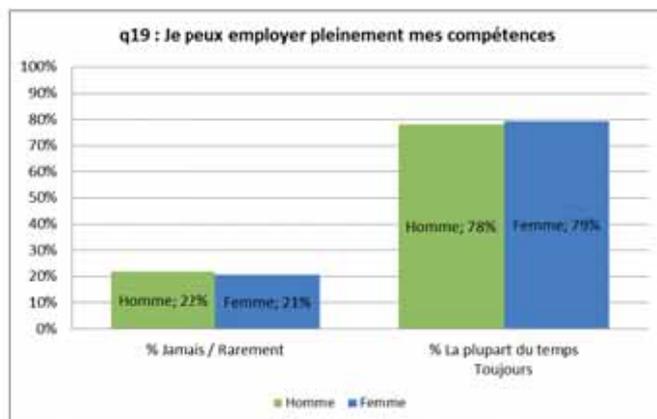
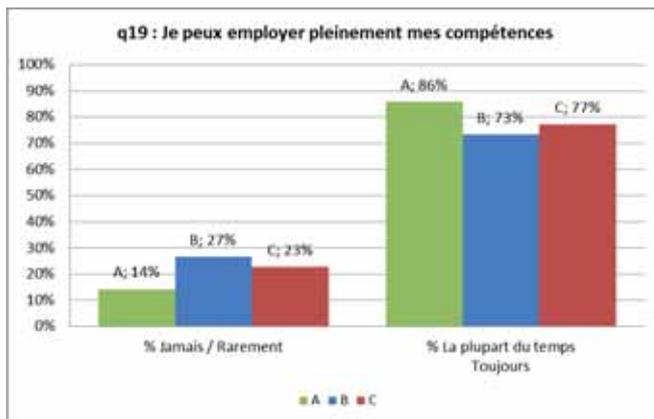




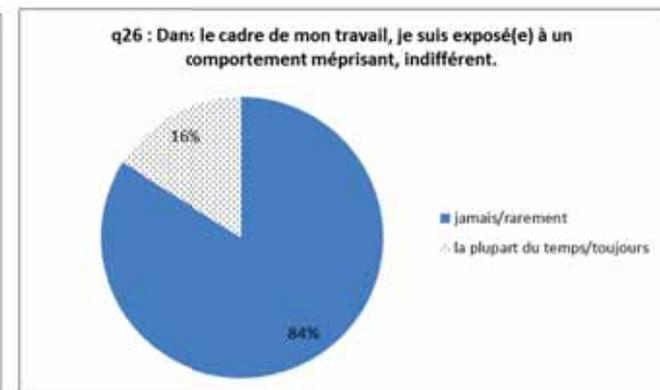
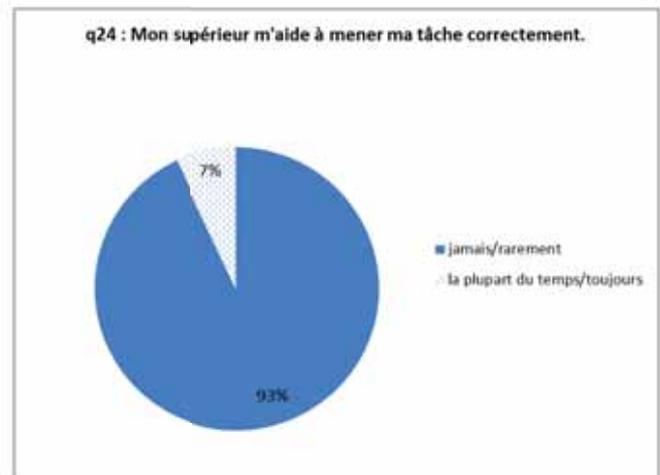
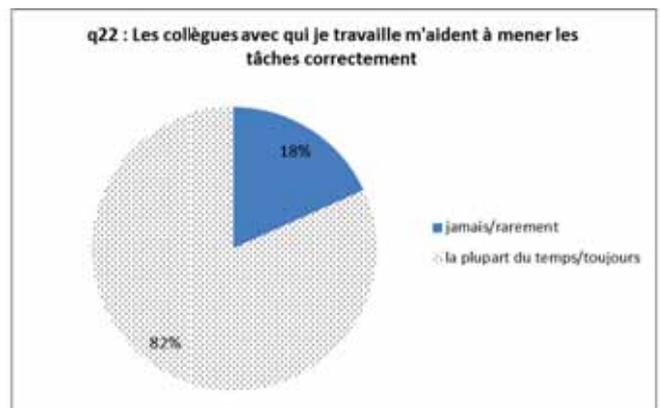
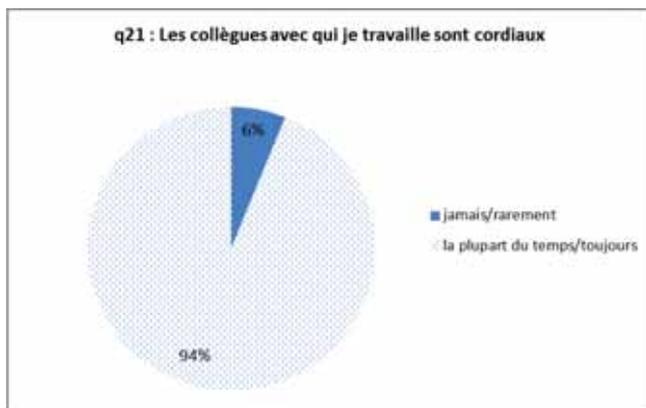
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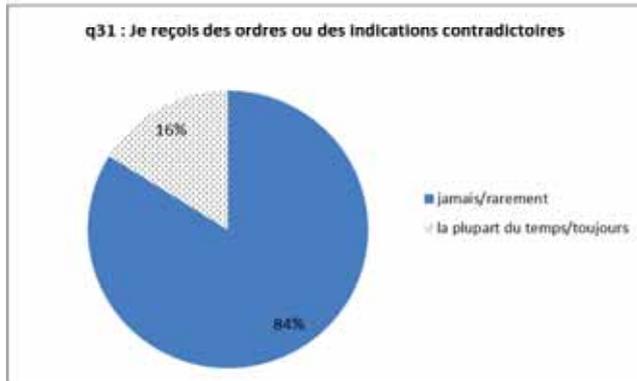
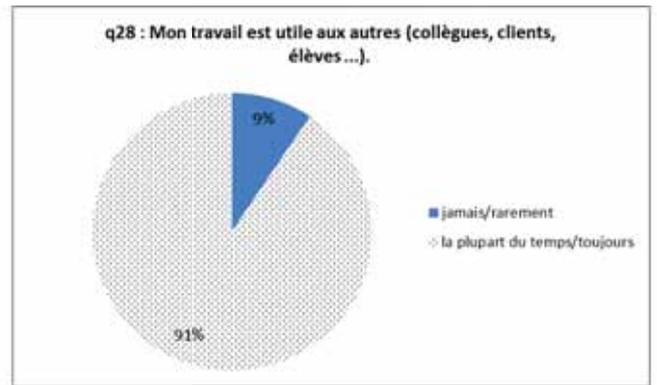
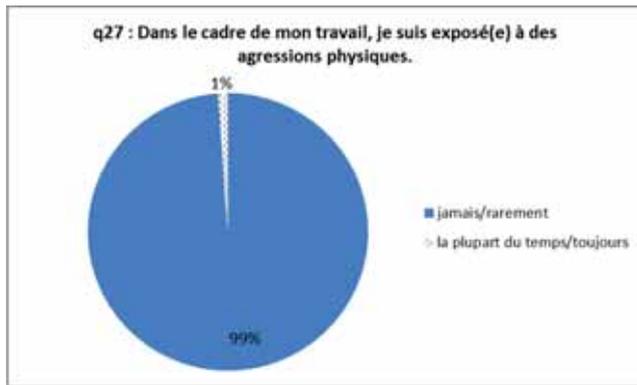


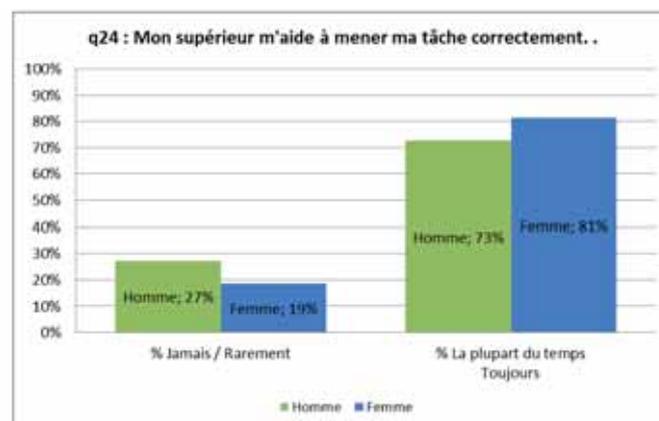
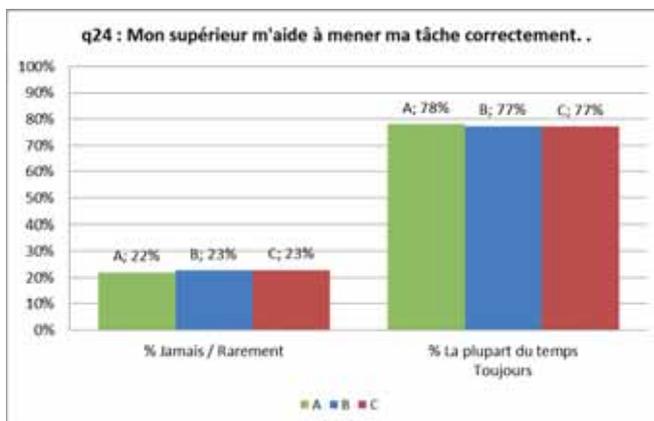
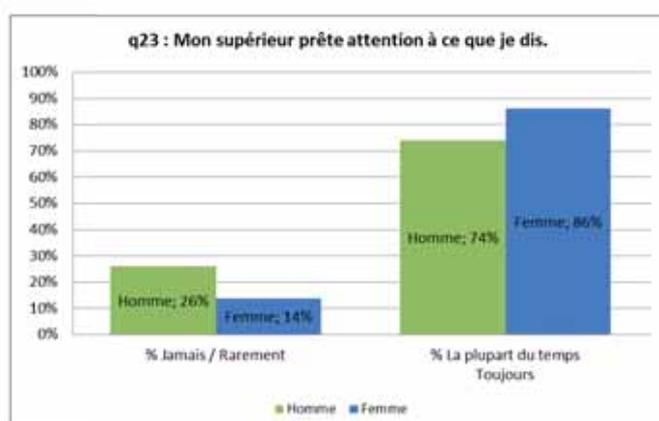
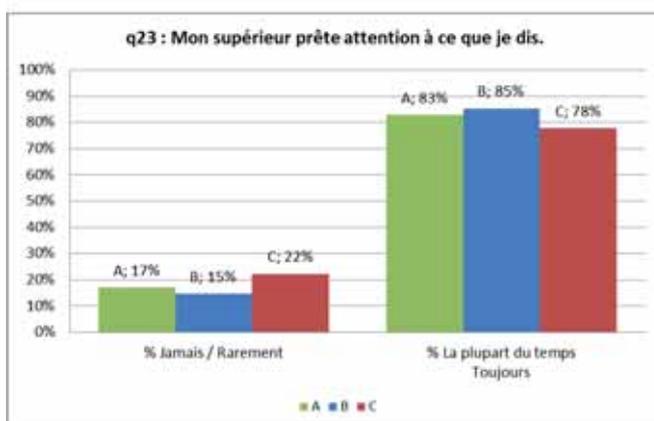
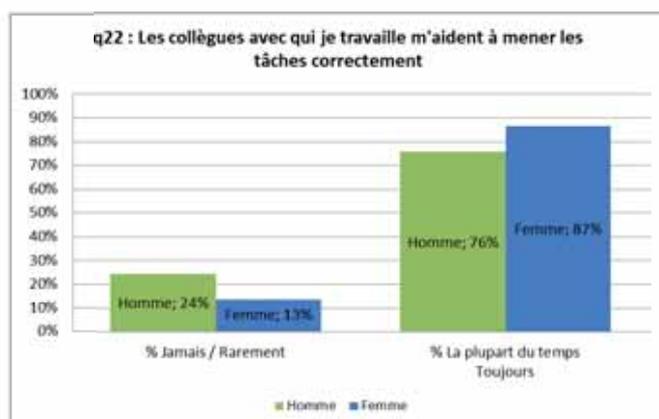
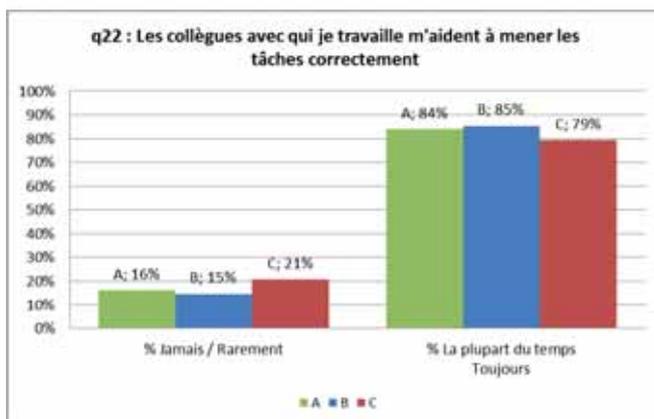
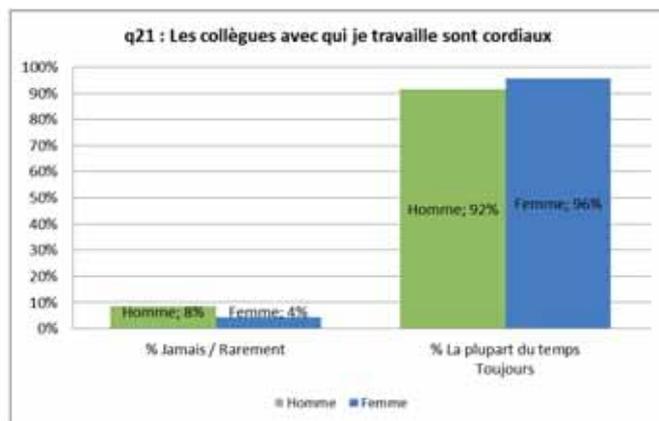
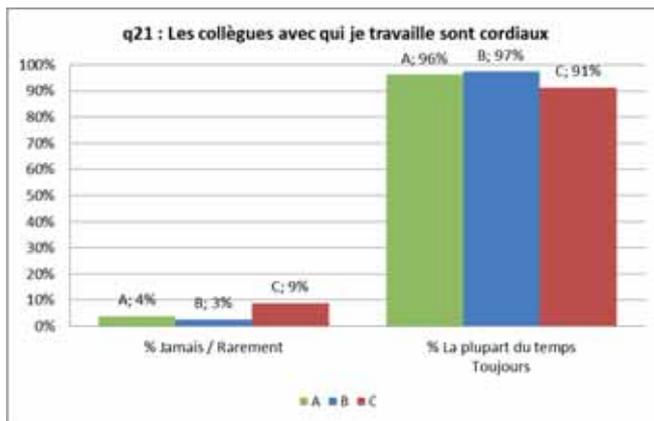


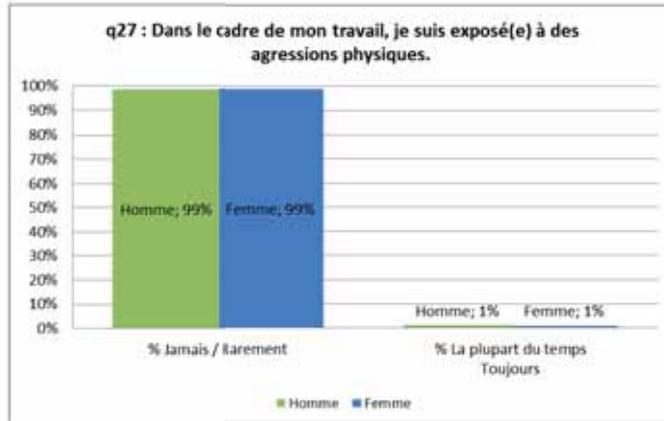
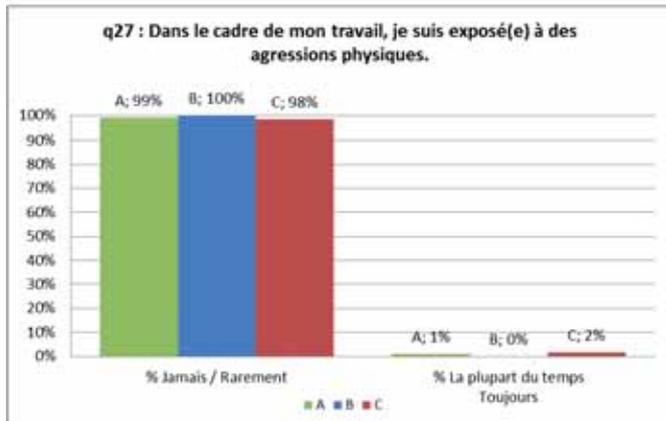
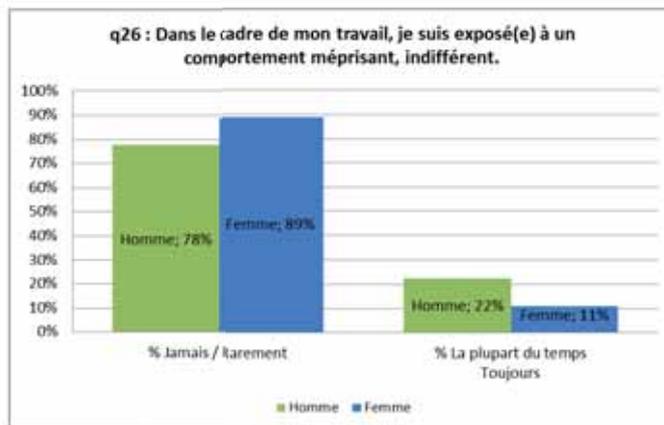
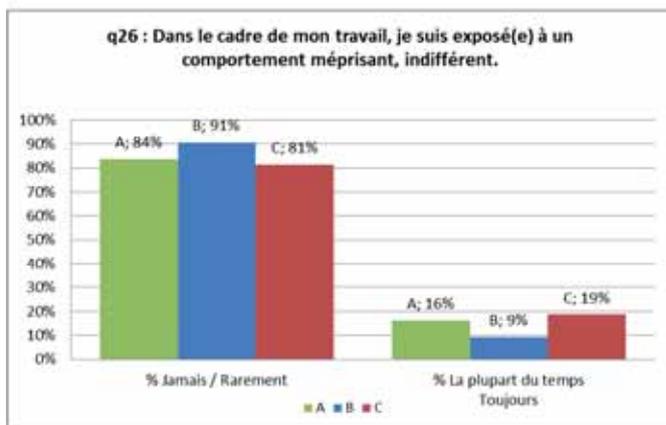
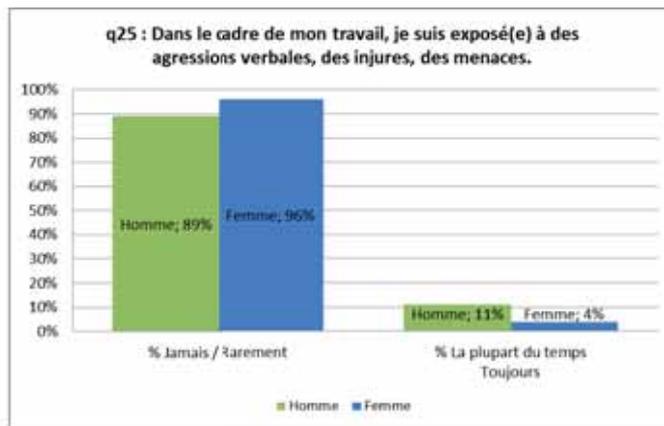
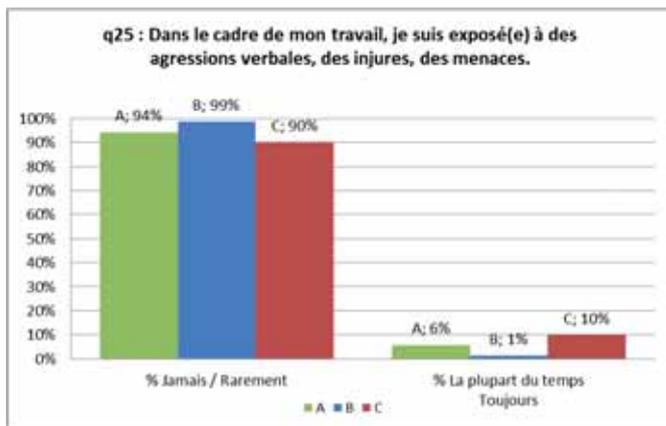


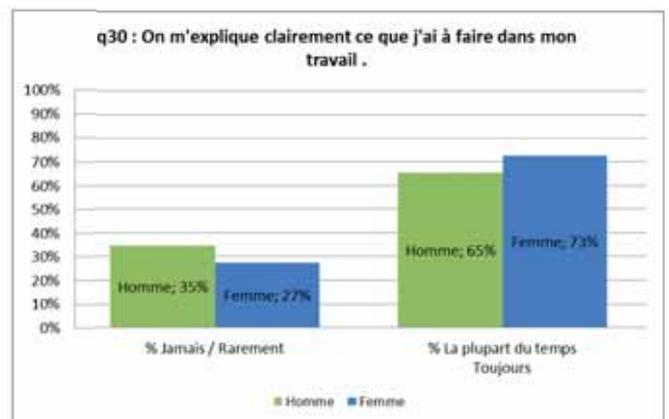
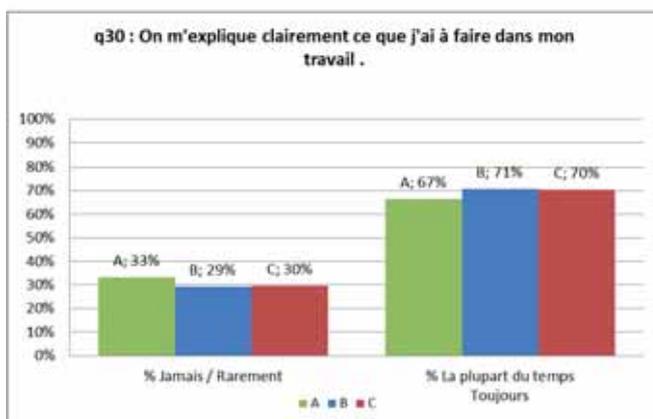
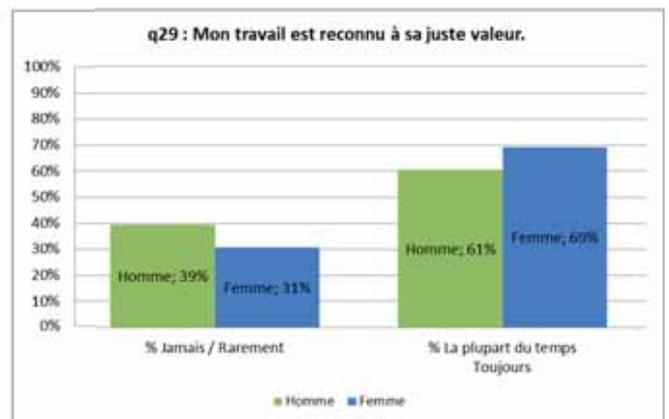
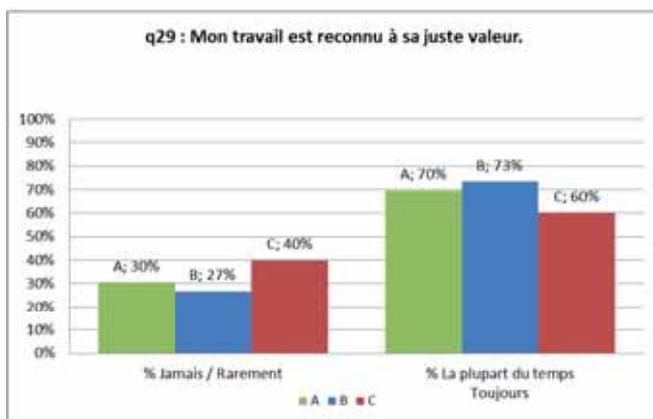
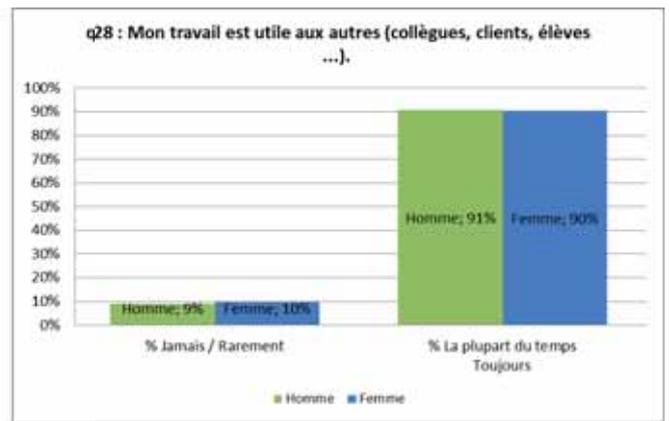
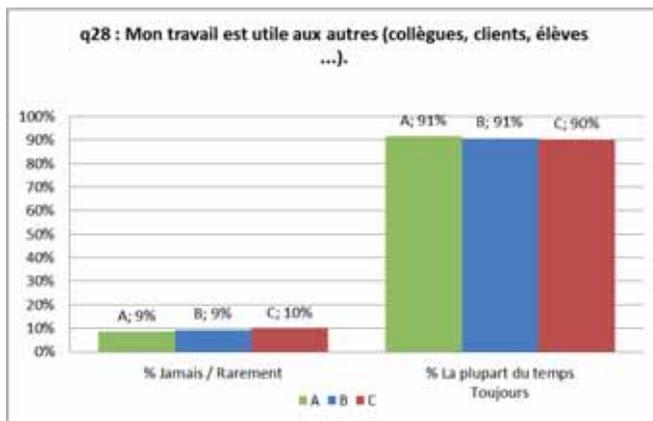
## RAPPORTS SOCIAUX, RELATIONS DE TRAVAIL

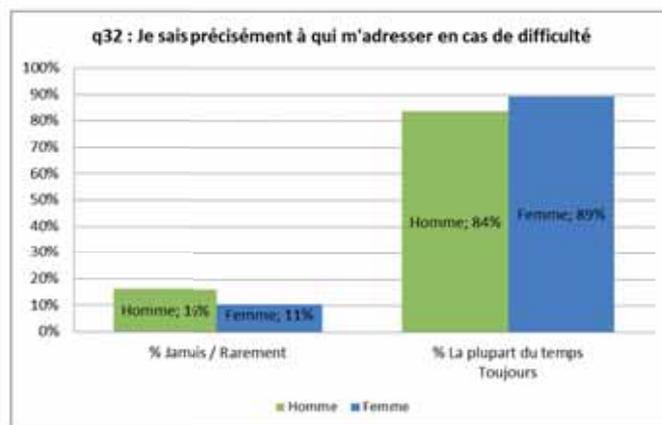
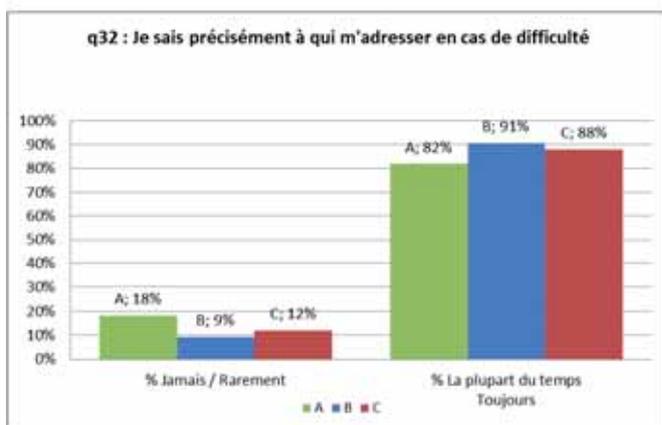
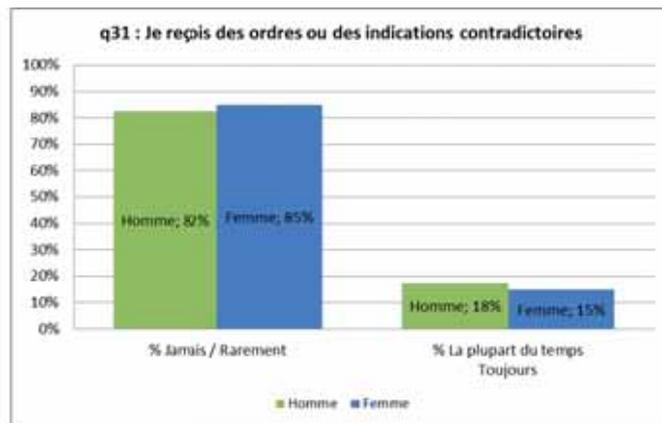
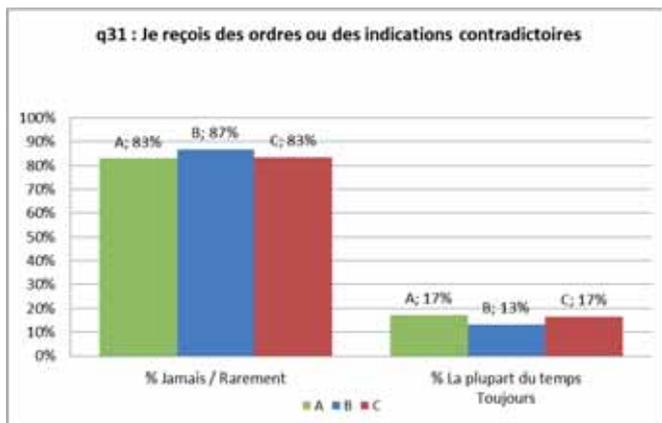




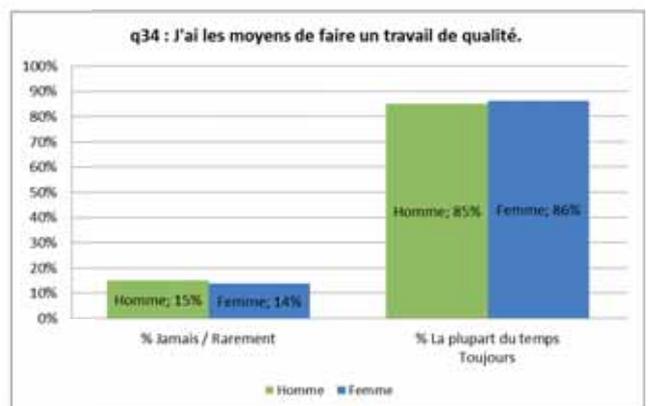
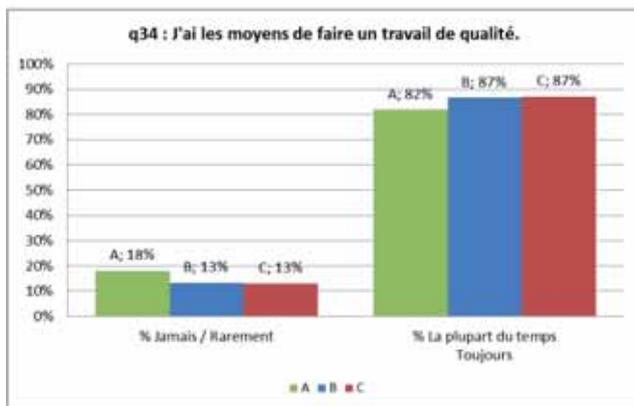
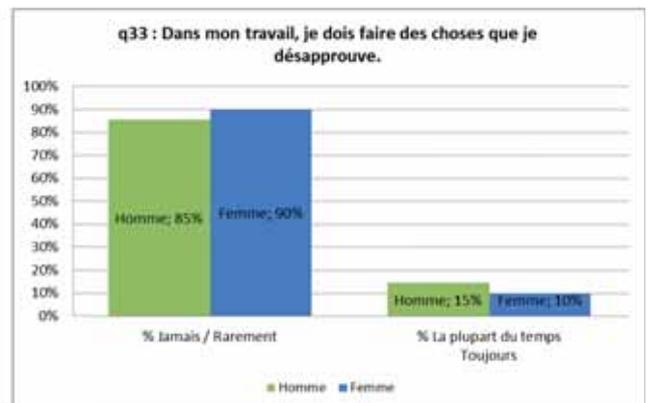
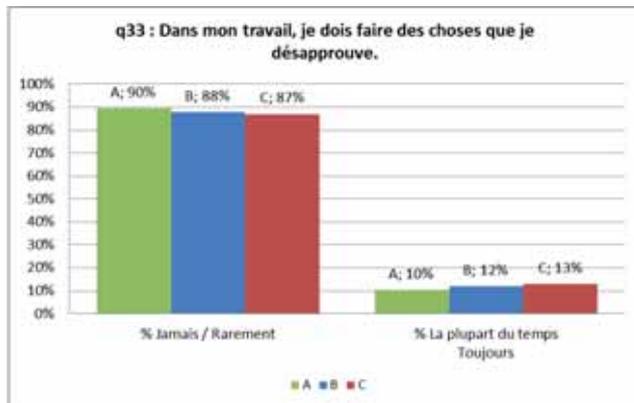




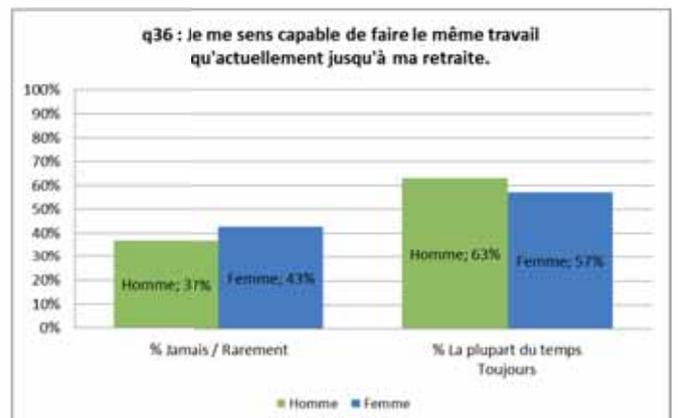
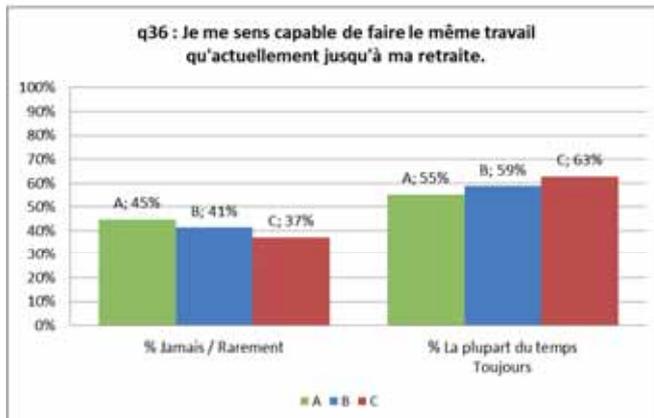
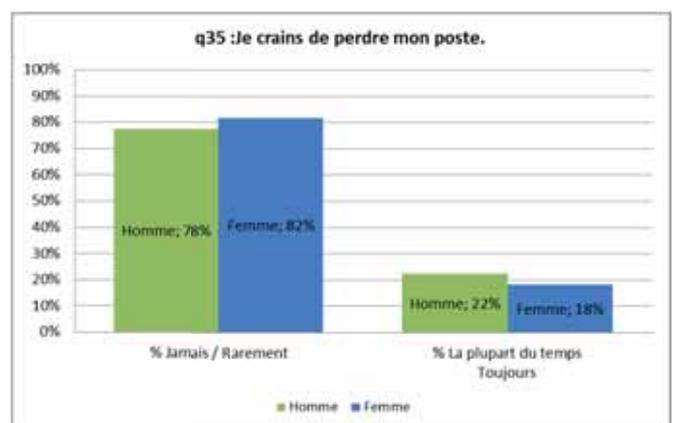
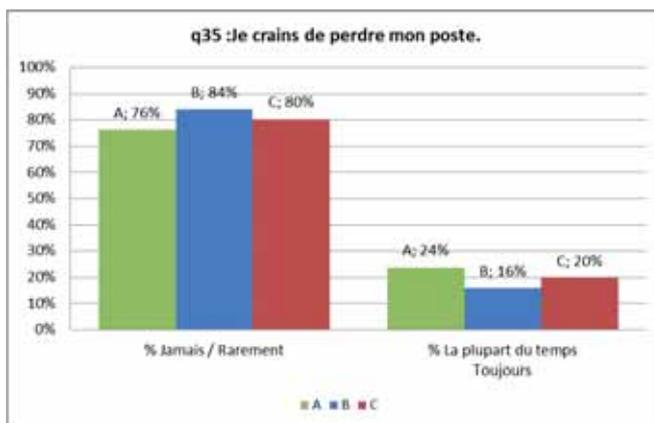
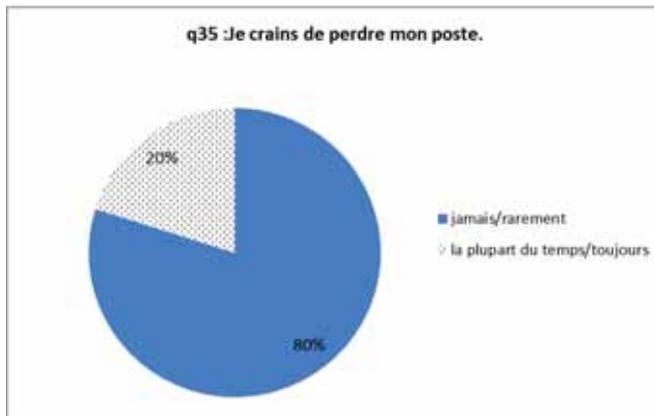




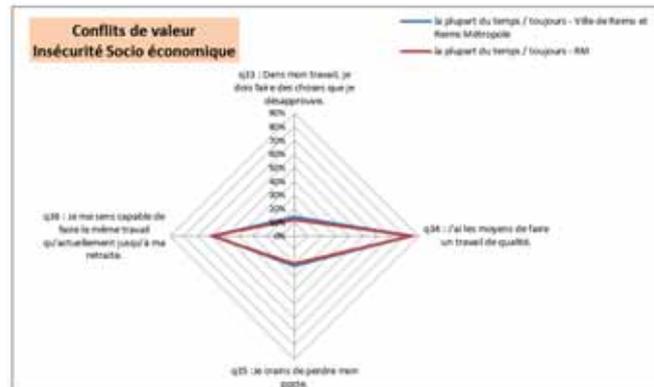
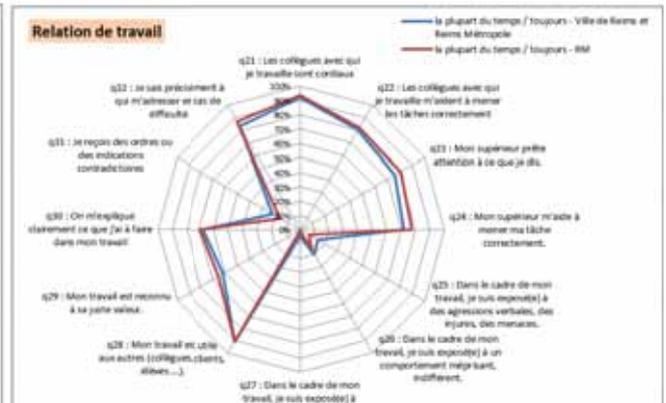
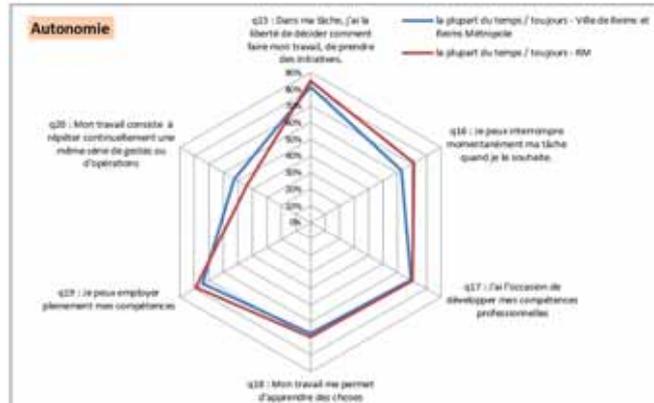
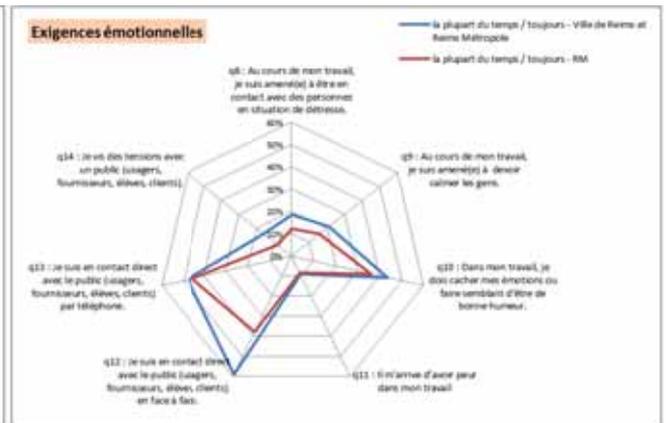
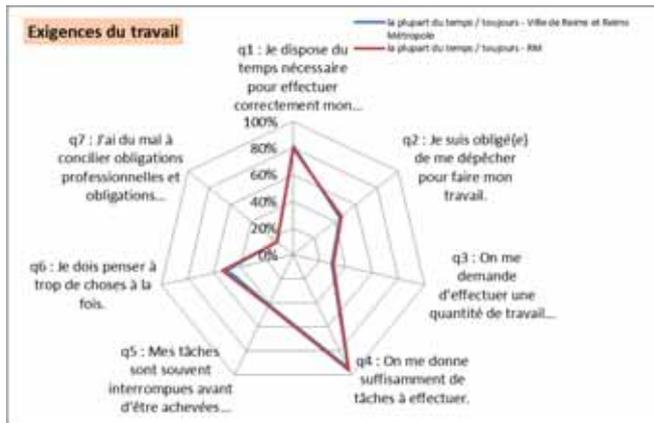
## CONFLITS DE VALEURS



## INSECURITE SOCIO-ECONOMIQUE



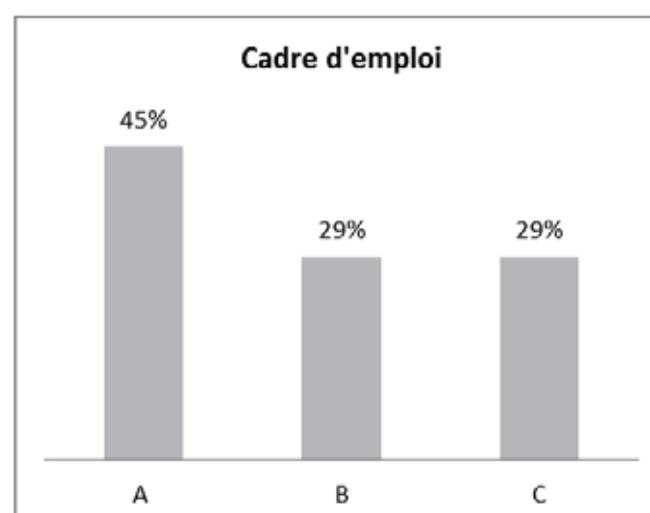
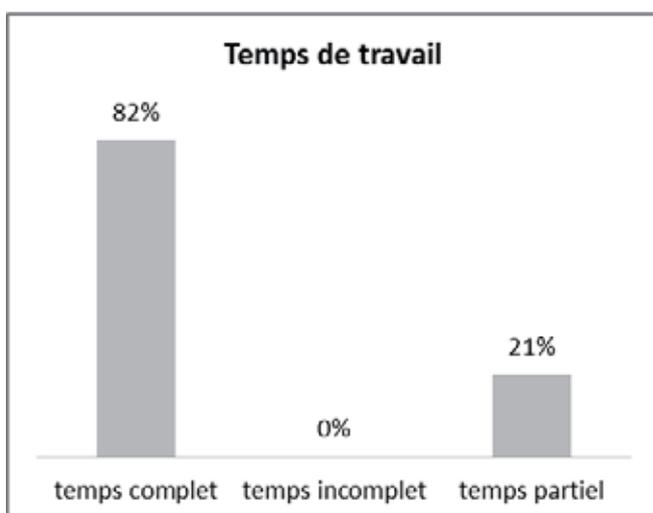
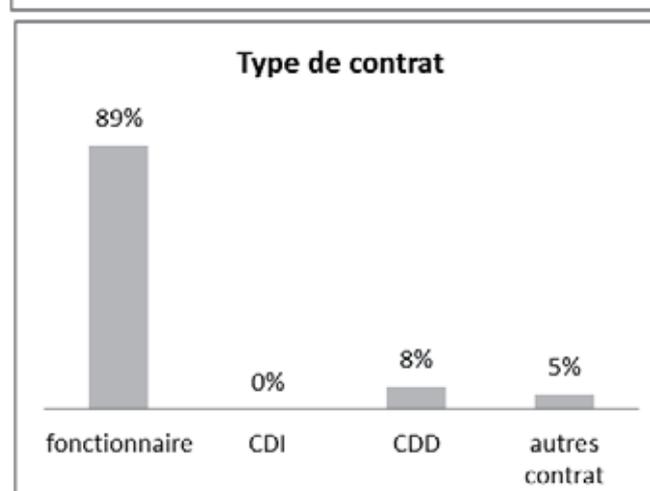
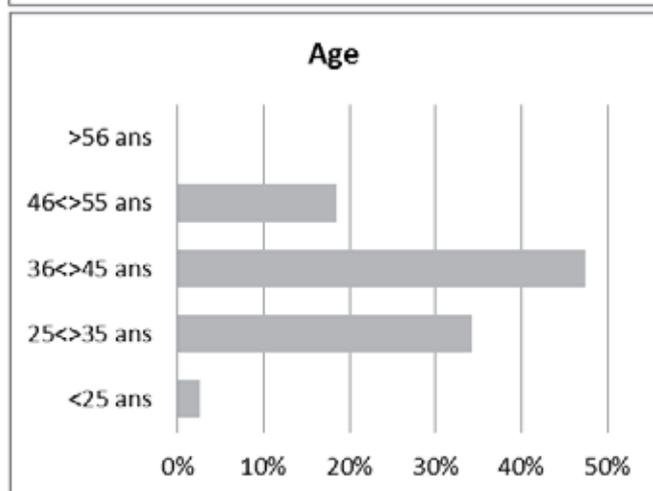
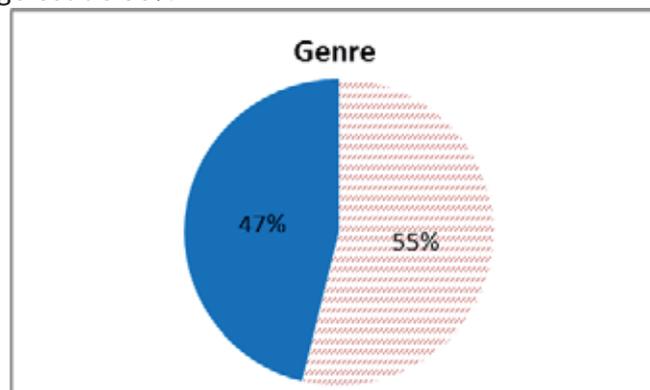
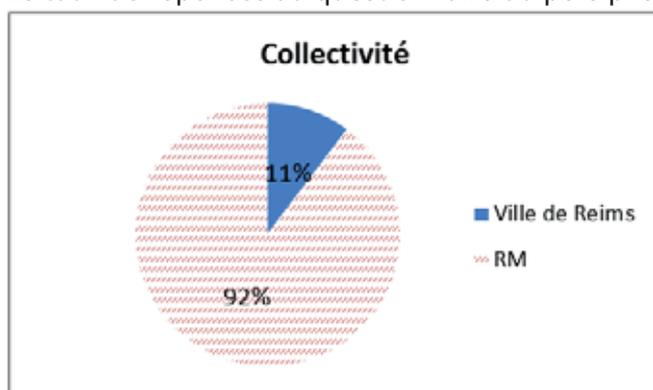
# COMPARAISON RESULTATS REIMS METROPOLE / 2 COLLECTIVITES



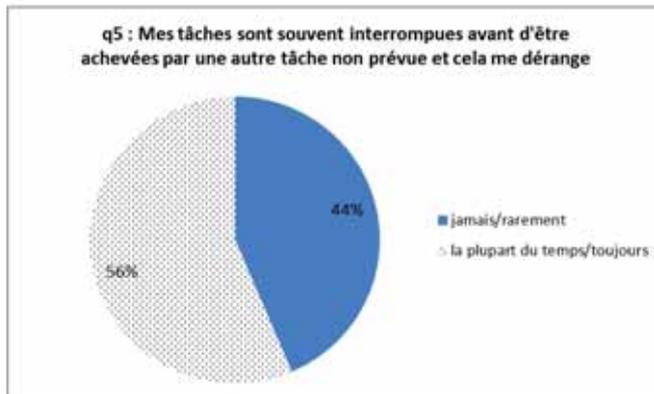
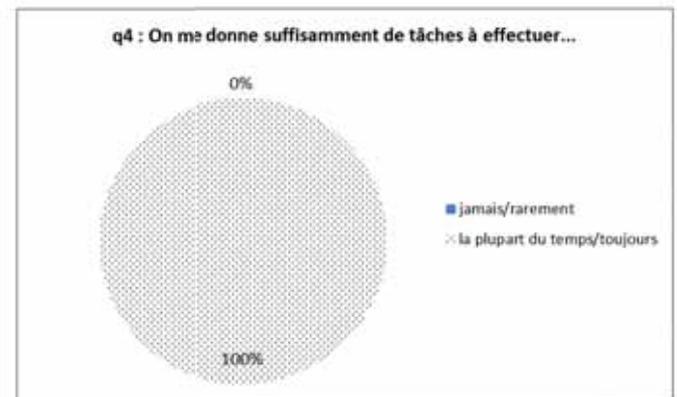
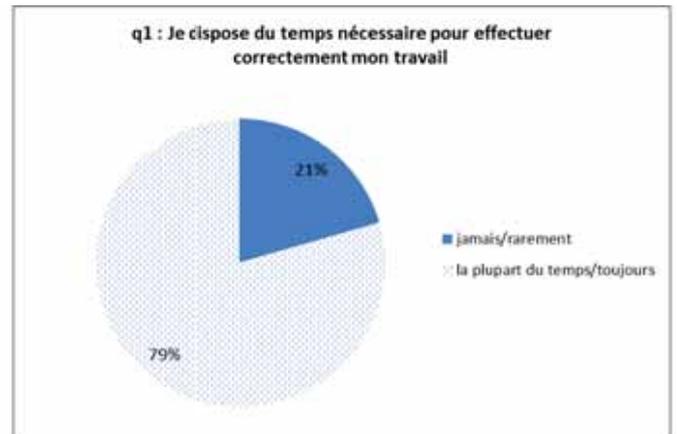
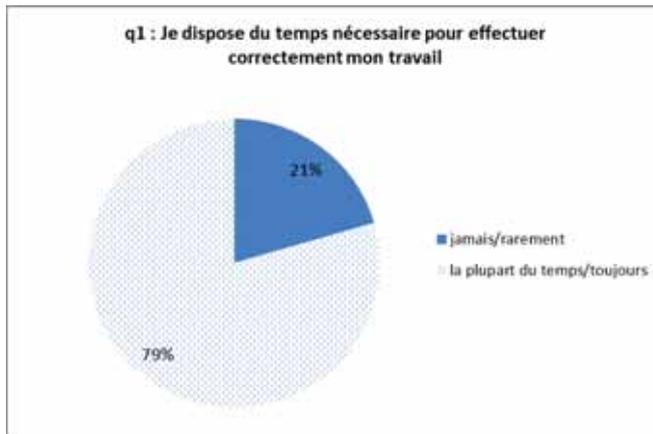
# RESULTATS QUESTIONNAIRE RPS 2014

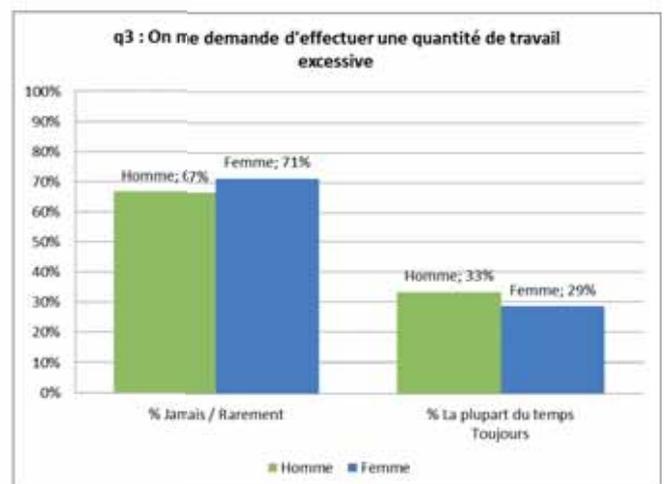
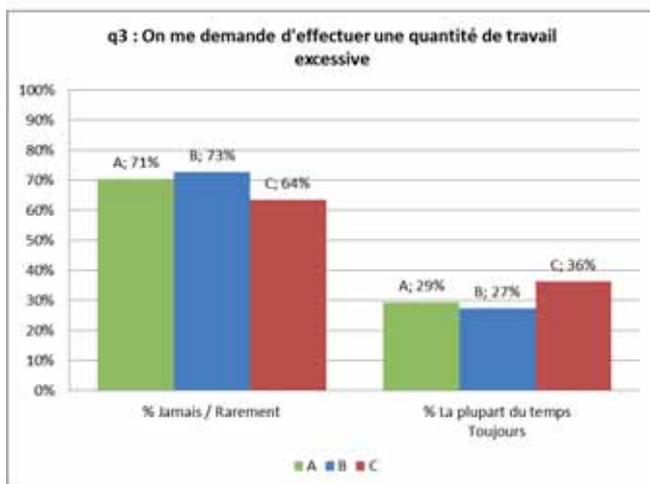
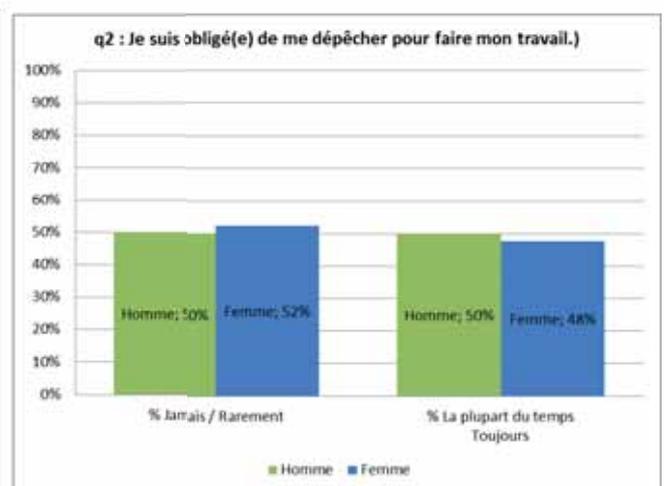
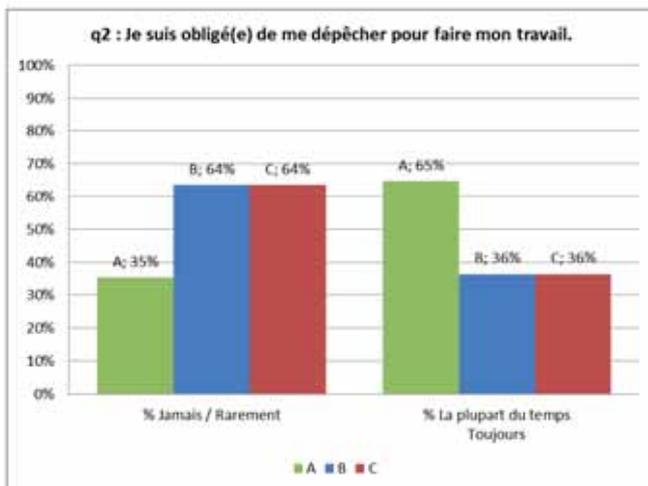
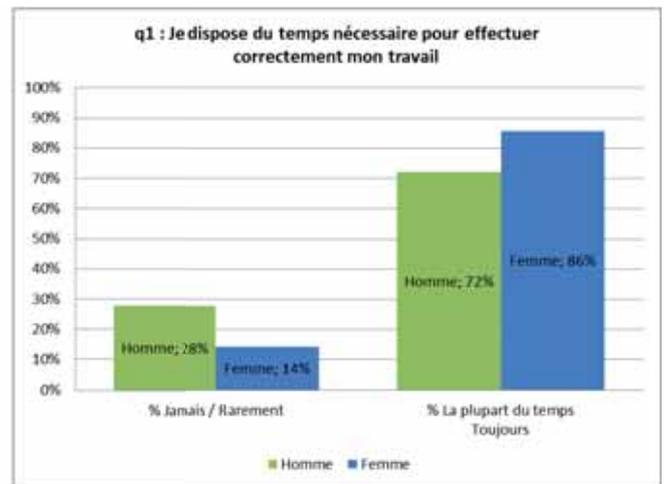
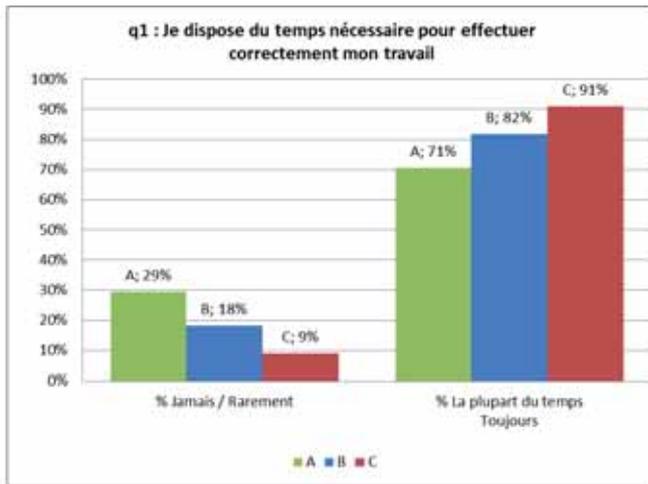
## POLE PILOTAGE

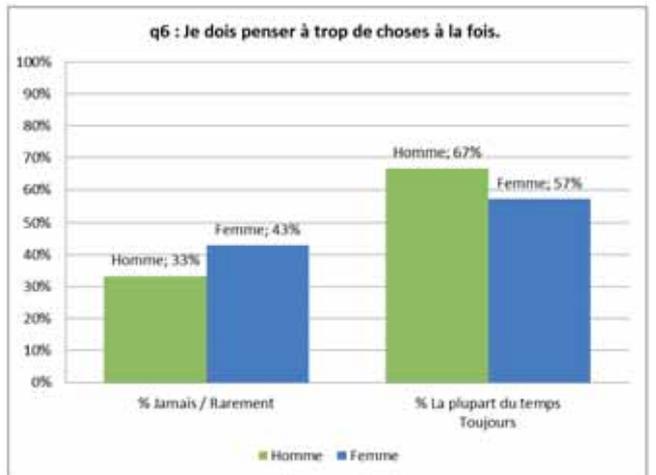
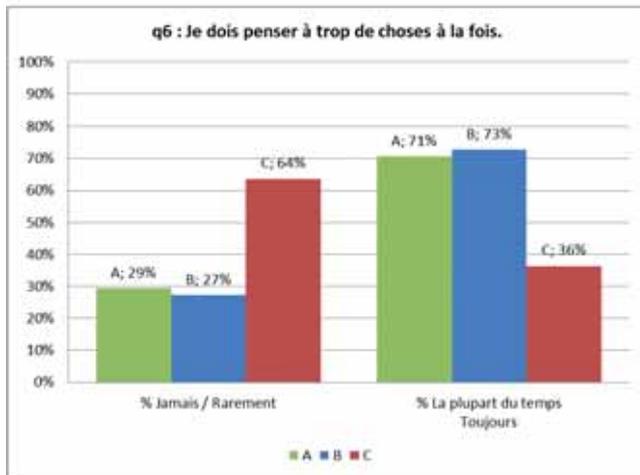
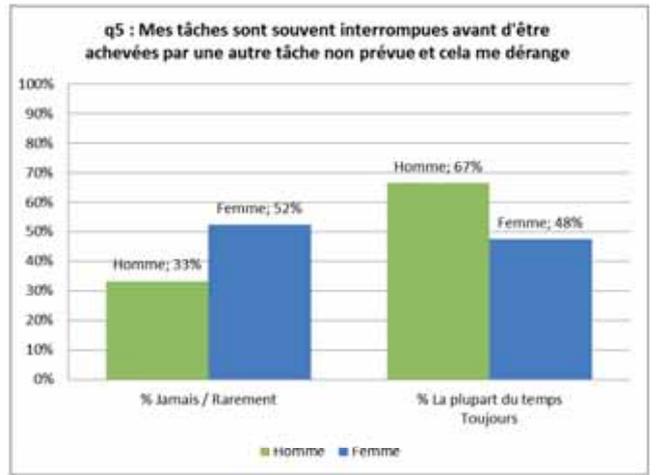
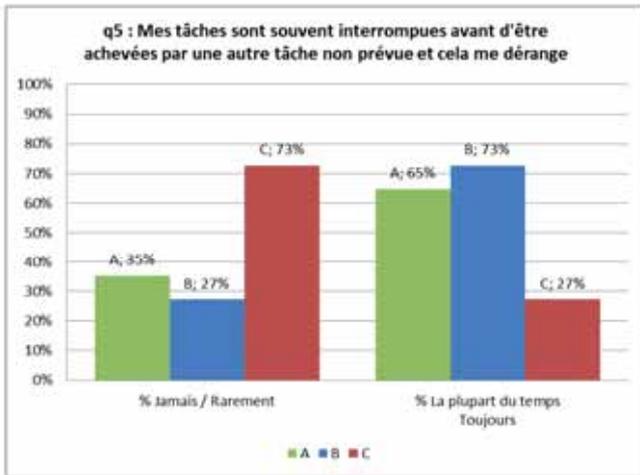
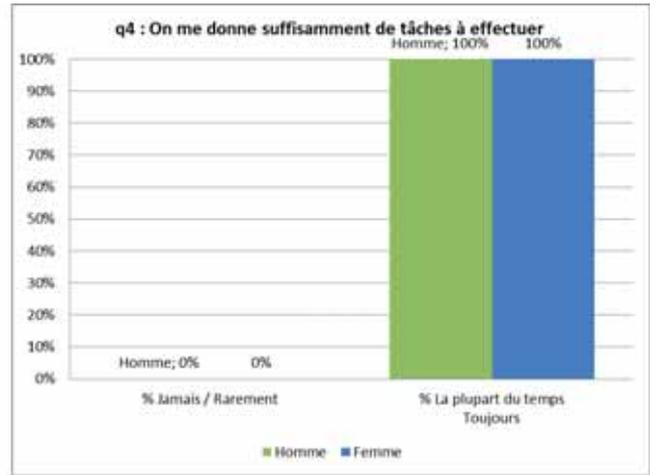
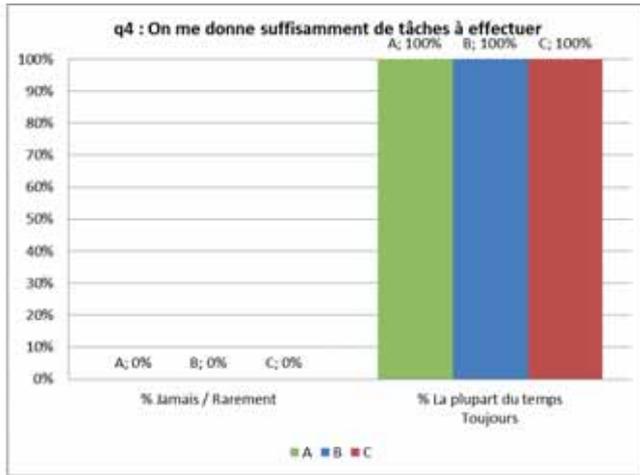
Le taux de réponses au questionnaire du pôle pilotage est de 33%.

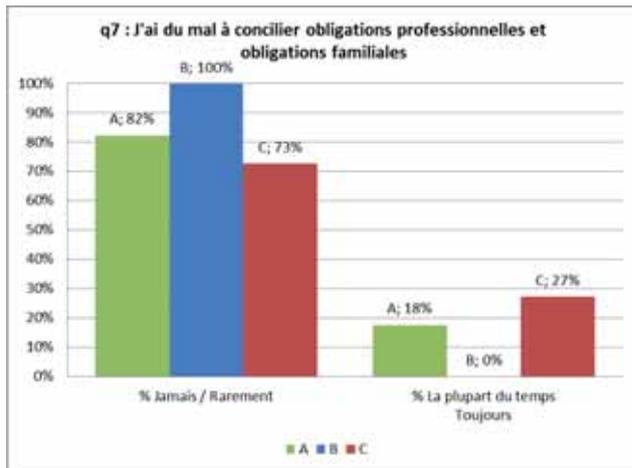


## EXIGENCES DU TRAVAIL

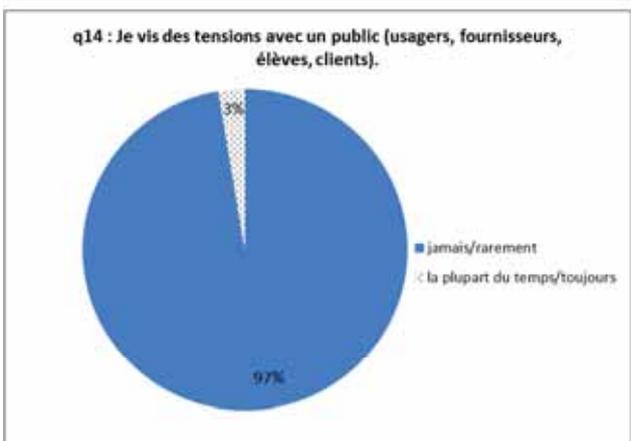
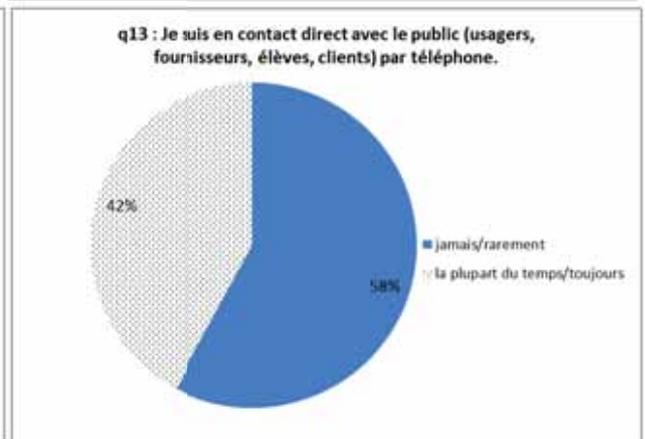
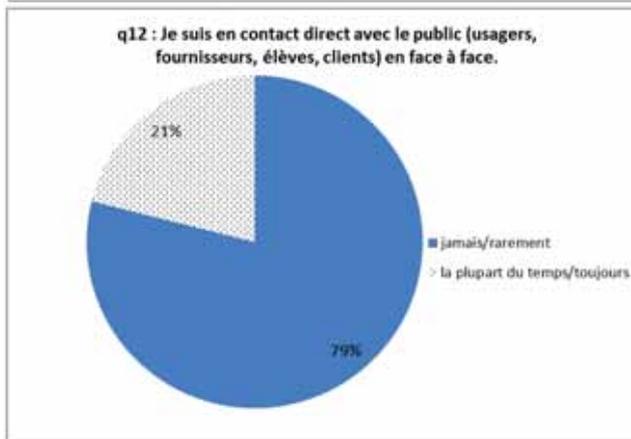
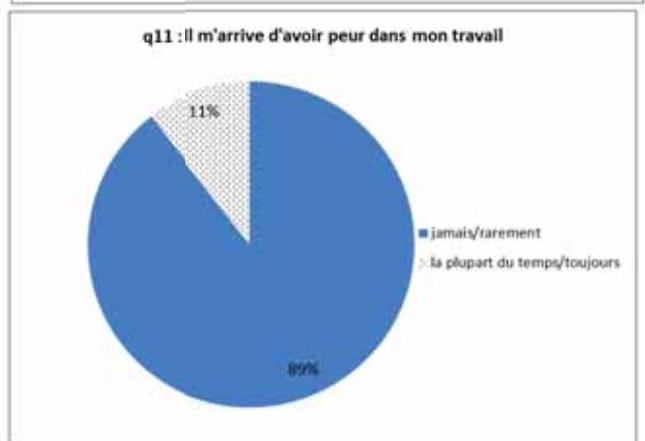
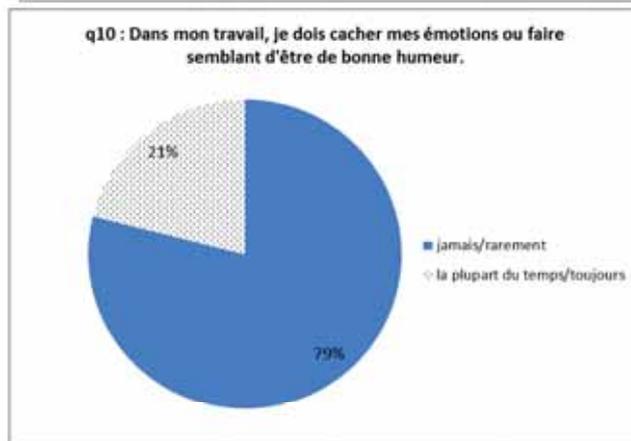
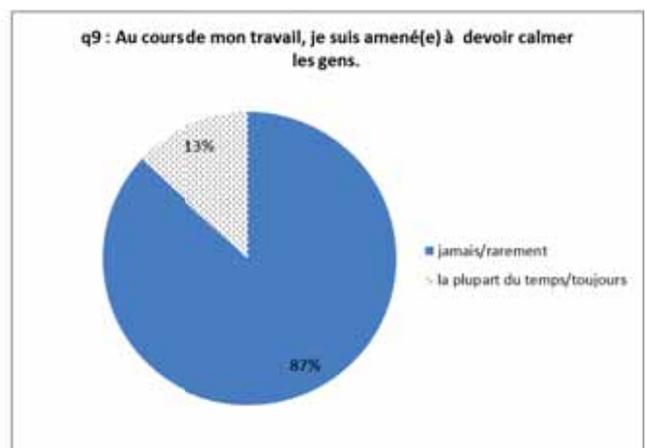
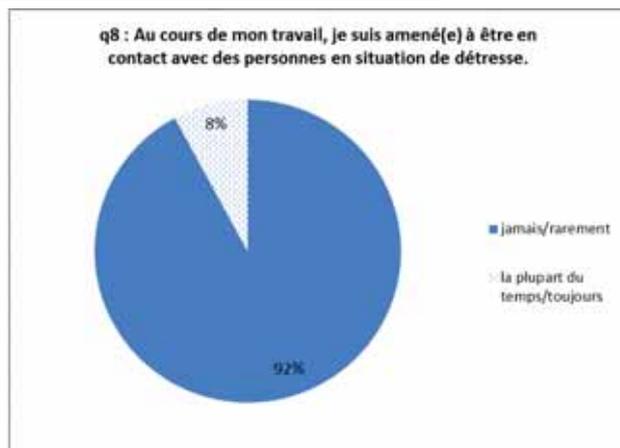


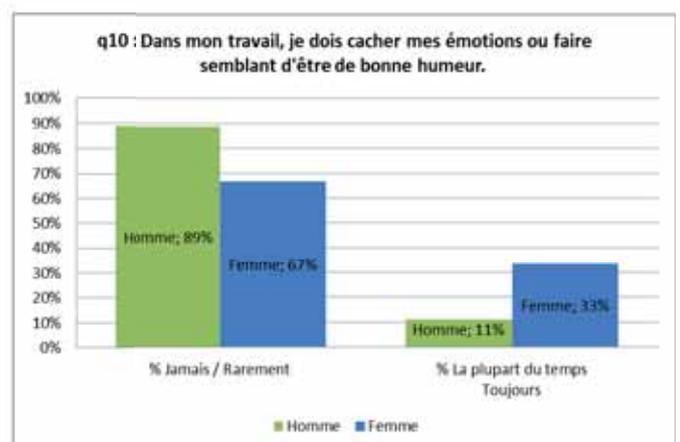
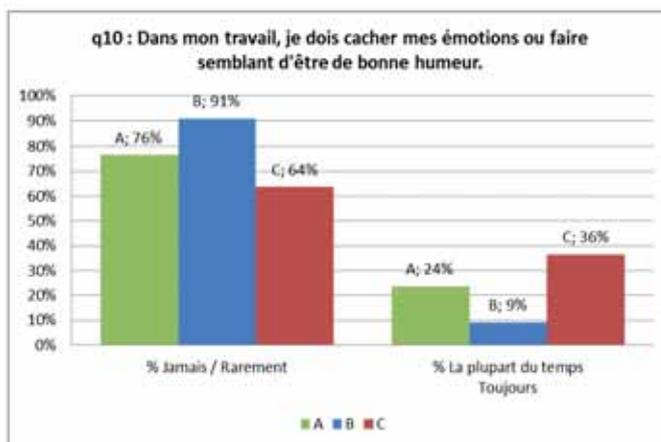
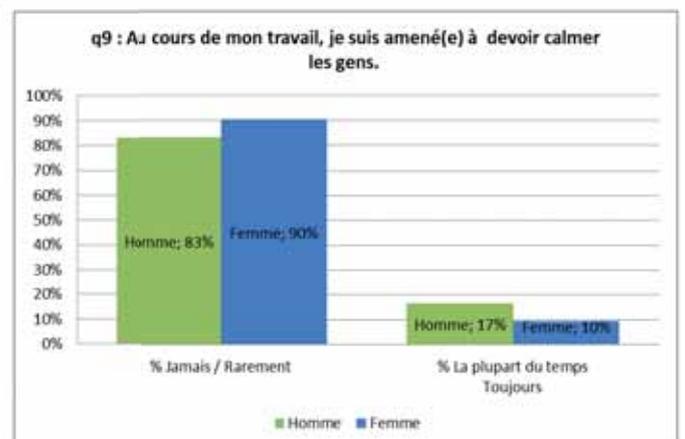
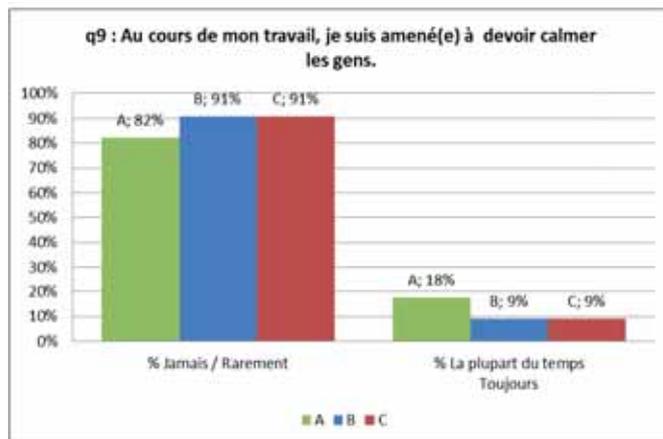
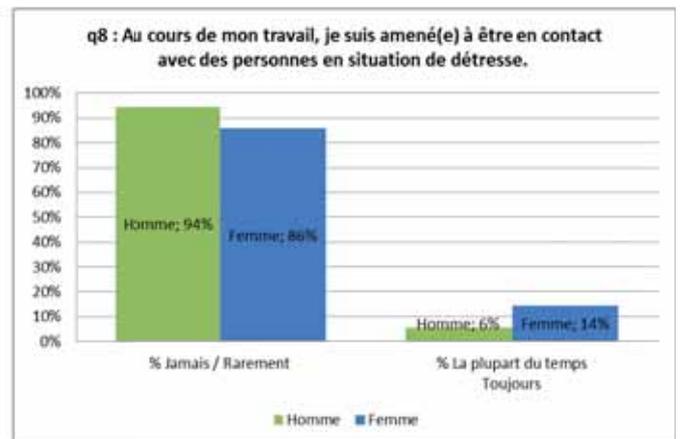
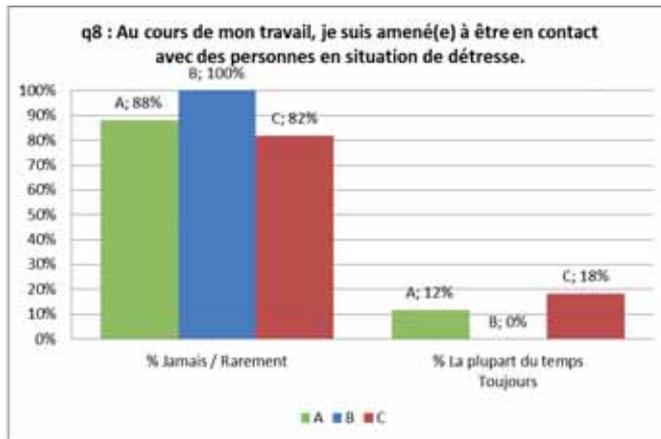


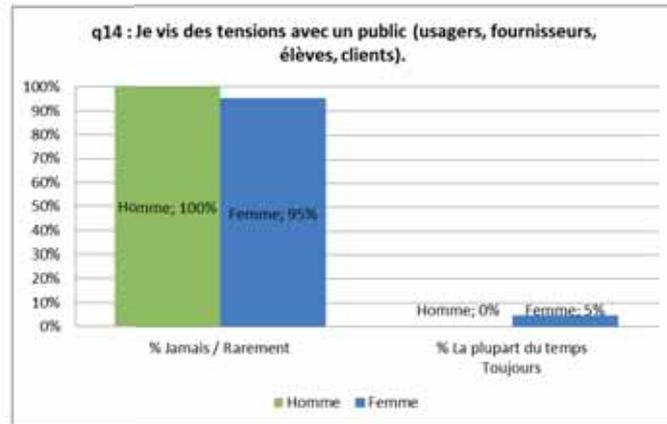
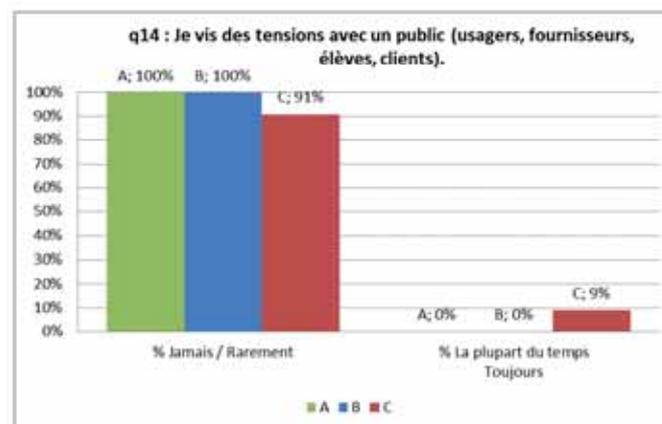
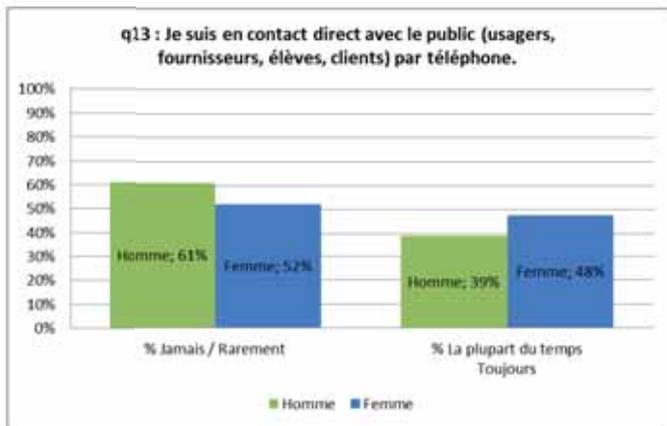
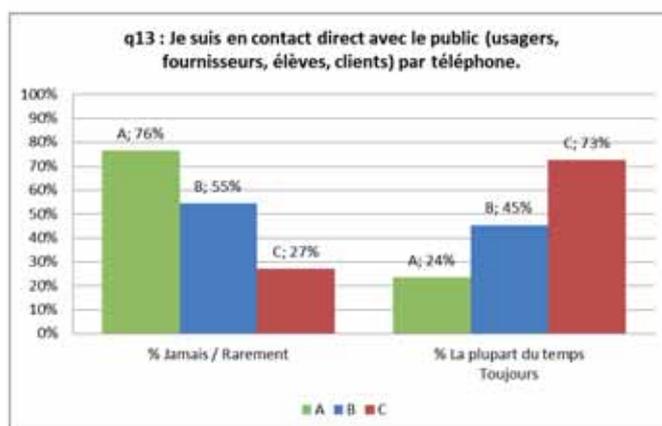
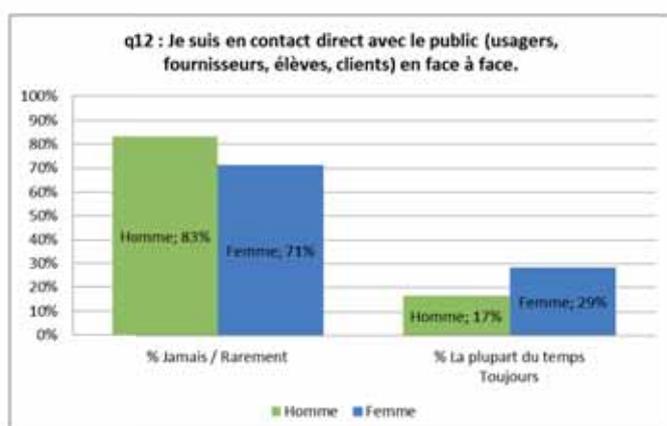
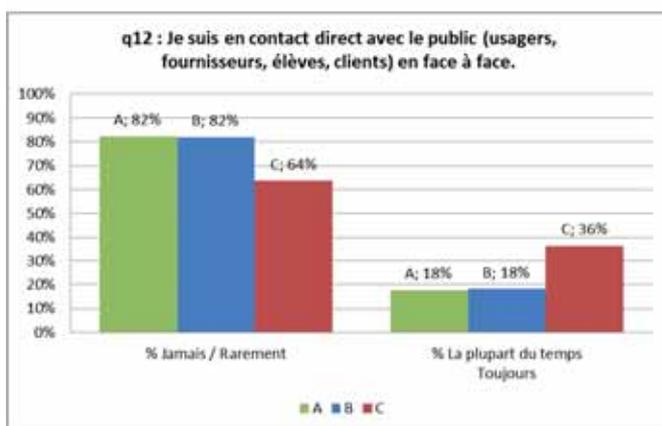
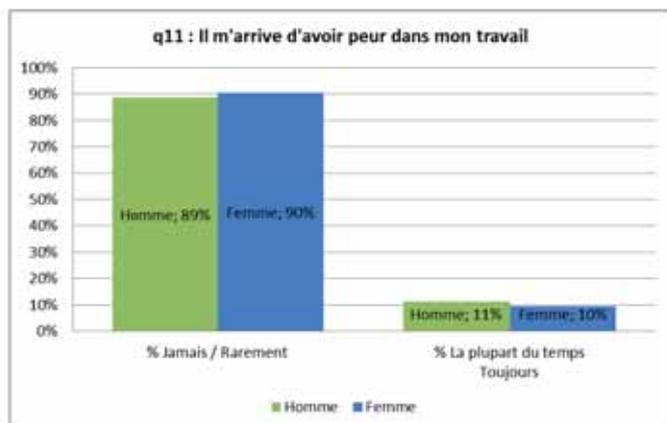
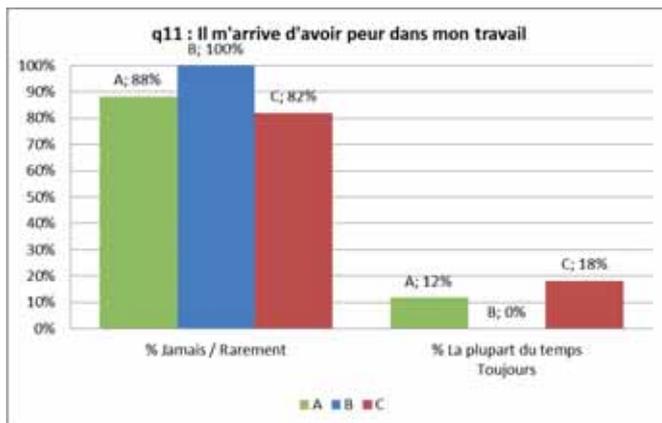




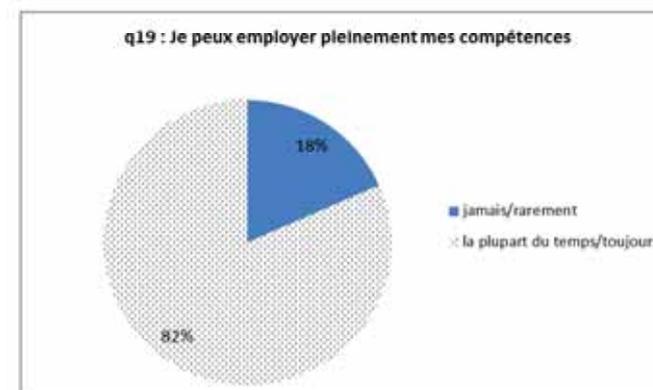
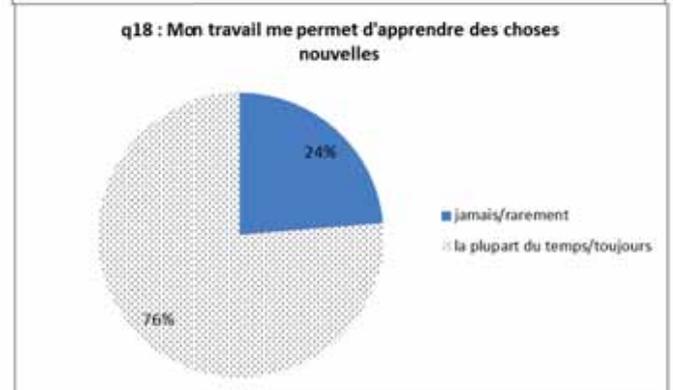
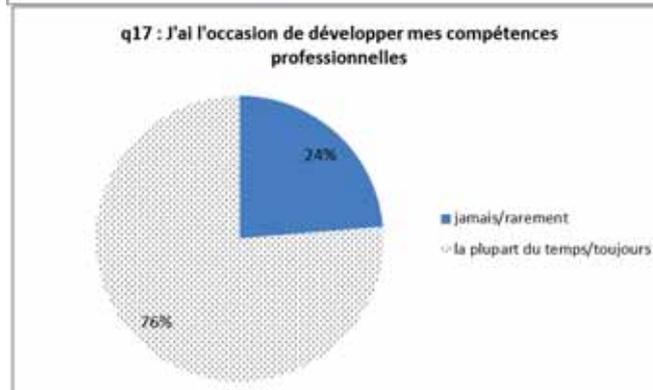
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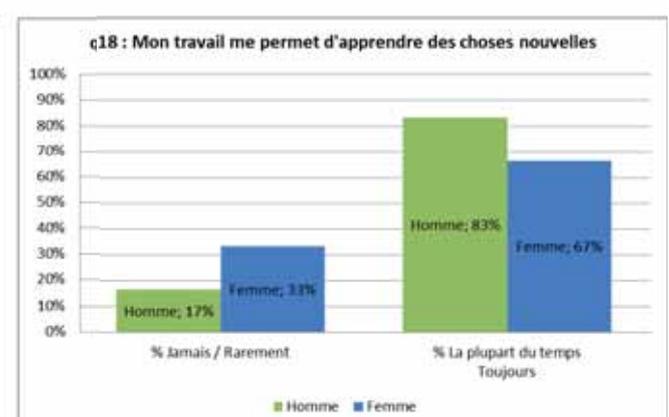
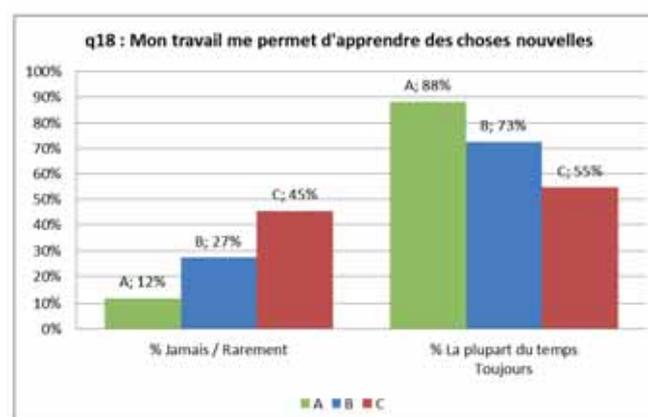
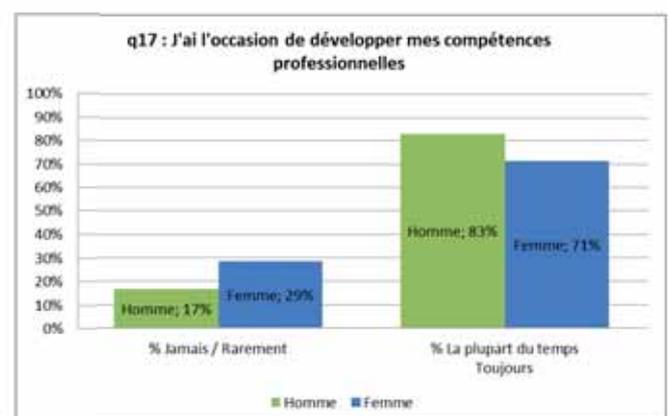
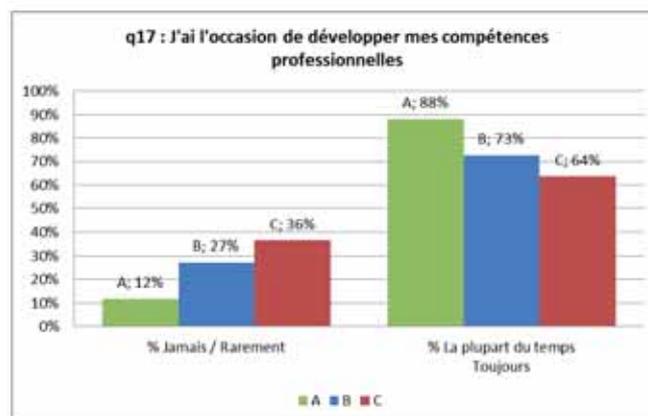
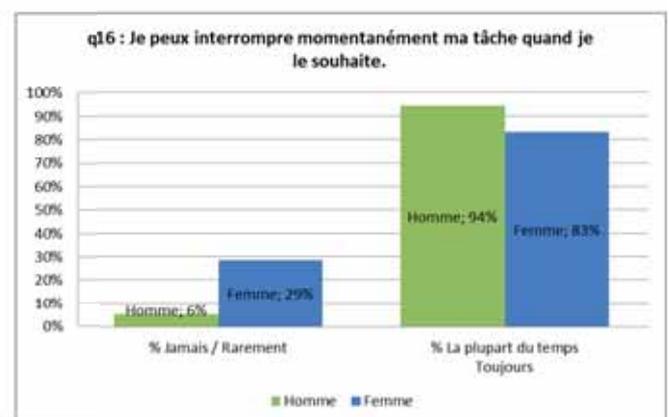
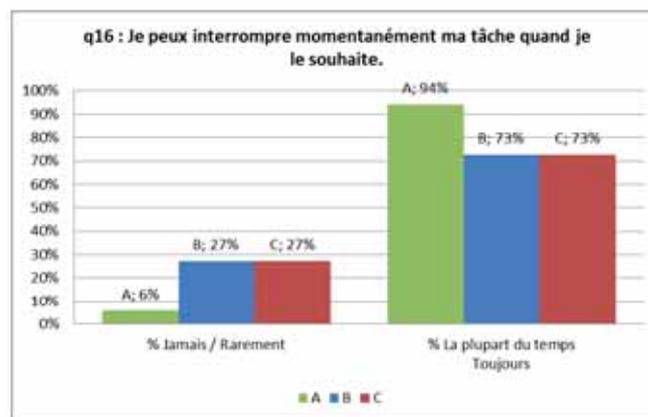
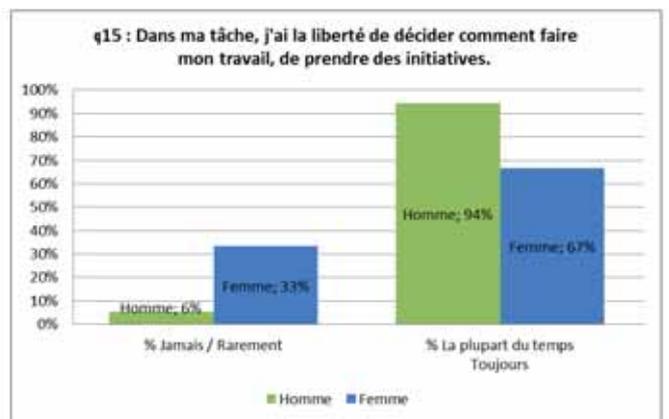
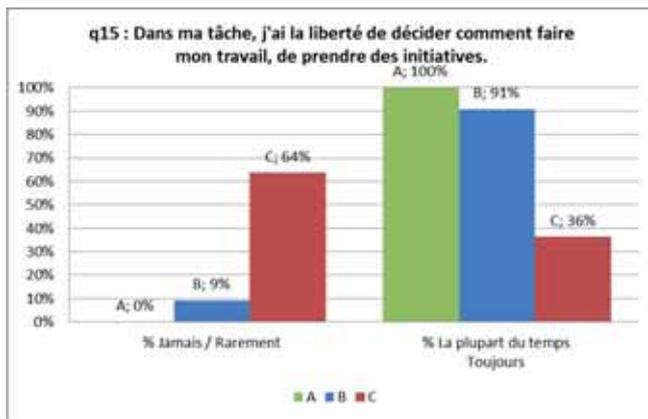


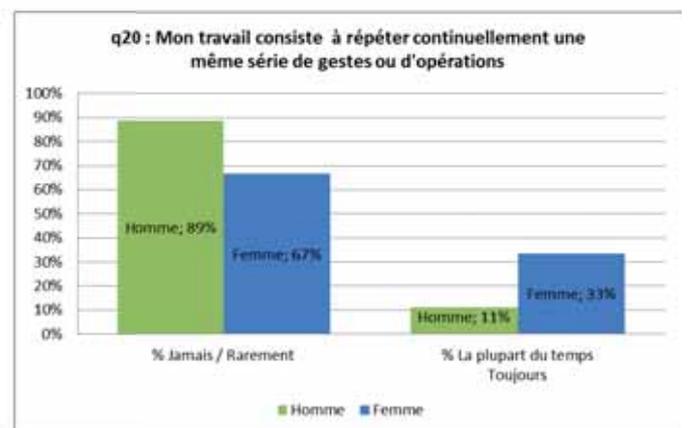
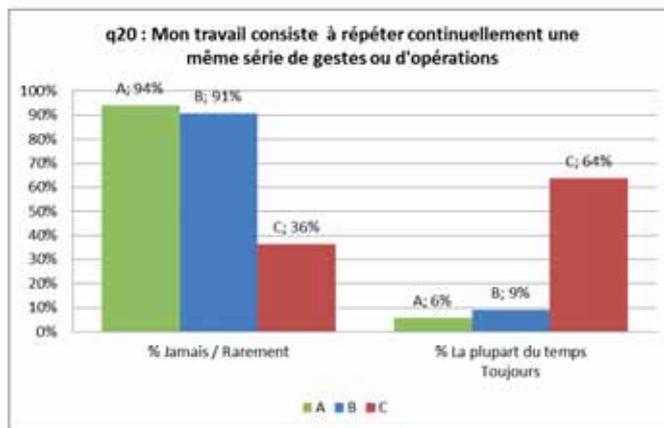
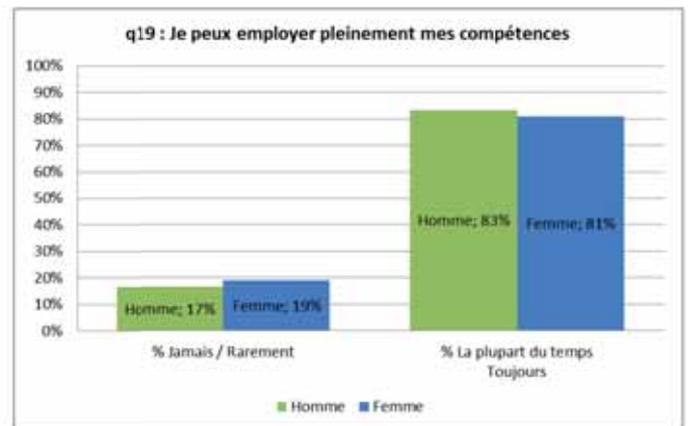
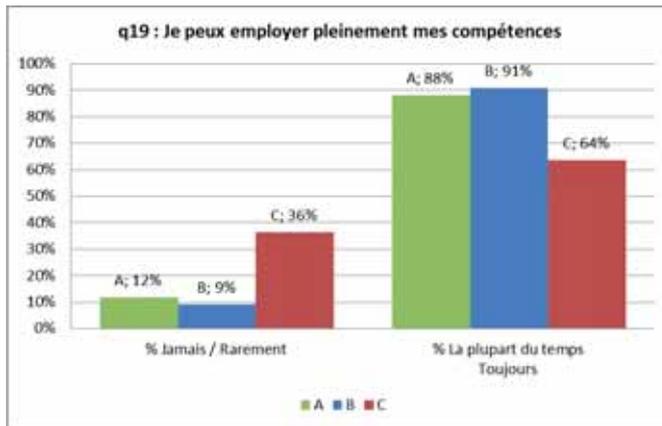




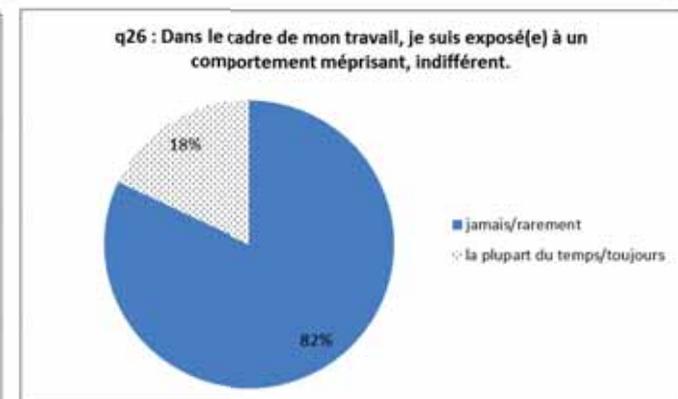
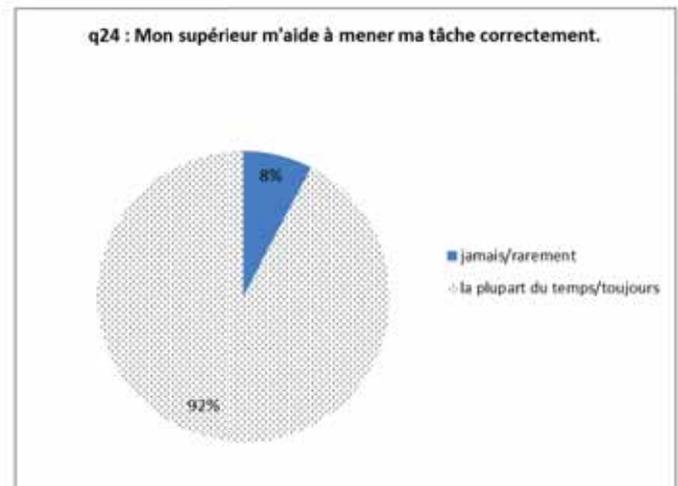
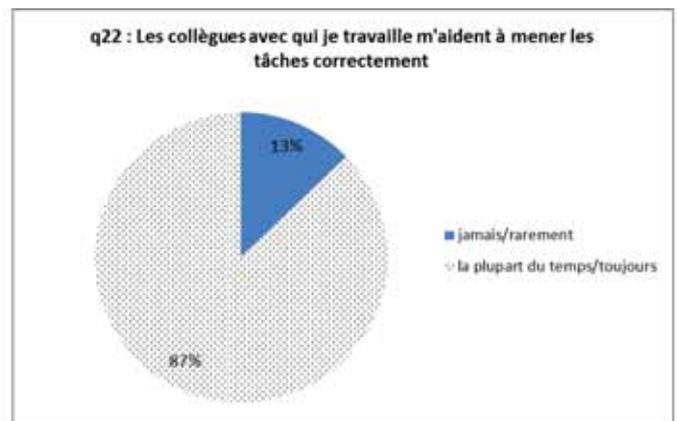
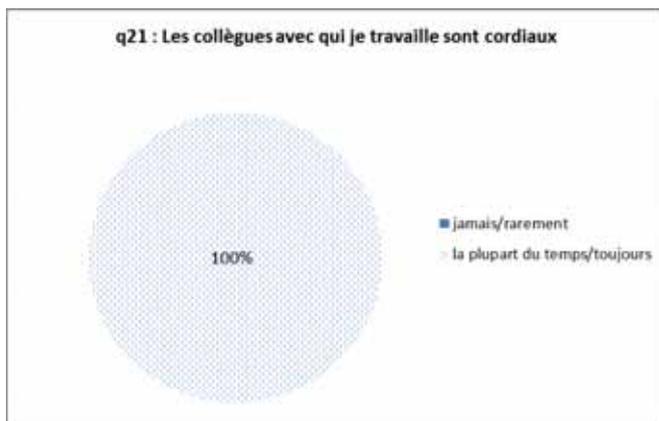
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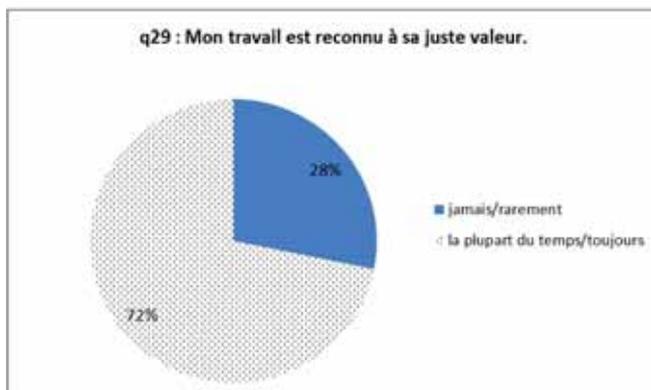
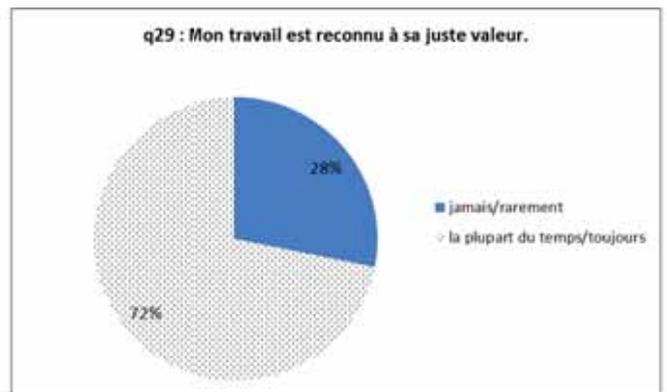
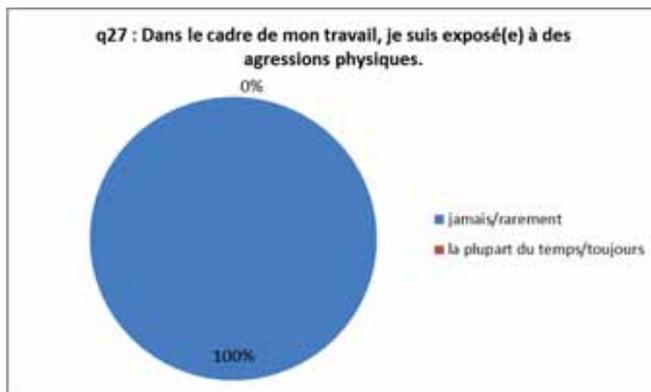


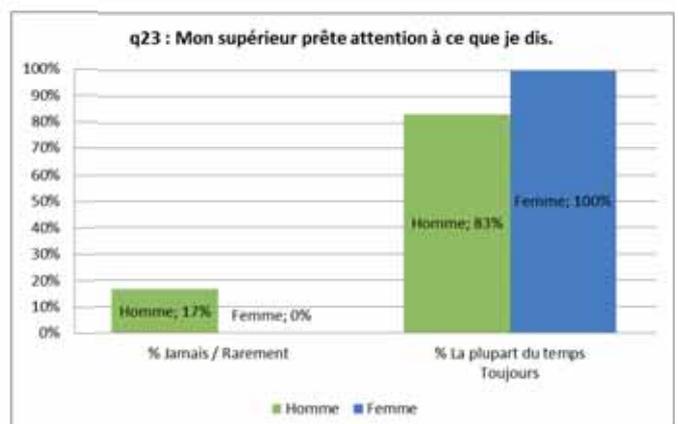
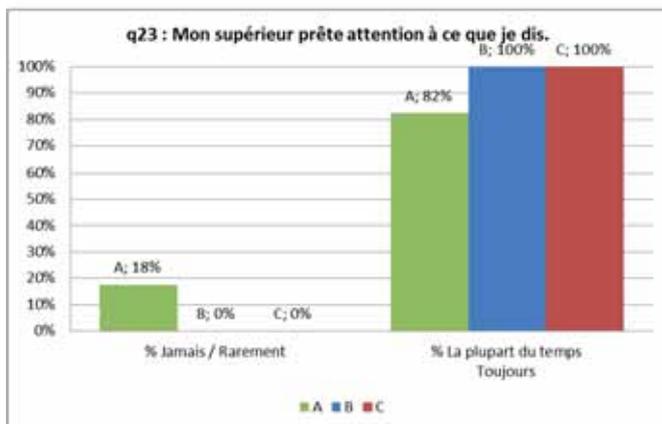
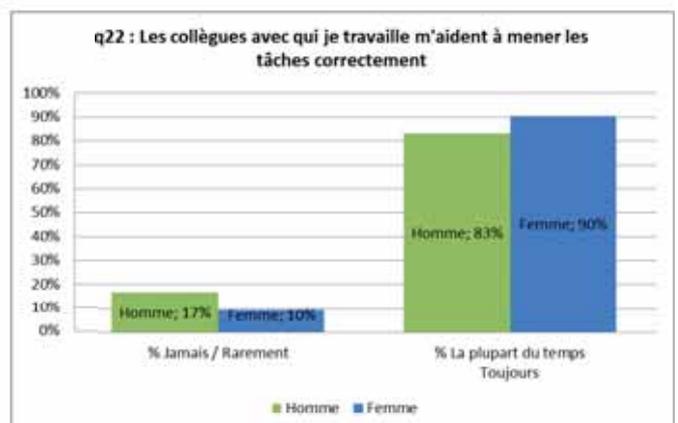
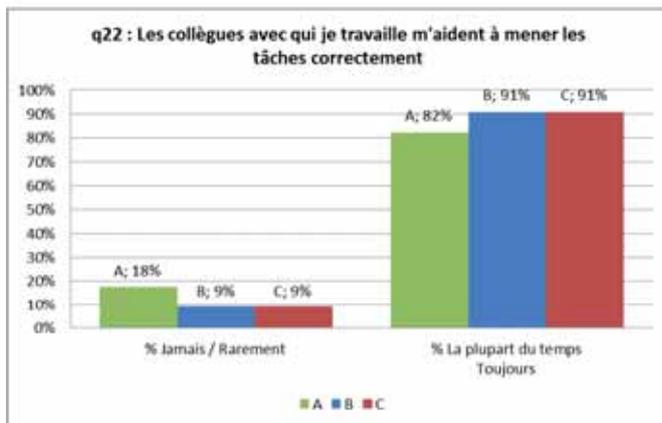
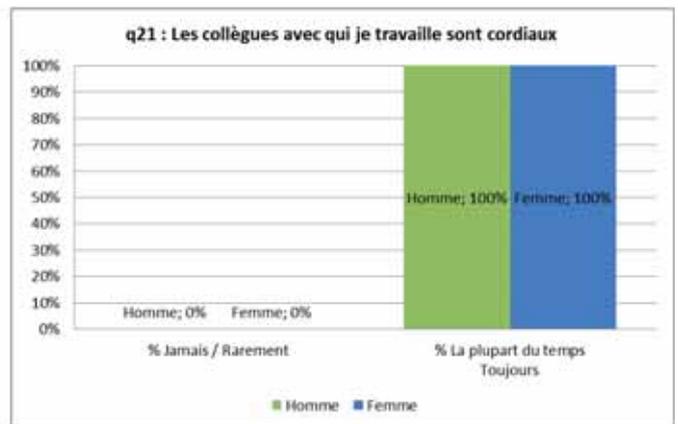


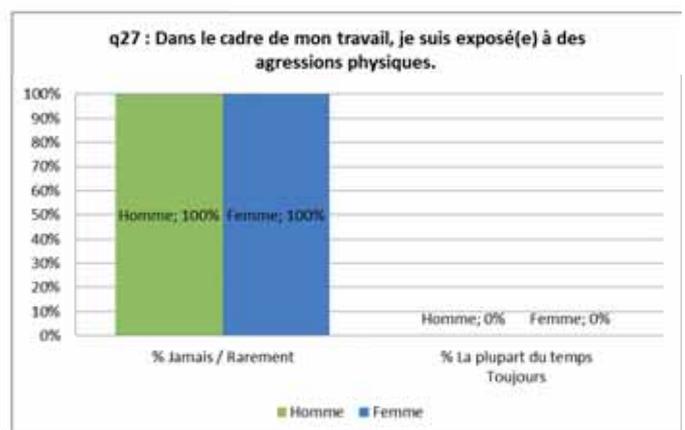
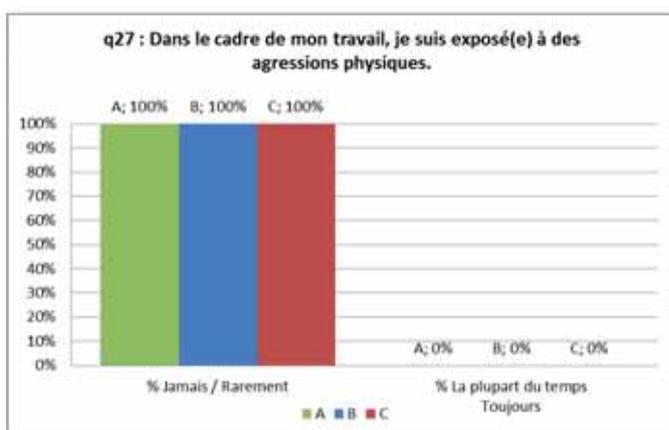
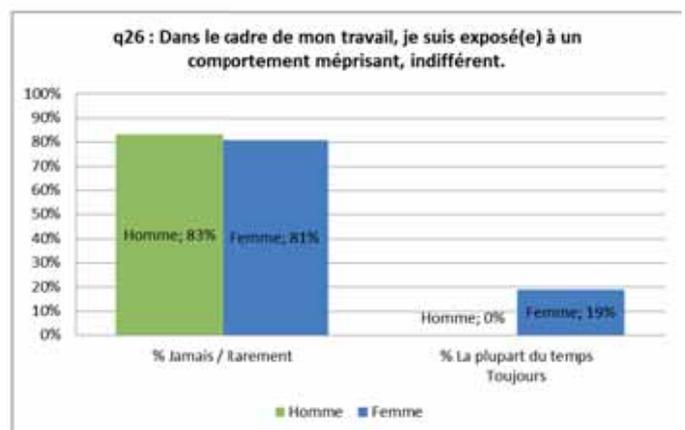
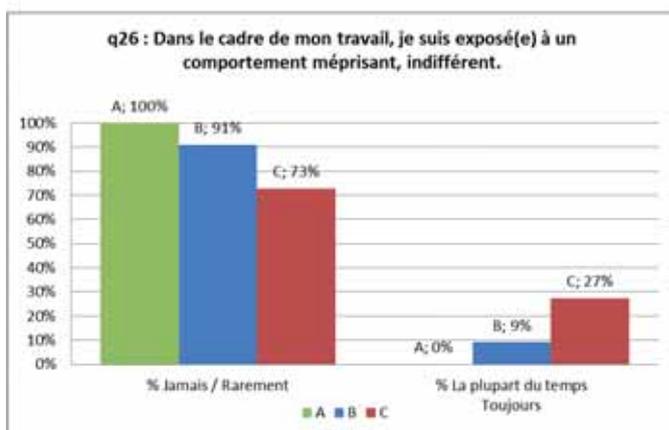
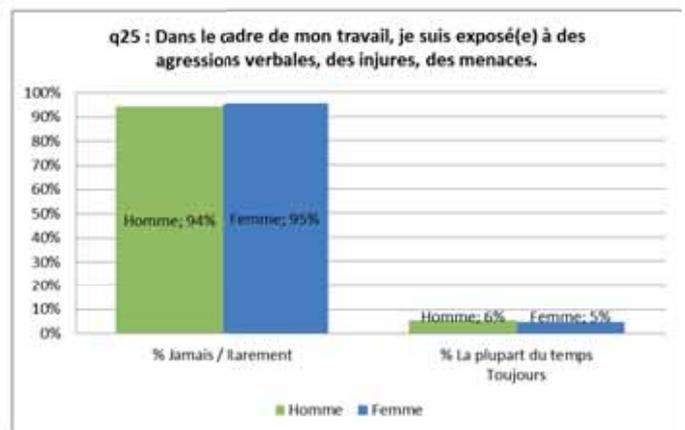
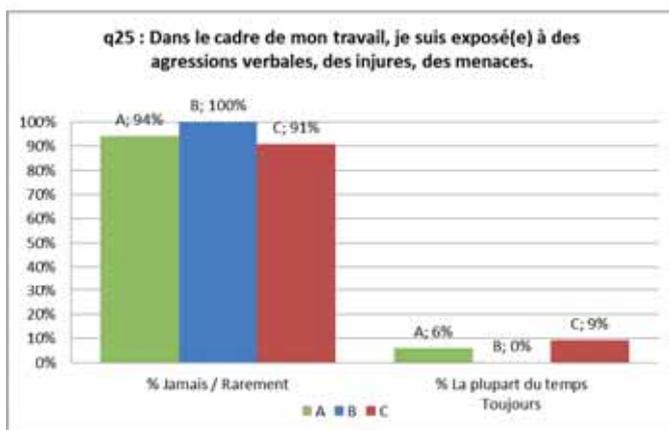
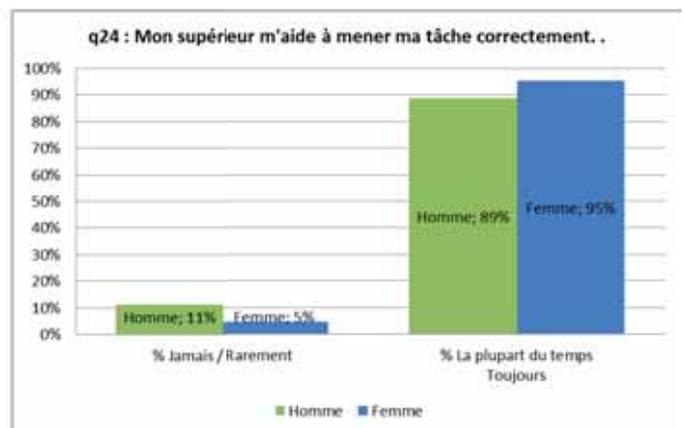
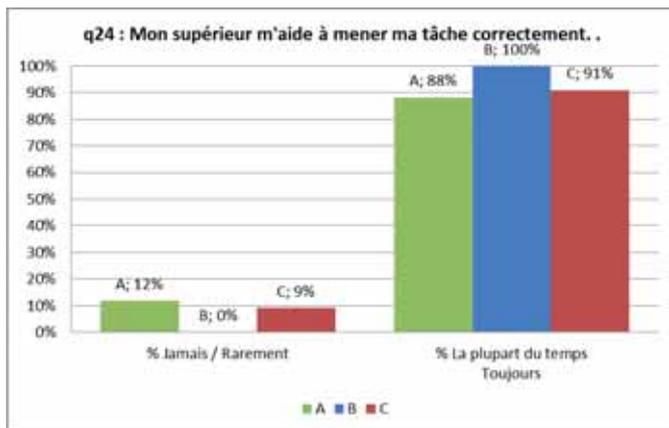


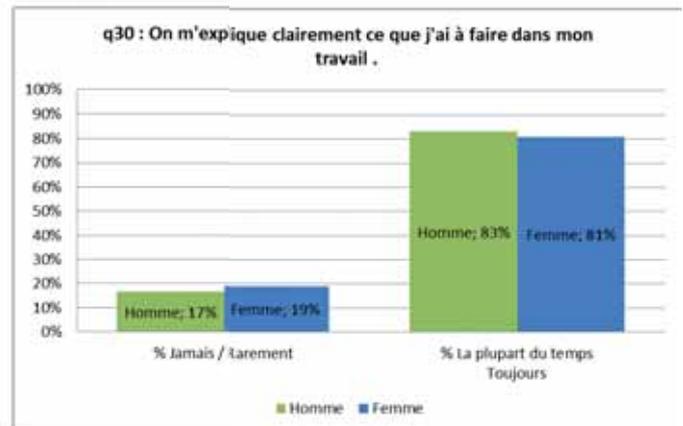
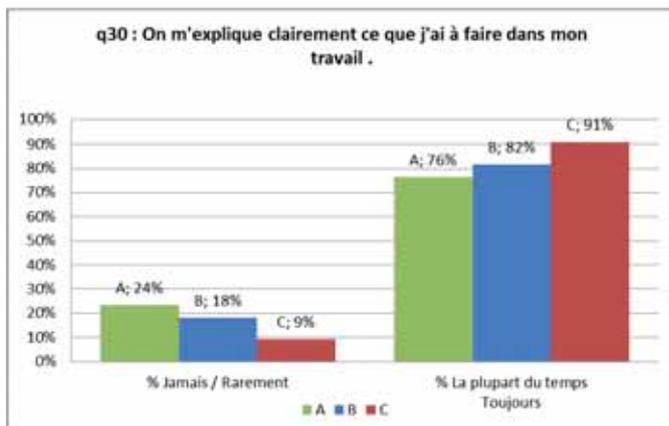
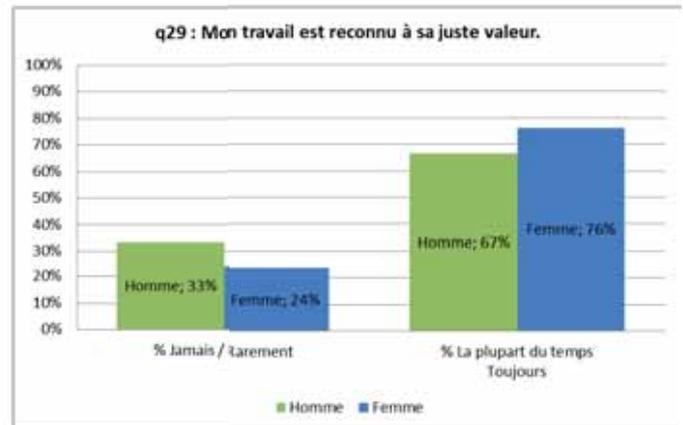
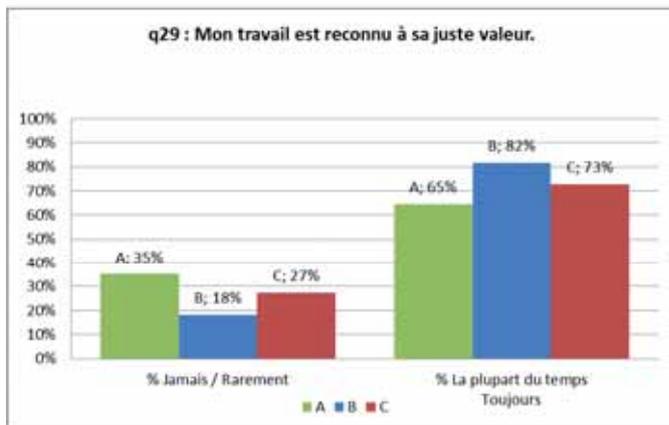
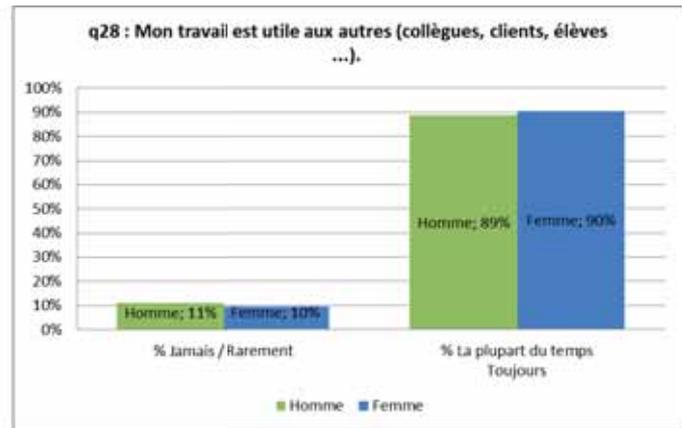
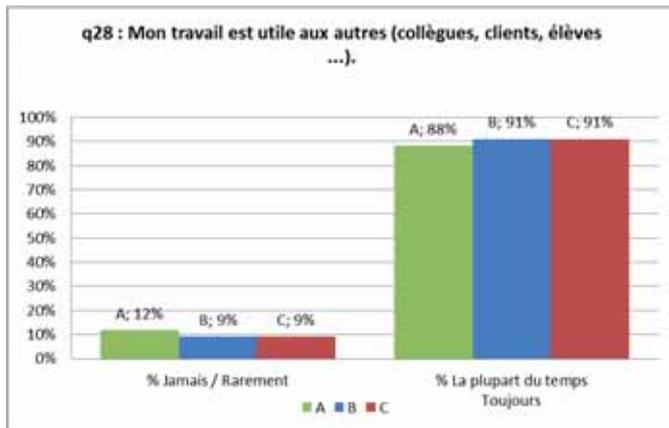
## RAPPORTS SOCIAUX, RELATIONS DE TRAVAIL

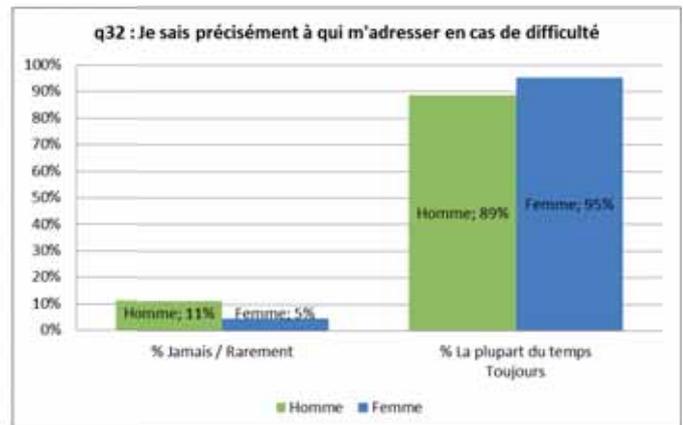
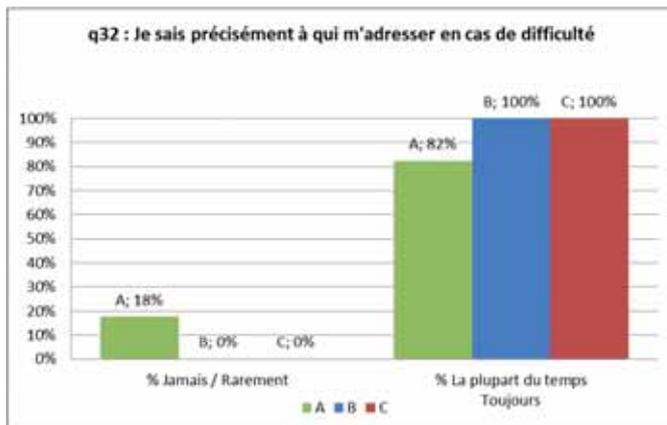
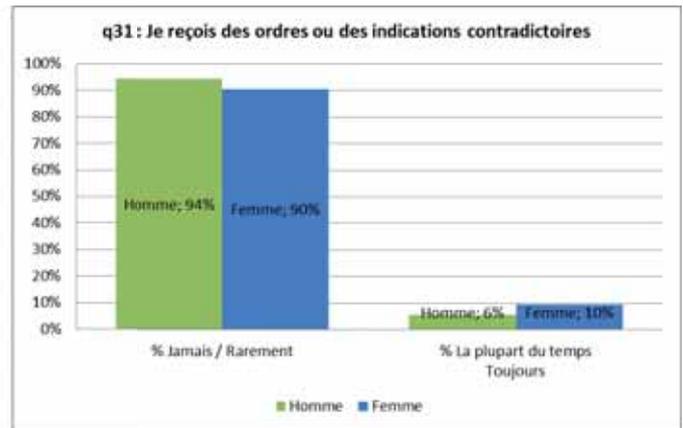
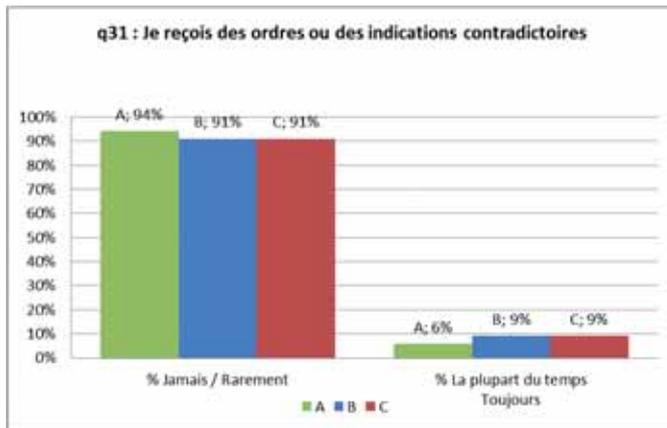




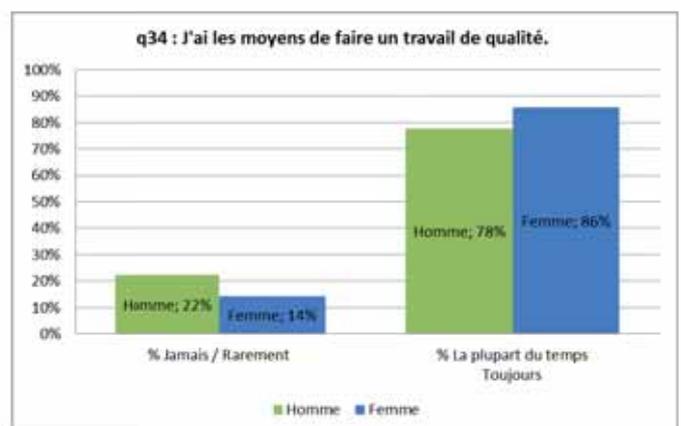
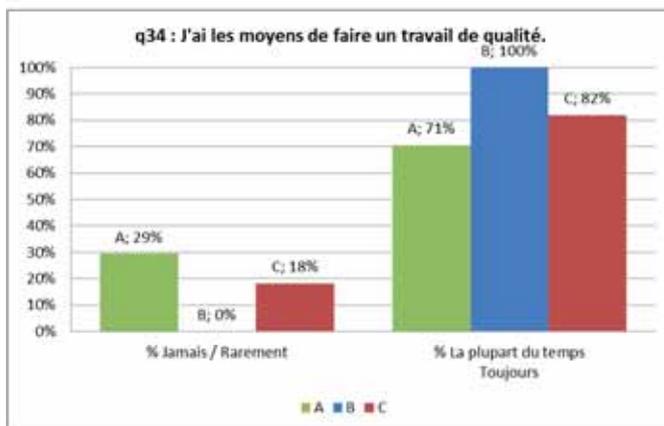
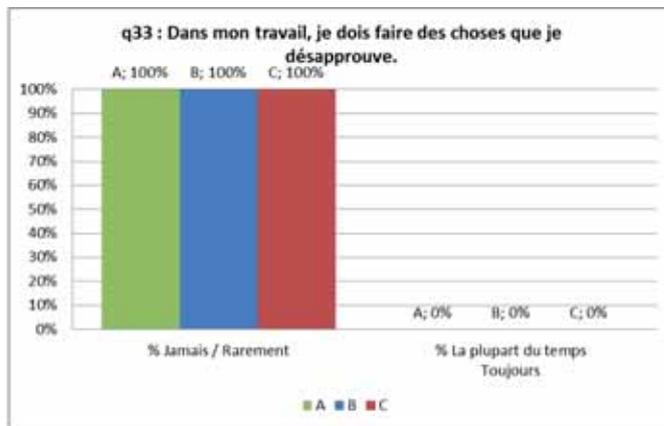
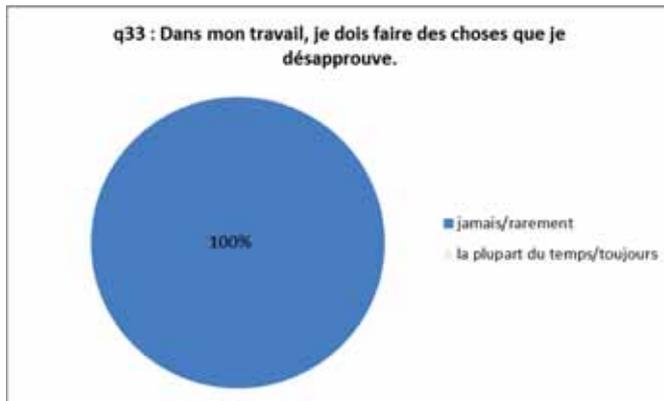




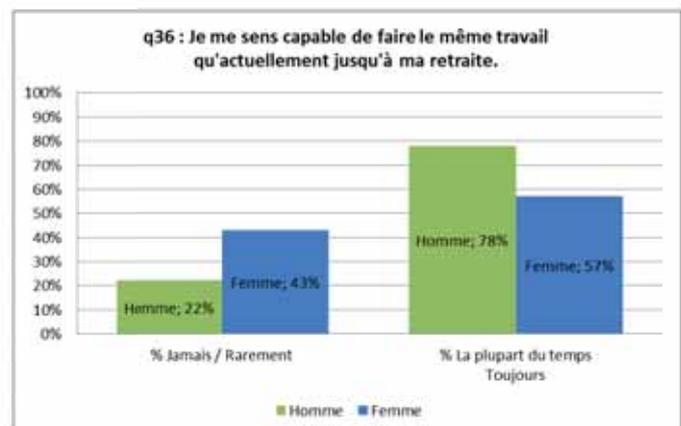
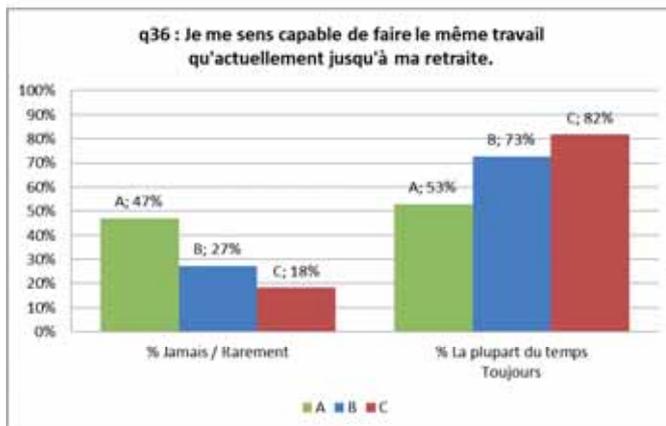
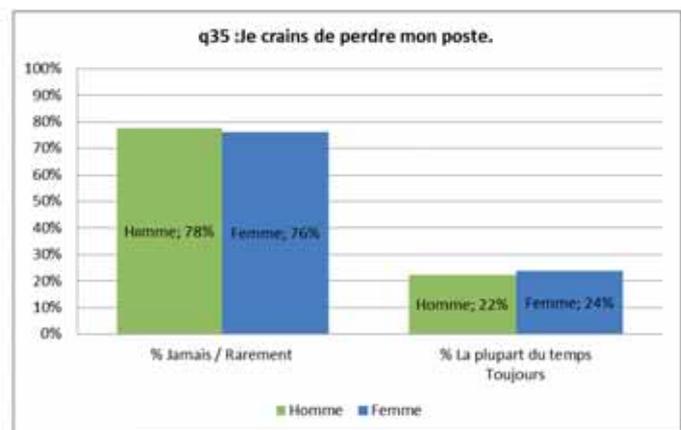
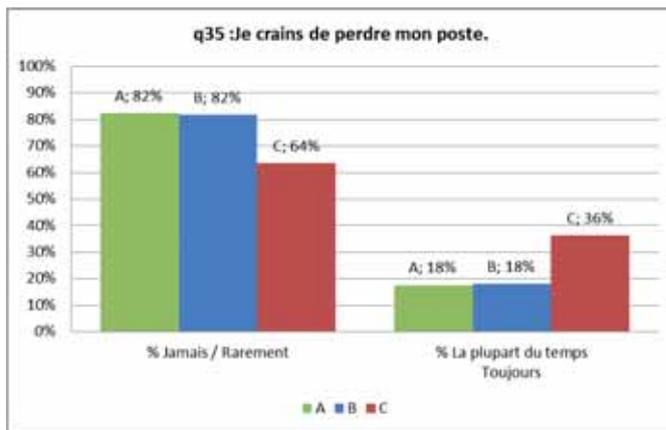
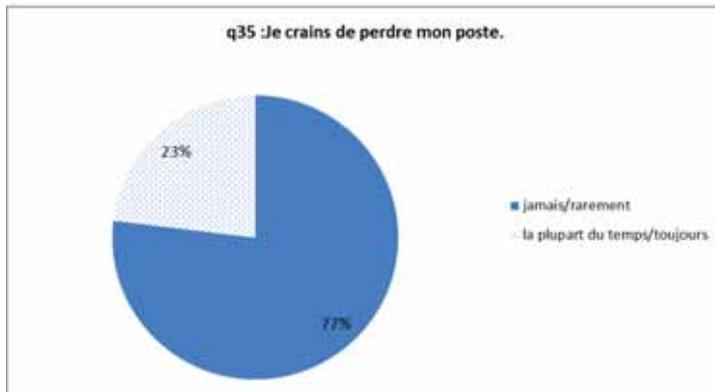




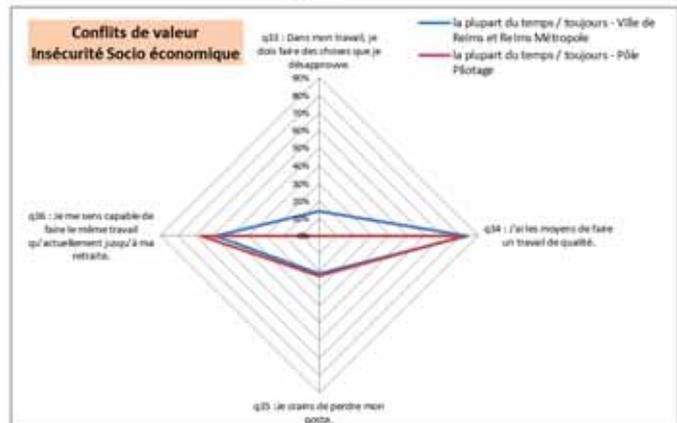
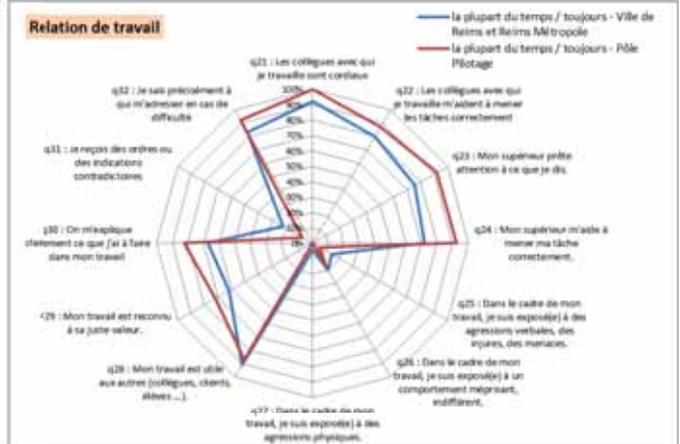
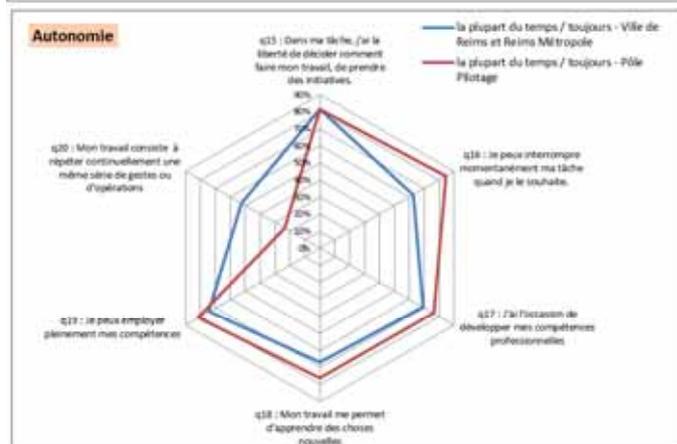
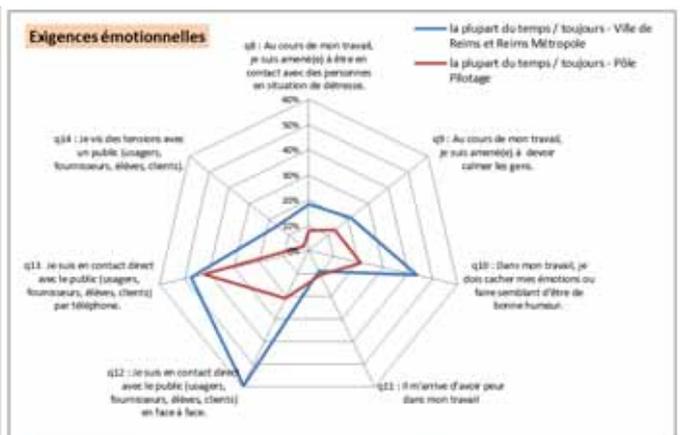
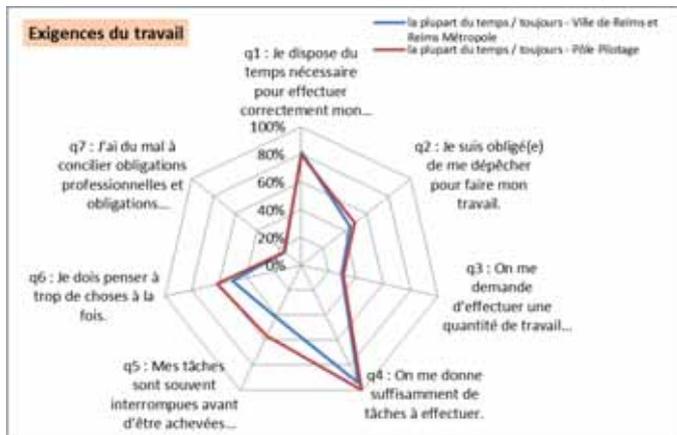
## CONFLITS DE VALEURS



## INSECURITE SOCIO-ECONOMIQUE



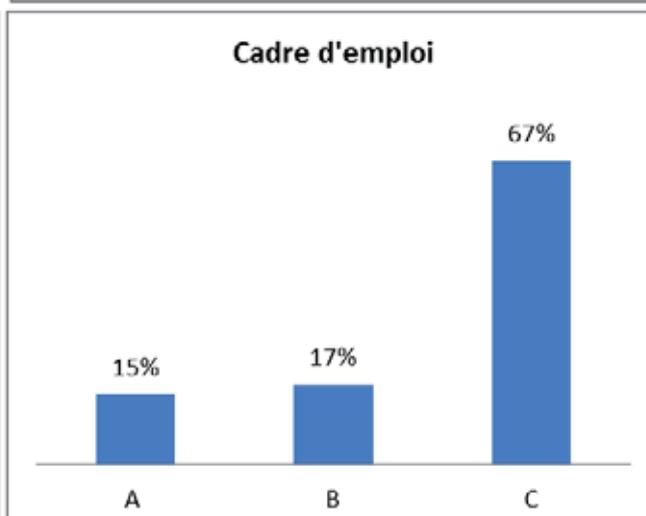
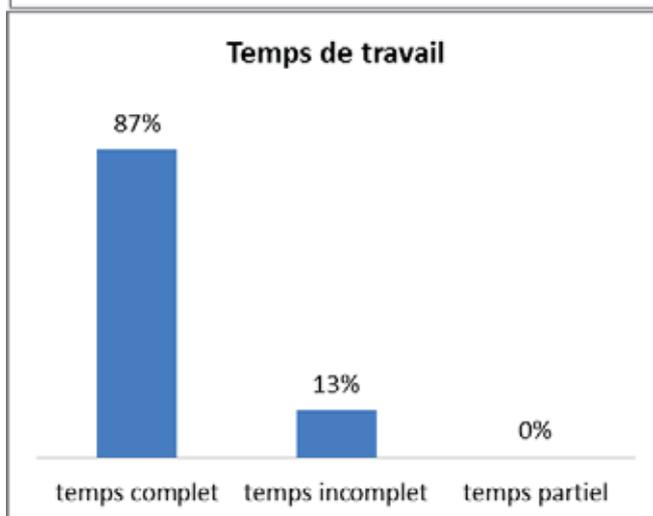
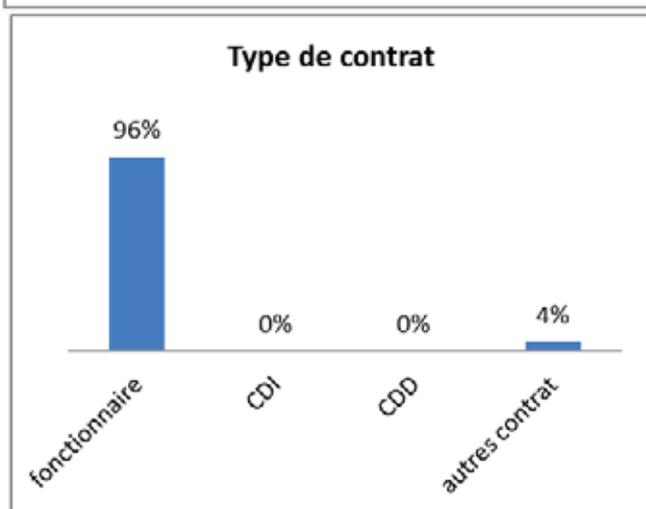
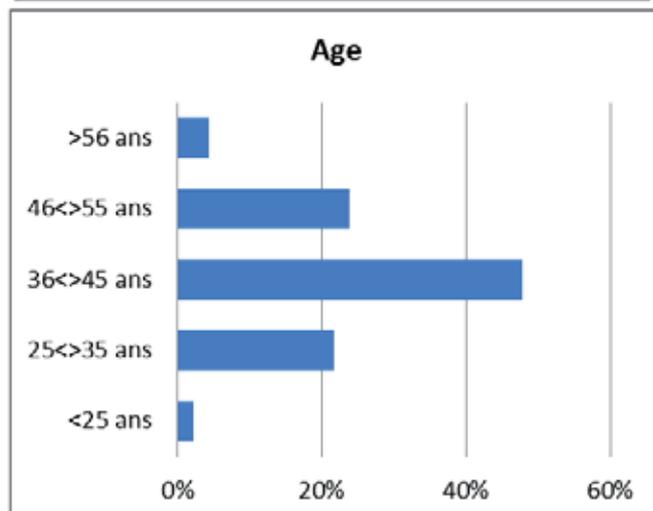
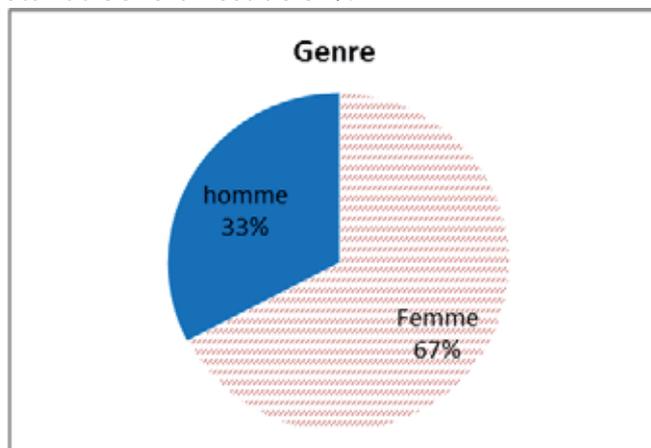
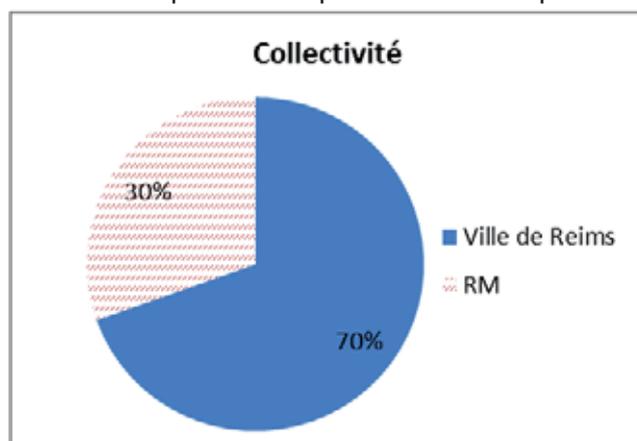
## COMPARAISON RESULTATS POLE PILOTAGE / 2 COLLECTIVITES



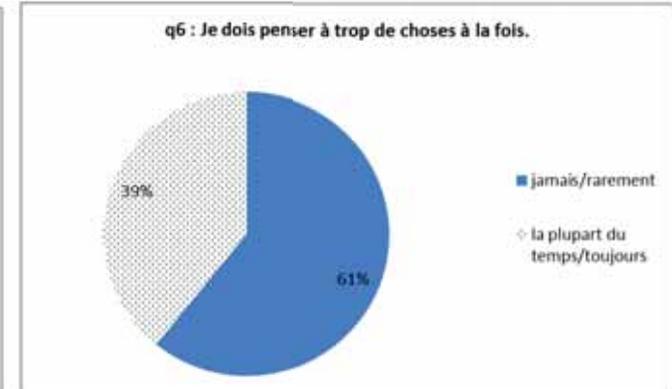
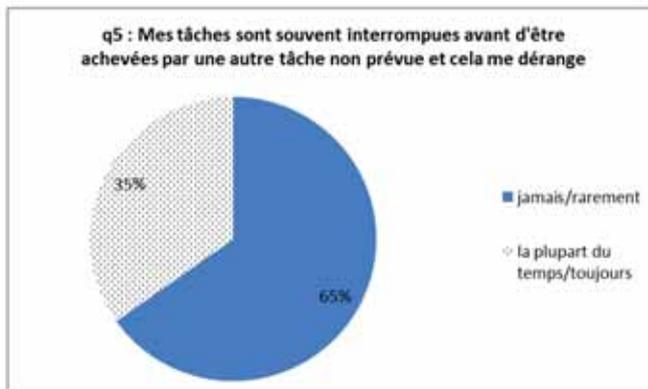
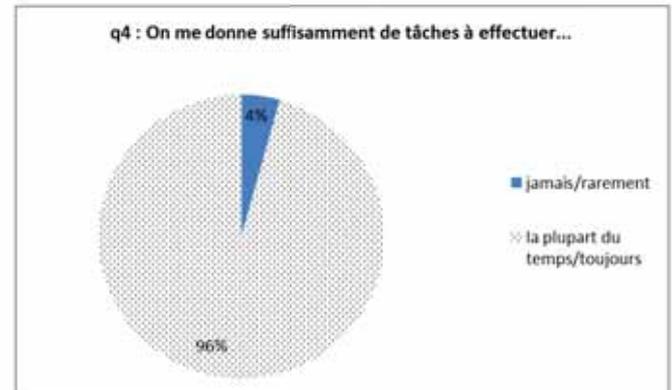
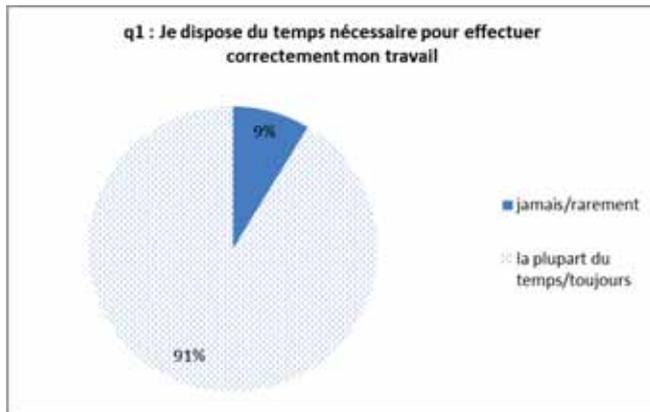
## RESULTATS QUESTIONNAIRE RPS 2014

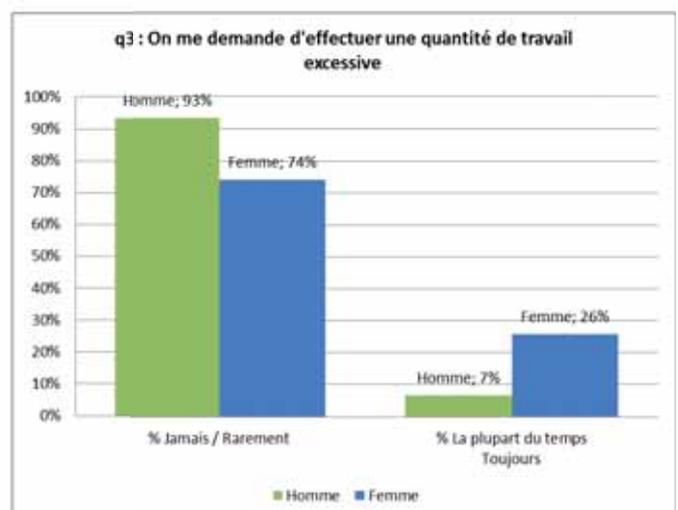
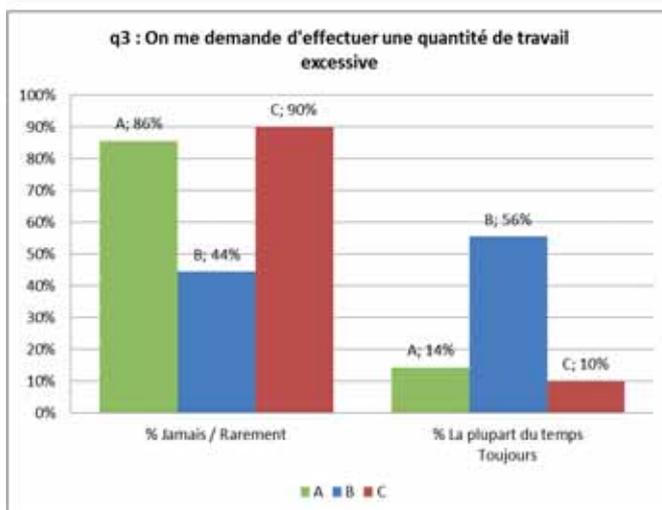
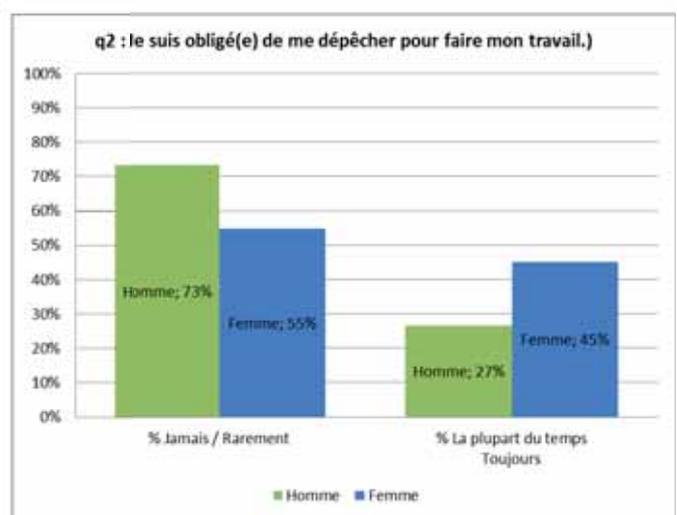
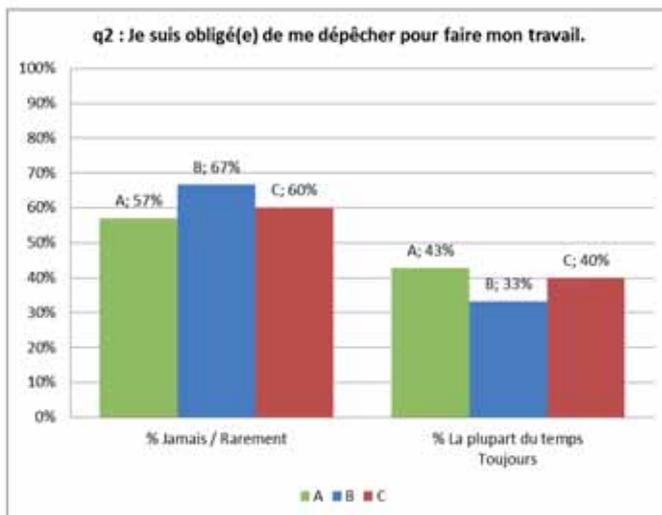
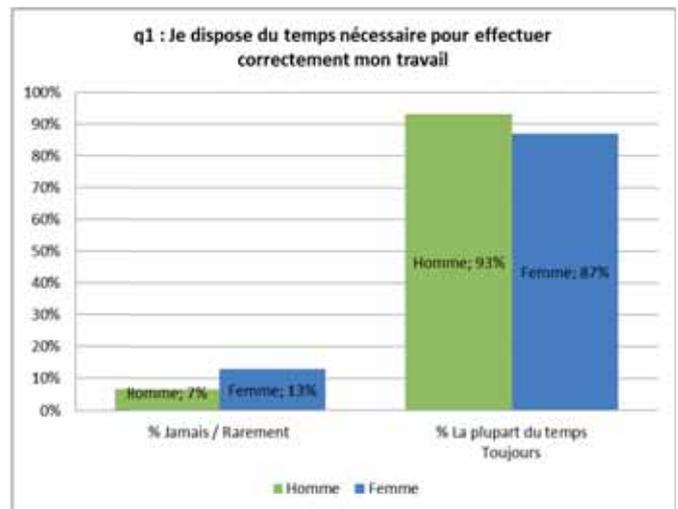
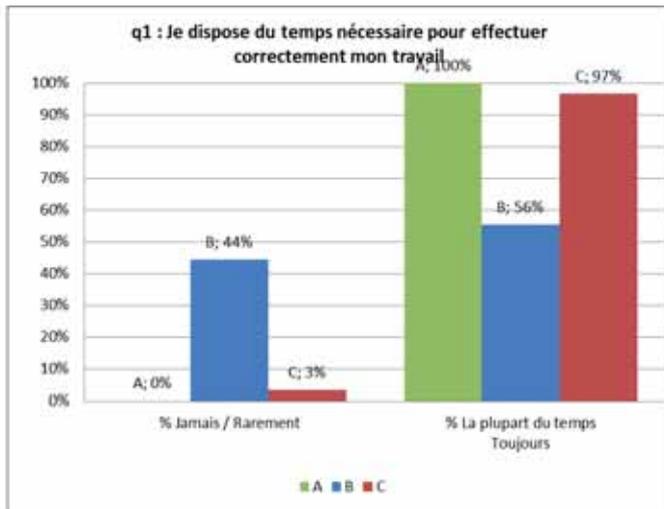
### POLE SECRETARIAT GENERAL

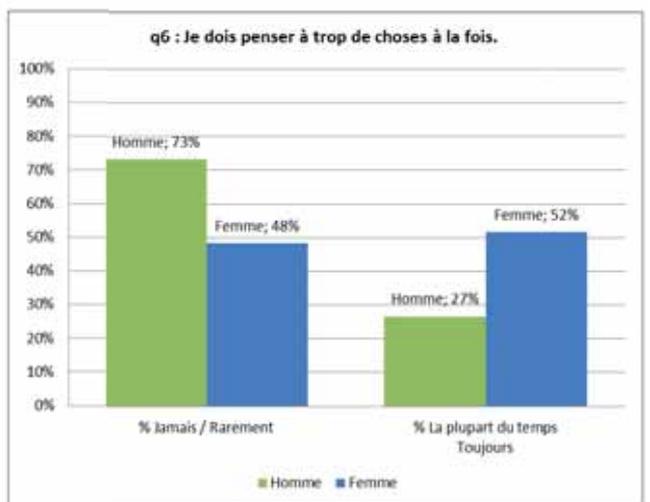
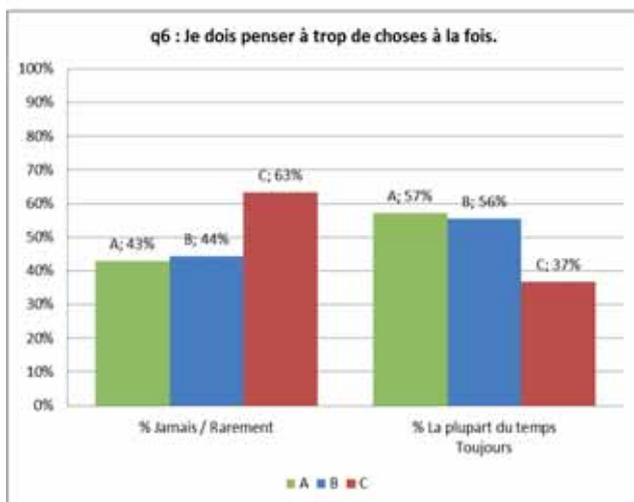
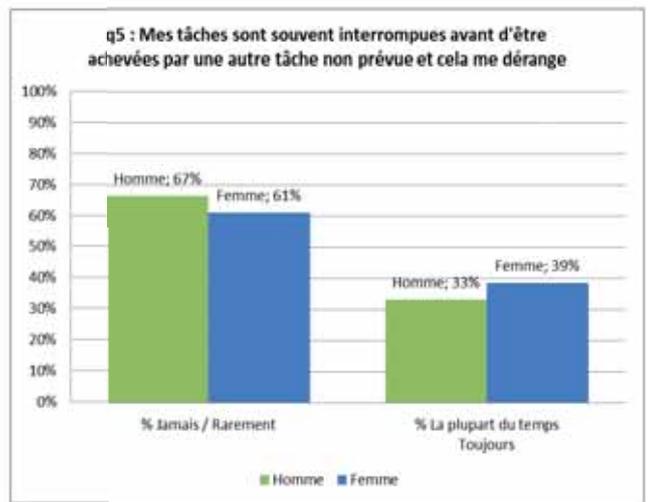
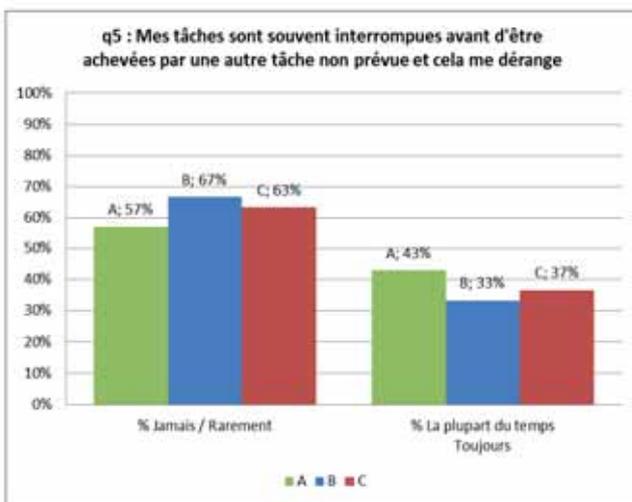
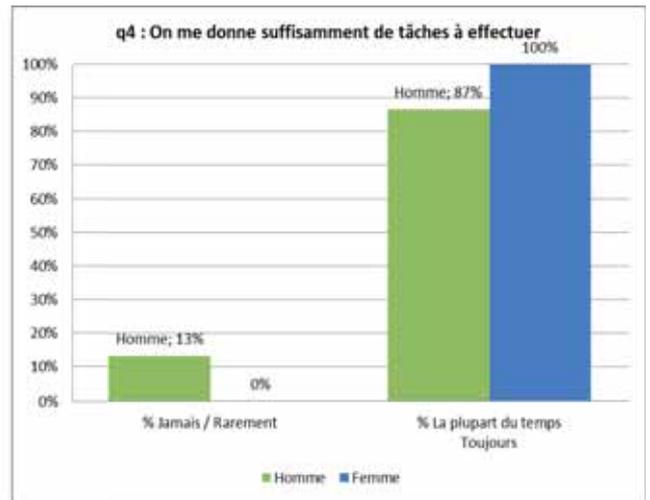
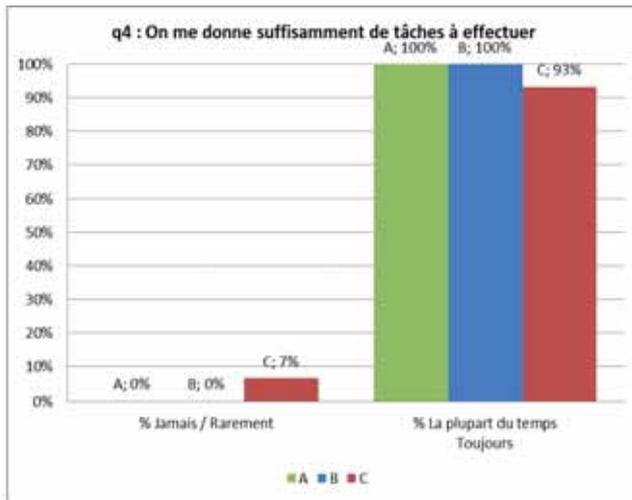
Le taux de réponses au questionnaire du pôle Secrétariat Général est de 34%.

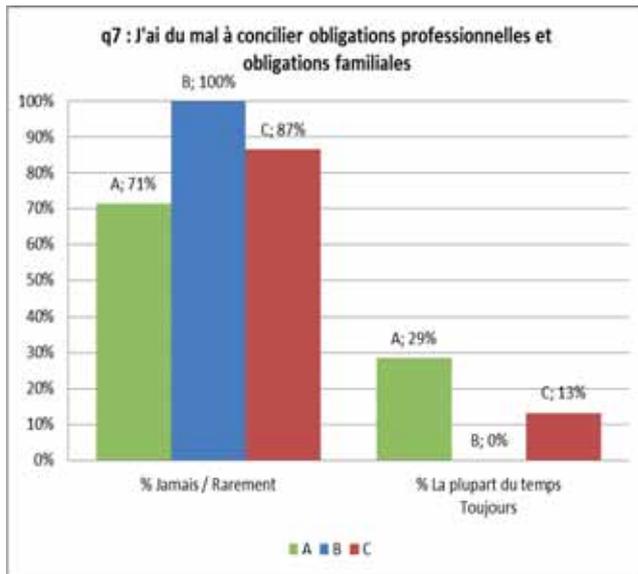


## EXIGENCES DU TRAVAIL

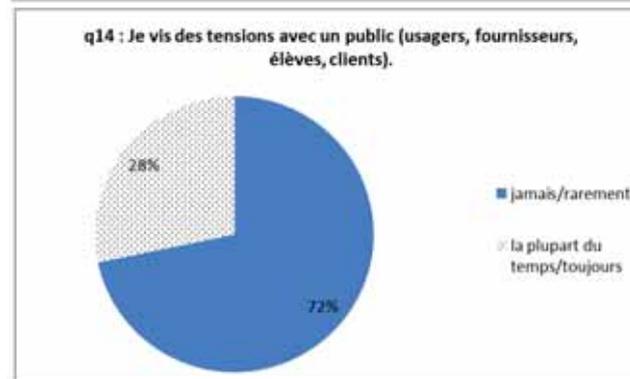
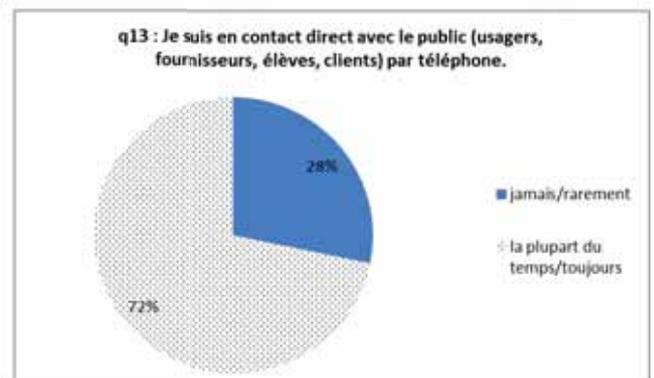
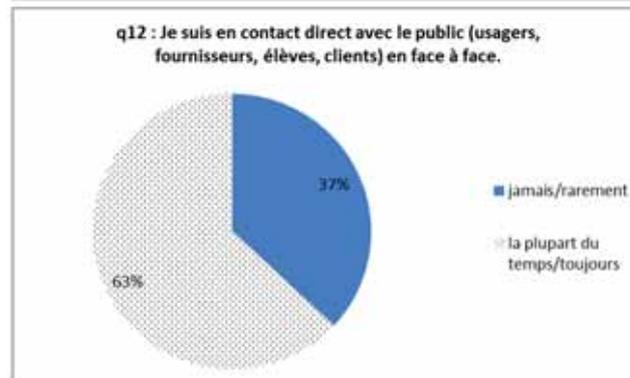
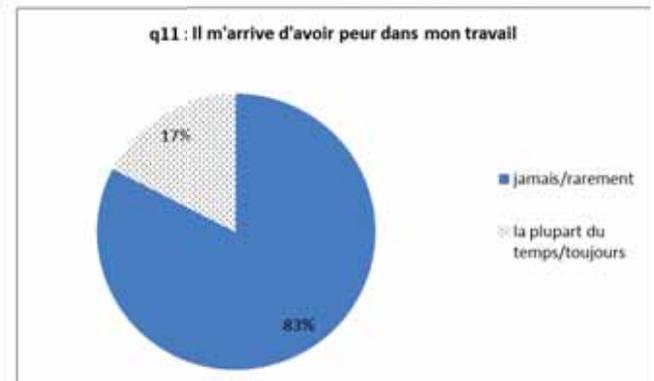
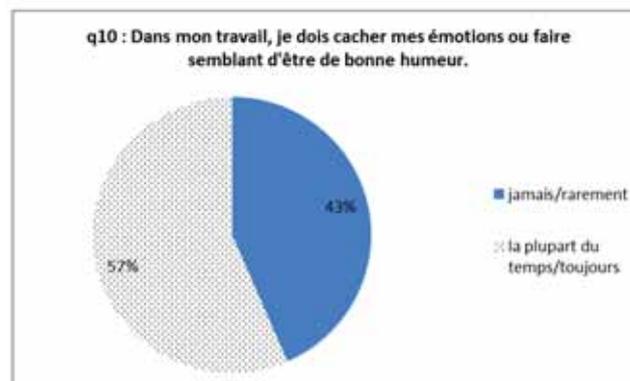
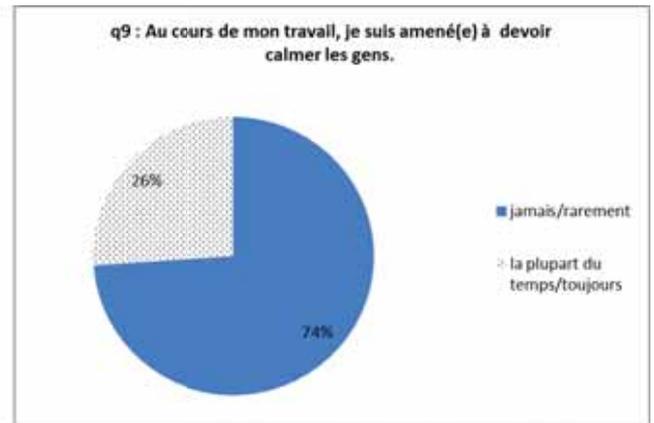


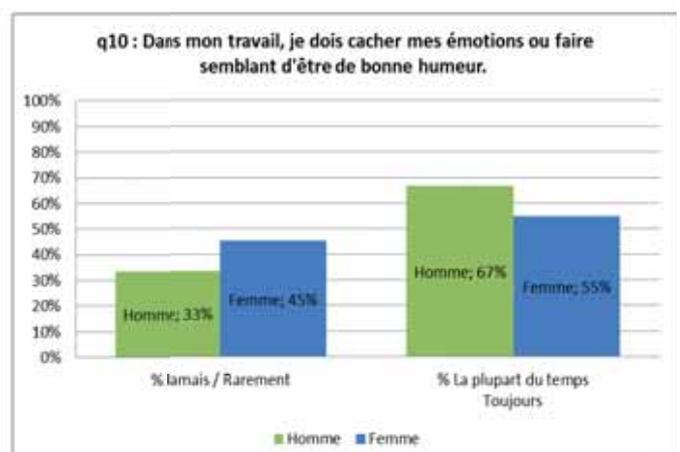
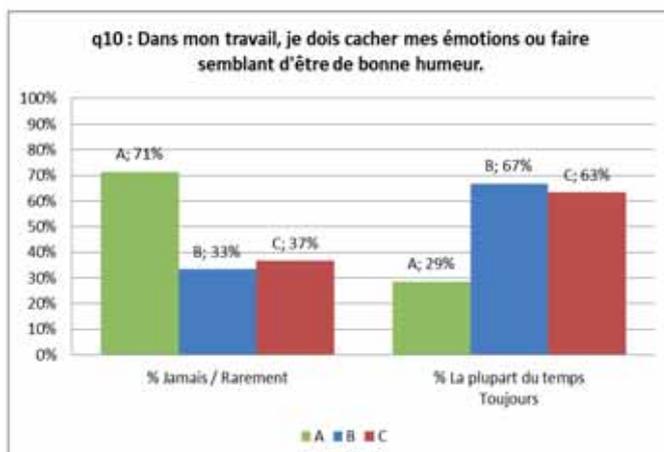
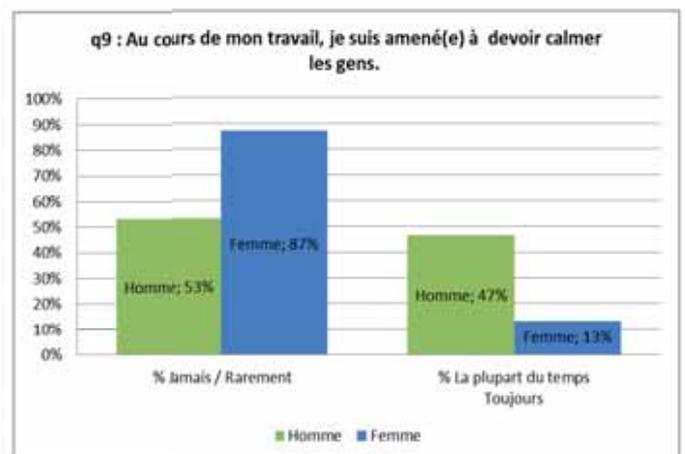
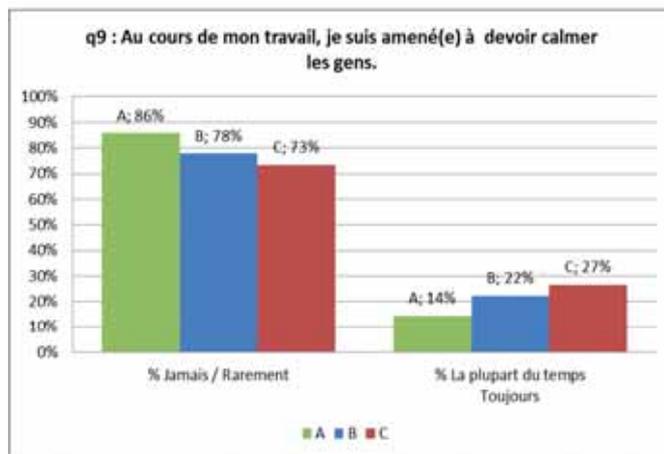
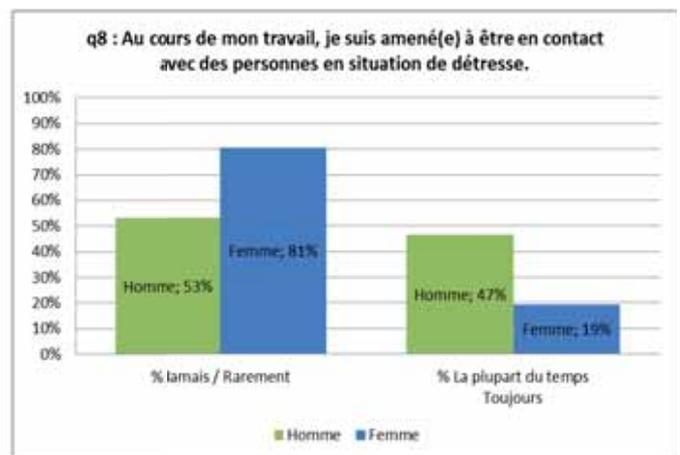
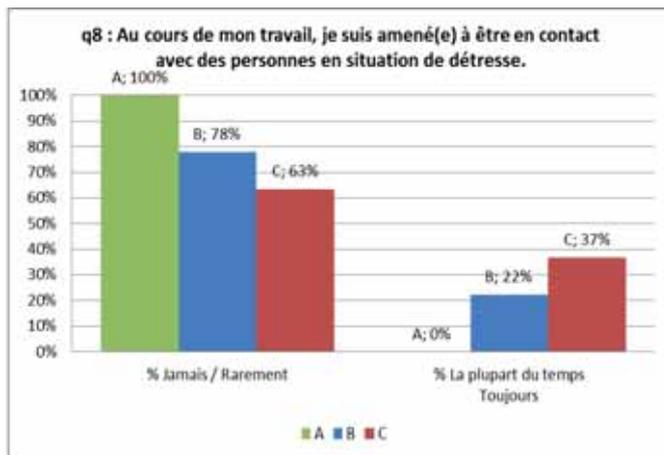


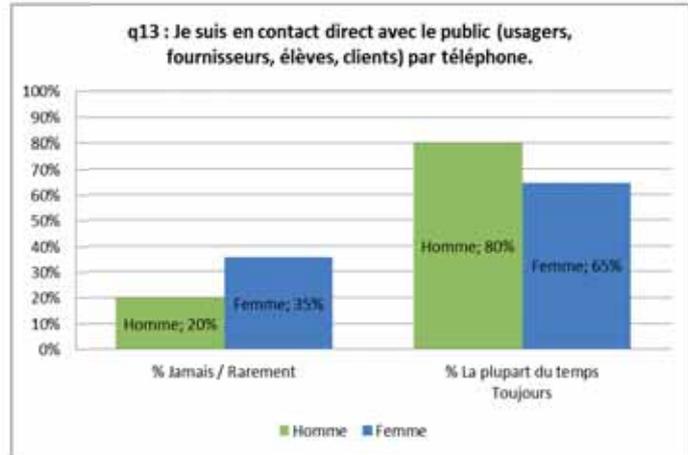
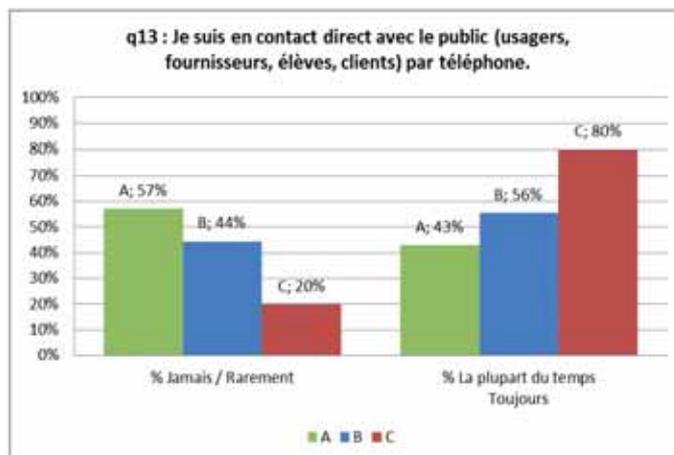
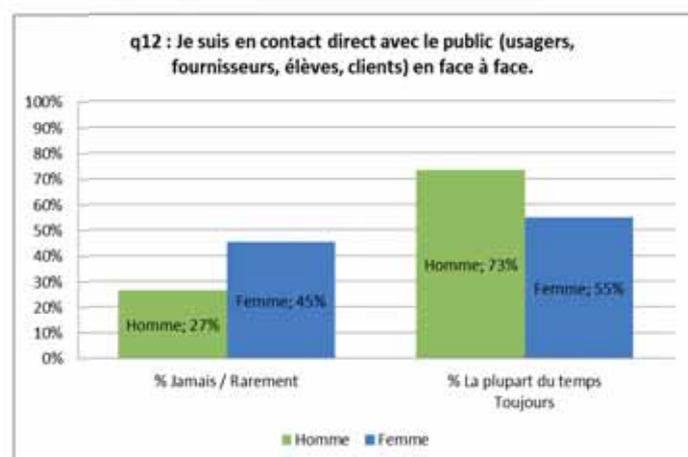
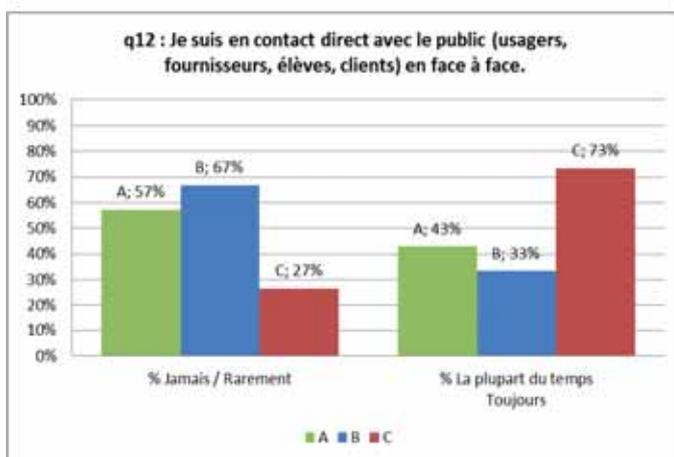
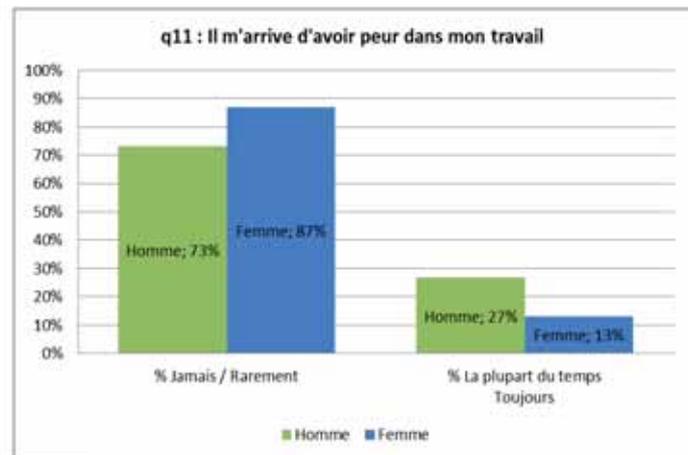
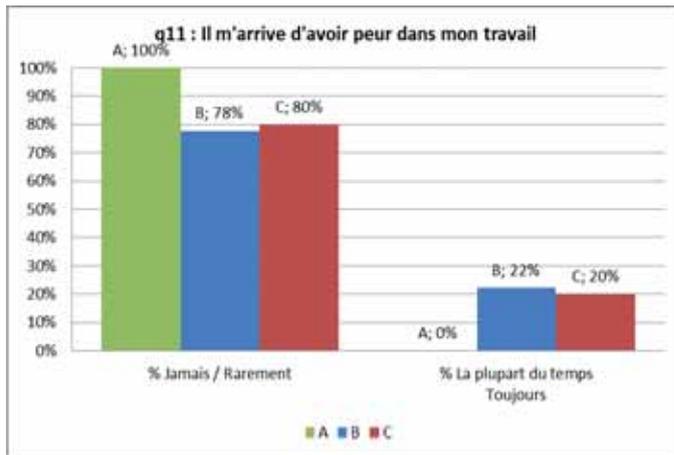


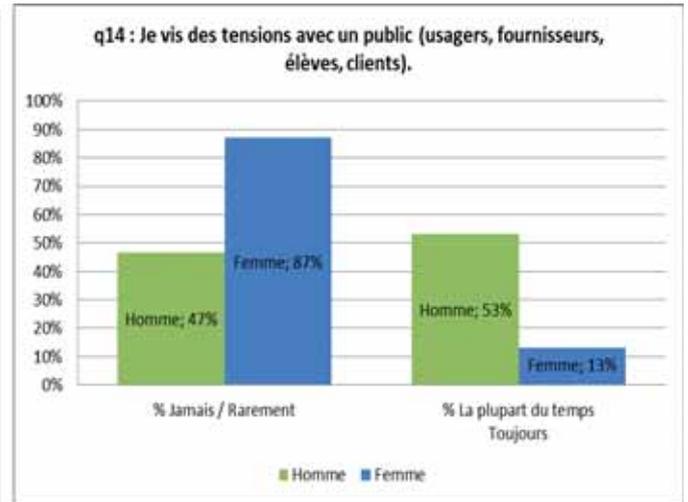
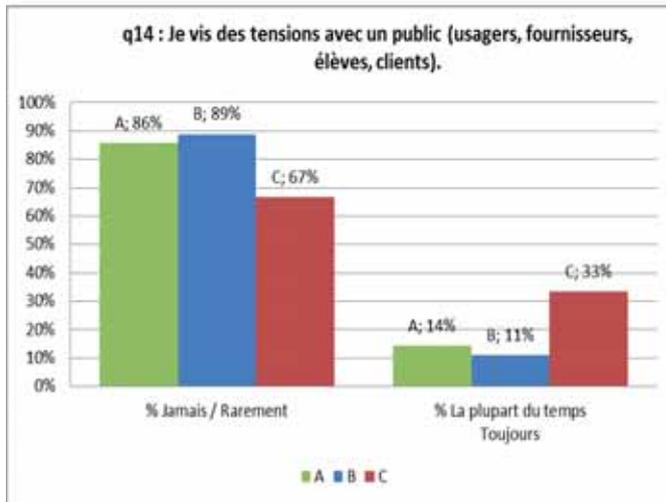


## EXIGENCES EMOTIONNELLES

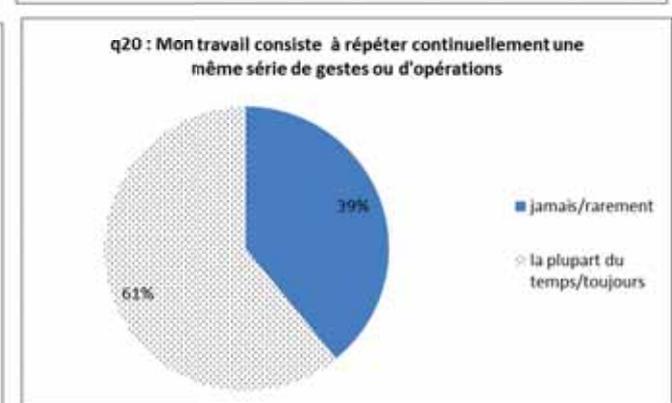
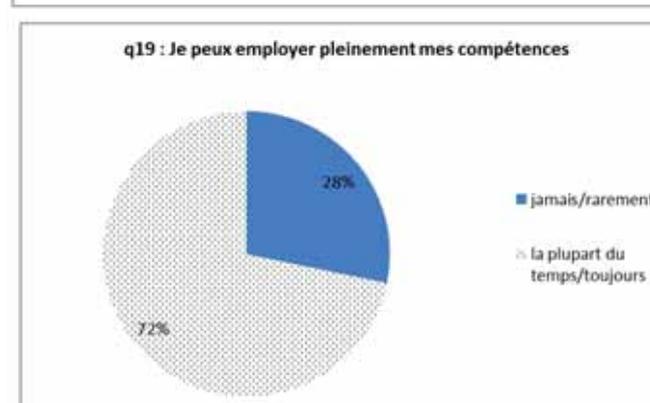
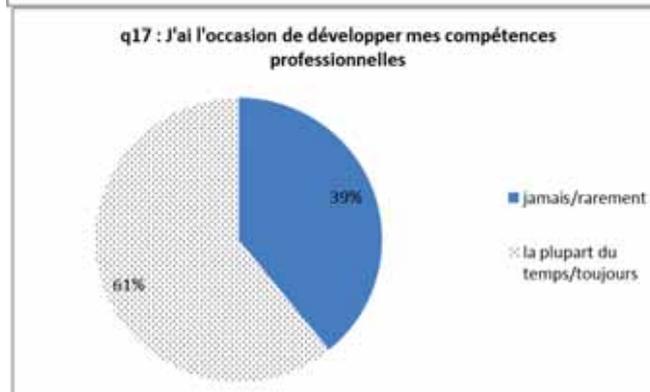
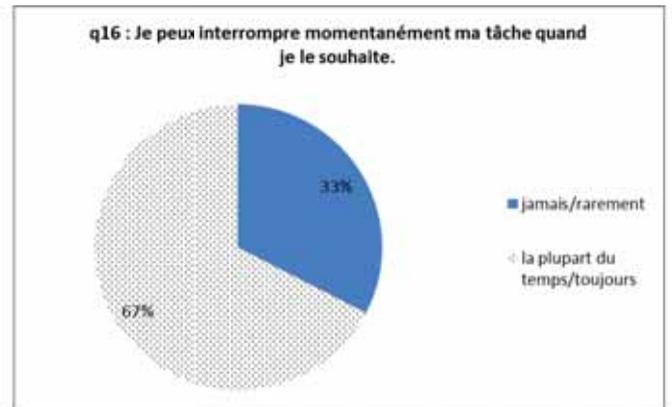


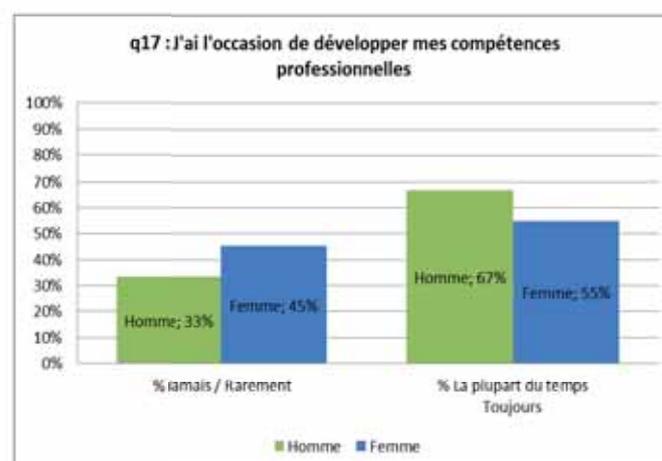
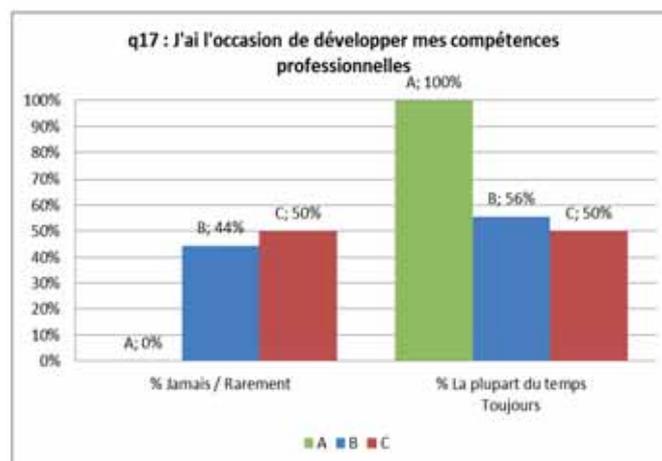
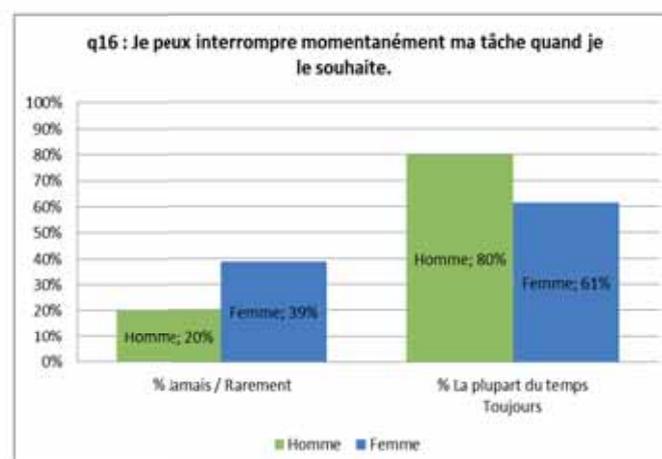
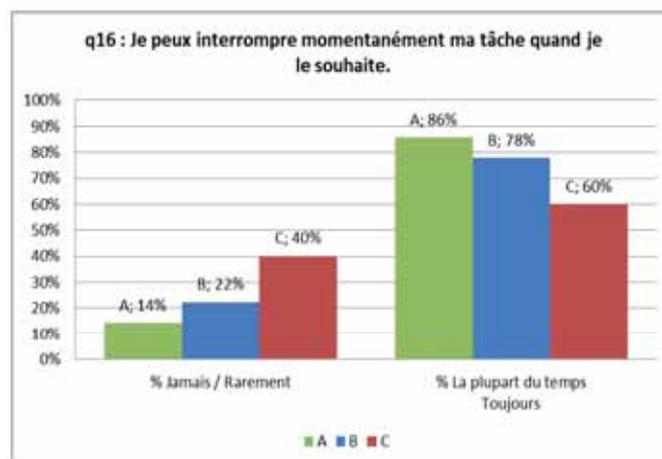
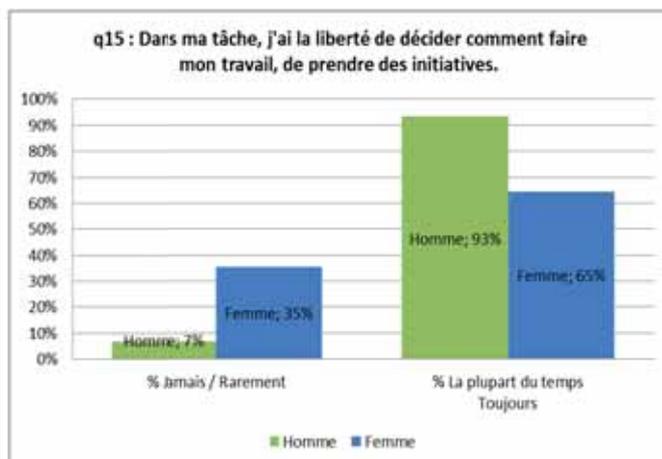
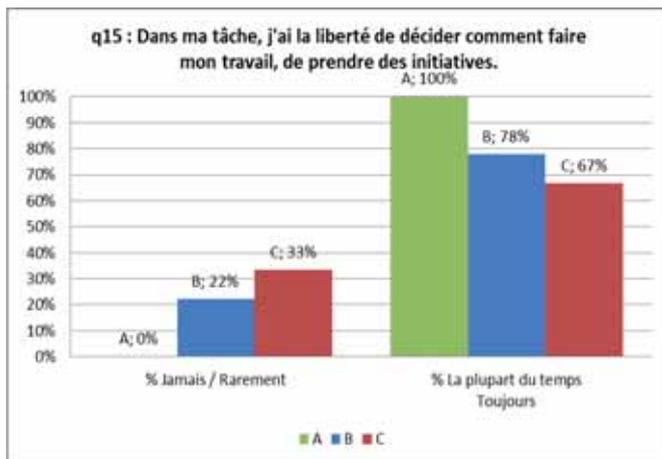


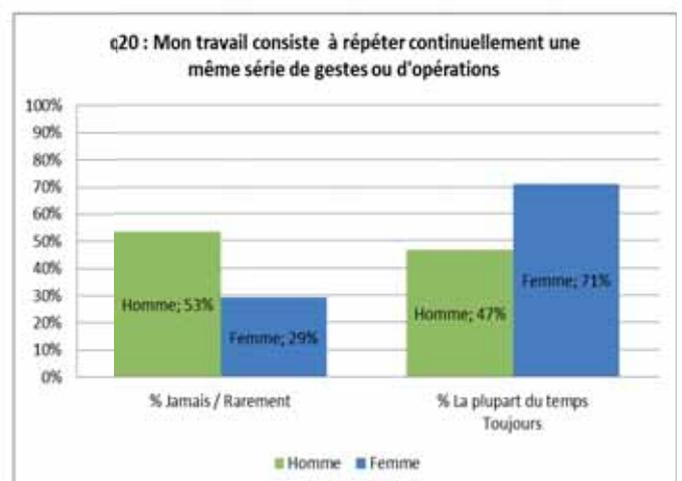
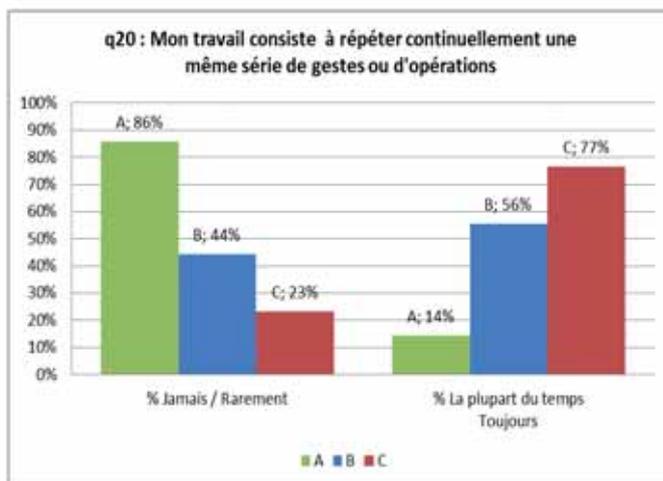
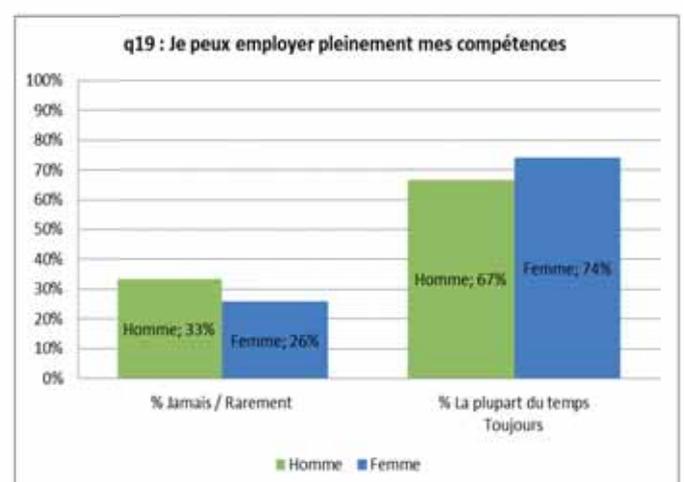
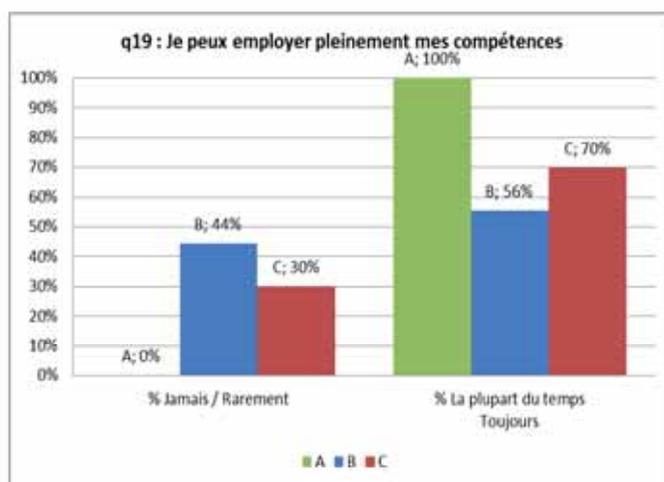
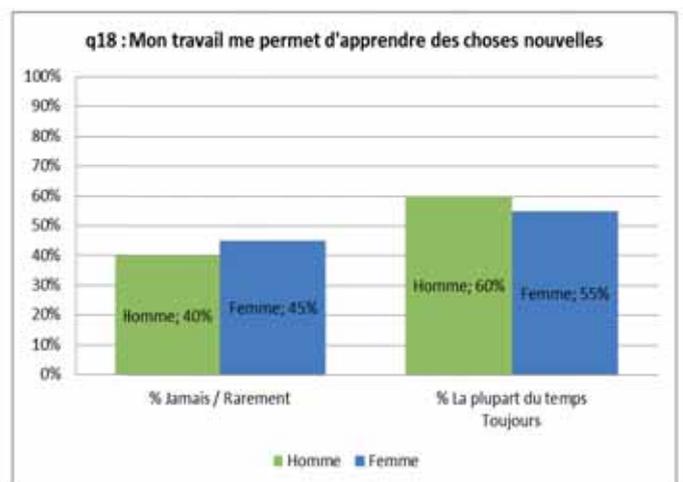
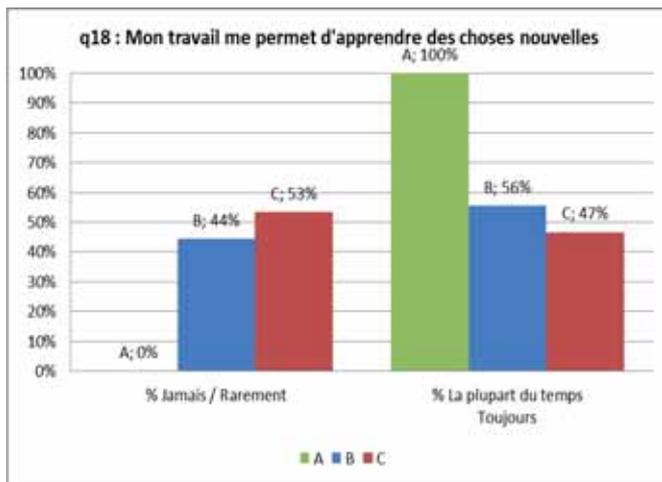




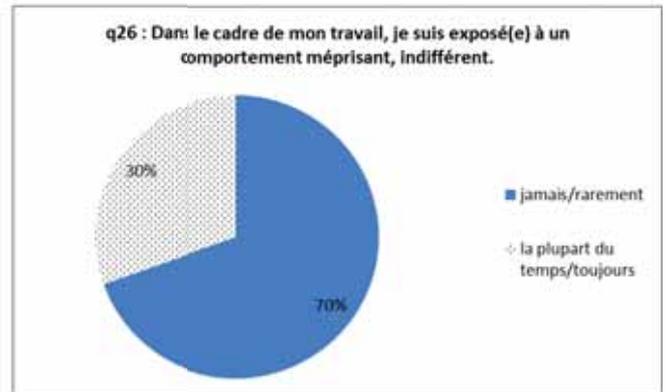
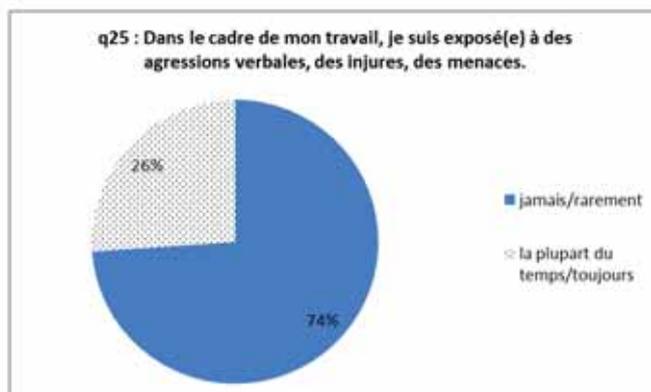
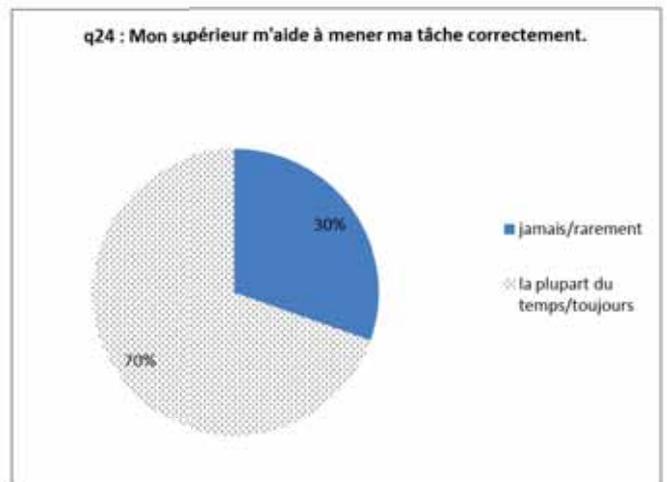
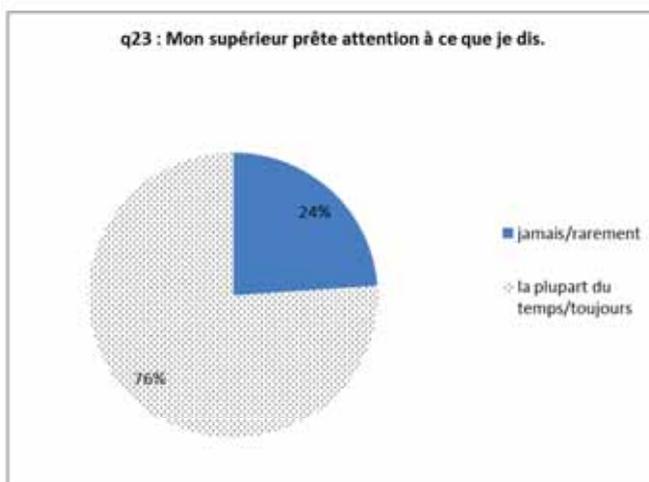
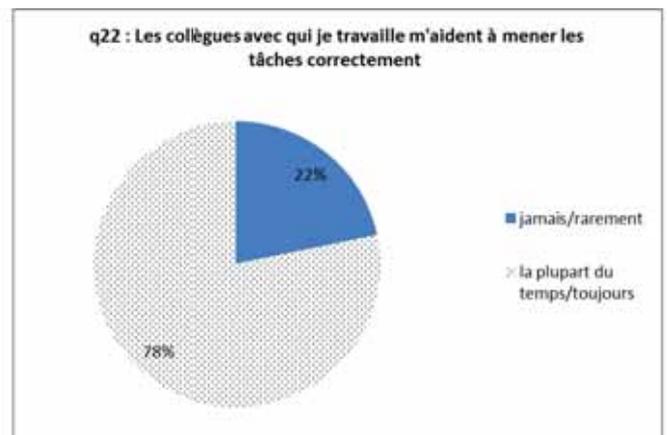
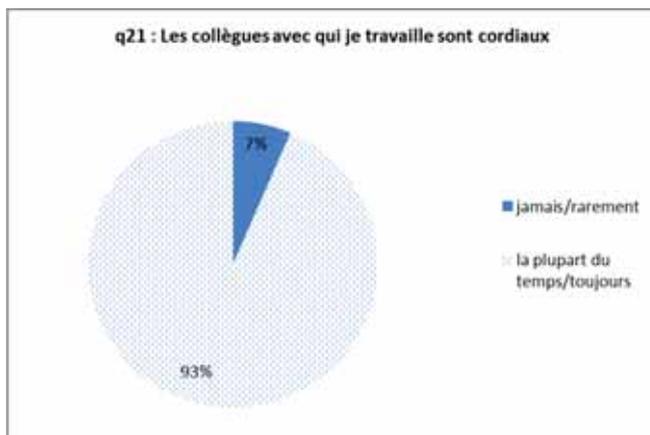
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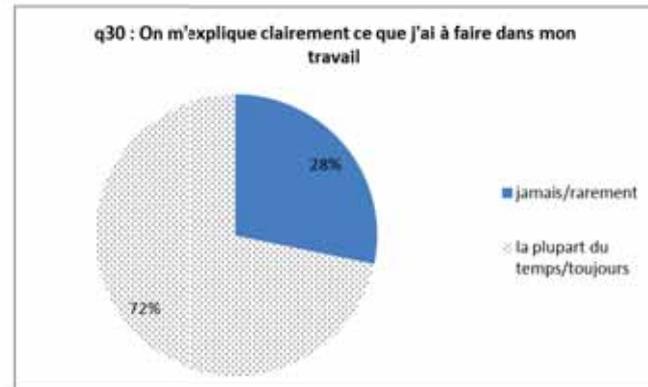
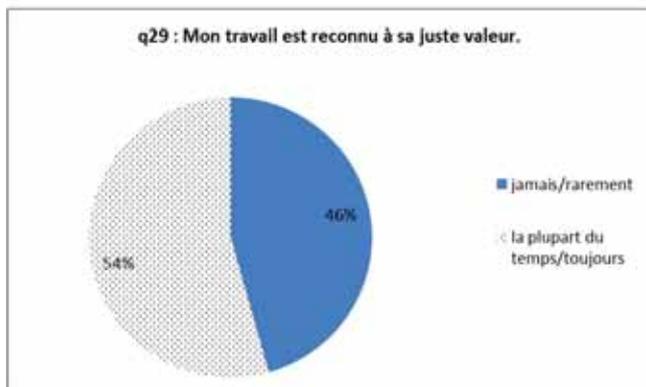
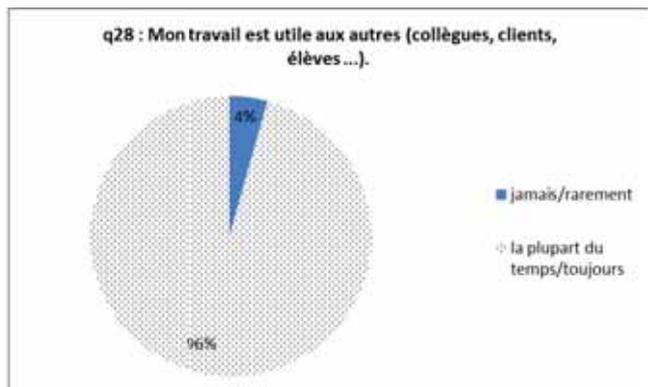
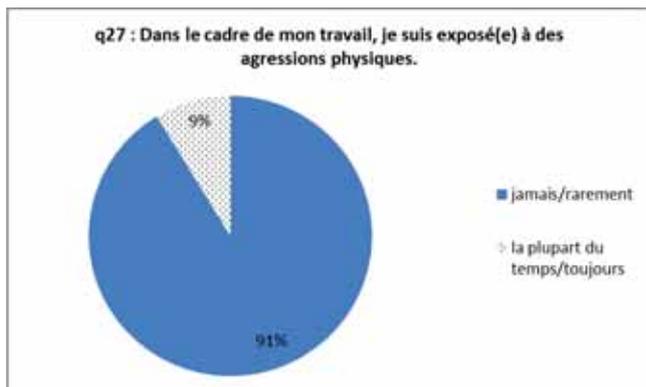


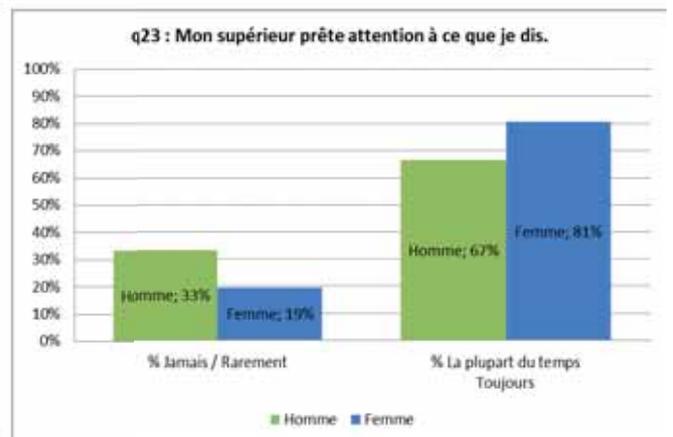
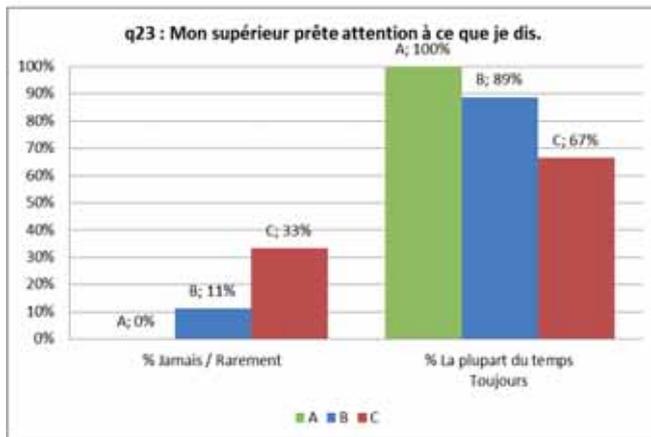
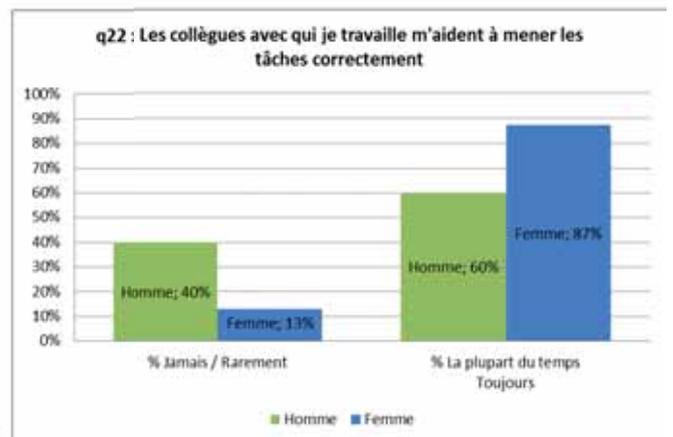
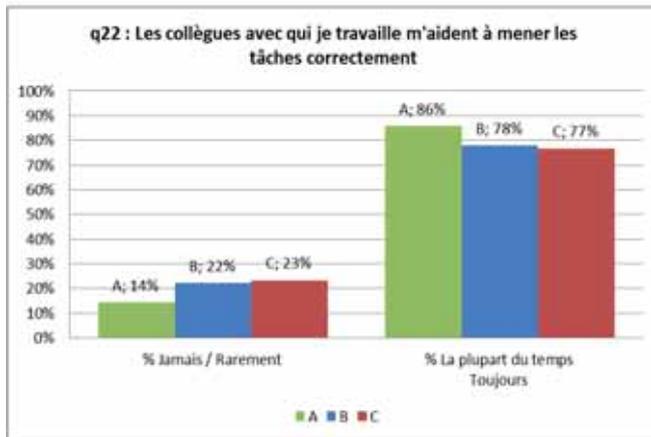
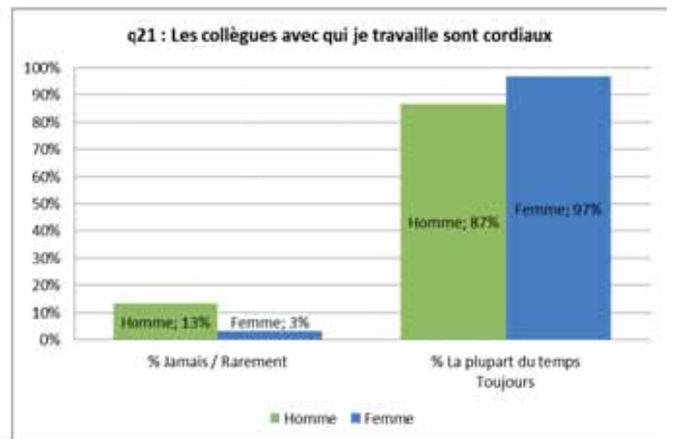
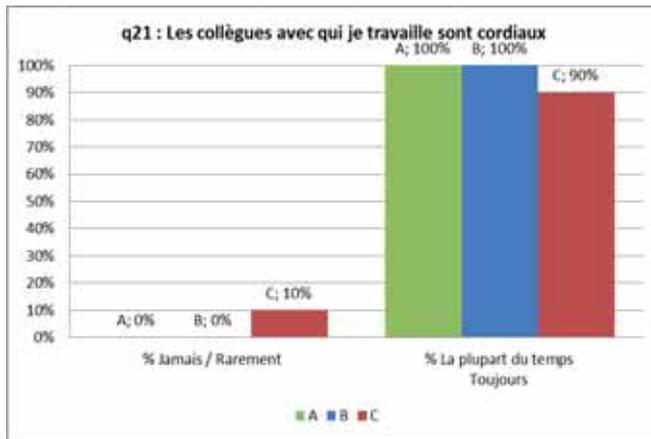


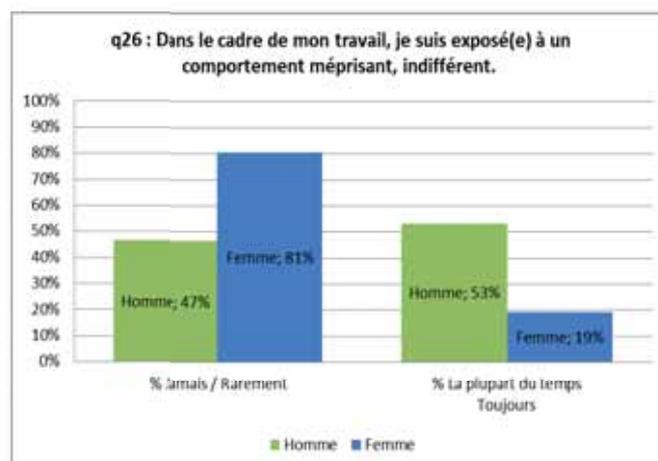
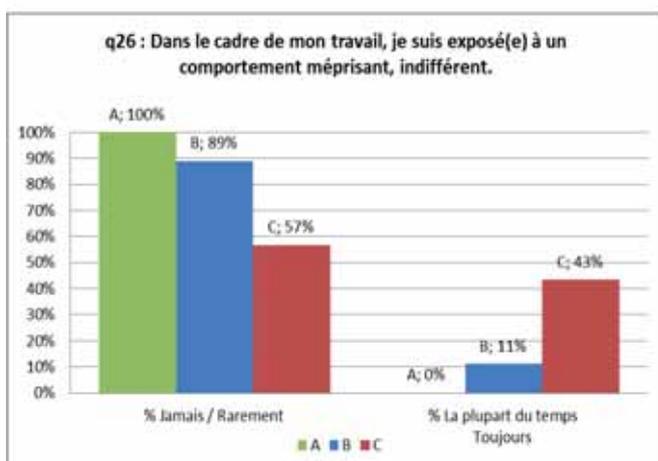
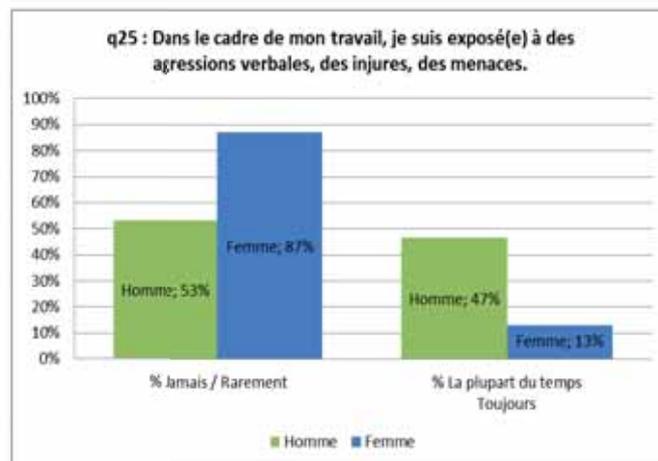
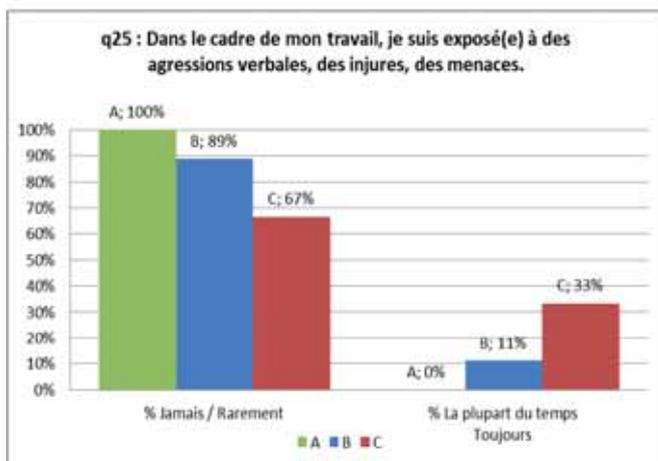
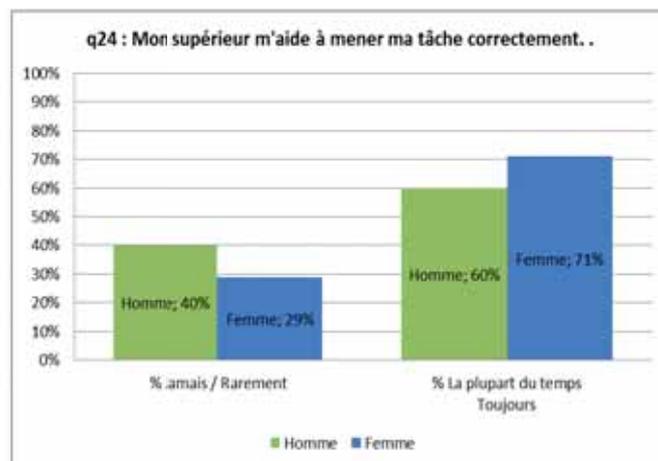
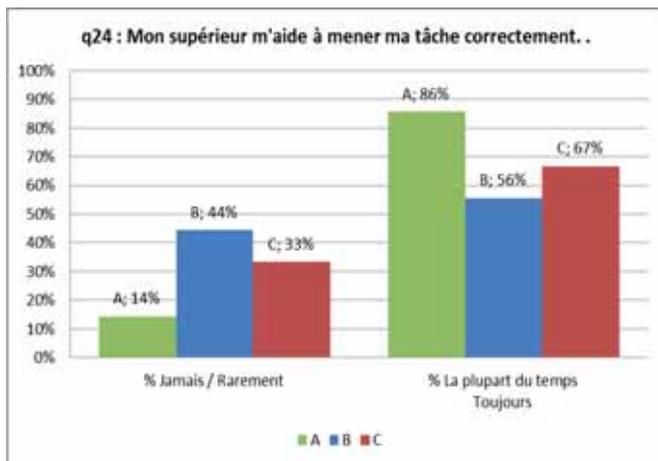


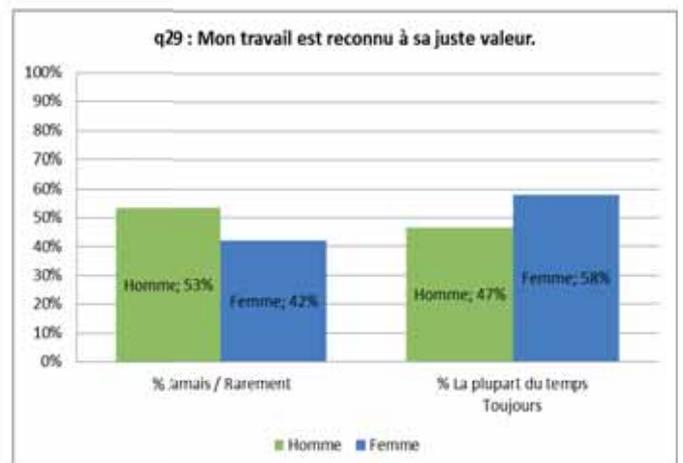
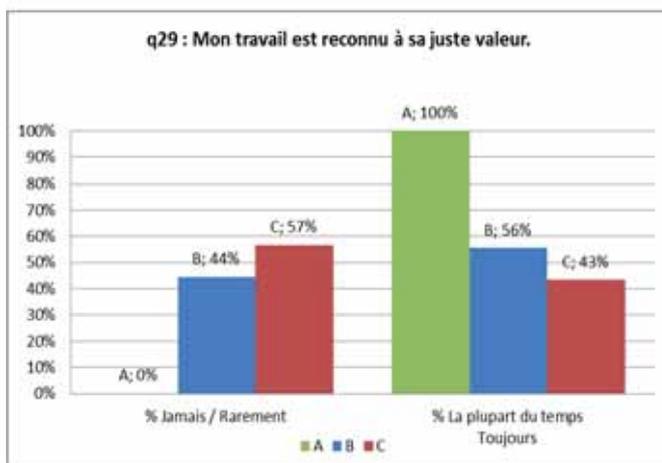
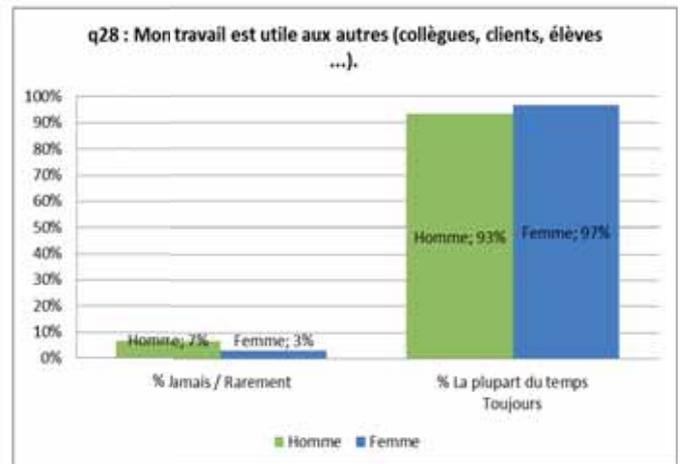
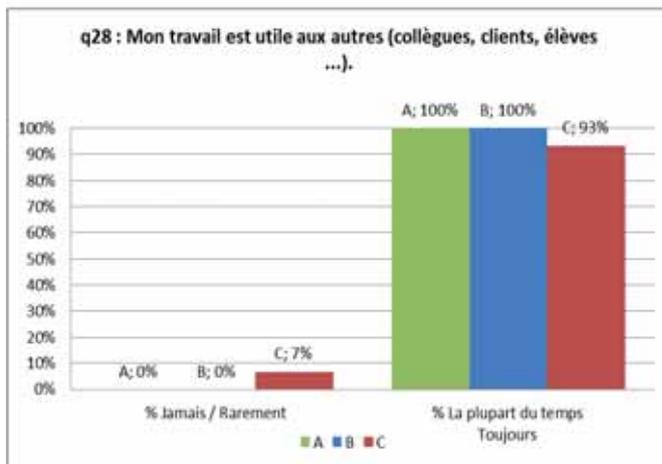
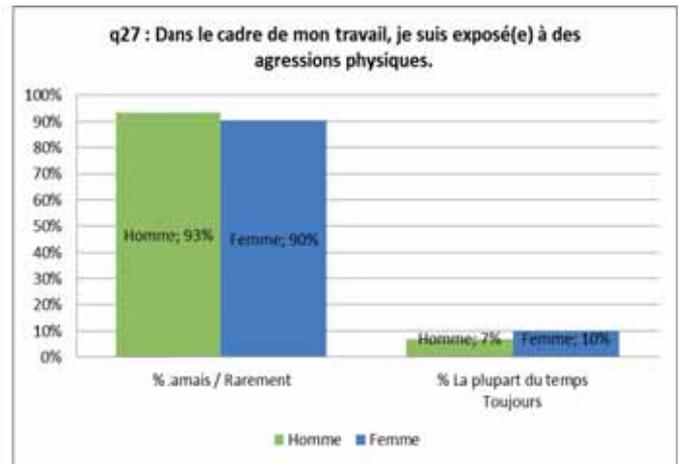
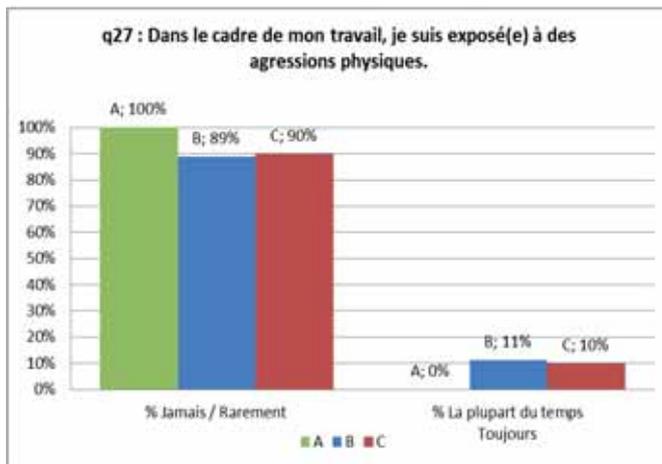
## RAPPORTS SOCIAUX, RELATIONS DE TRAVAIL

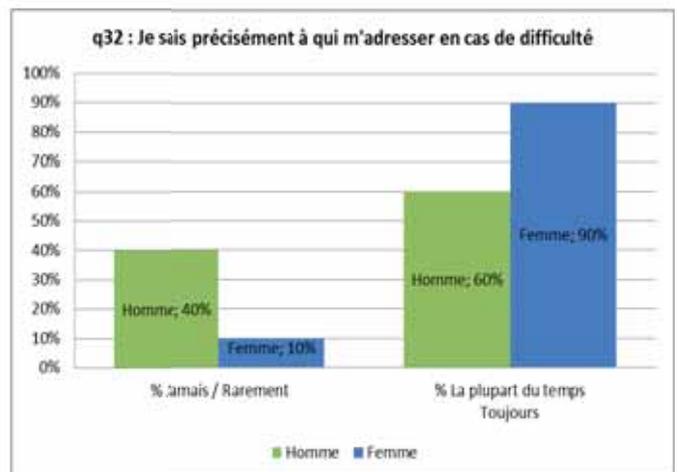
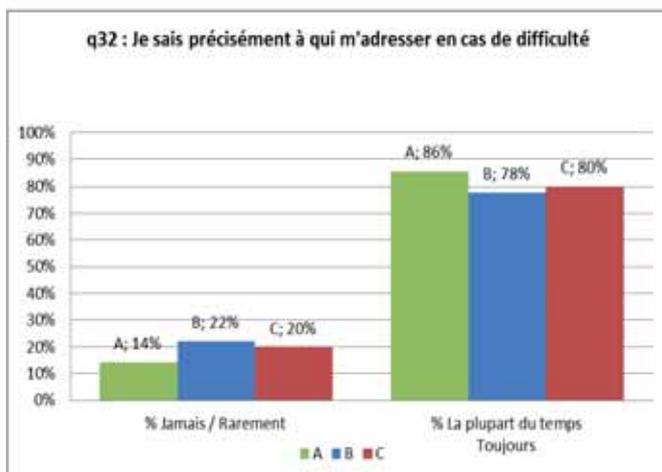
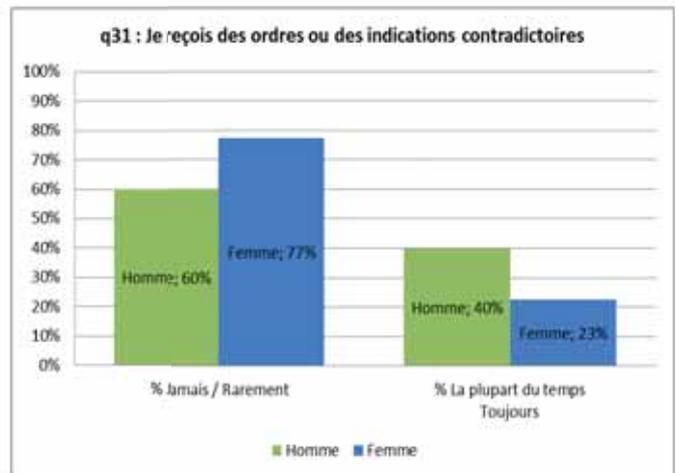
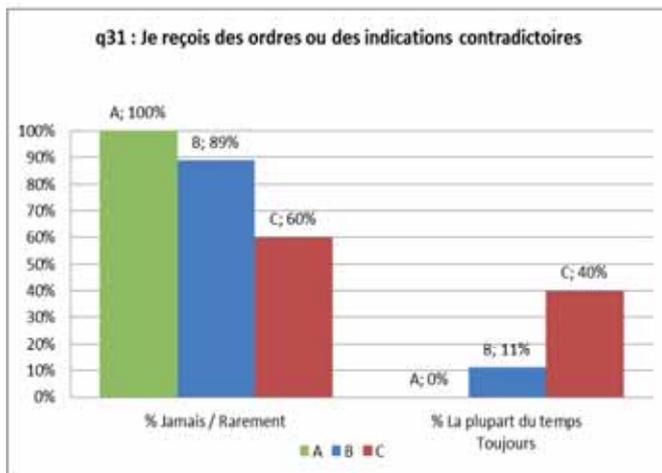
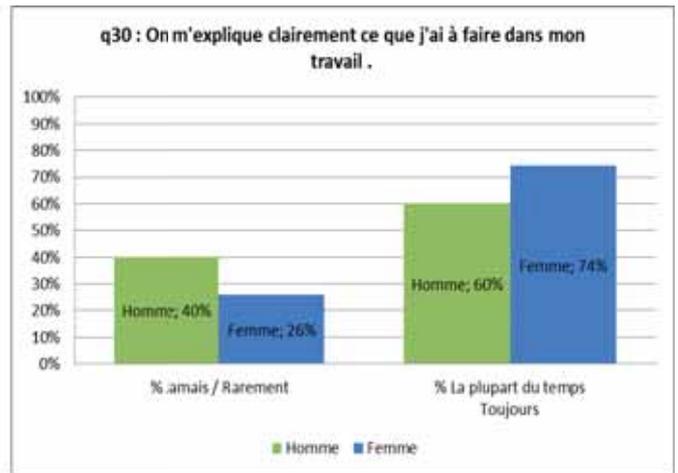
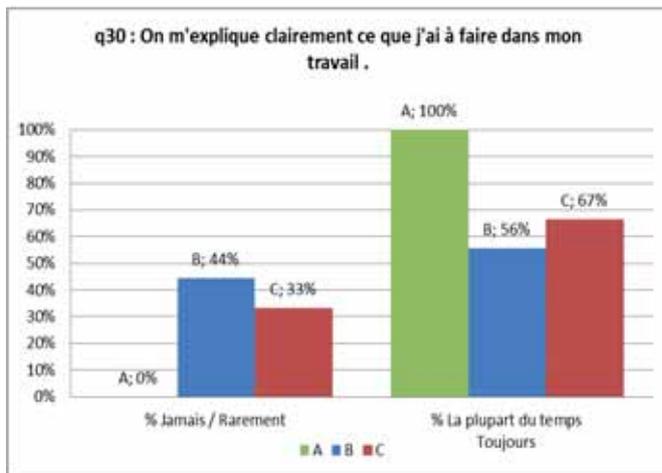




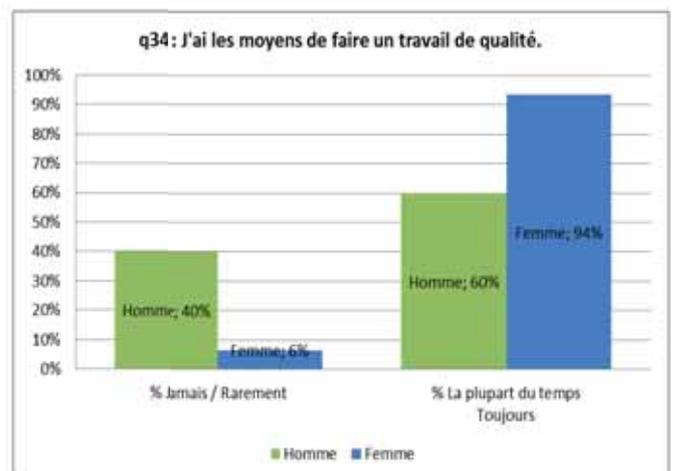
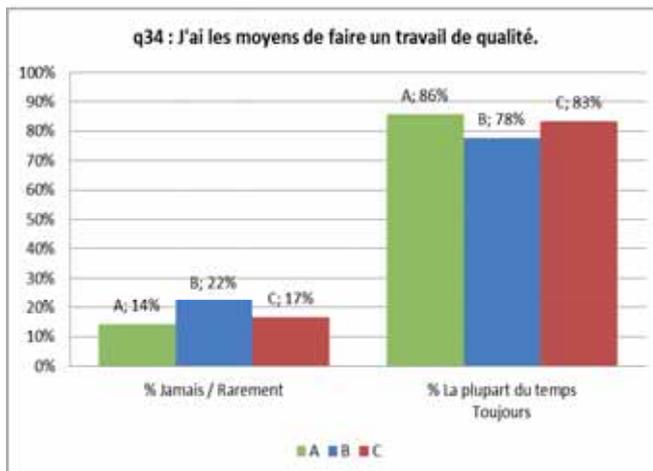
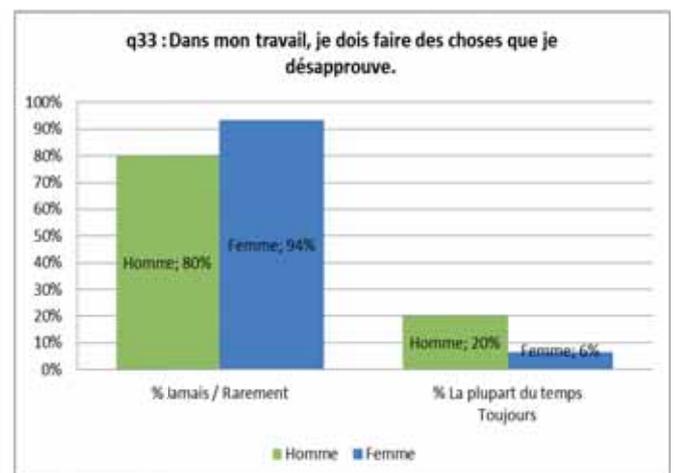
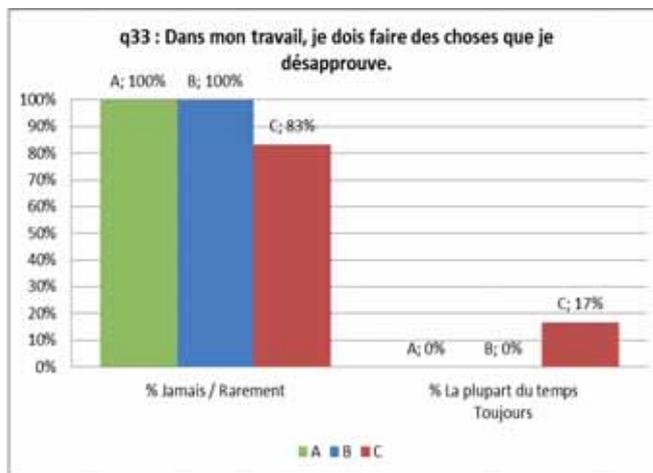
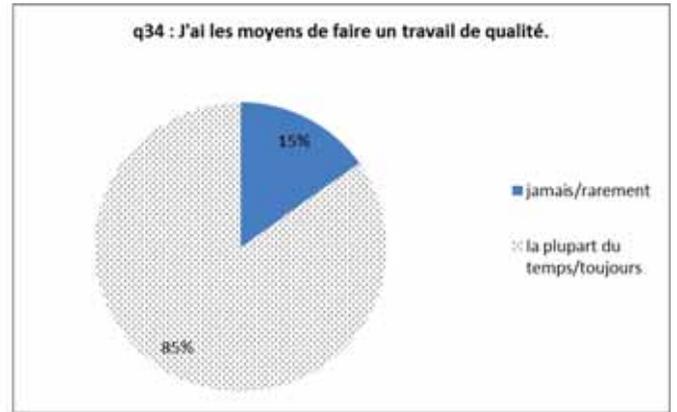
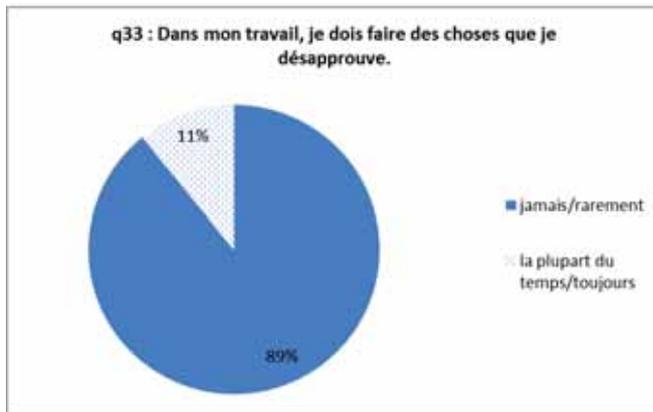




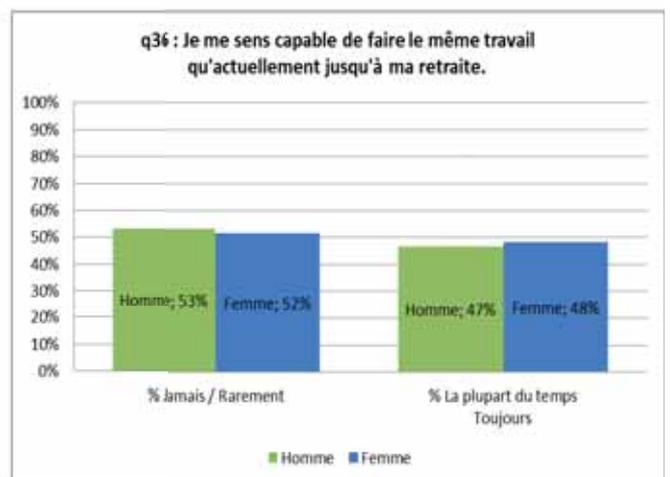
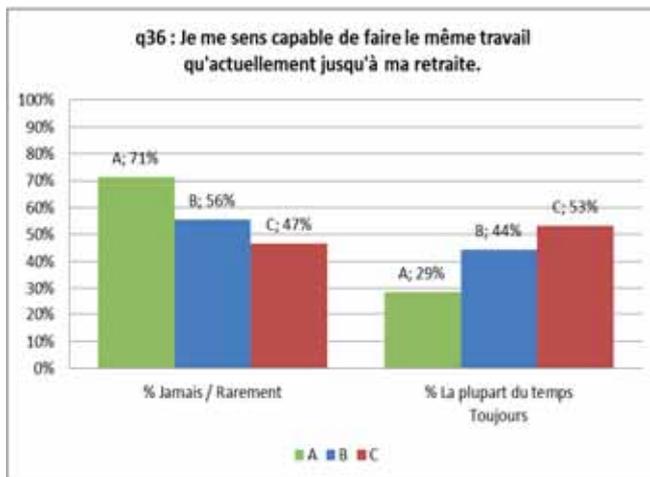
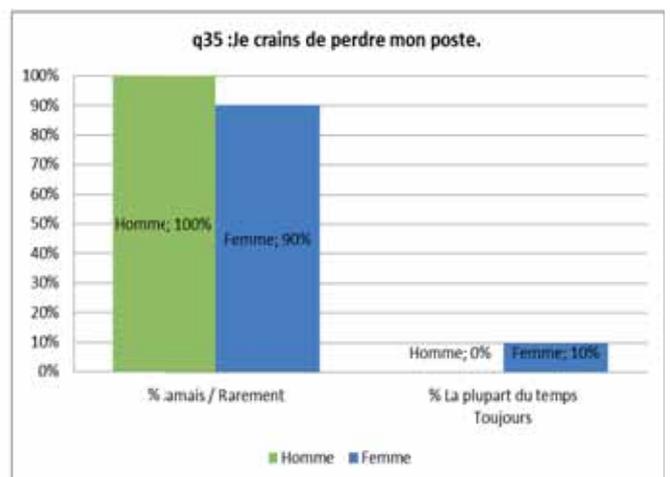
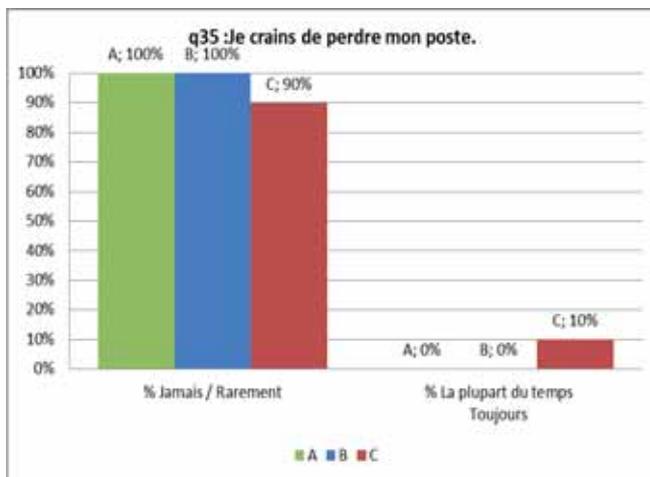
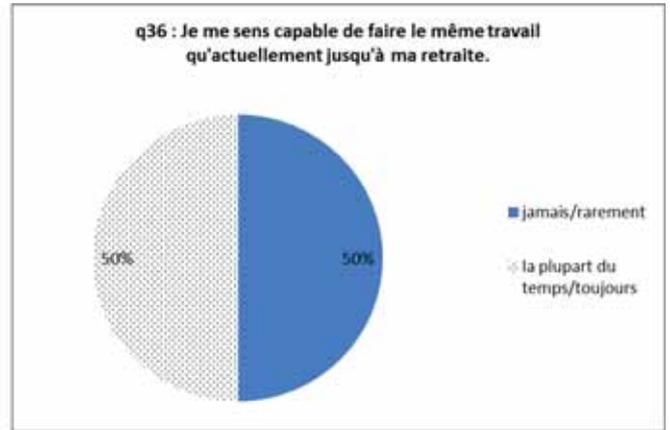
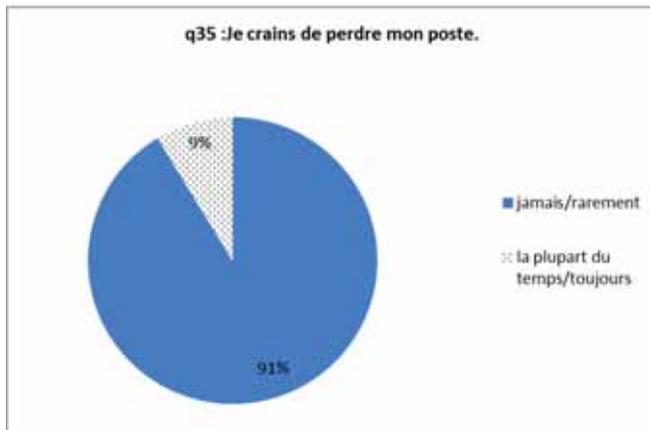




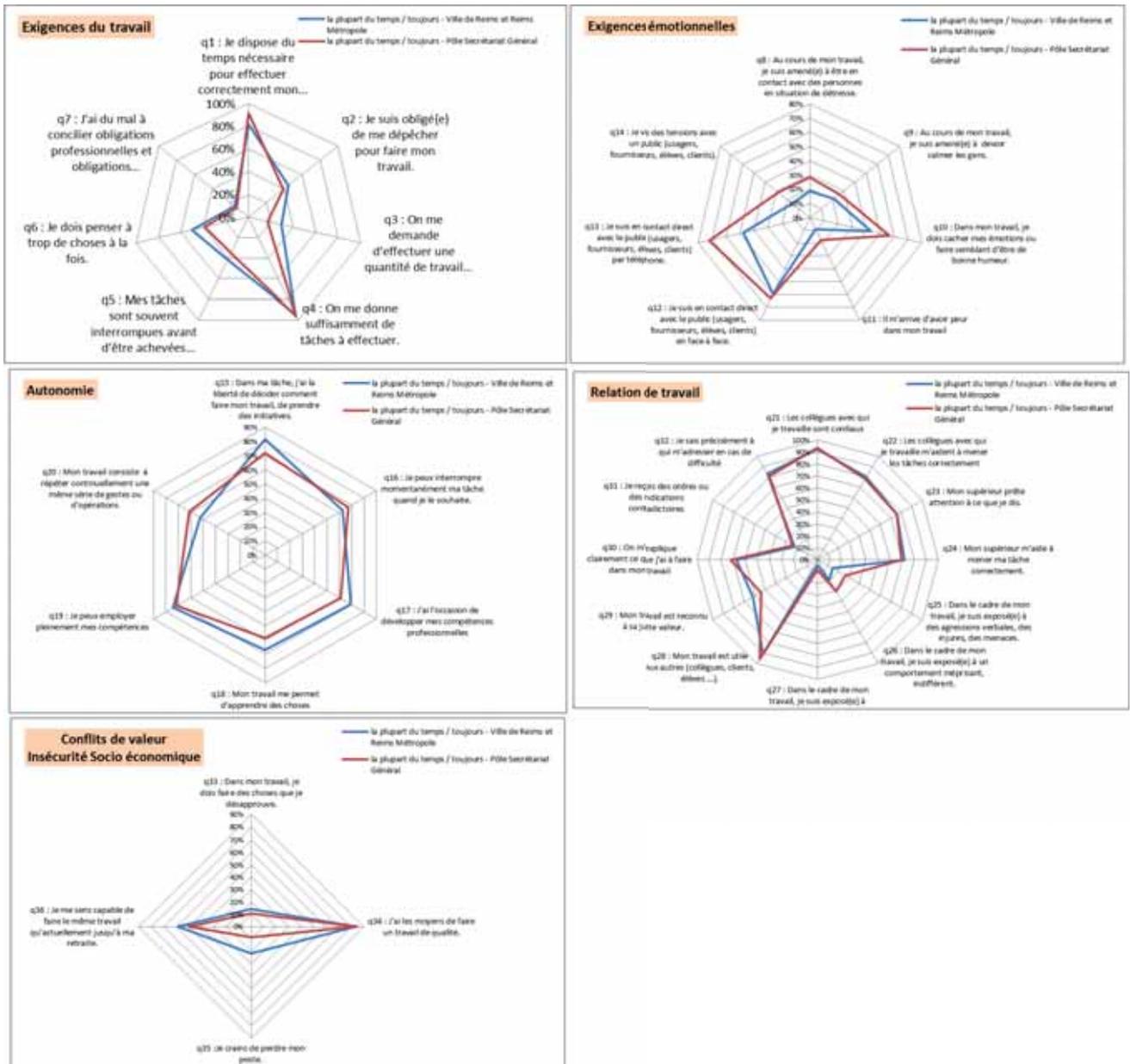
## CONFLITS DE VALEURS



## INSECURITE SOCIO-ECONOMIQUE



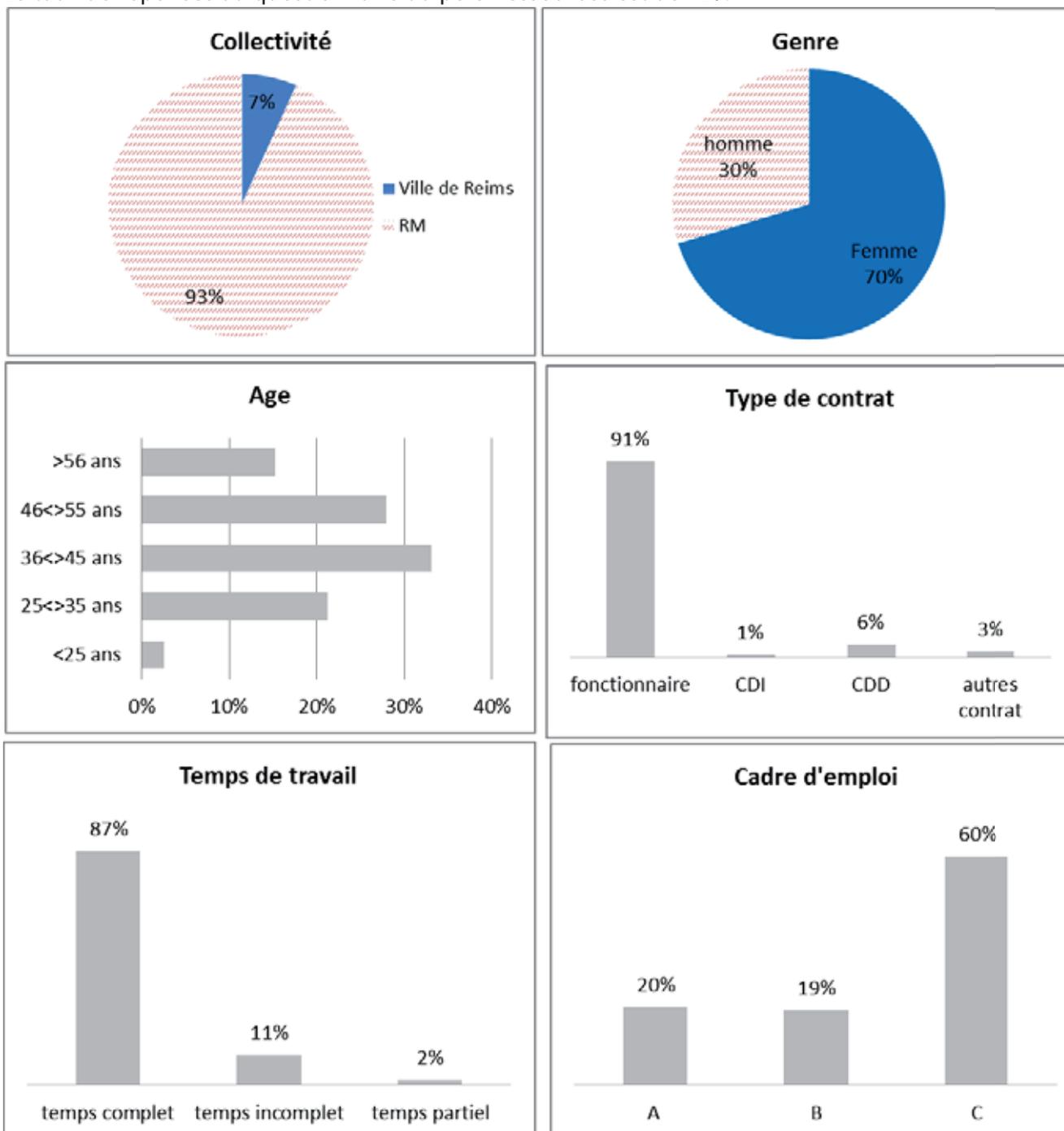
# COMPARAISON RESULTATS POLE SECRETARIAT GENERAL / 2 COLLECTIVITES



# RESULTATS QUESTIONNAIRE RPS 2014

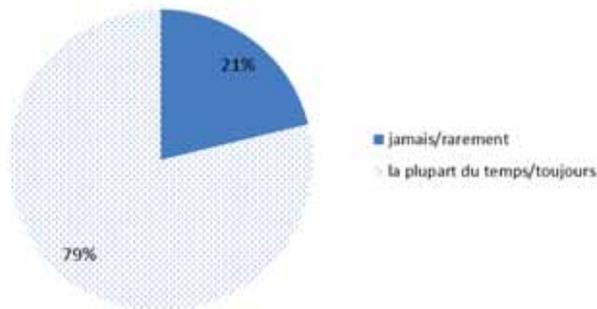
## POLE RESSOURCES

Le taux de réponses au questionnaire du pôle Ressources est de 41%.

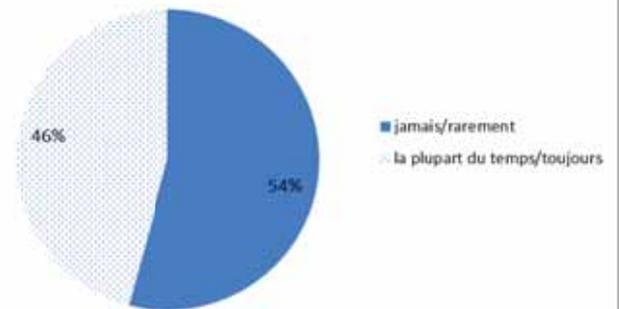


## EXIGENCES DU TRAVAIL

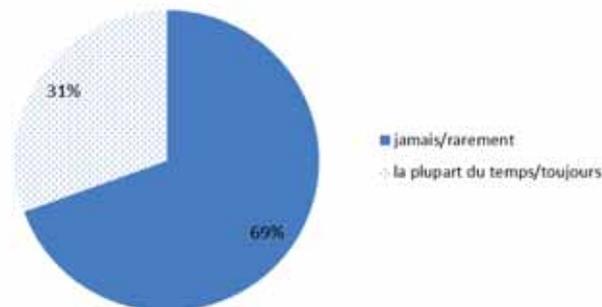
q1 : Je dispose du temps nécessaire pour effectuer correctement mon travail



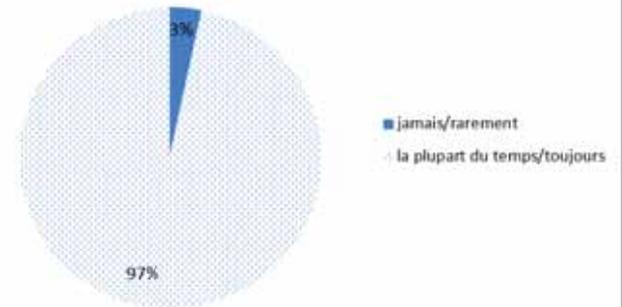
q2 : Je suis obligé(e) de me dépêcher pour faire mon travail.



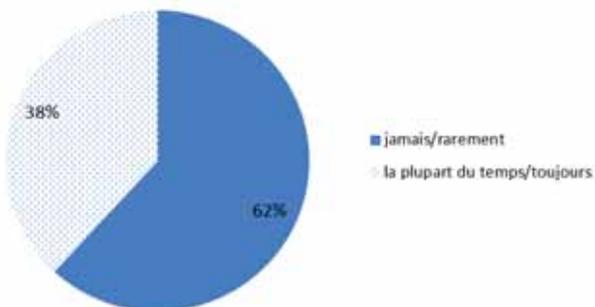
q3 : On me demande d'effectuer une quantité de travail excessive



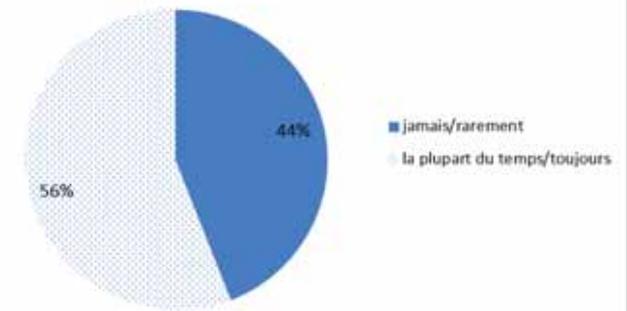
q4 : On me donne suffisamment de tâches à effectuer...



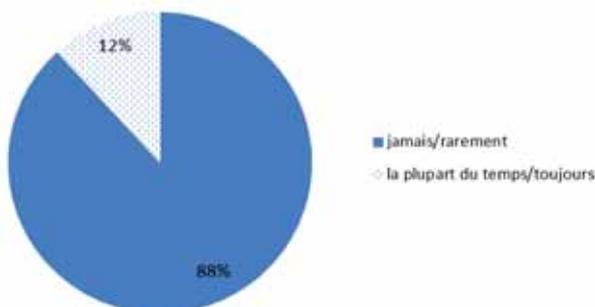
q5 : Mes tâches sont souvent interrompues avant d'être achevées par une autre tâche non prévue et cela me dérange

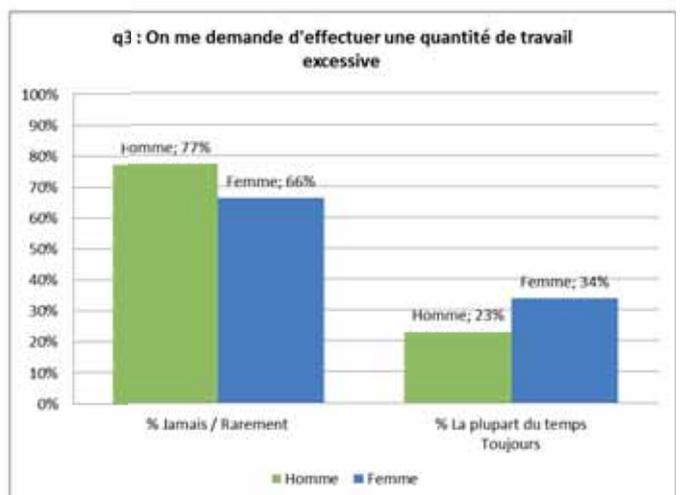
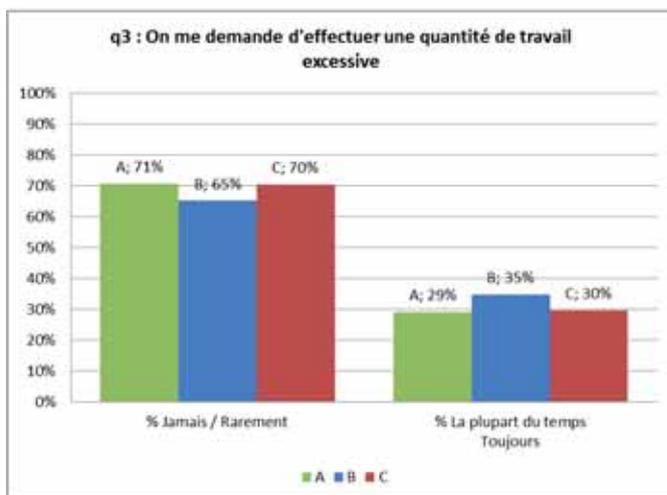
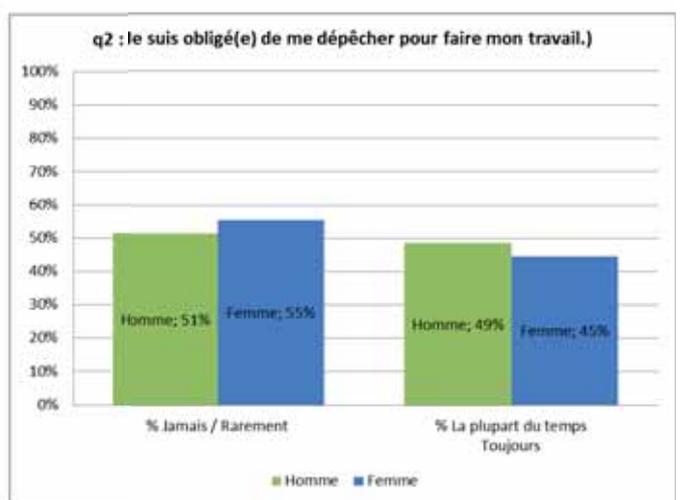
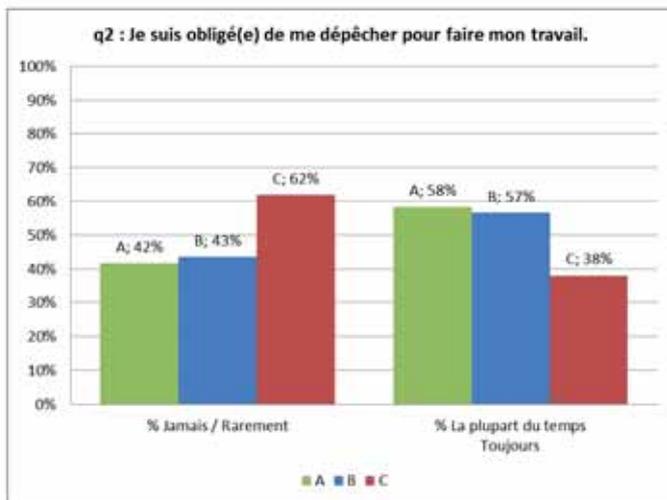
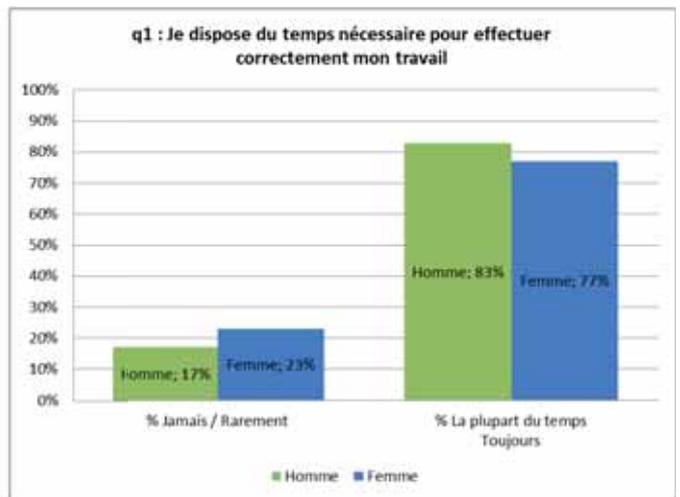
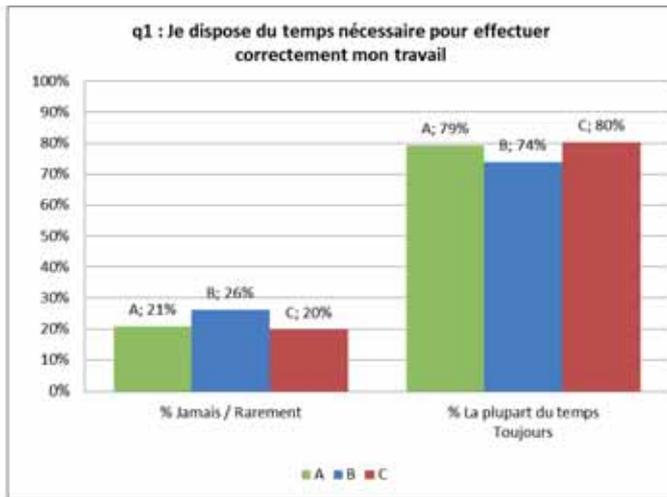


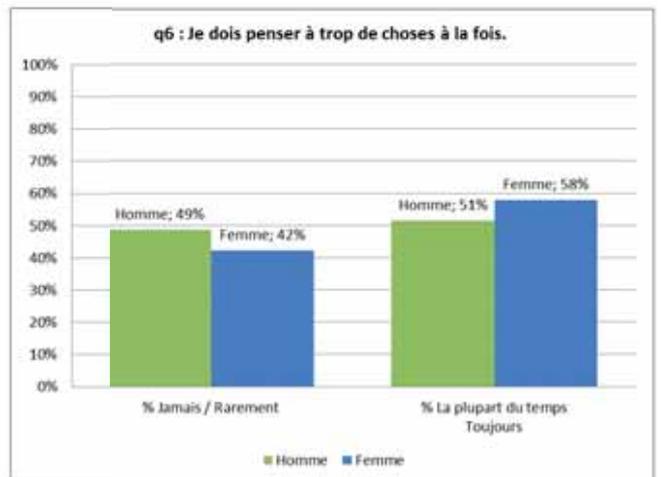
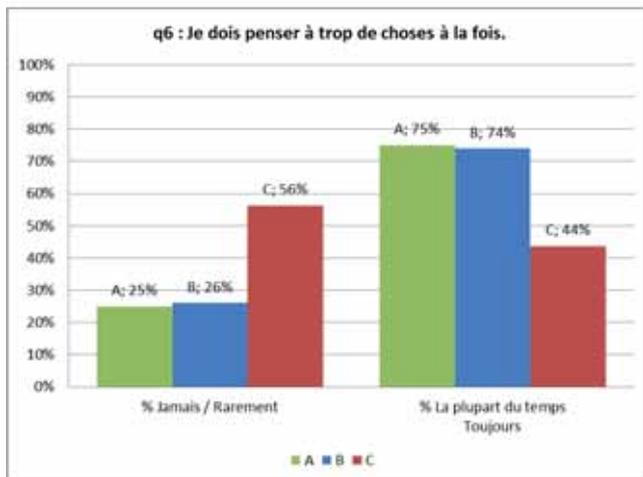
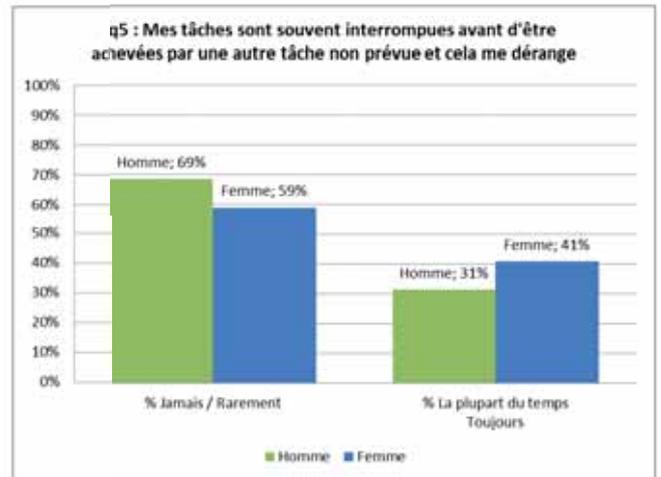
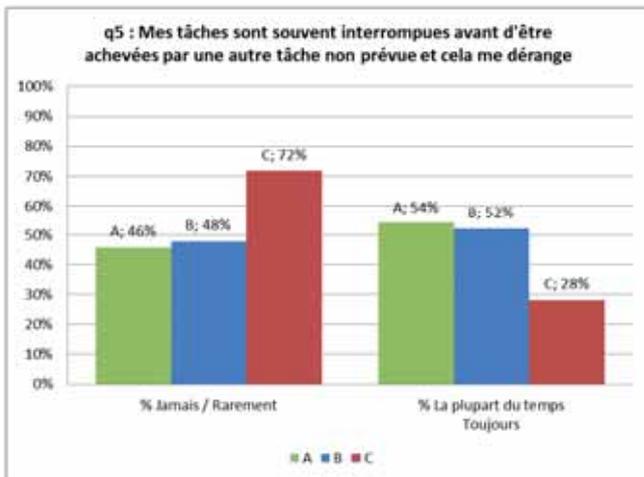
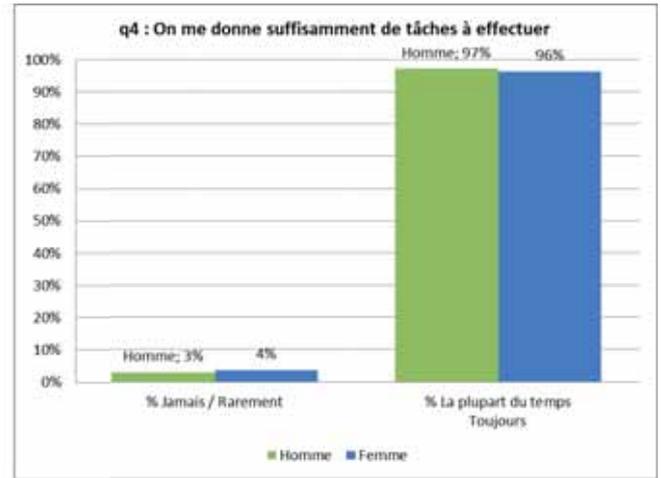
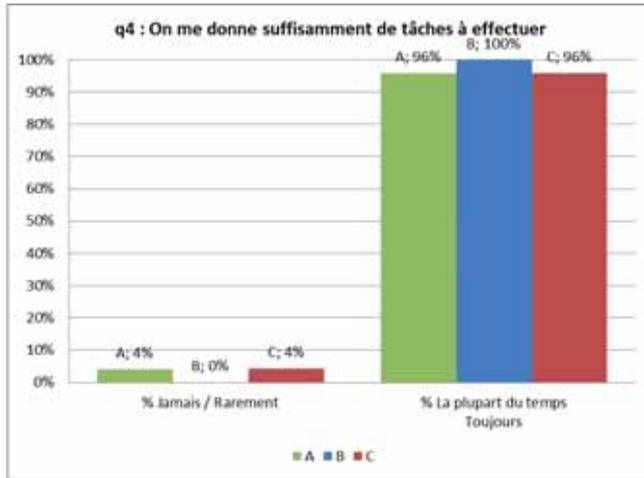
q6 : Je dois penser à trop de choses à la fois.

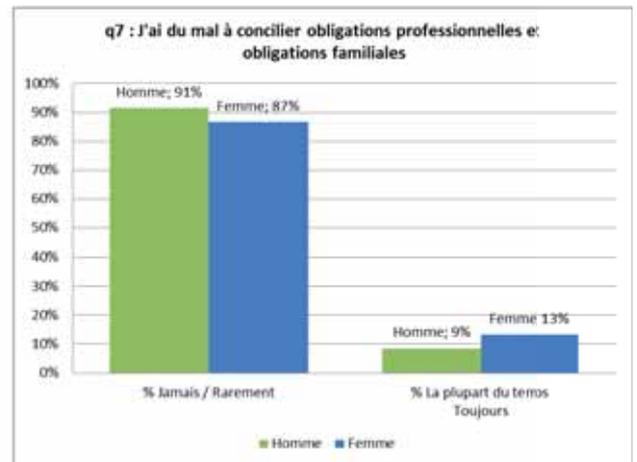
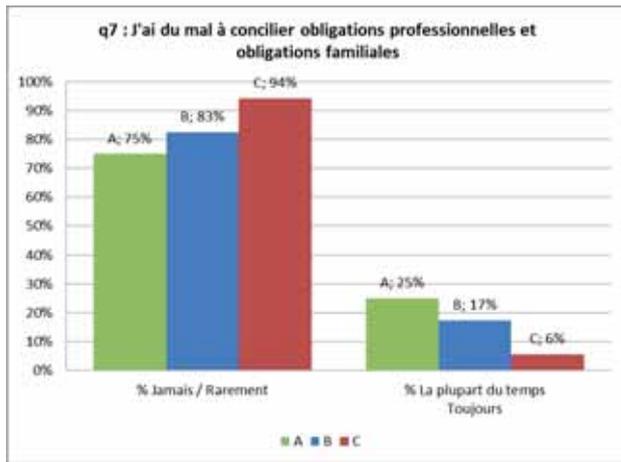


q7 : J'ai du mal à concilier obligations professionnelles et obligations familiales









## EXIGENCES EMOTIONNELLES

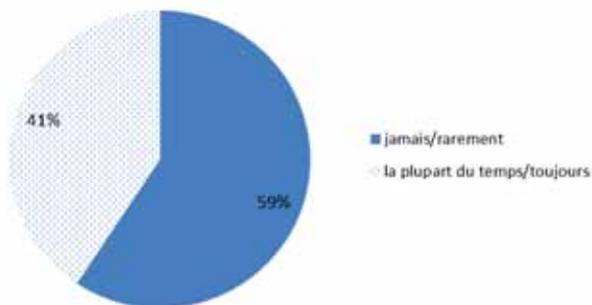
q8 : Au cours de mon travail, je suis amené(e) à être en contact avec des personnes en situation de détresse.



q9 : Au cours de mon travail, je suis amené(e) à devoir calmer les gens.



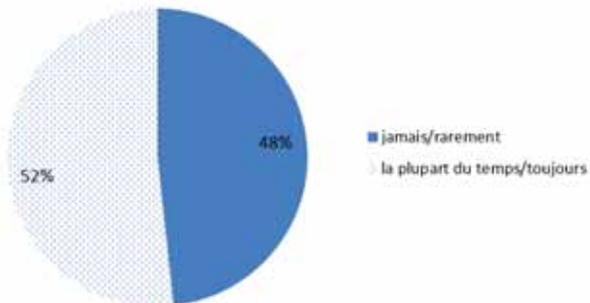
q10 : Dans mon travail, je dois cacher mes émotions ou faire semblant d'être de bonne humeur.



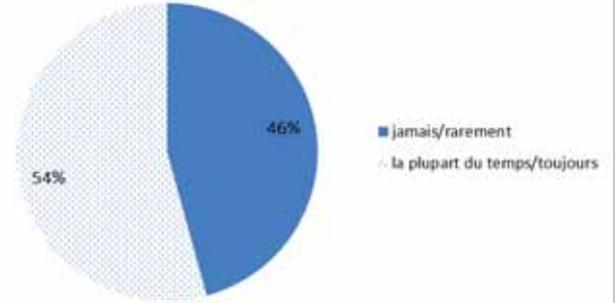
q11 : Il m'arrive d'avoir peur dans mon travail



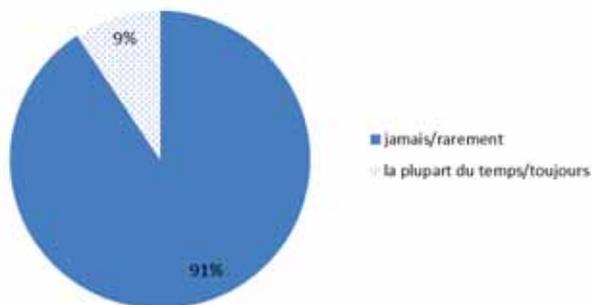
q12 : Je suis en contact direct avec le public (usagers, fournisseurs, élèves, clients) en face à face.

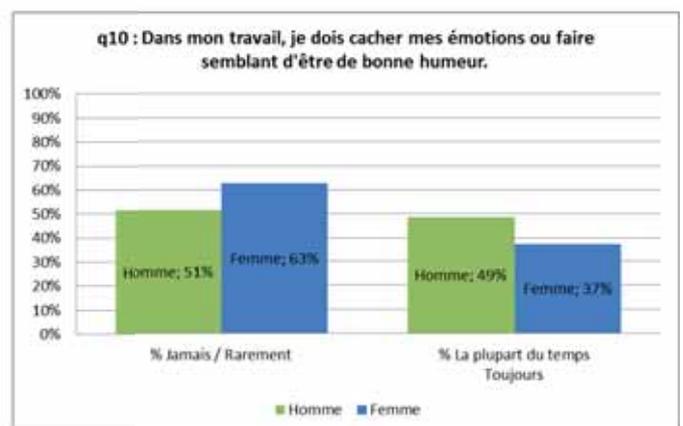
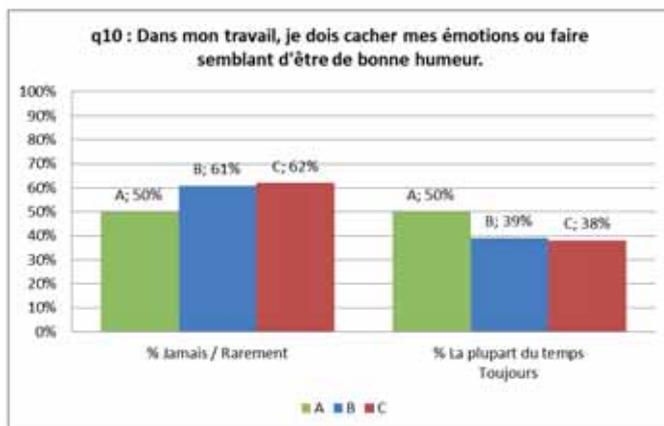
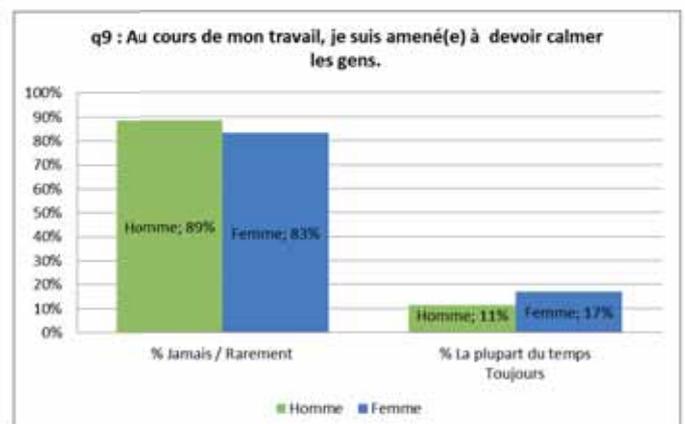
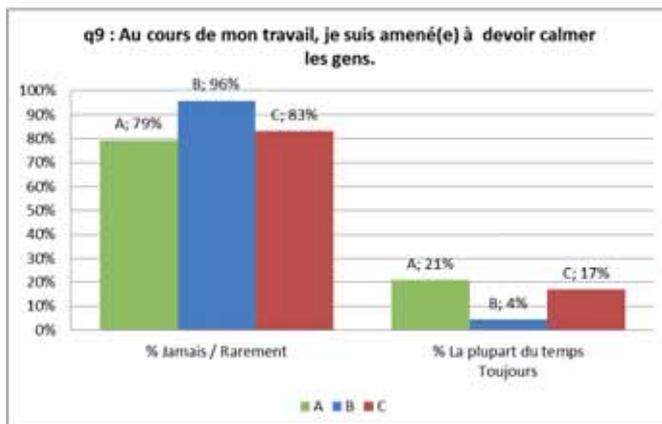
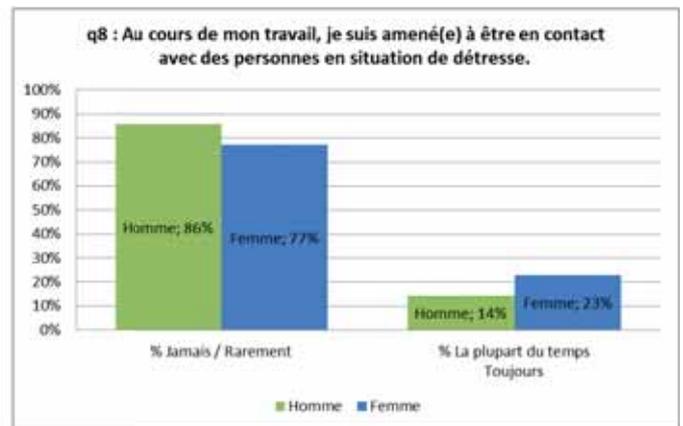
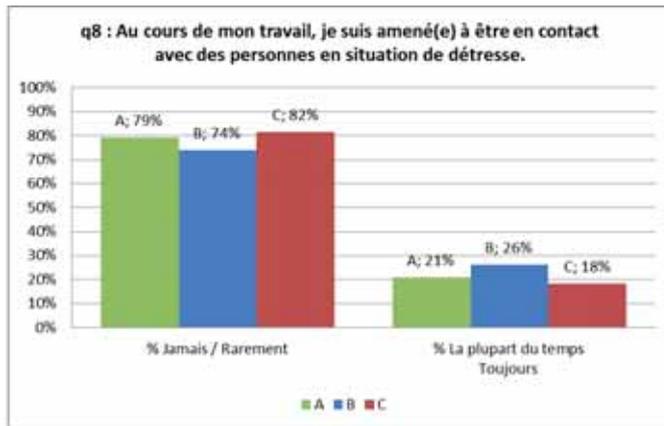


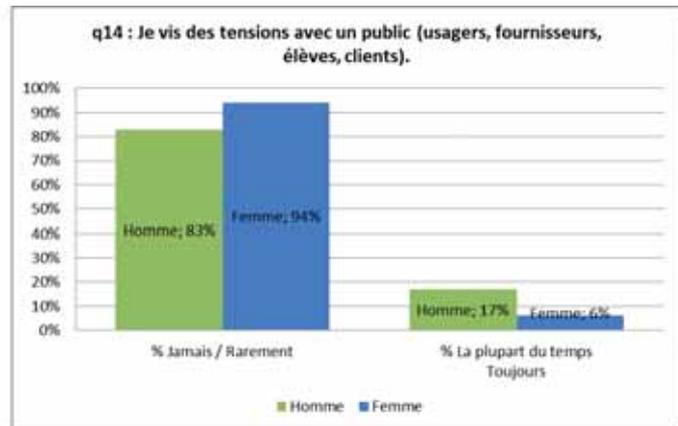
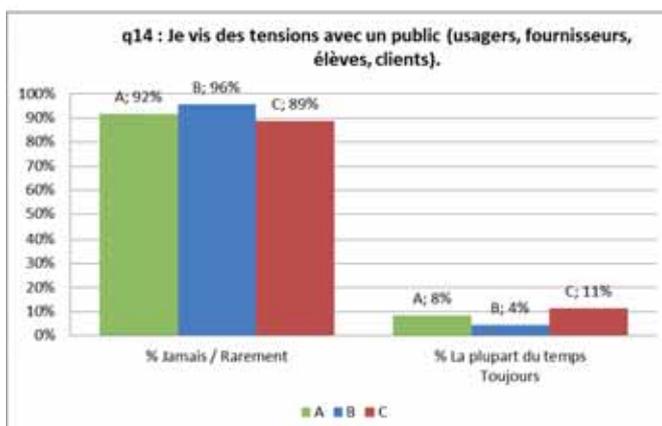
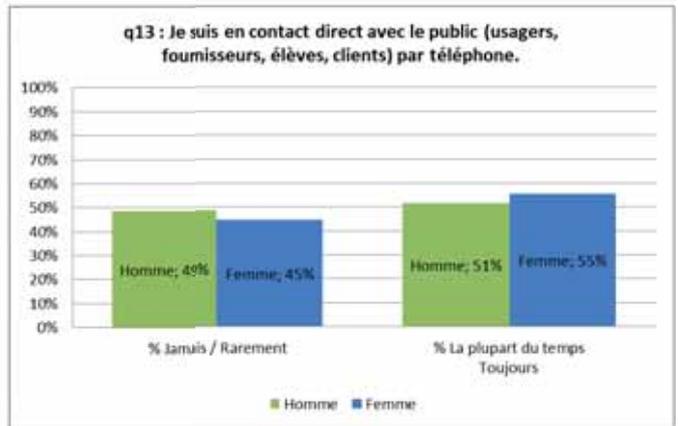
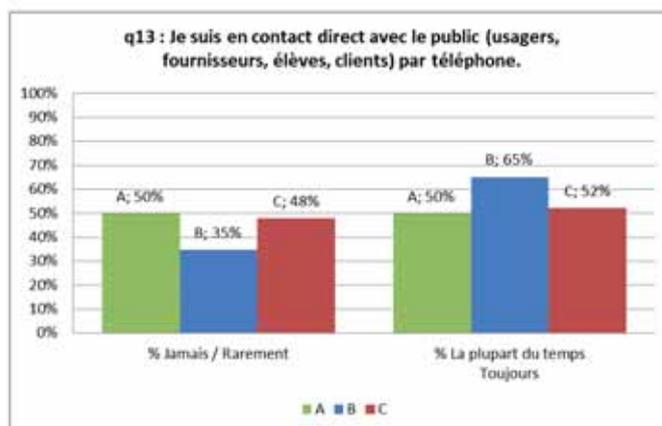
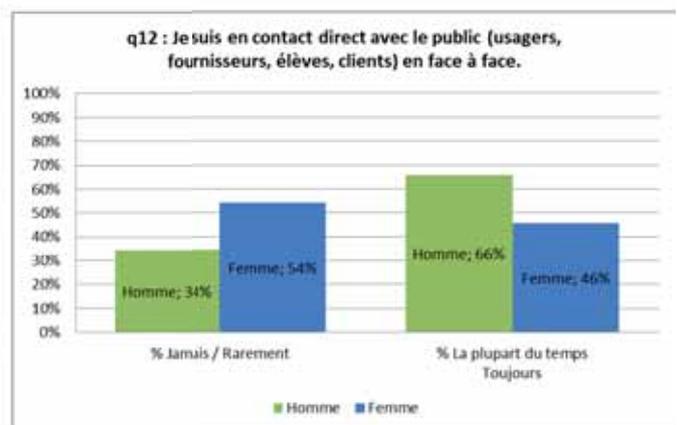
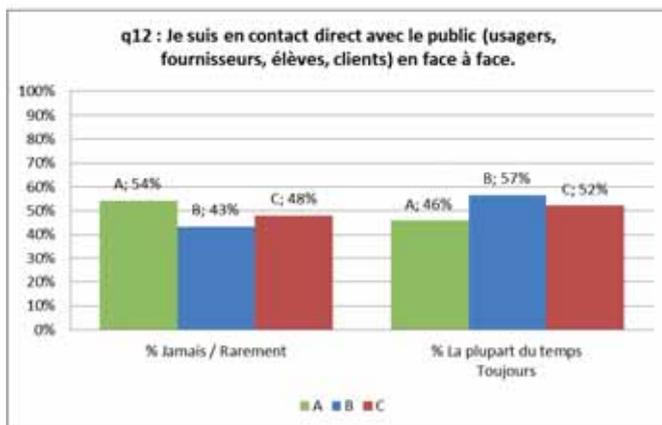
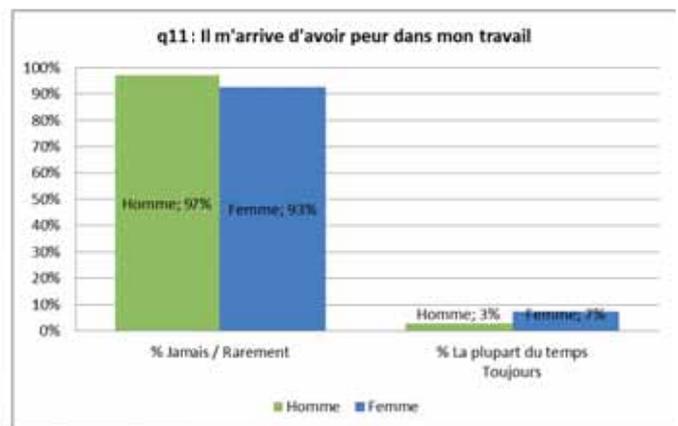
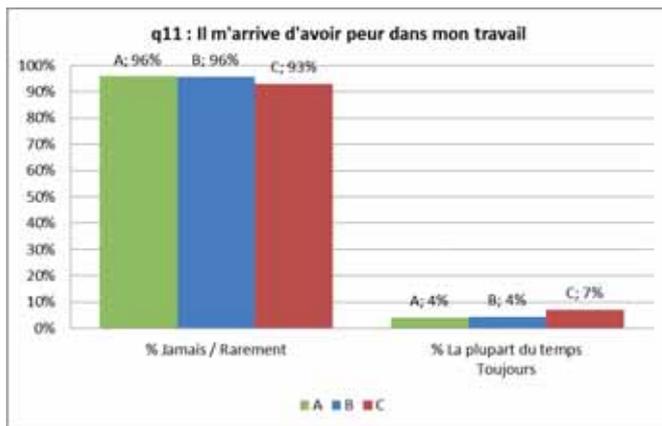
q13 : Je suis en contact direct avec le public (usagers, fournisseurs, élèves, clients) par téléphone.



q14 : Je vis des tensions avec un public (usagers, fournisseurs, élèves, clients).

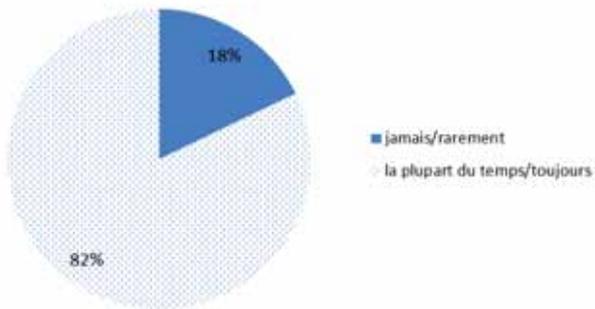




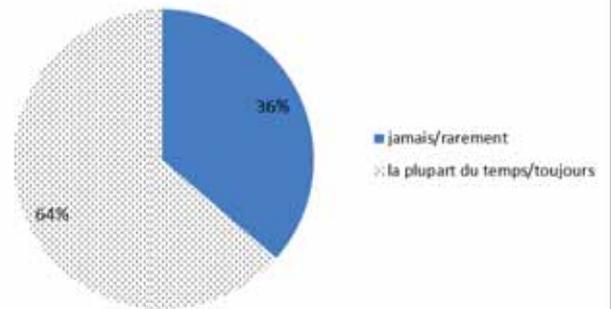


## AUTONOMIE, MARGES DE MANŒUVRE

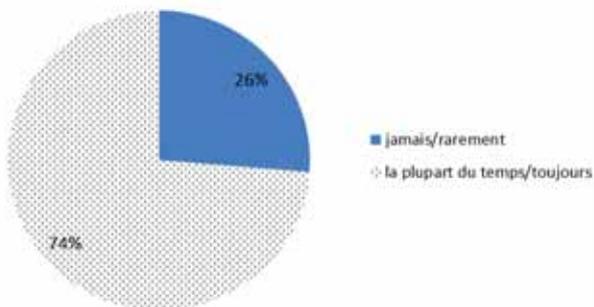
q15 : Dans ma tâche, j'ai la liberté de décider comment faire mon travail, de prendre des initiatives.



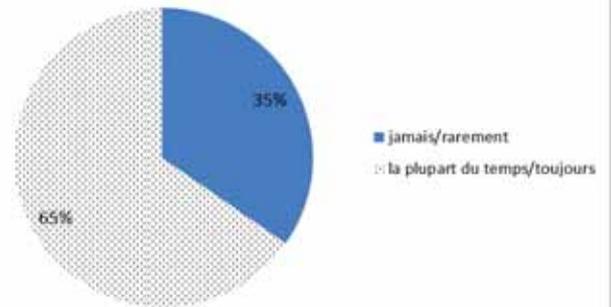
q16 : Je peux interrompre momentanément ma tâche quand je le souhaite.



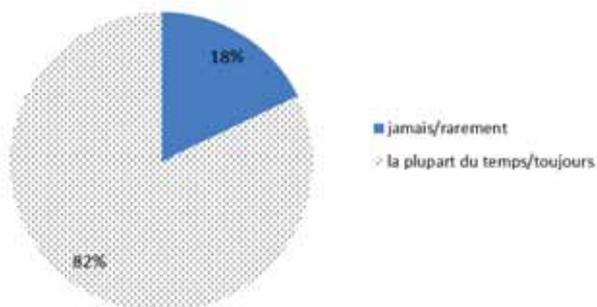
q17 : J'ai l'occasion de développer mes compétences professionnelles



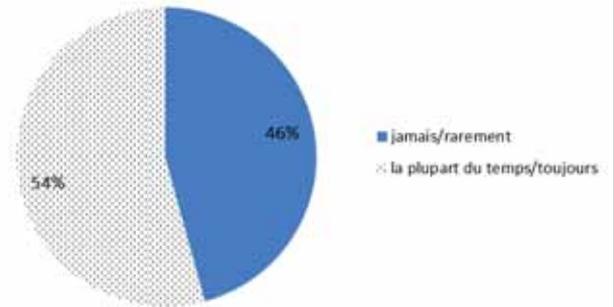
q18 : Mon travail me permet d'apprendre des choses nouvelles

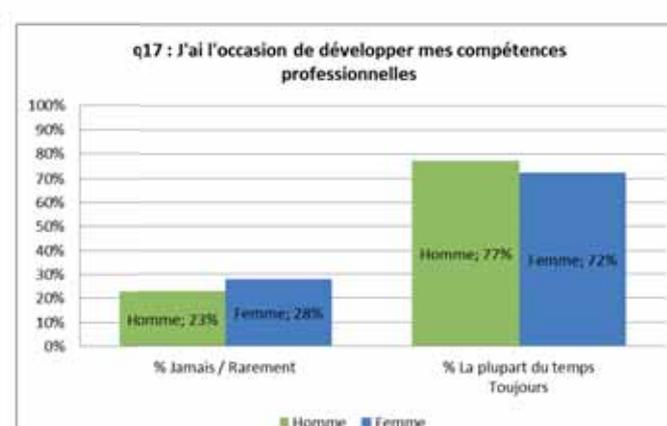
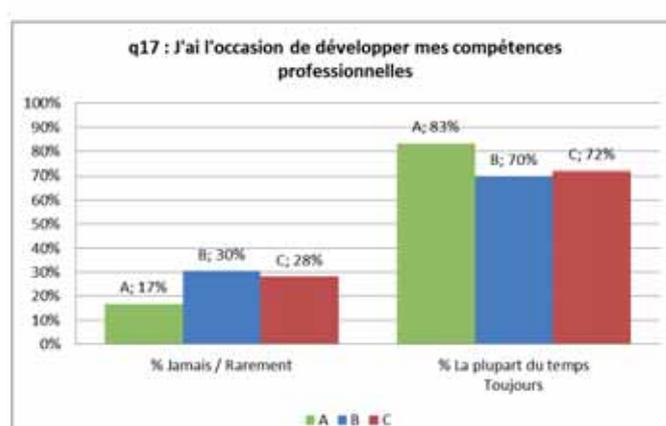
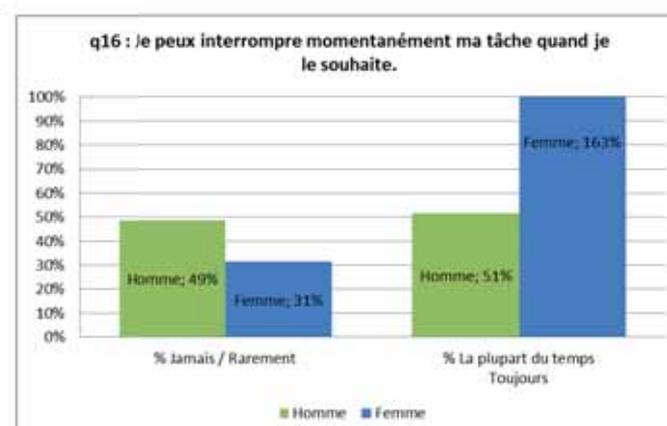
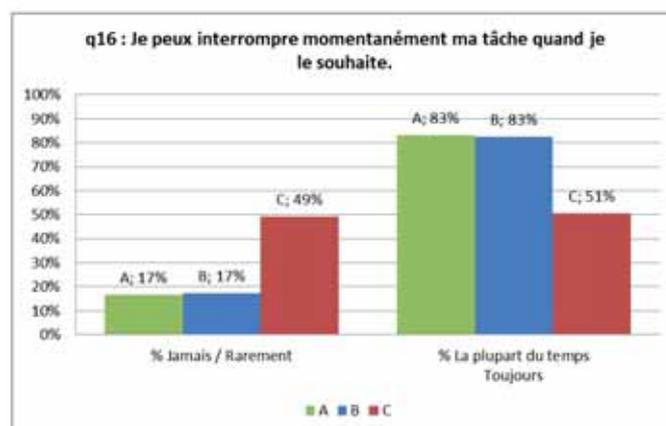
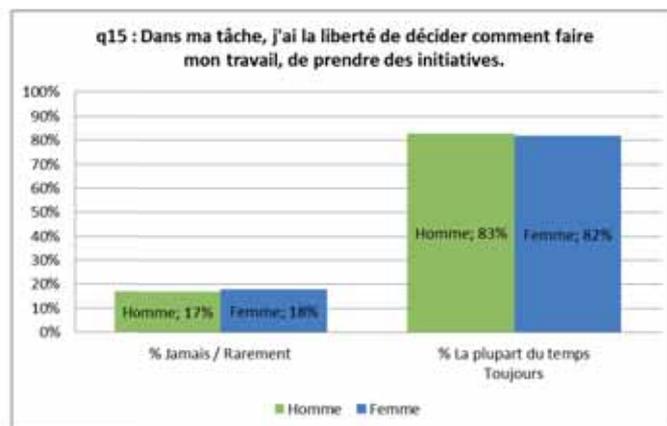
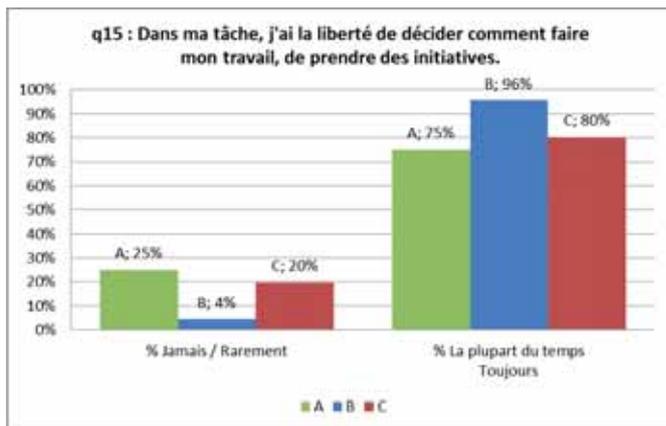


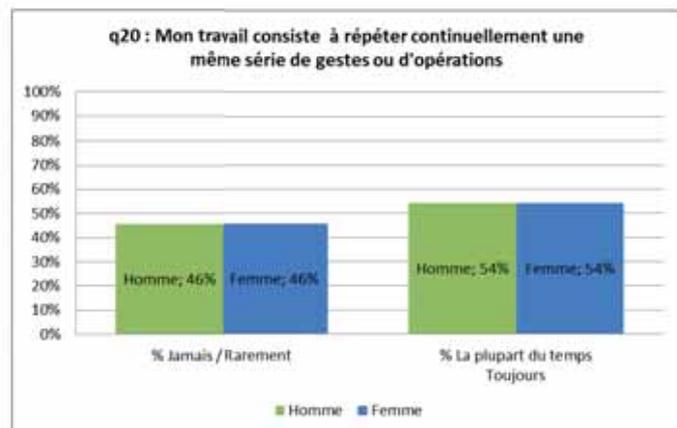
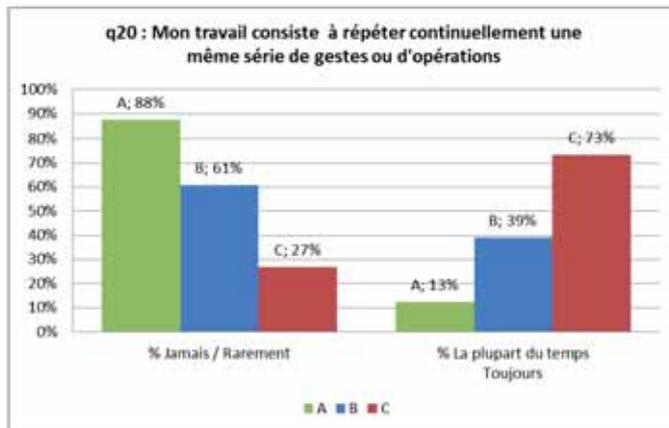
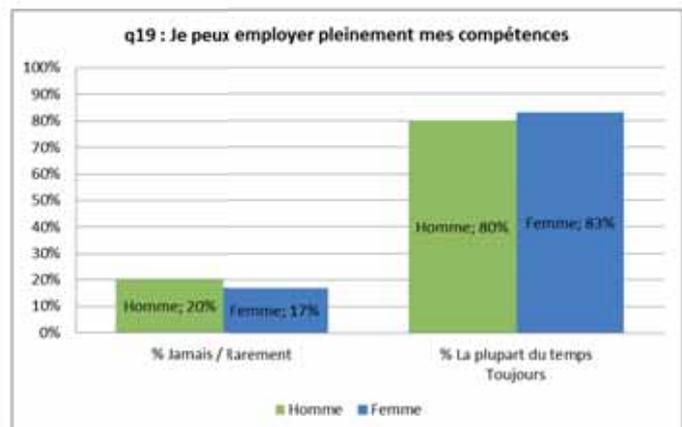
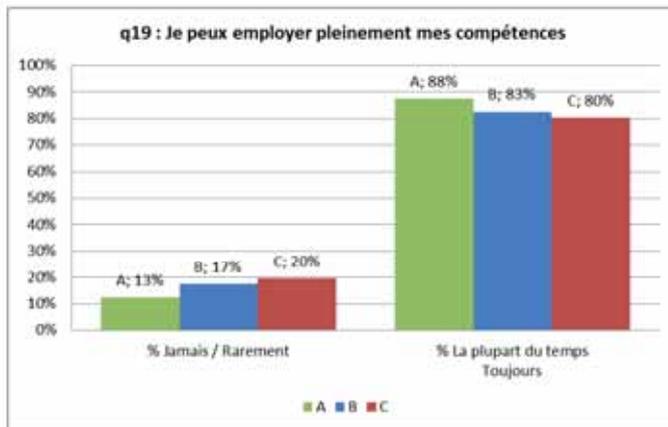
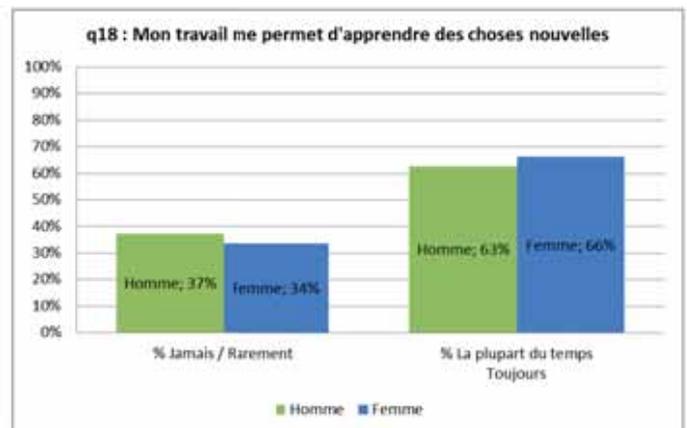
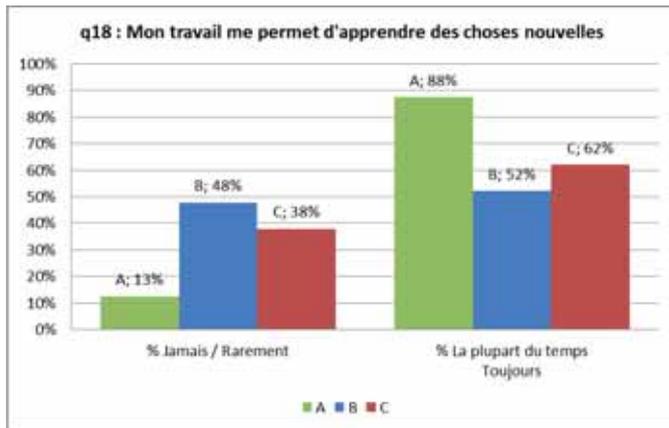
q19 : Je peux employer pleinement mes compétences



q20 : Mon travail consiste à répéter continuellement une même série de gestes ou d'opérations

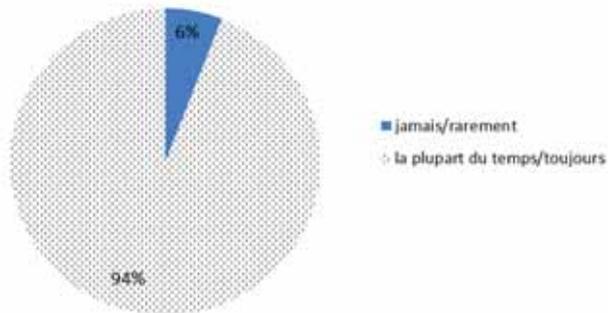




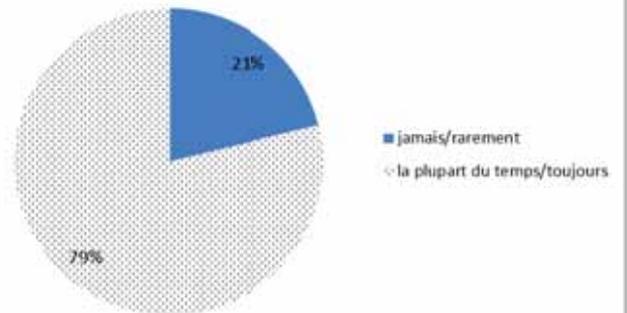


## RAPPORTS SOCIAUX, RELATIONS DE TRAVAIL

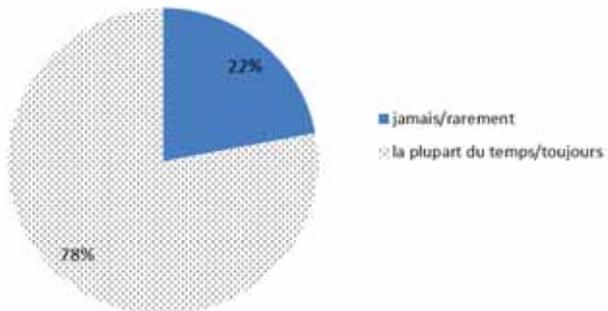
q21 : Les collègues avec qui je travaille sont cordiaux



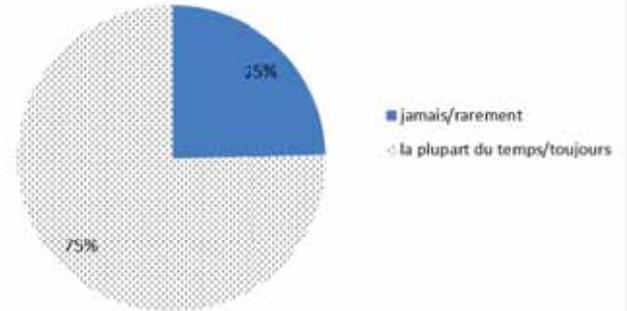
q22 : Les collègues avec qui je travaille m'aident à mener les tâches correctement



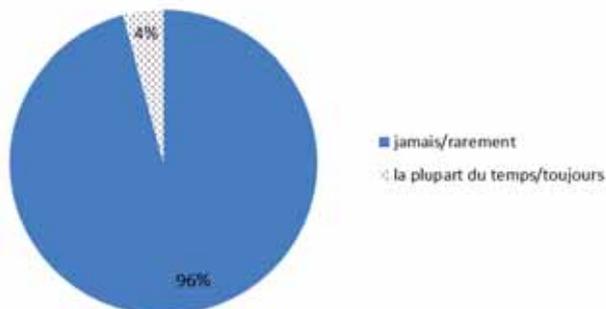
q23 : Mon supérieur prête attention à ce que je dis.



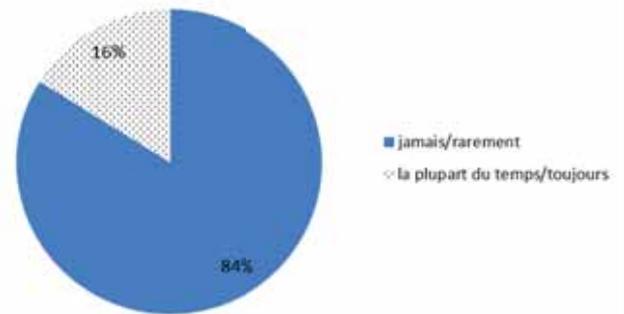
q24 : Mon supérieur m'aide à mener ma tâche correctement.

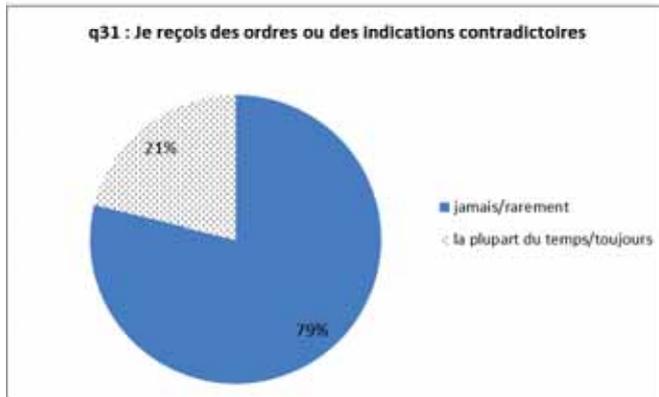
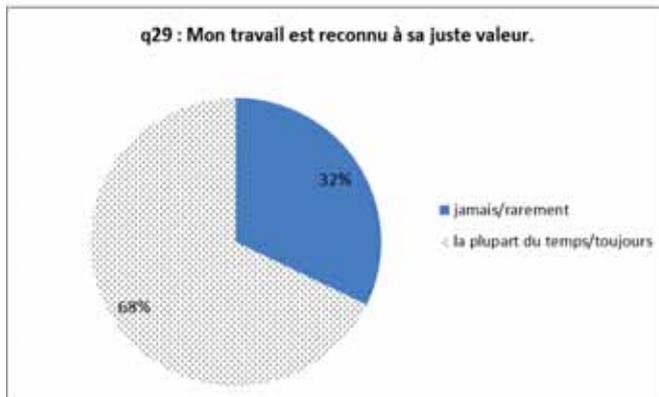
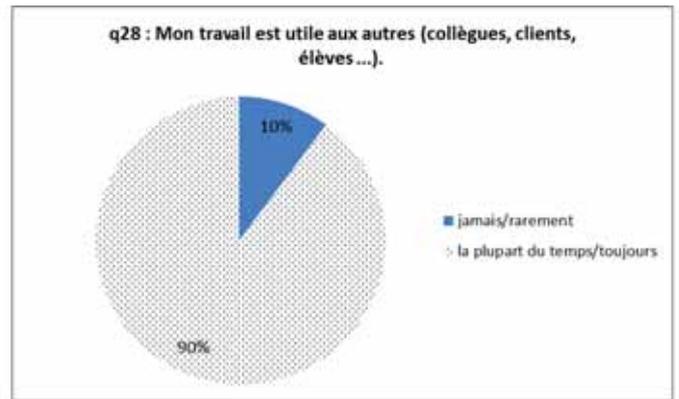
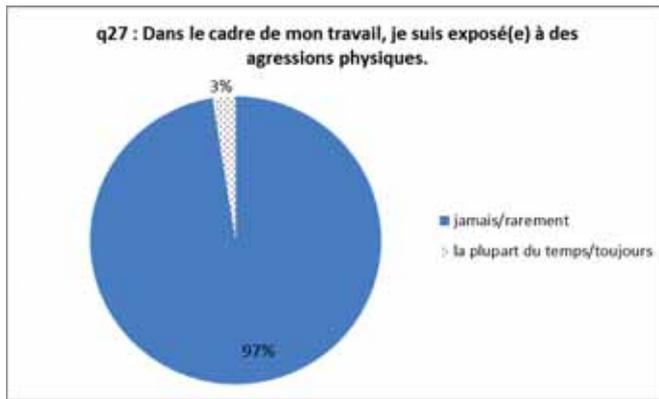


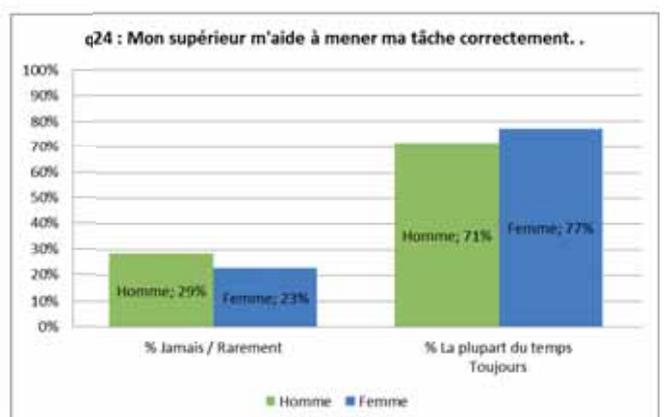
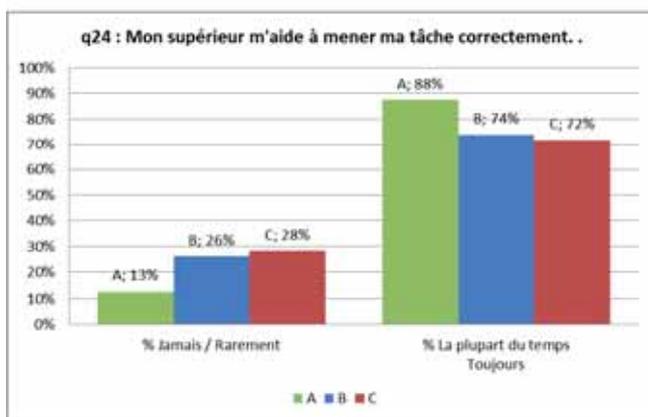
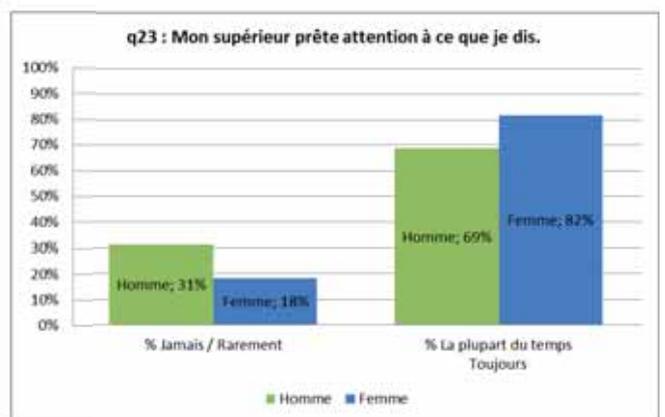
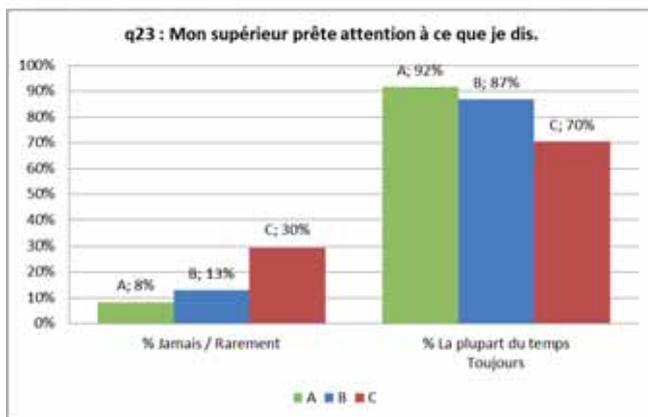
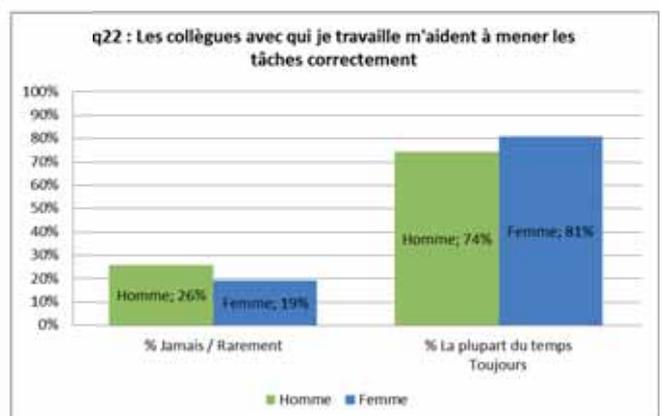
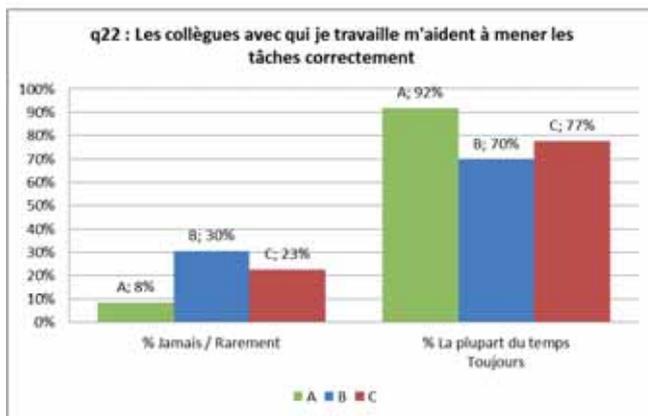
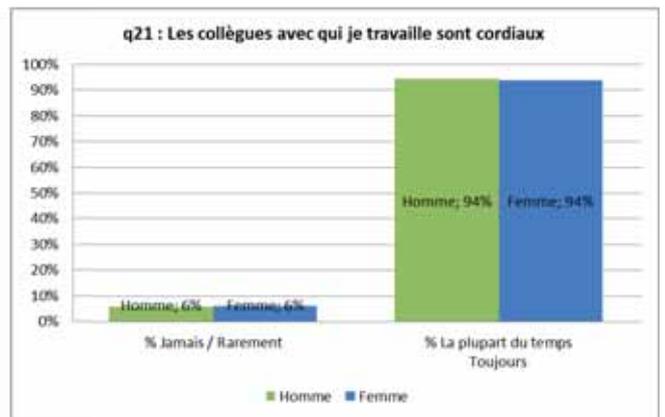
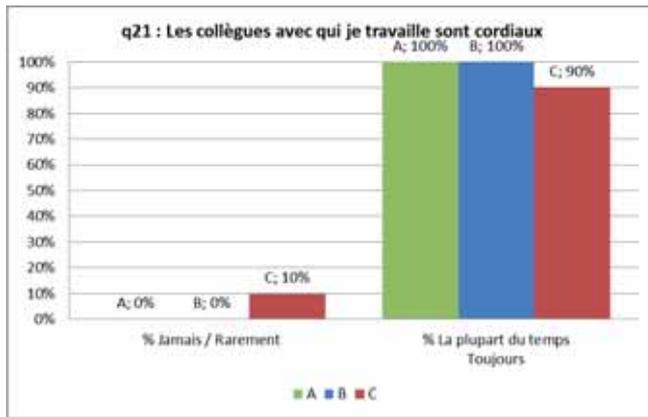
q25 : Dans le cadre de mon travail, je suis exposé(e) des agressions verbales, des injures, des menaces.

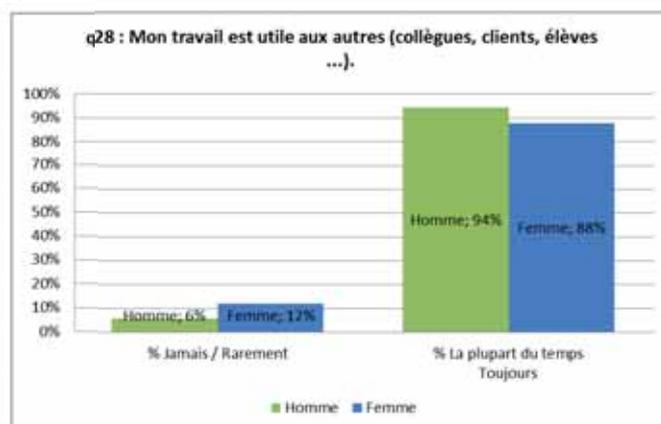
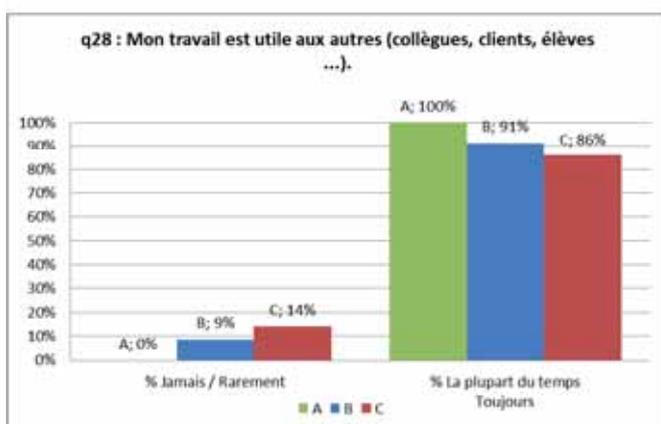
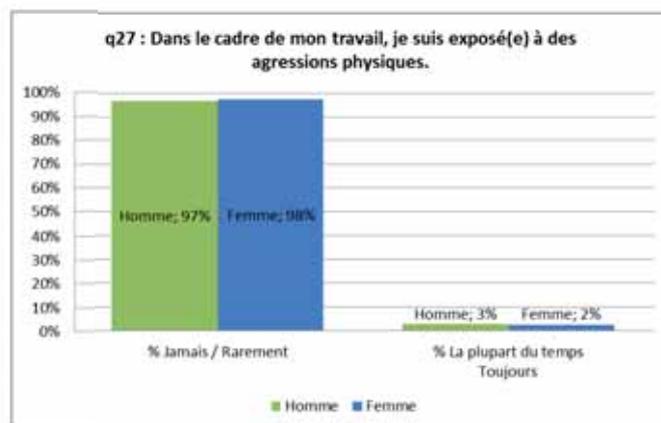
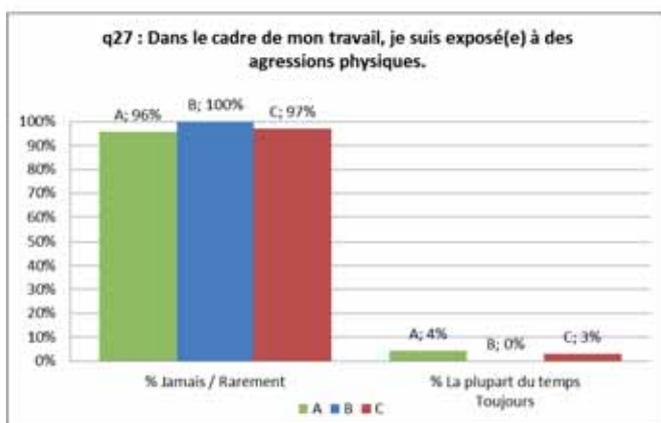
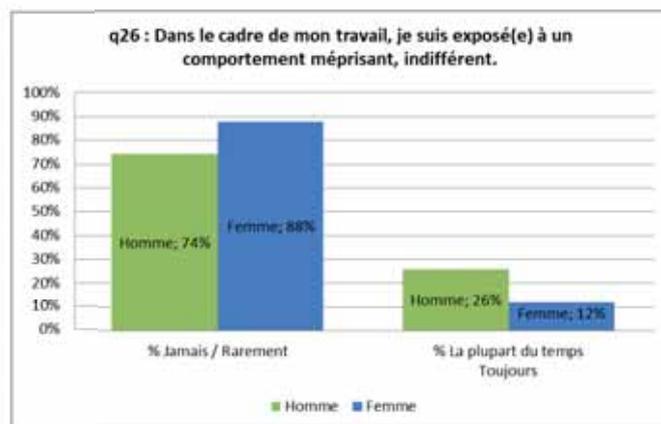
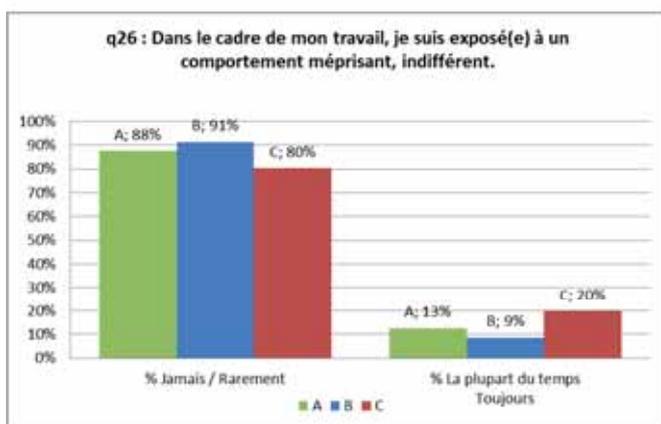
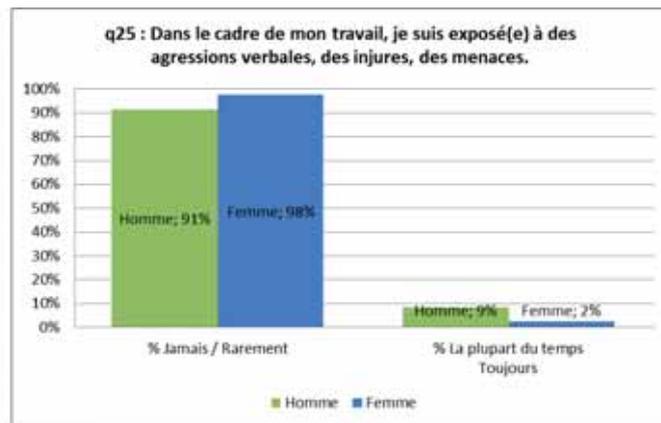
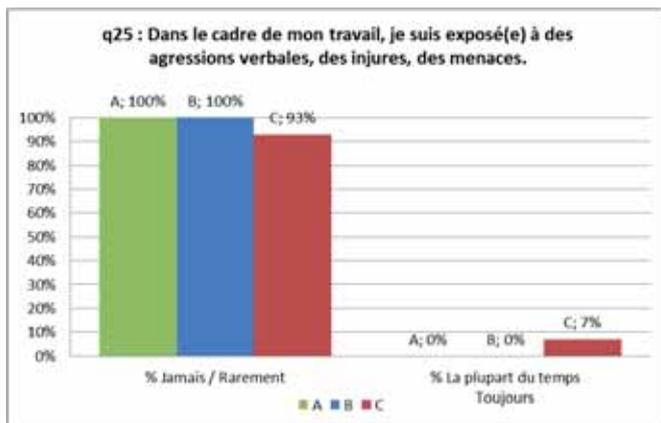


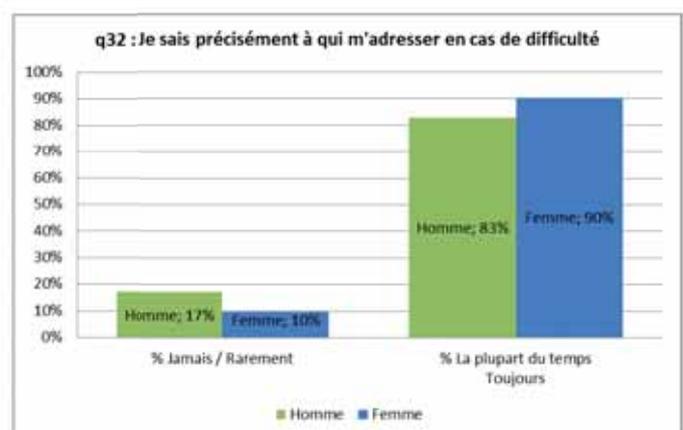
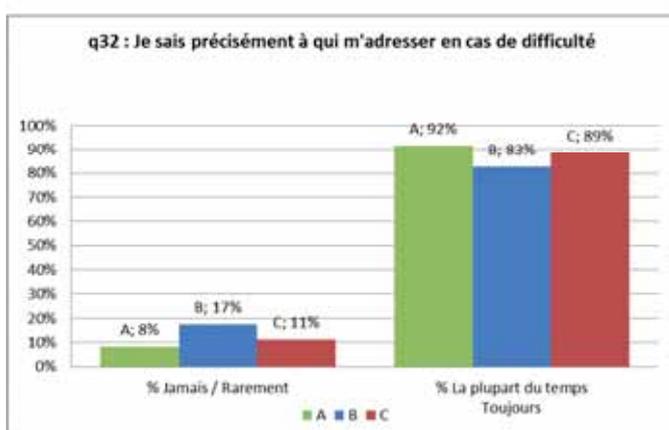
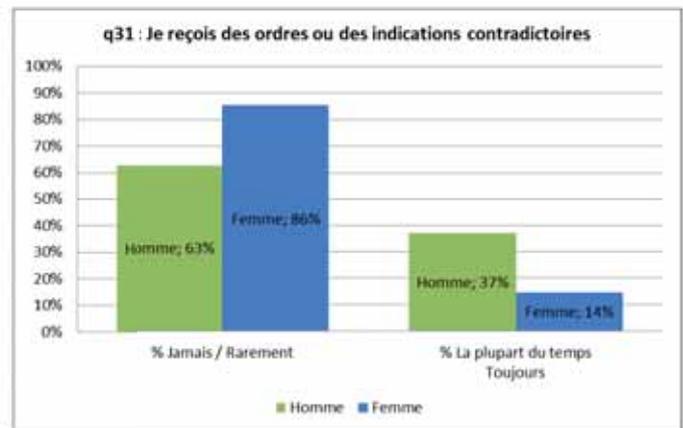
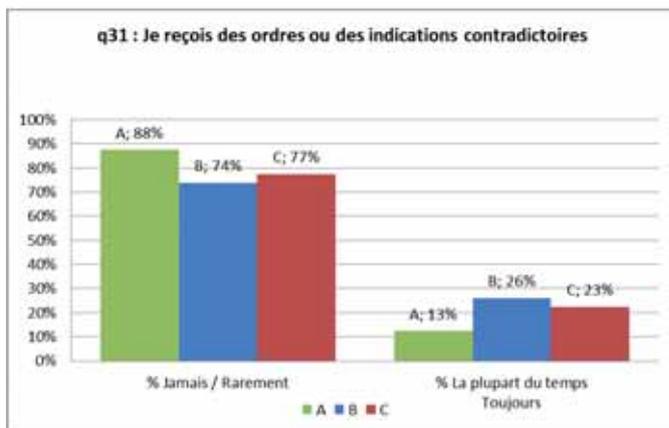
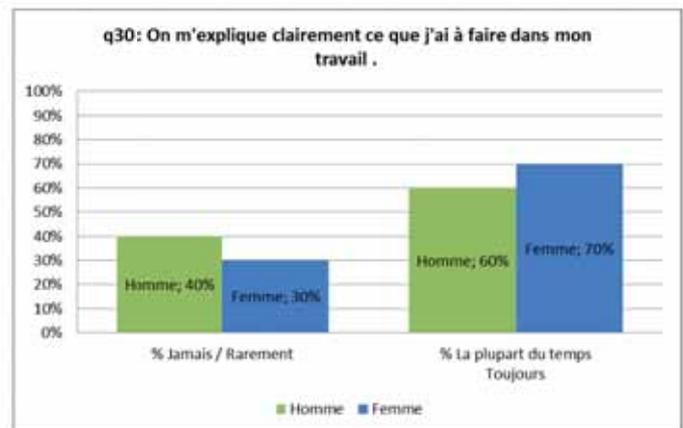
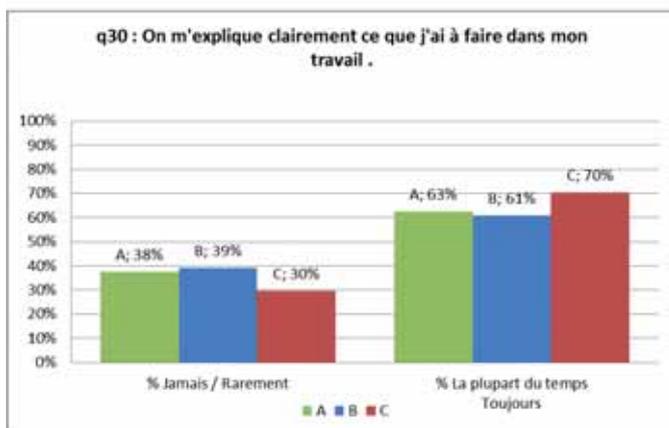
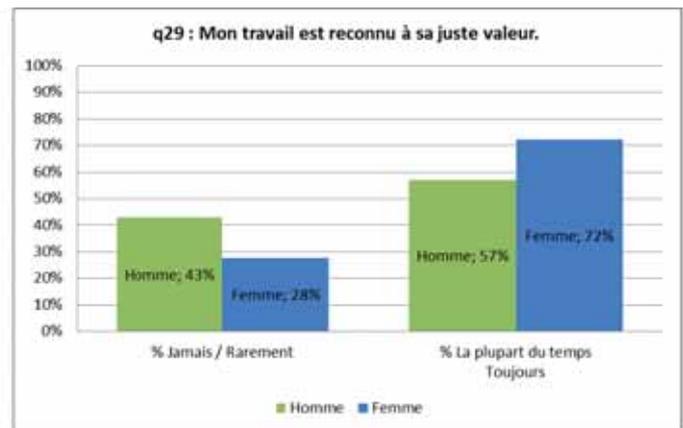
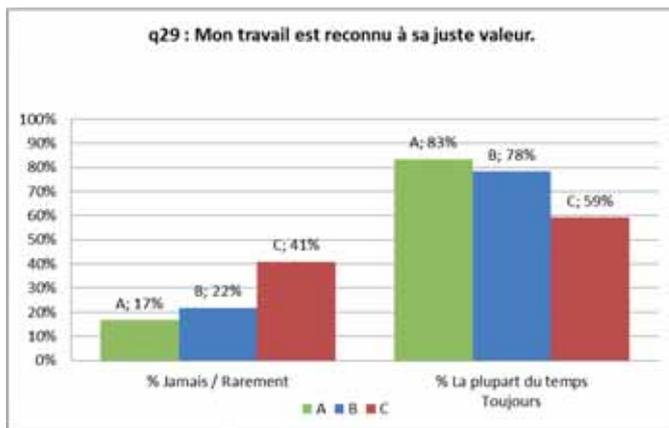
q26 : Dans le cadre de mon travail, je suis exposé(e) à un comportement méprisant, indifférent.



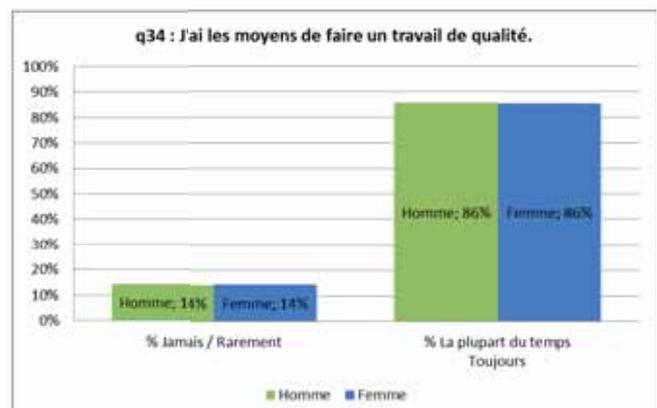
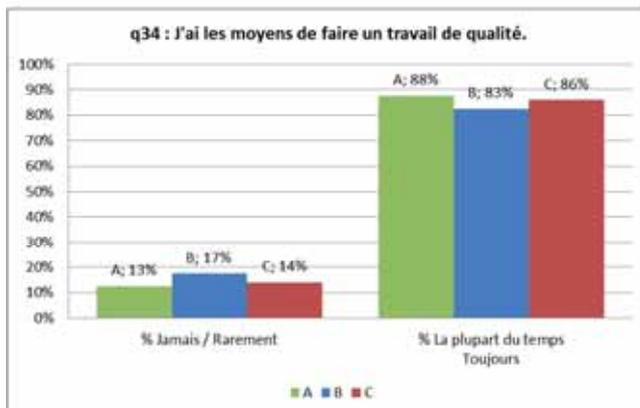
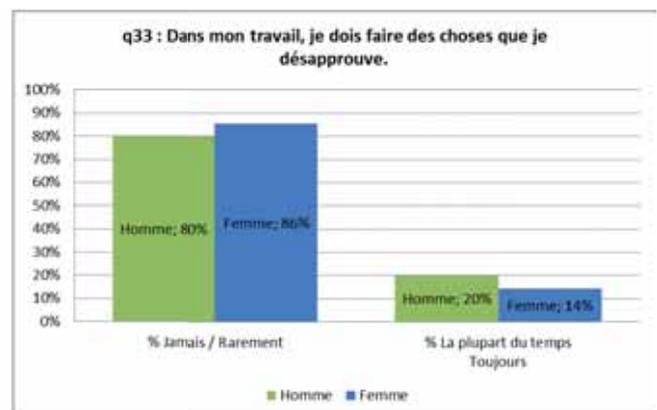
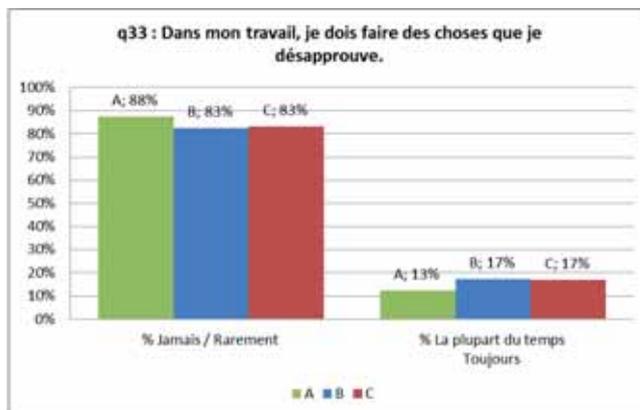




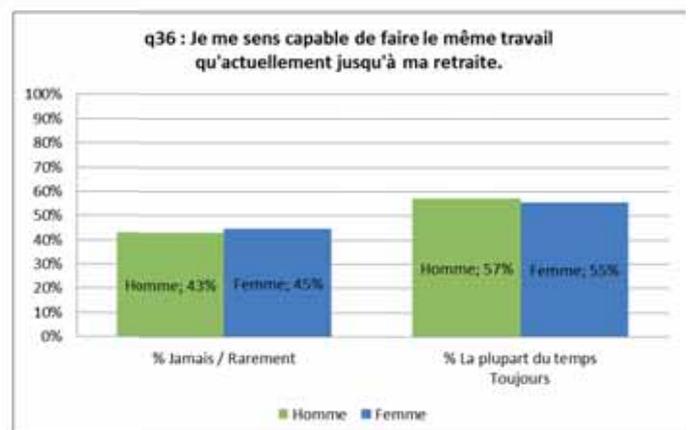
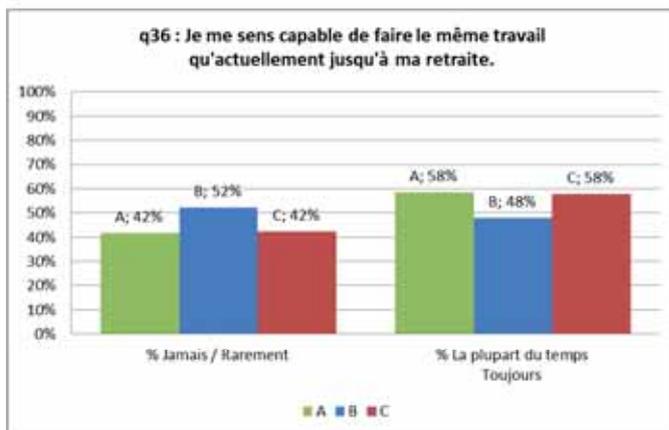
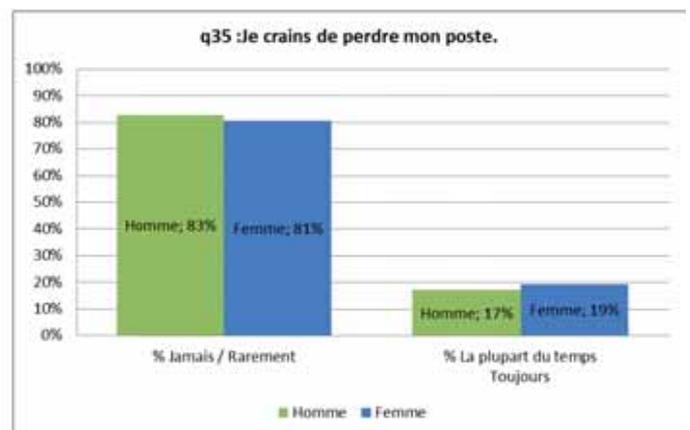
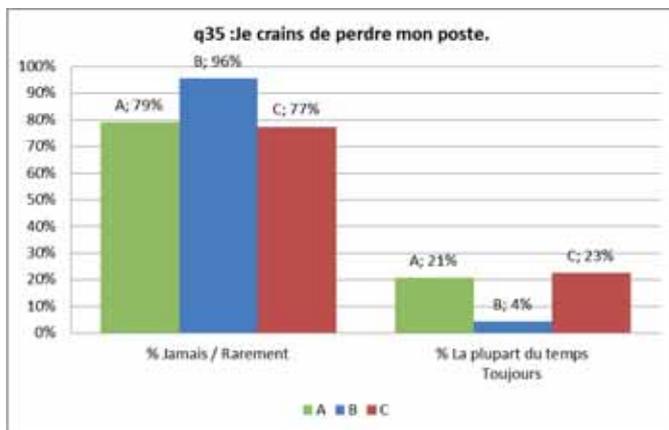
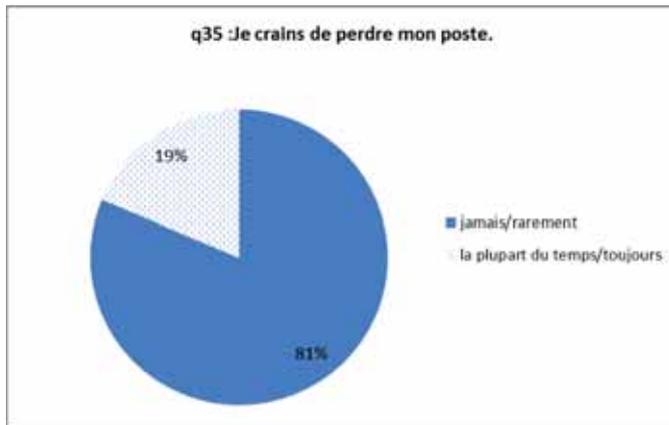




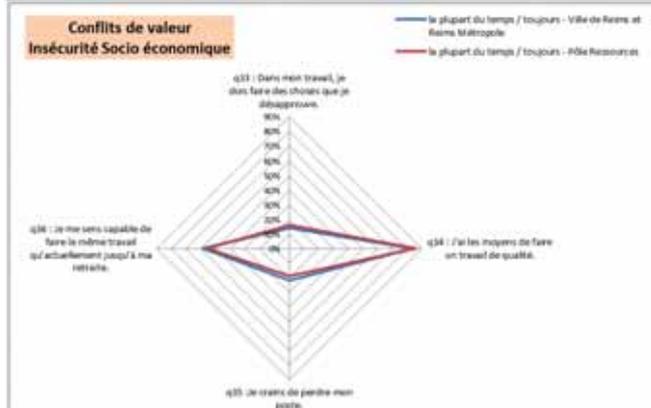
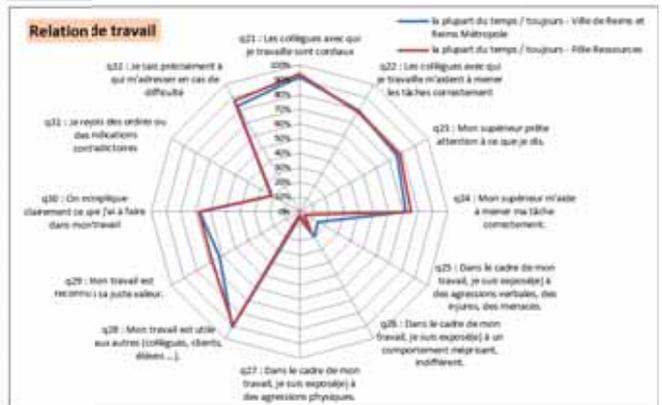
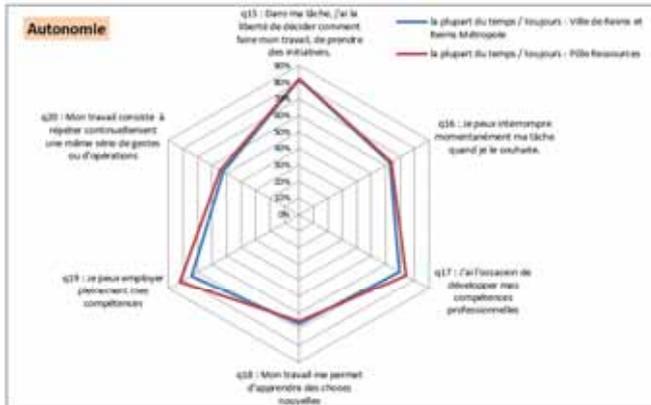
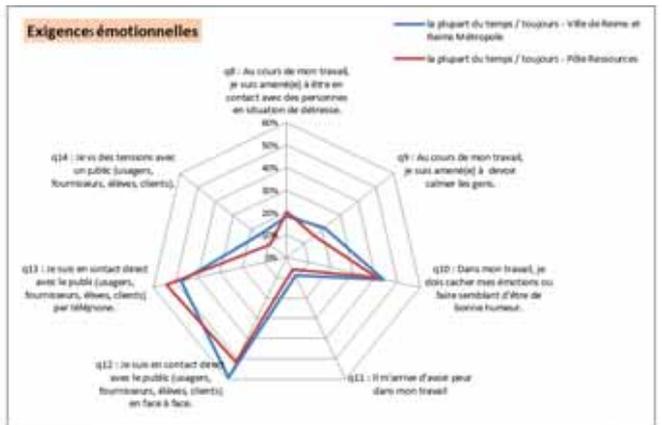
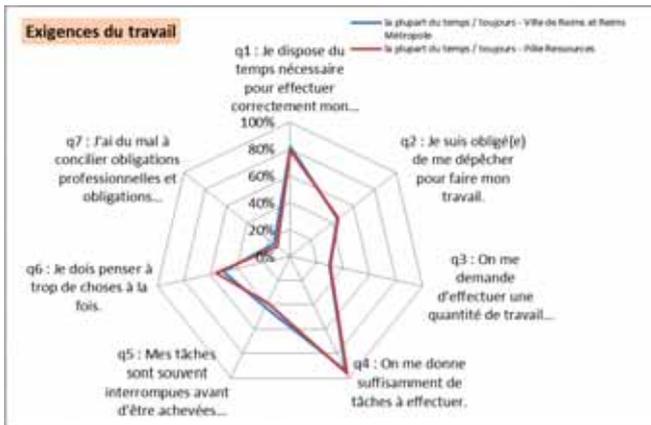
## CONFLITS DE VALEURS



## INSECURITE SOCIO-ECONOMIQUE



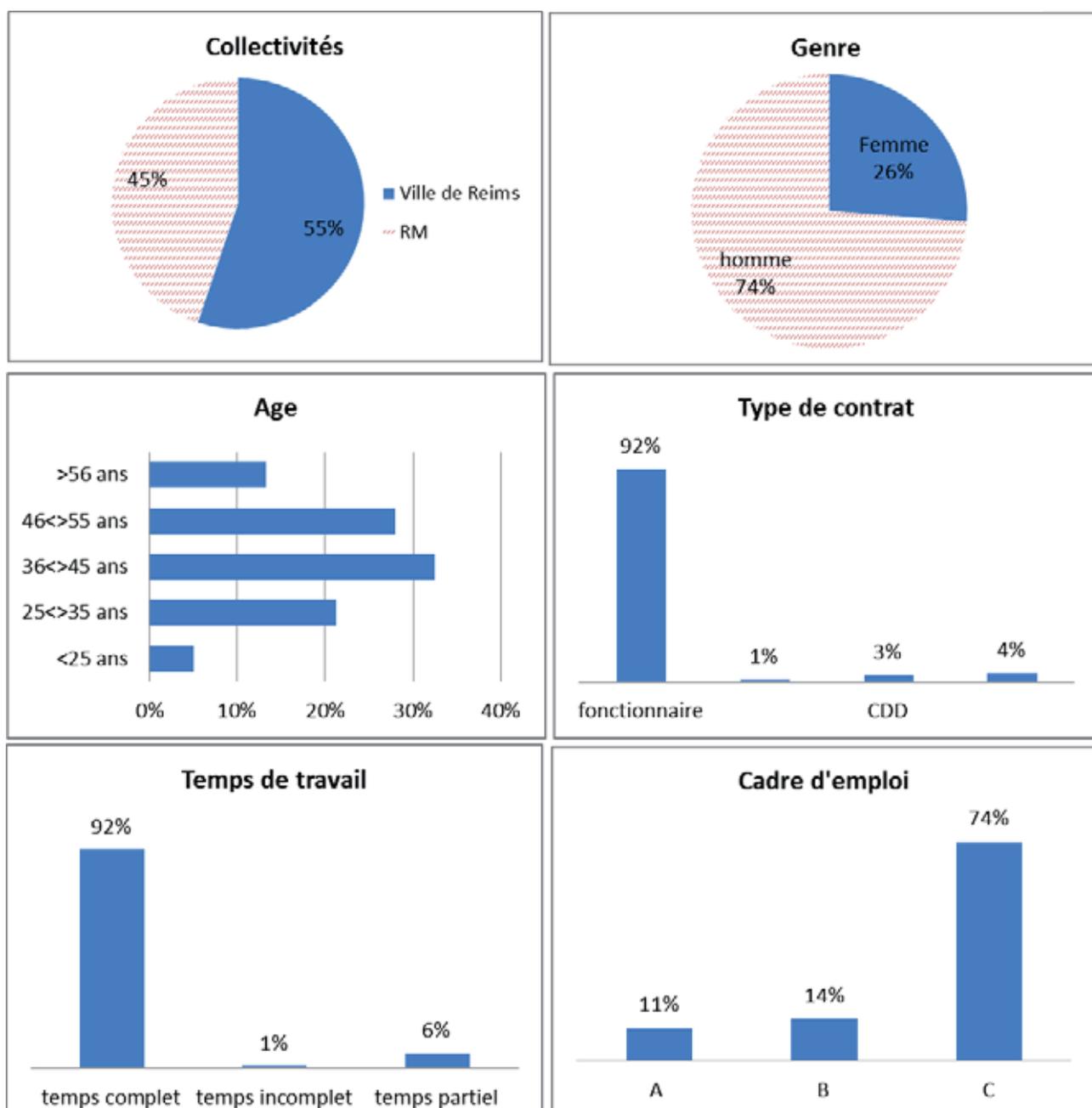
# COMPARAISON RESULTATS POLE RESSOURCES / 2 COLLECTIVITES



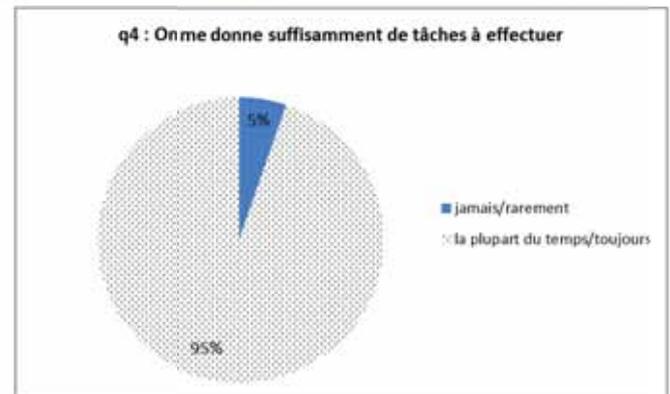
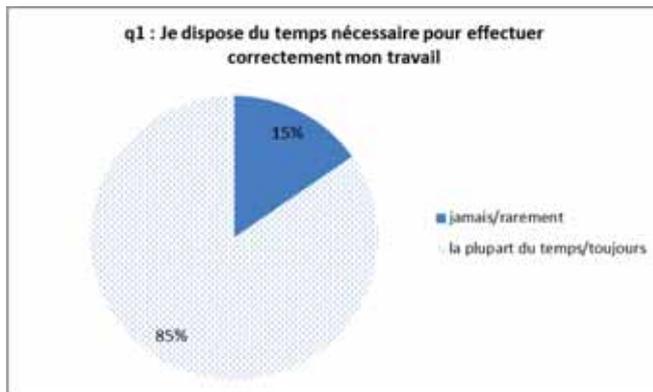
# RESULTATS QUESTIONNAIRES

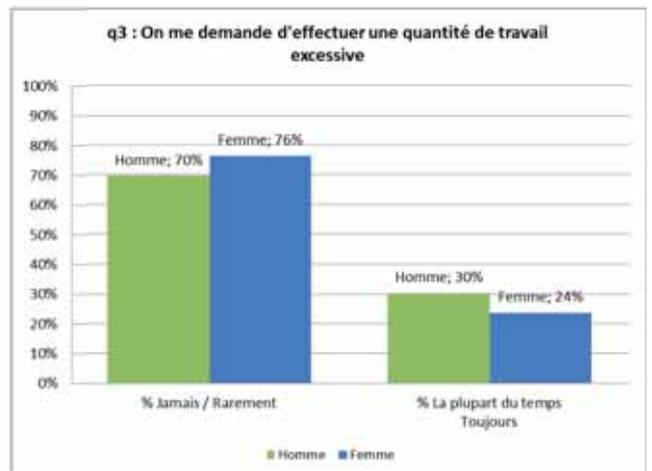
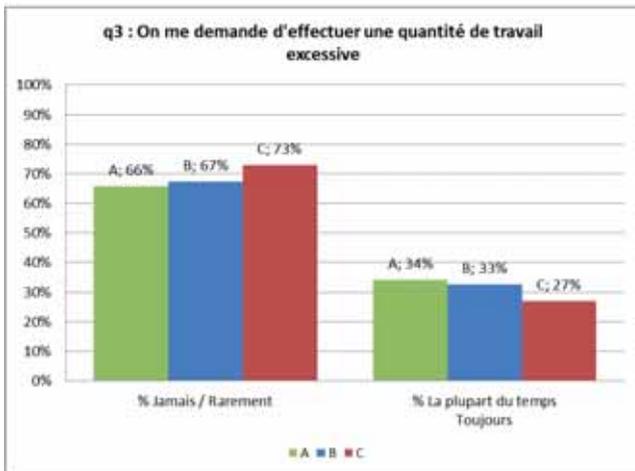
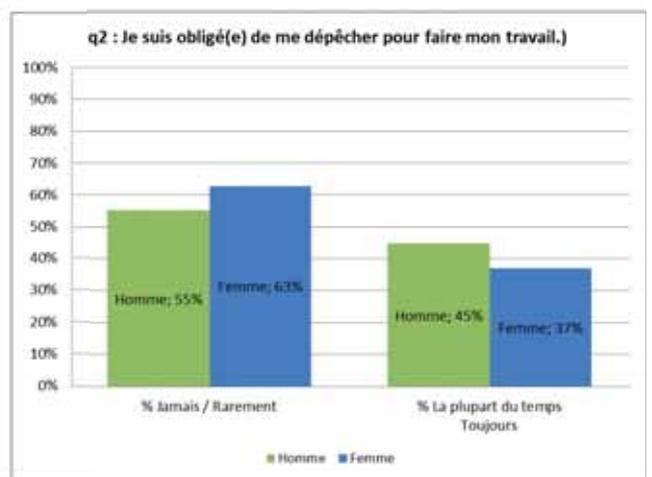
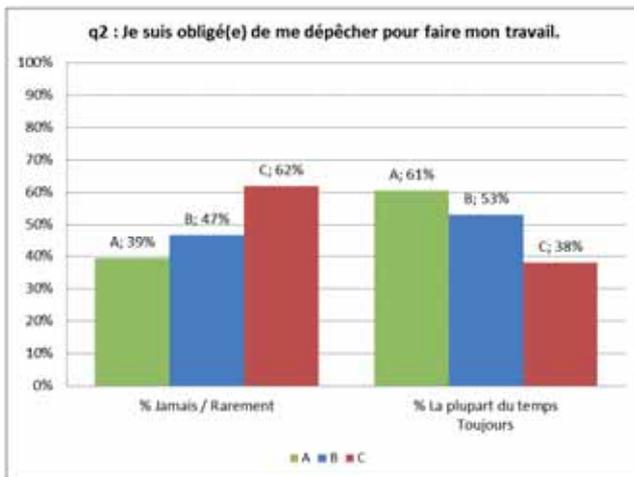
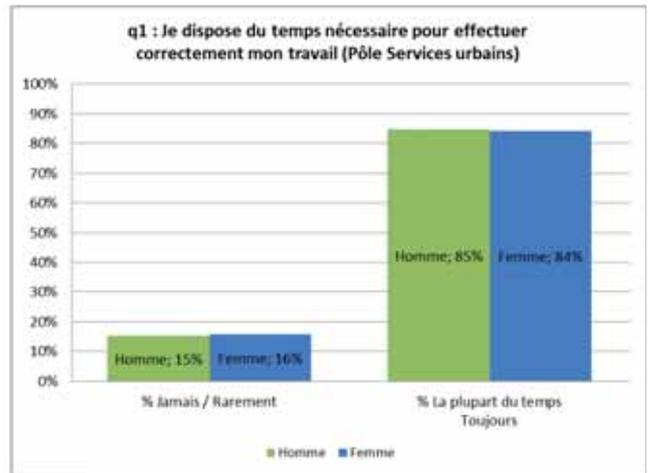
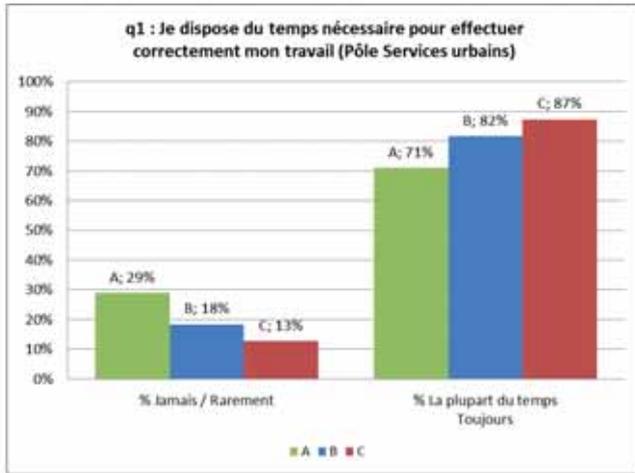
## POLE SERVICES URBAINS

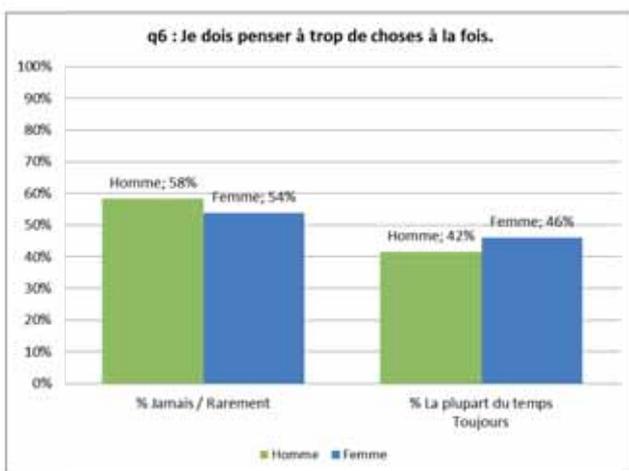
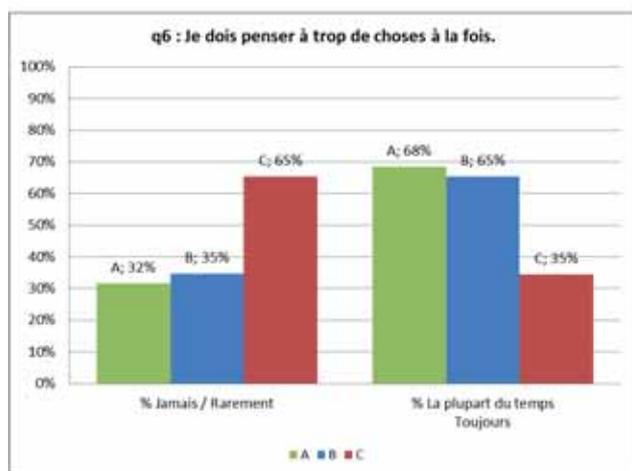
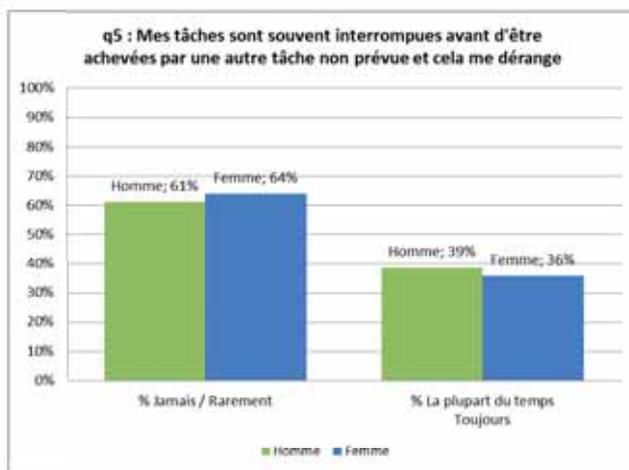
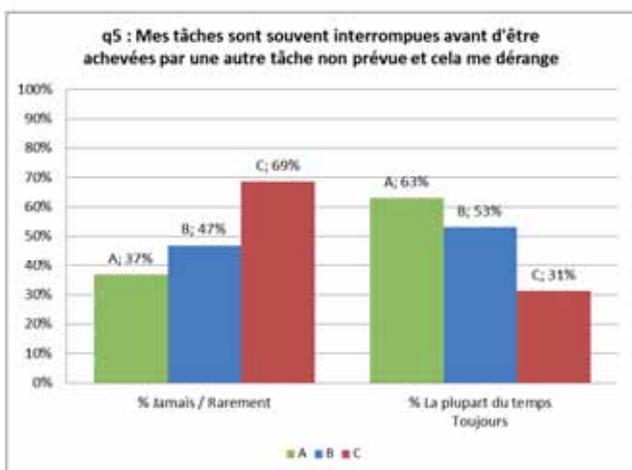
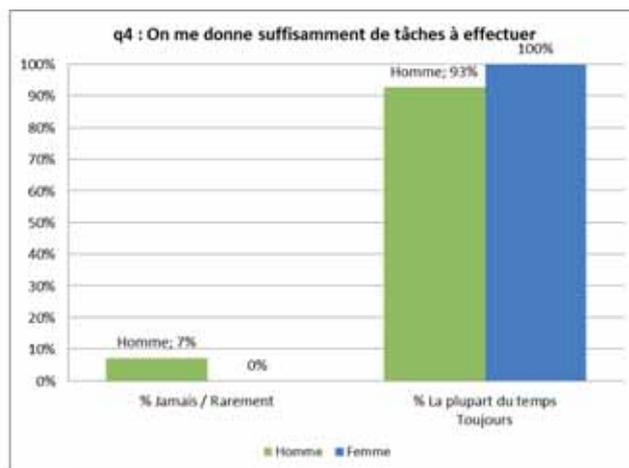
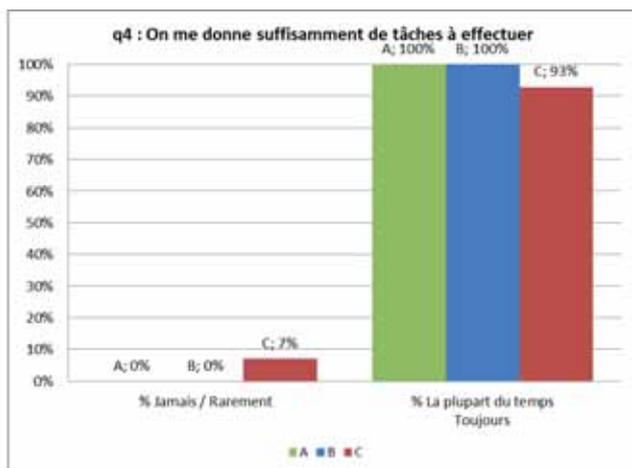
Le taux de réponses au questionnaire du pôle Services Urbains est de 40%.

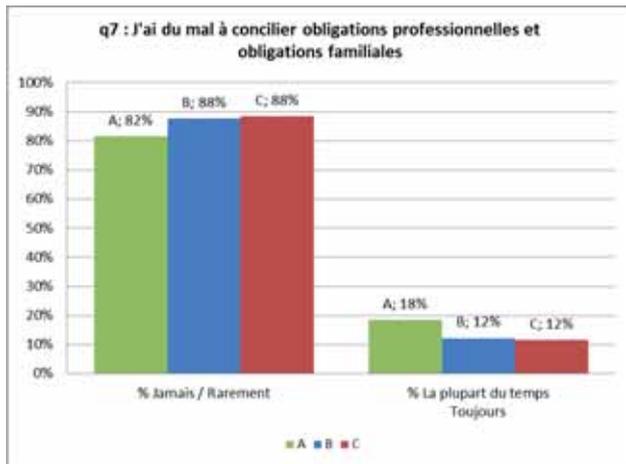


## EXIGENCES DU TRAVAIL

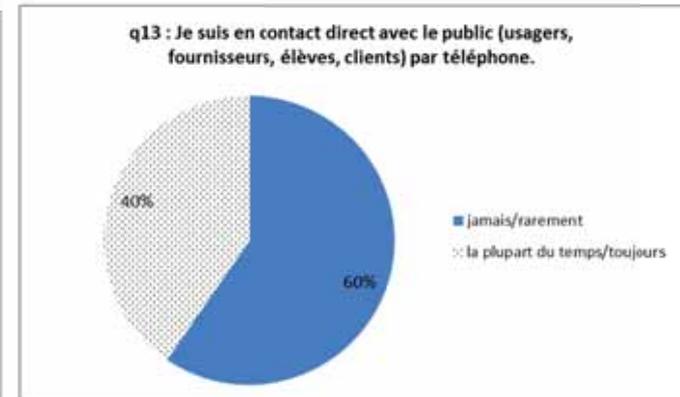
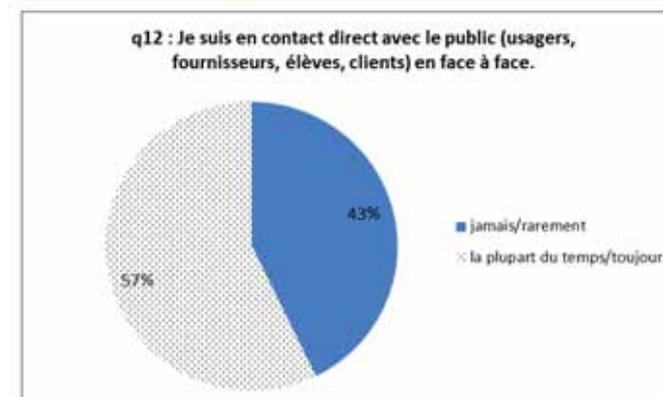
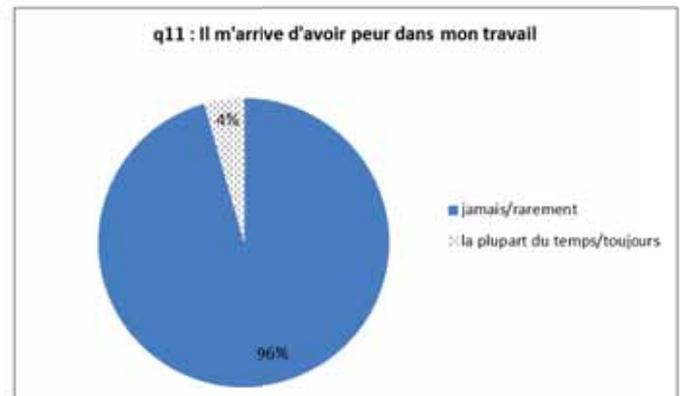
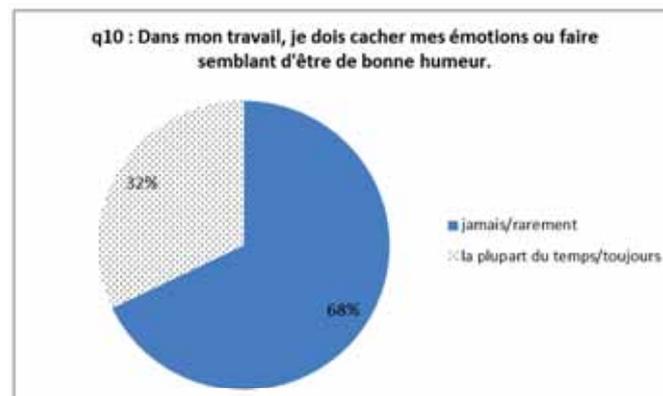


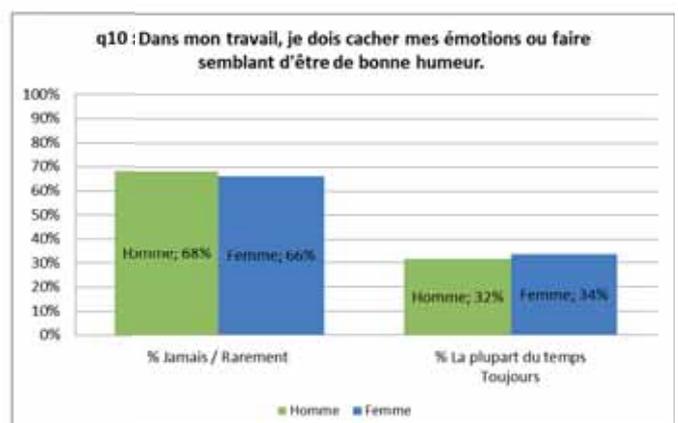
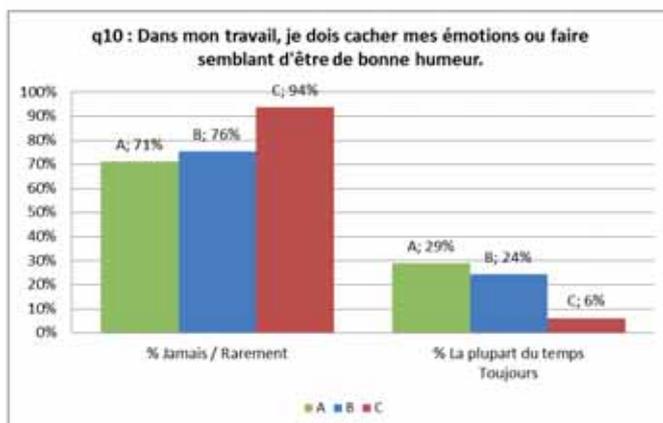
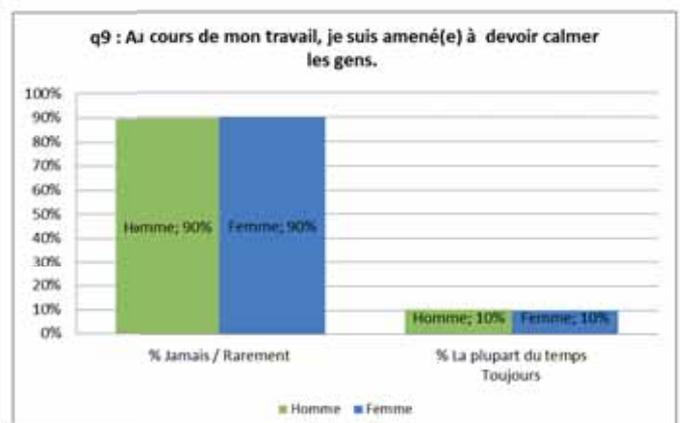
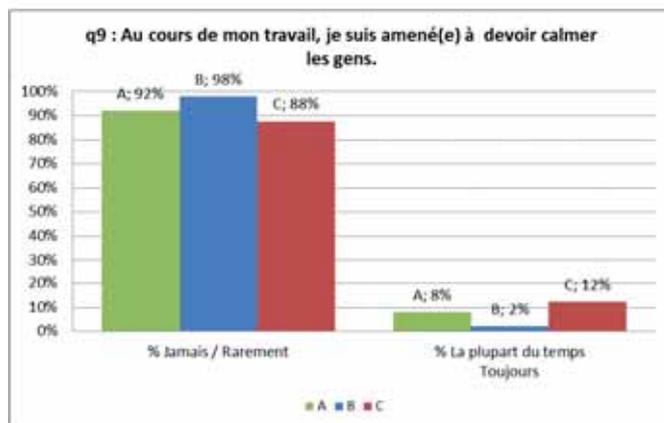
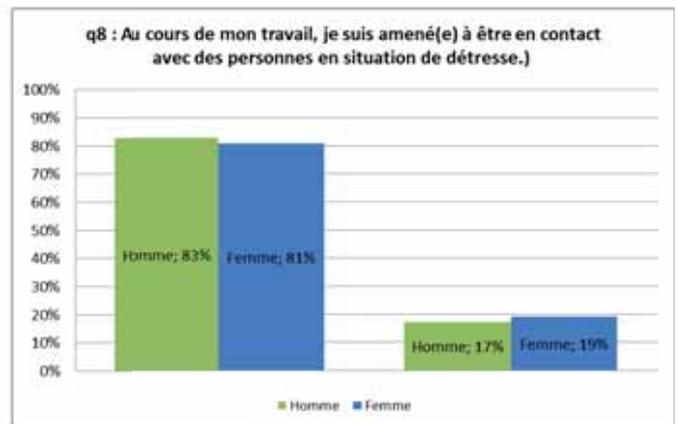
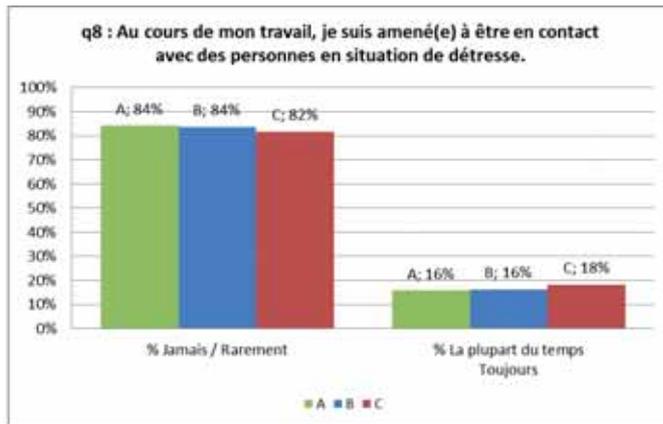


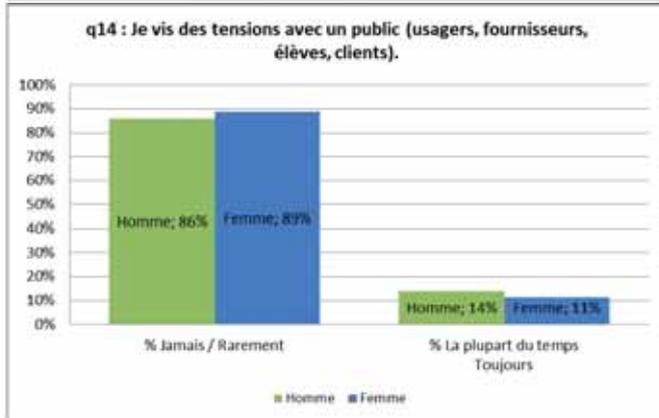
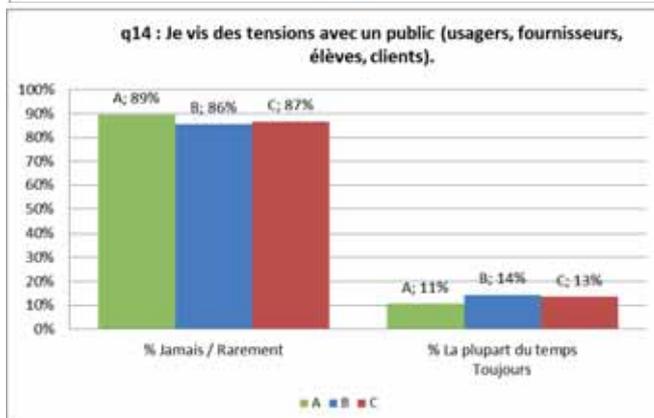
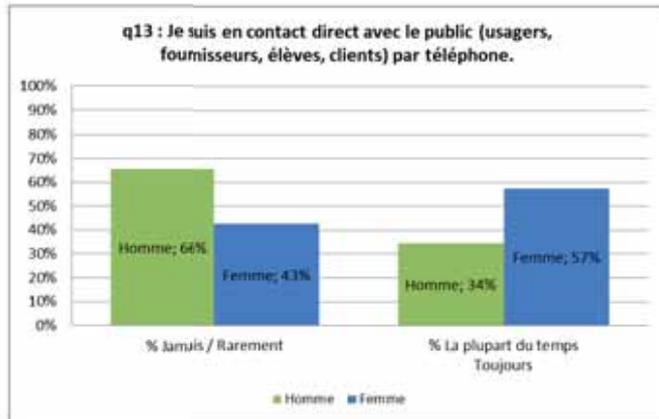
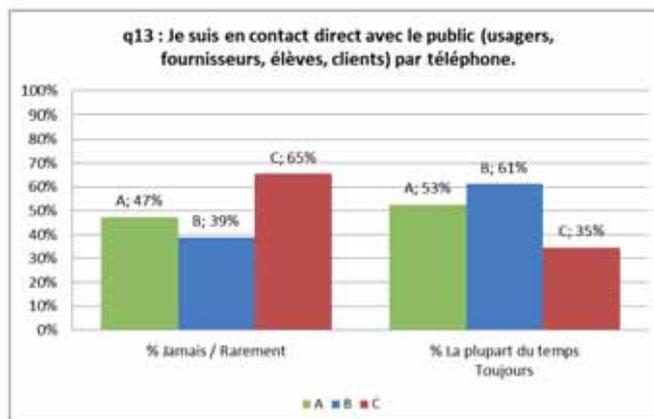
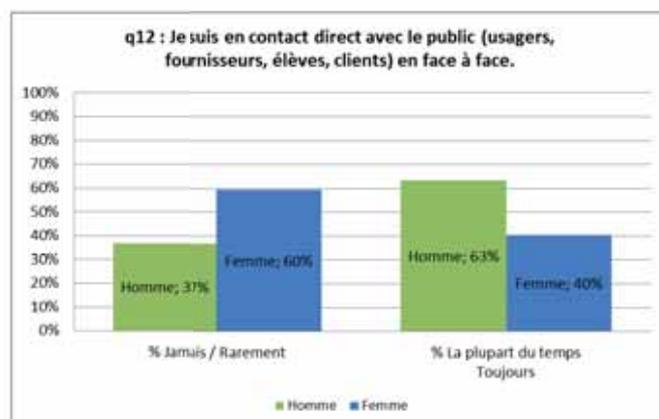
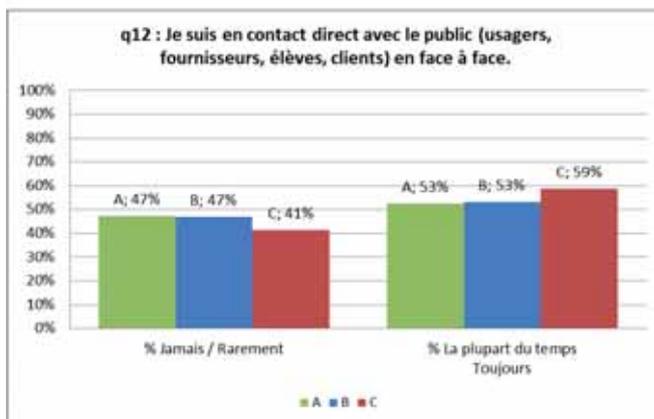
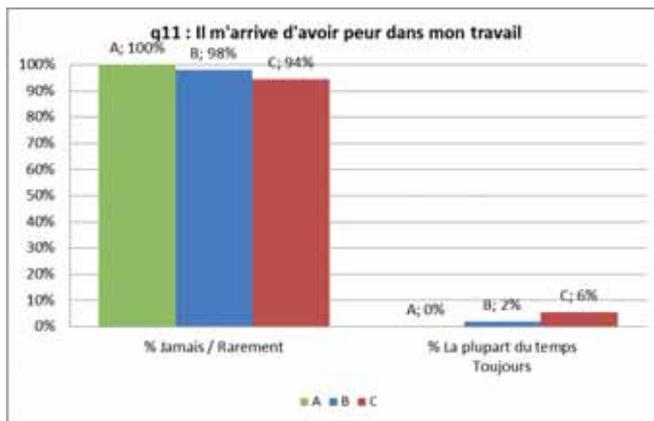




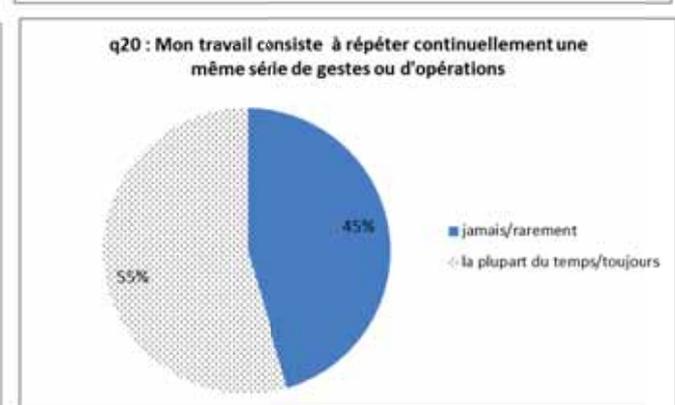
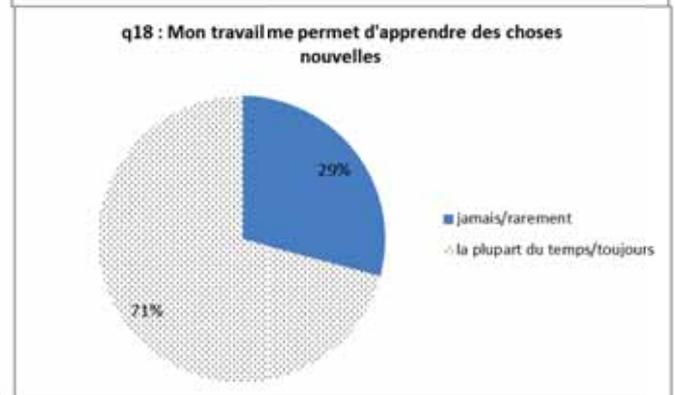
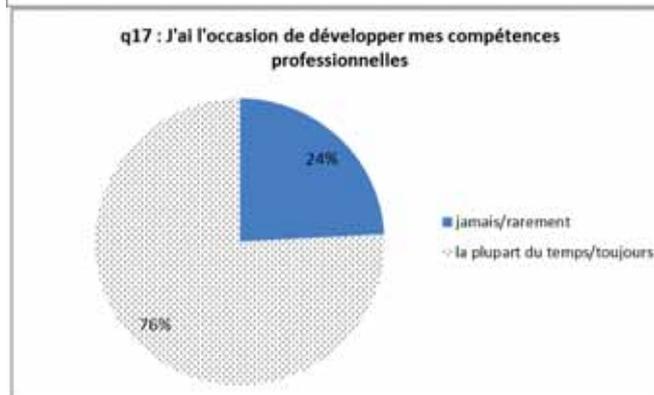
## EXIGENCES EMOTIONNELLES

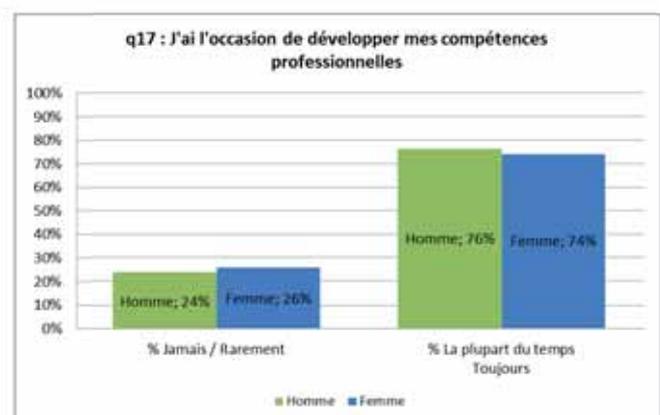
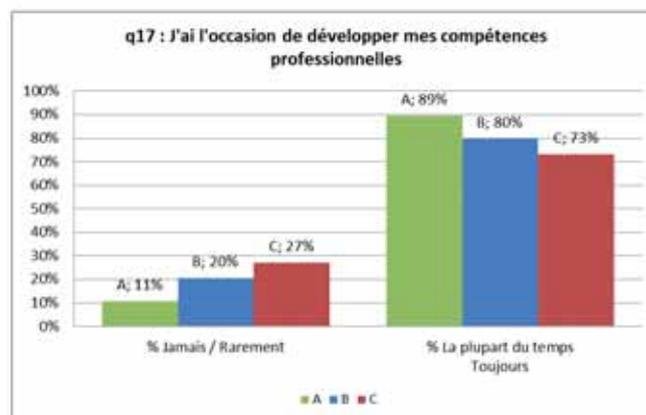
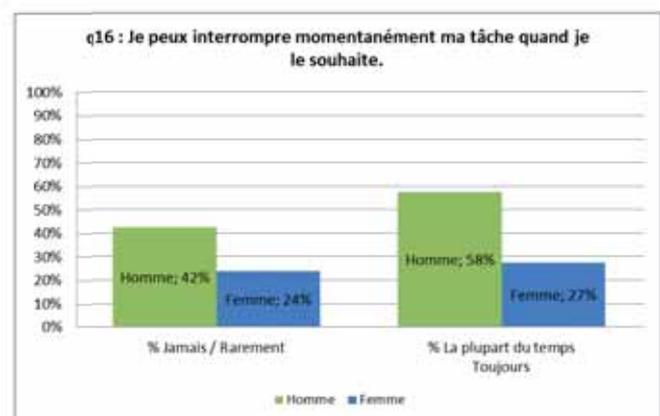
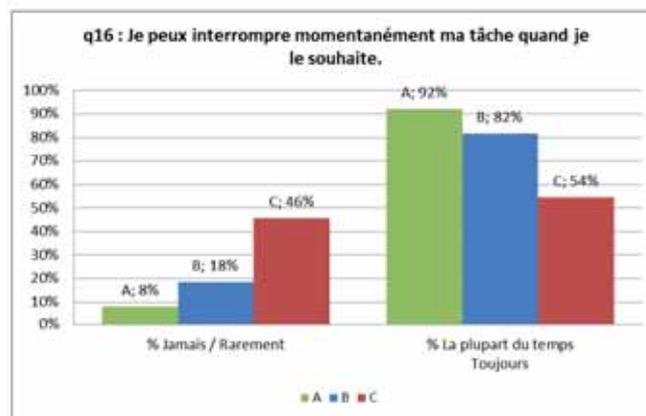
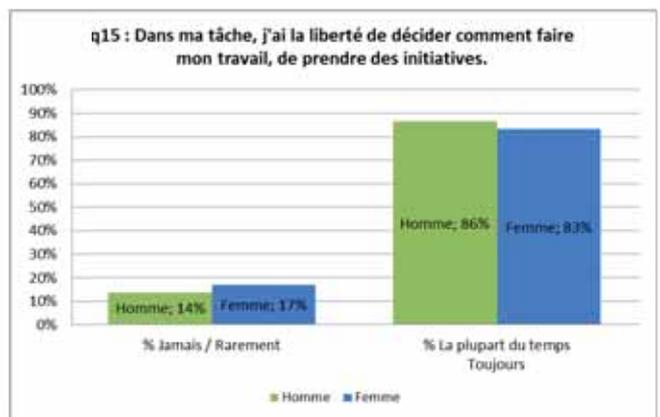
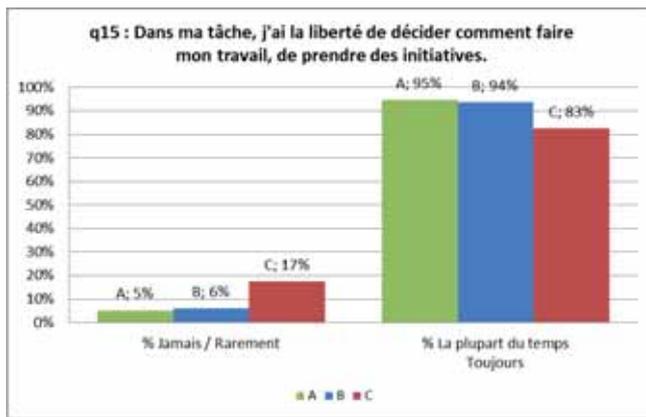


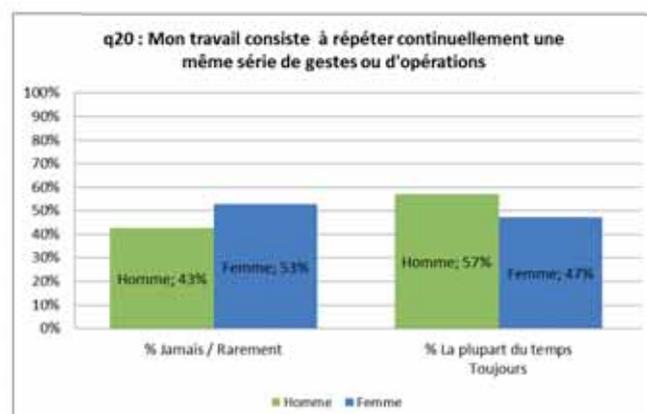
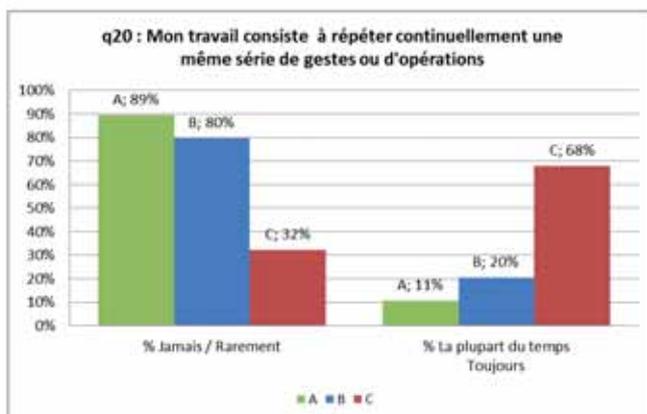
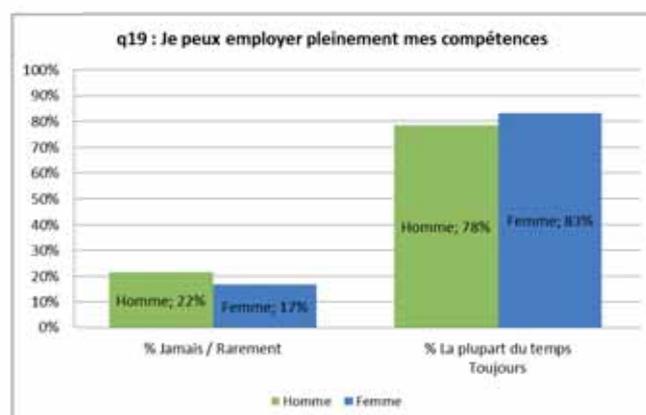
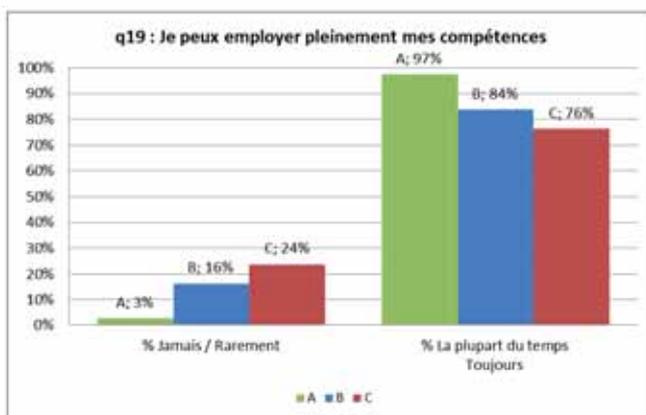
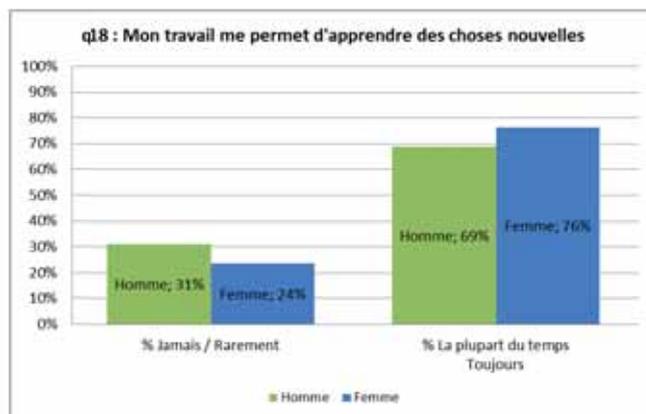
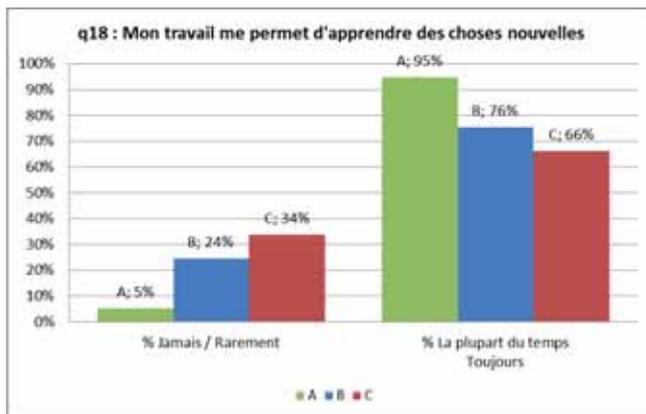




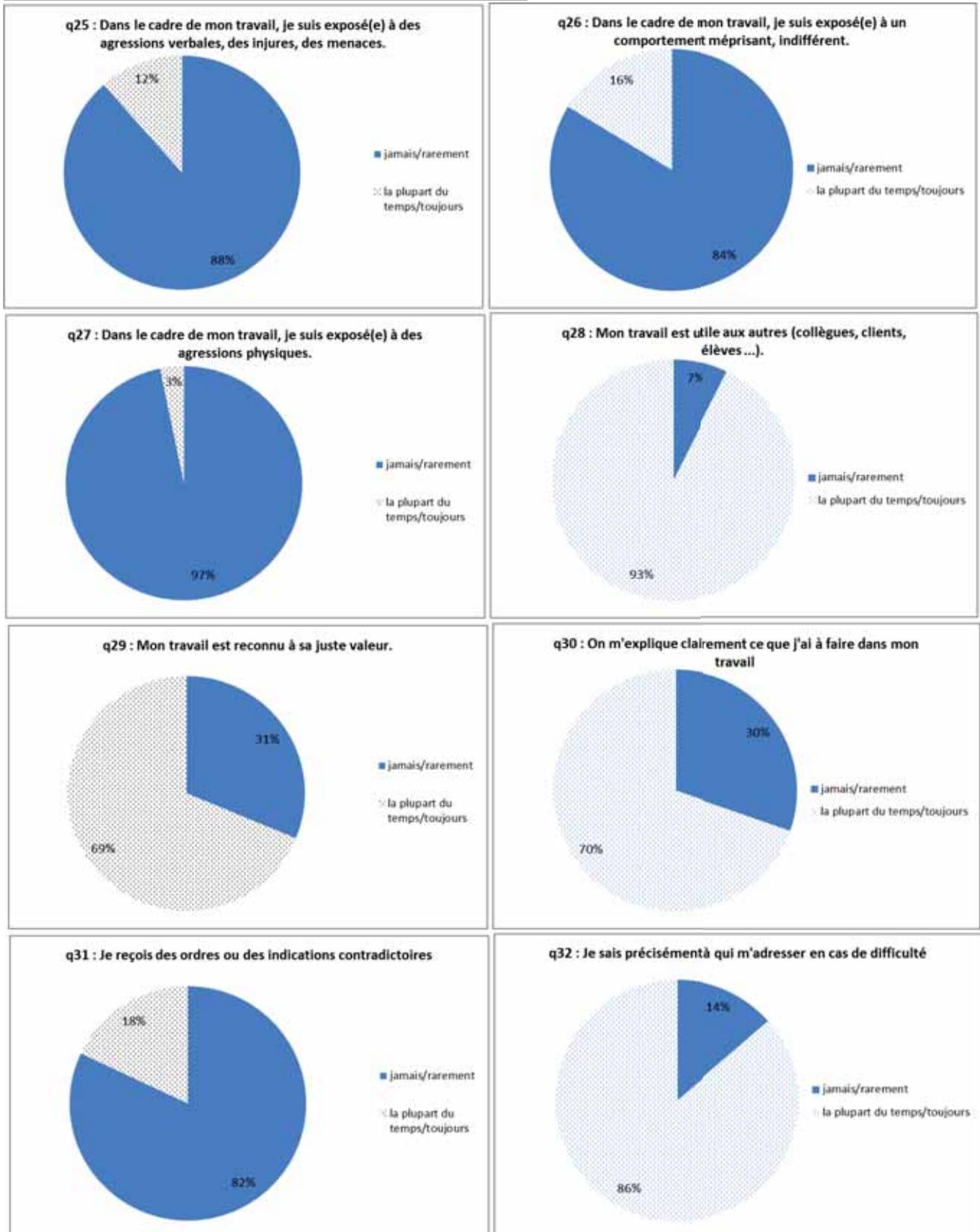
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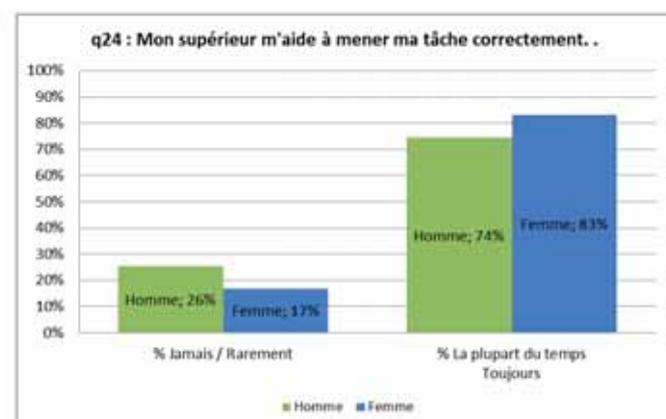
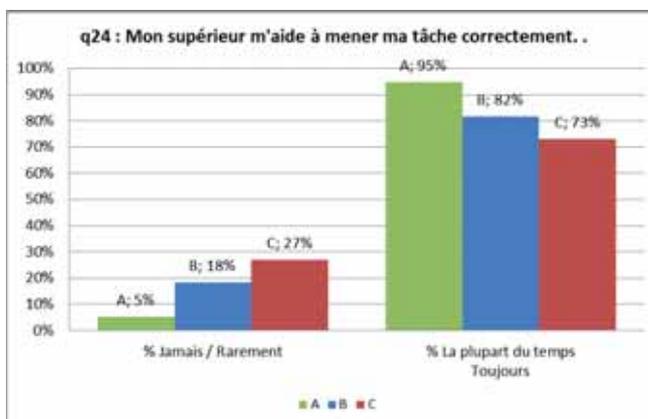
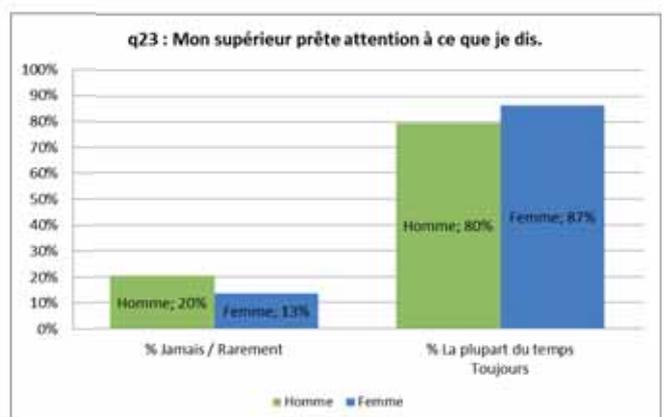
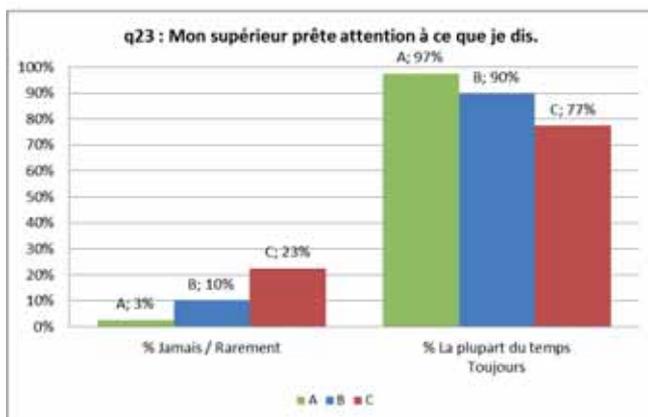
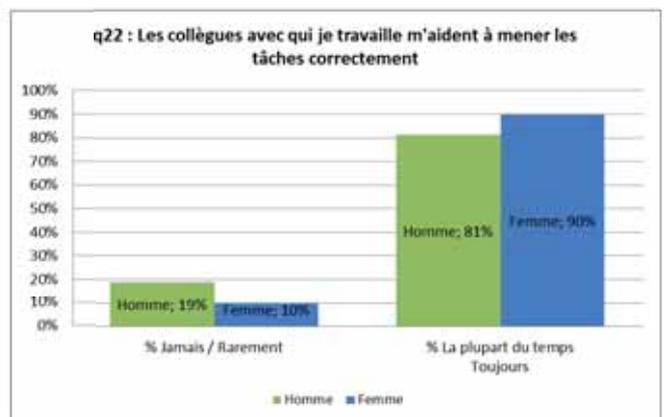
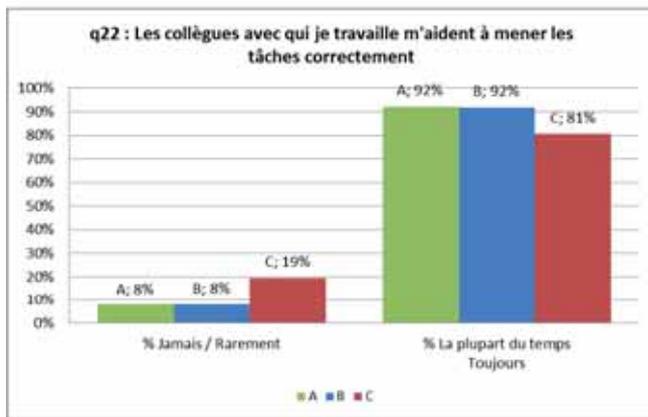
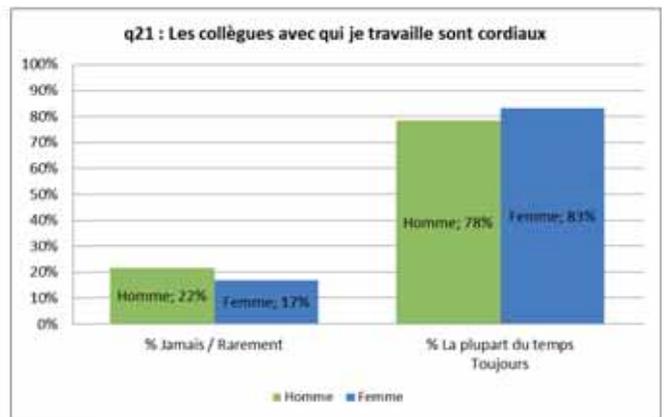
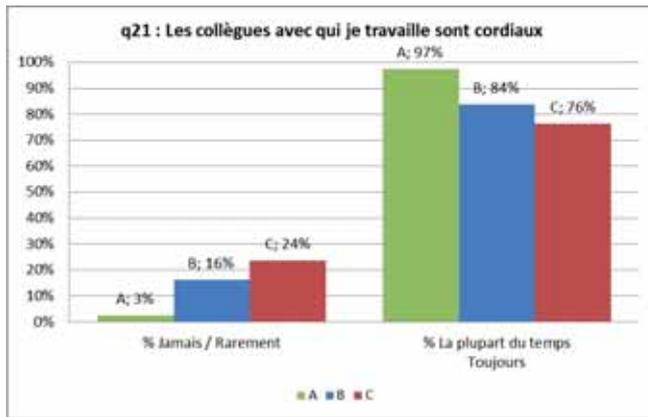


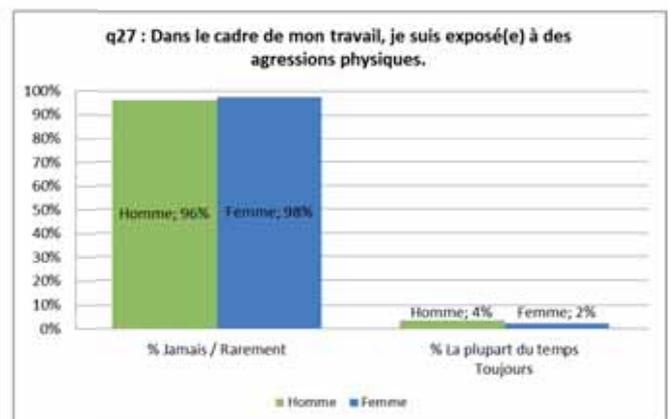
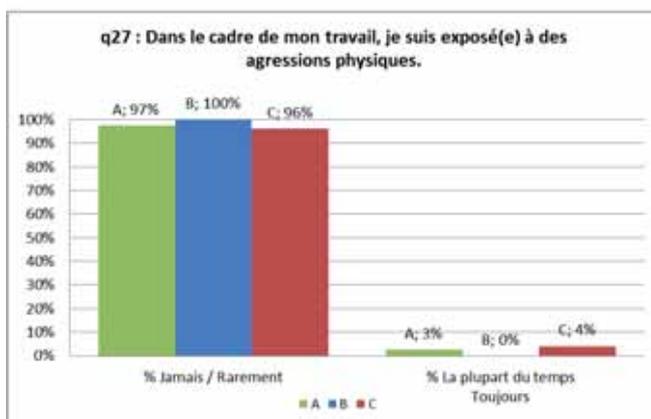
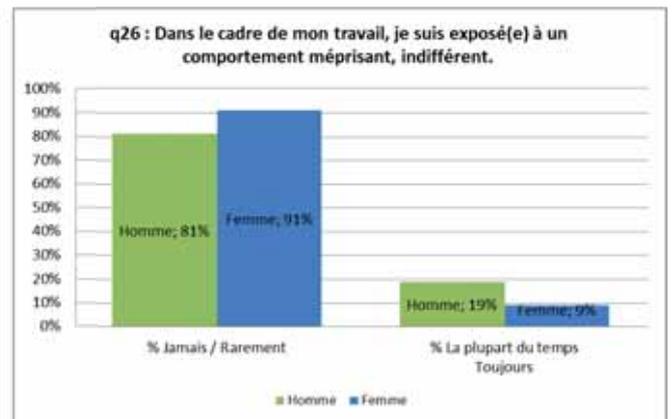
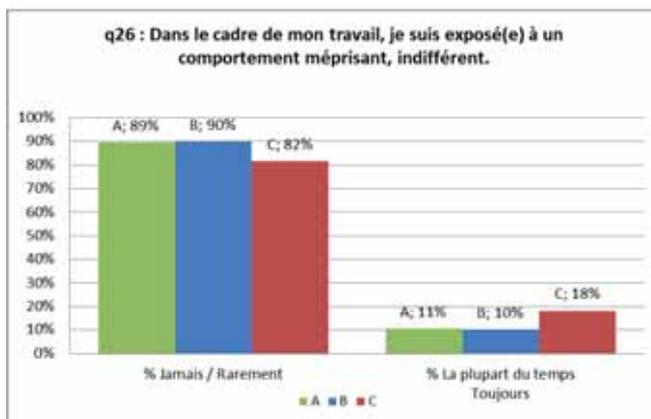
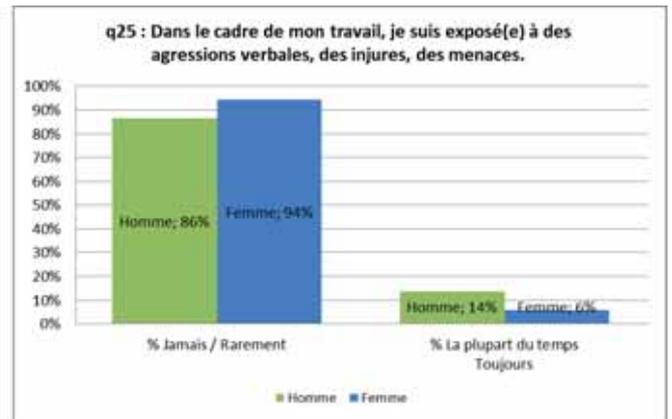
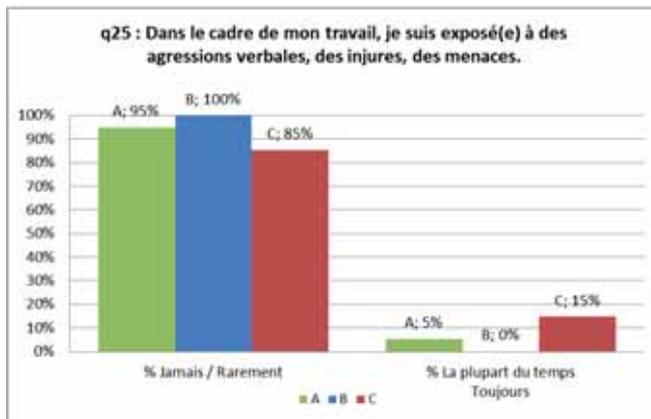


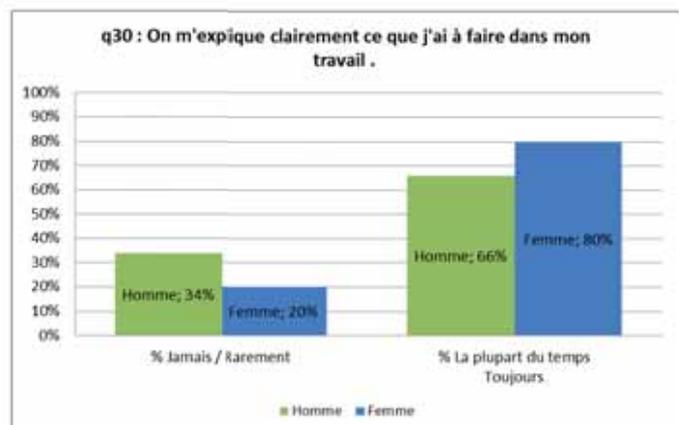
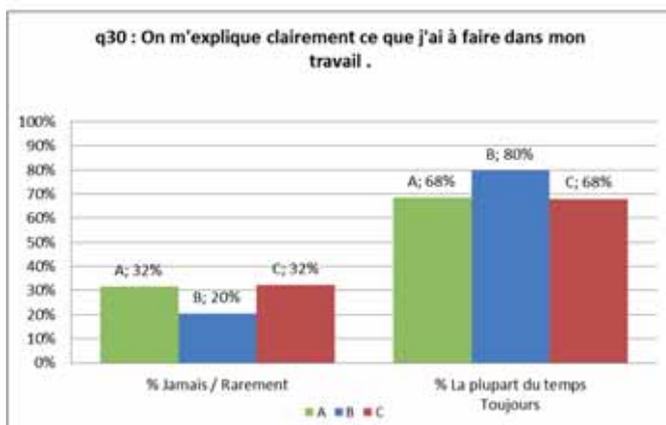
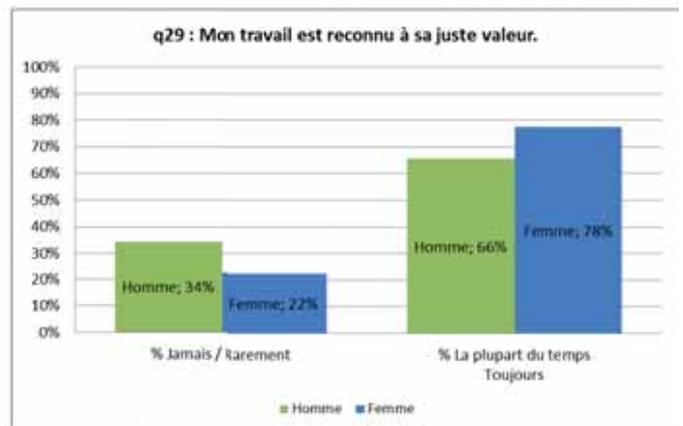
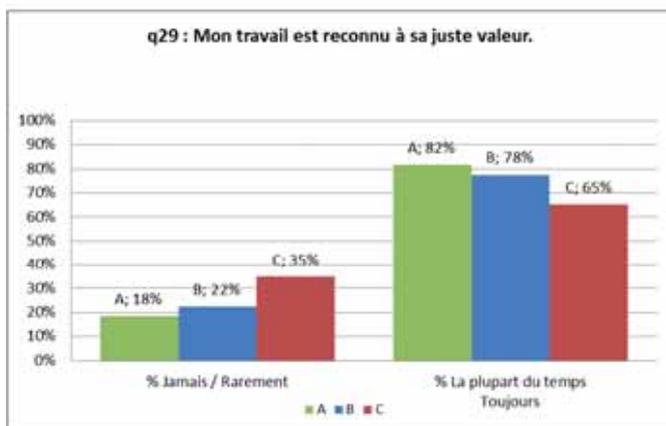
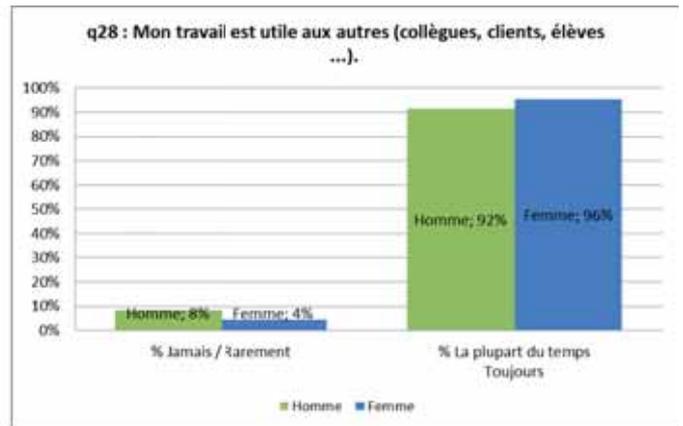
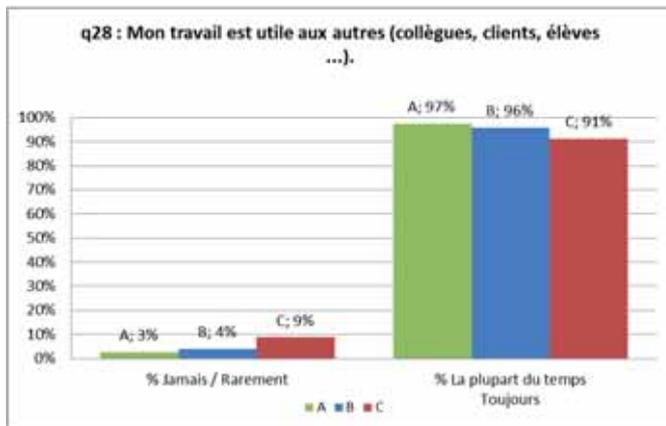


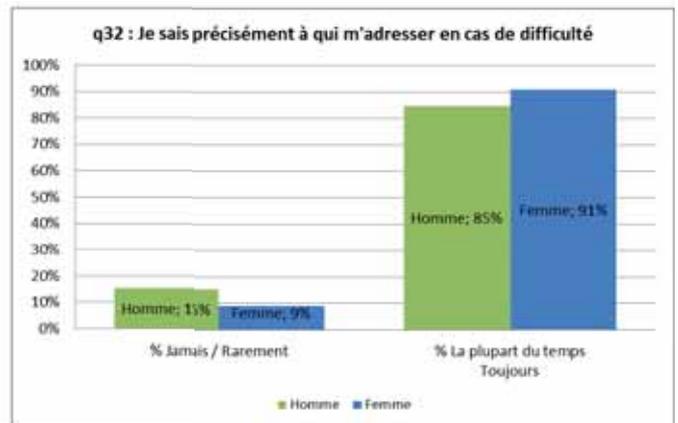
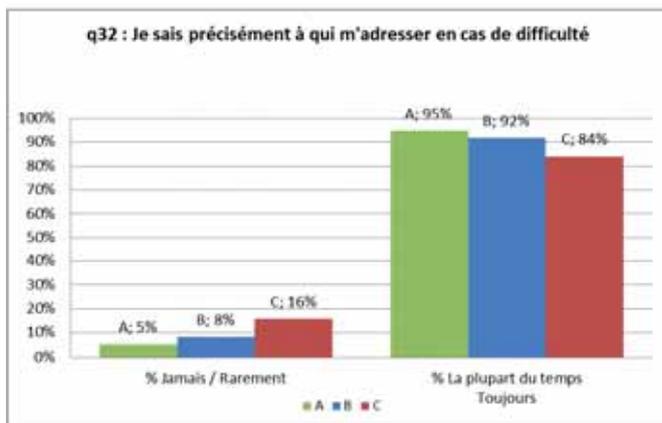
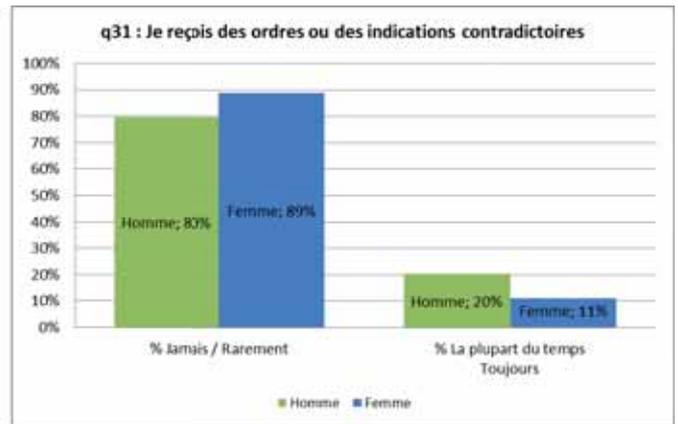
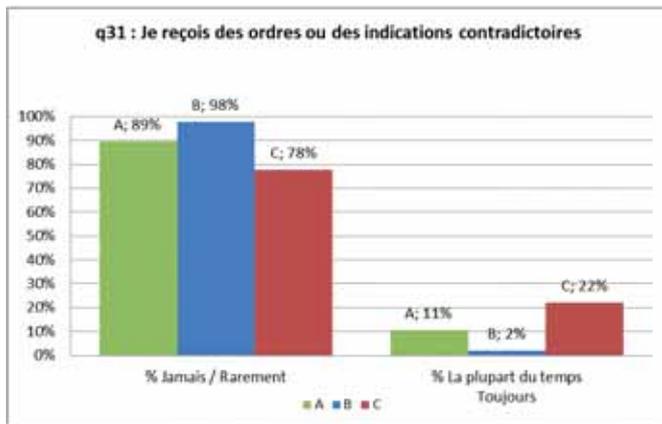
## RAPPORTS SOCIAUX, RELATIONS DE TRAVAIL



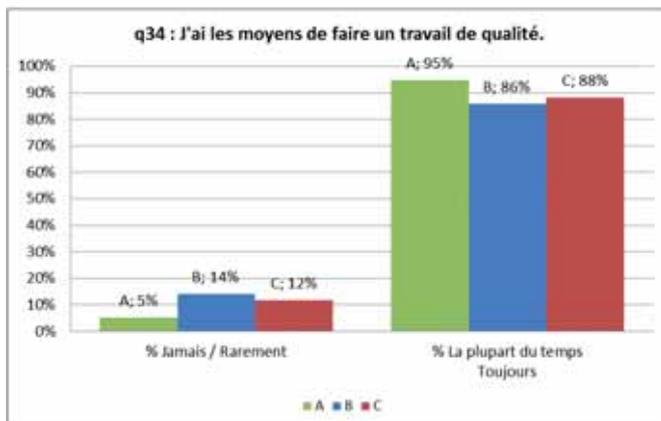
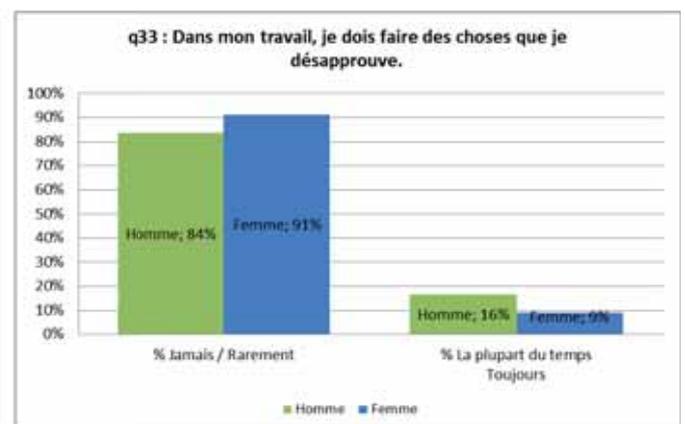
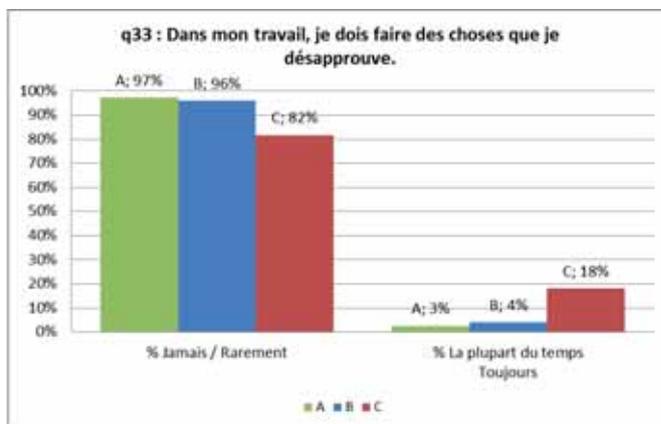




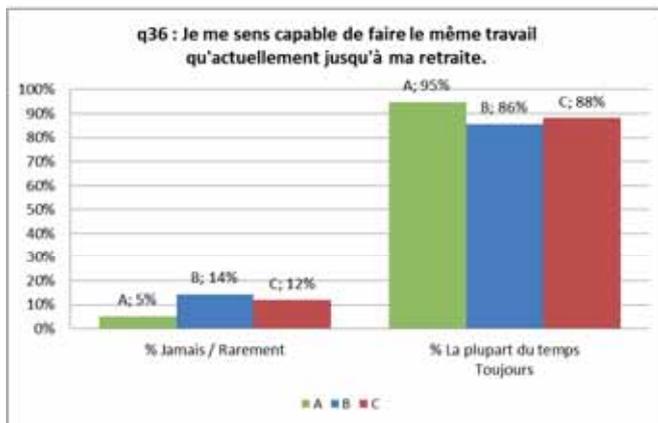
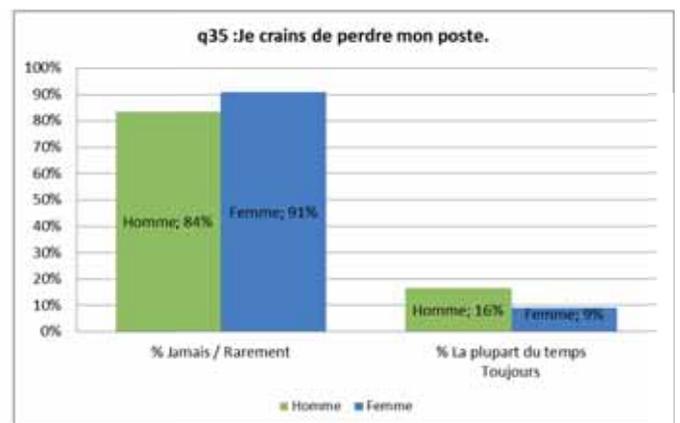
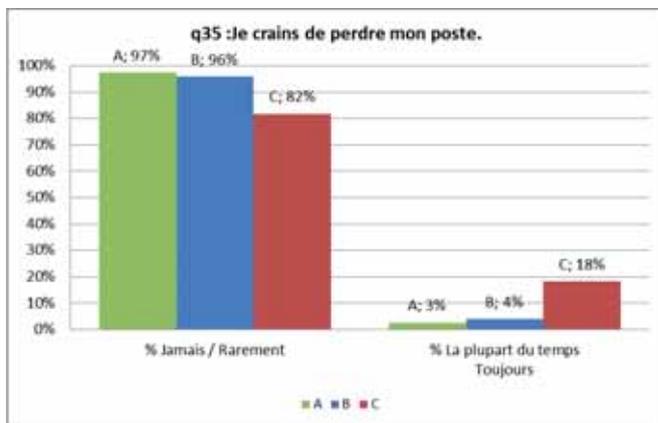
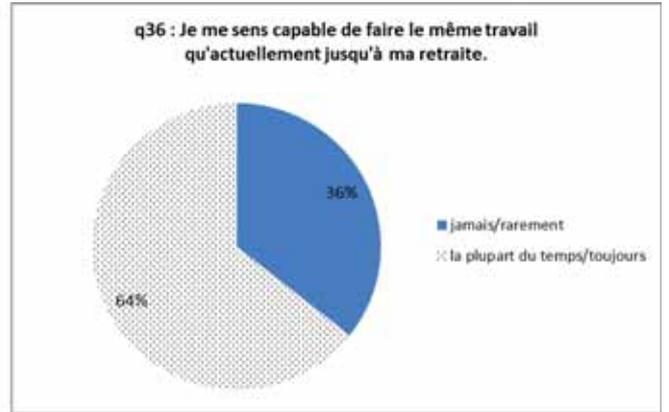
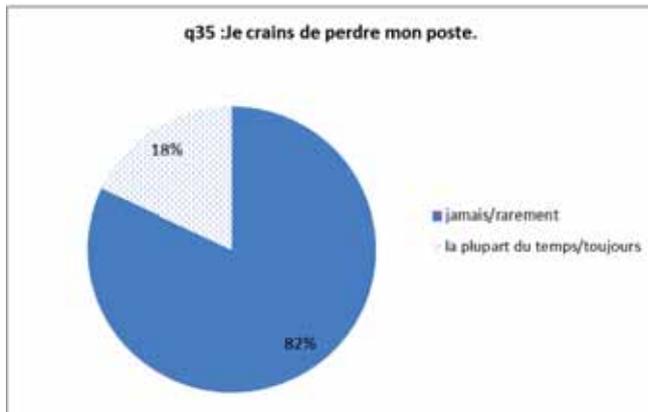




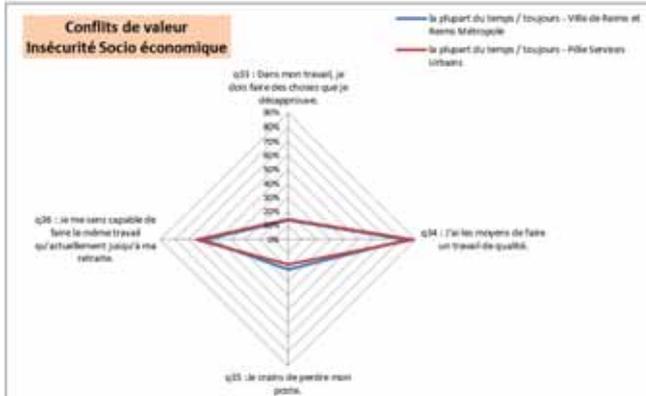
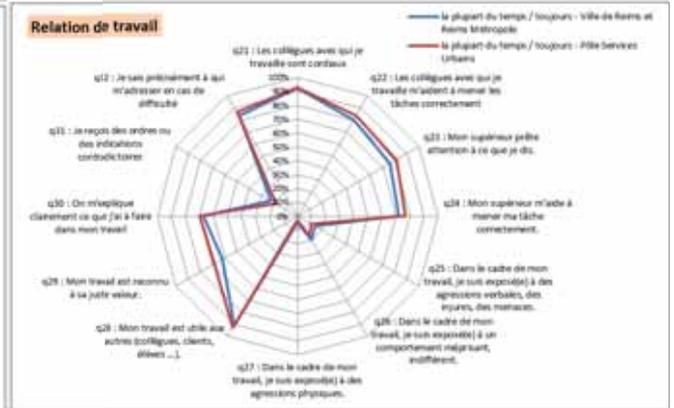
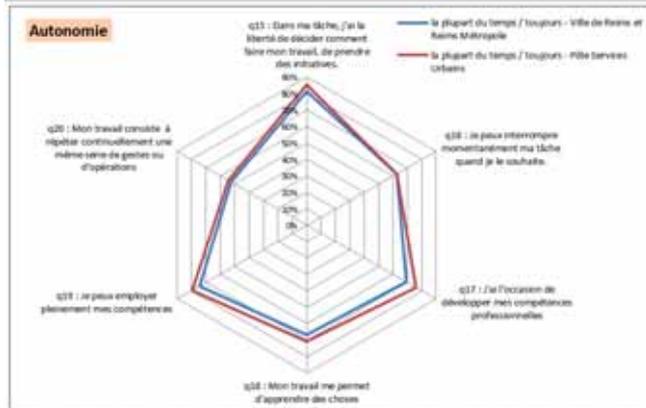
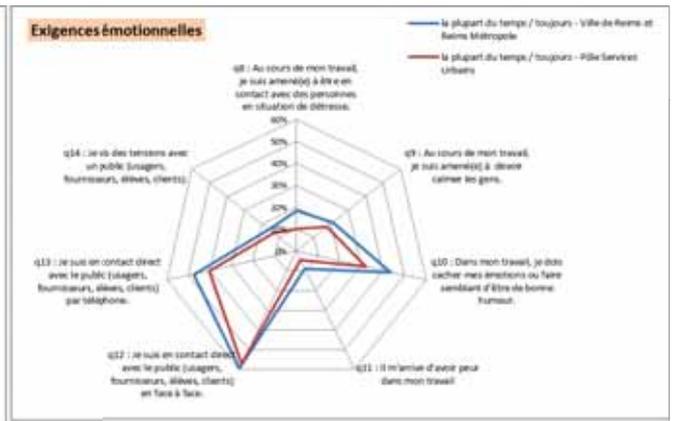
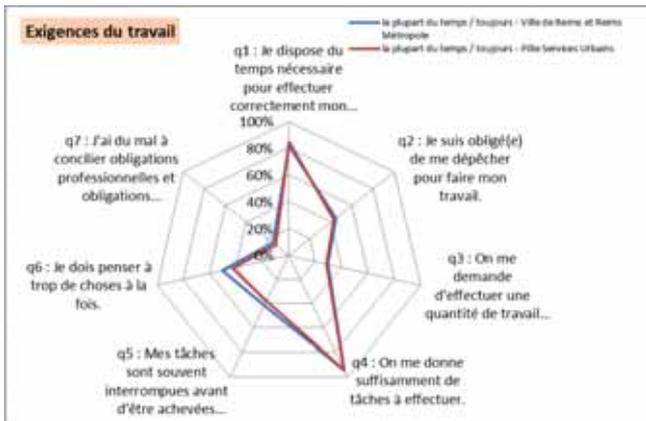
## CONFLITS DE VALEURS



## INSECURITE SOCIO-ECONOMIQUE



# COMPARAISON RESULTATS POLE SERVICES URBAINS / 2 COLLECTIVITES

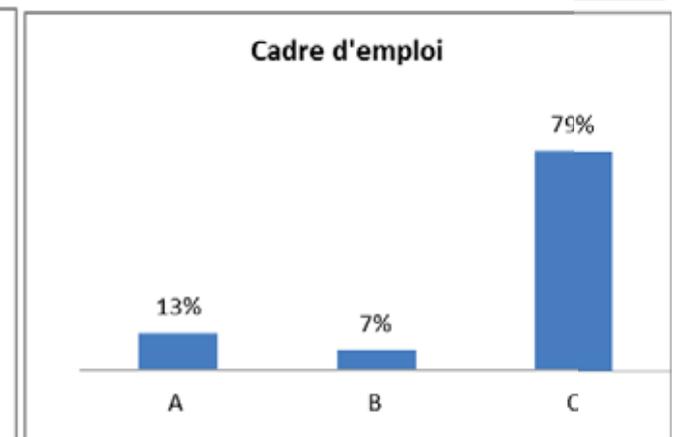
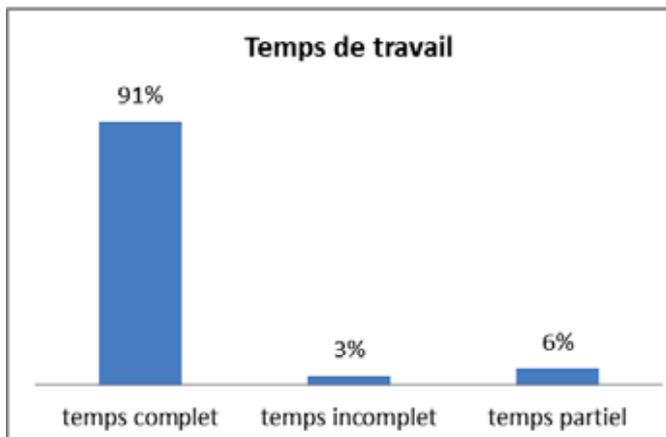
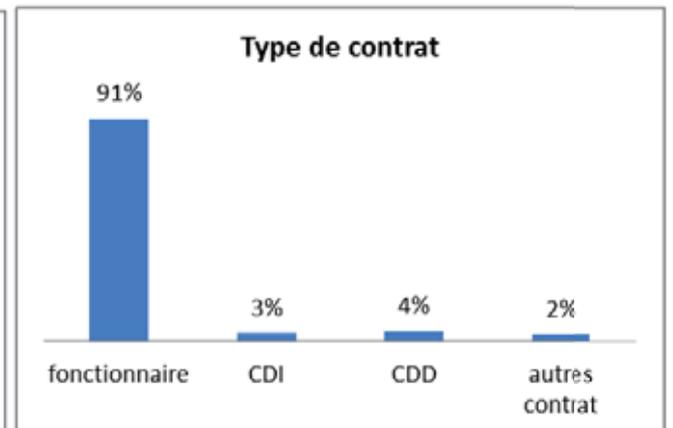
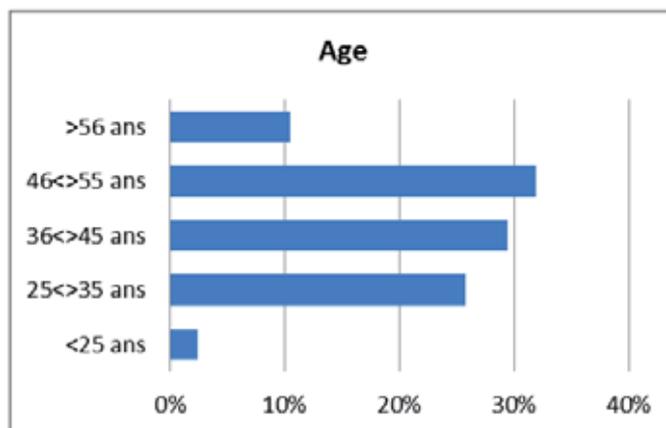
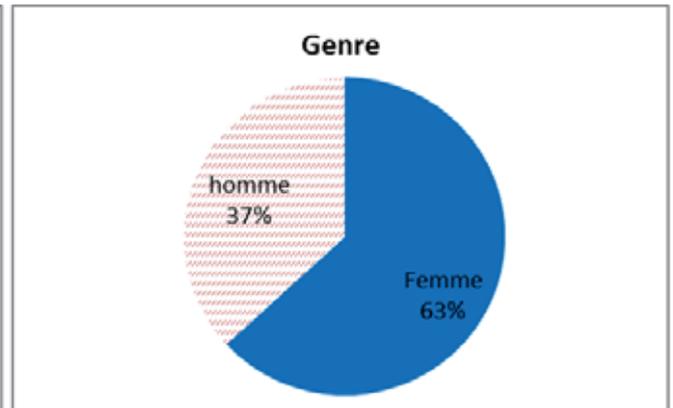
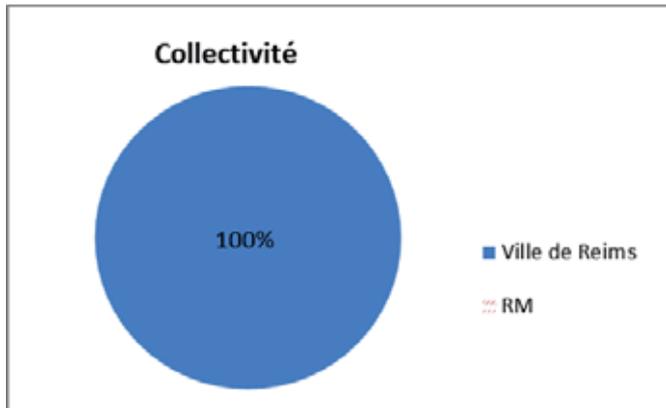


## RESULTATS QUESTIONNAIRE

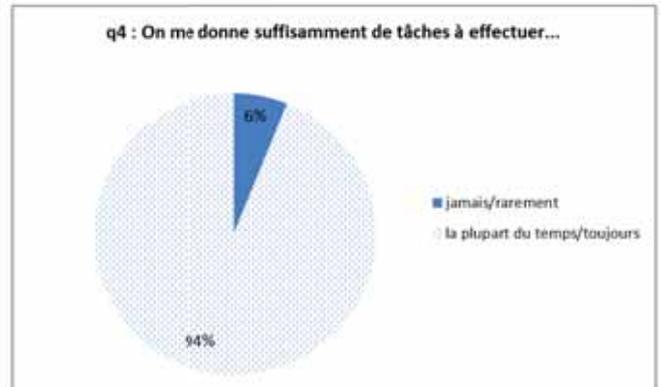
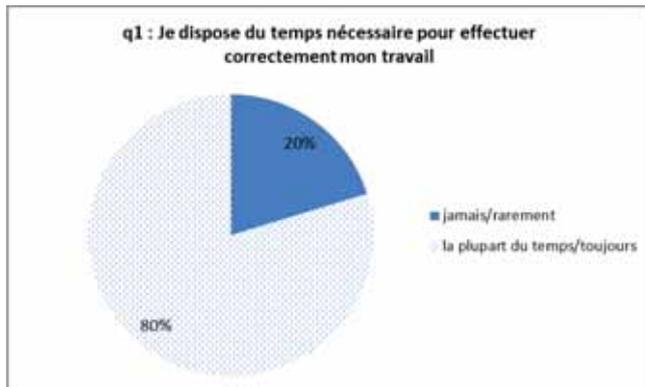
### POLE DU DEVELOPPEMENT SOCIAL ET DES SERVICES AUX CITOYENS

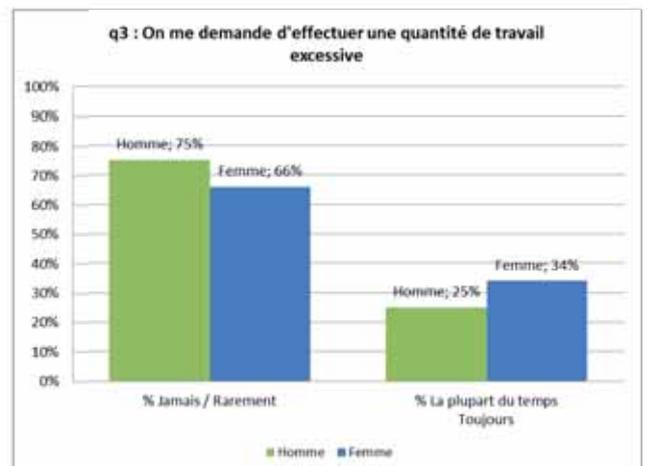
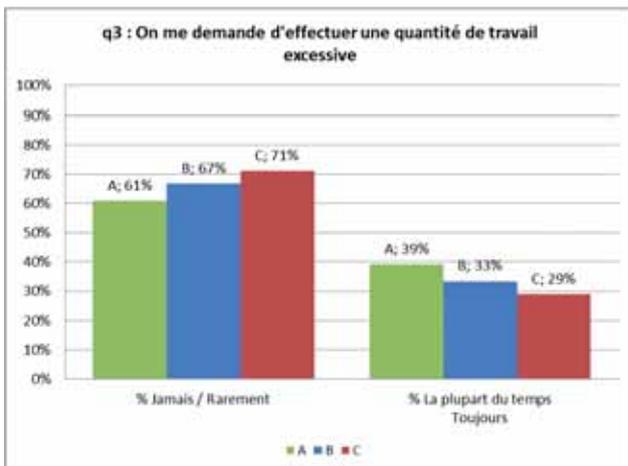
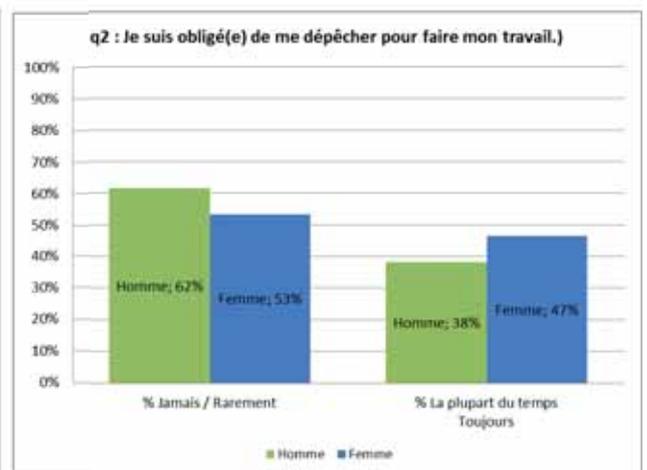
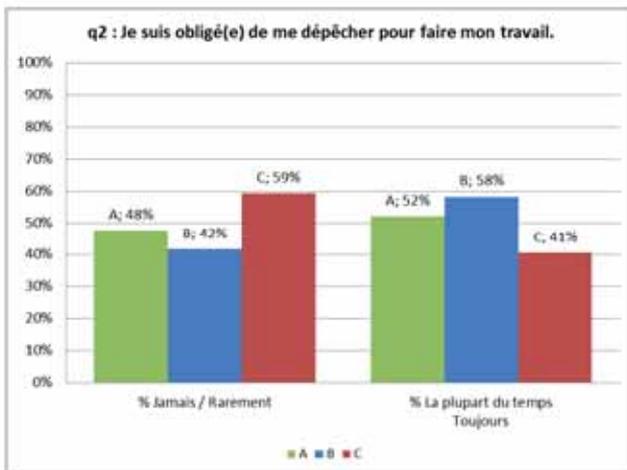
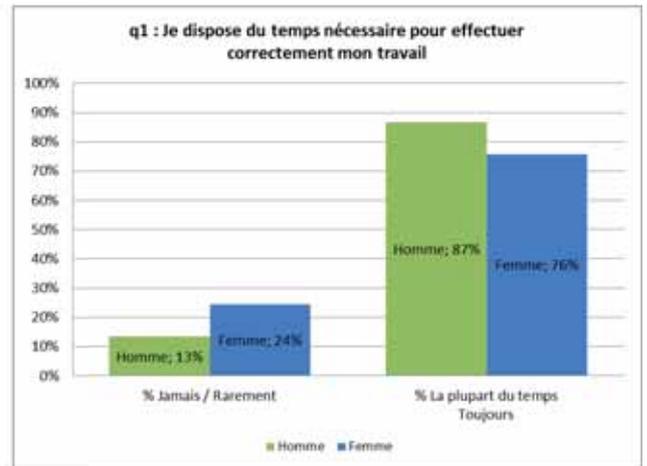
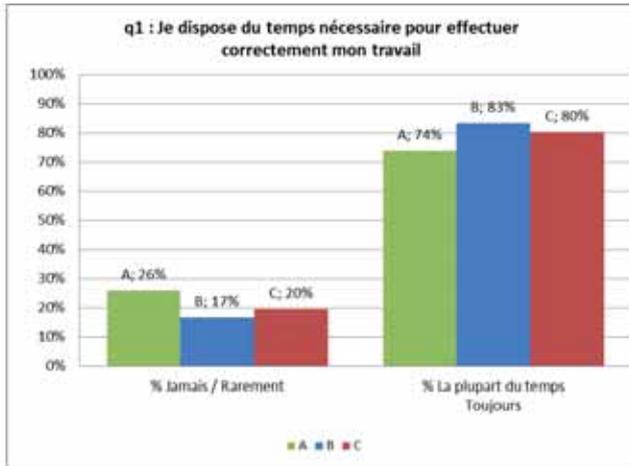
Le taux de réponses au questionnaire du pôle du développement social et des services aux citoyens est de 19%.

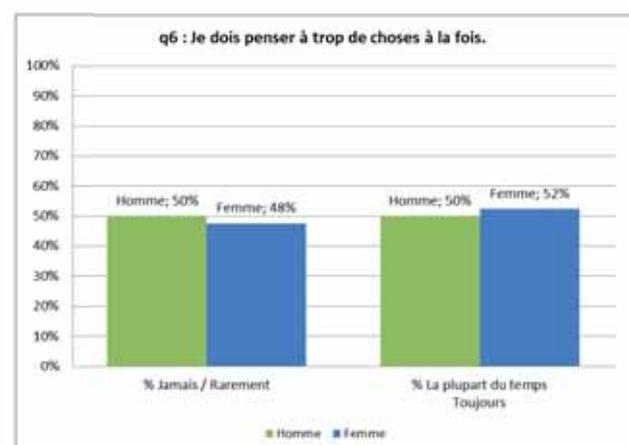
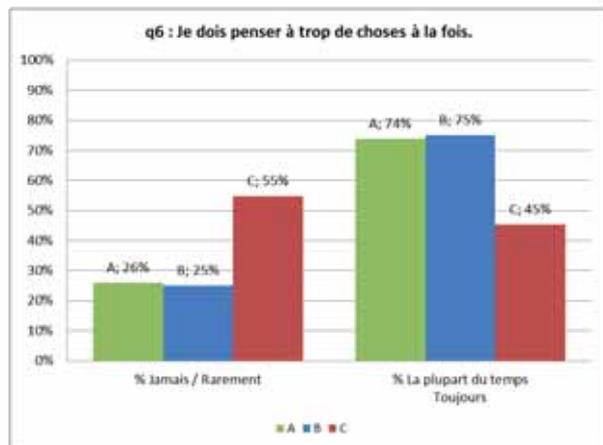
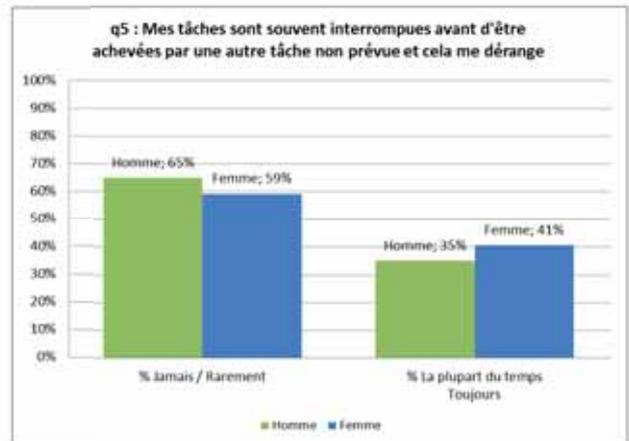
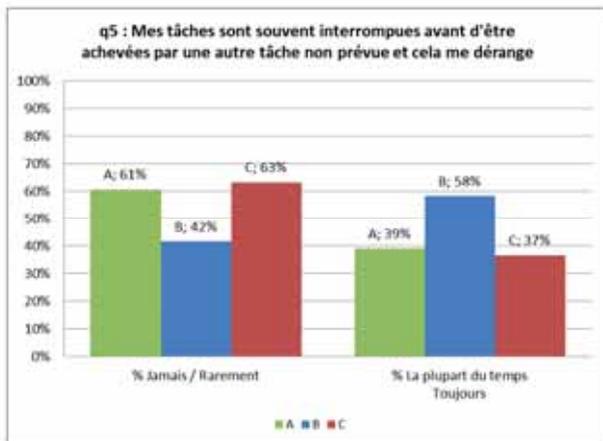
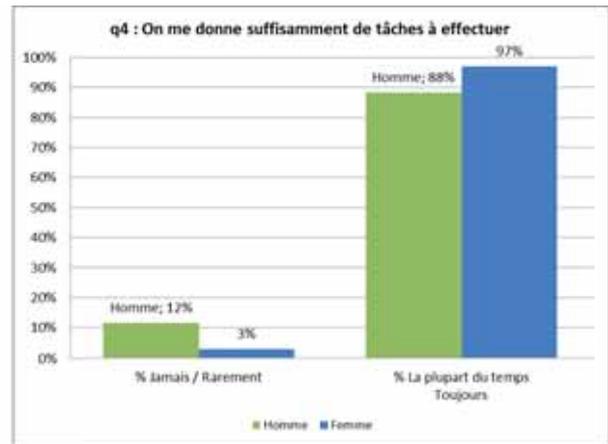
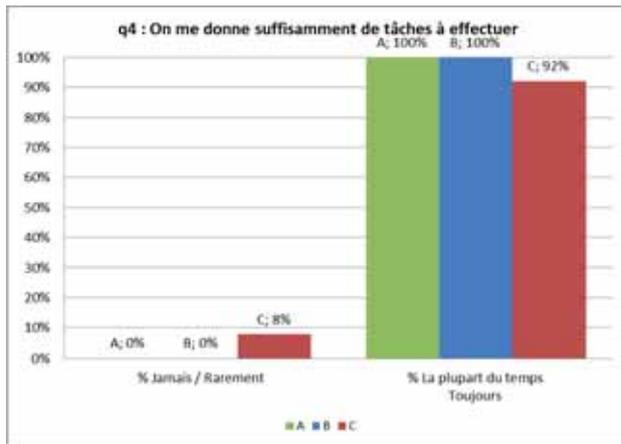
#### EXIGENCES DU TRAVAIL



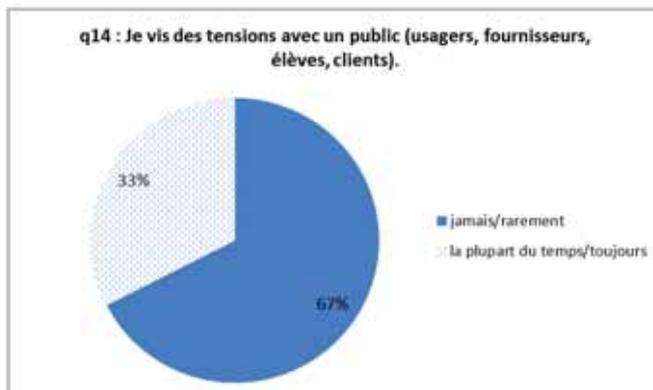
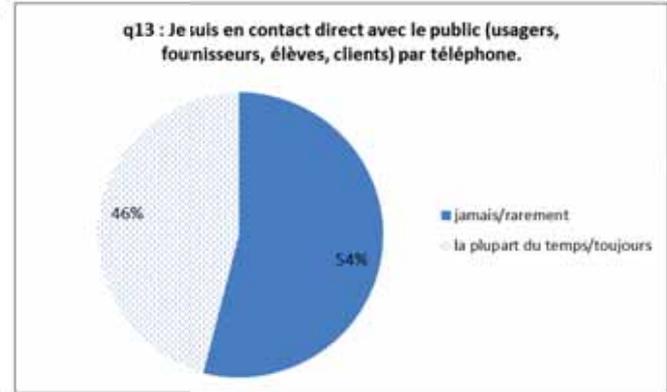
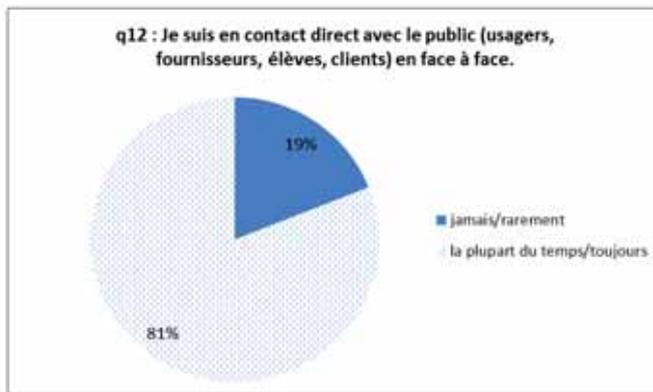
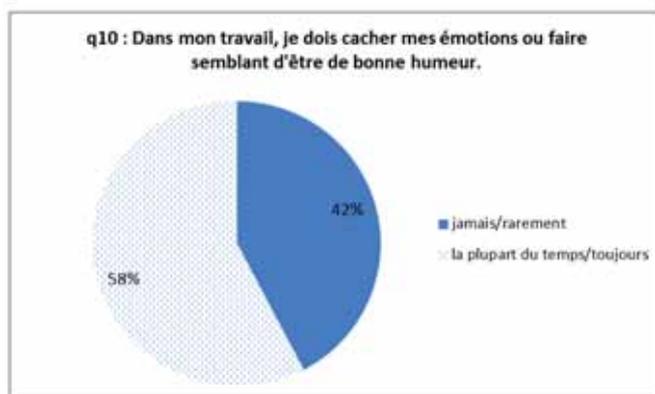
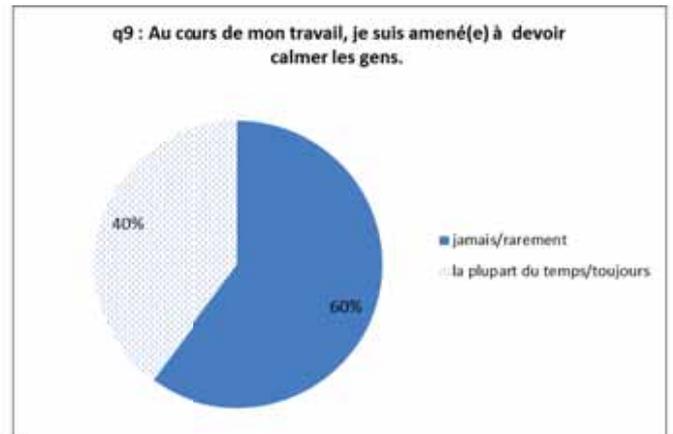
## EXIGENCES EMOTIONNELLES

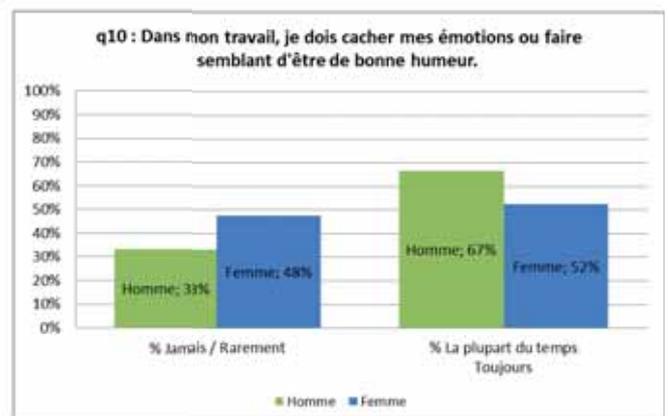
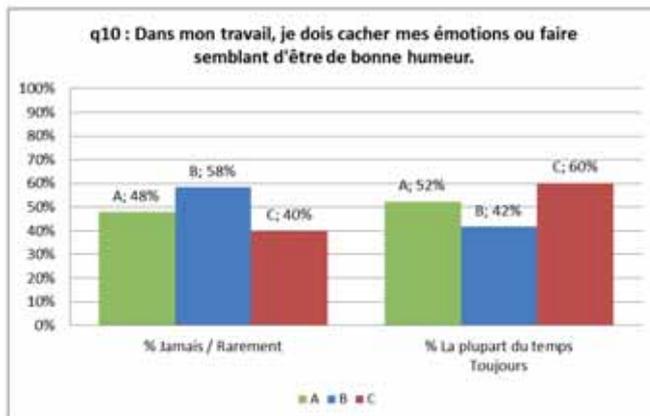
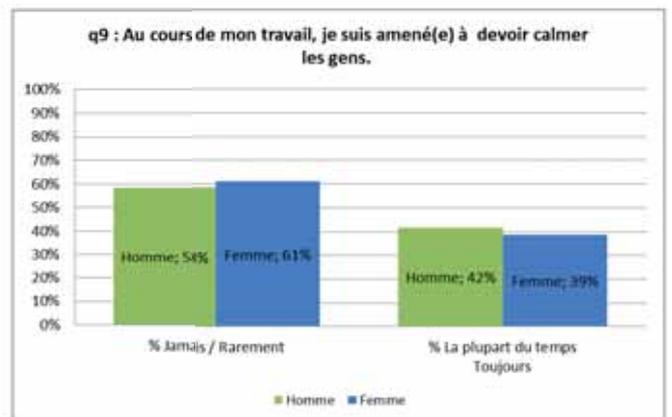
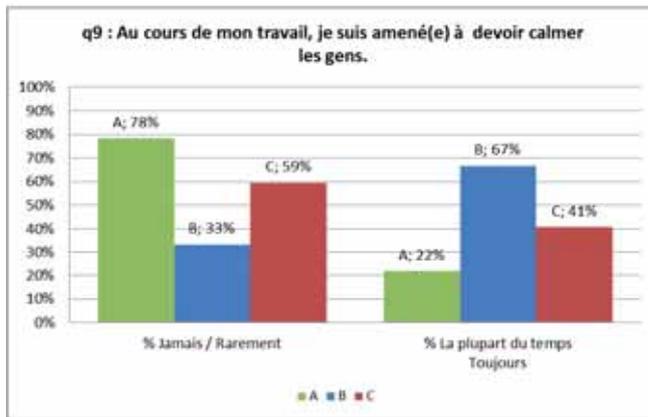
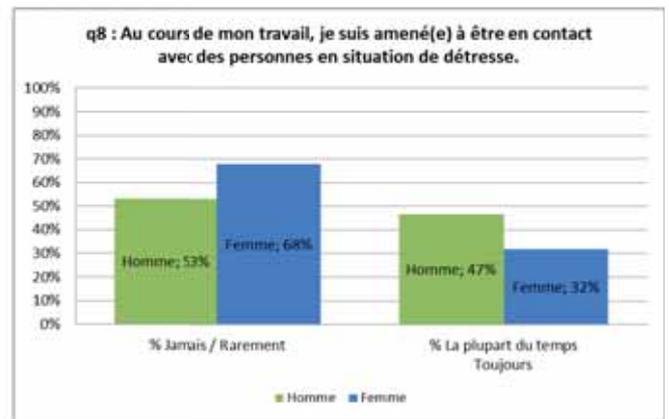
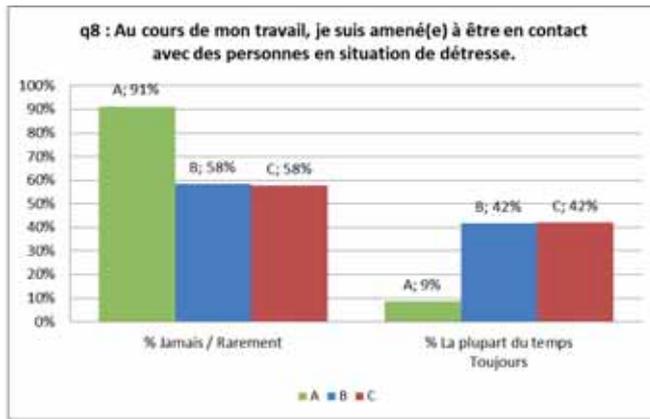


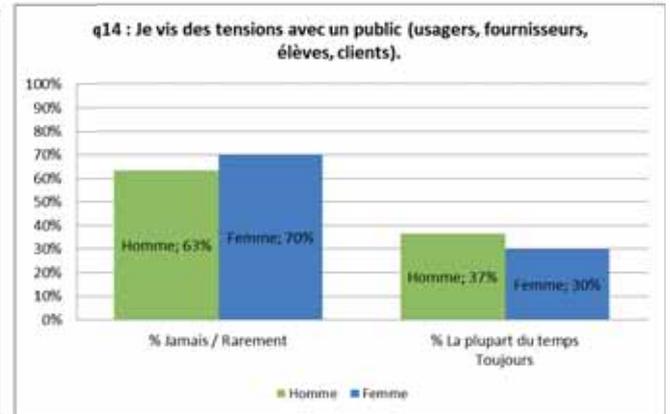
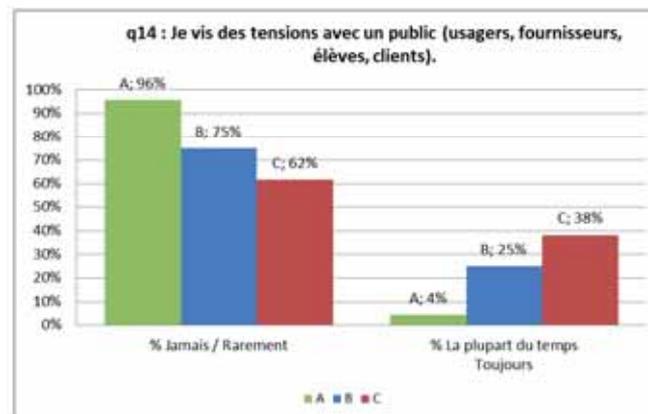
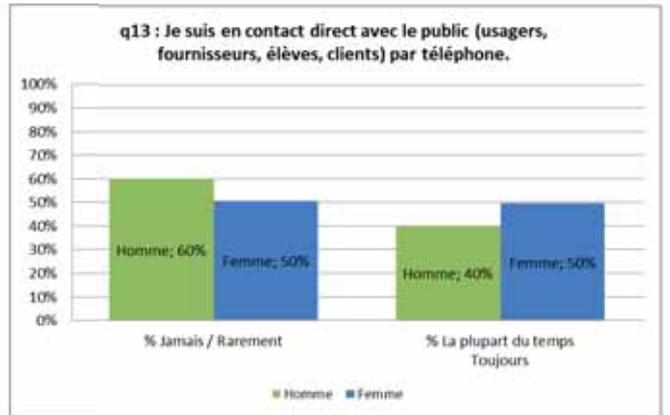
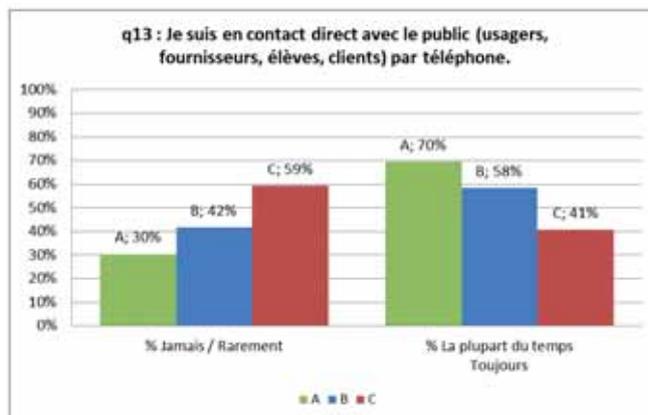
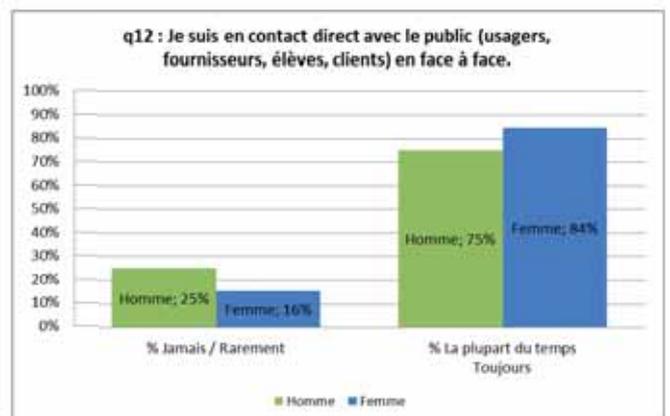
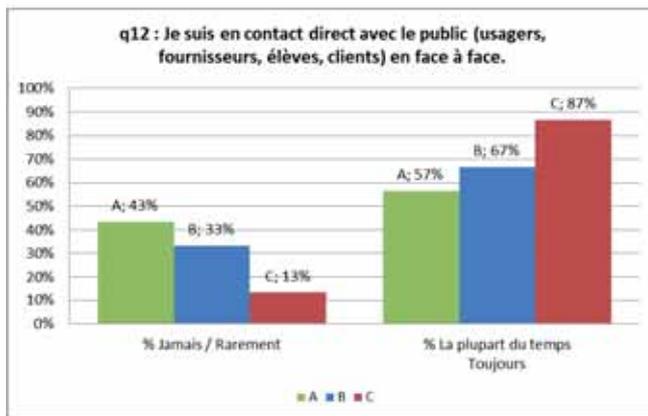
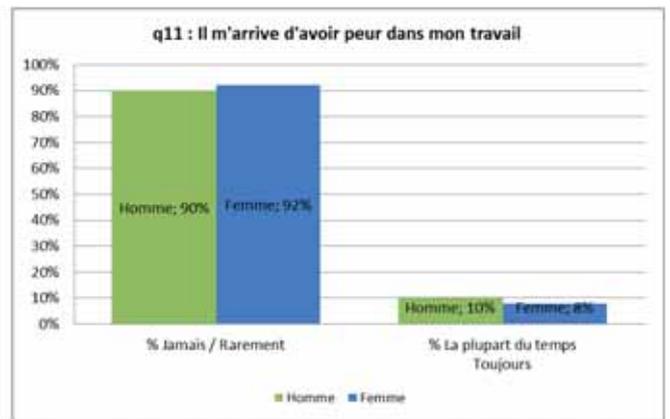
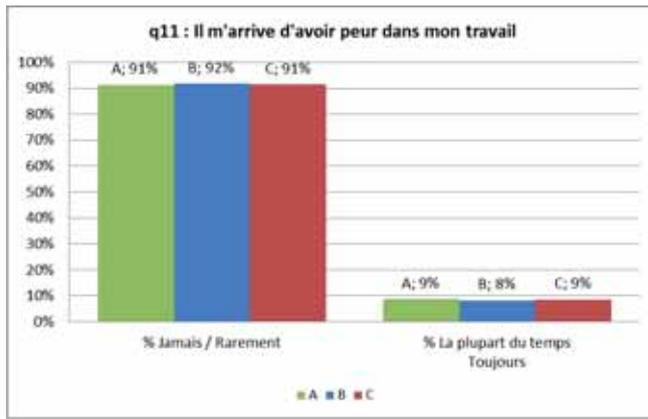




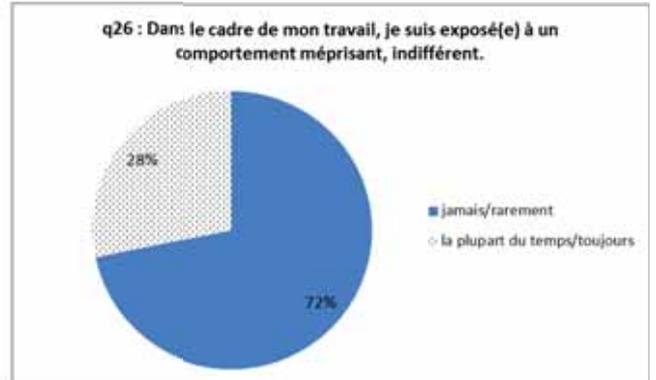
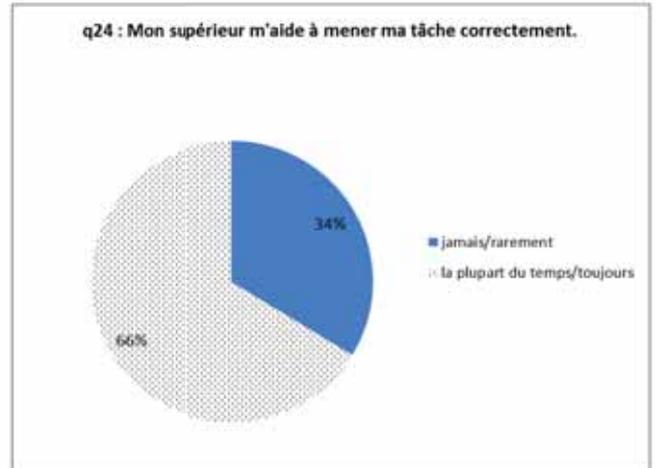
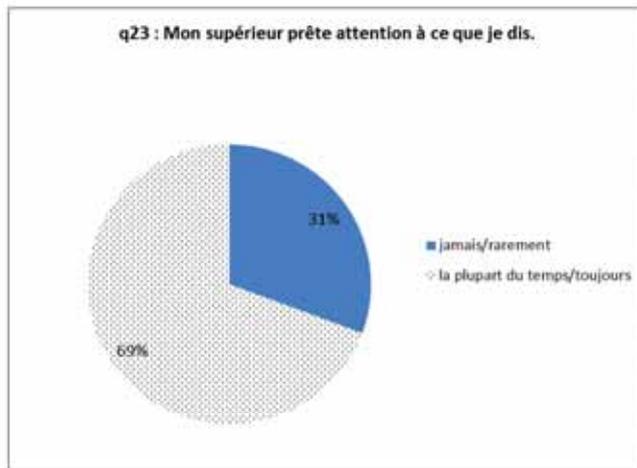
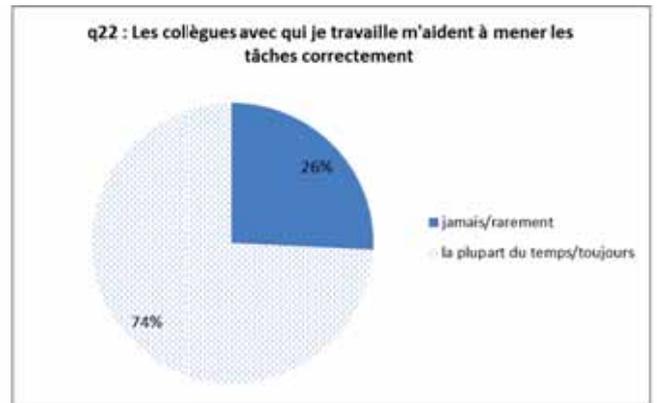
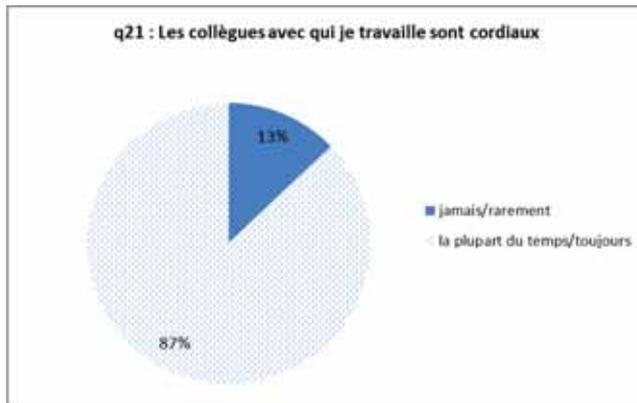
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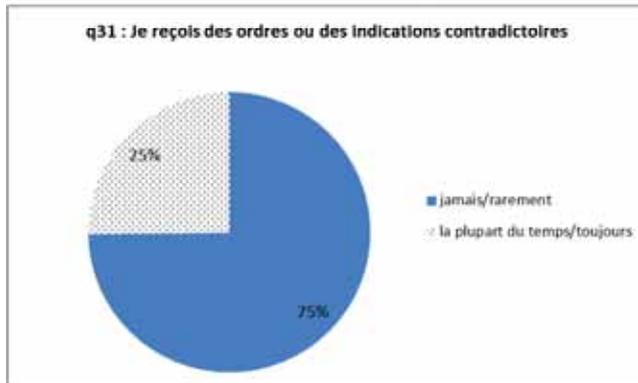
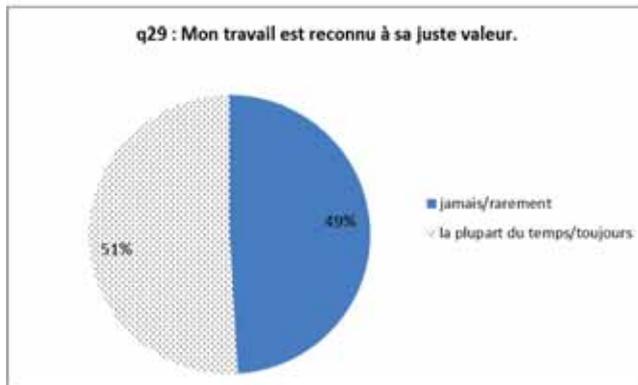
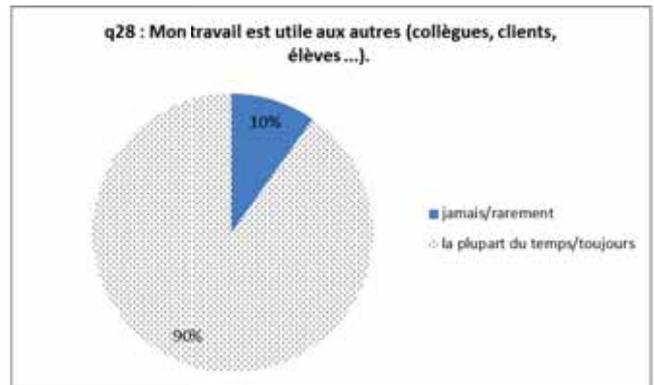
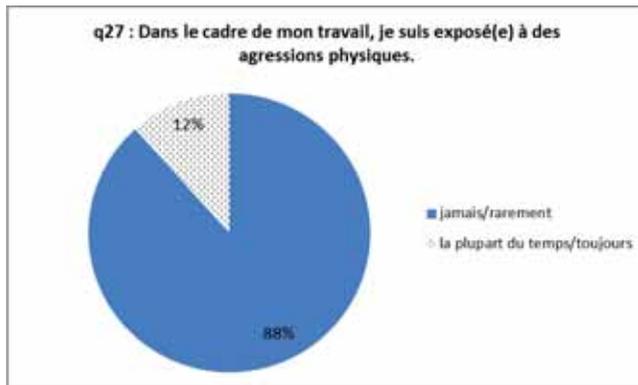


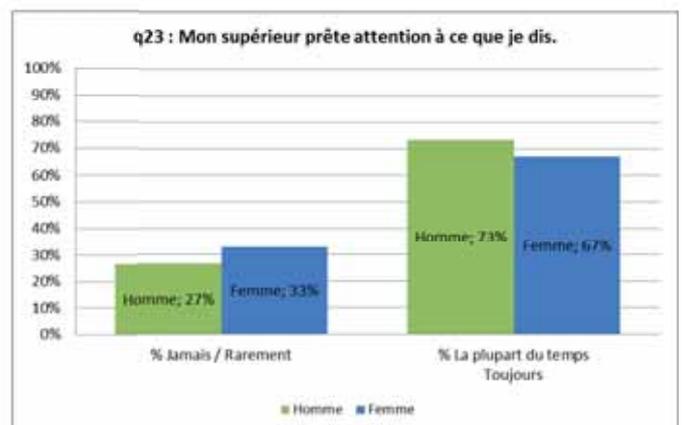
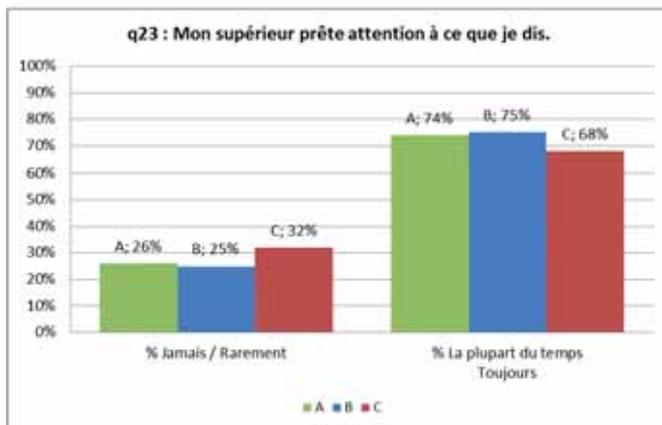
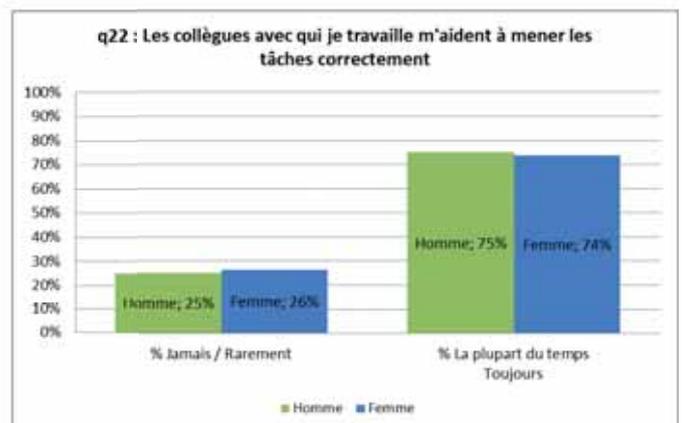
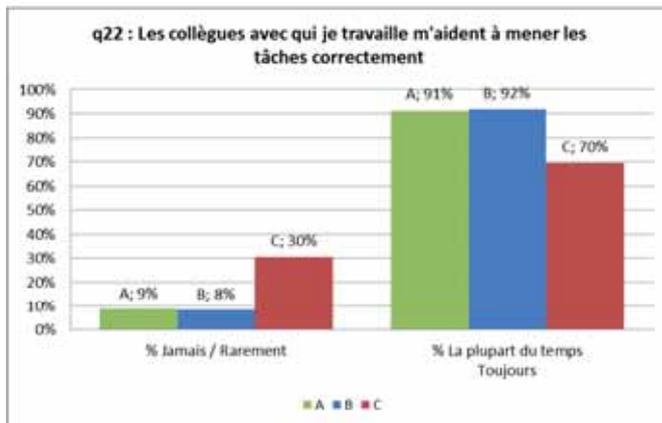
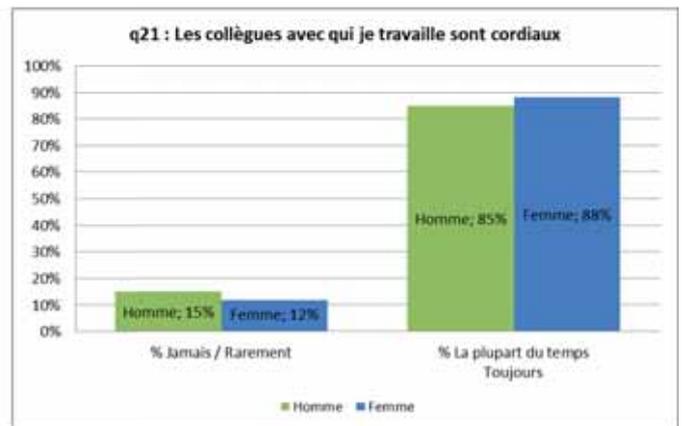
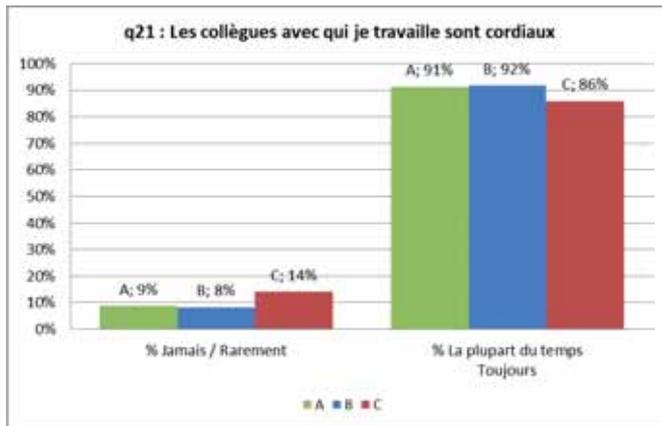


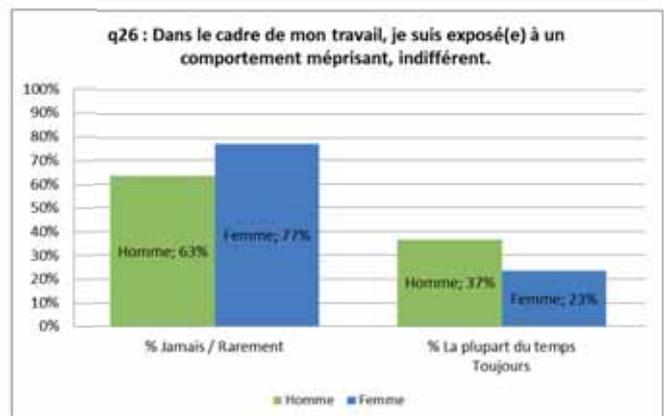
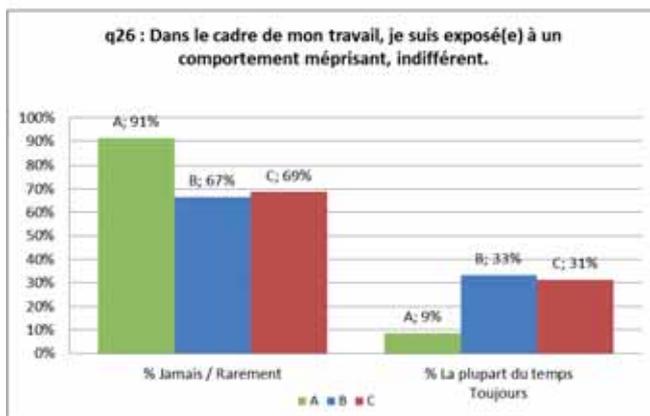
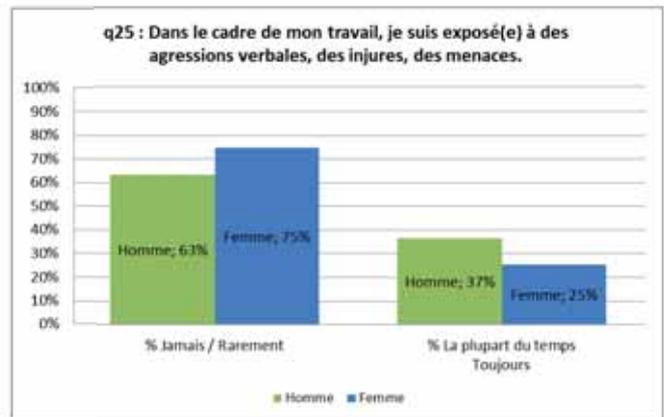
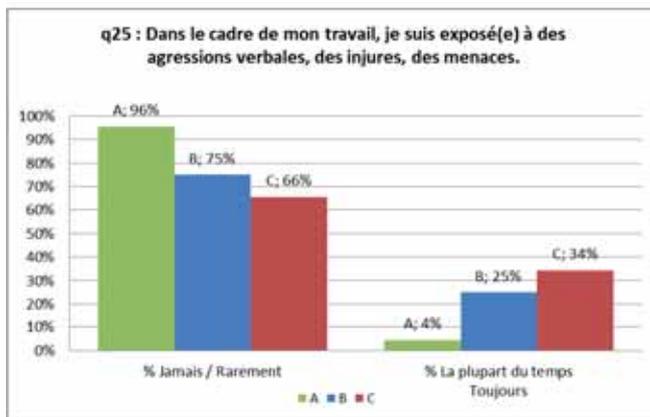
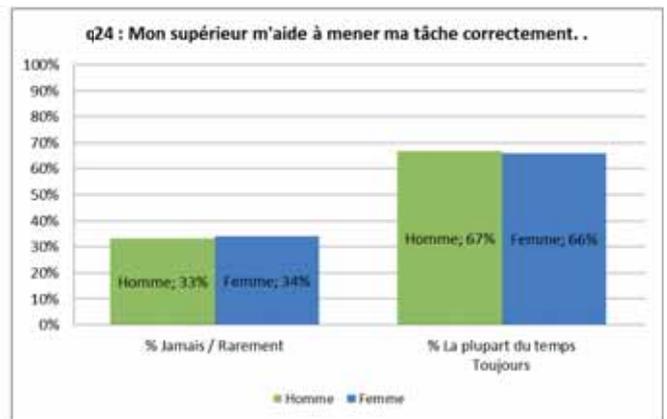
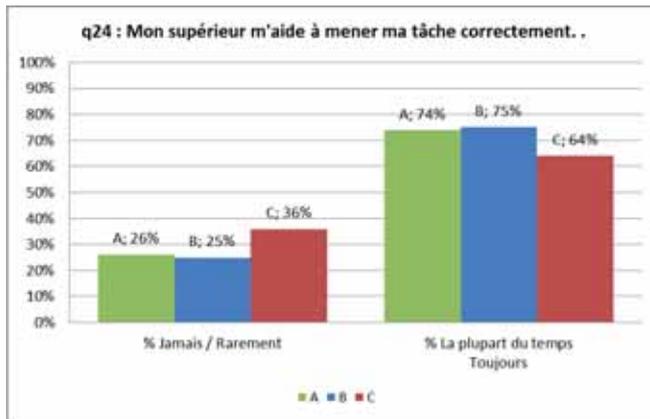


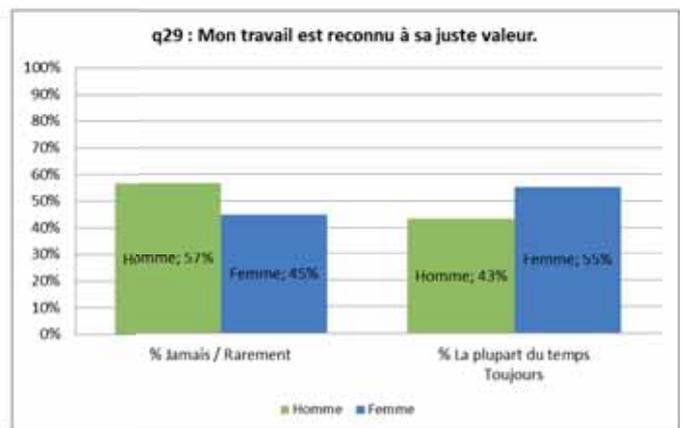
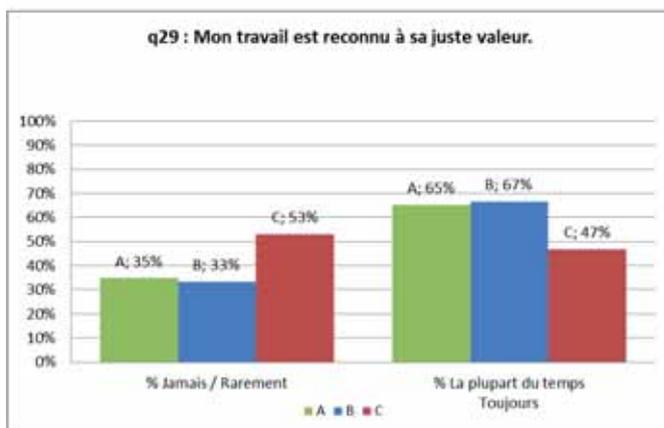
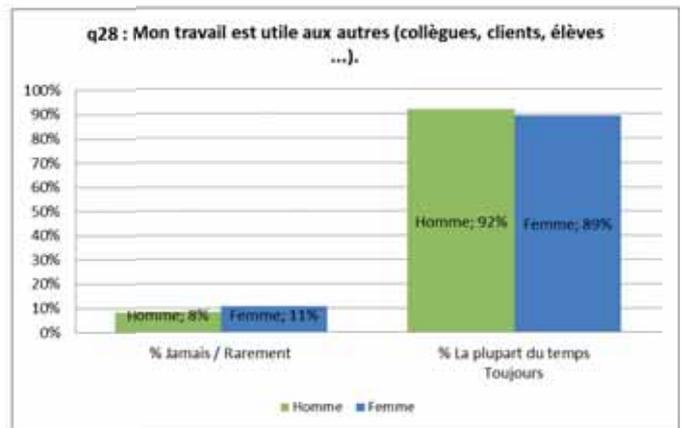
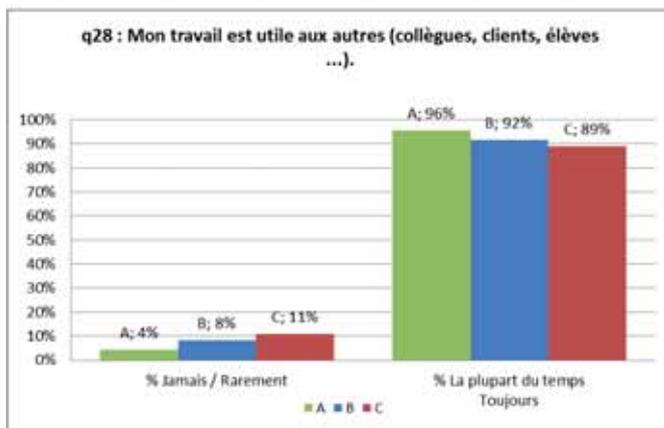
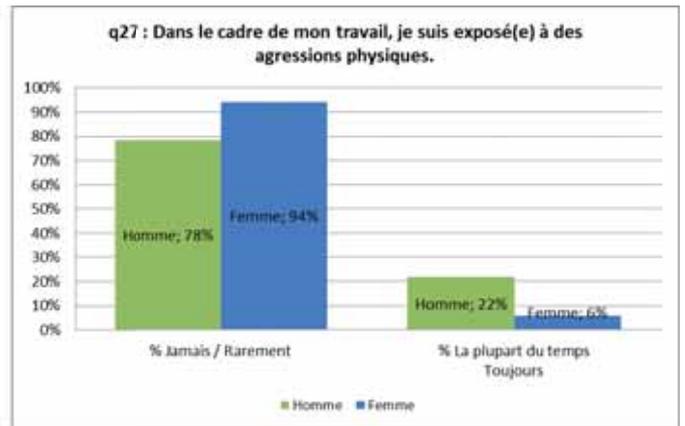
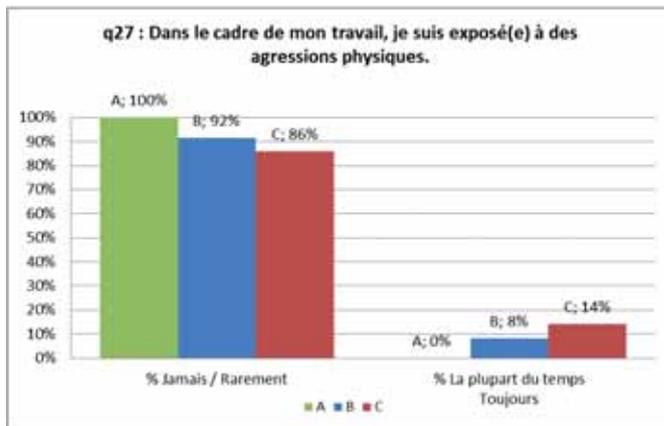
## RAPPORTS SOCIAUX, RELATIONS DE TRAVAIL

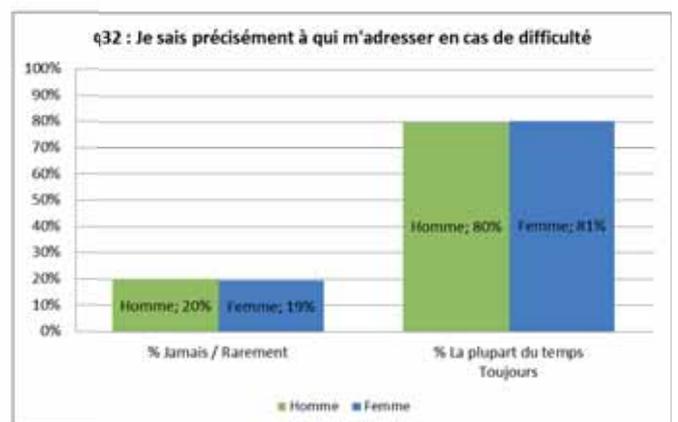
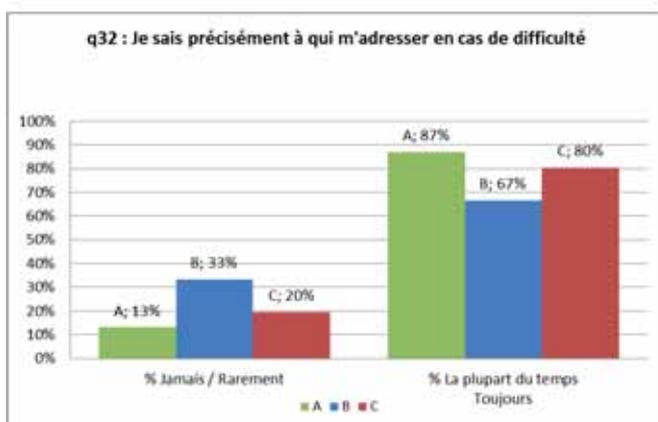
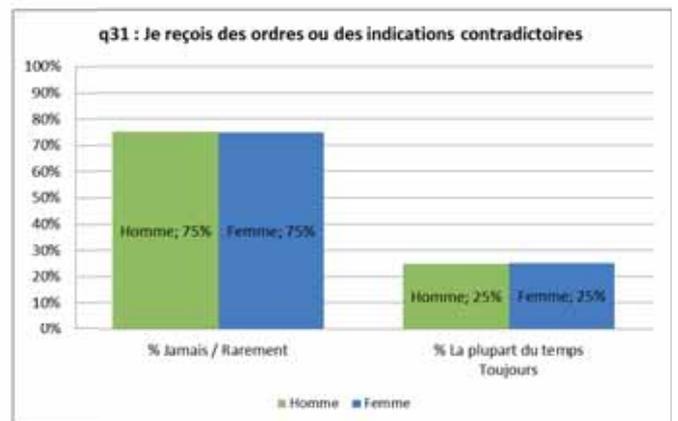
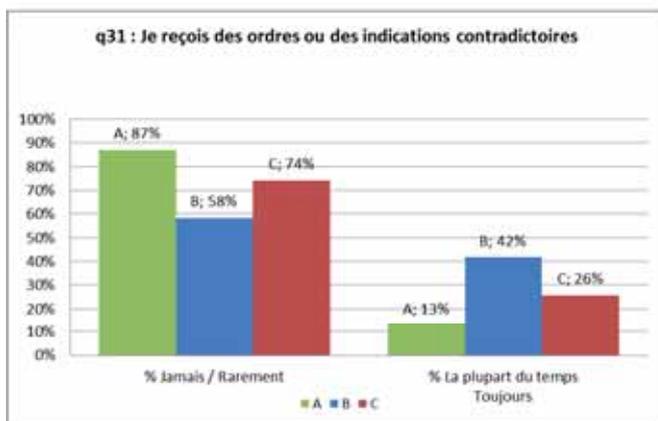
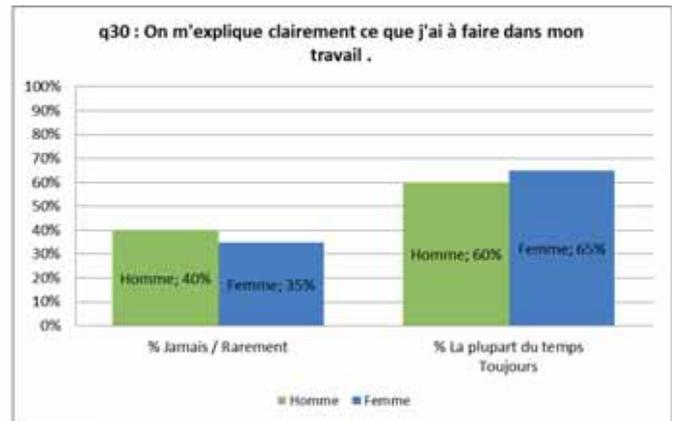
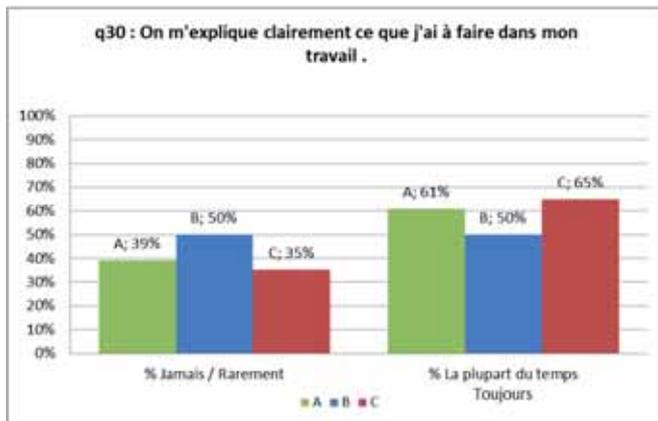




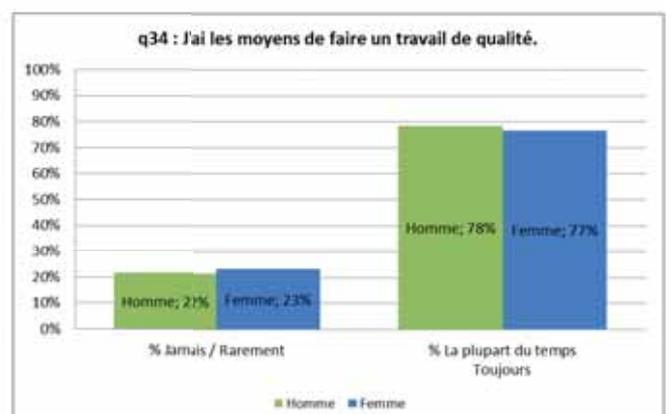
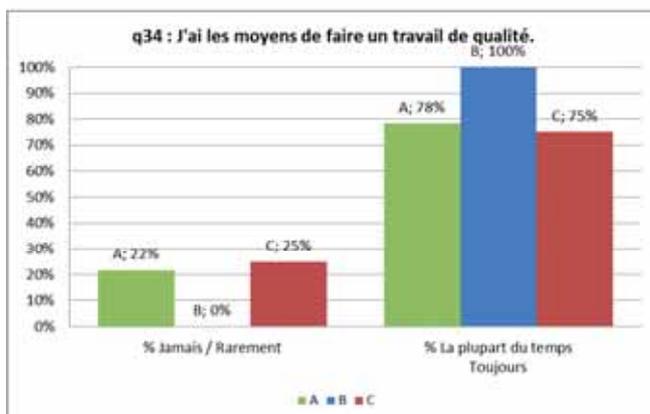
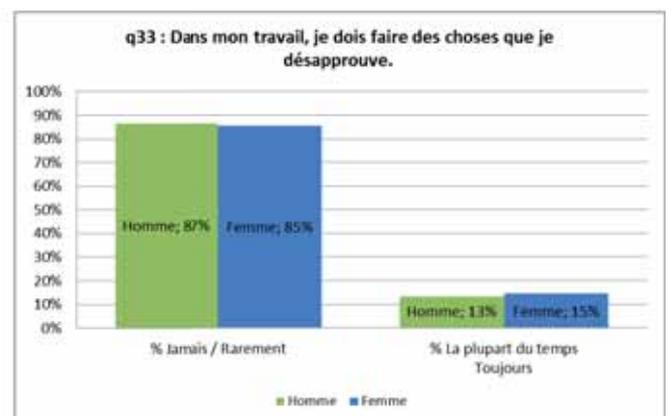
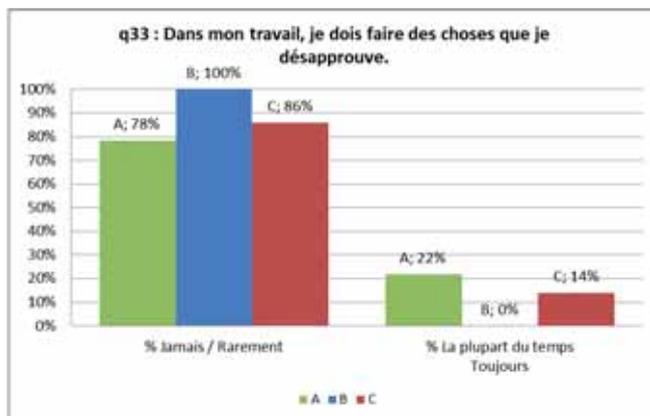




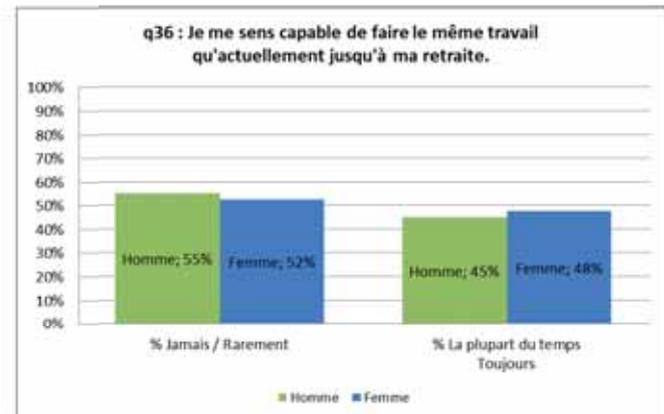
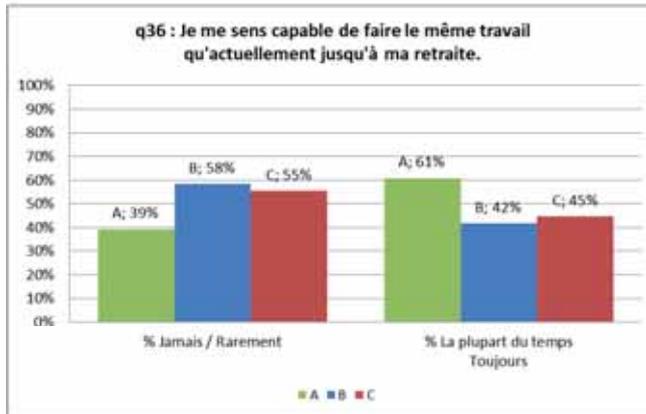
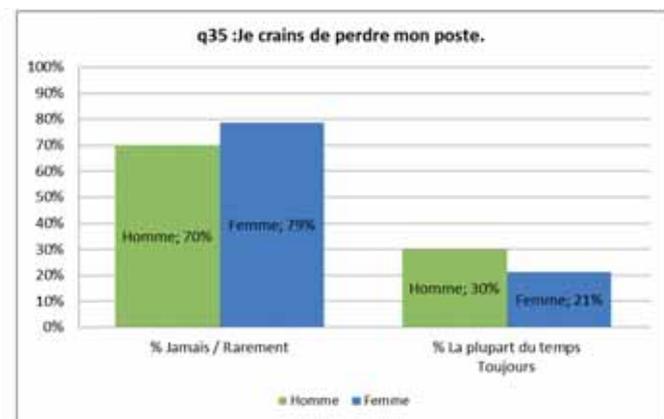
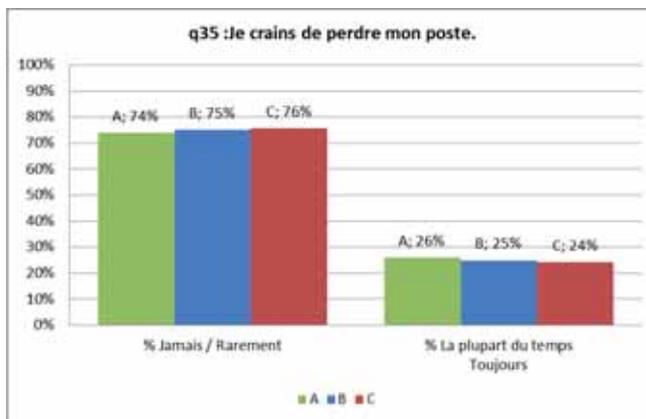
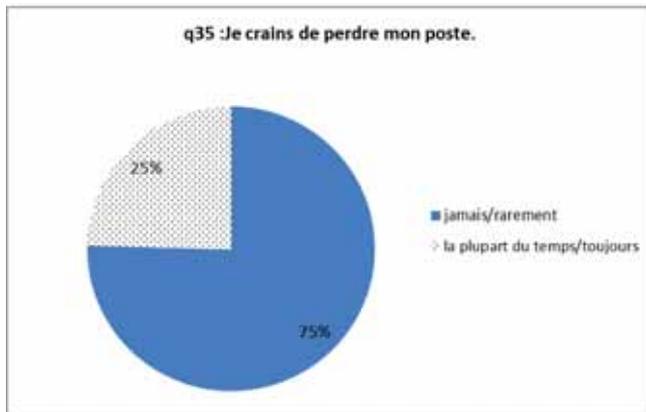




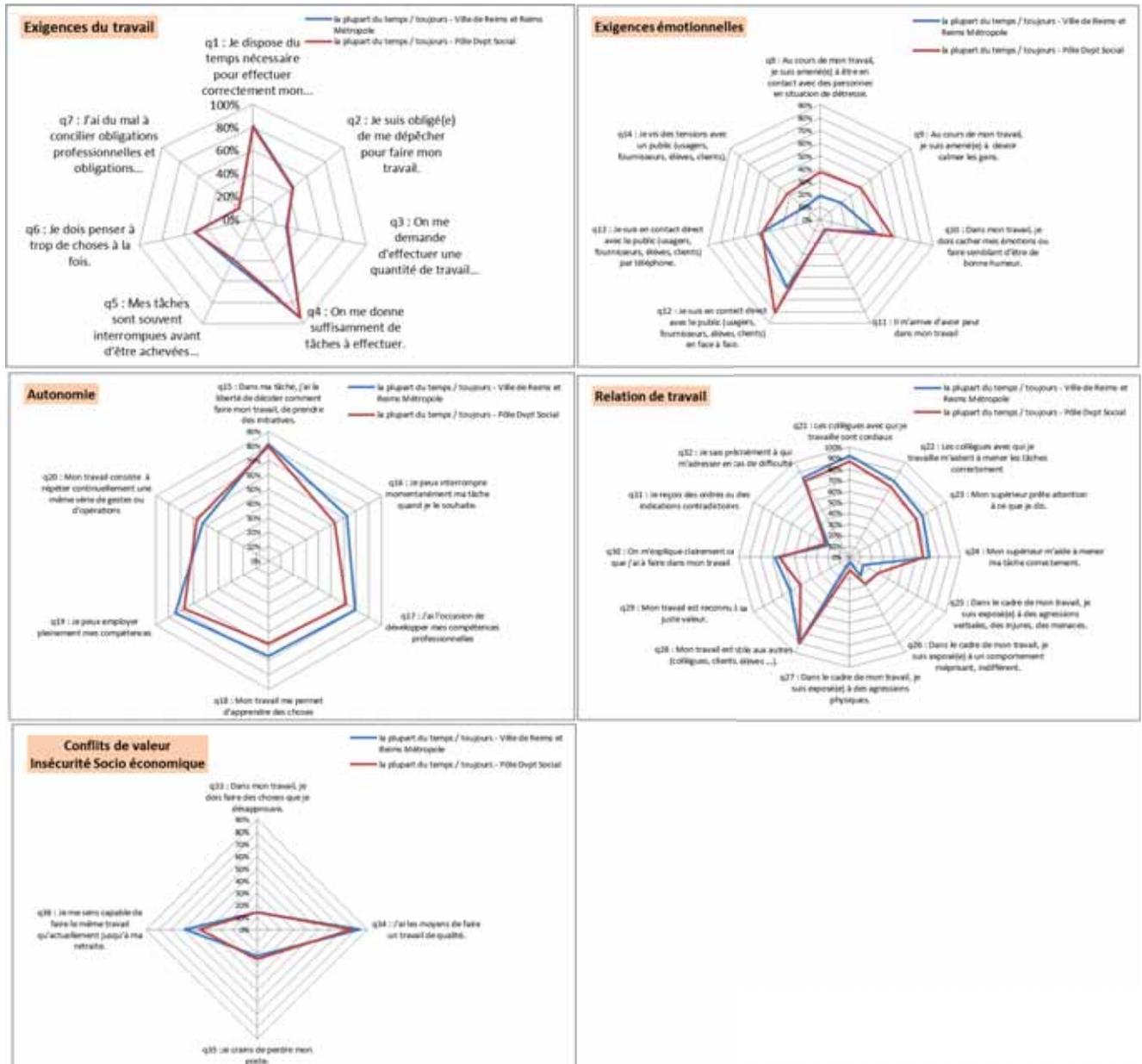
## CONFLITS DE VALEURS



## INSECURITE SOCIO-ECONOMIQUE



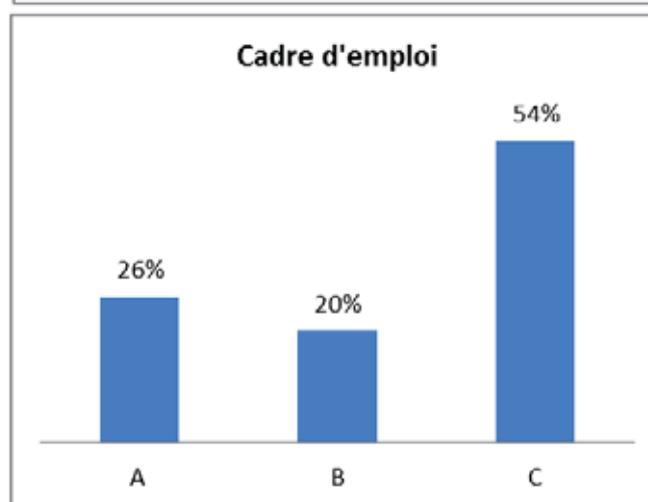
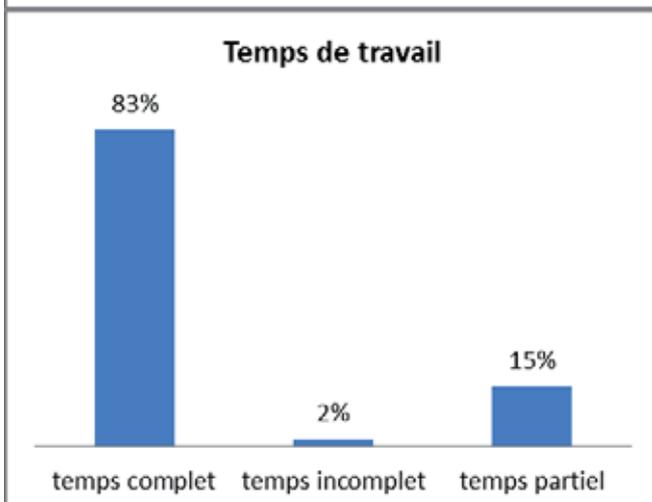
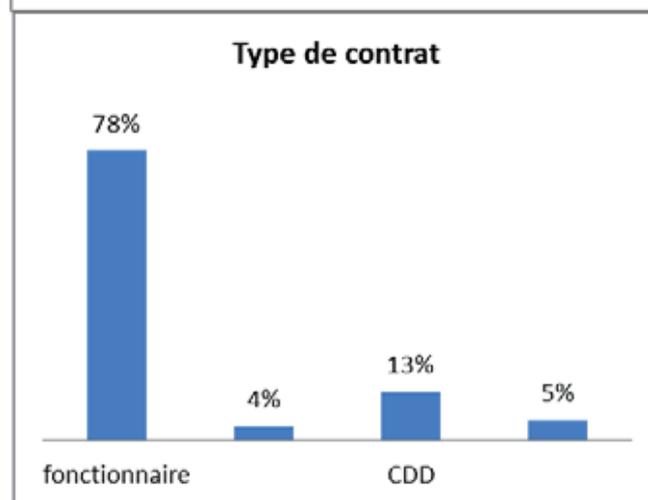
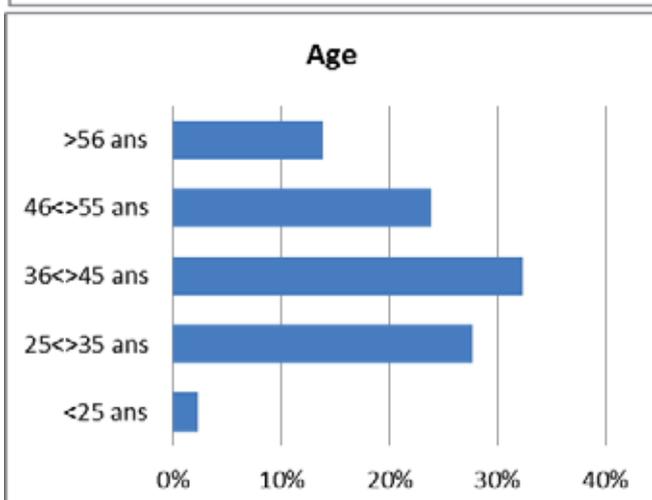
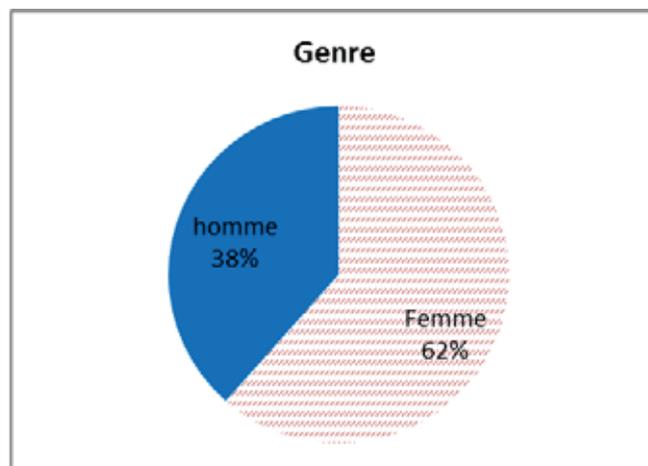
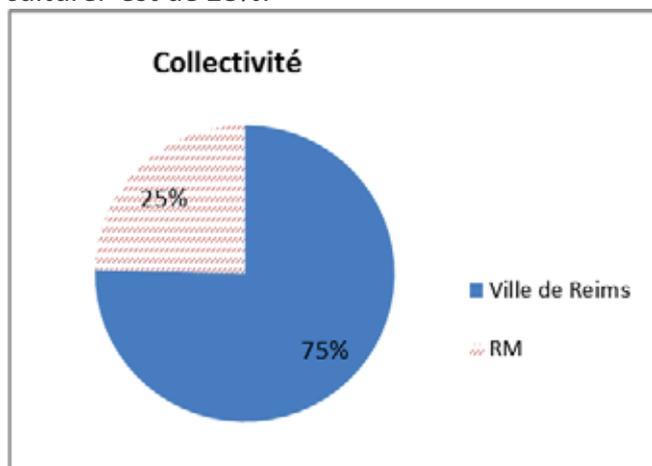
# COMPARAISON RESULTATS POLE DU DEVELOPPEMENT SOCIAL ET DES SERVICES AUX CITOYENS / 2 COLLECTIVITES



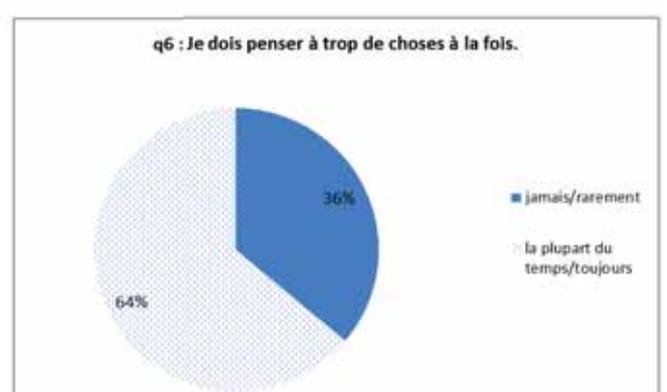
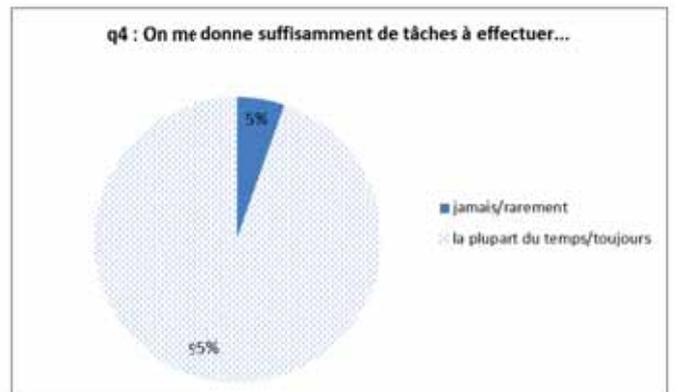
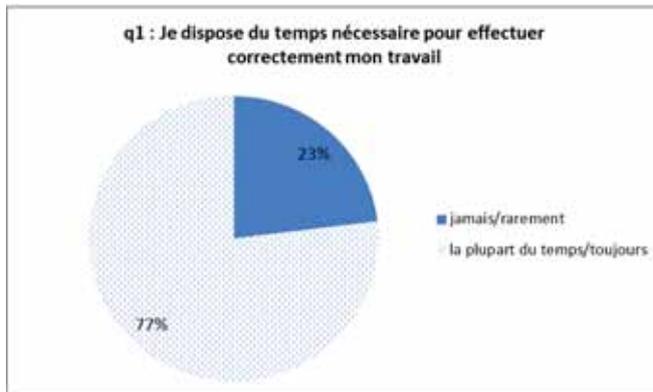
## RESULTATS QUESTIONNAIRE

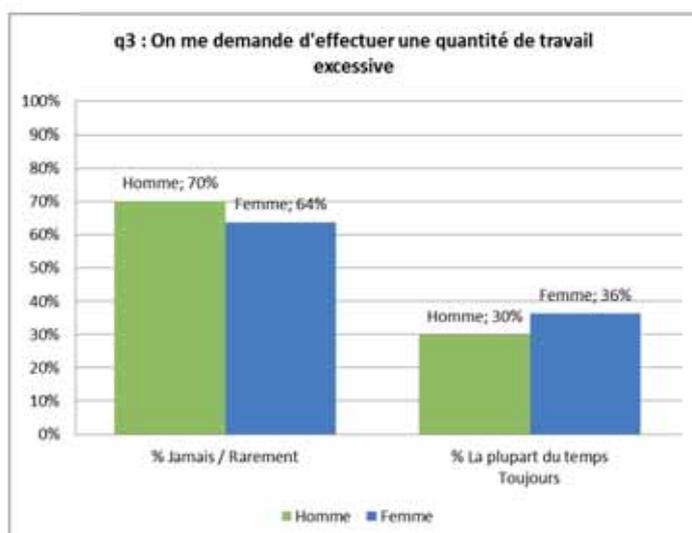
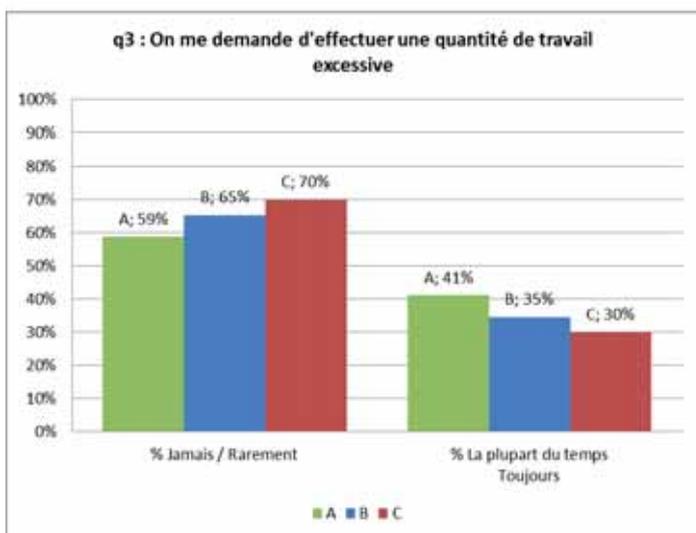
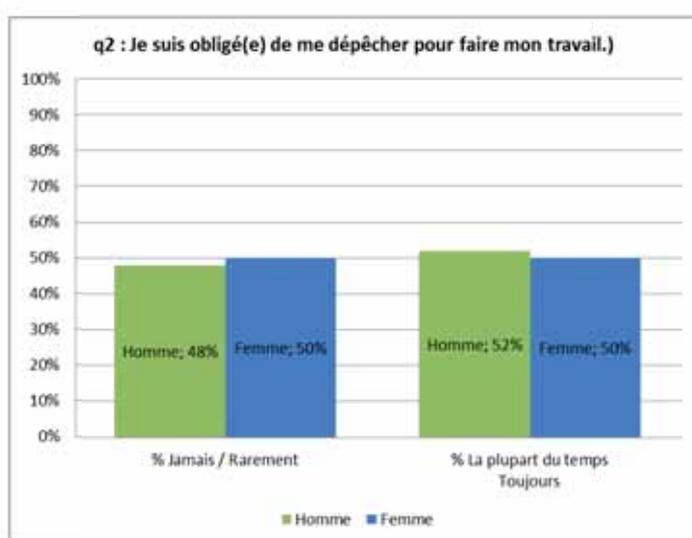
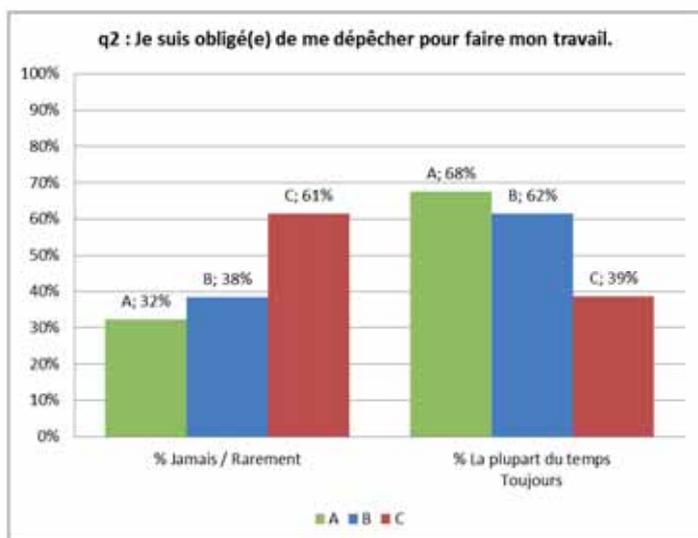
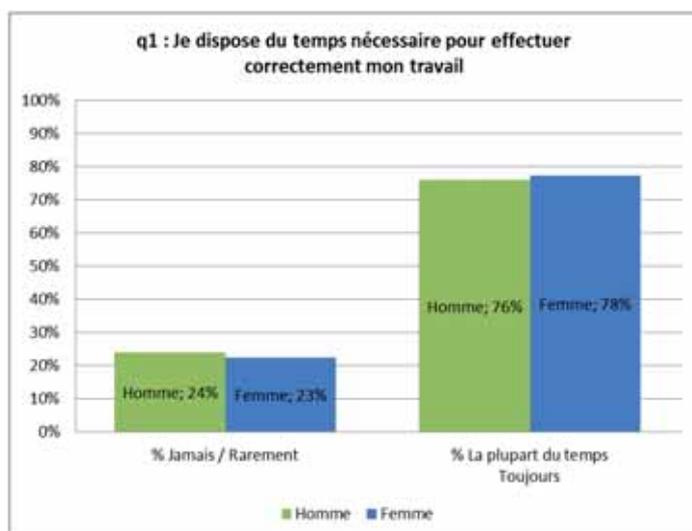
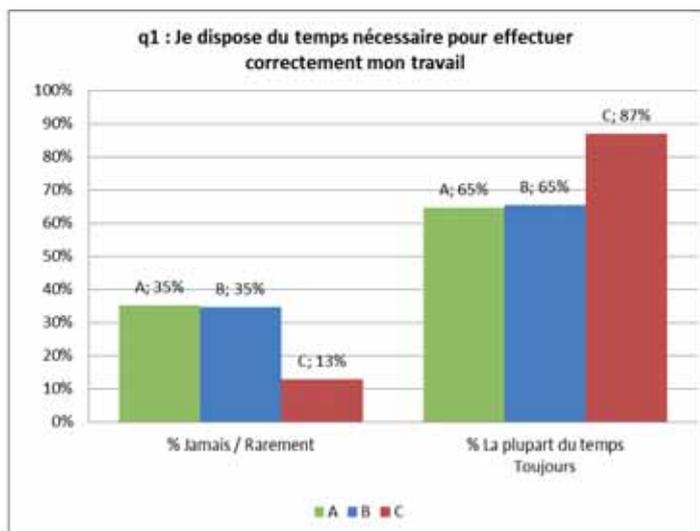
### POLE DU DEVELOPPEMENT ECONOMIQUE, URBAIN ET CULTUREL

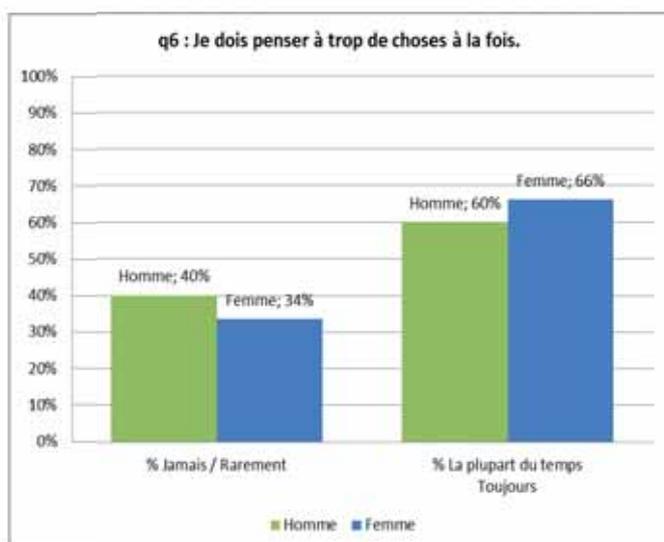
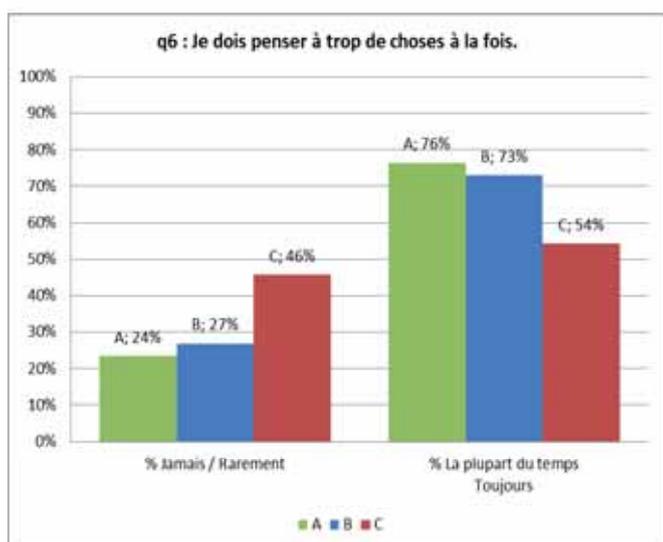
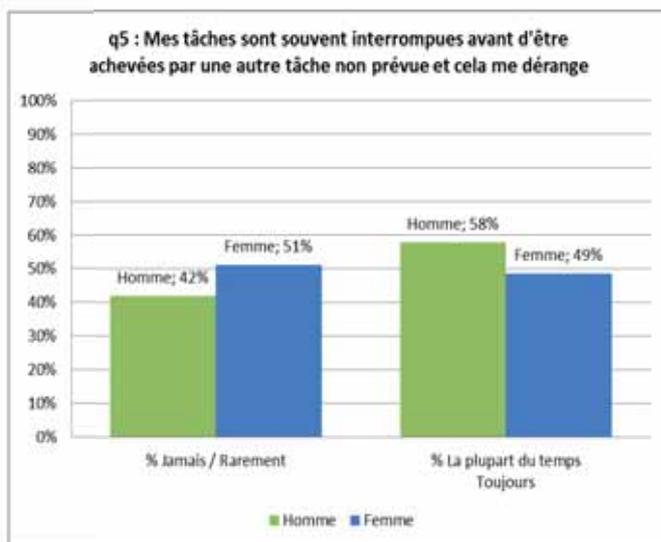
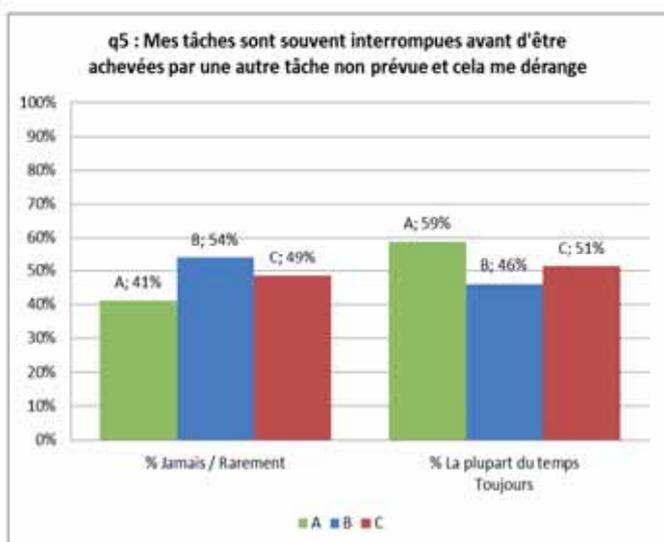
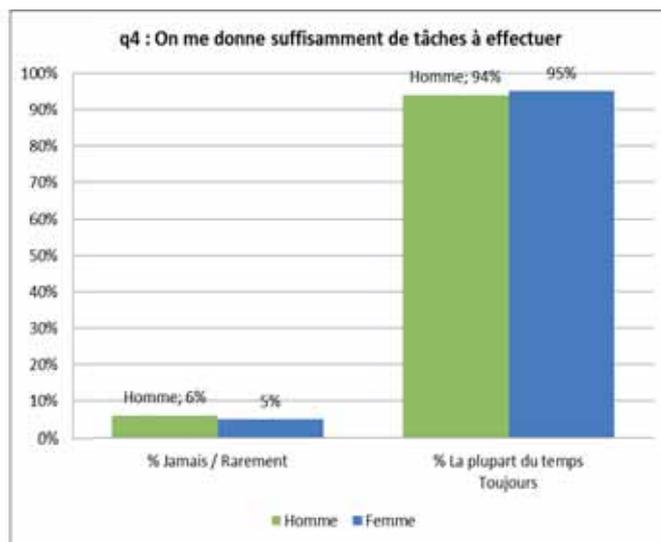
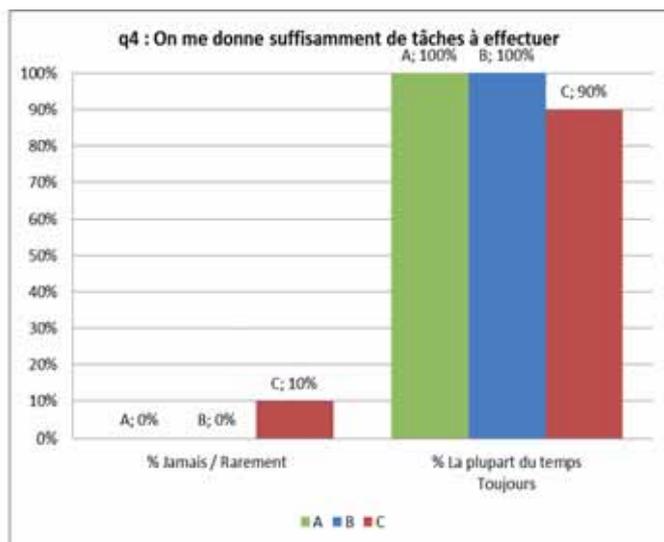
Le taux de réponses au questionnaire du pôle du développement économique, urbain et culturel est de 28%.

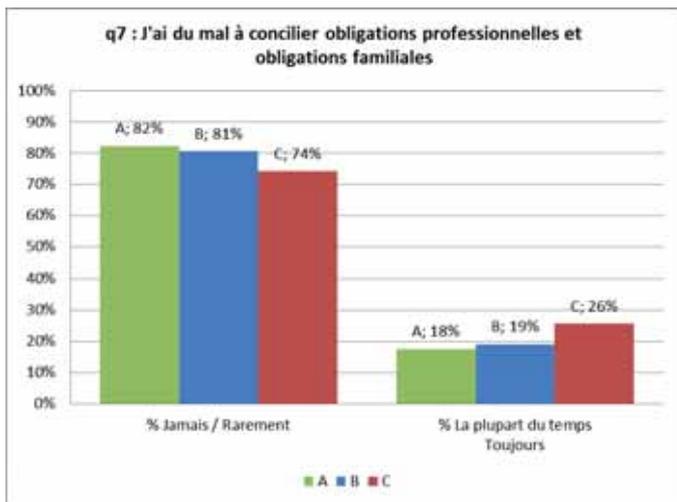


## EXIGENCES DU TRAVAIL

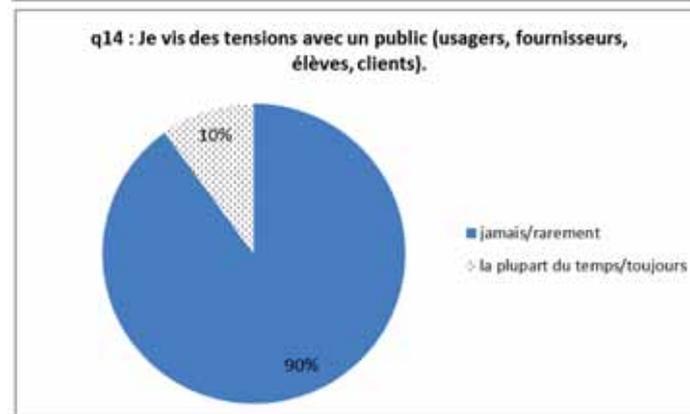
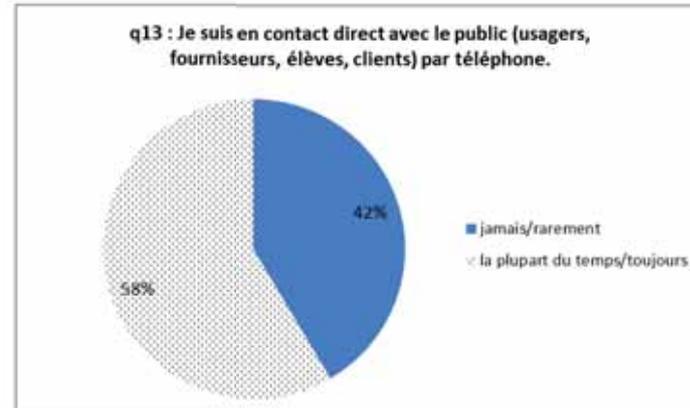
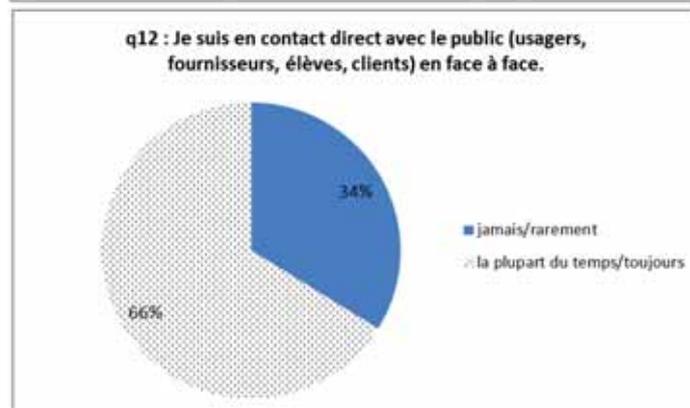
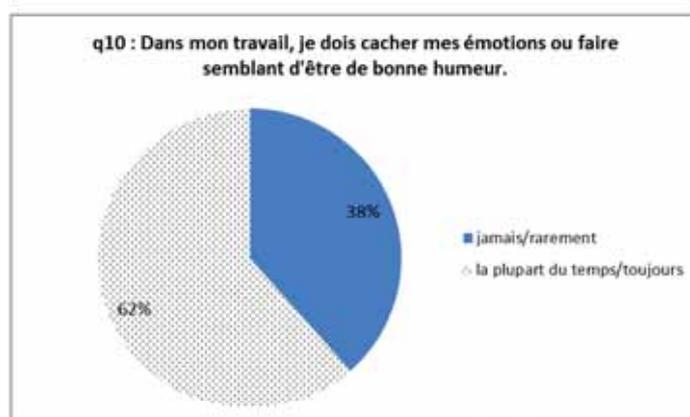
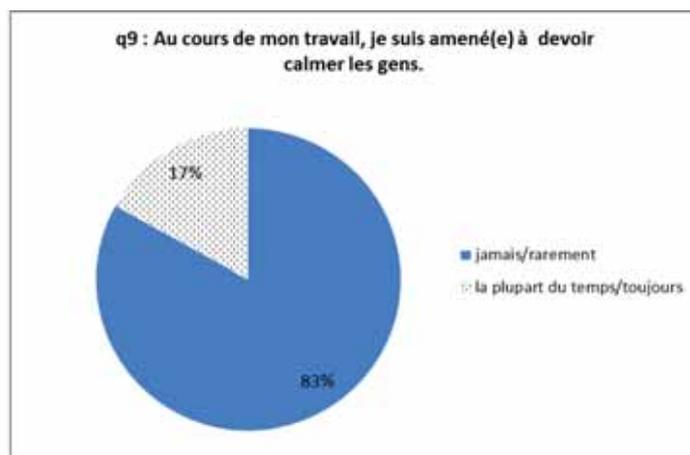


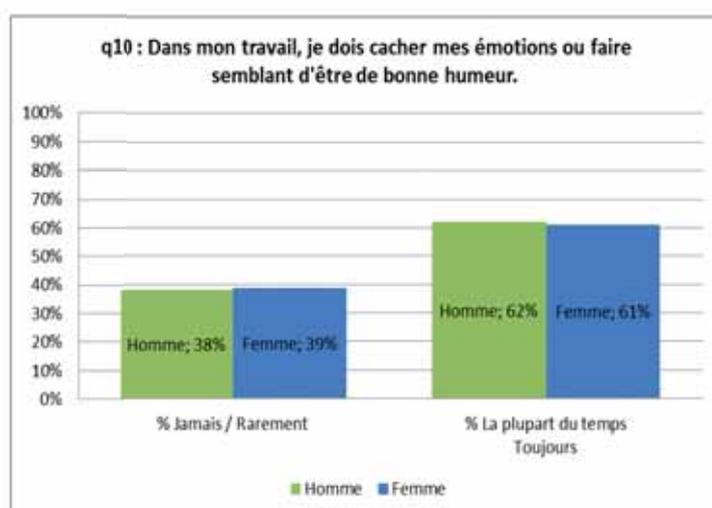
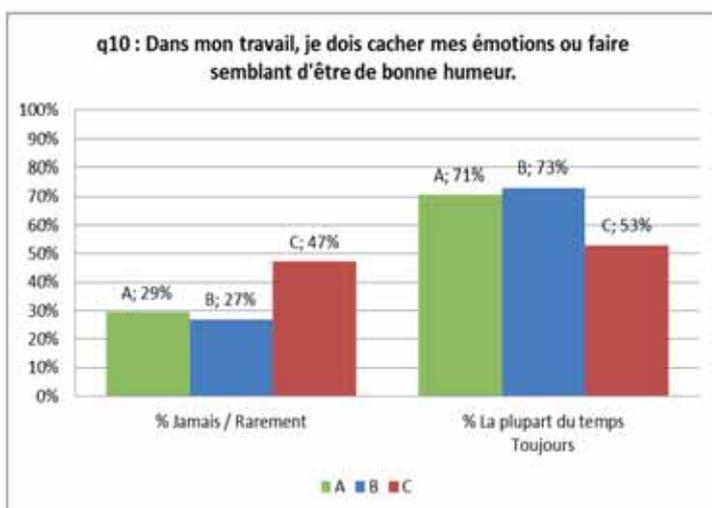
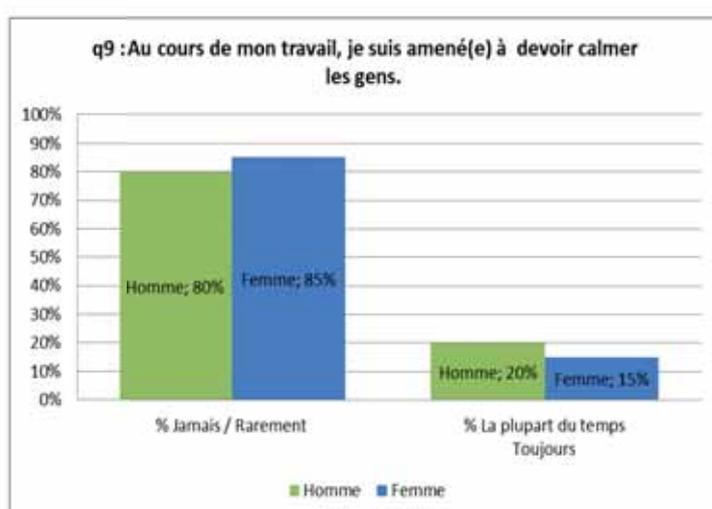
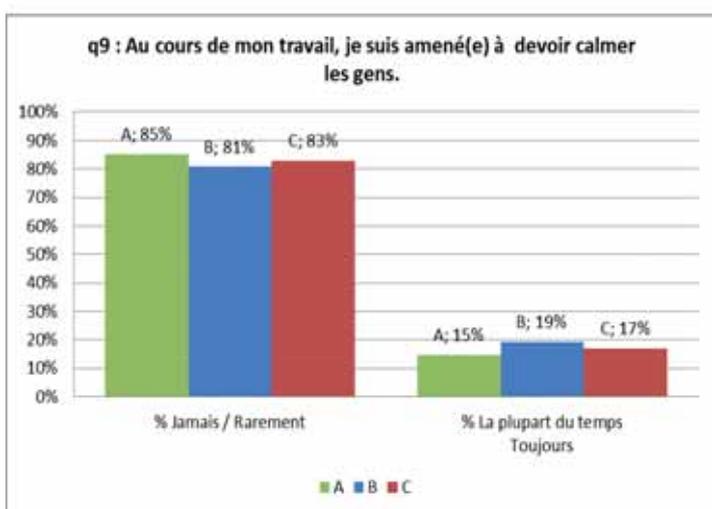
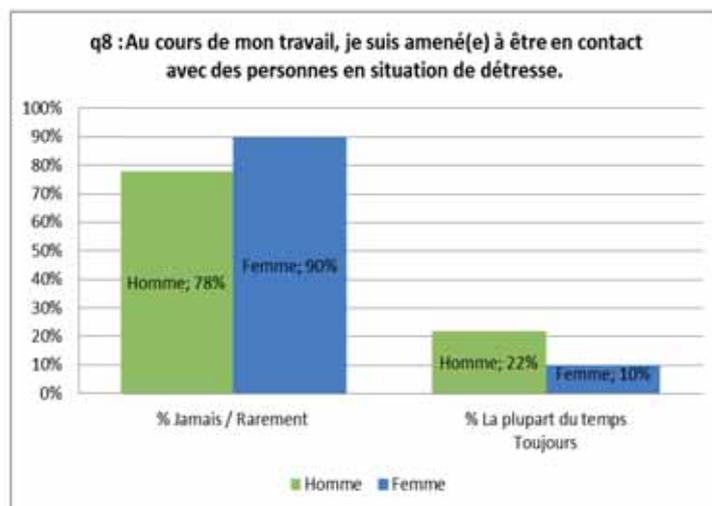
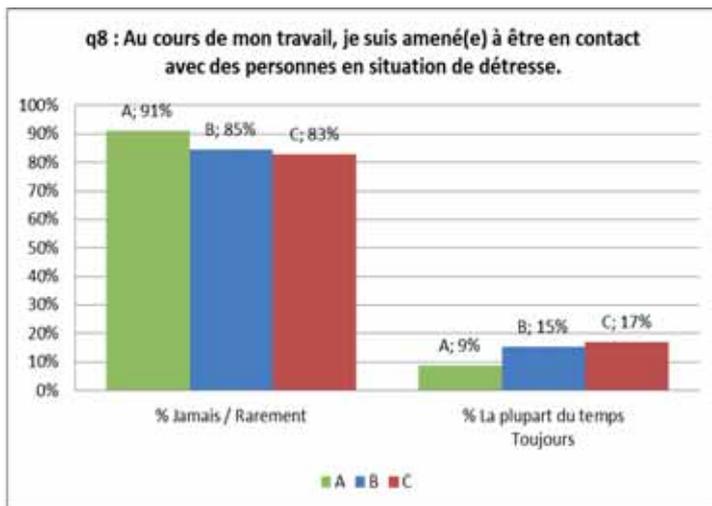


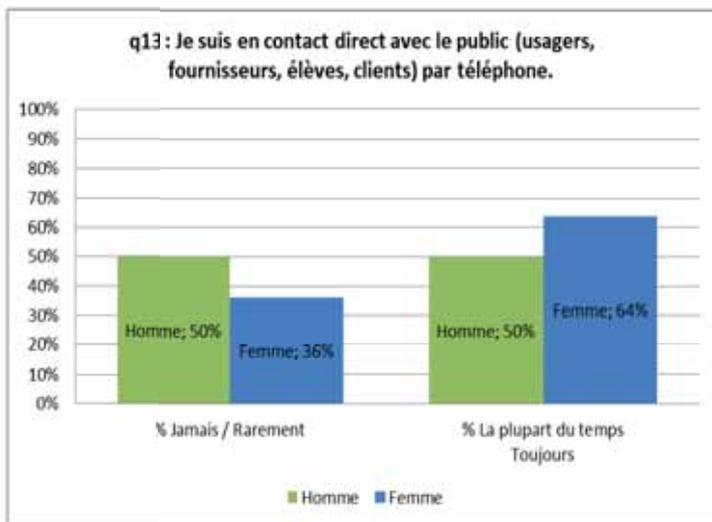
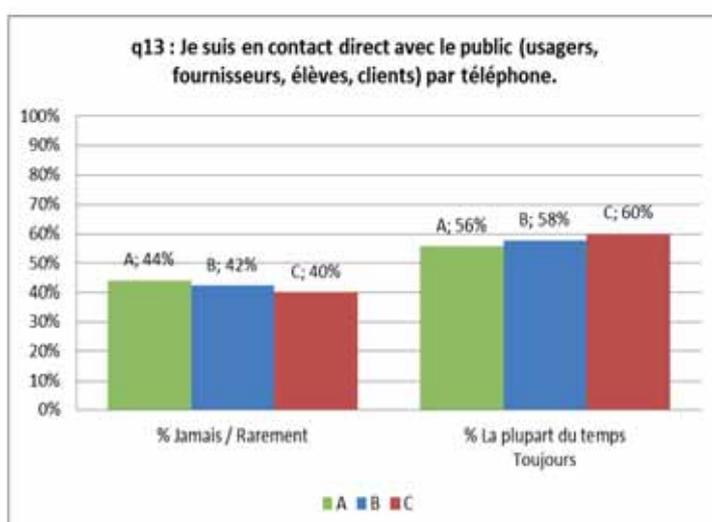
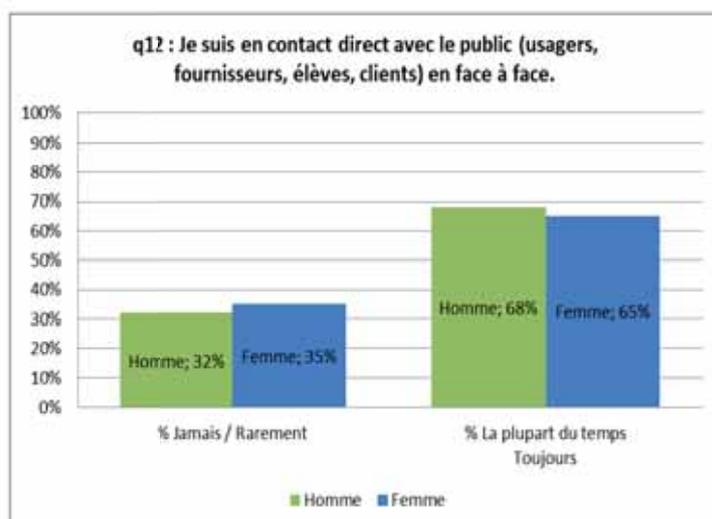
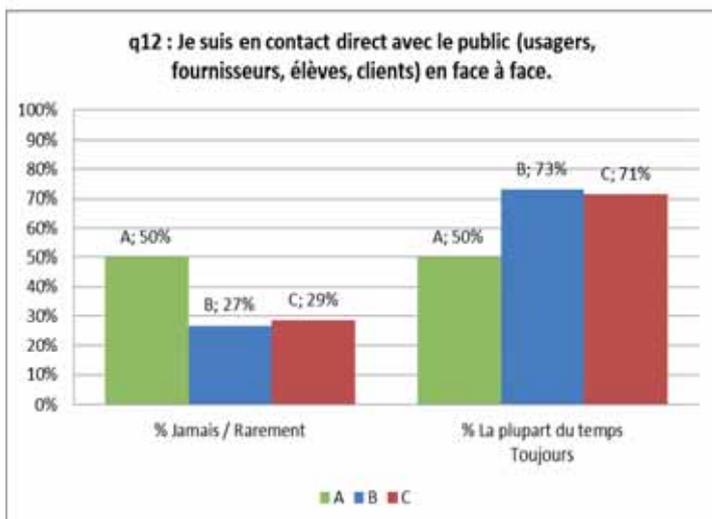
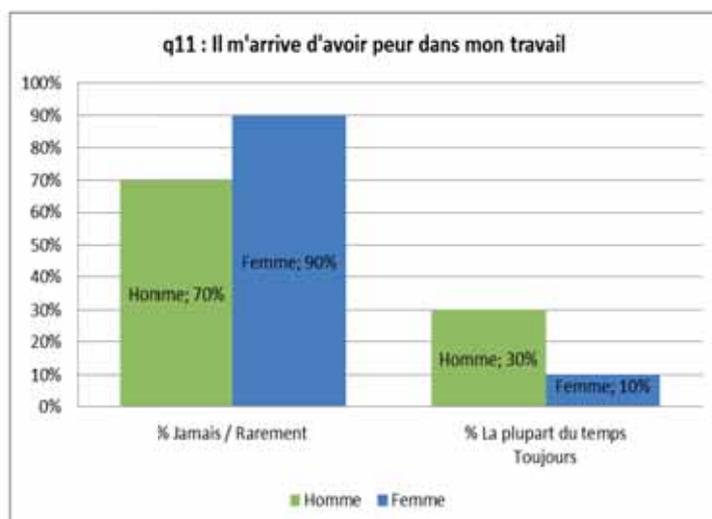
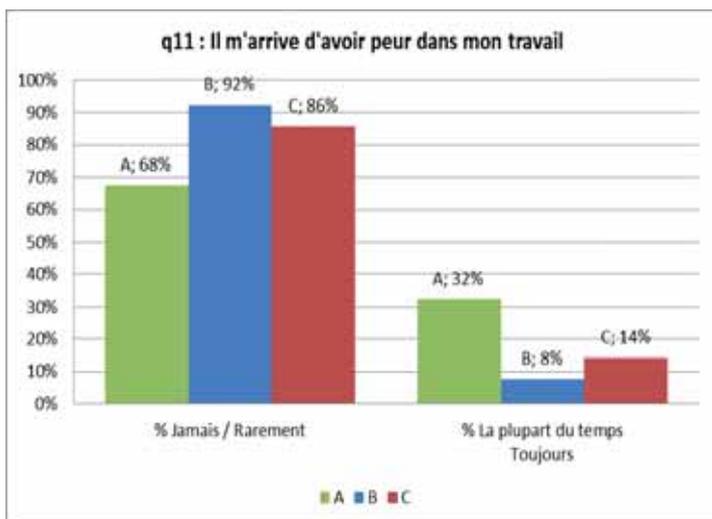


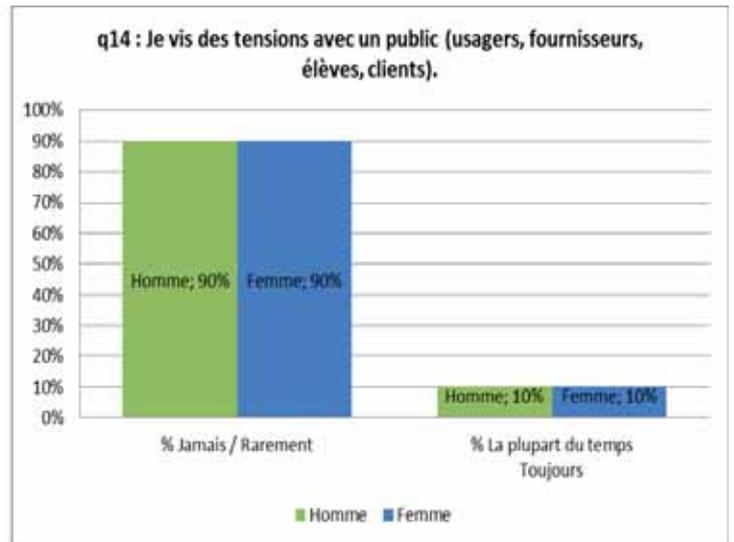
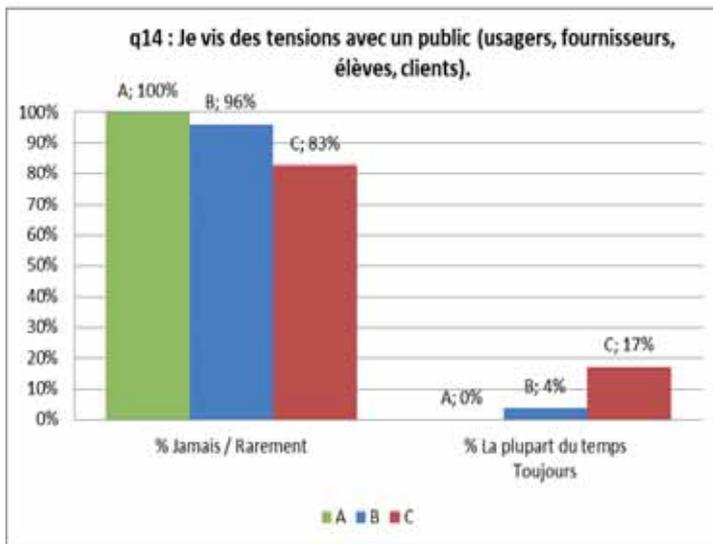


## EXIGENCES EMOTIONNELLES

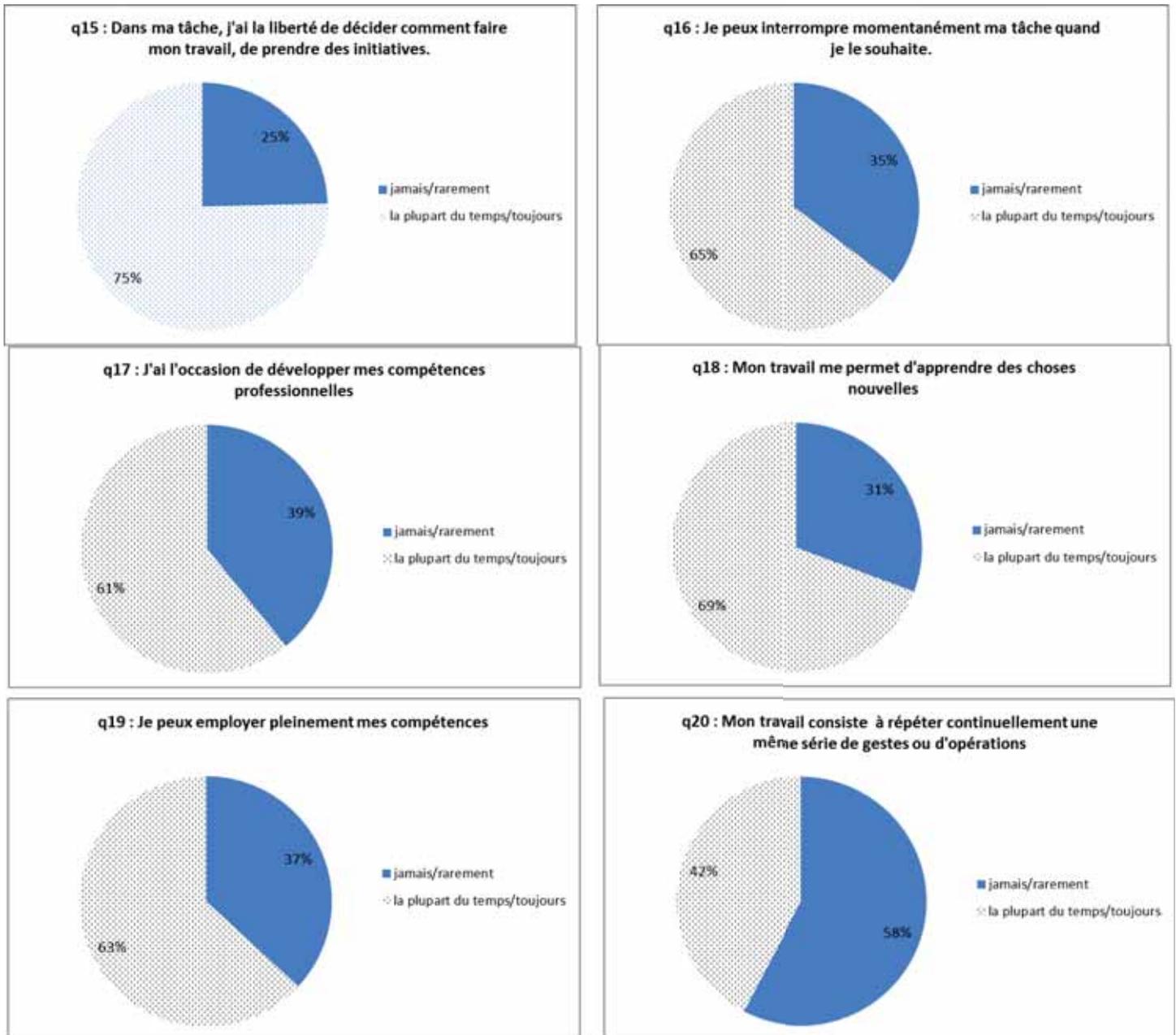


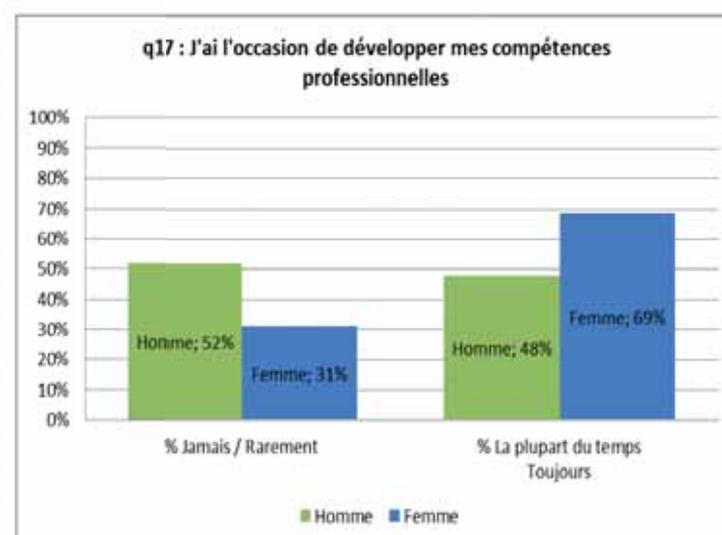
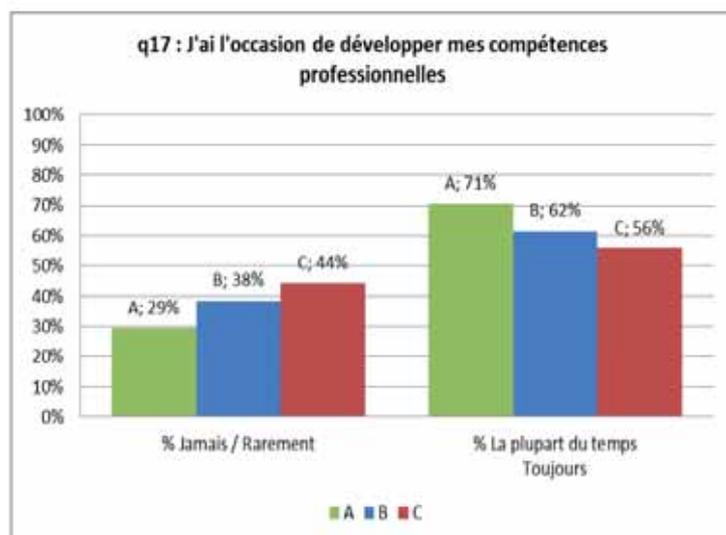
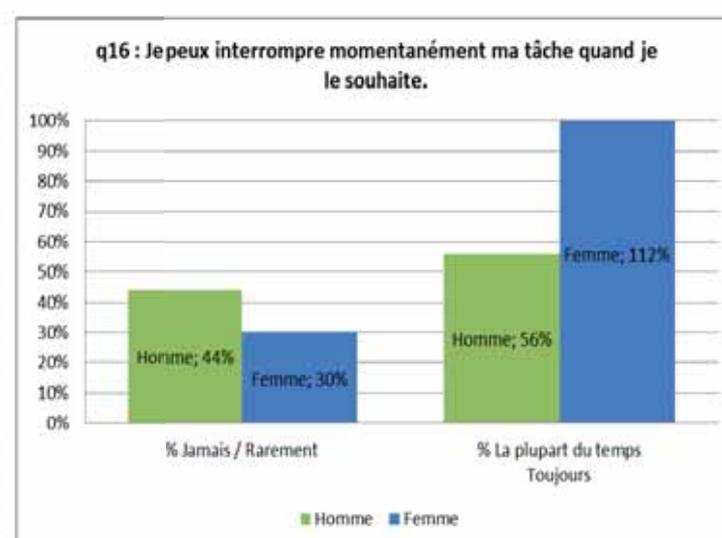
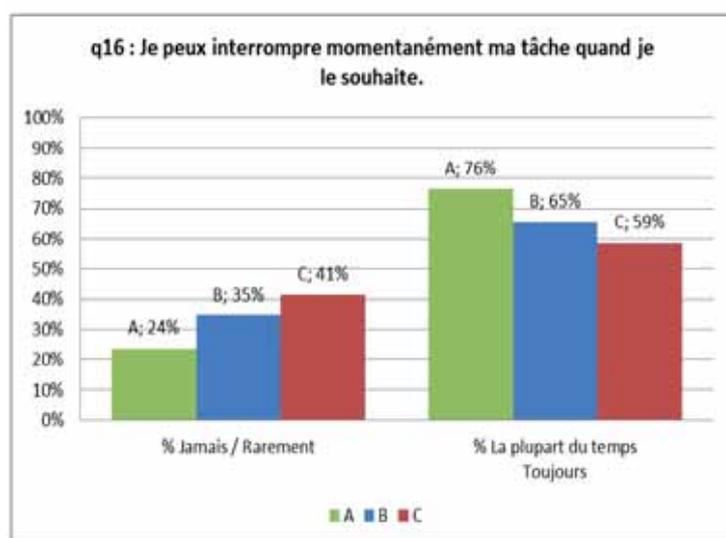
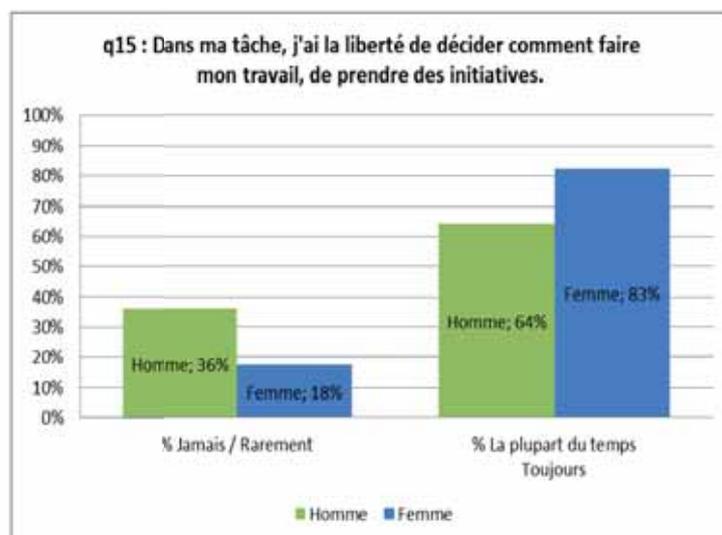
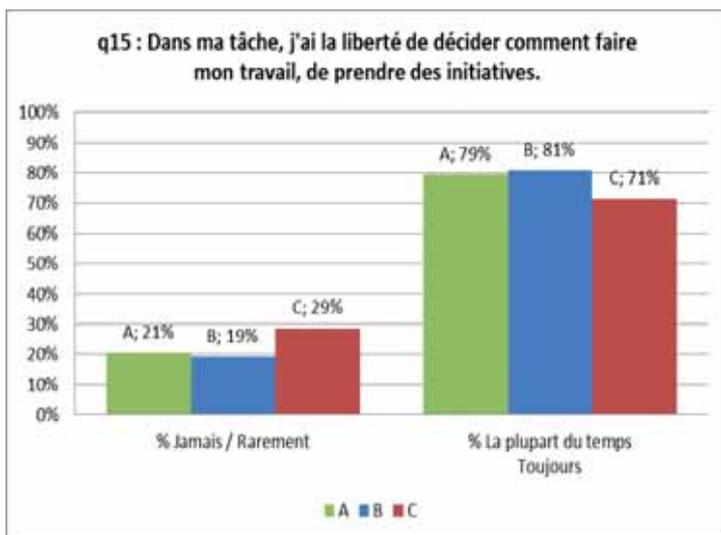


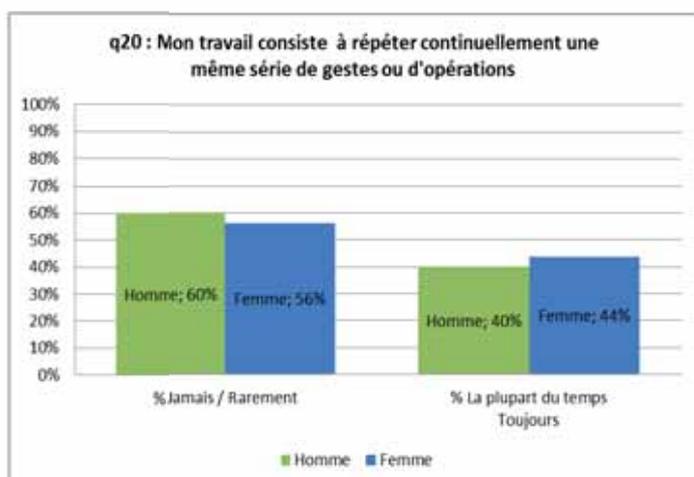
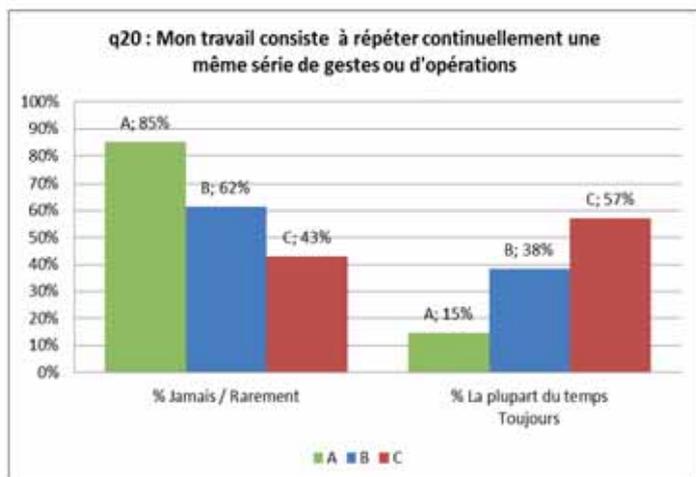
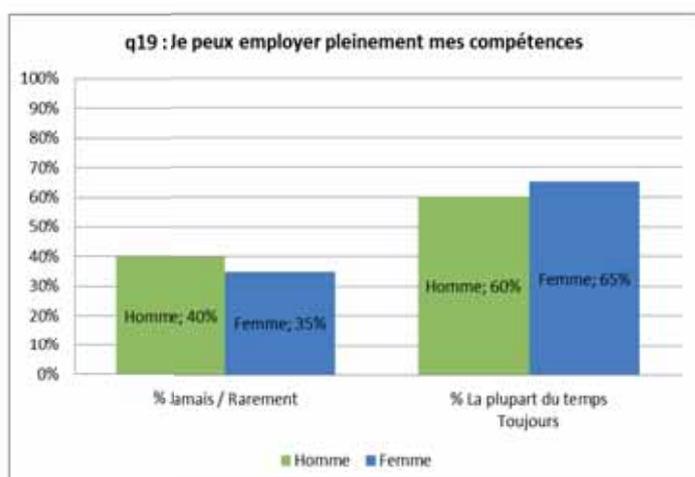
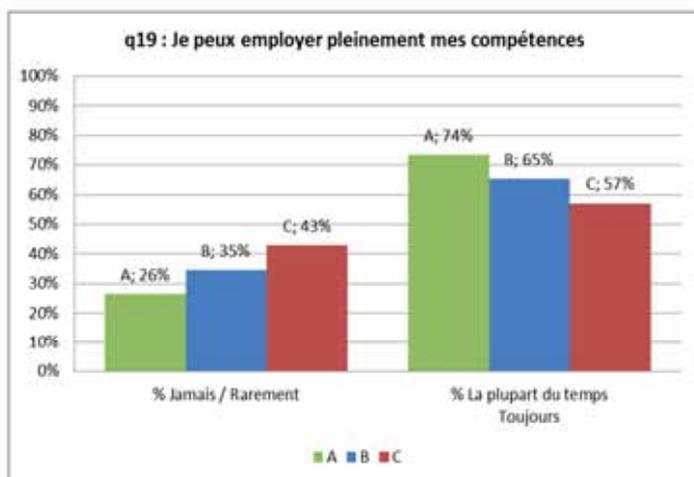
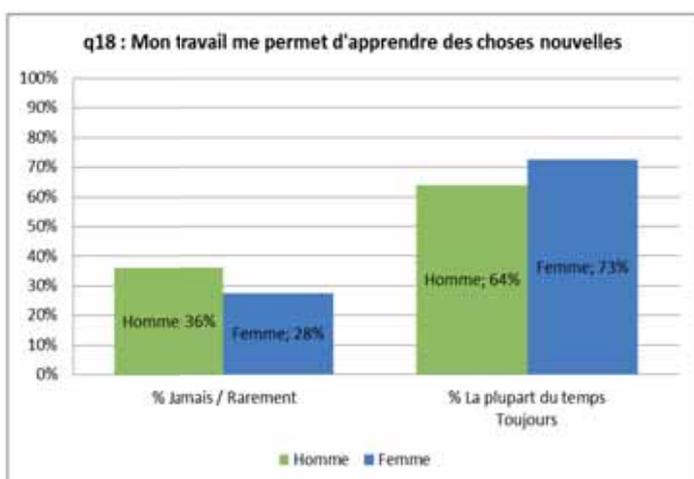
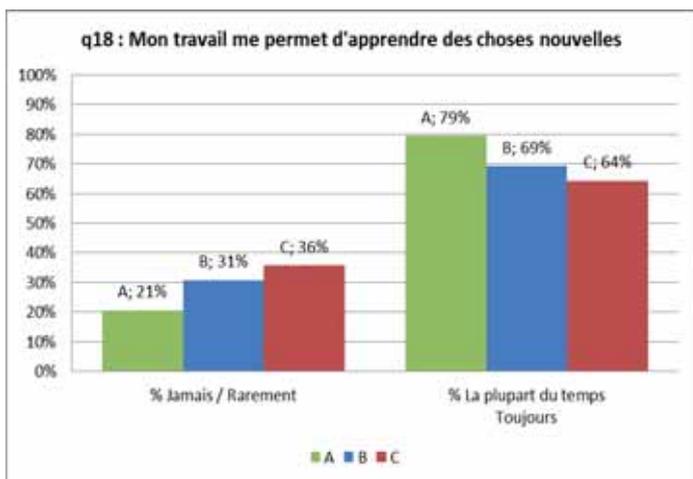




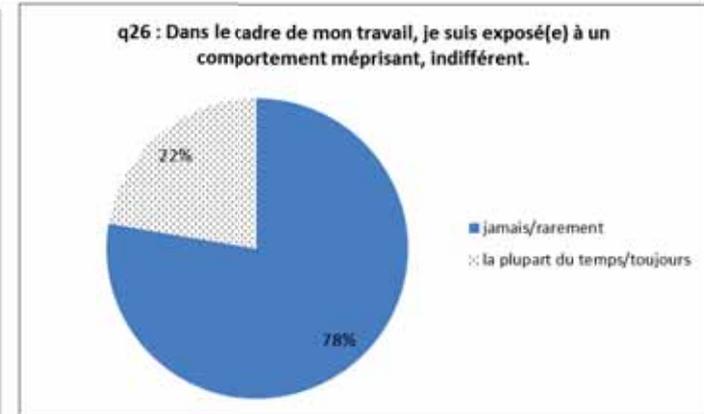
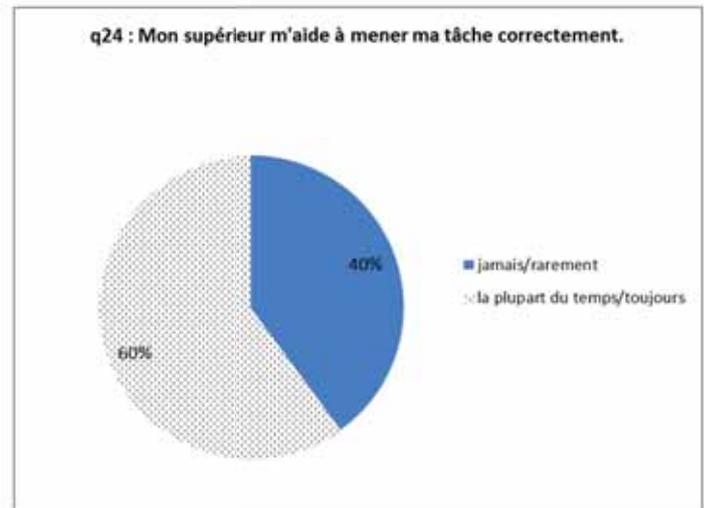
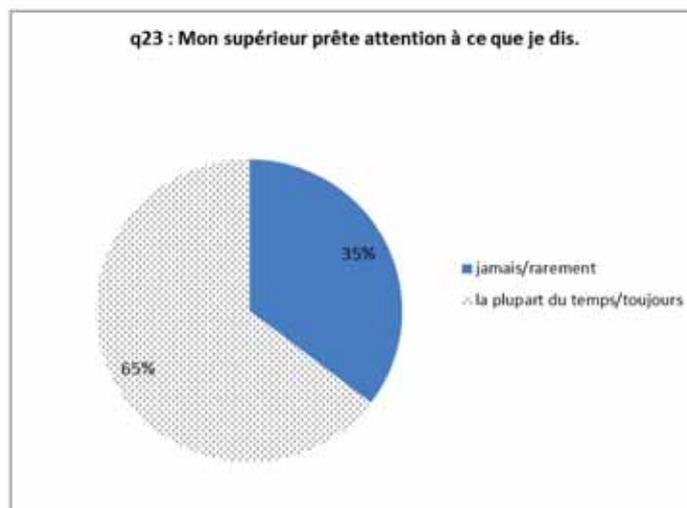
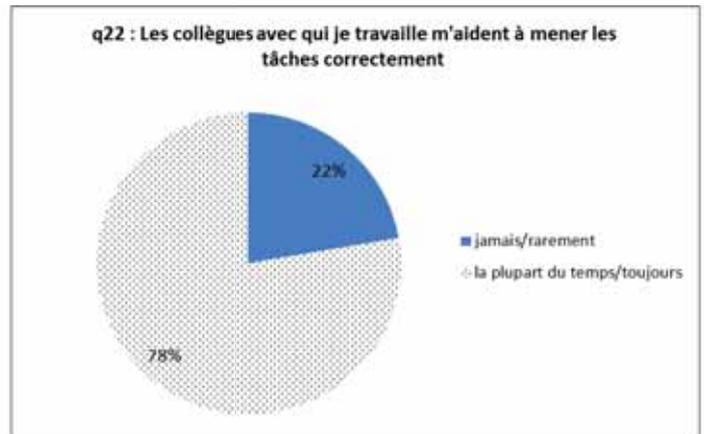
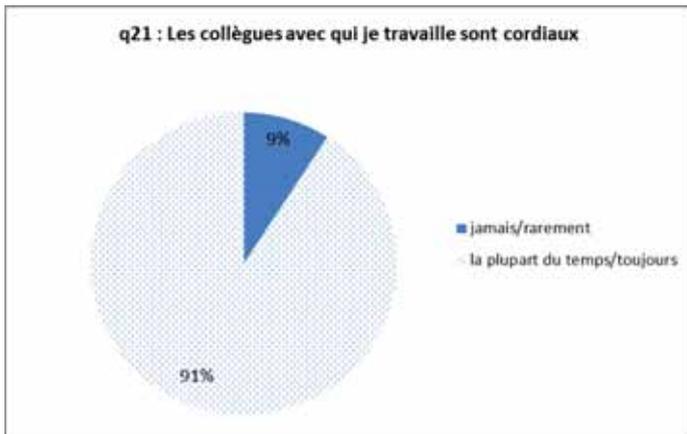
## AUTONOMIE, MARGE DE MANŒUVRE

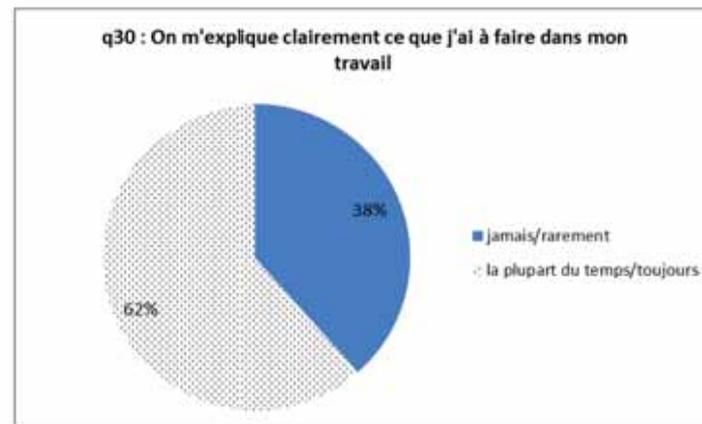
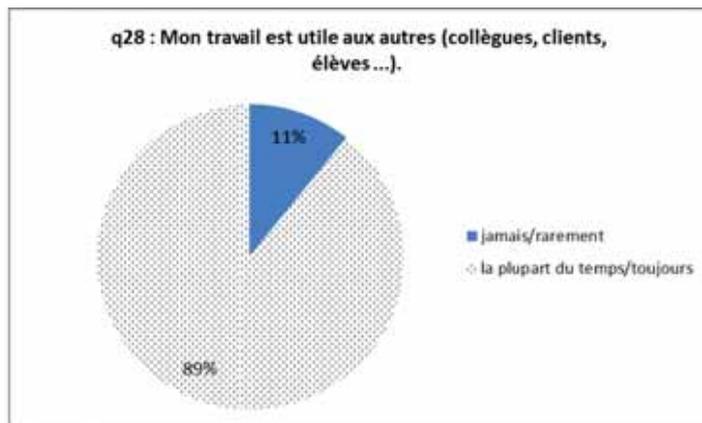
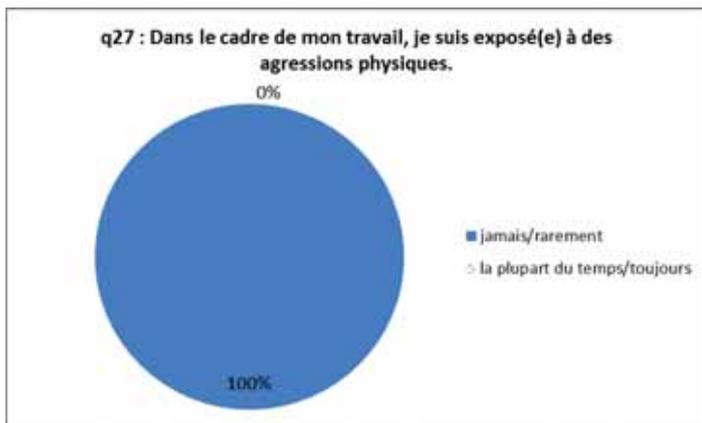


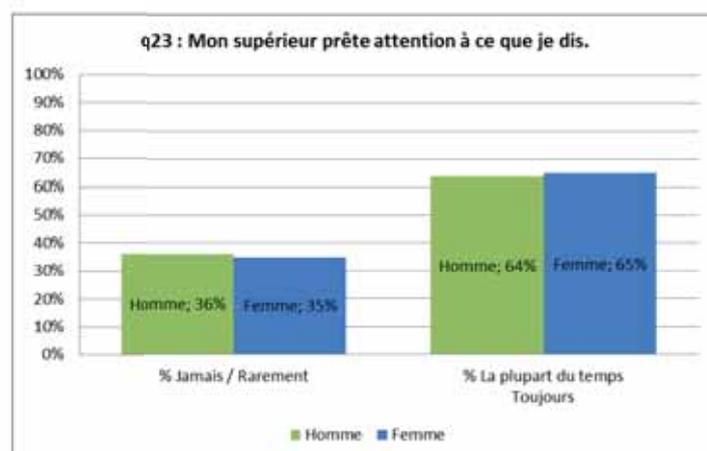
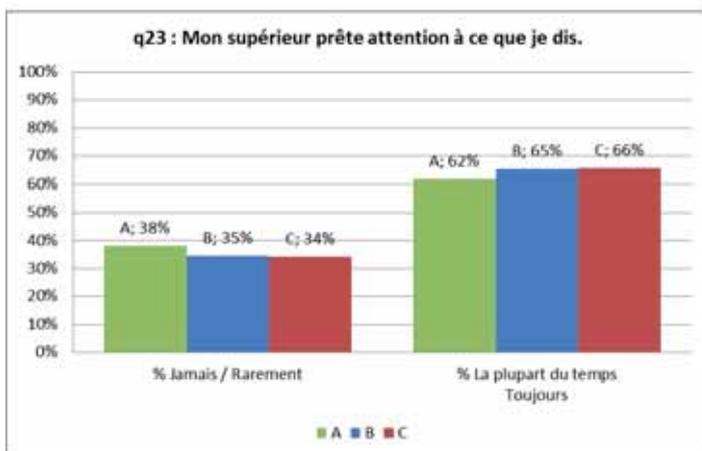
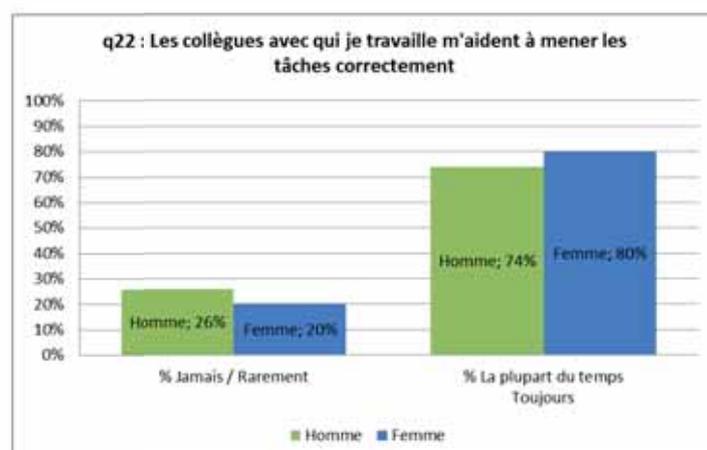
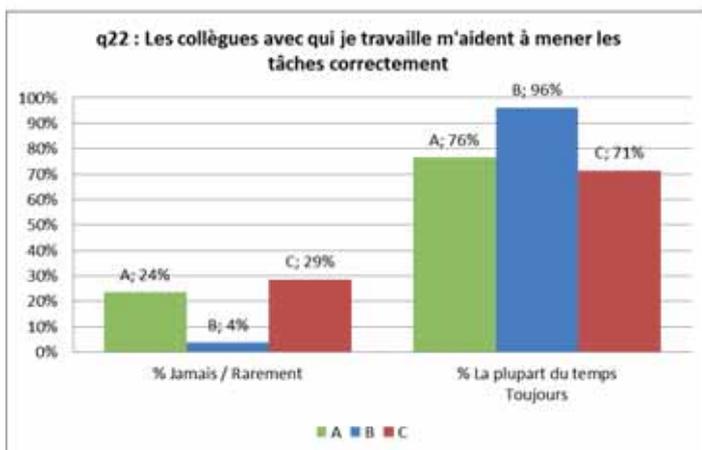
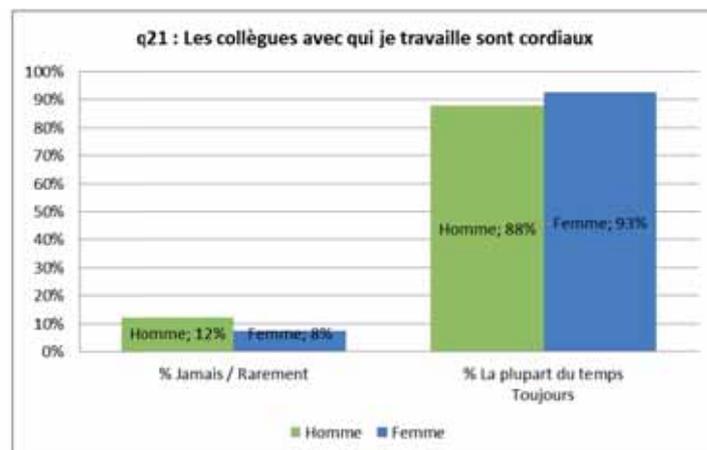
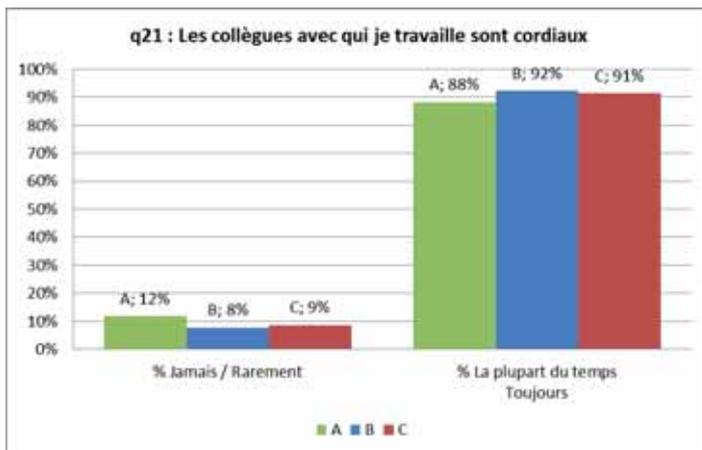


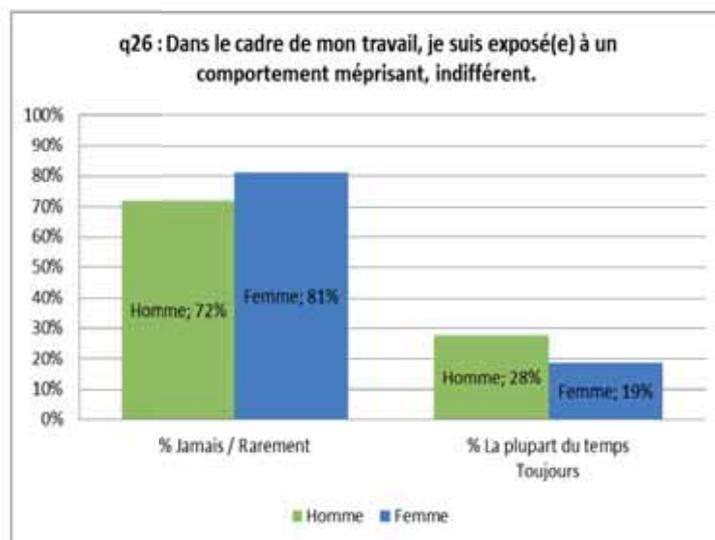
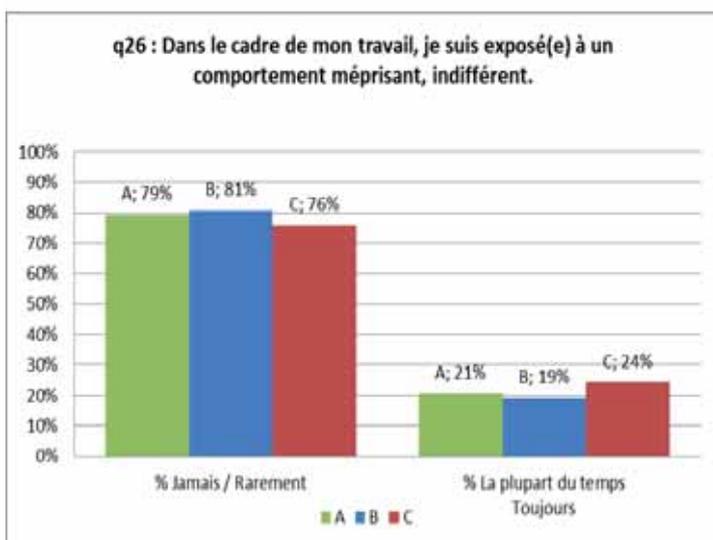
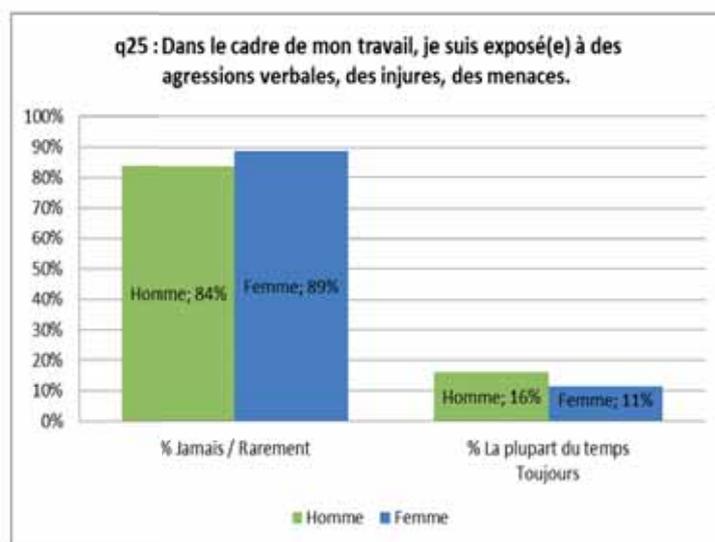
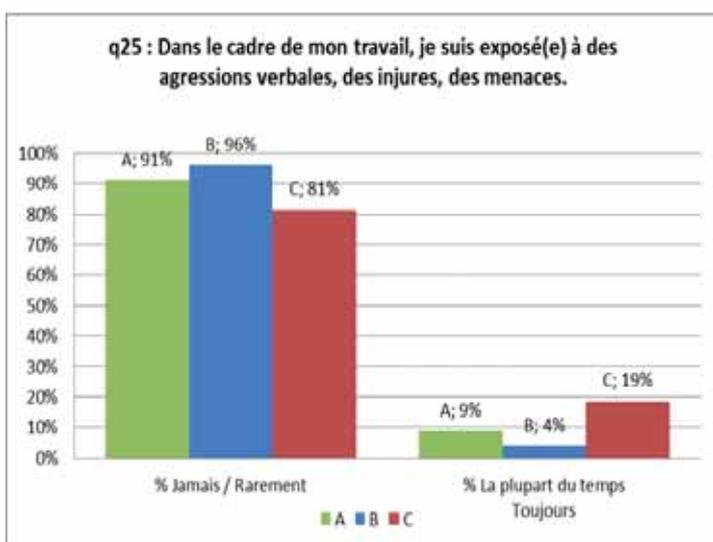
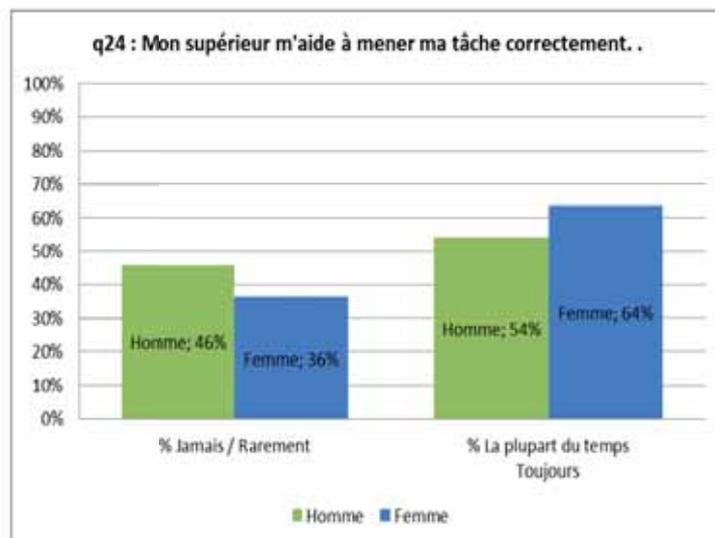
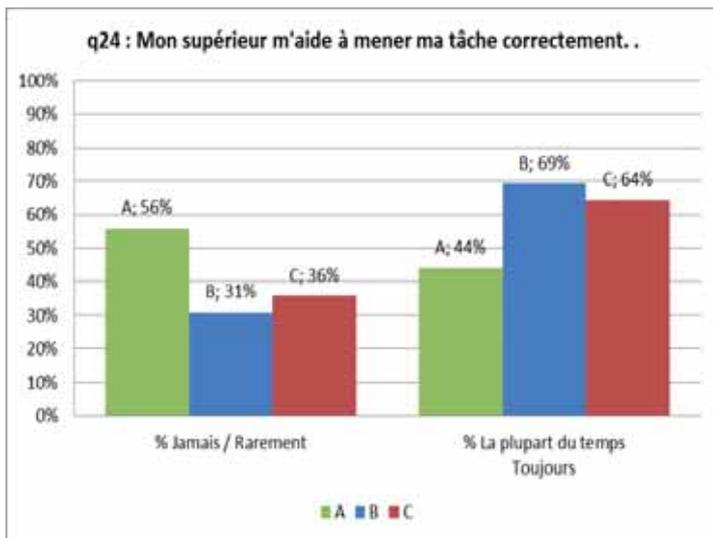


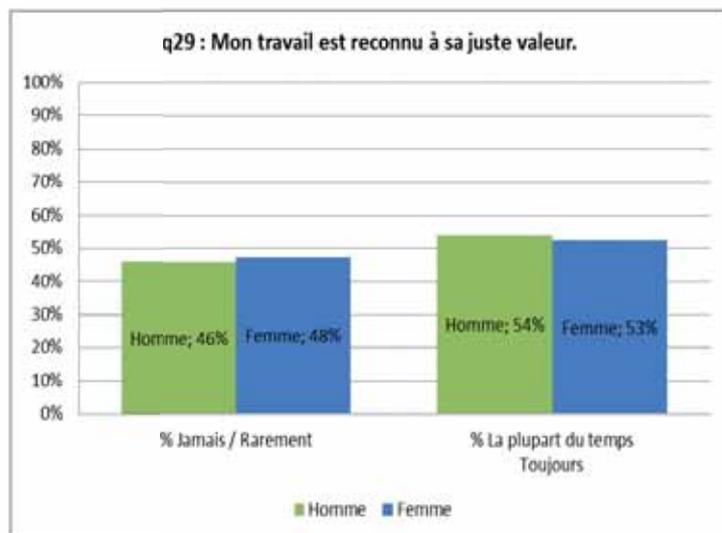
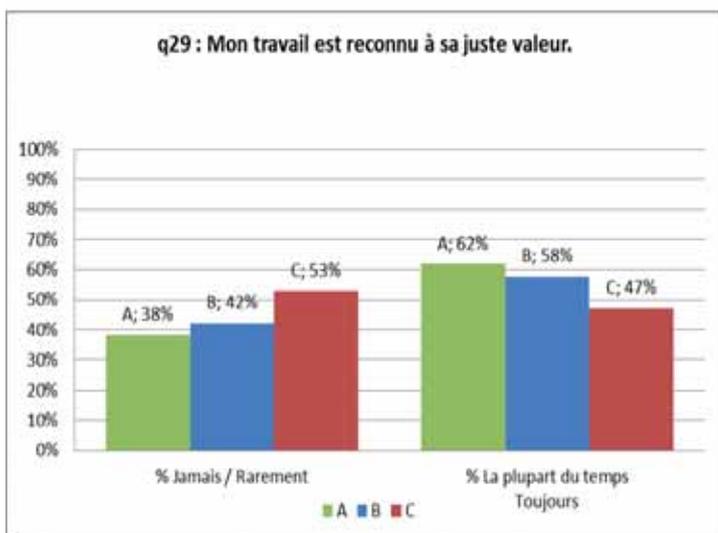
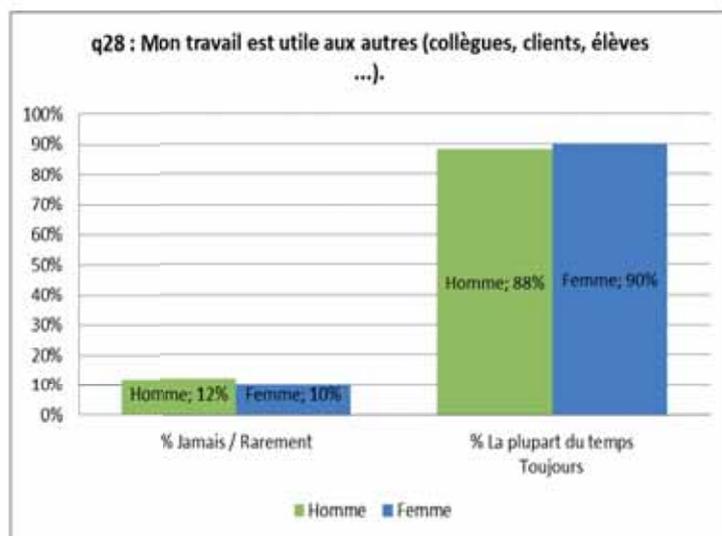
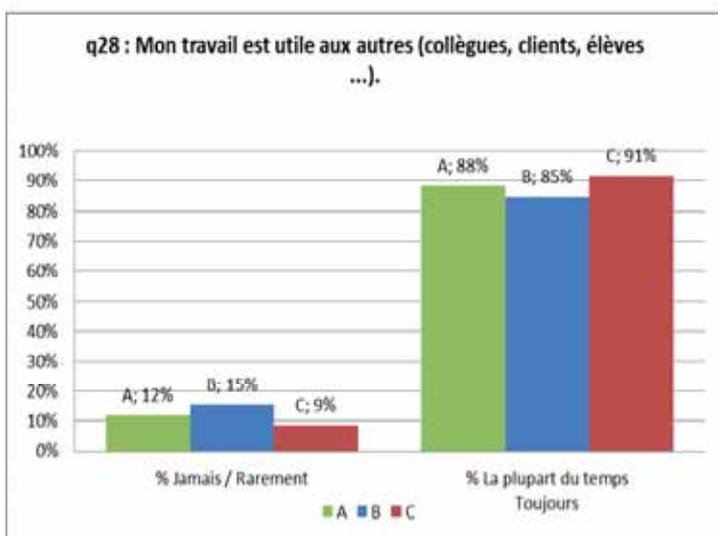
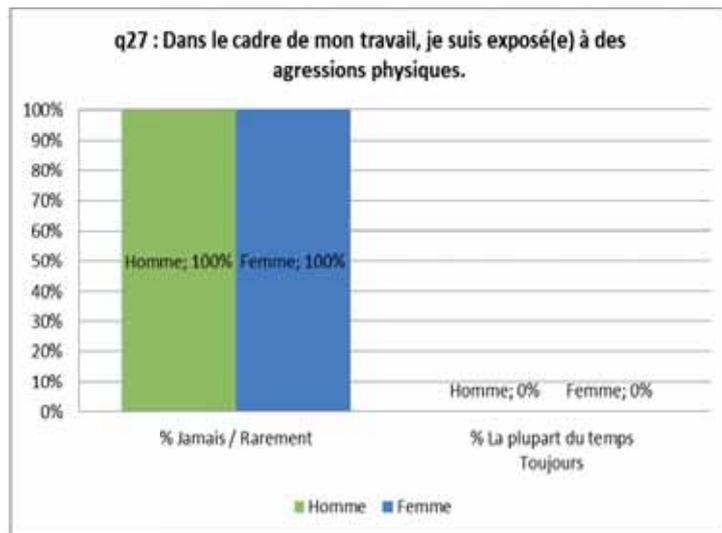
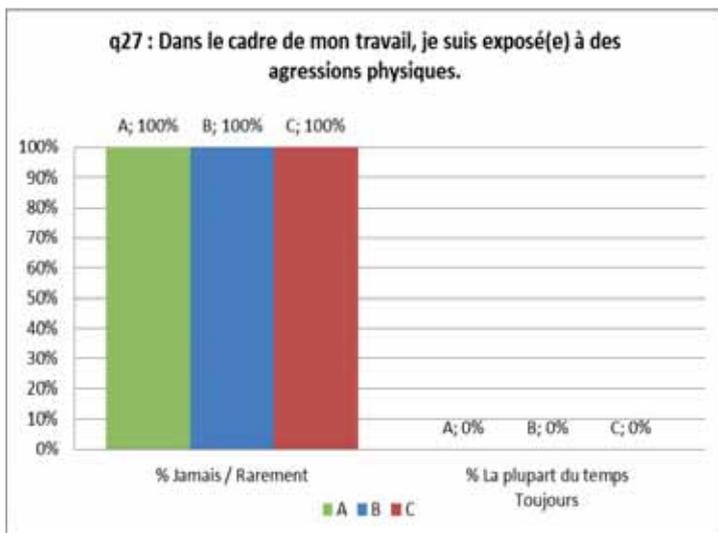
## RAPPORTS SOCIAUX, RELATION DE TRAVAIL

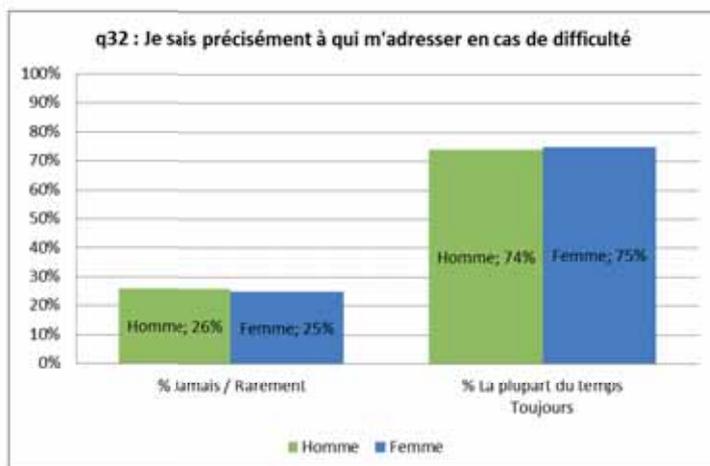
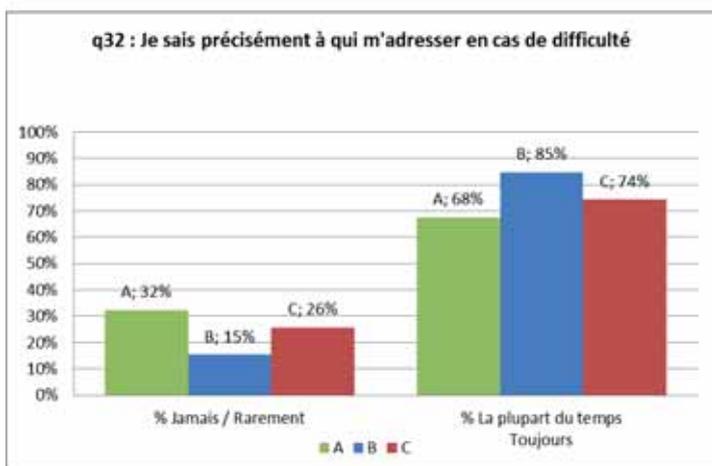
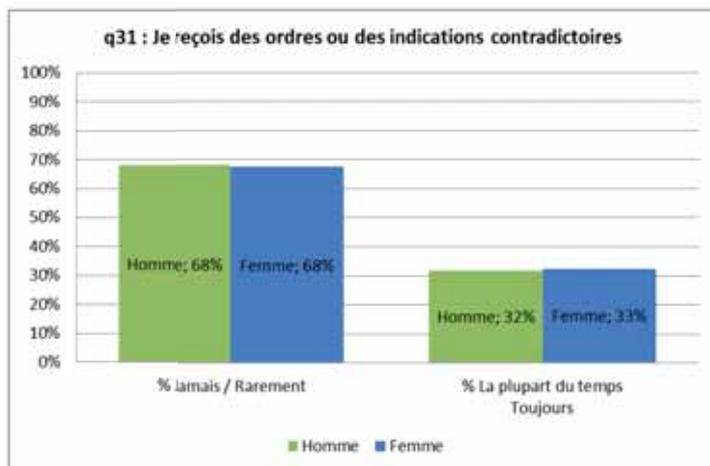
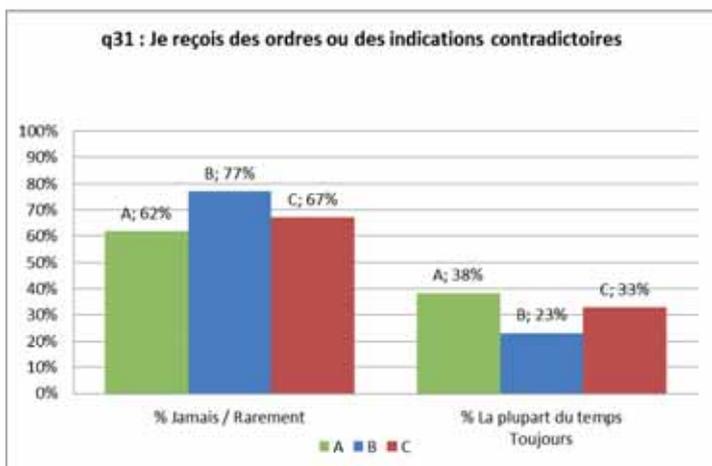
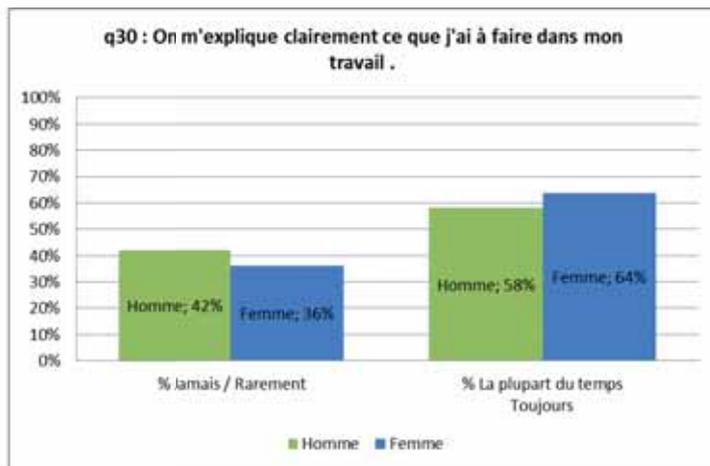
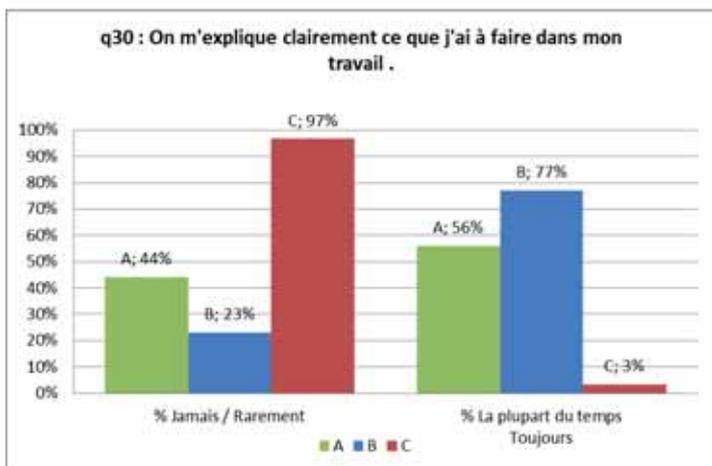




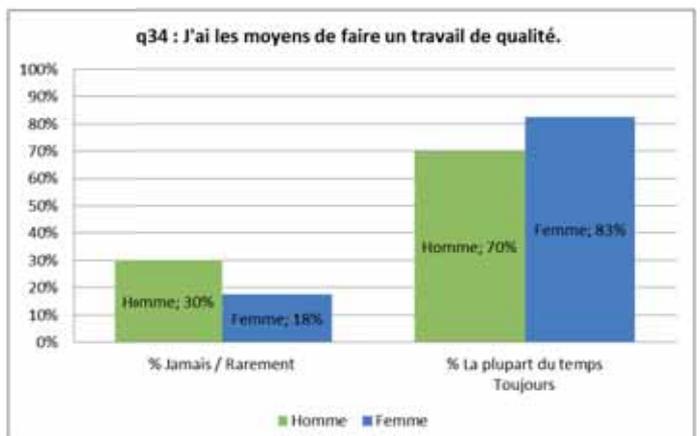
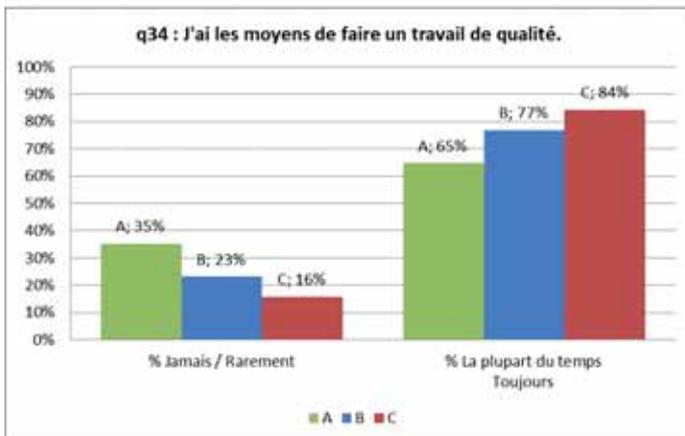
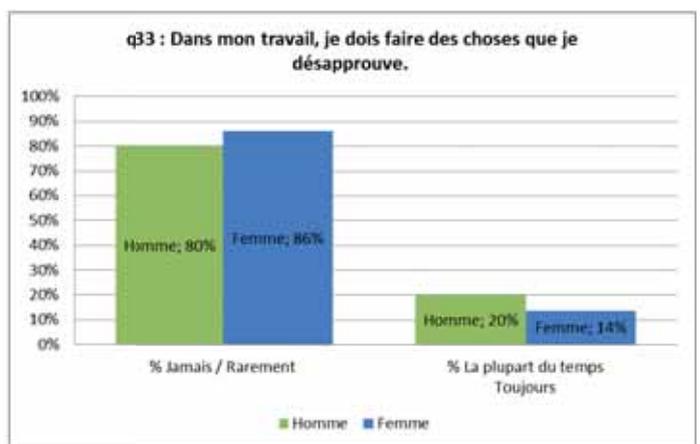
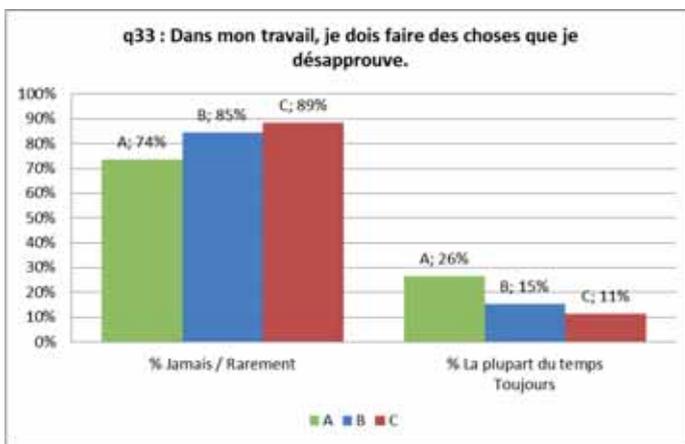




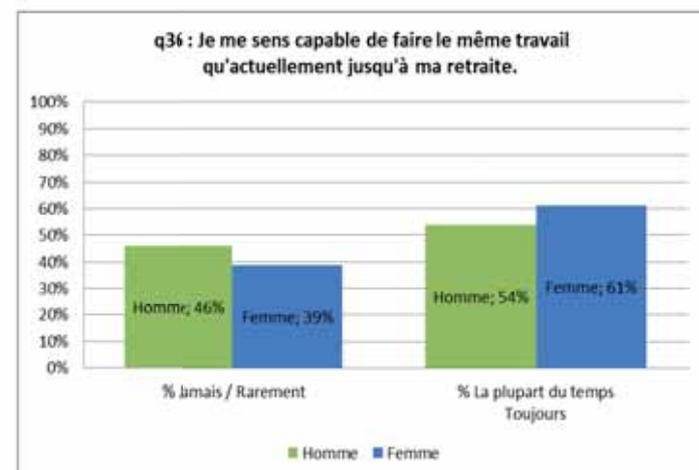
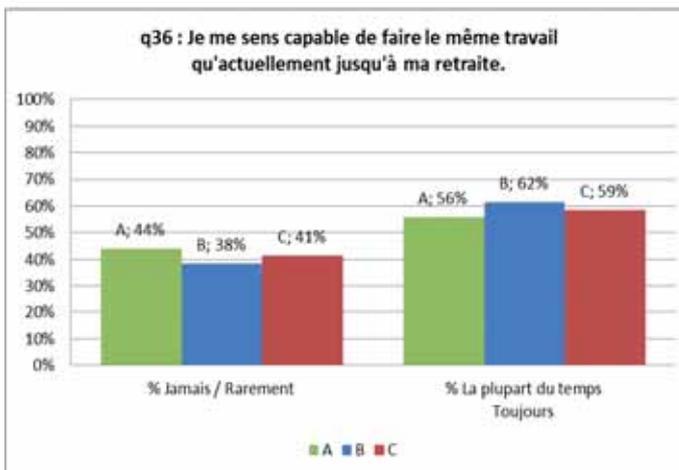
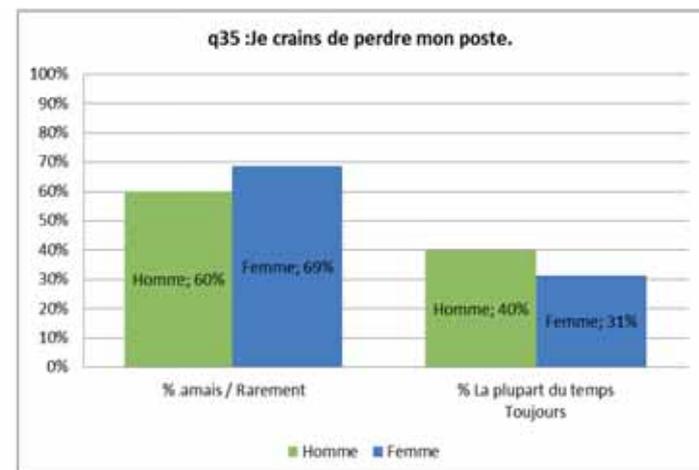
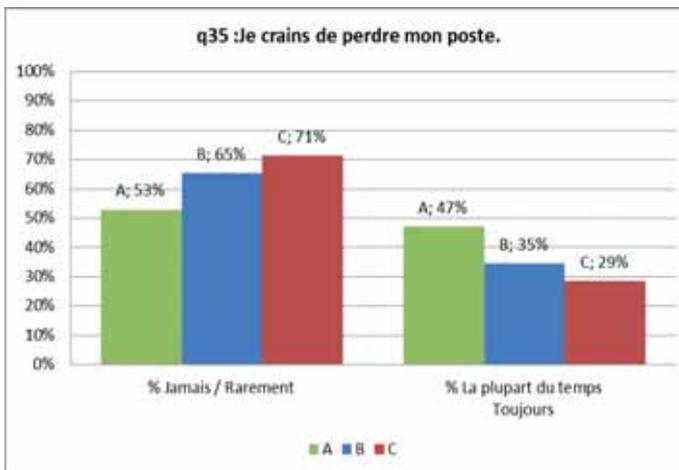
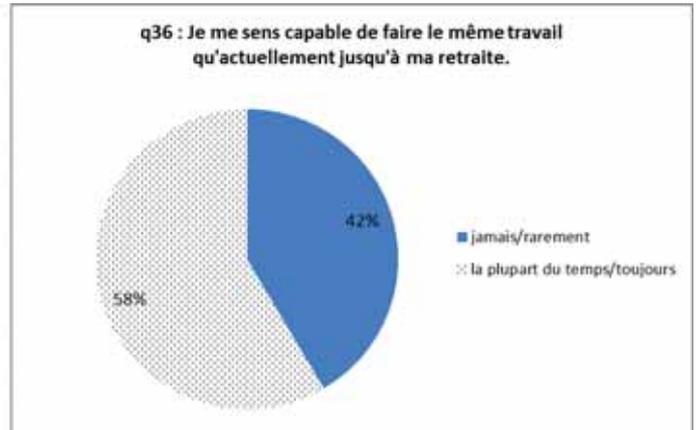
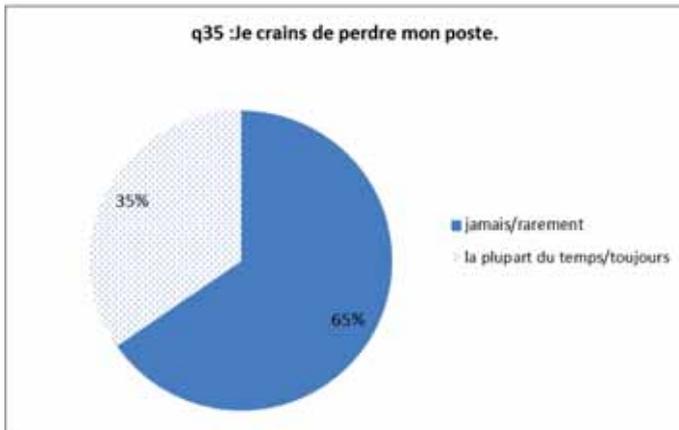




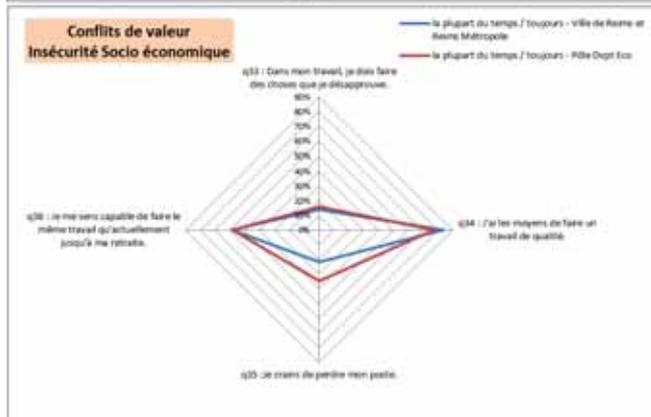
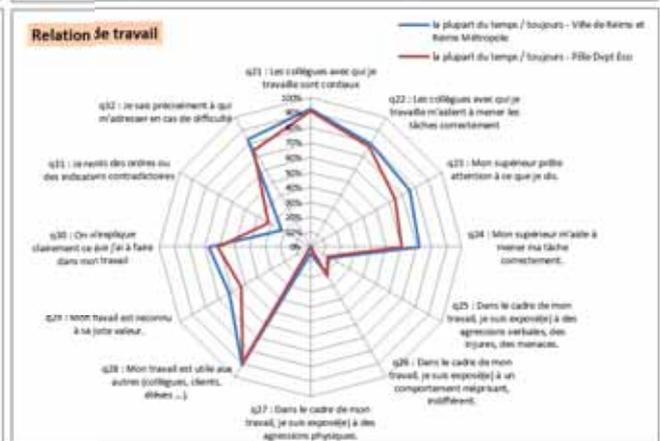
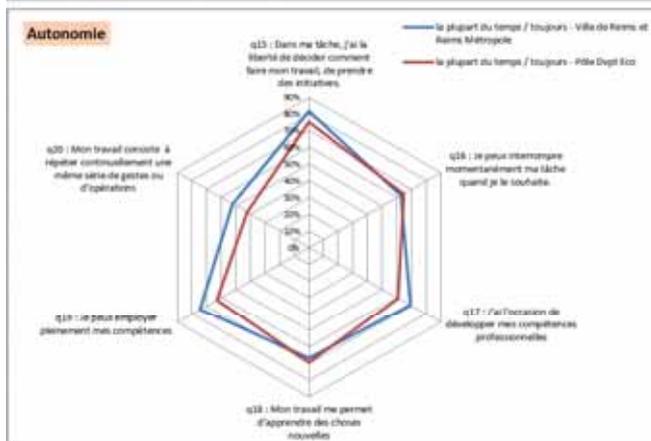
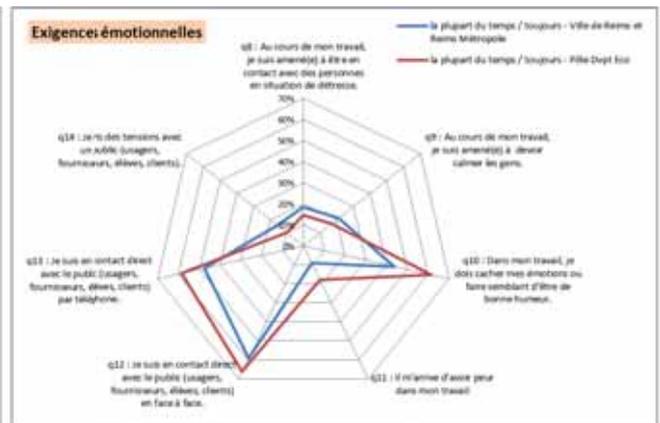
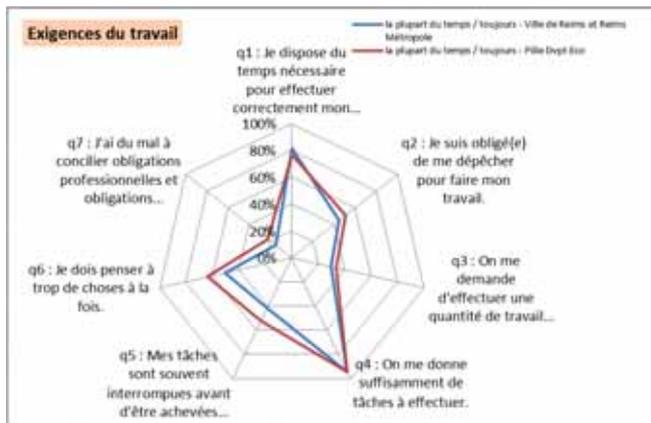
## CONFLITS DE VALEURS



## INSECURITE SOCIO-ECONOMIQUE



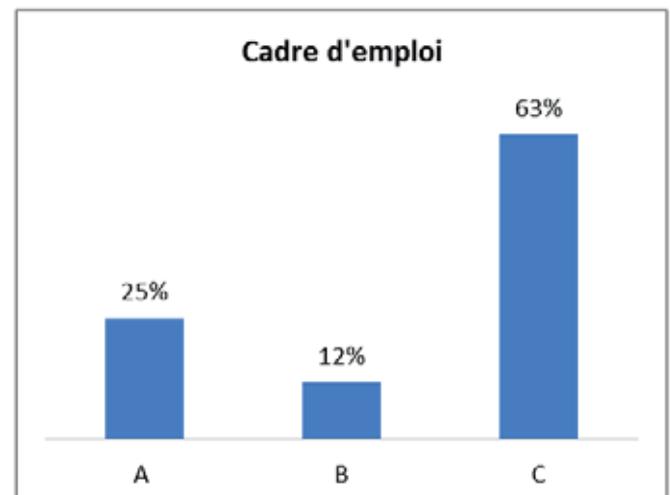
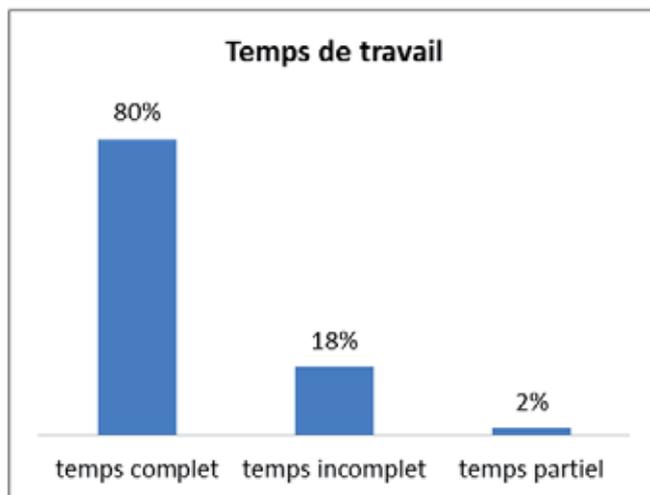
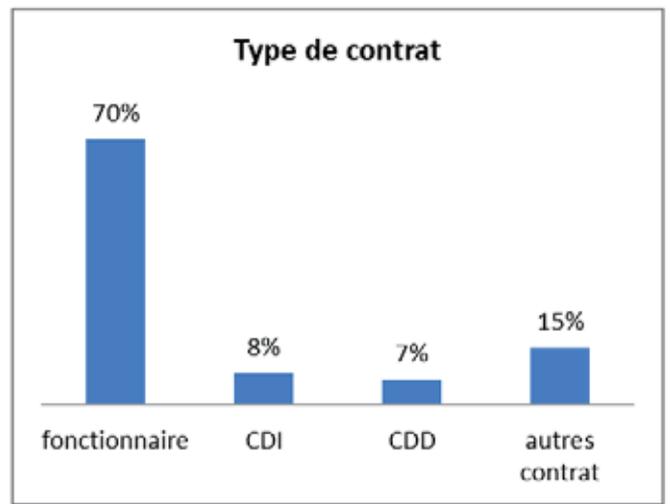
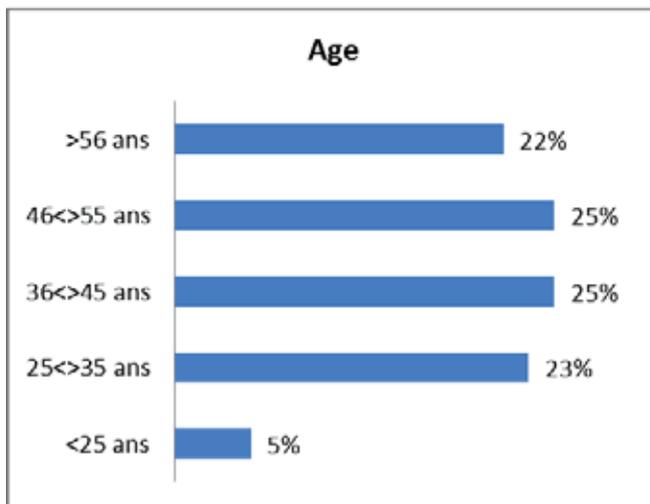
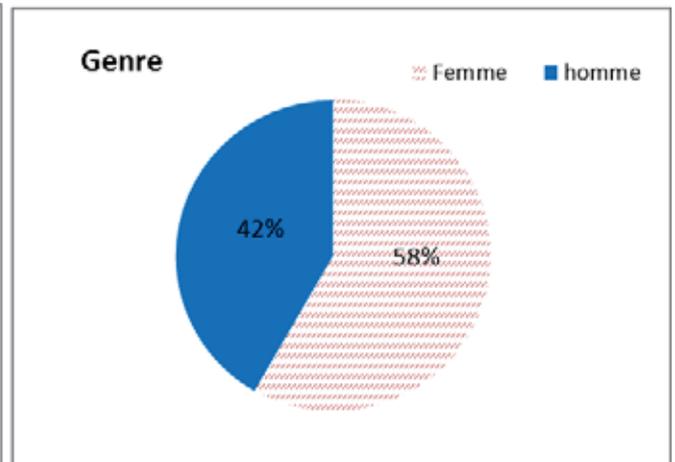
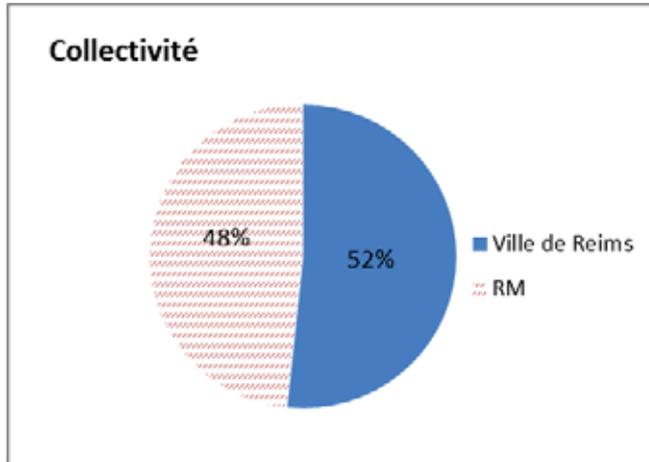
# COMPARAISON RESULTATS POLE DEVELOPPEMENT ECONOMIQUE, URBAIN ET CULTUREL / 2 COLLECTIVITES



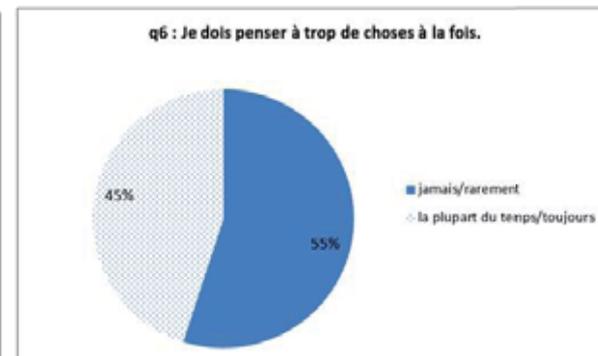
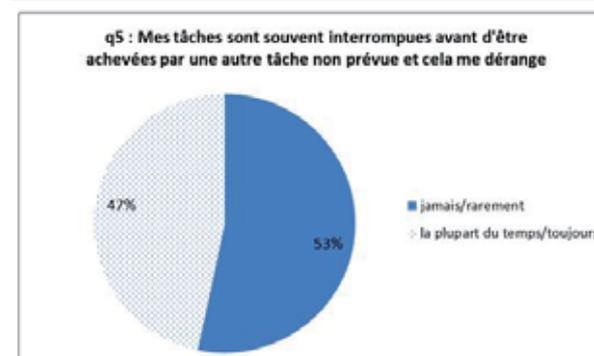
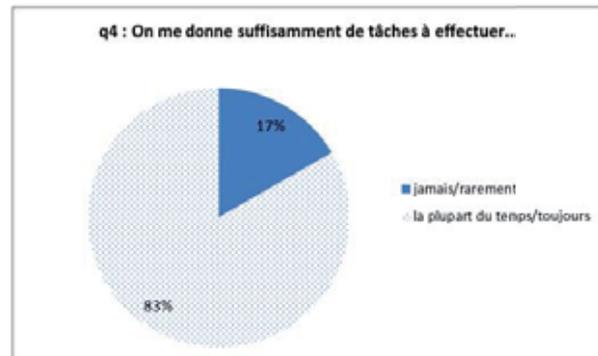
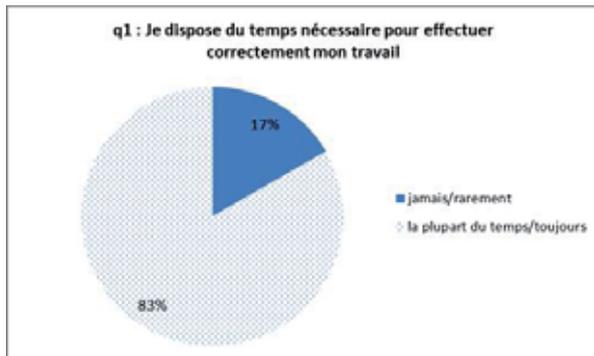
## RESULTATS QUESTIONNAIRE RPS 2014

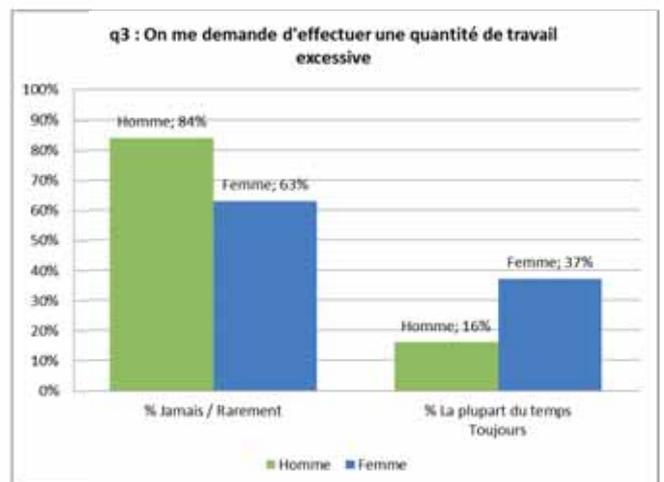
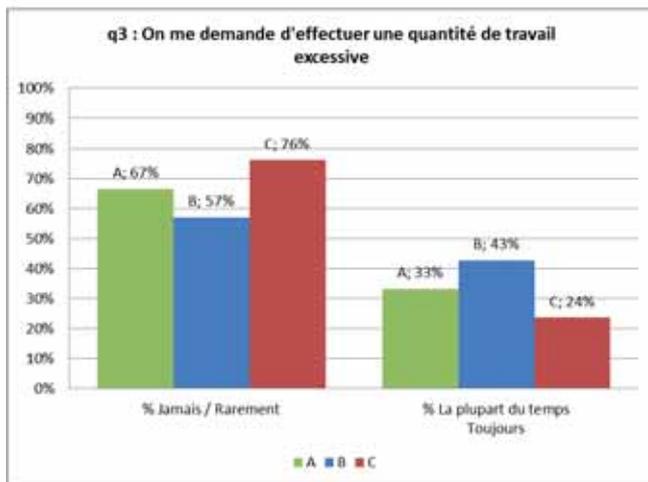
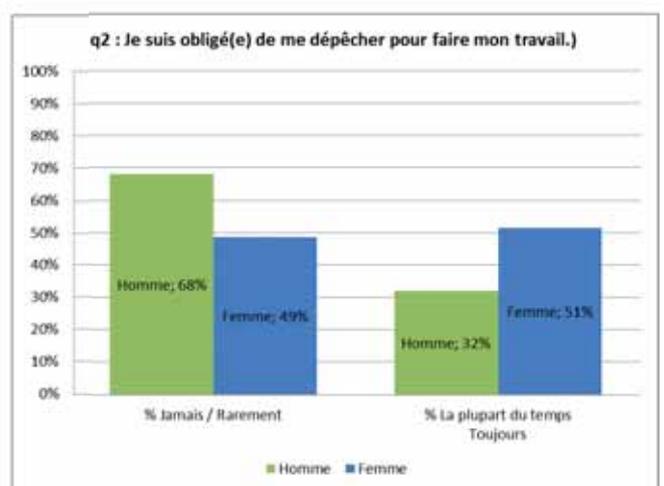
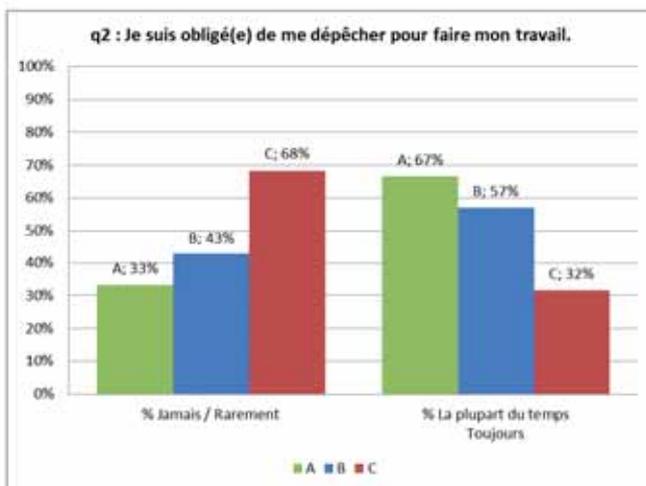
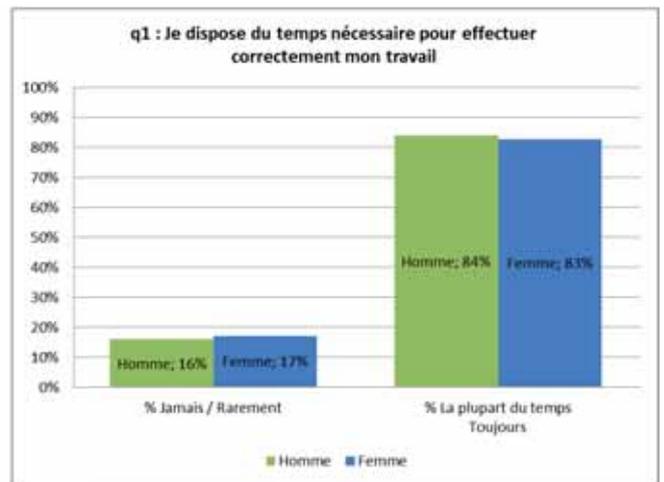
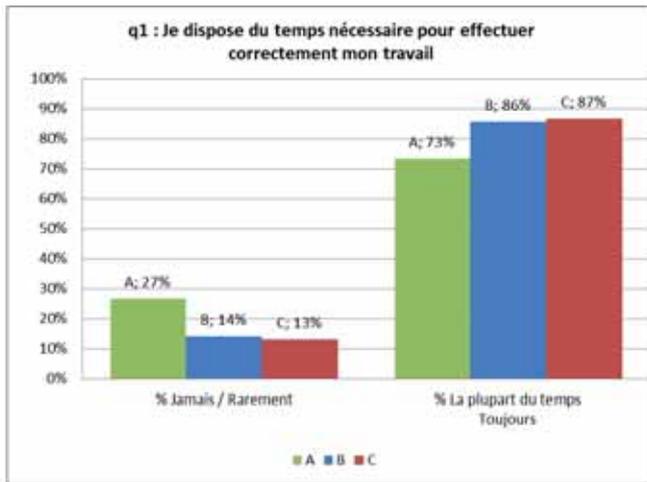
### « AUTRES RESULTATS »

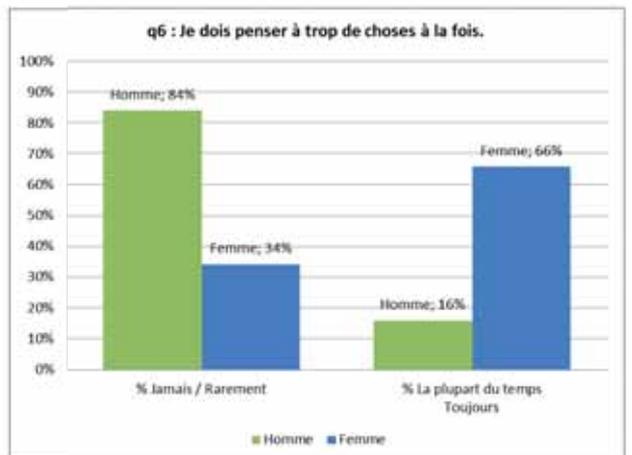
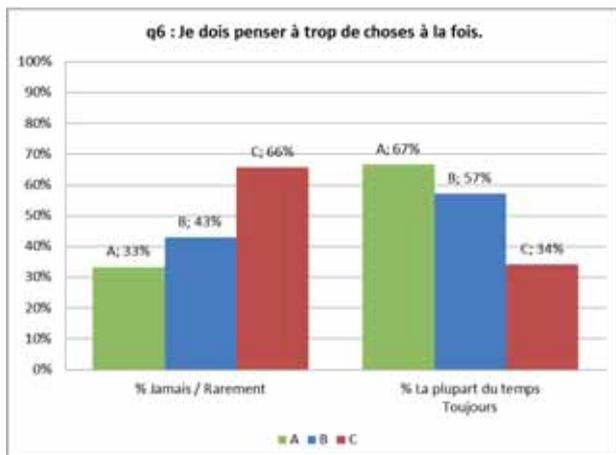
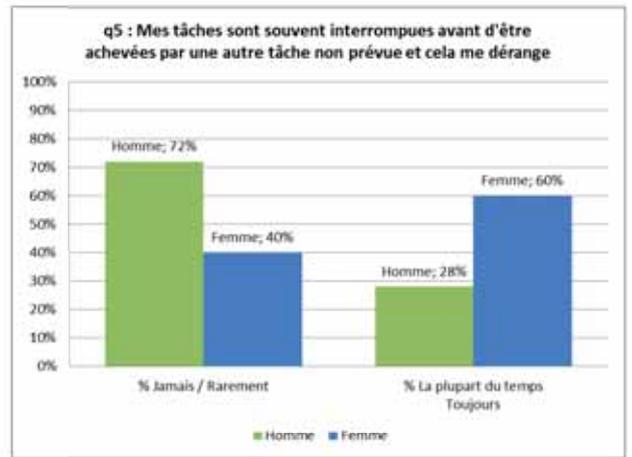
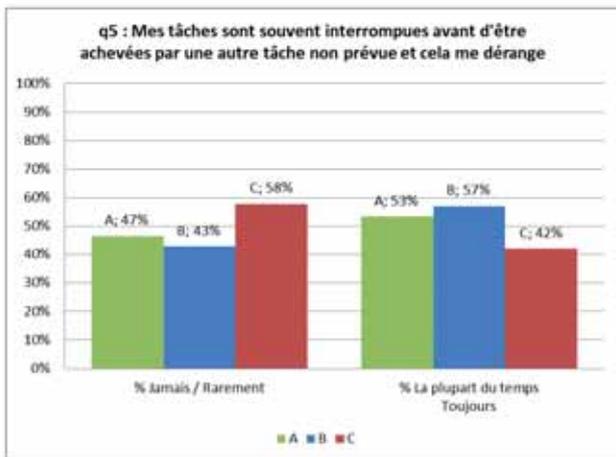
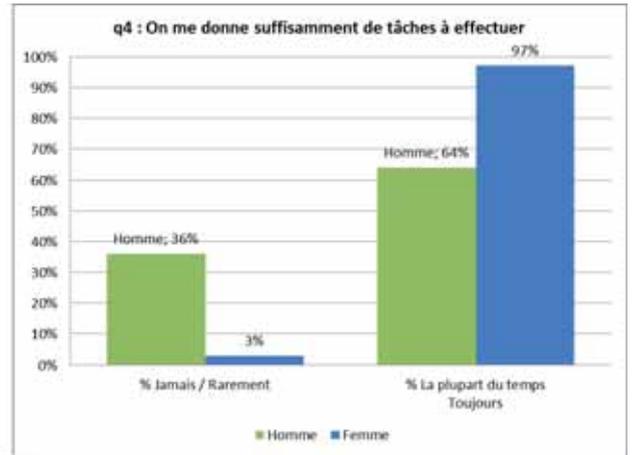
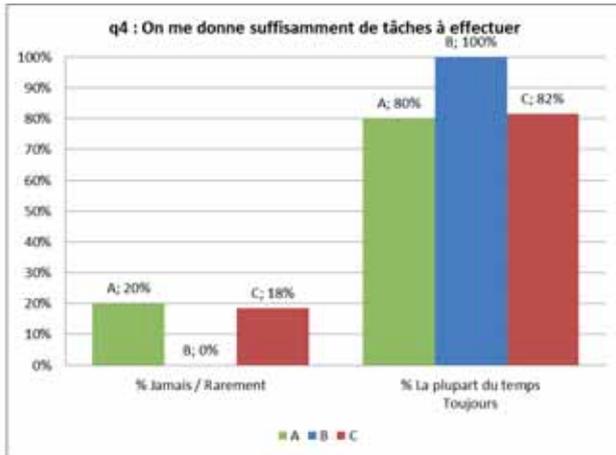
Le taux de réponse au questionnaire pour les « autres résultats » représente 8% des réponses données.

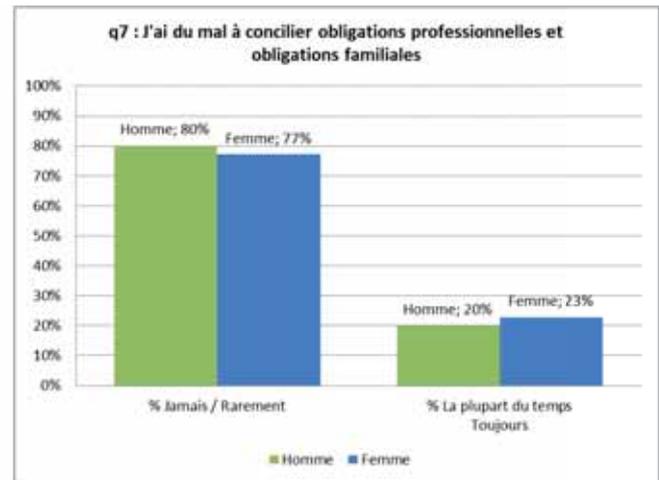
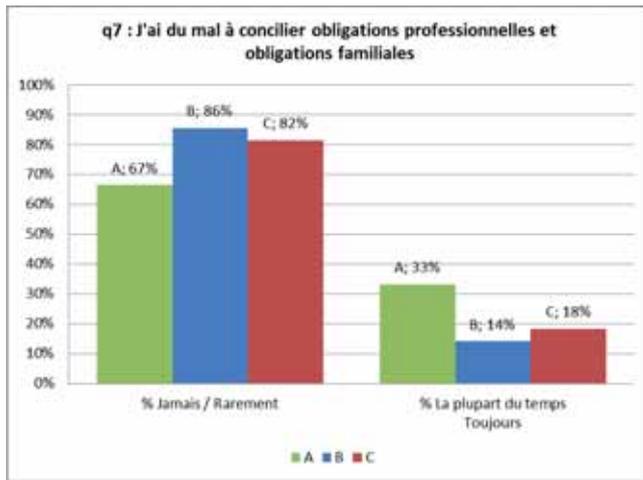


## EXIGENCES DU TRAVAIL

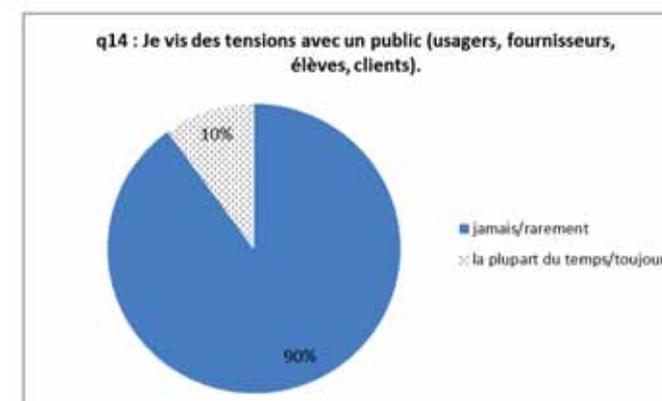
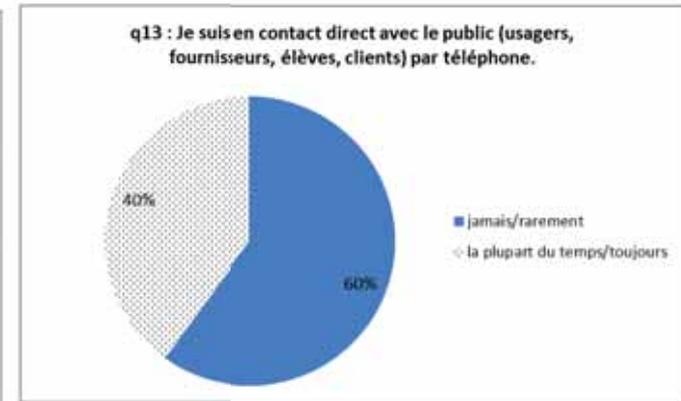
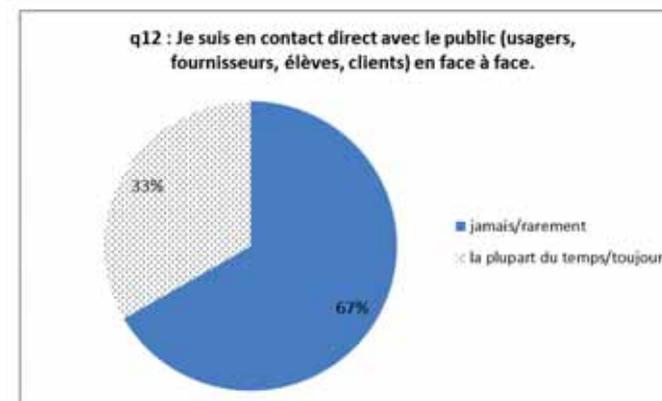
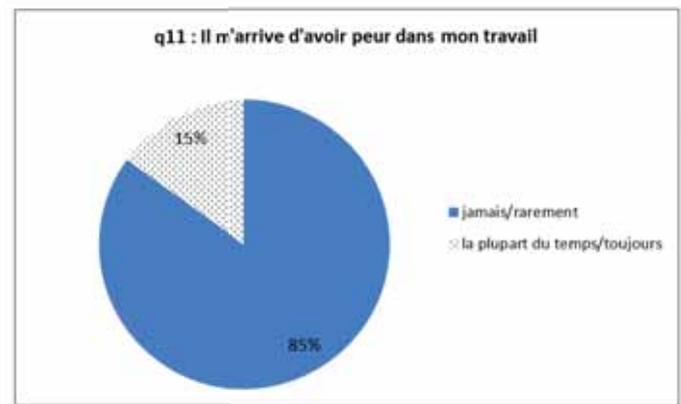
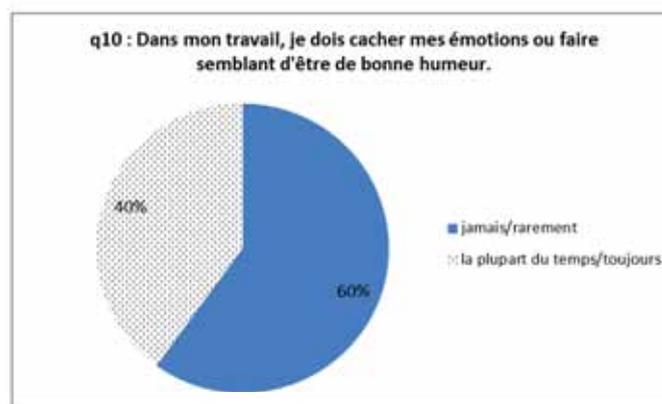
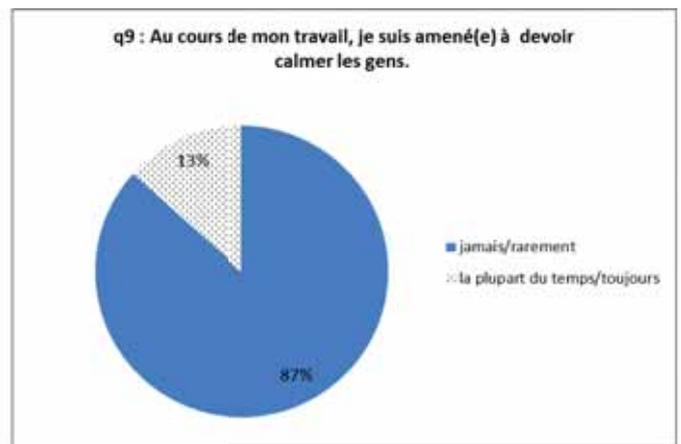


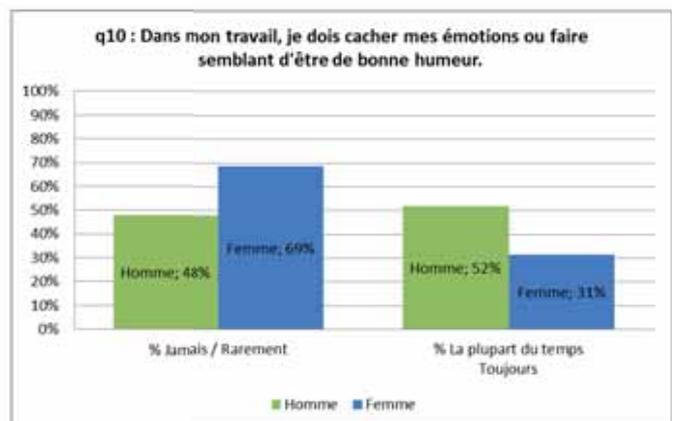
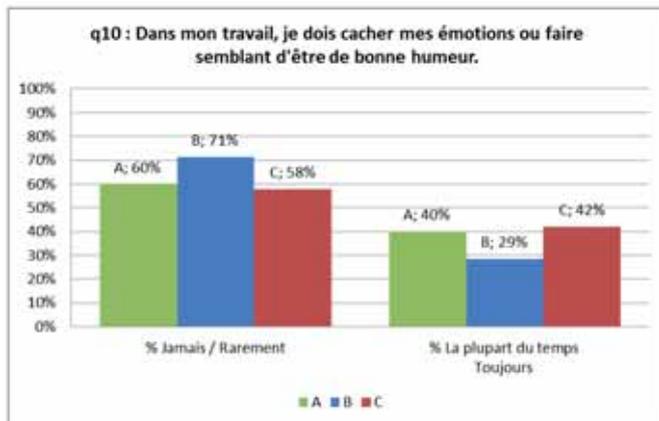
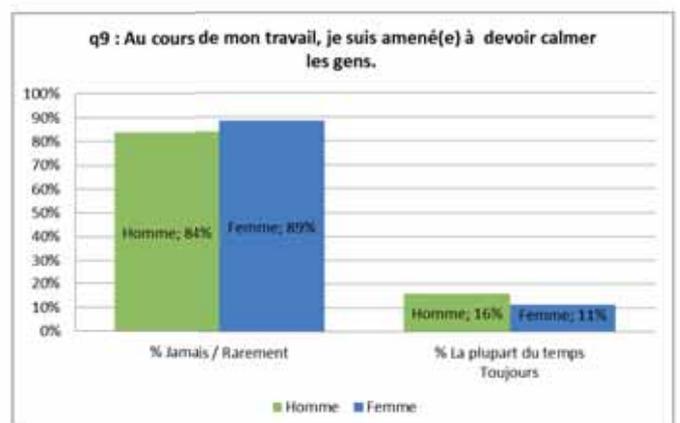
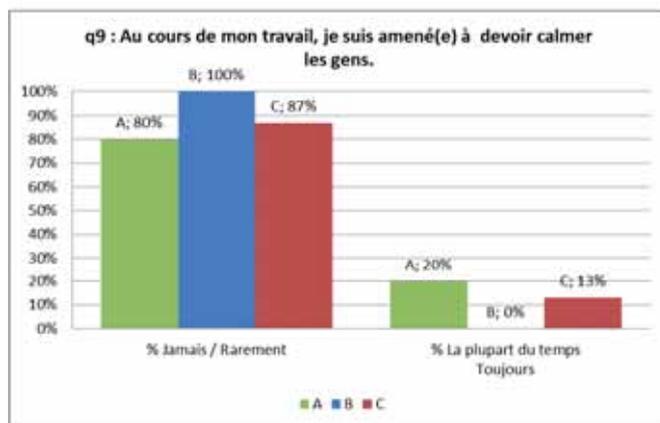
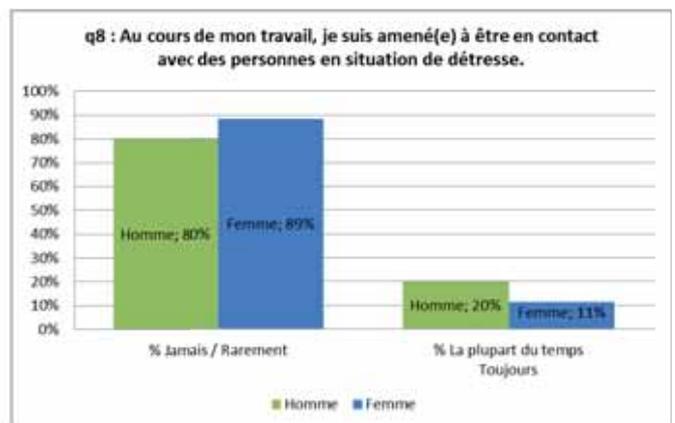
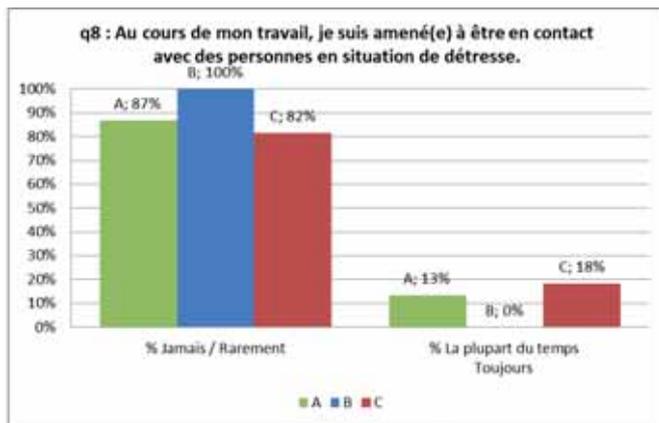


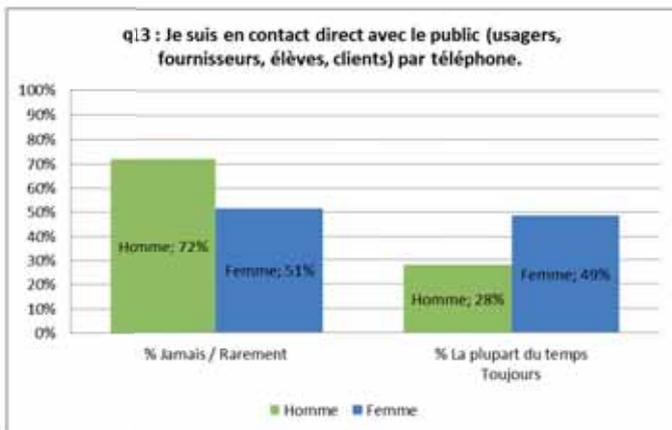
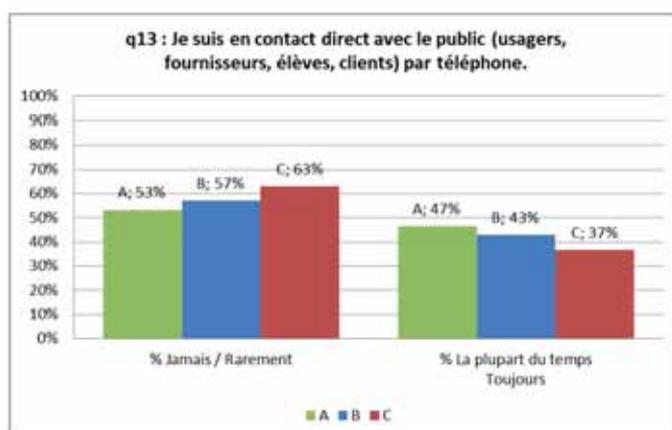
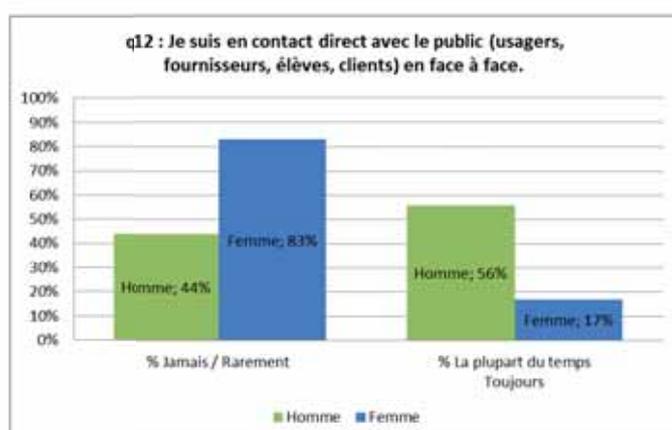
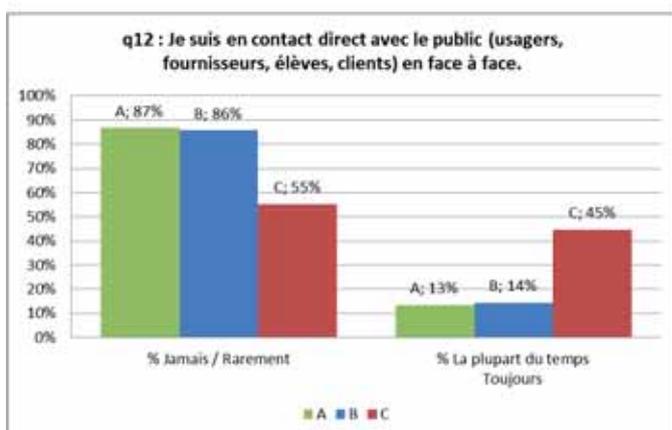
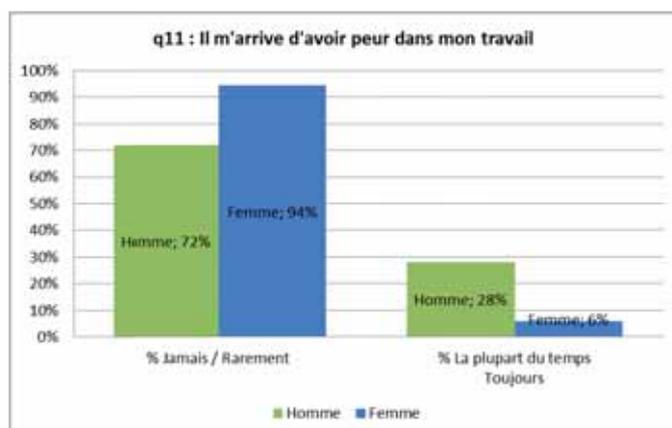
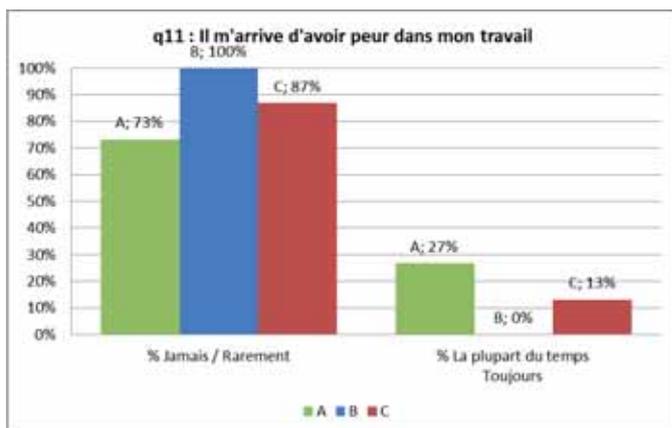


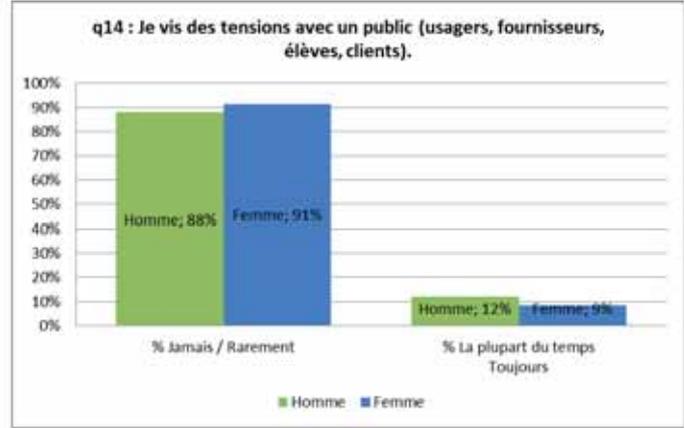
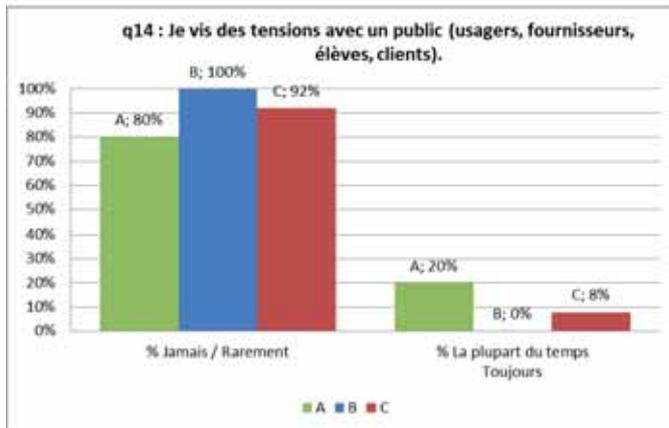


## EXIGENCES EMOTIONNELLES

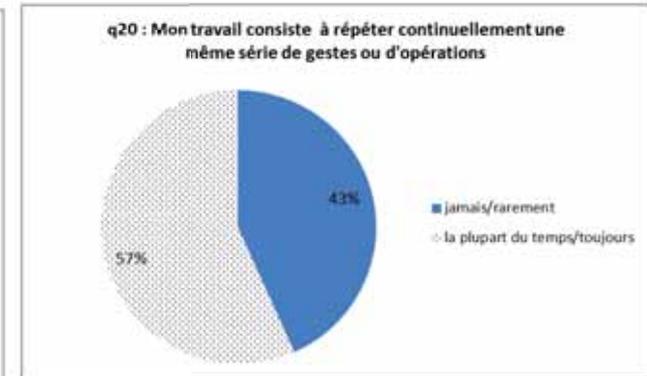
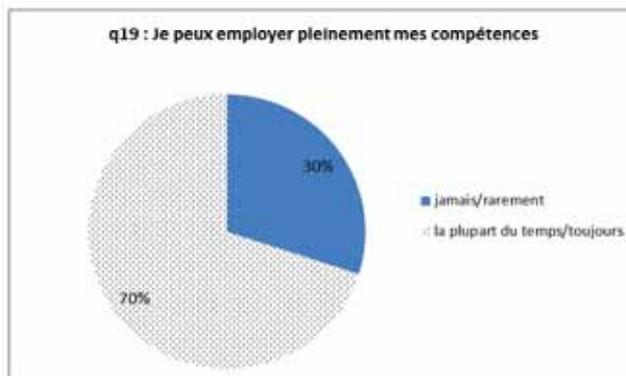
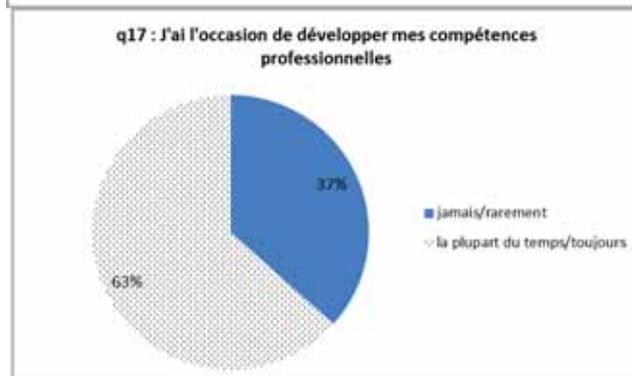


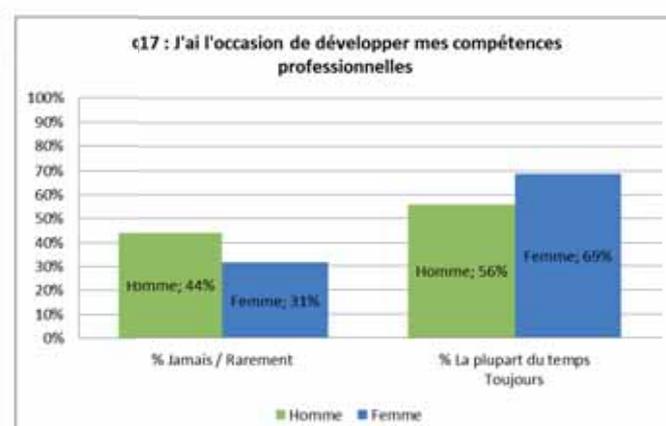
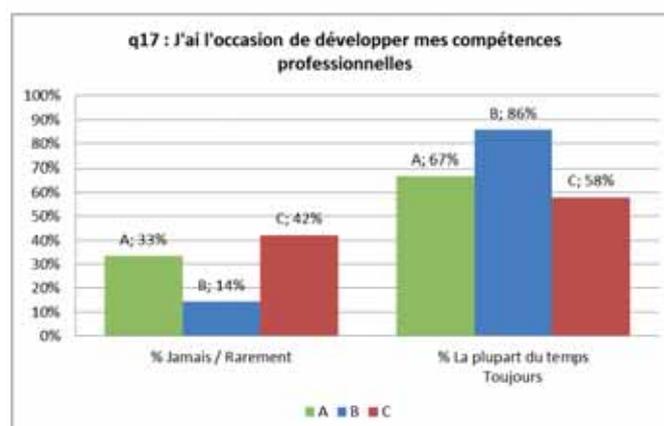
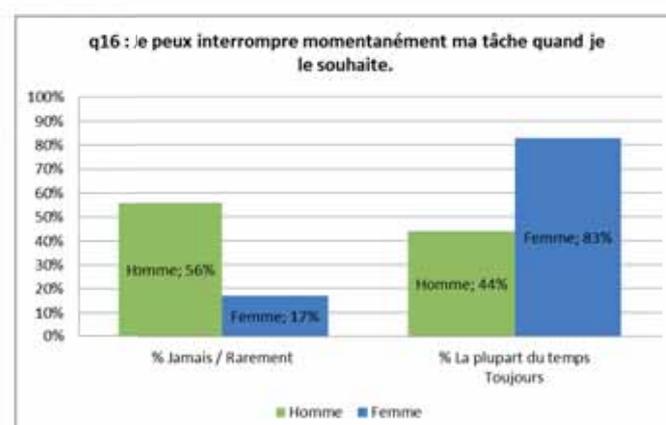
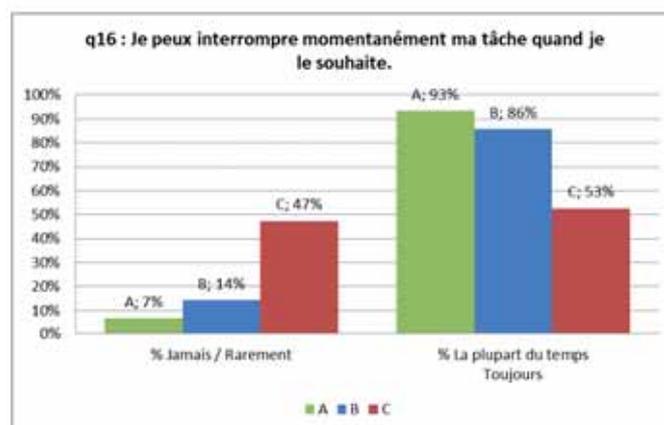
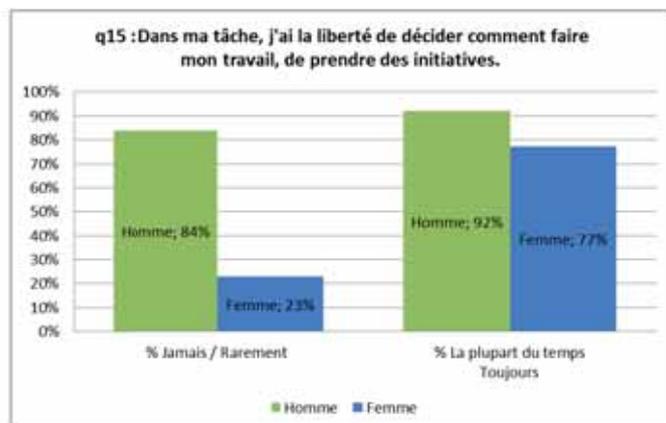
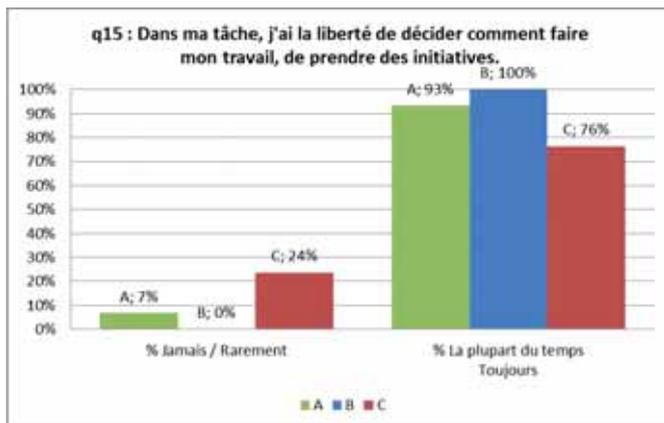


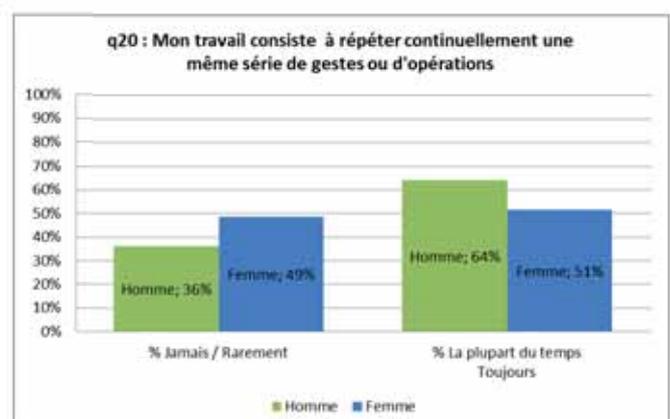
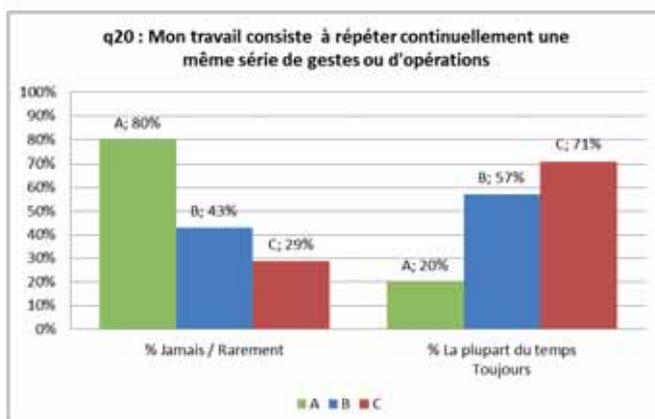
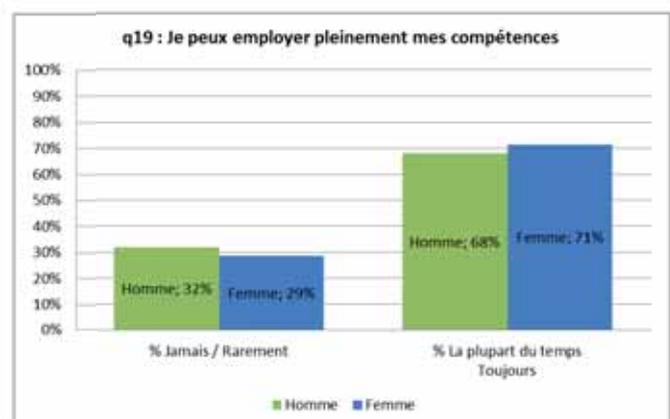
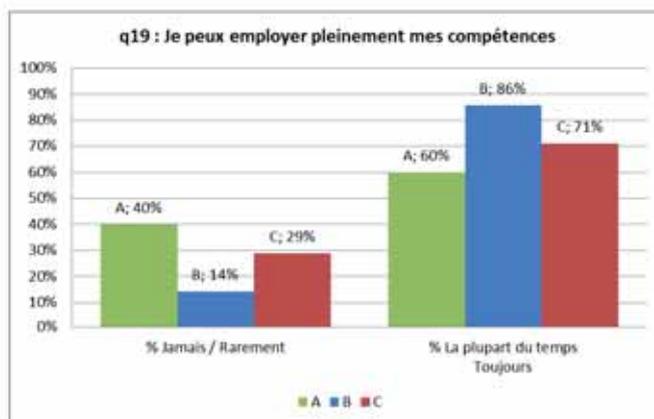
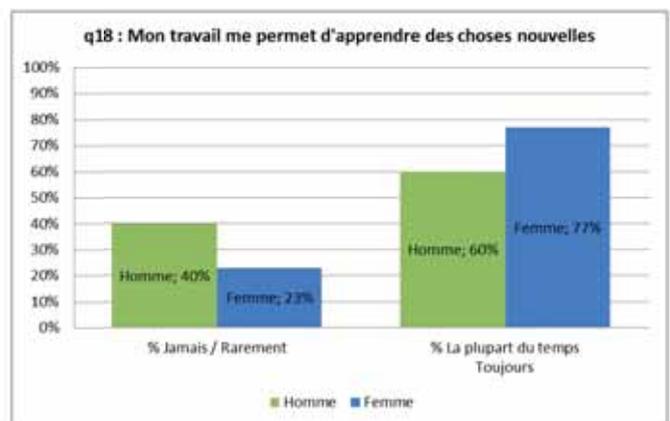
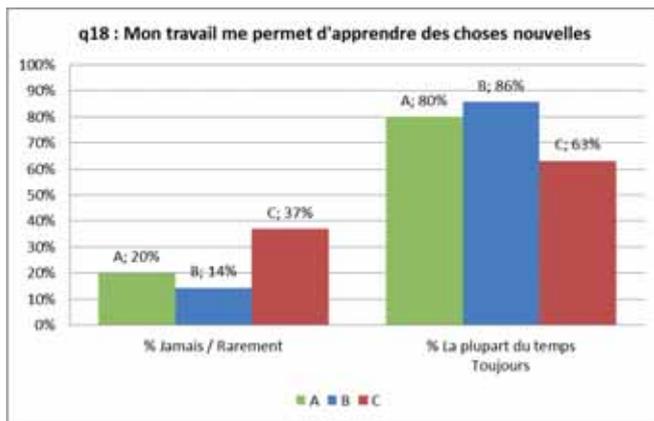




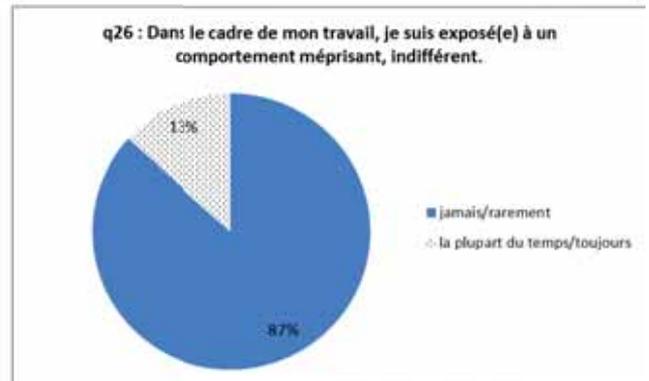
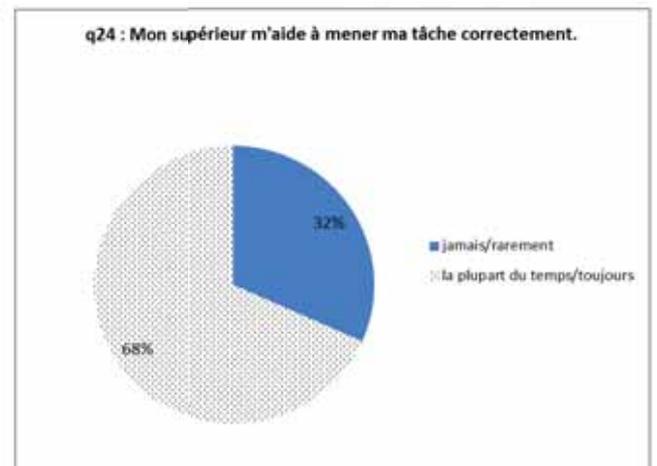
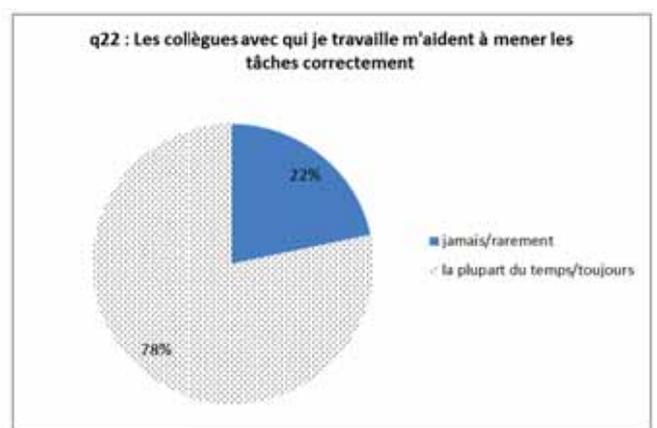
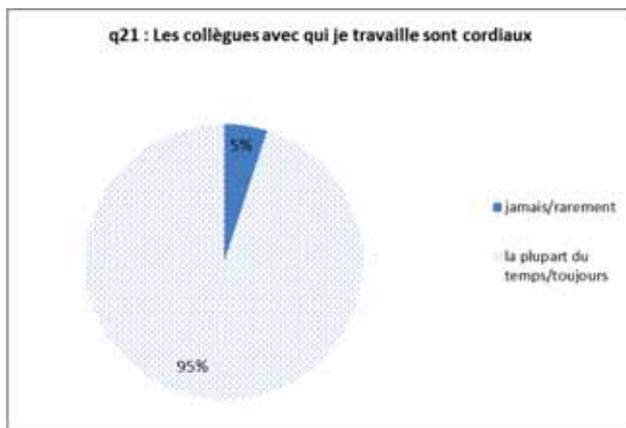
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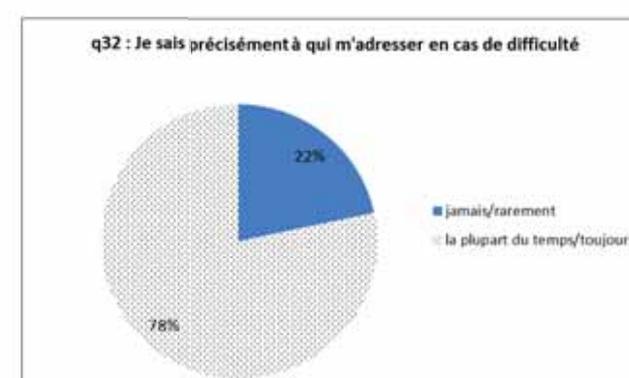
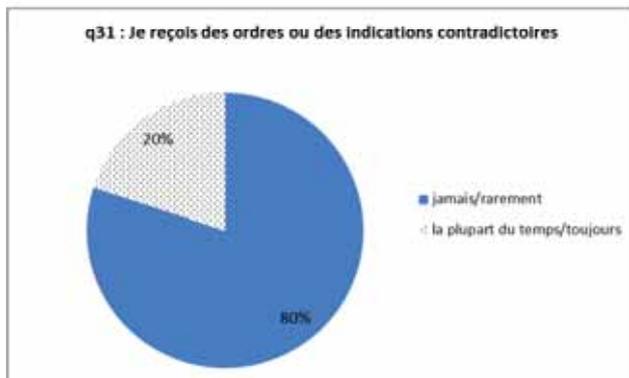
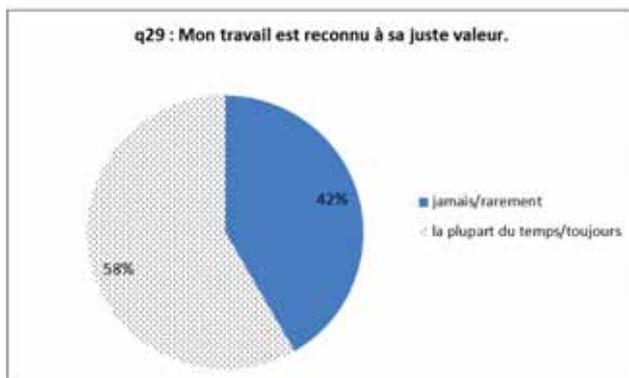
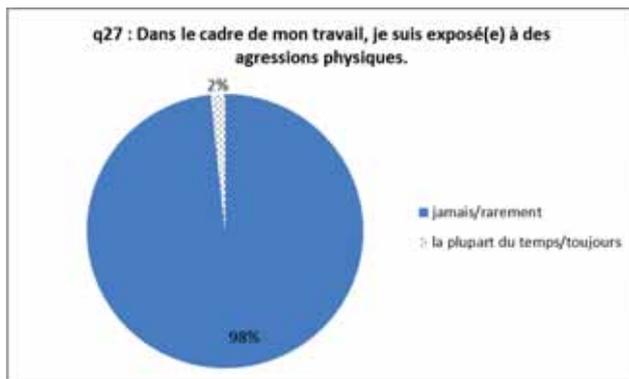


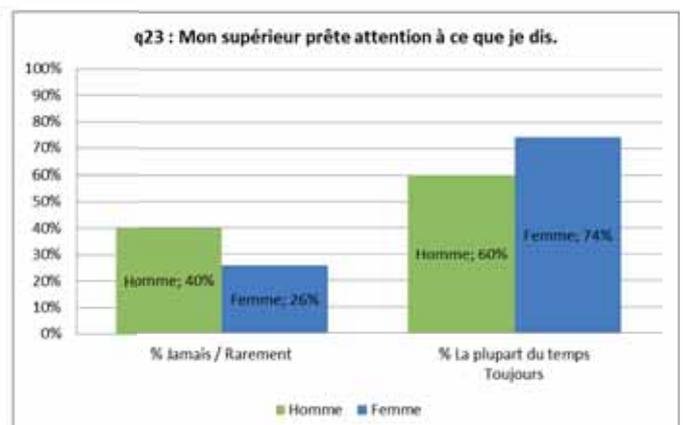
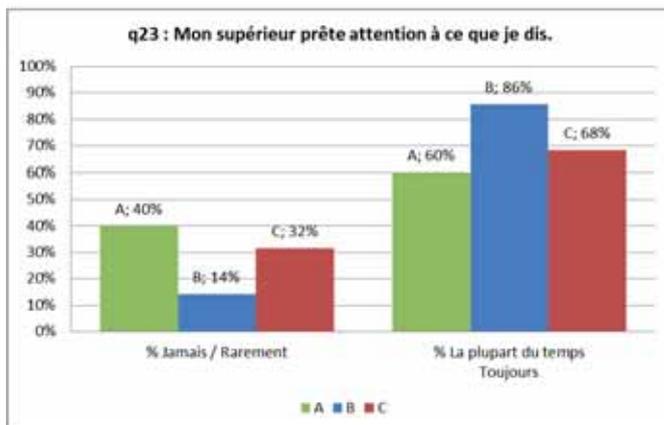
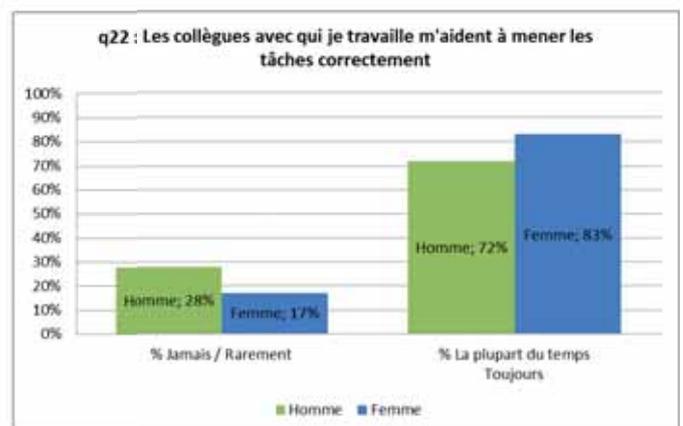
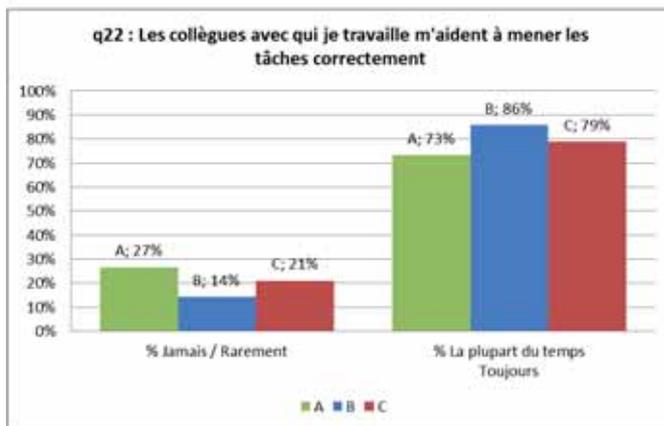
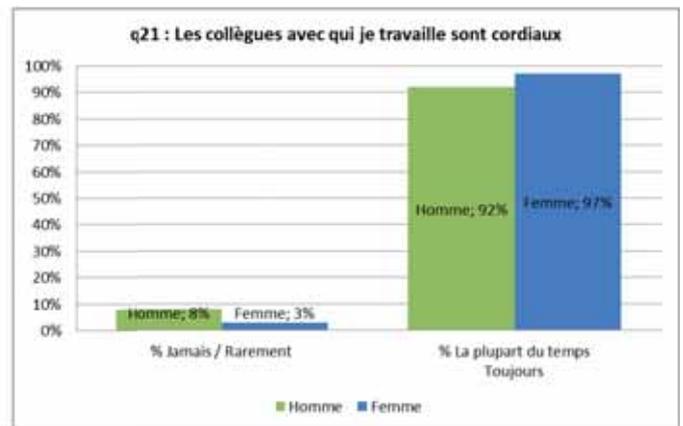
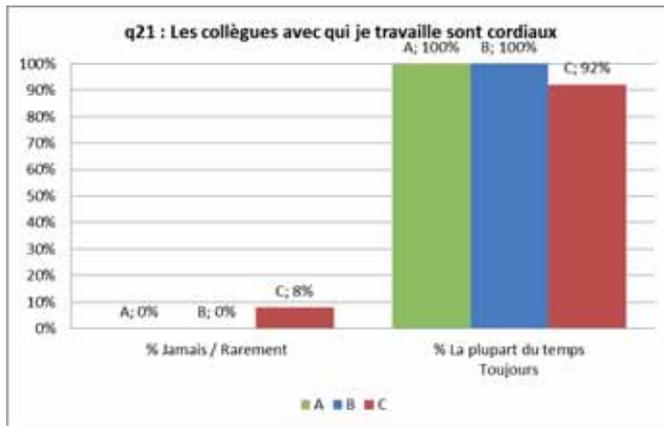


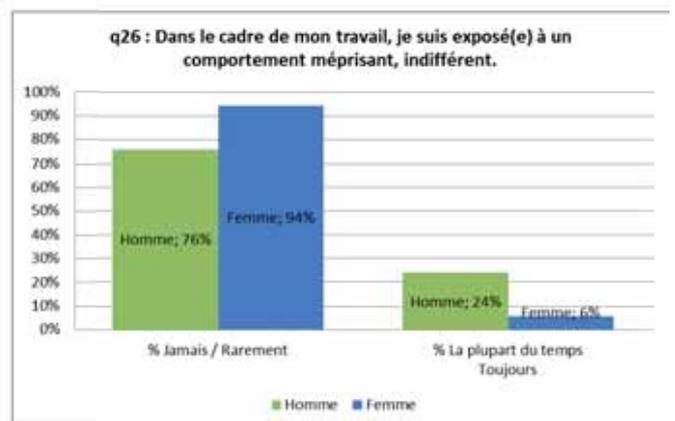
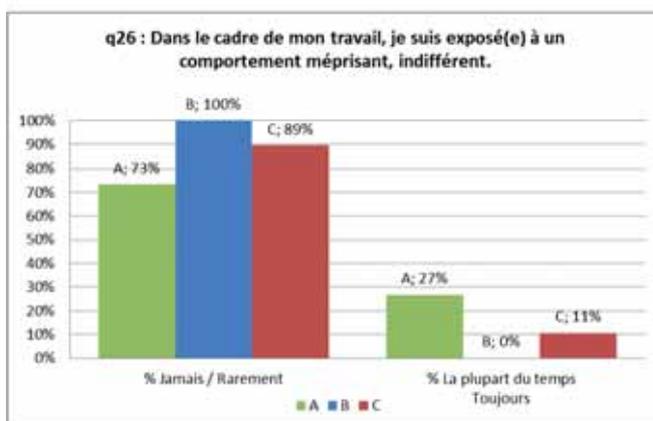
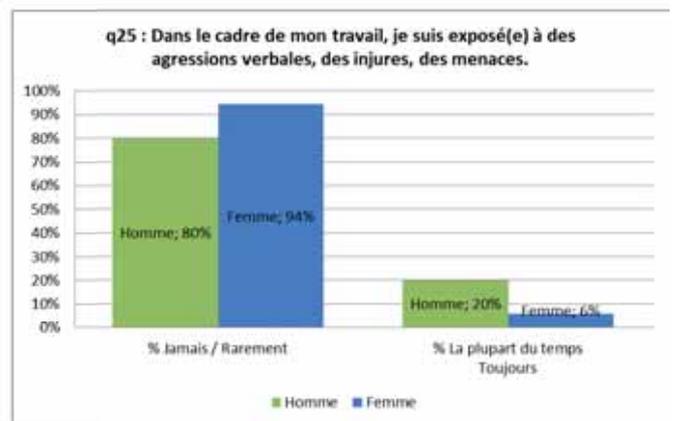
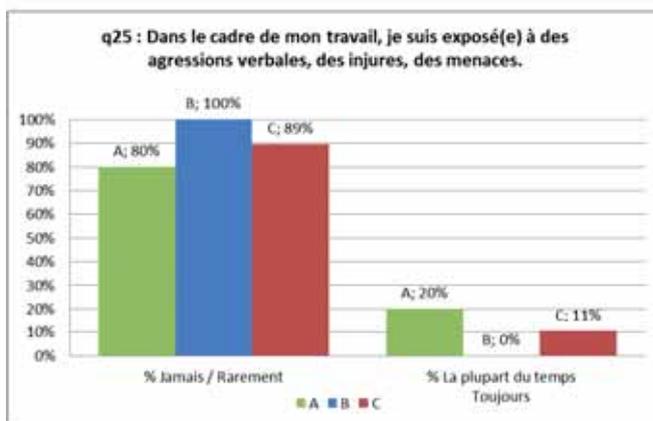
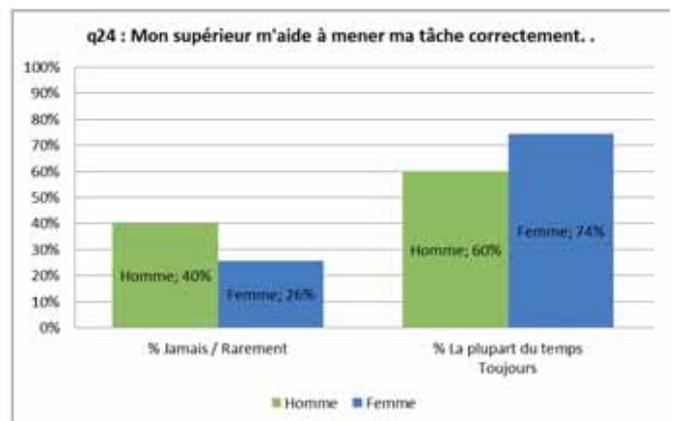
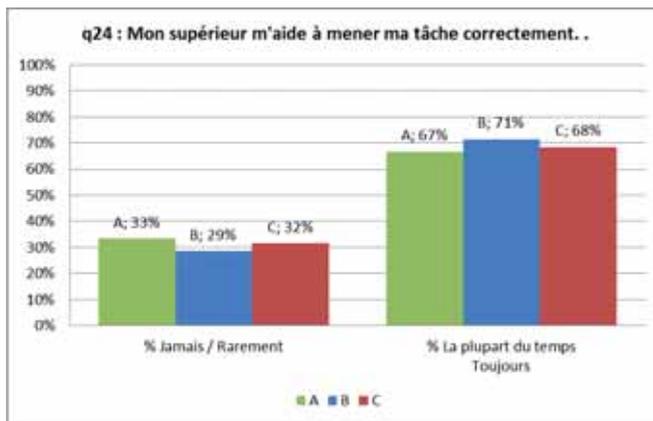


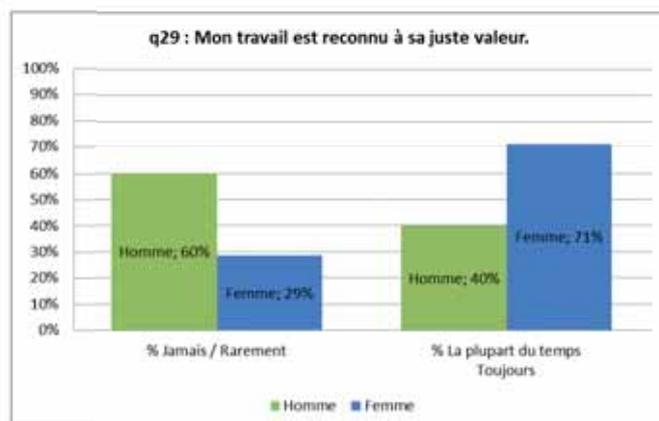
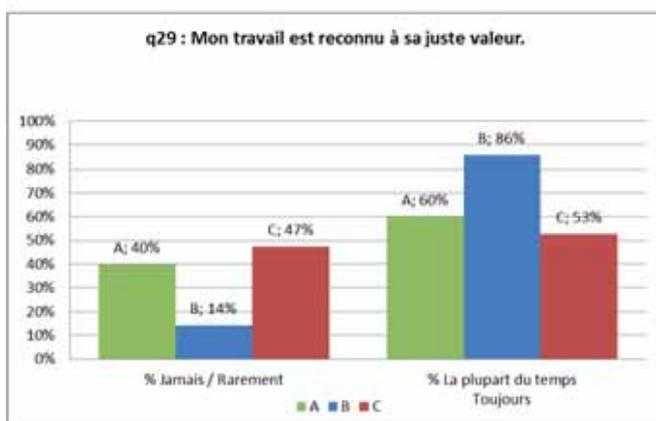
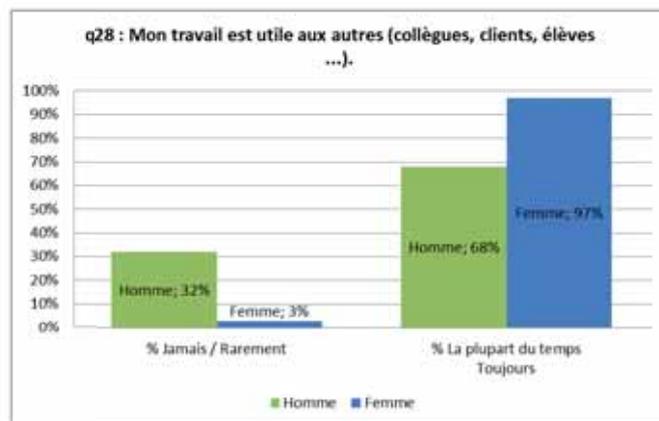
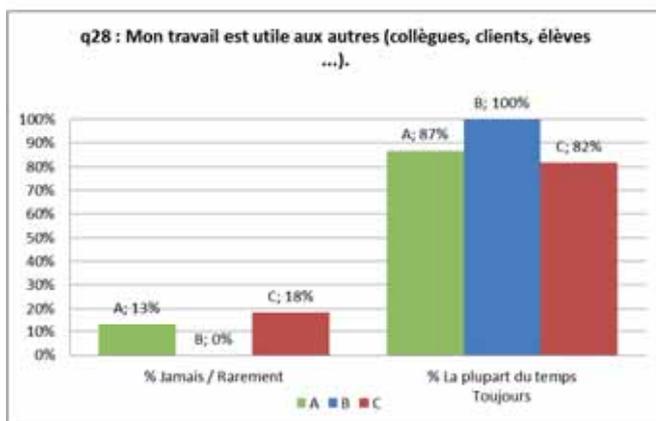
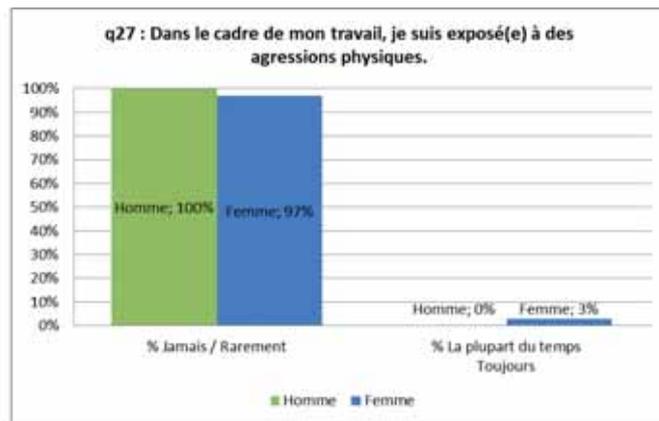
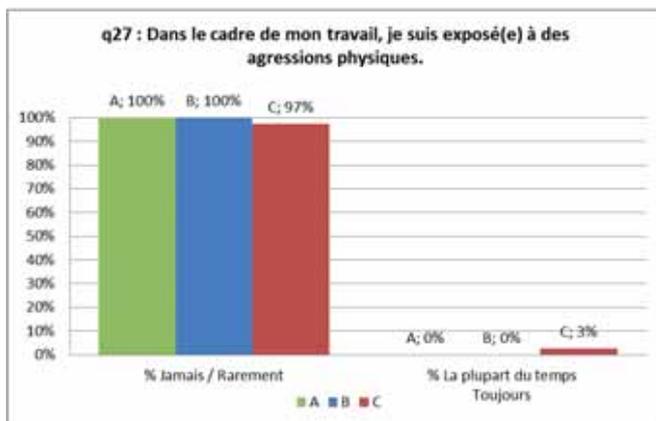
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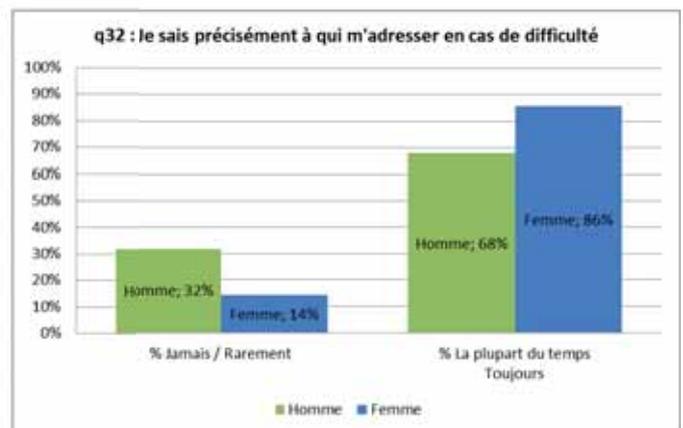
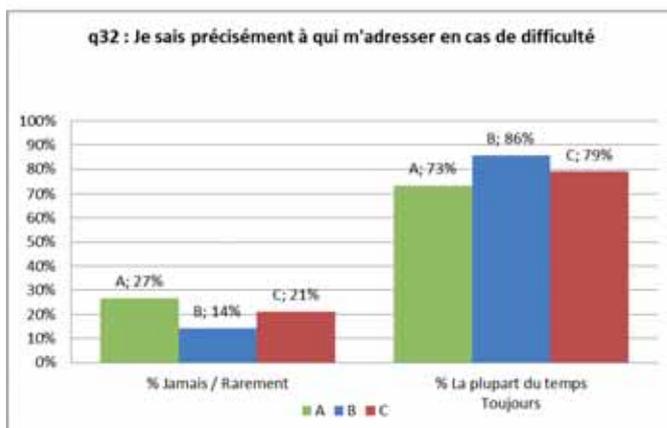
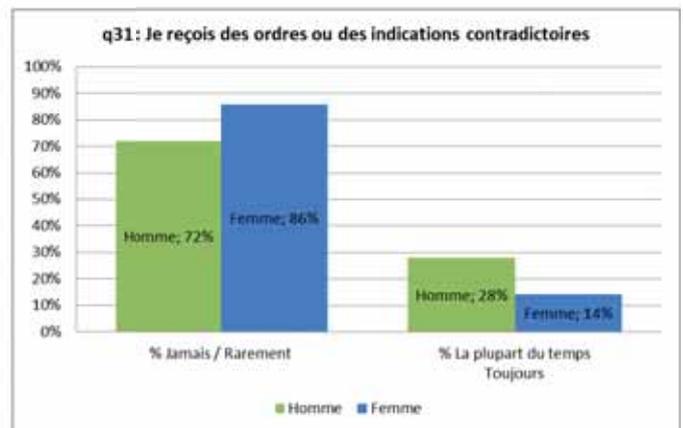
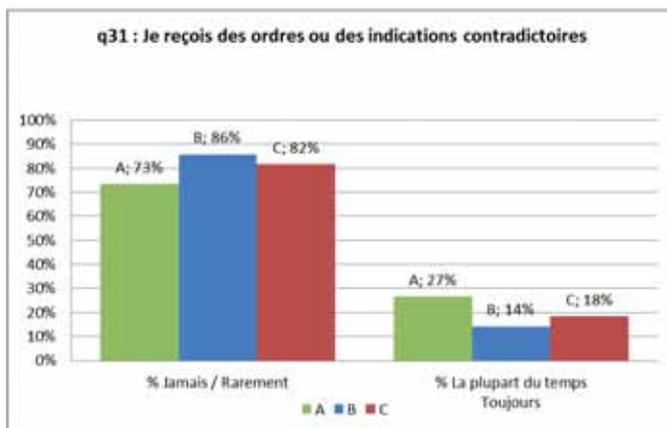
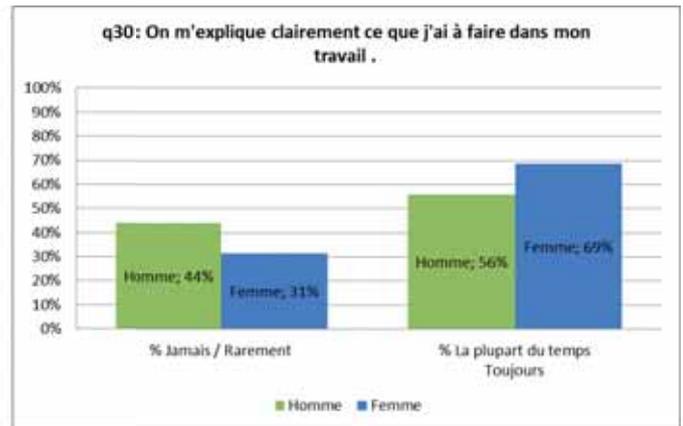
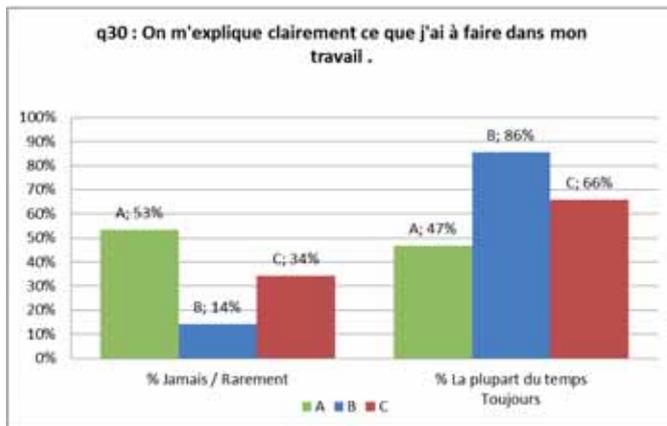




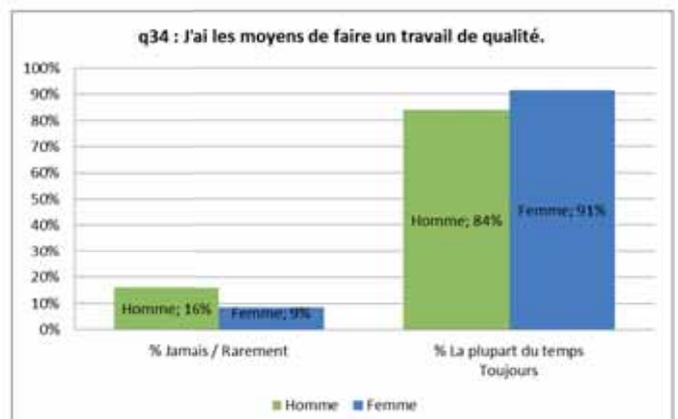
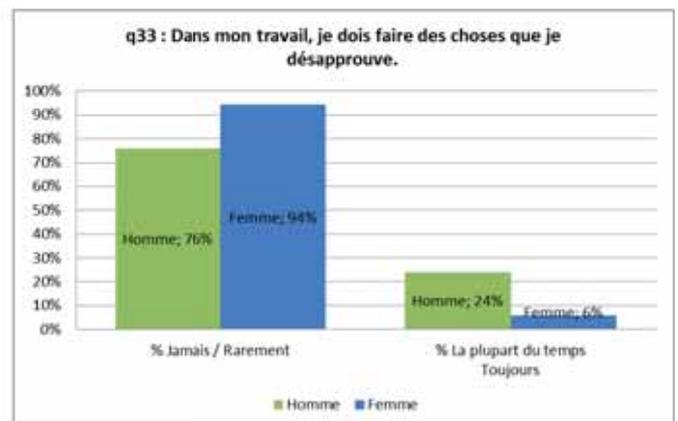
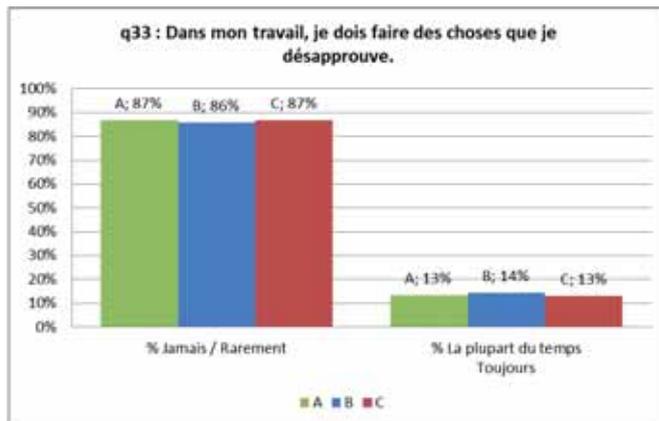




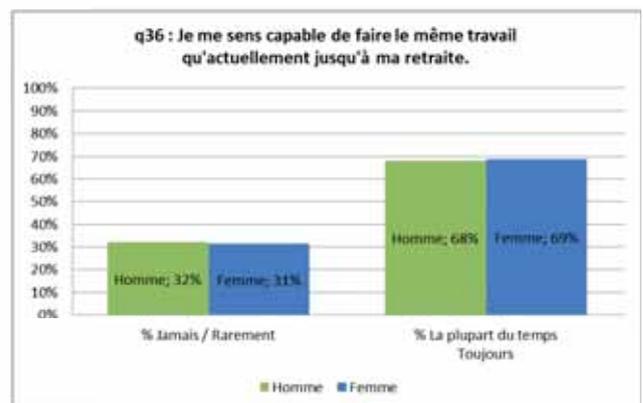
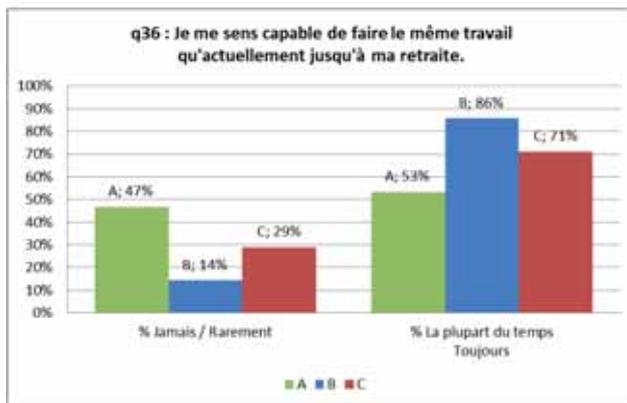
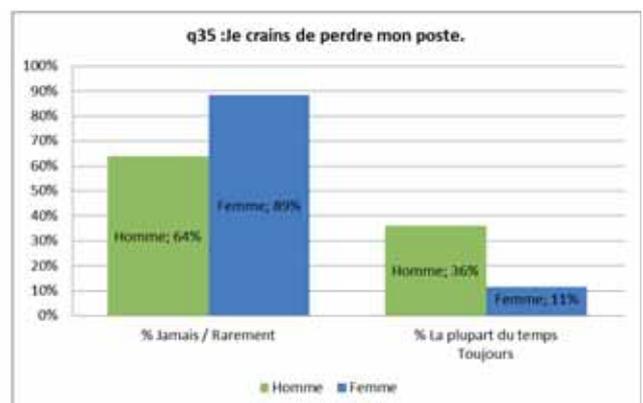
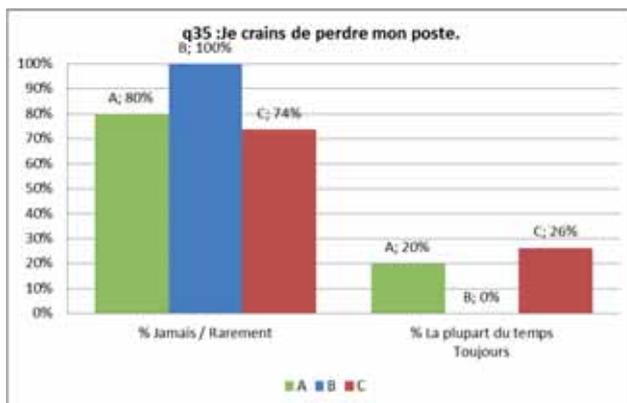
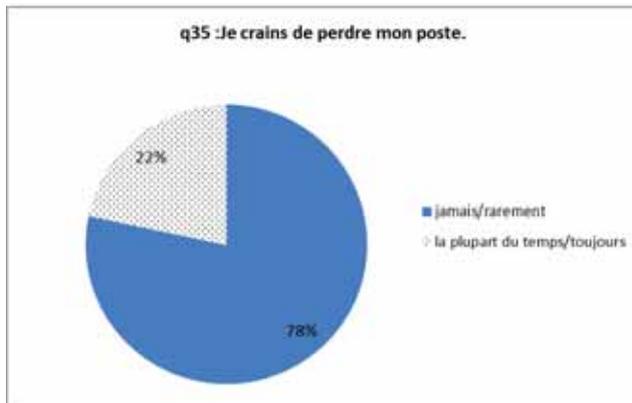




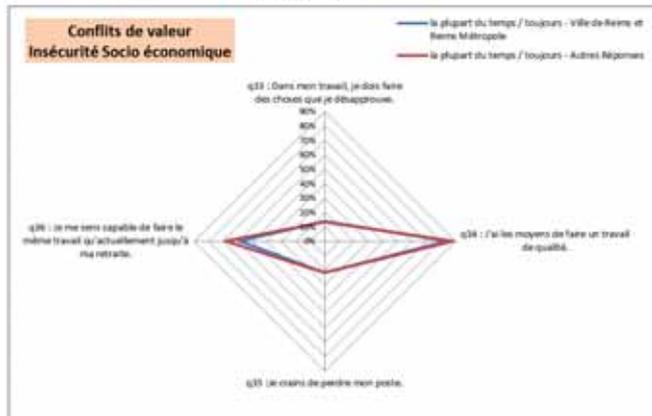
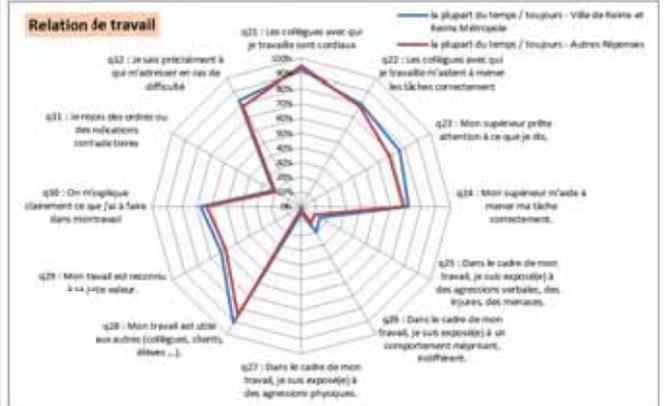
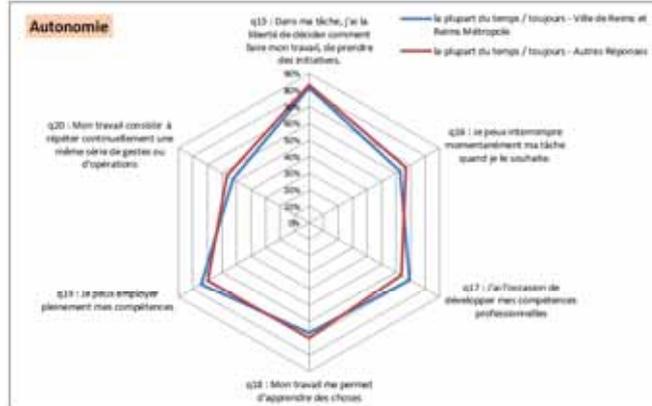
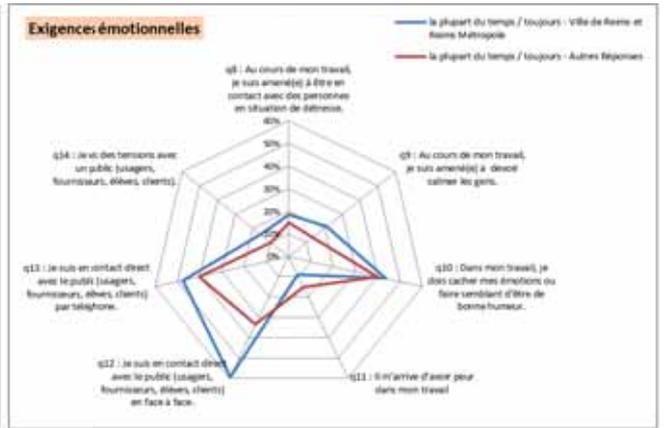
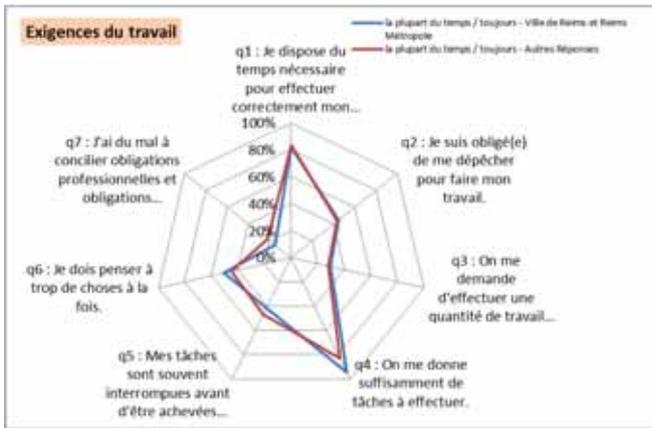
## CONFLITS DE VALEURS



## INSECURITE SOCIO-ECONOMIQUE

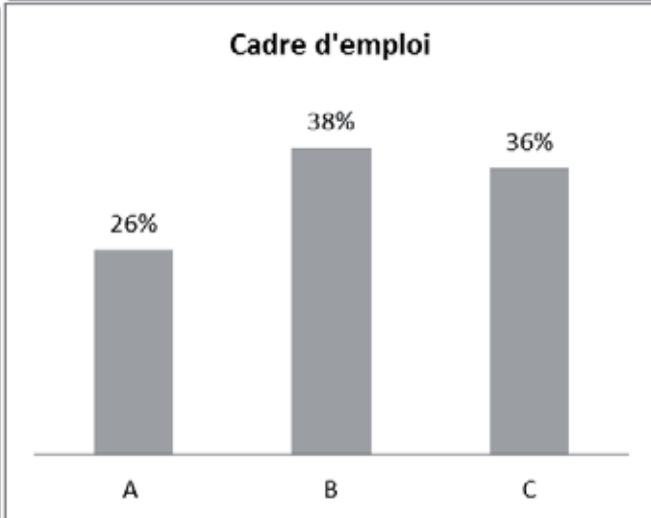
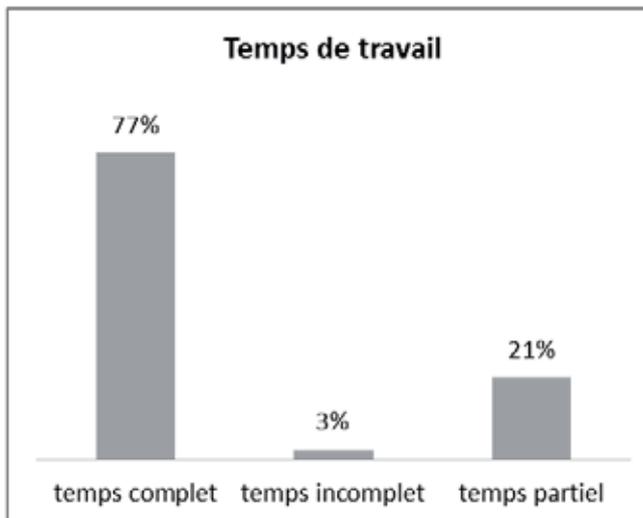
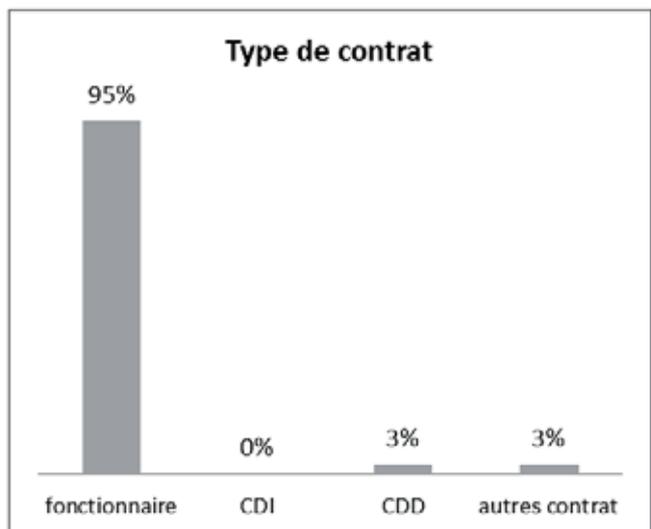
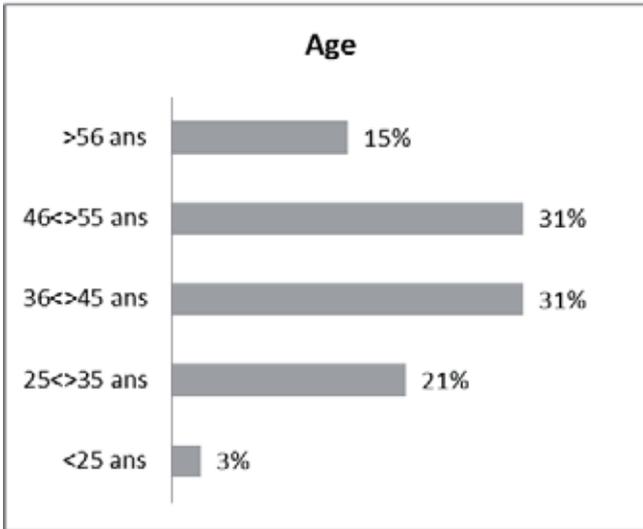
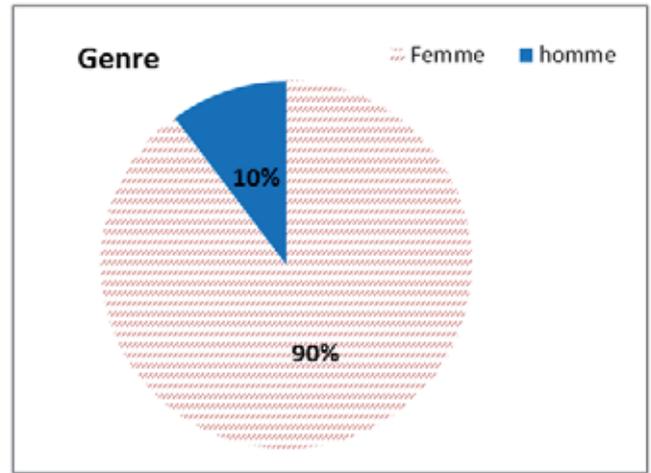
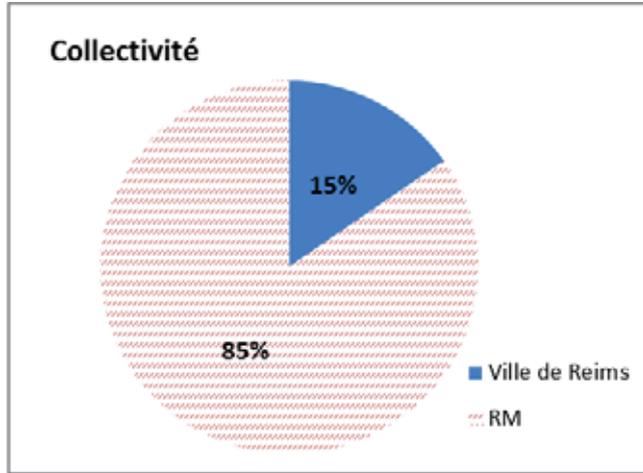


# COMPARAISON RESULTATS « AUTRES REPONSES » / 2 COLLECTIVITES

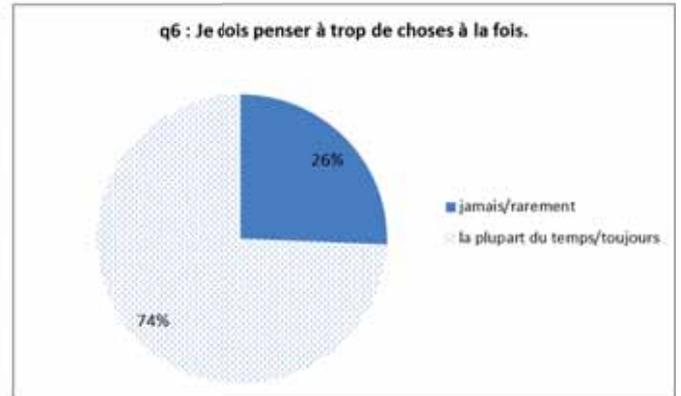
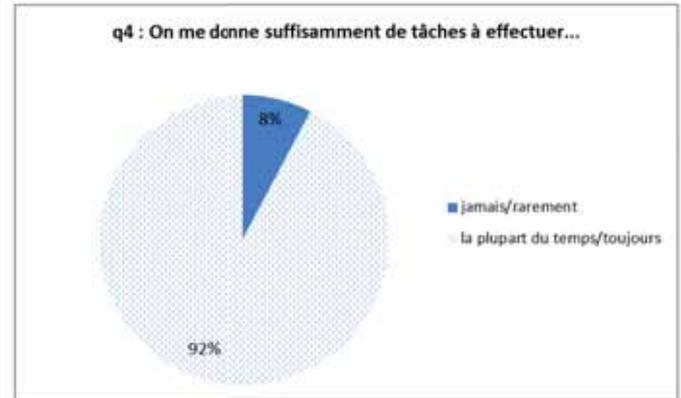
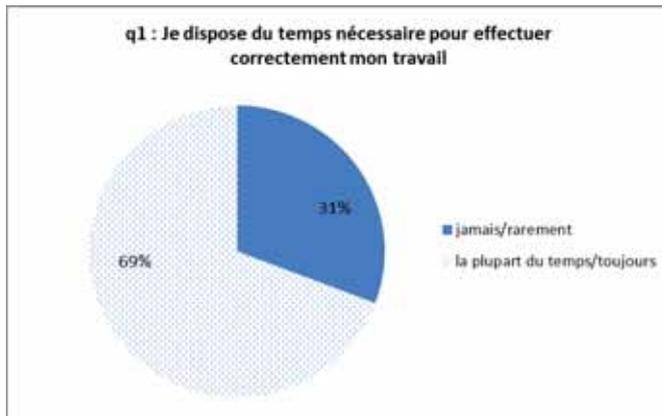


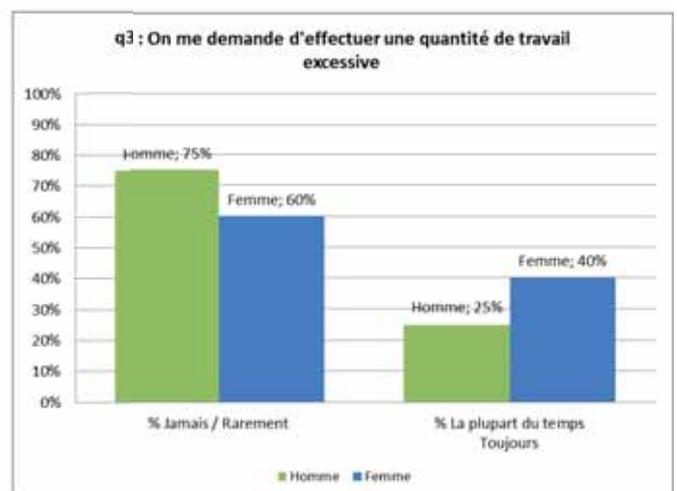
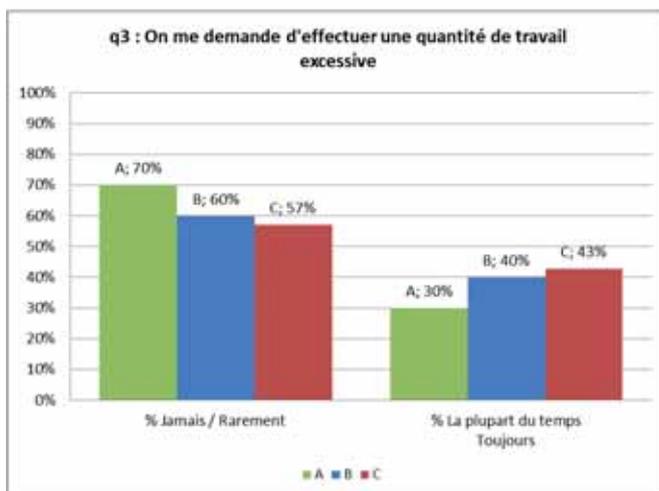
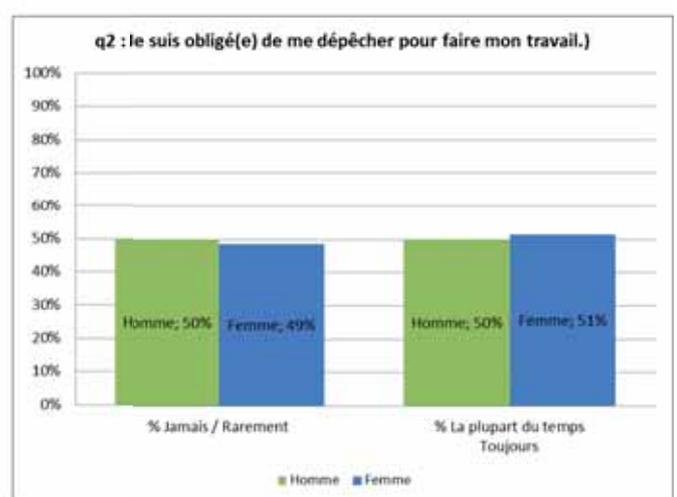
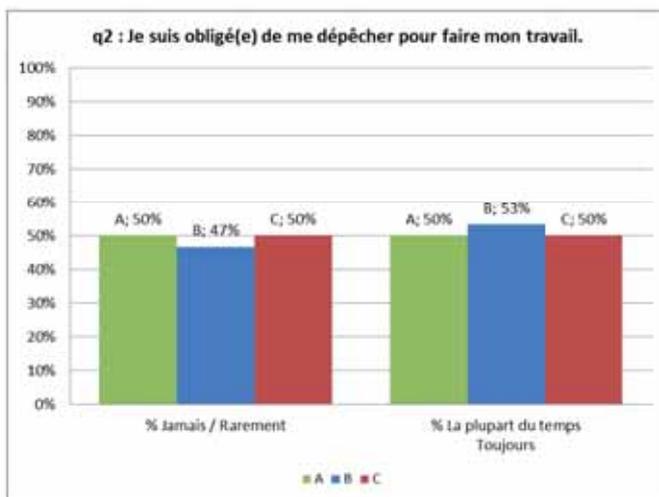
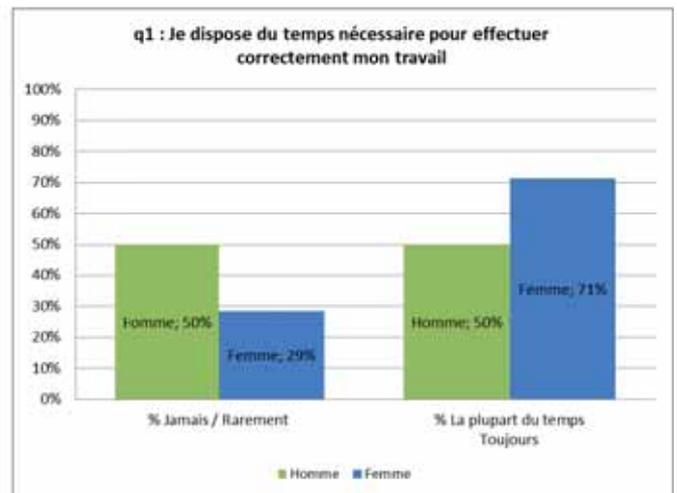
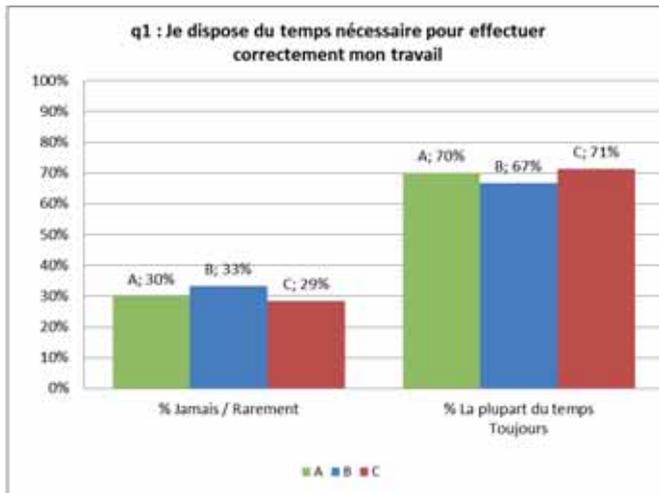
# RESULTATS QUESTIONNAIRE RPS 2014

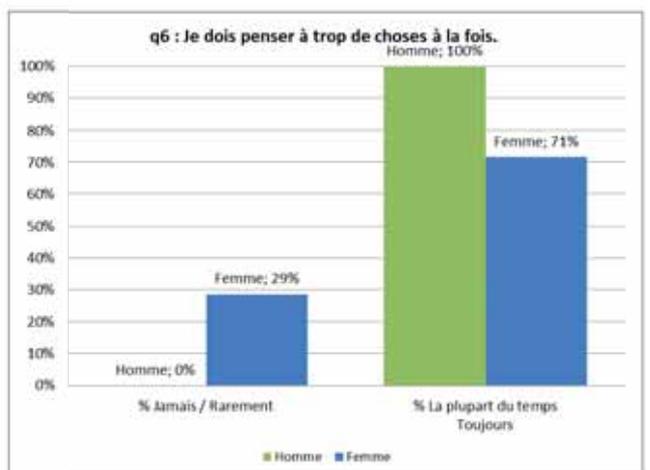
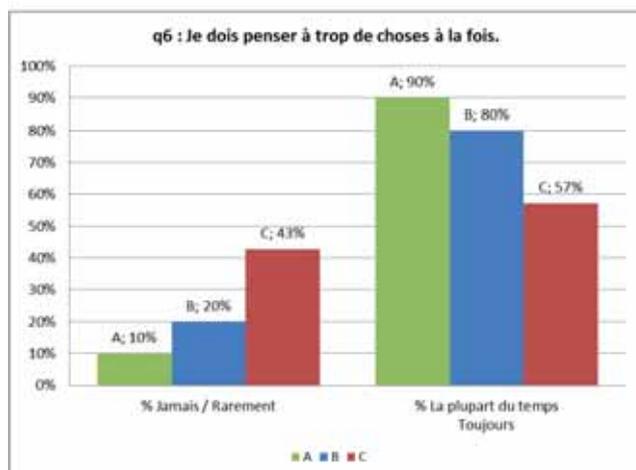
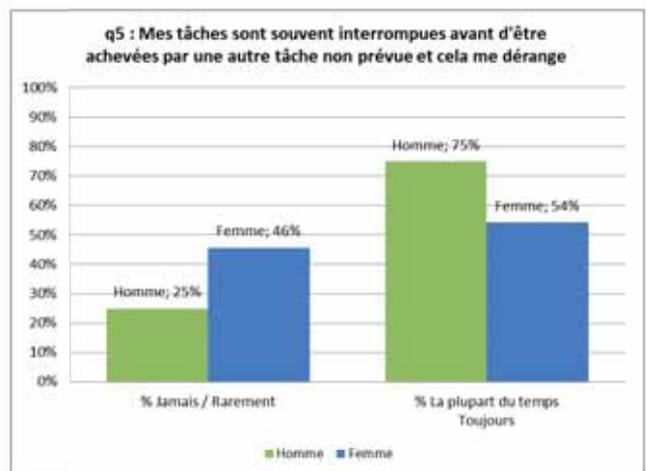
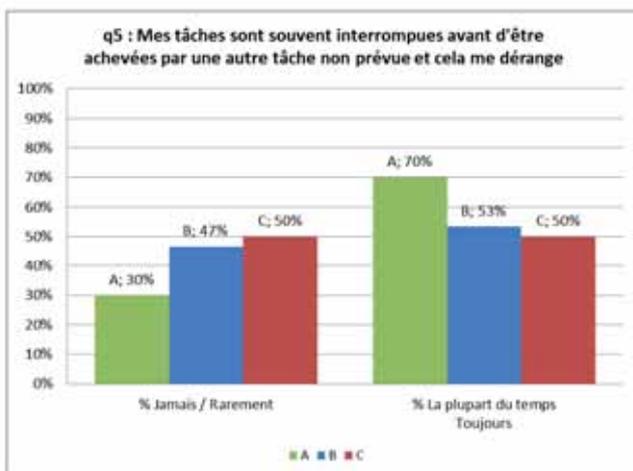
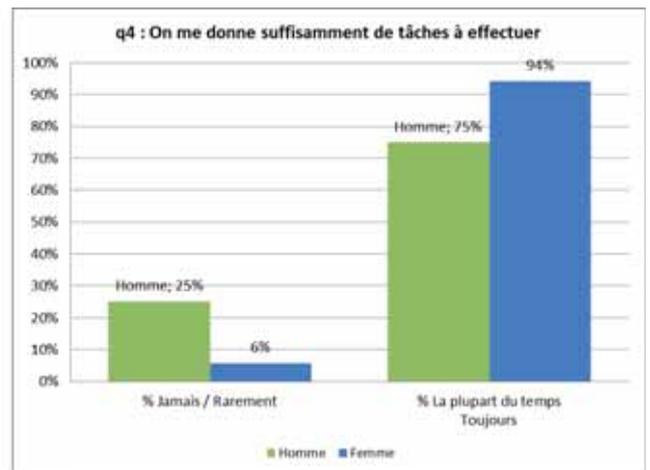
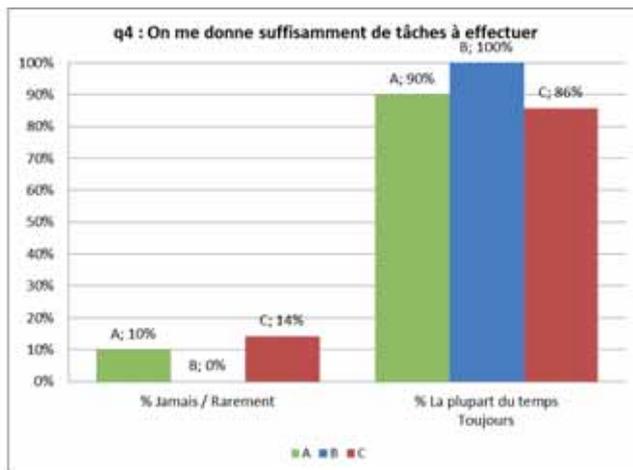
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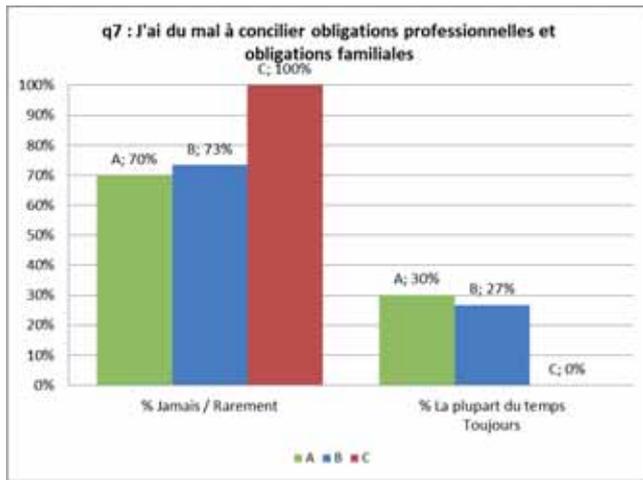


## EXIGENCES DU TRAVAIL

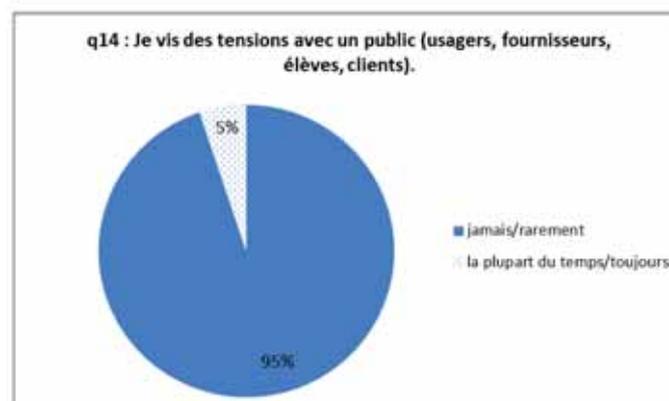
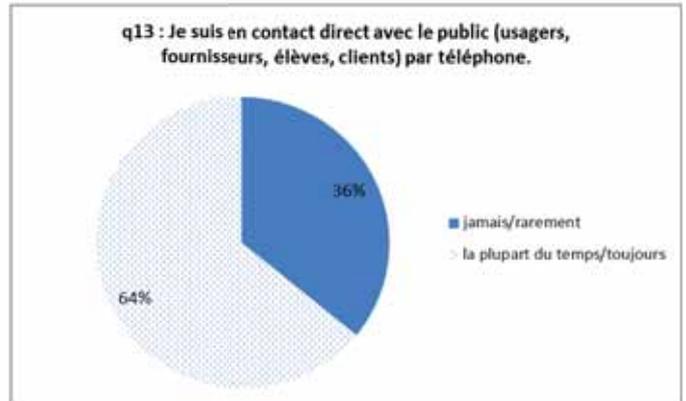
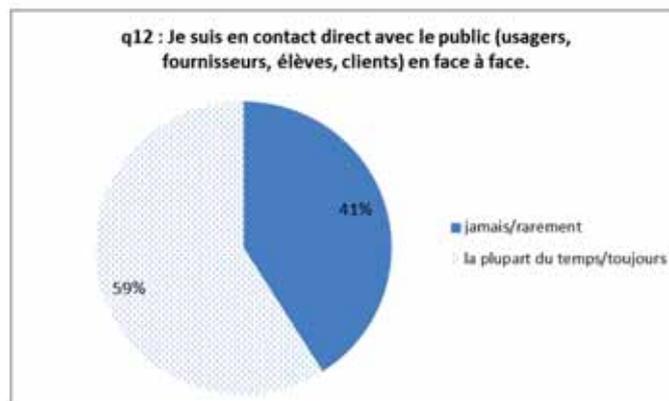
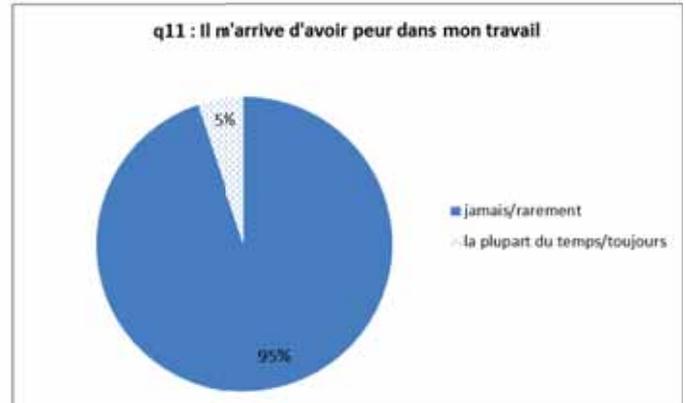
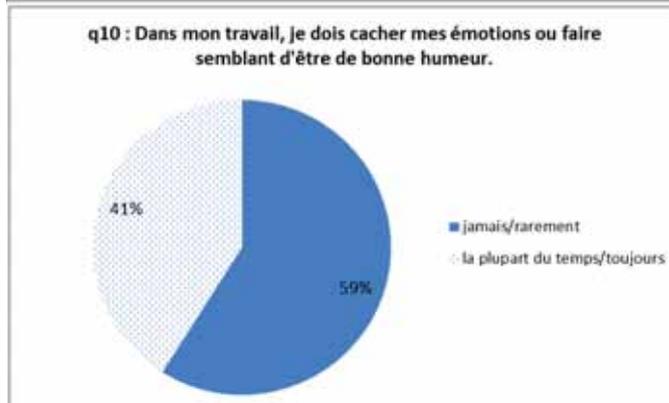
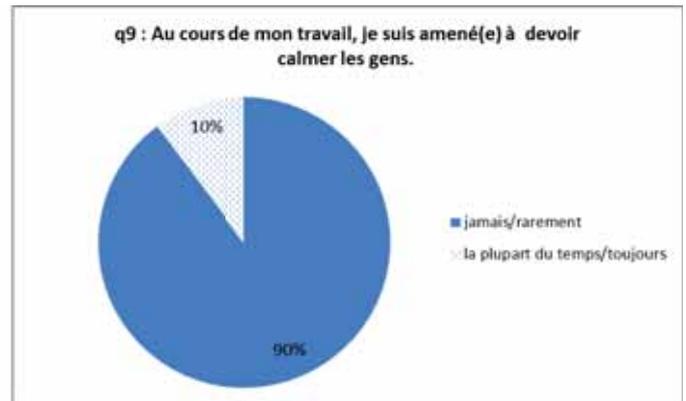


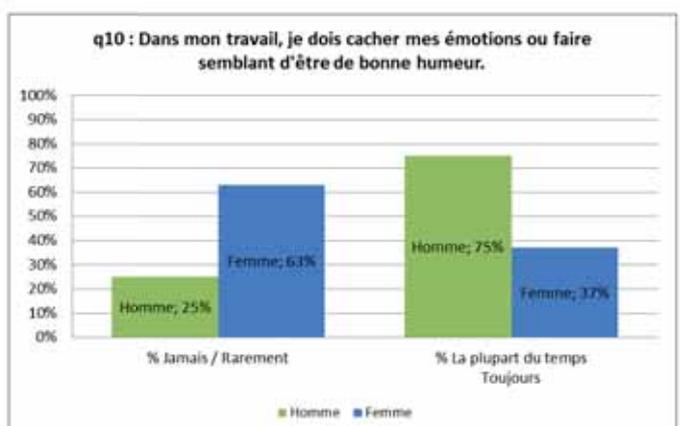
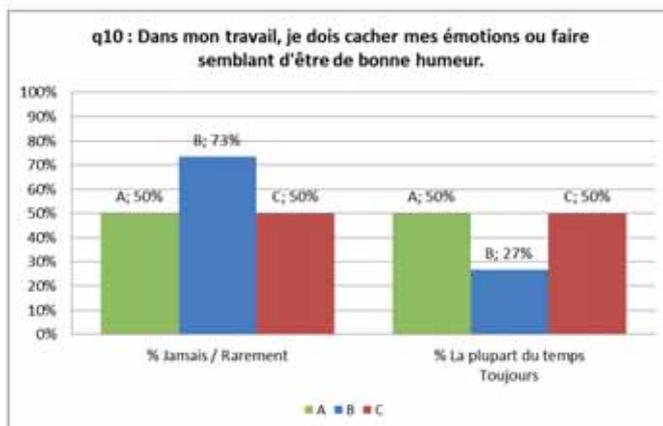
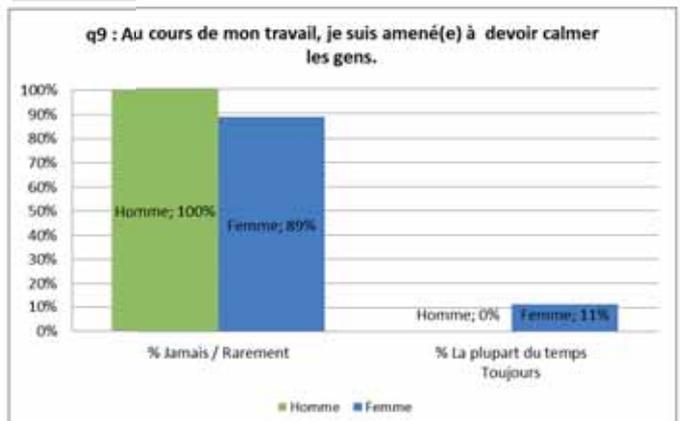
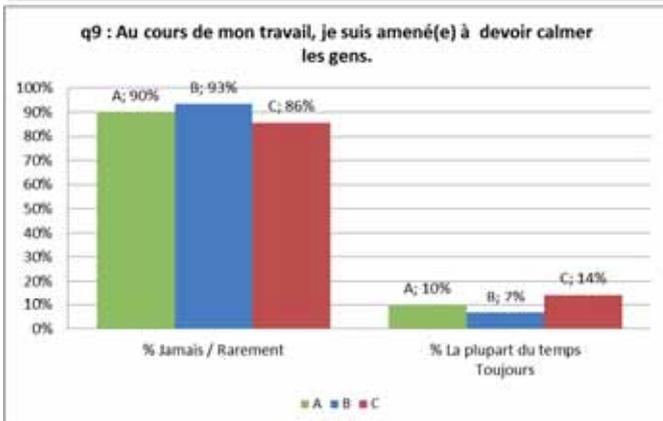
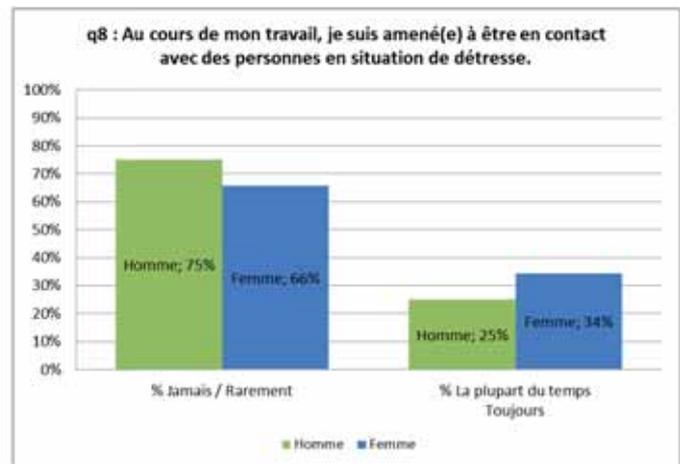
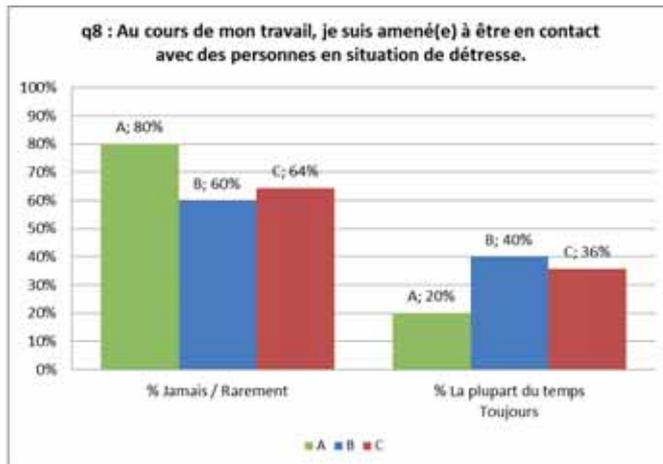


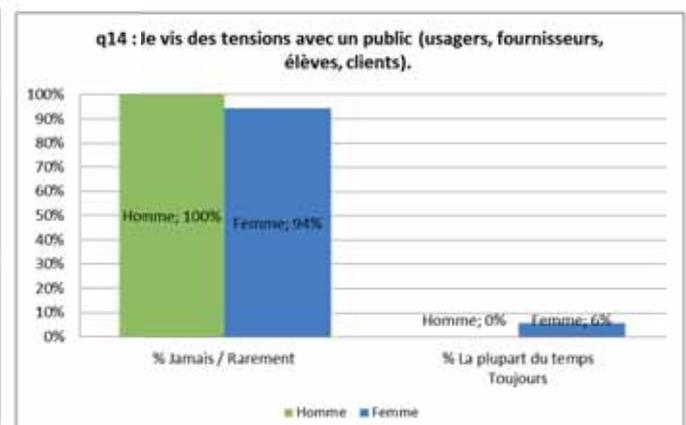
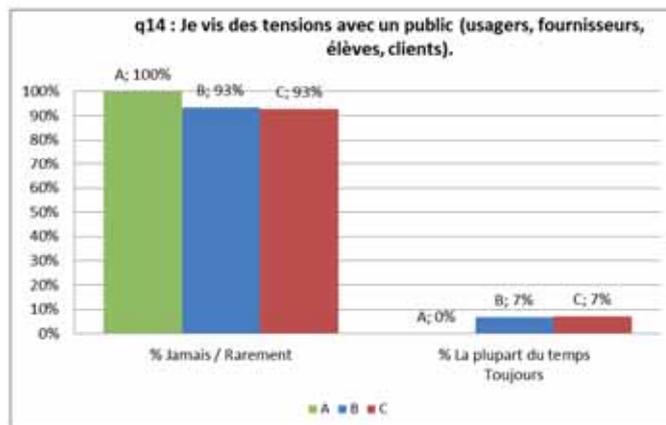
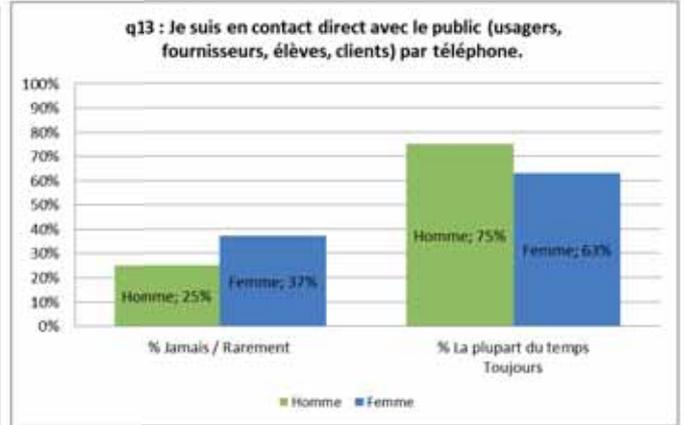
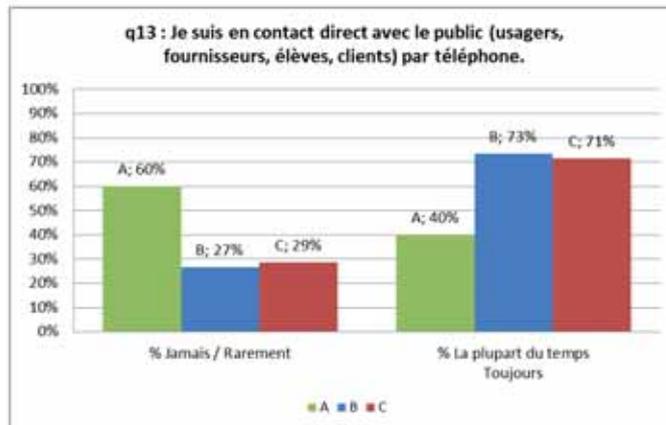
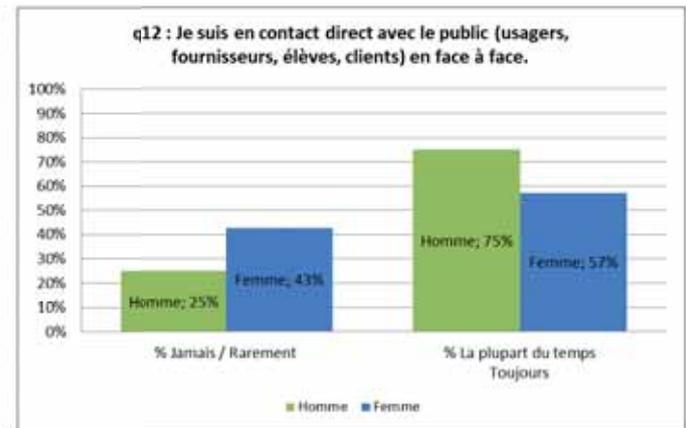
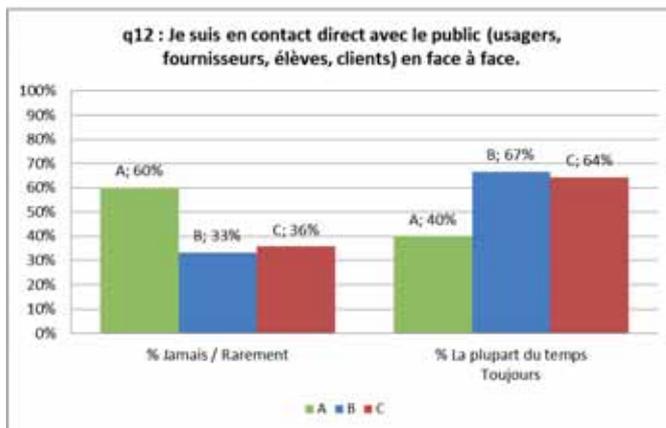
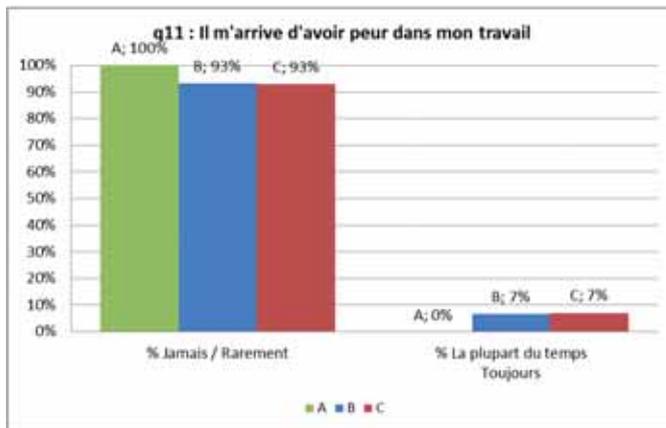




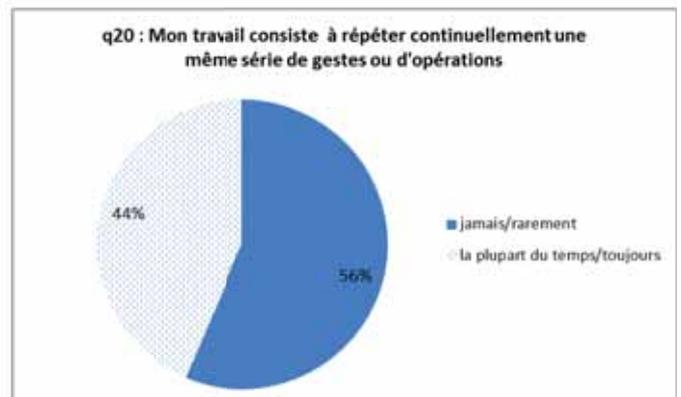
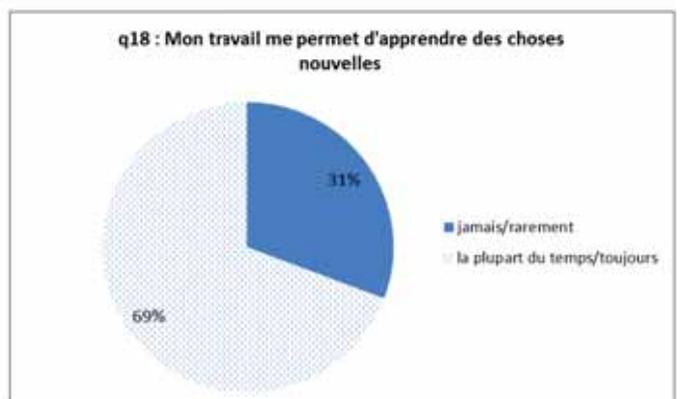
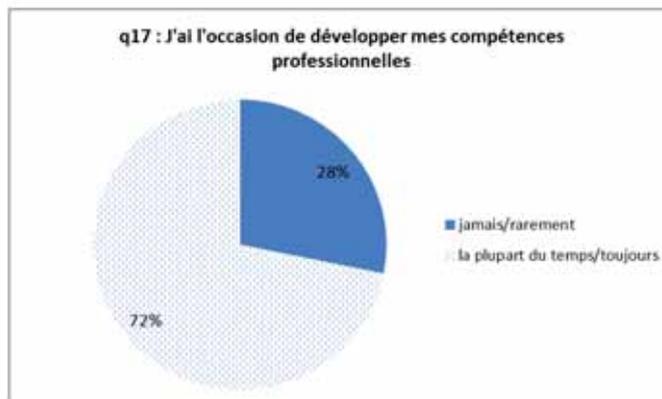
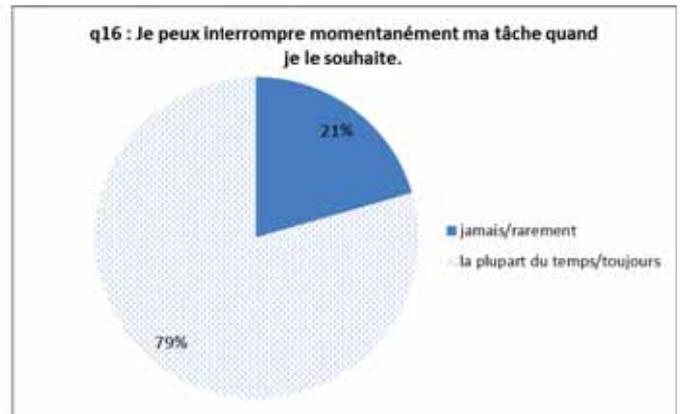
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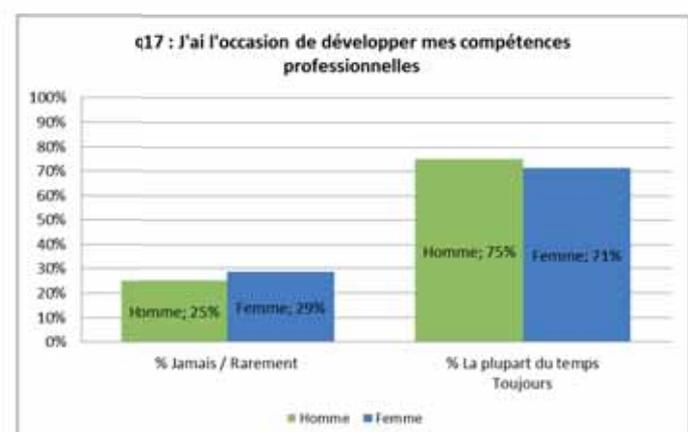
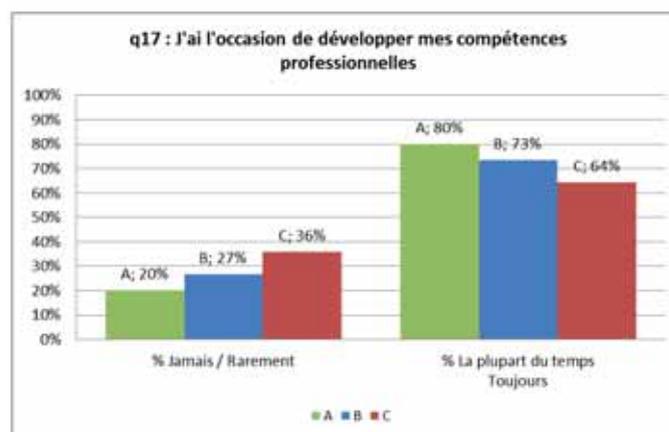
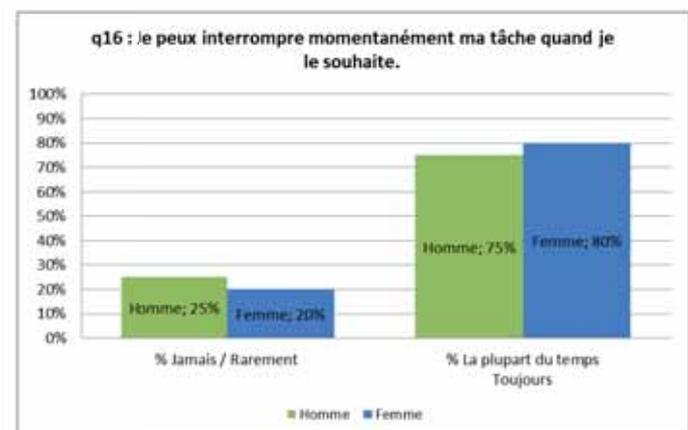
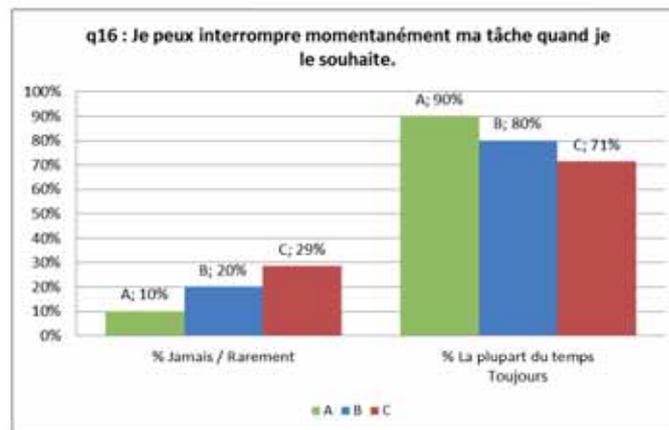
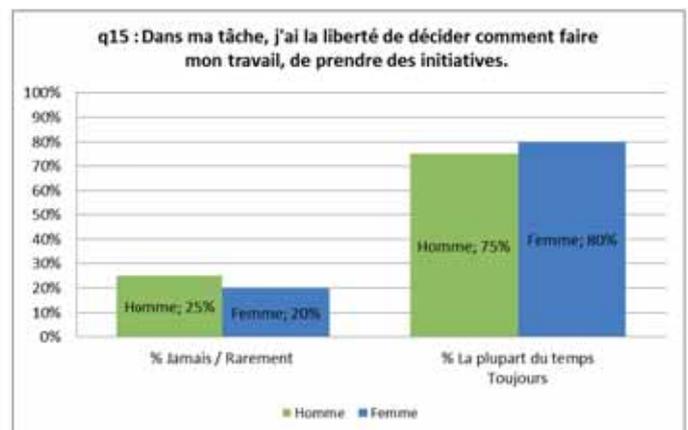
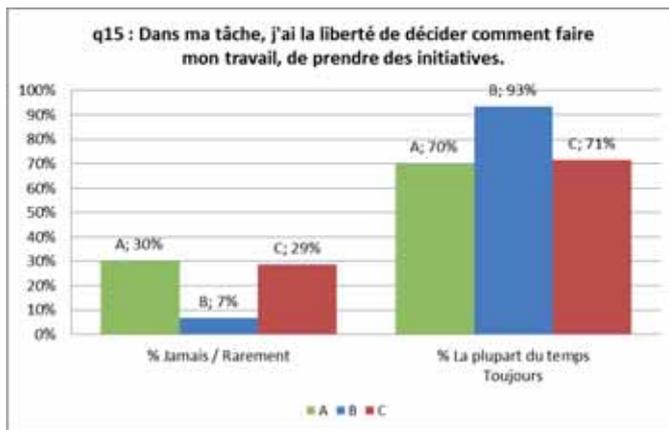


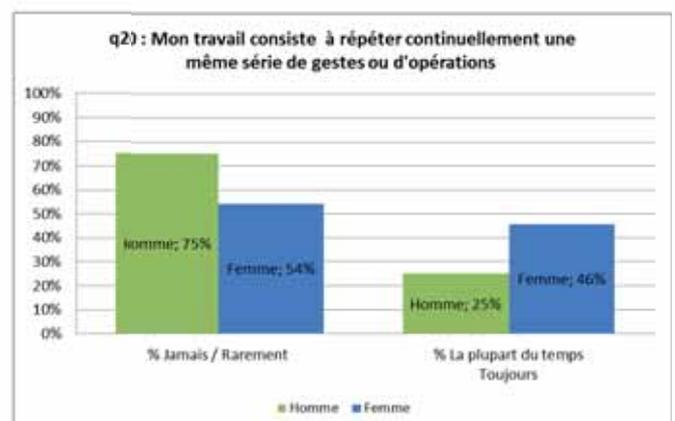
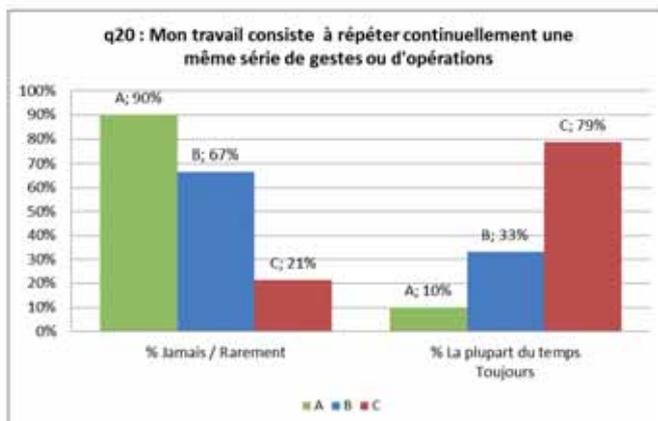
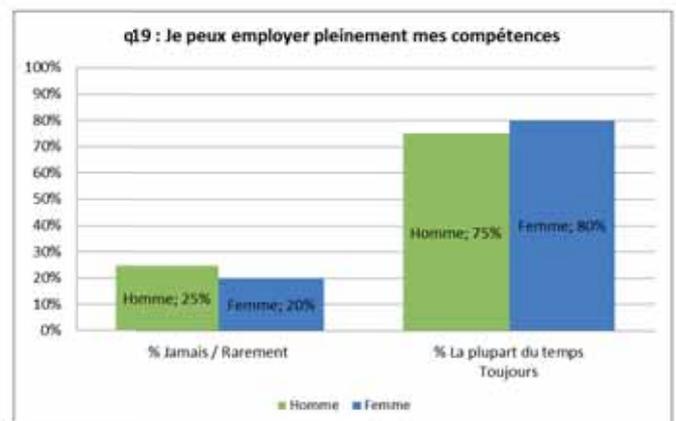
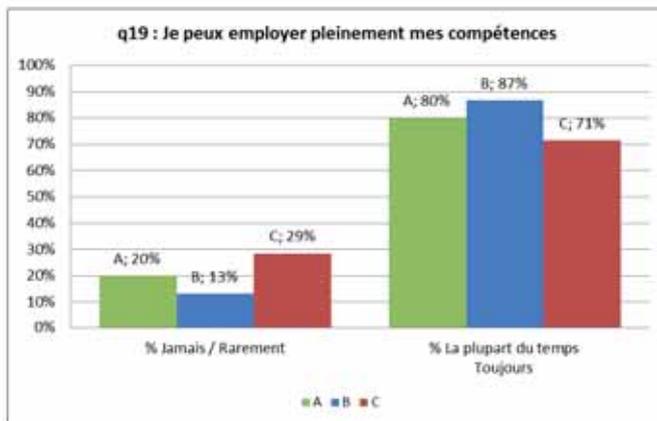
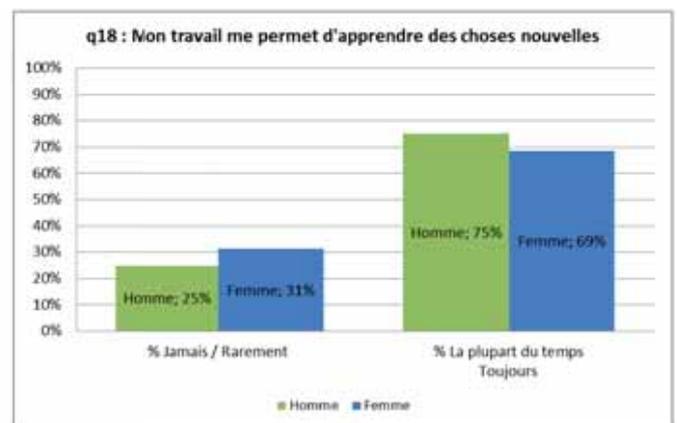
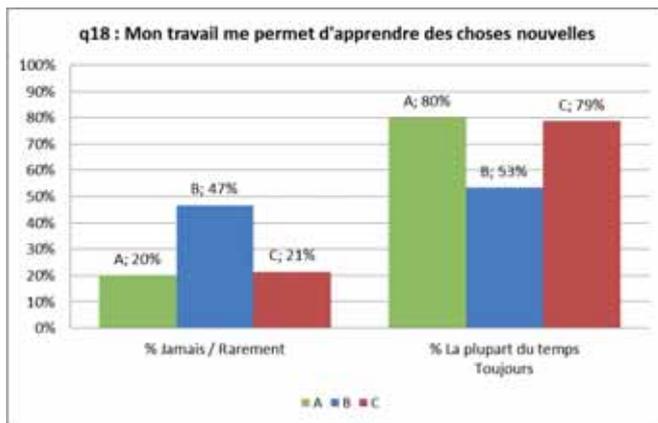




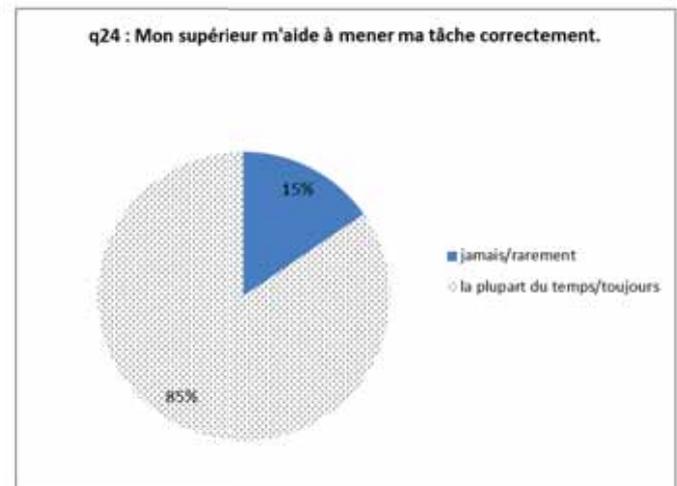
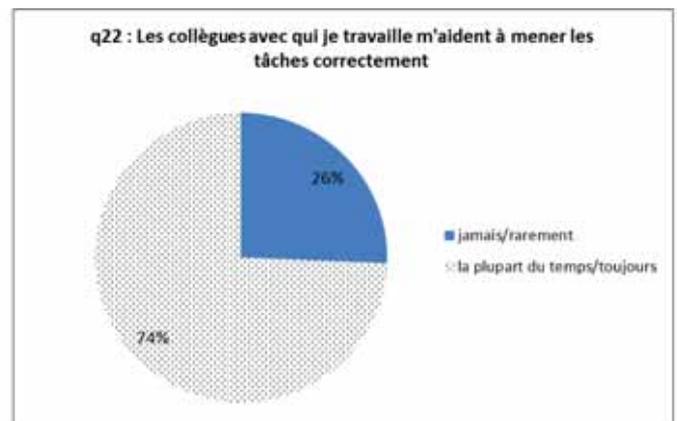
## AUTONOMIE, MARGE DE MANŒUVRE

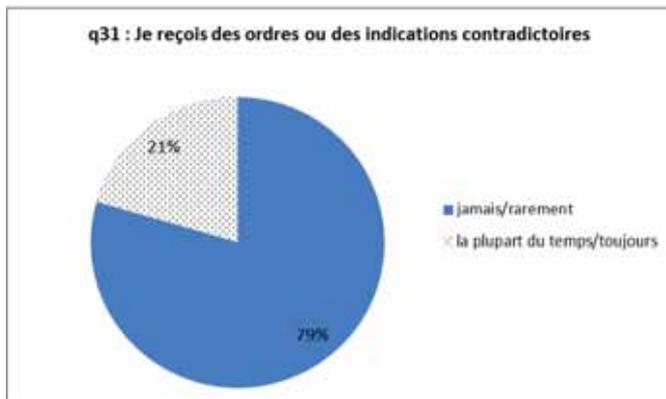
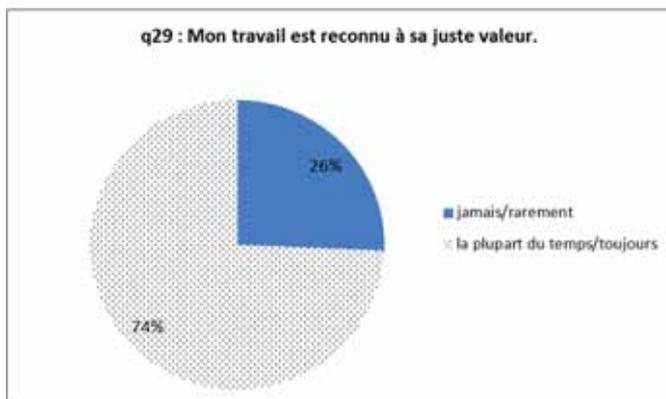
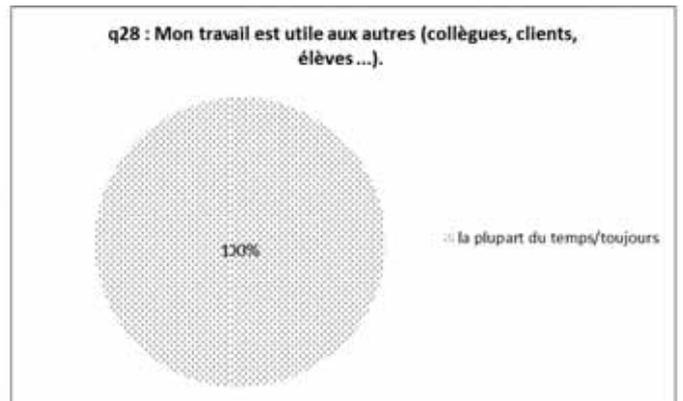
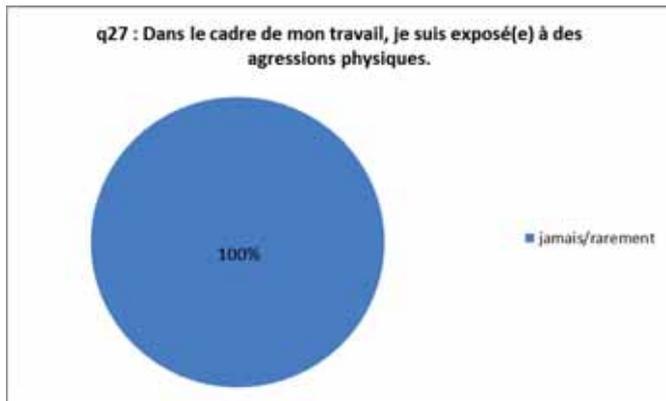


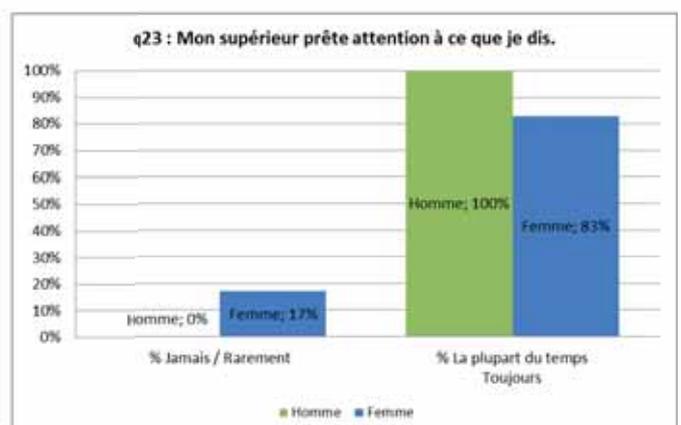
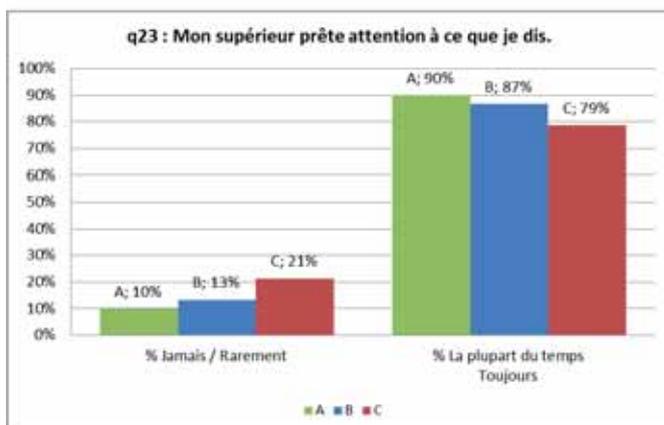
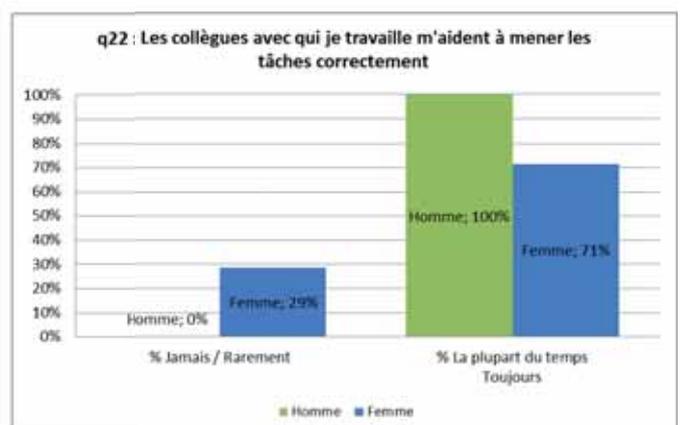
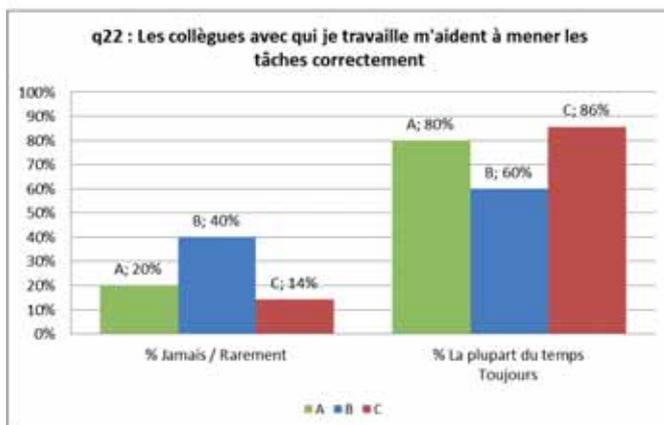
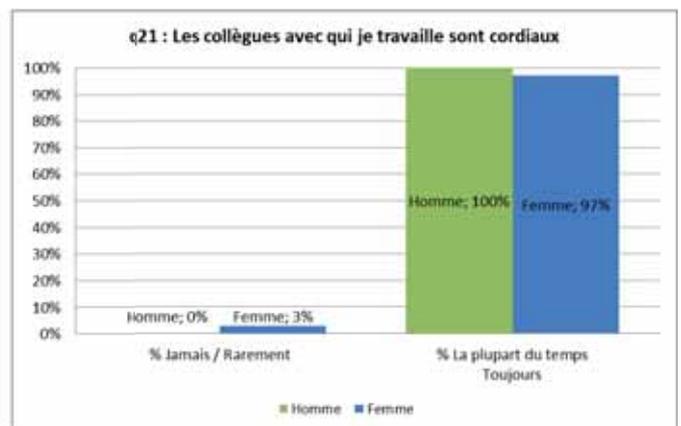
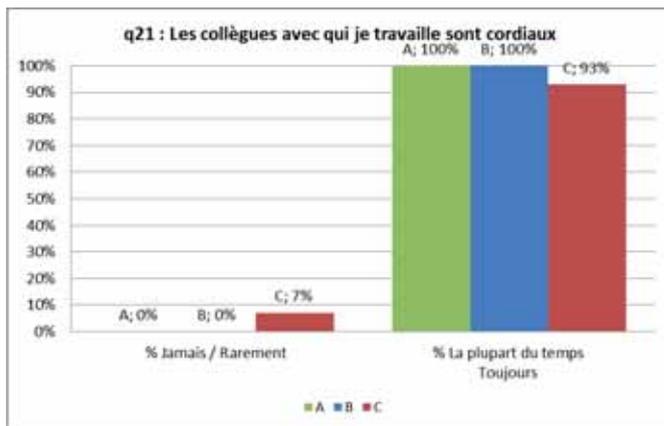


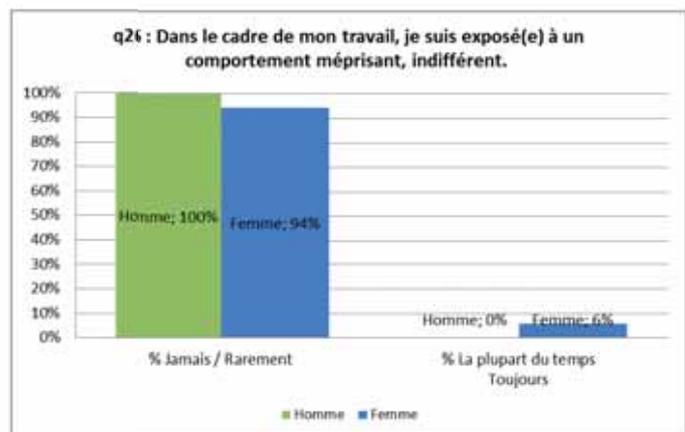
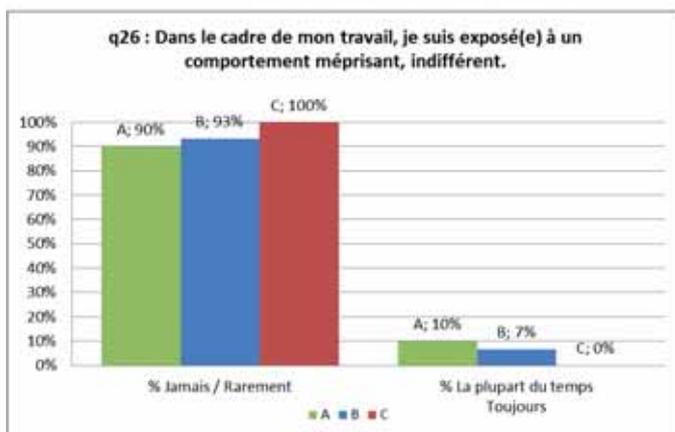
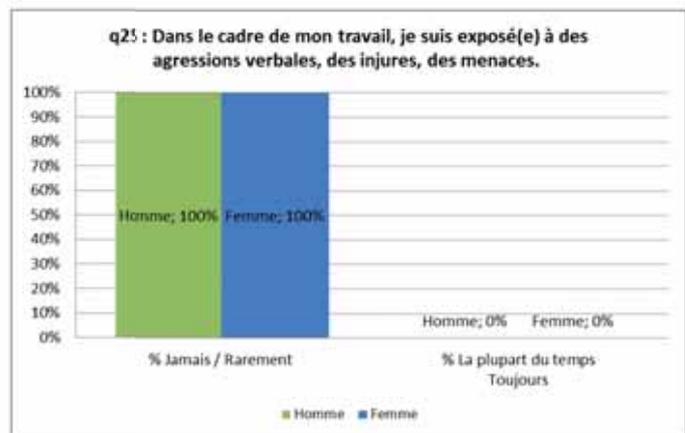
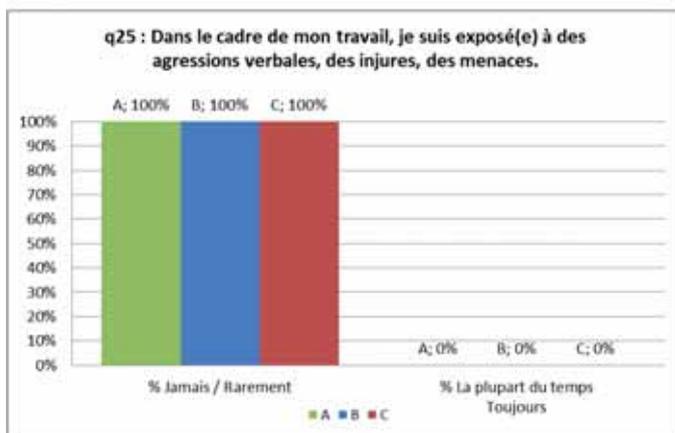
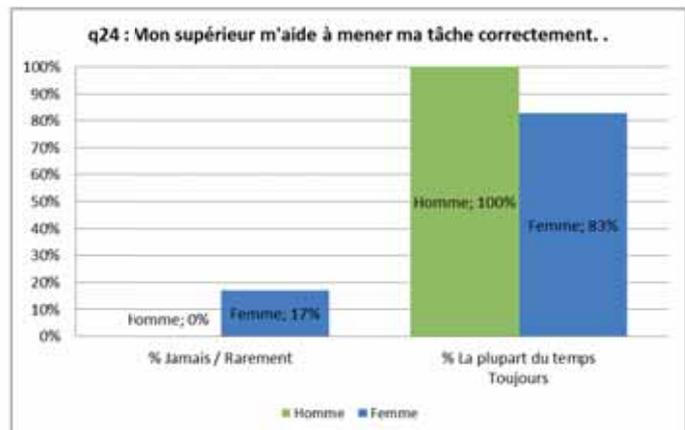
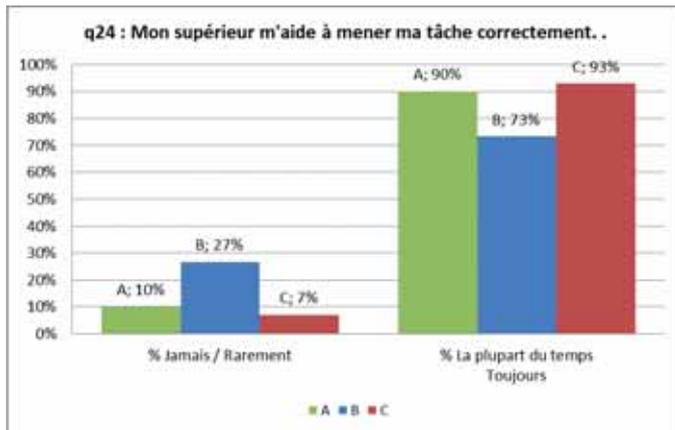


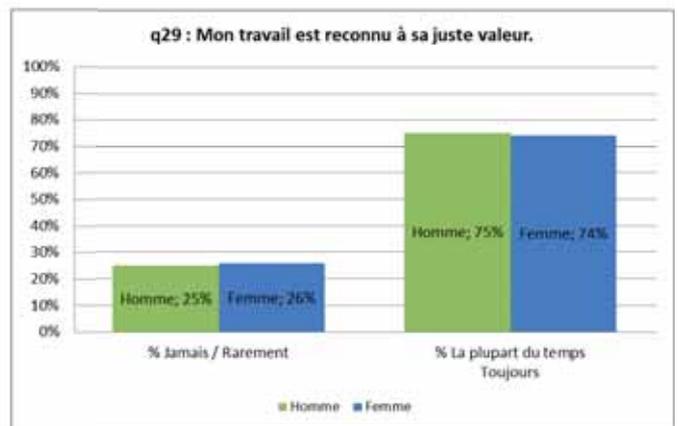
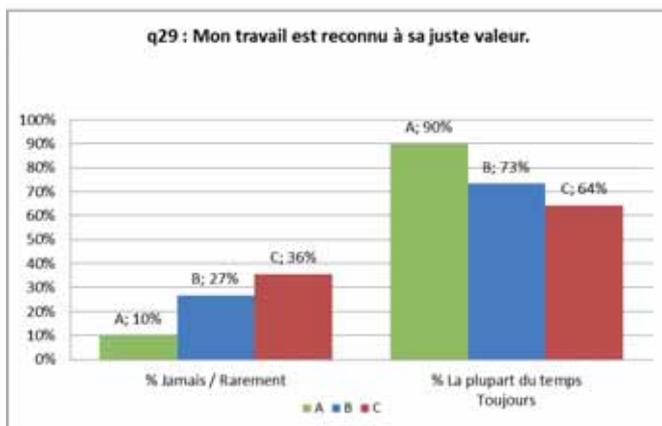
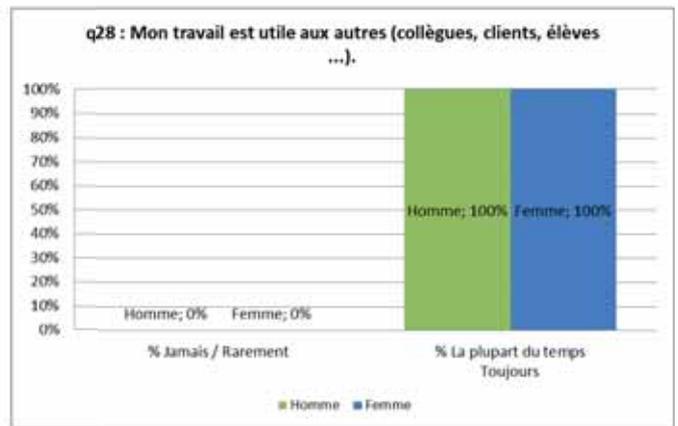
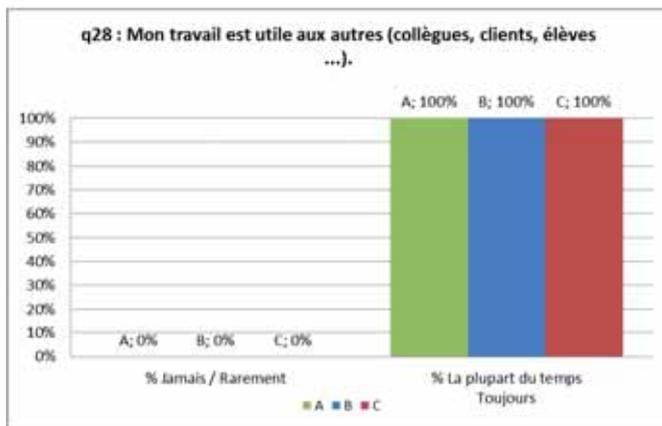
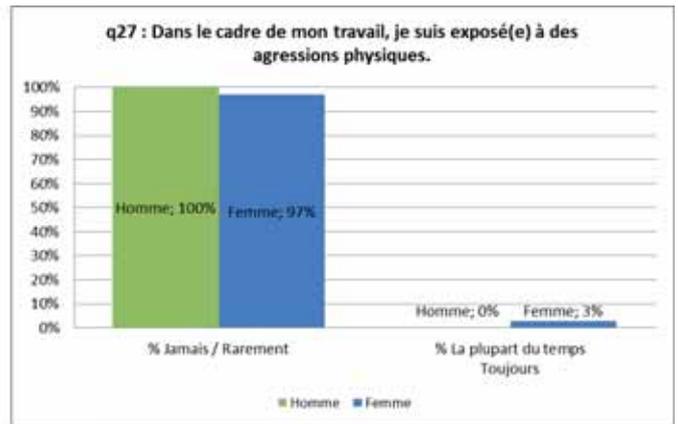
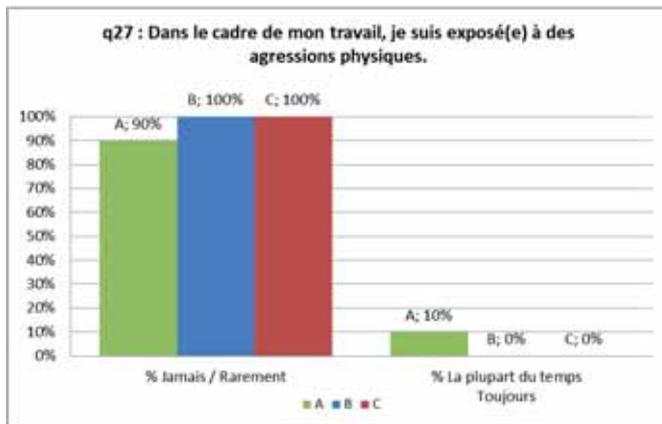
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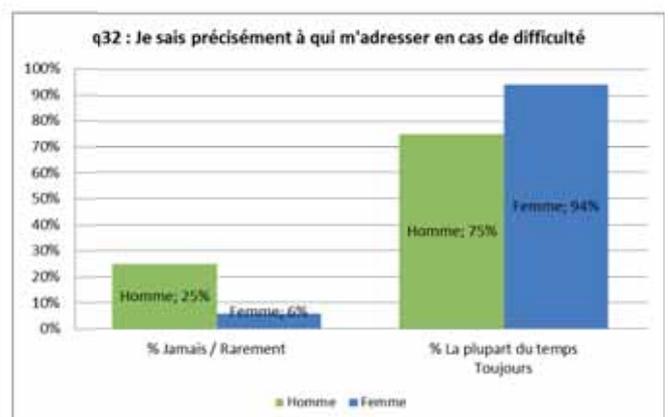
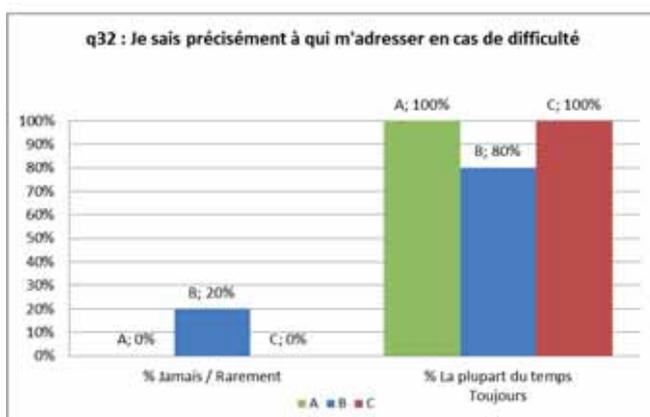
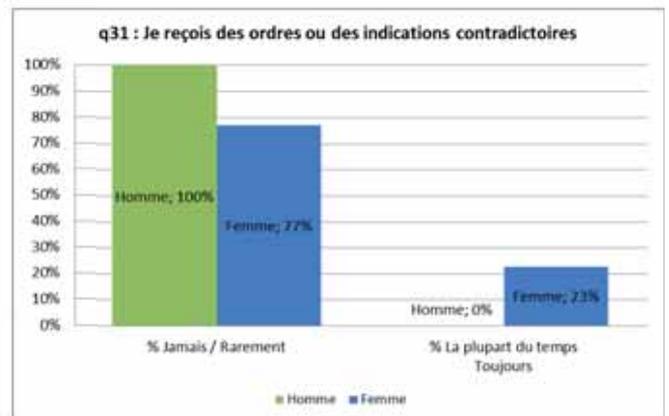
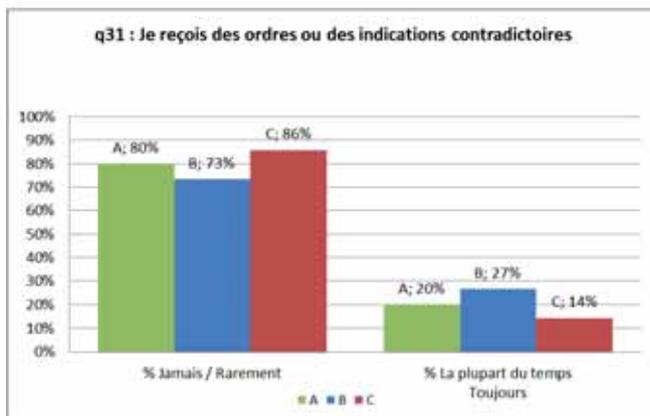
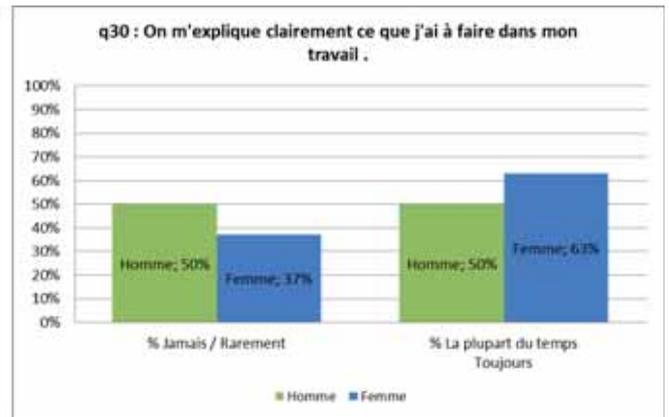
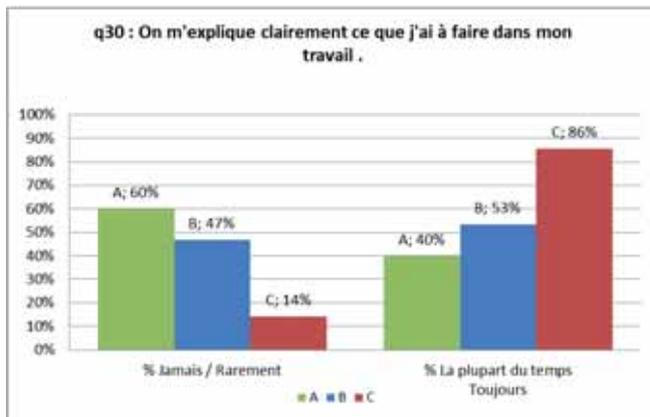




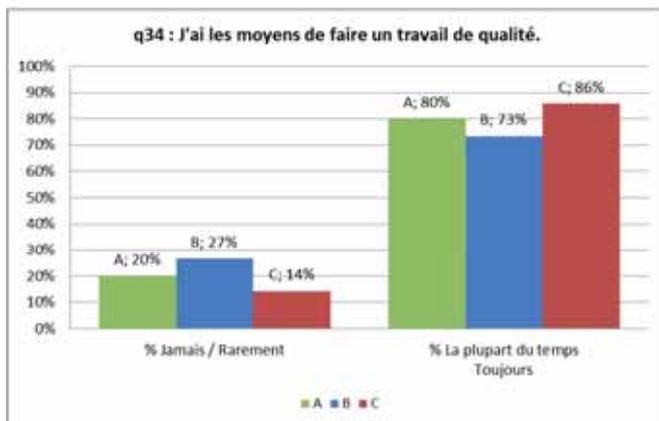
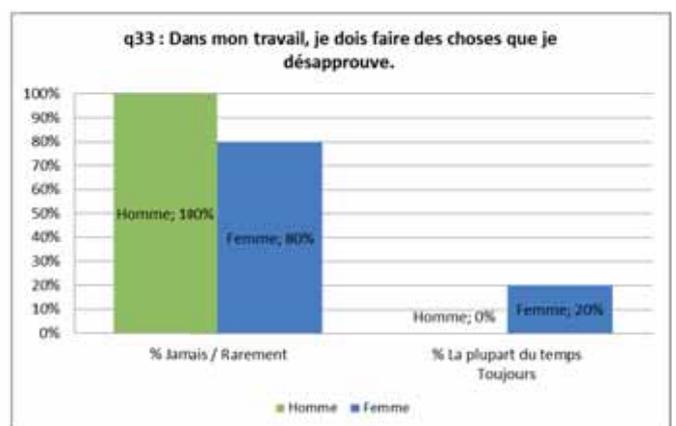
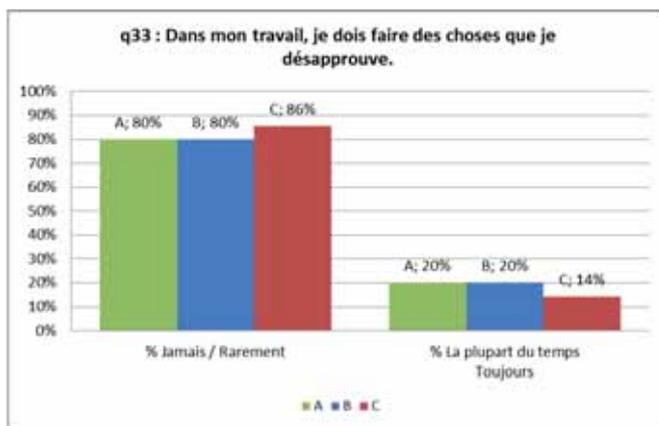




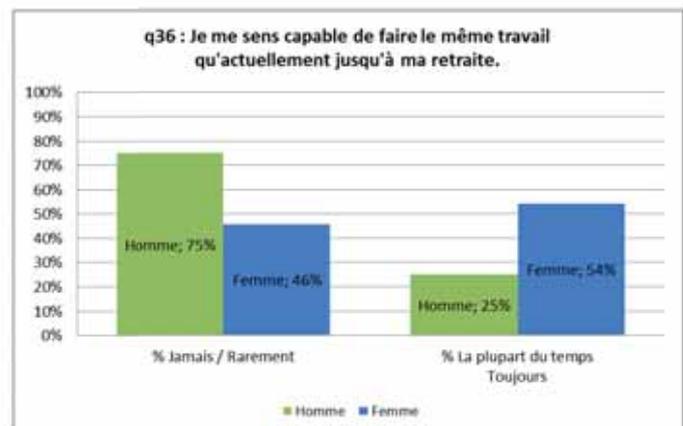
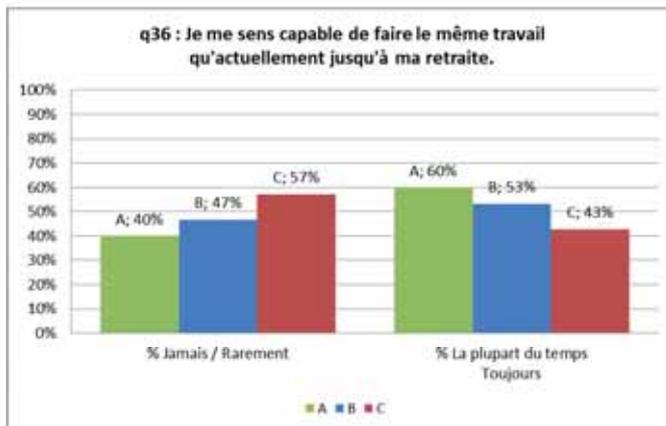
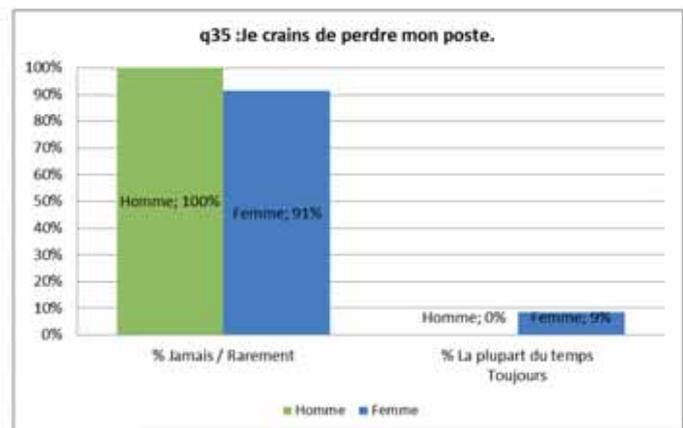
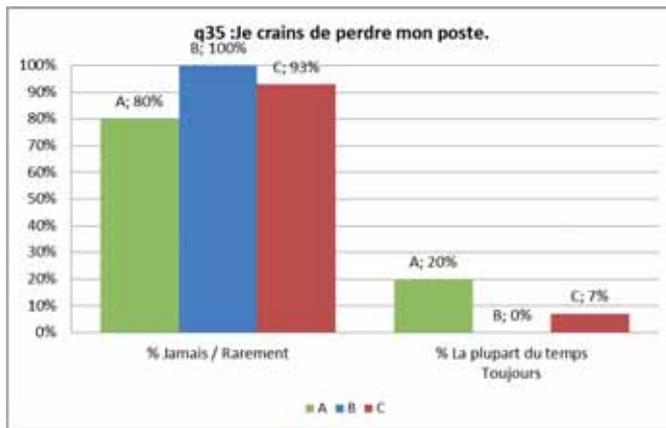
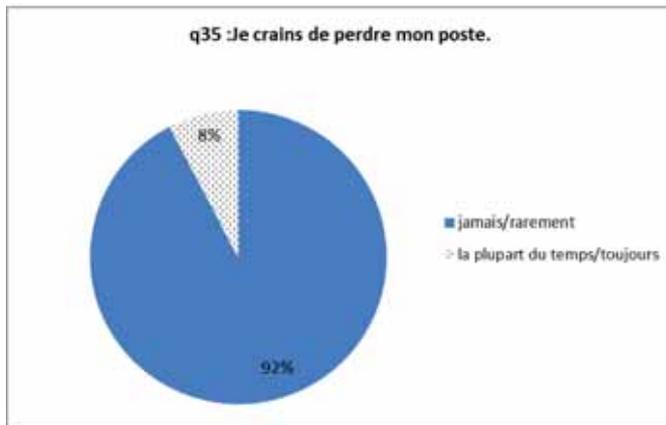




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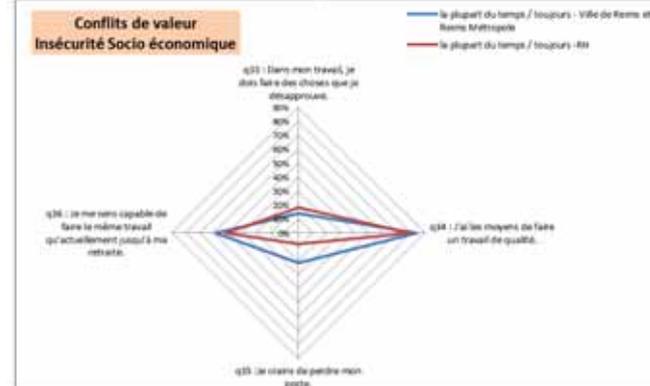
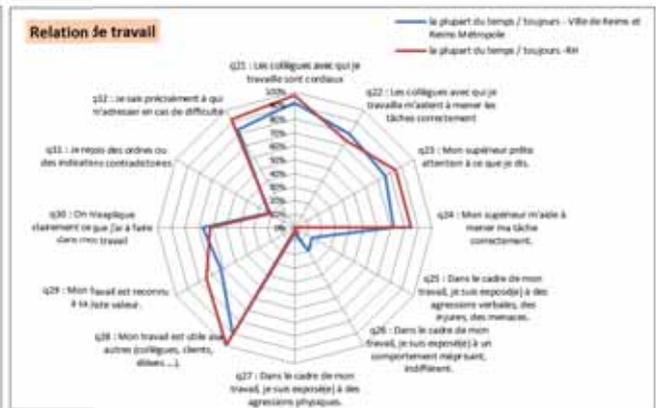
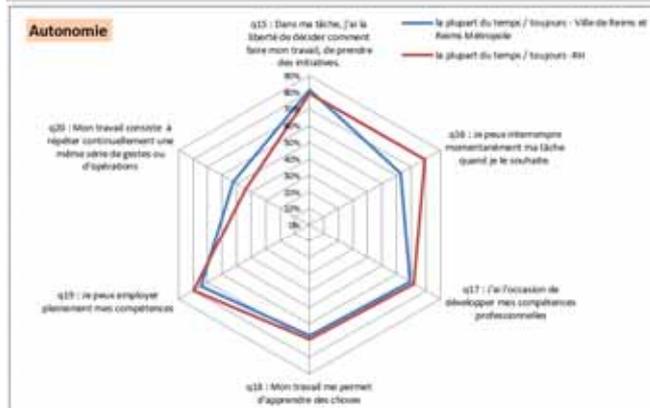
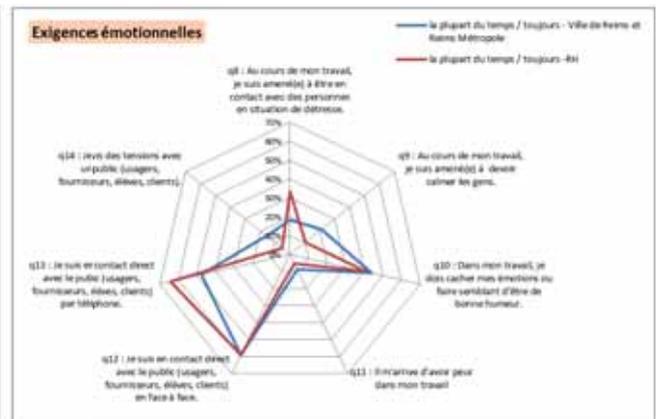
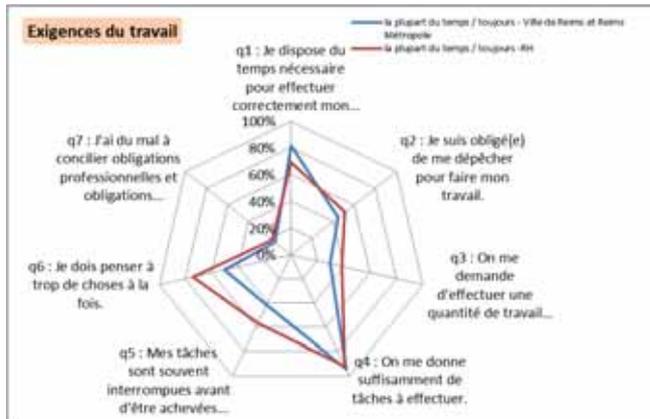


## INSECURITE SOCIO-ECONOMIQUE



# COMPARAISON RESULTATS DIRECTION DES RESSOURCES HUMAINES / 2

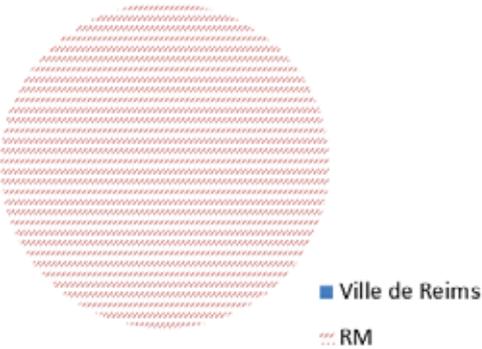
## COLLECTIVITES



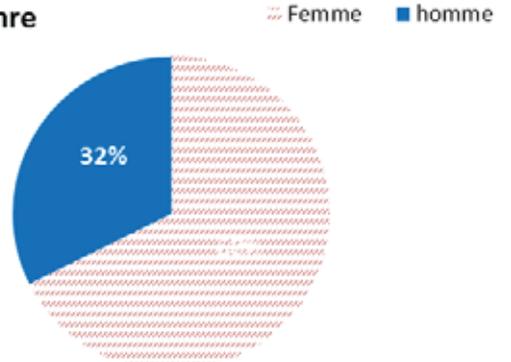
# RESULTATS QUESTIONNAIRE RPS 2014

## Direction Moyens et Services Généraux

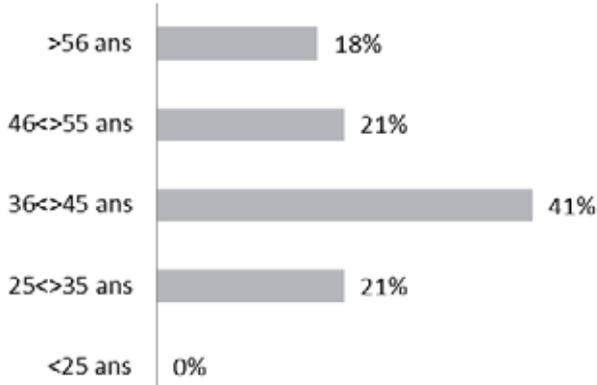
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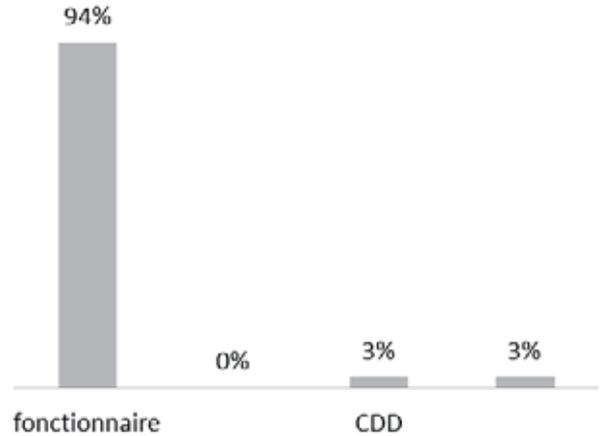
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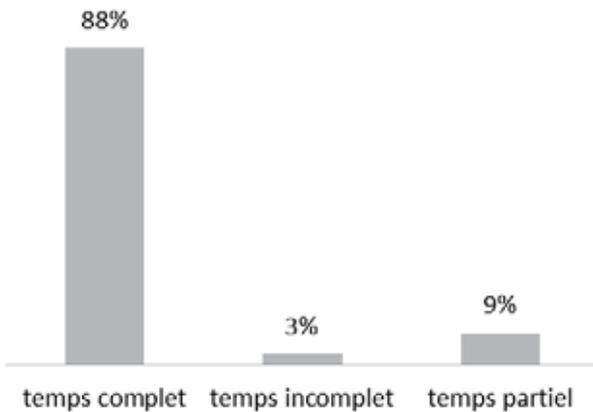
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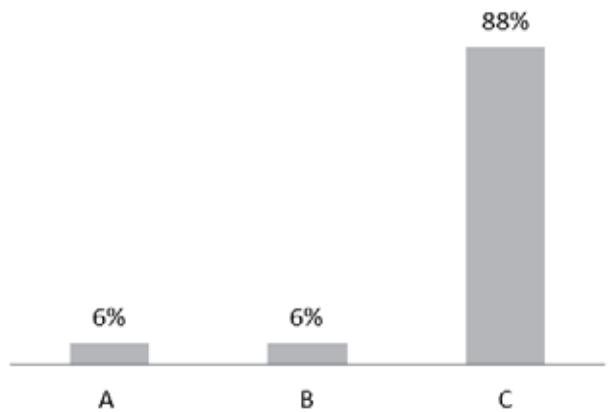
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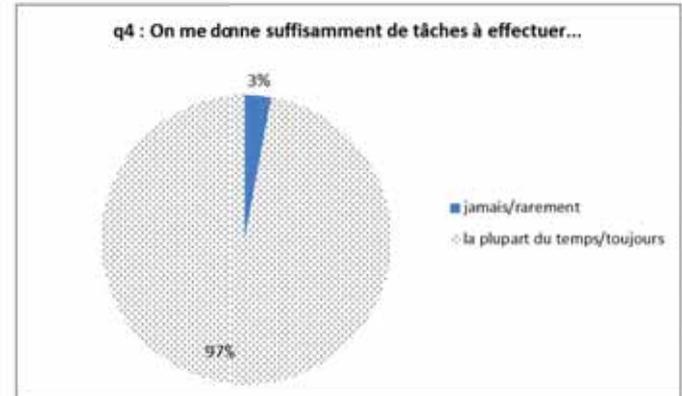
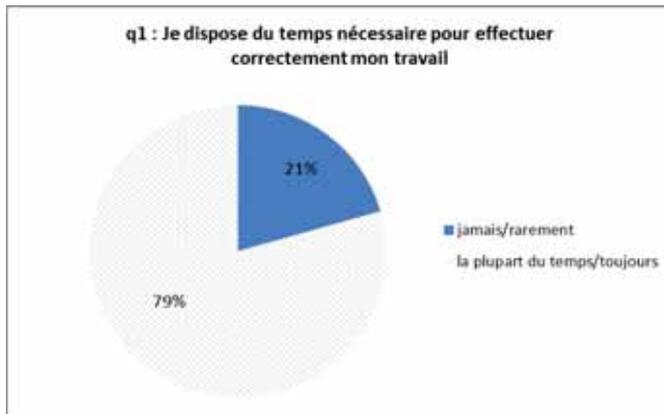
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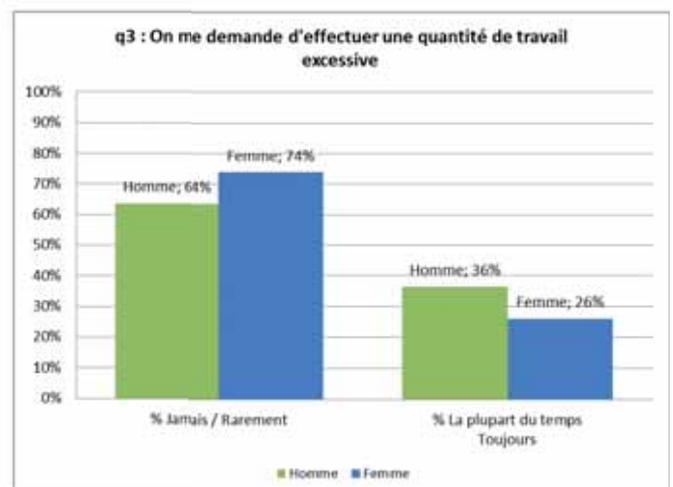
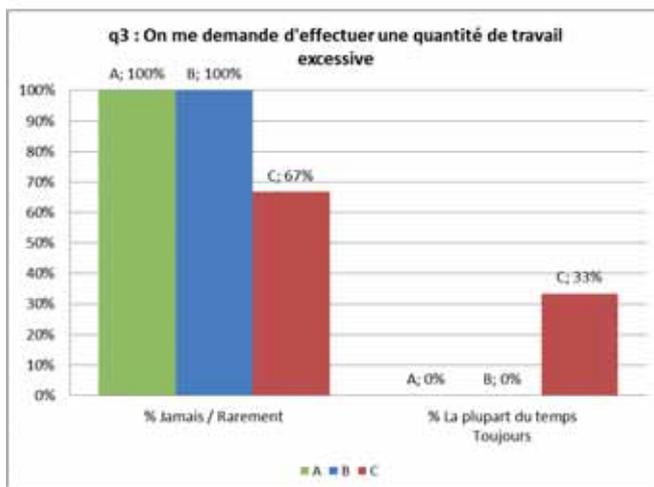
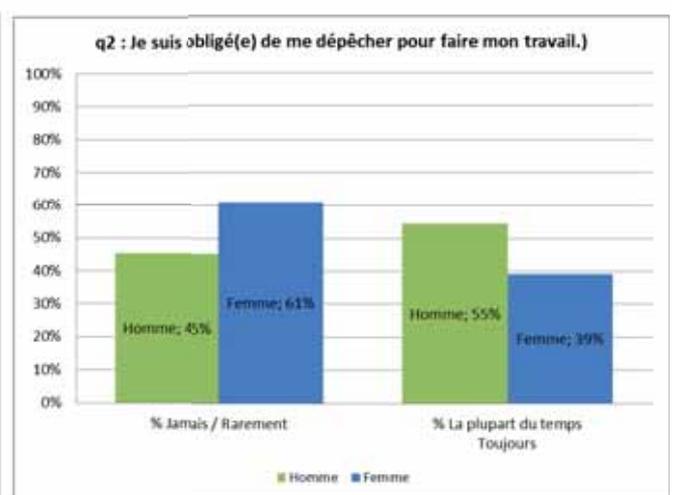
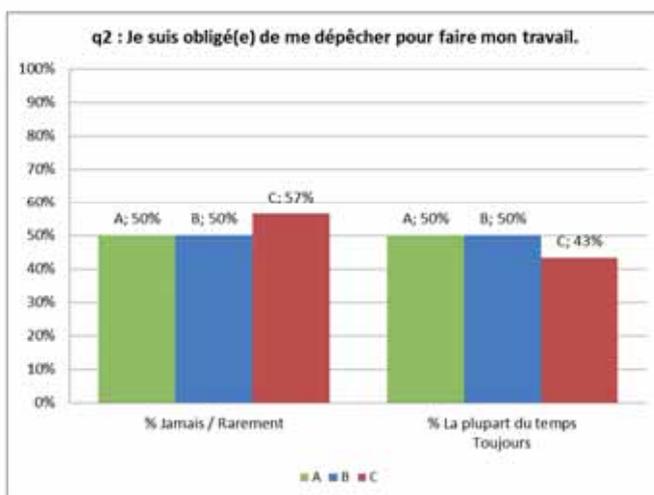
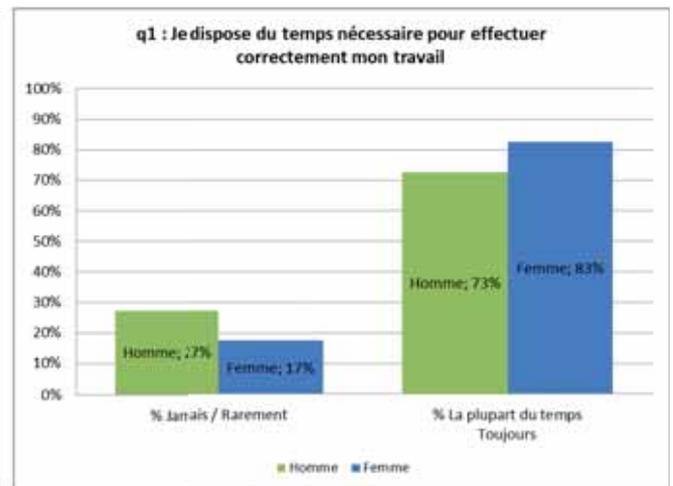
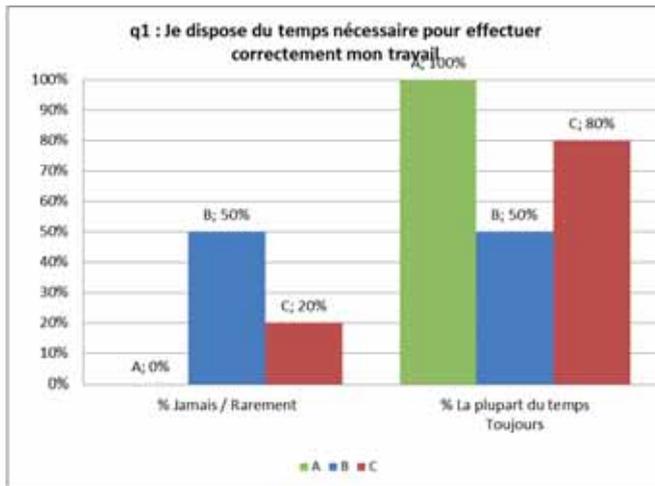


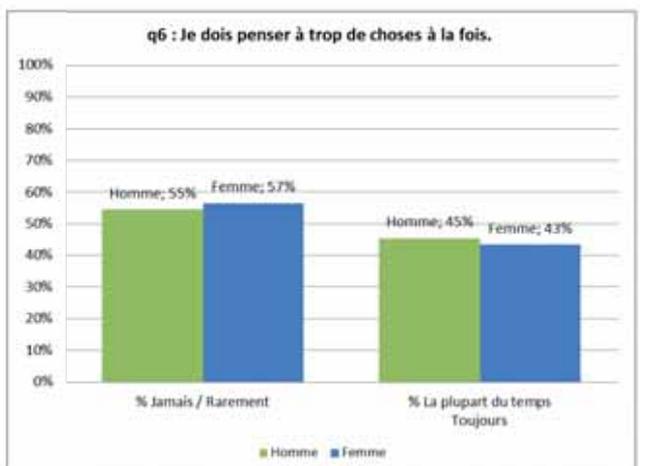
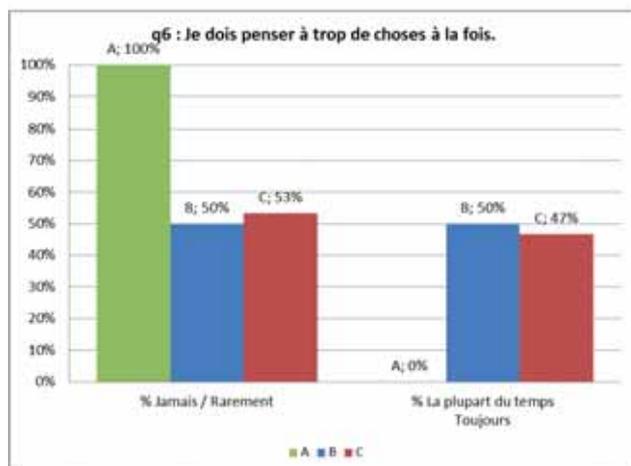
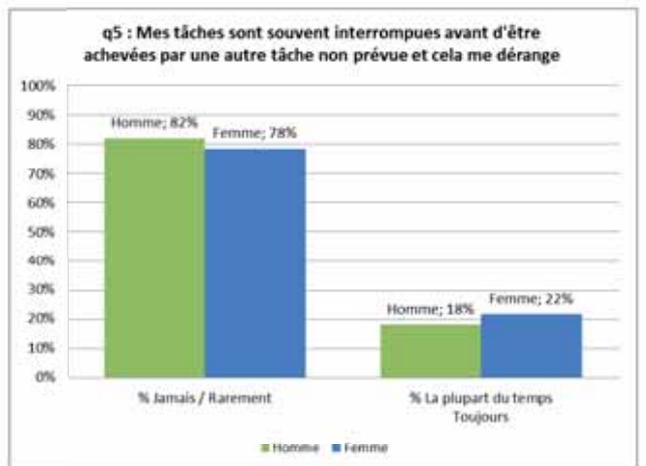
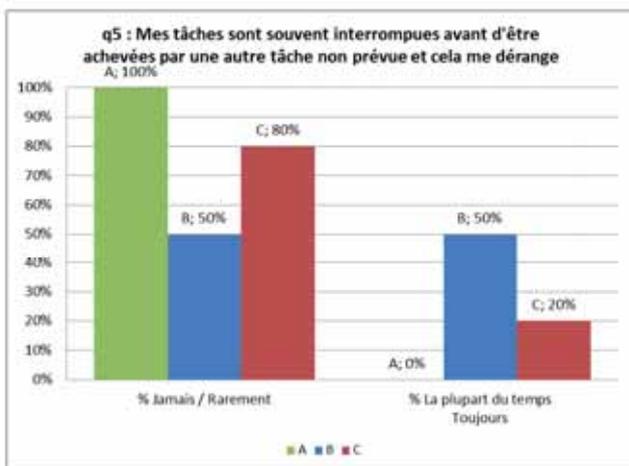
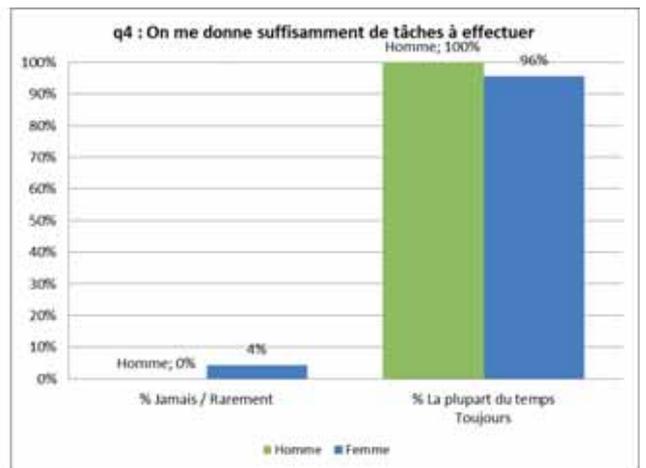
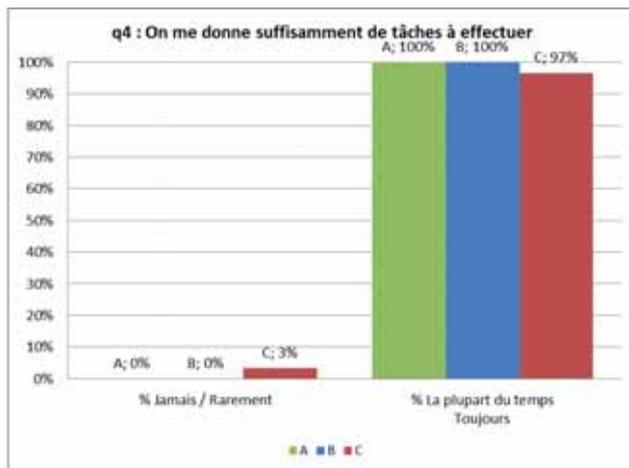
### Cadre d'emploi



## EXIGENCES DU TRAVAIL

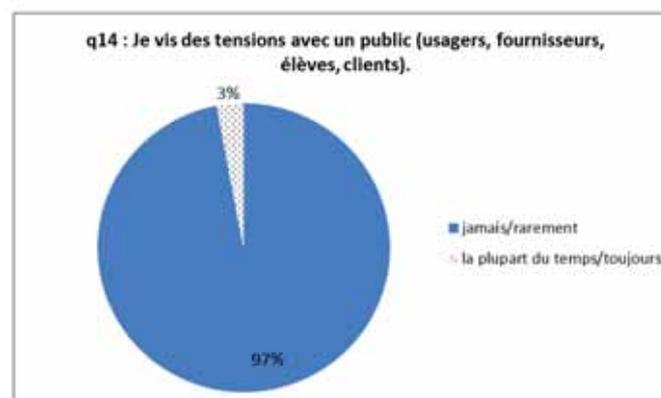
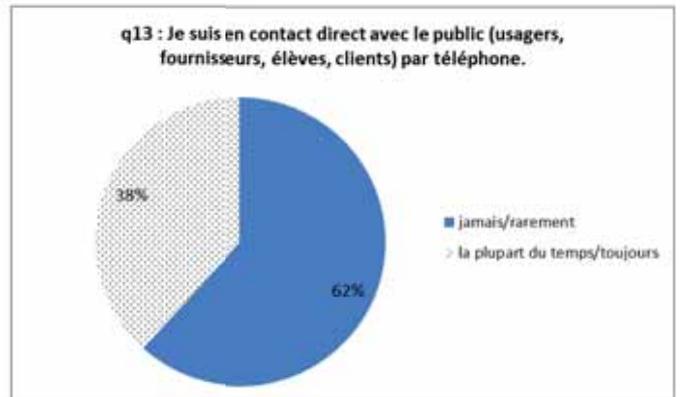
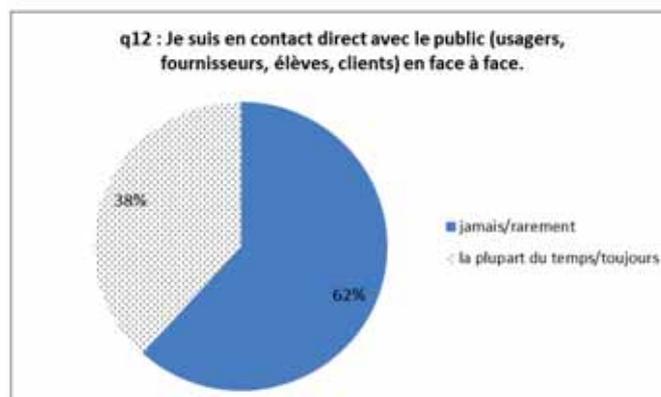
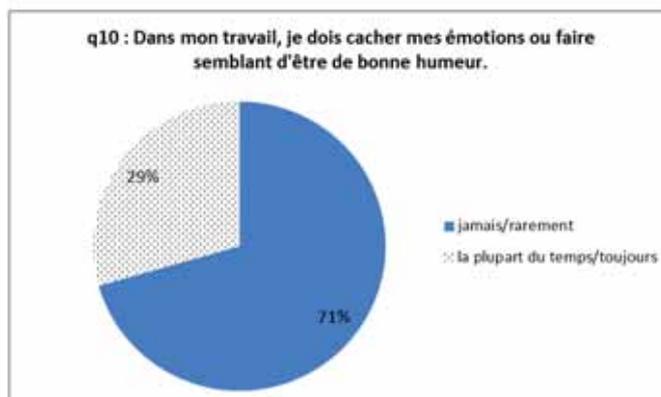
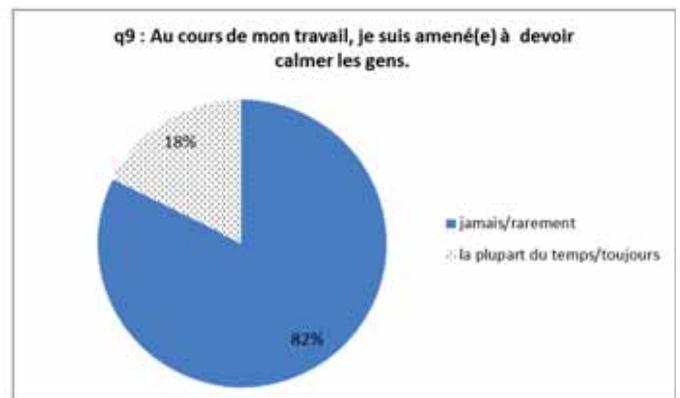


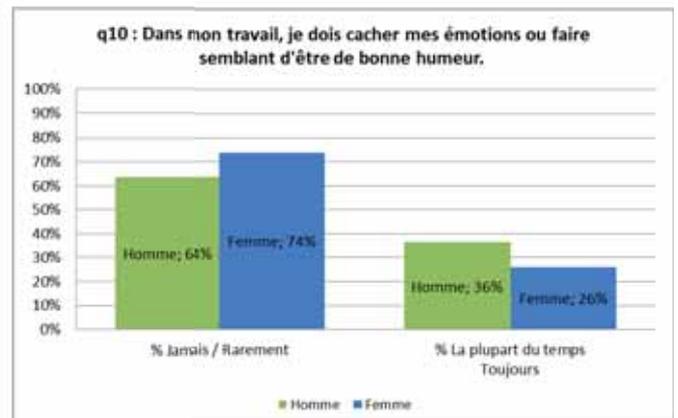
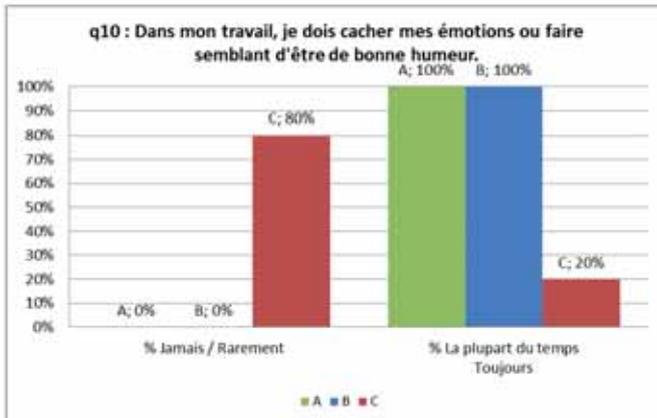
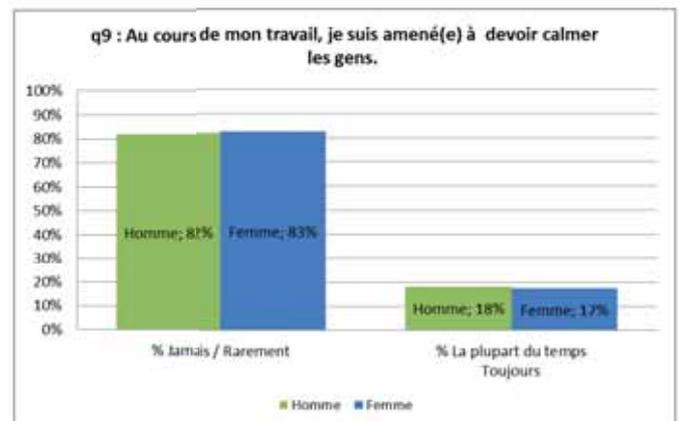
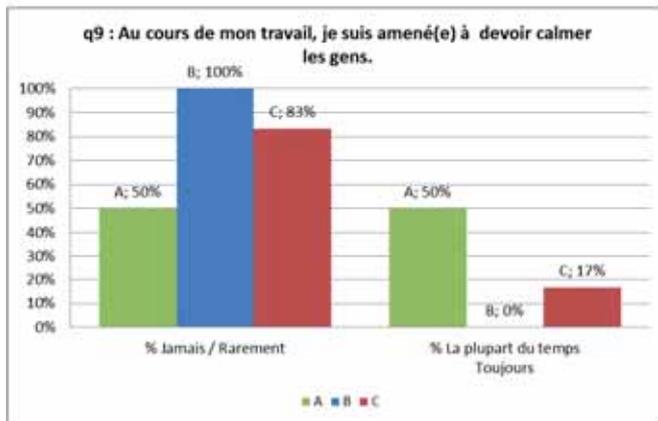
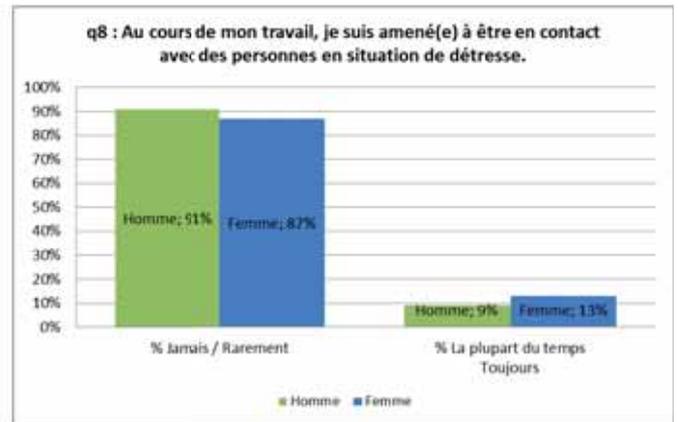
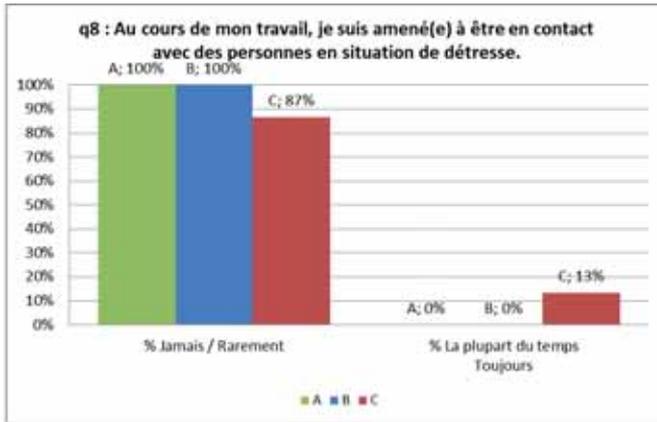


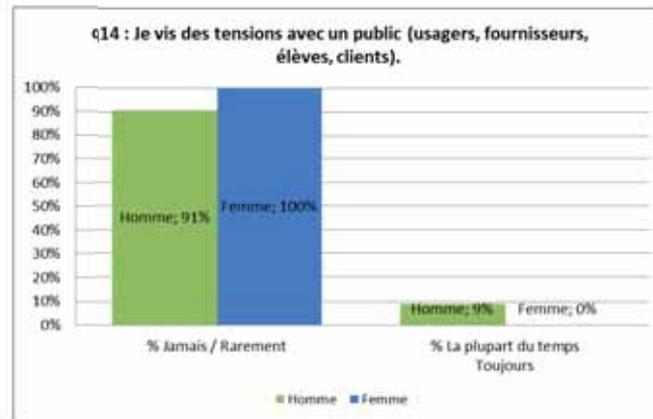
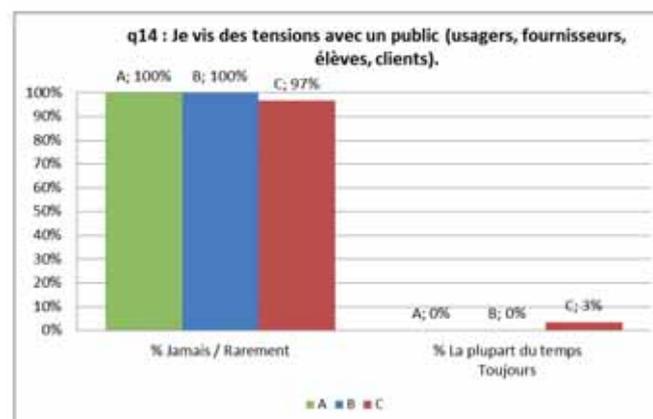
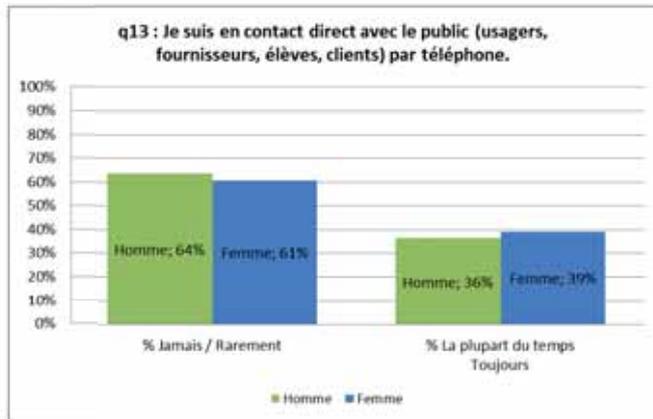
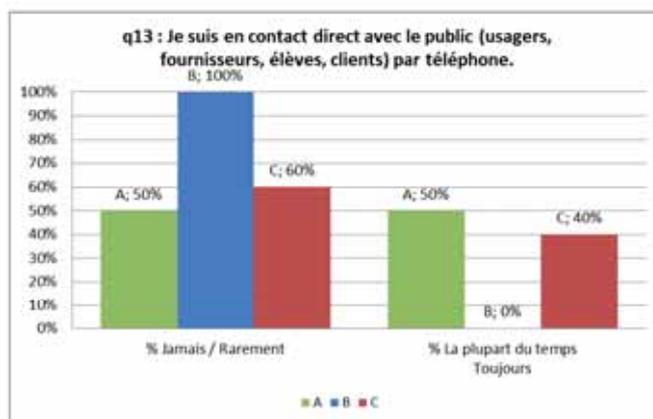
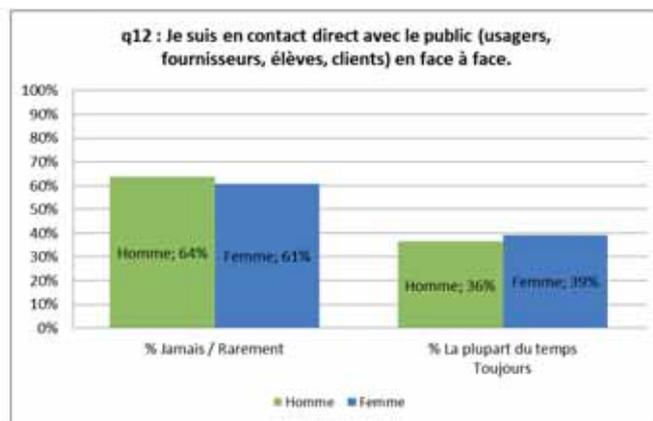
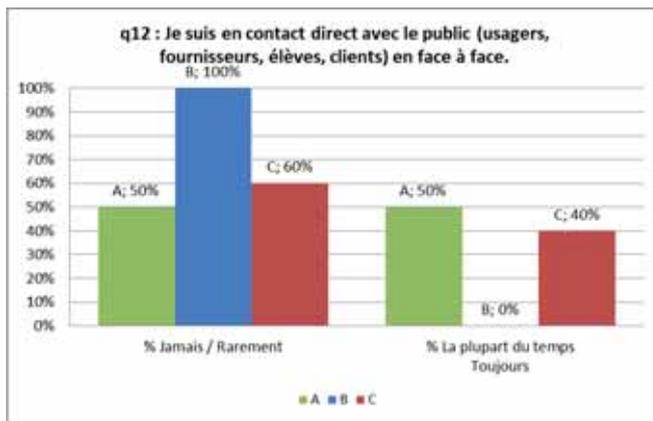




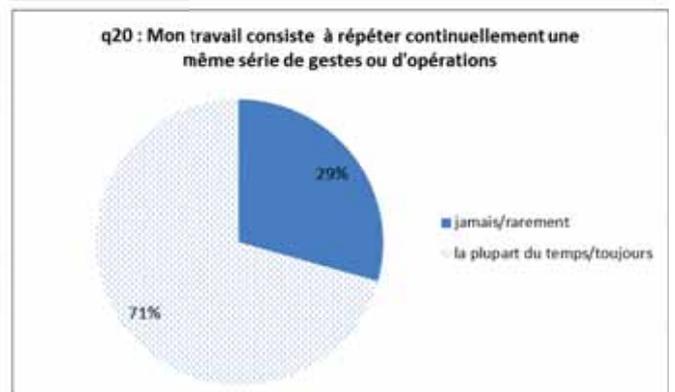
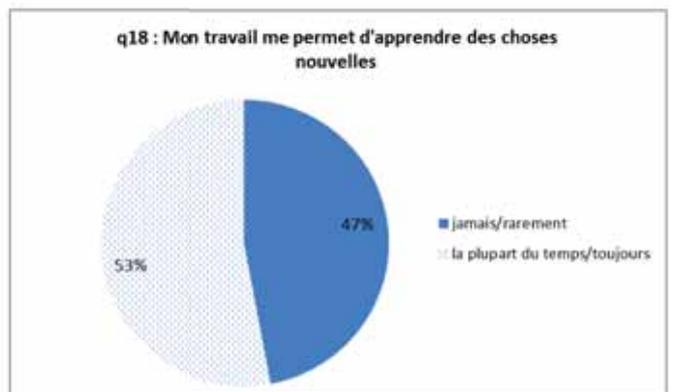
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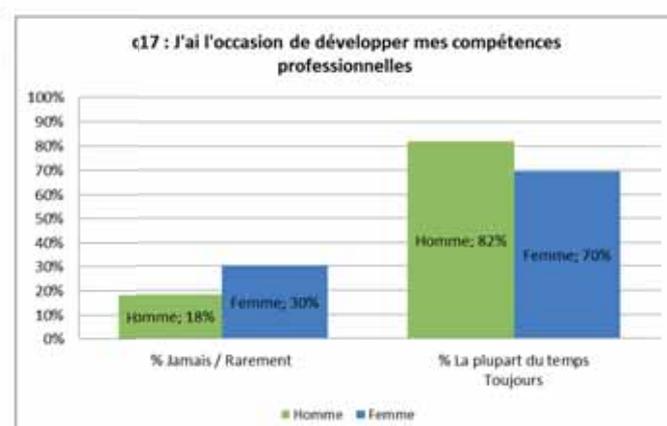
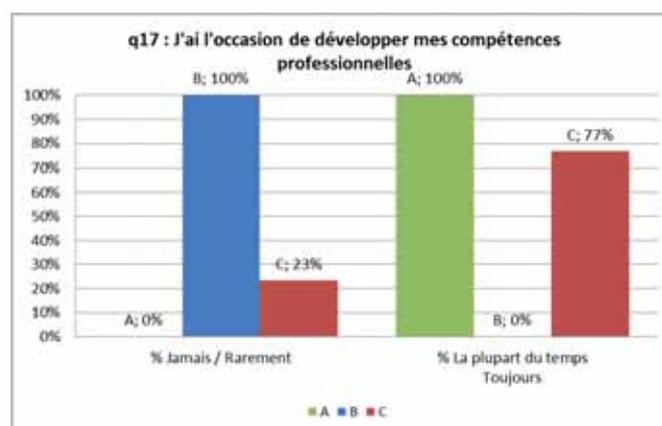
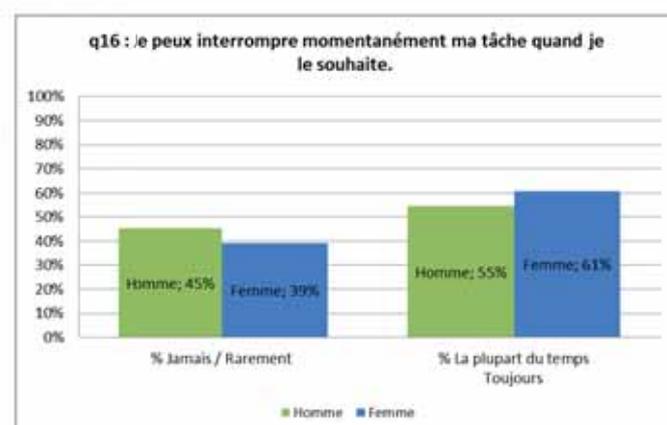
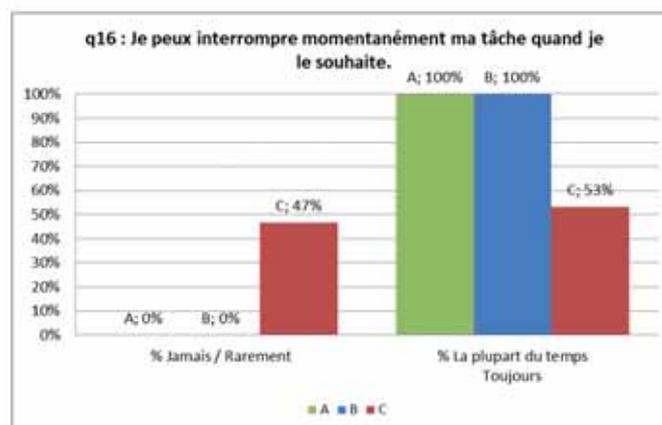
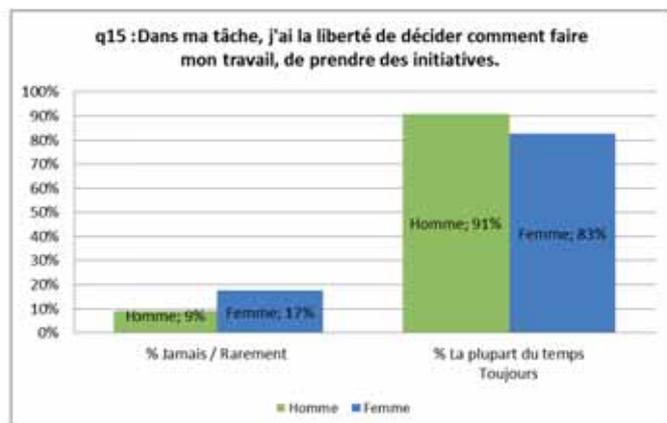
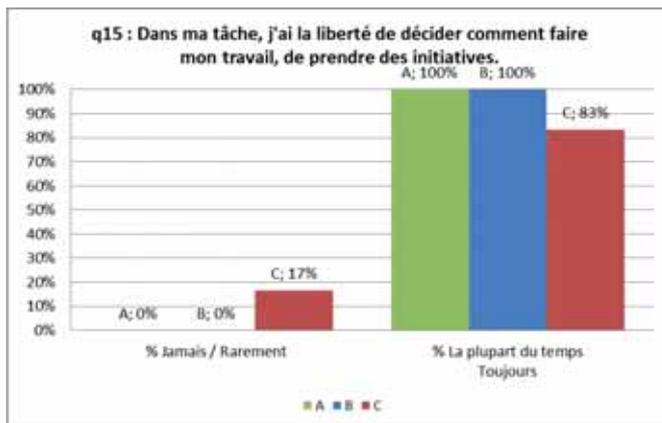


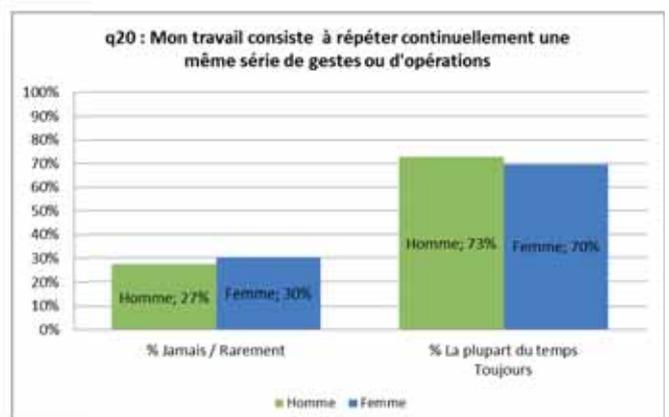
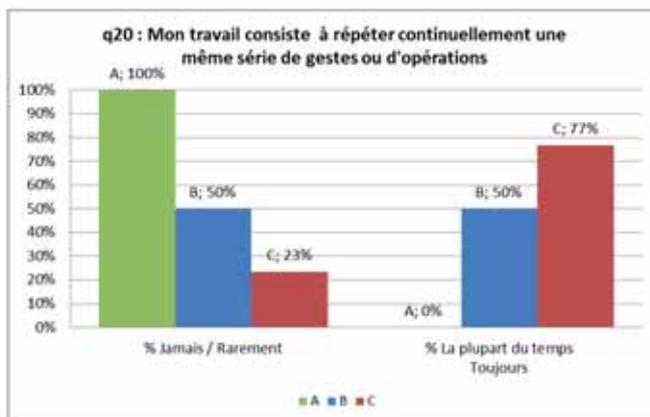
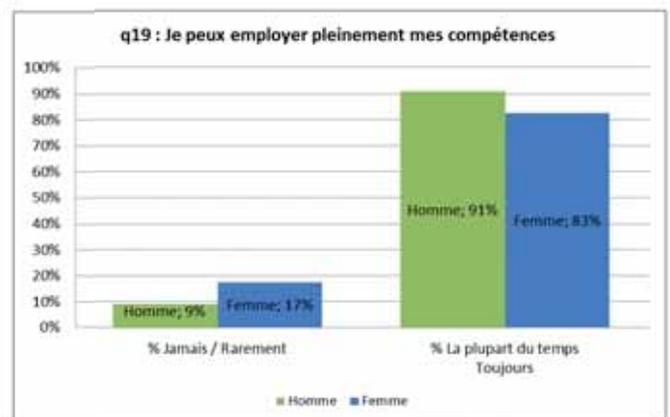
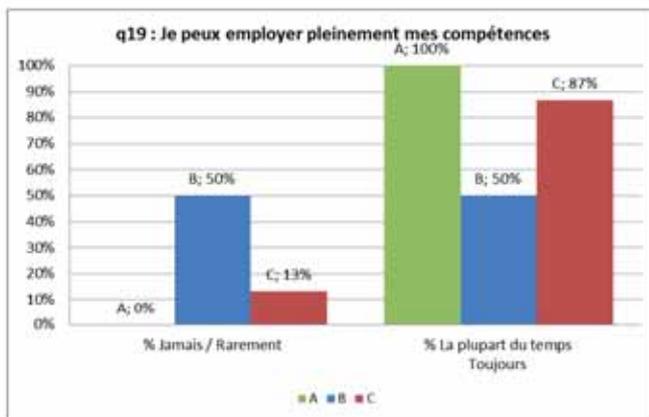
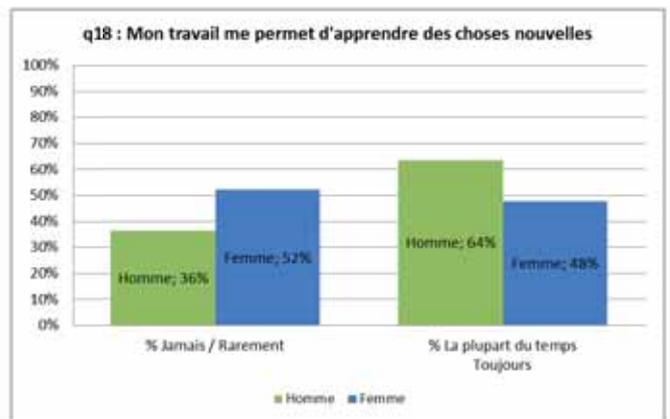
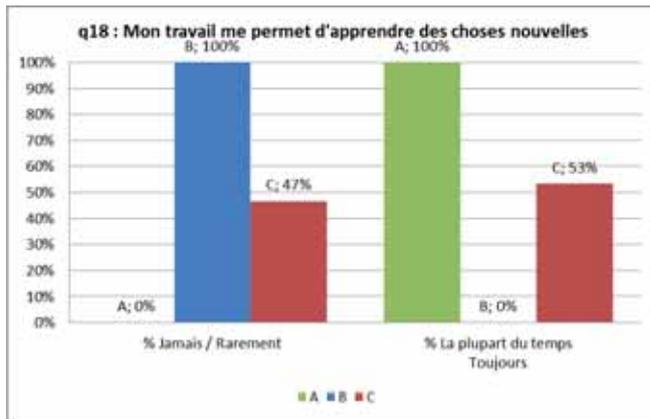




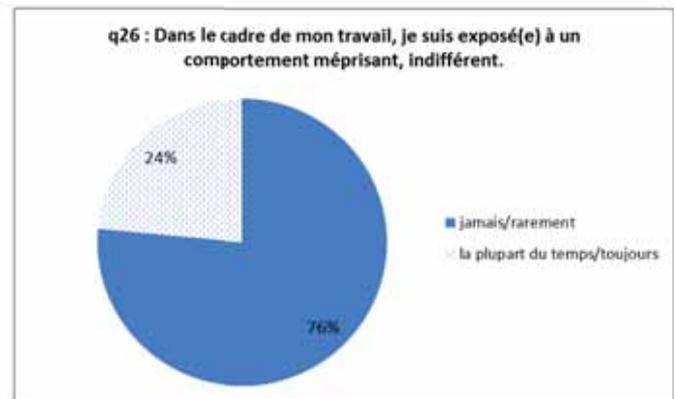
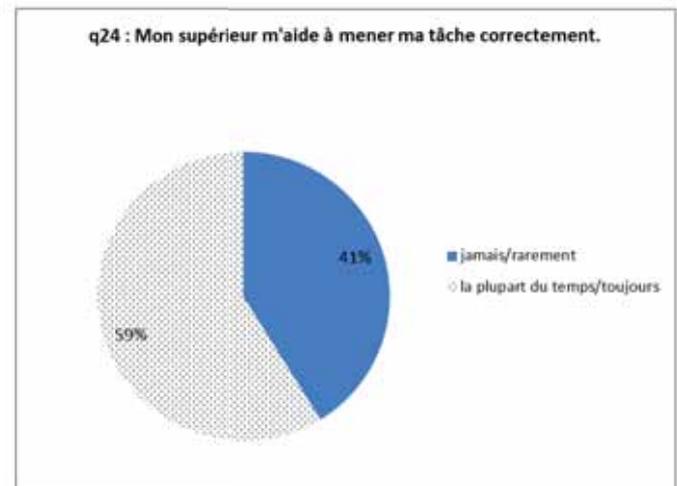
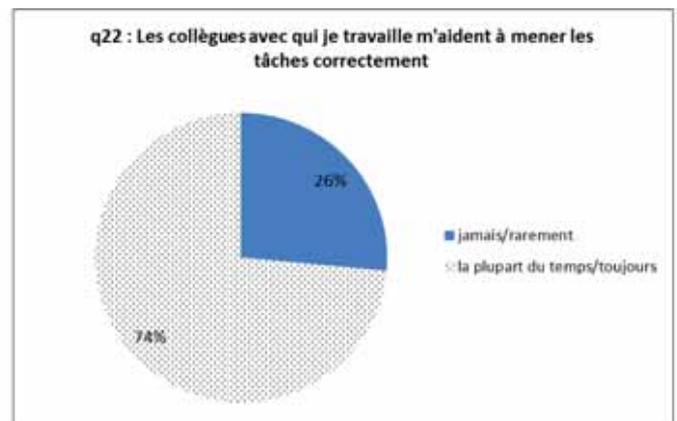
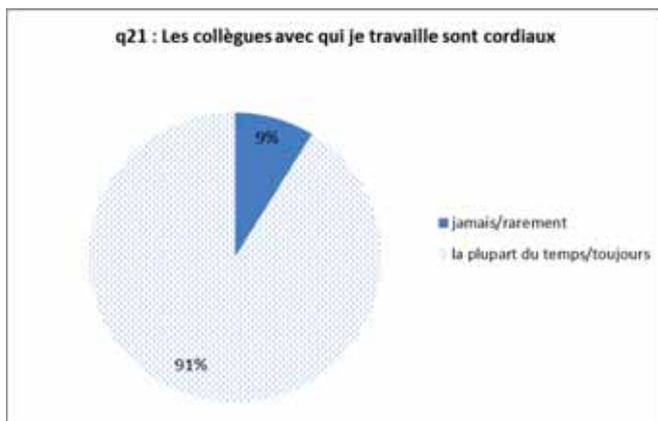
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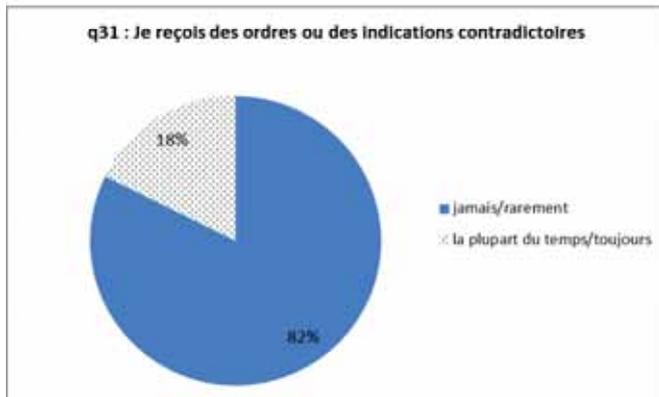
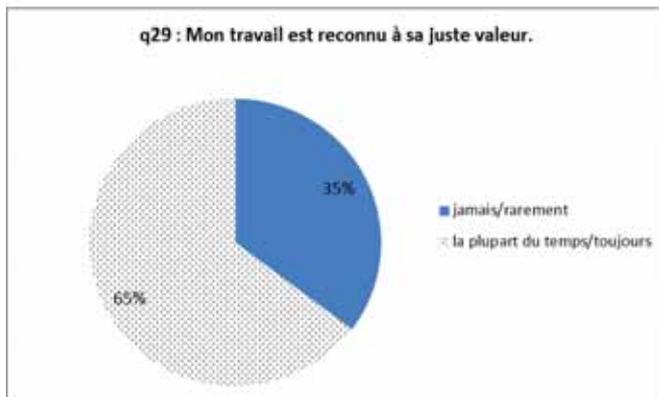
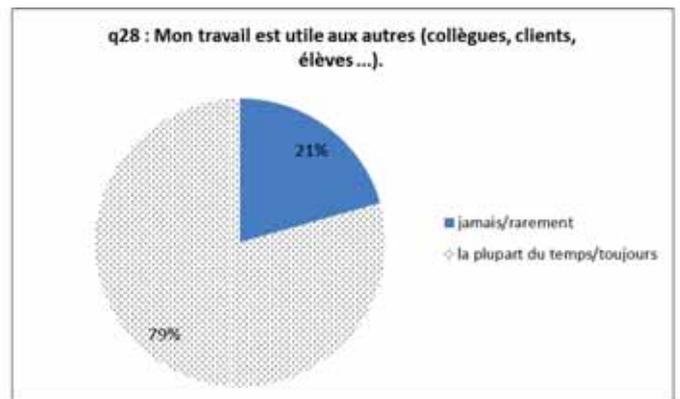
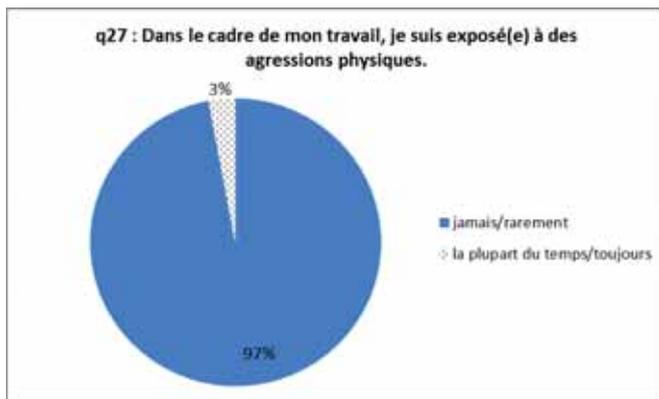


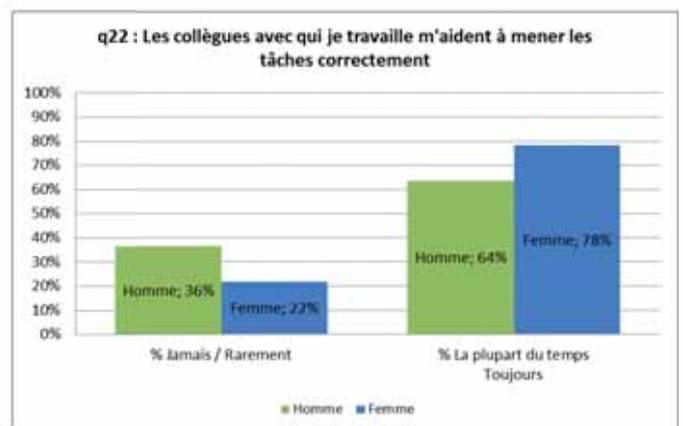
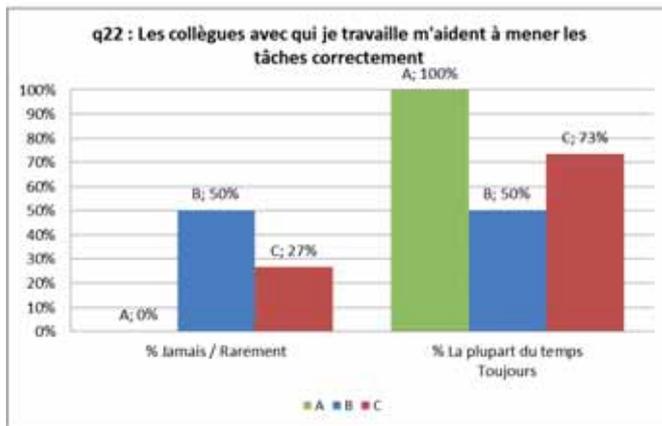
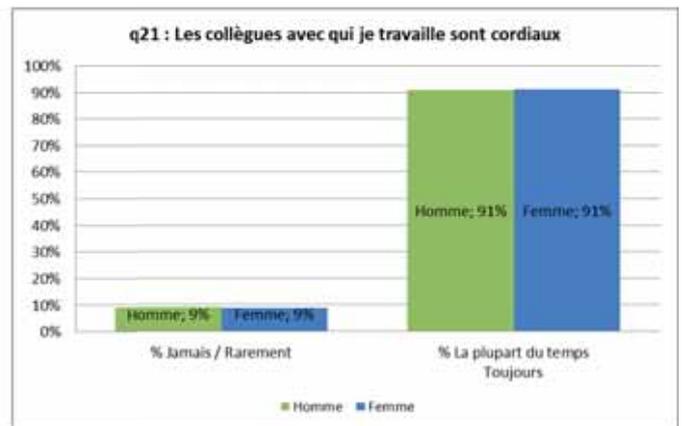
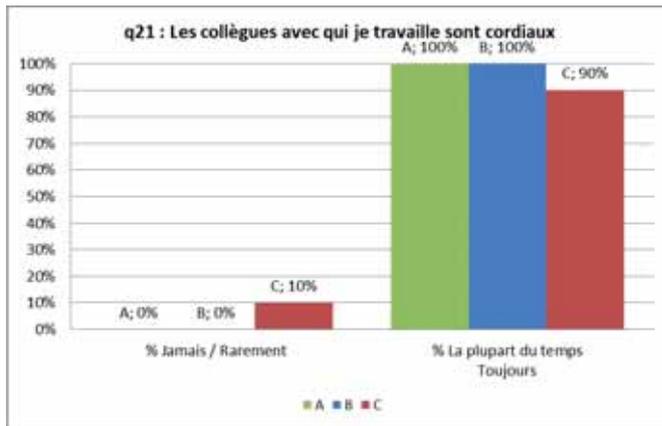


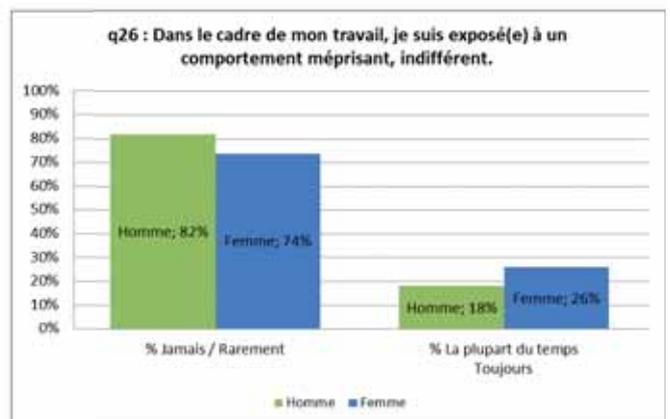
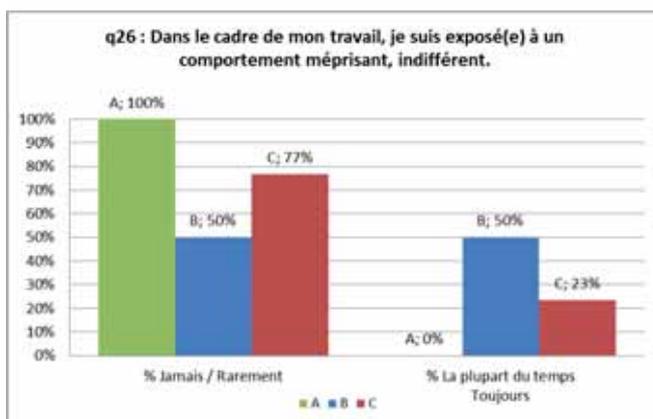
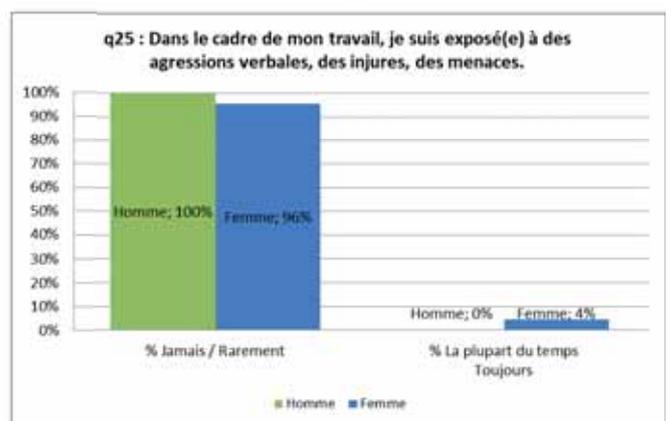
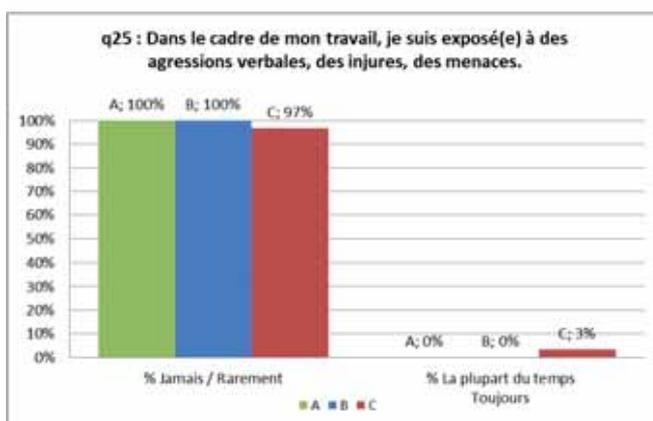
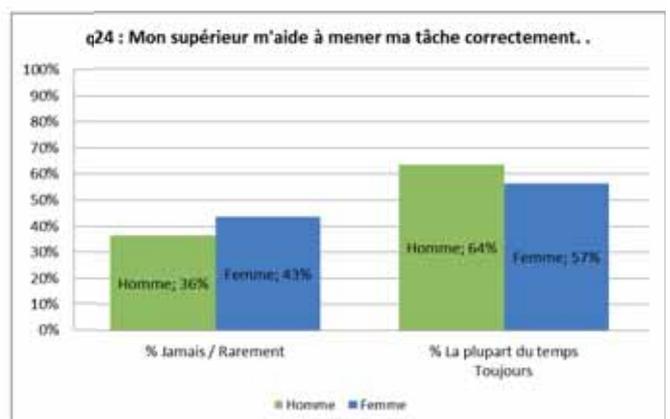
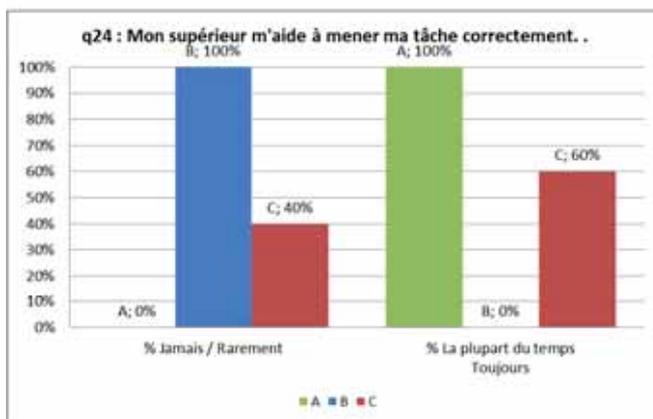
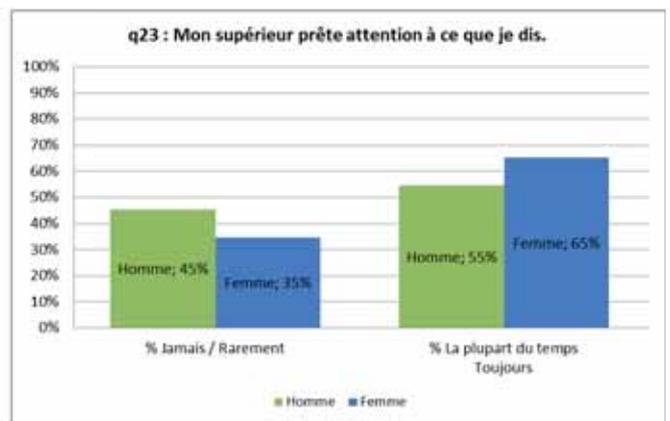
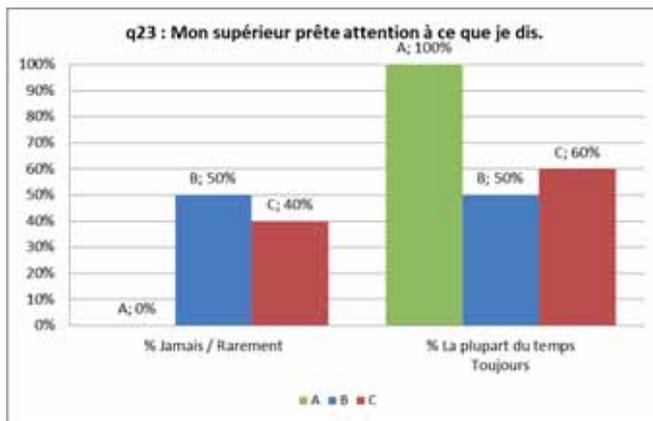


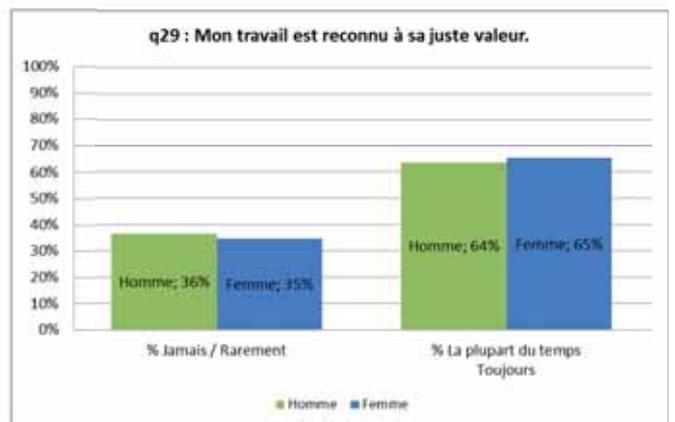
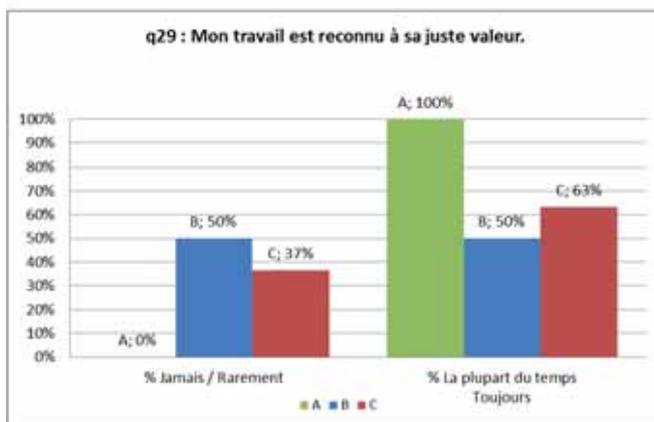
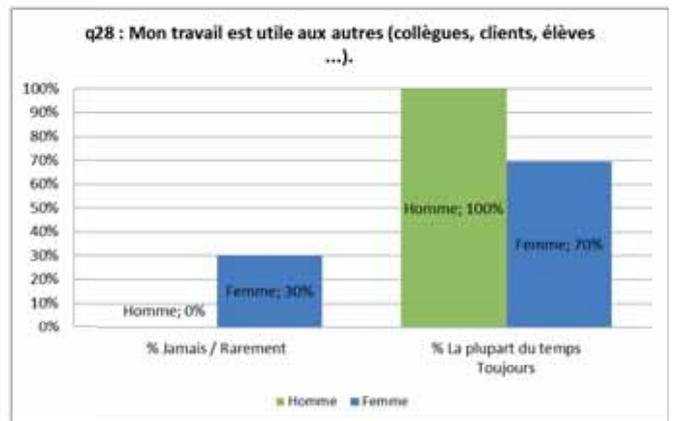
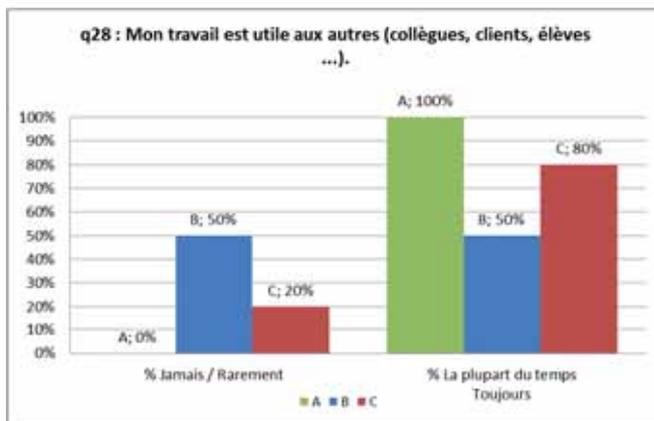
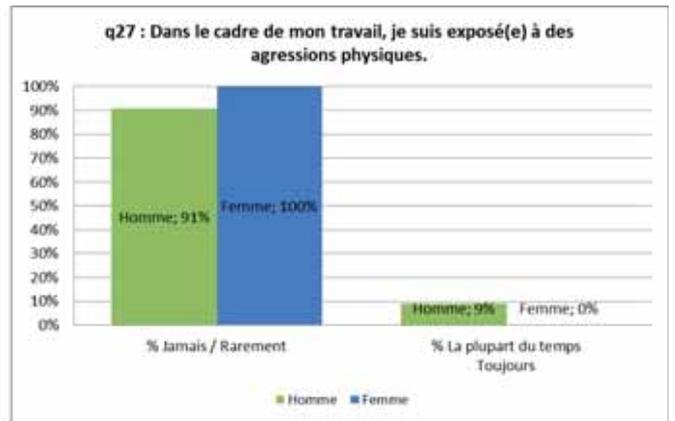
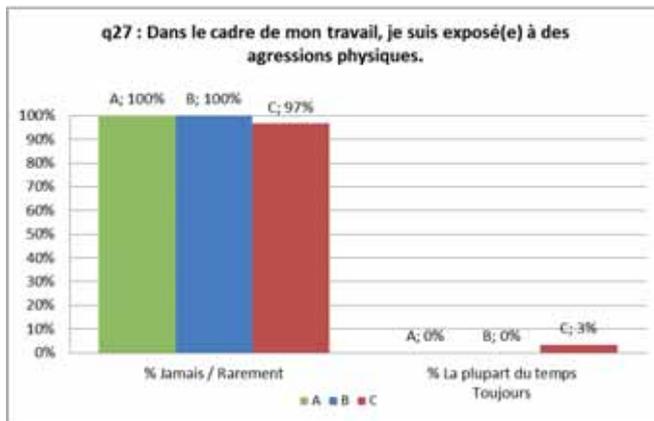
## RAPPORTS SOCIAUX, RELATIONS DE TRAVAIL

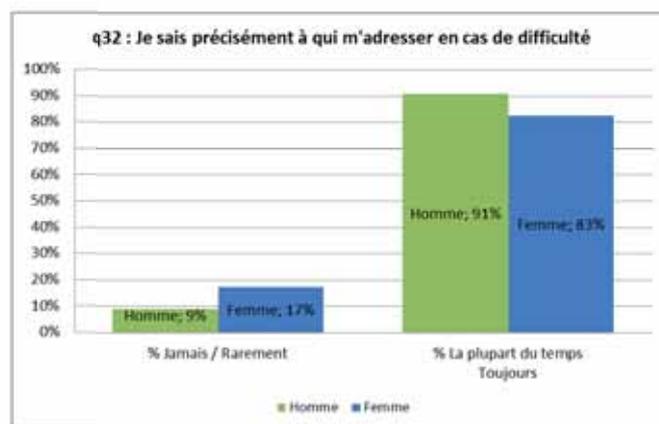
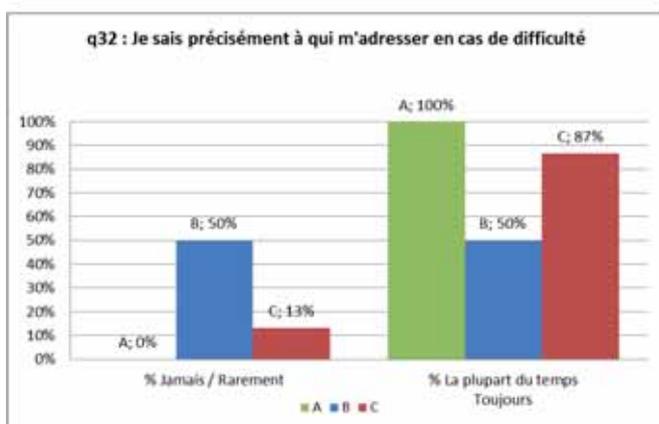
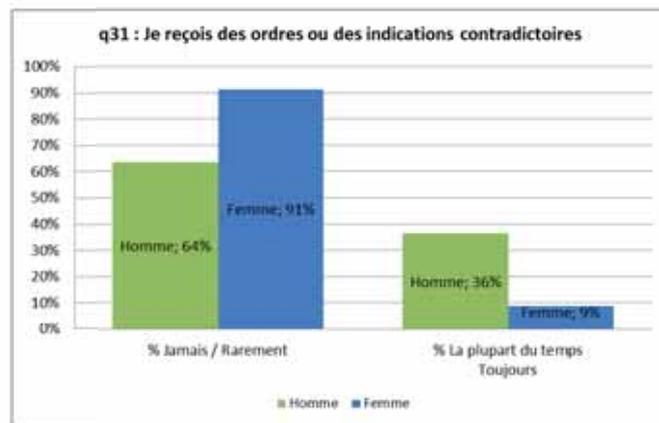
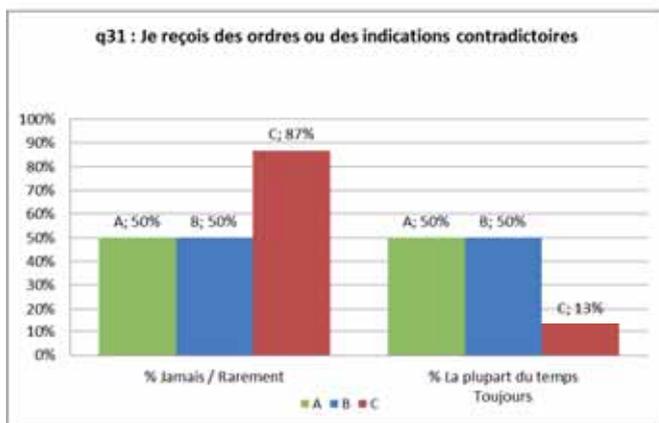
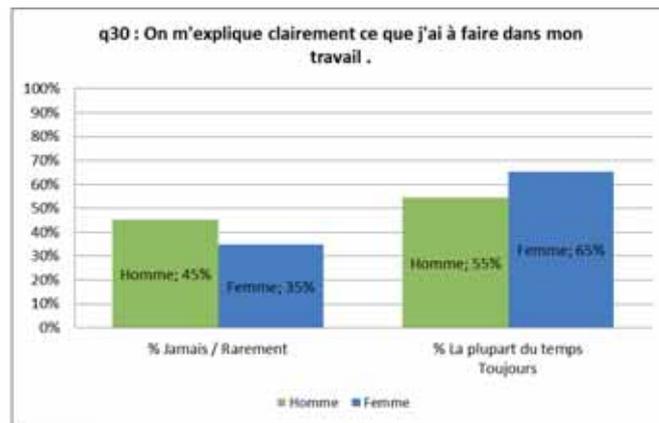
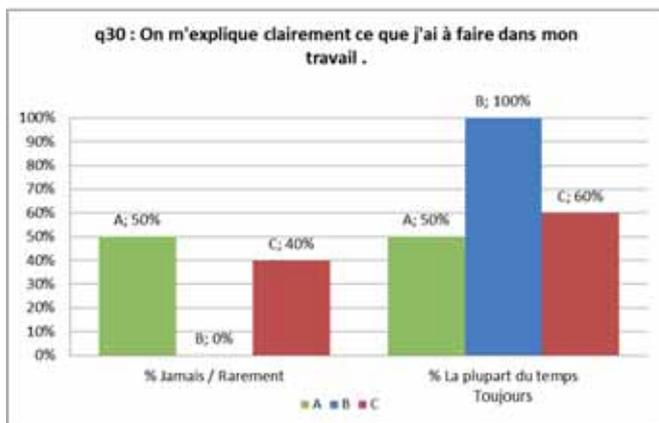




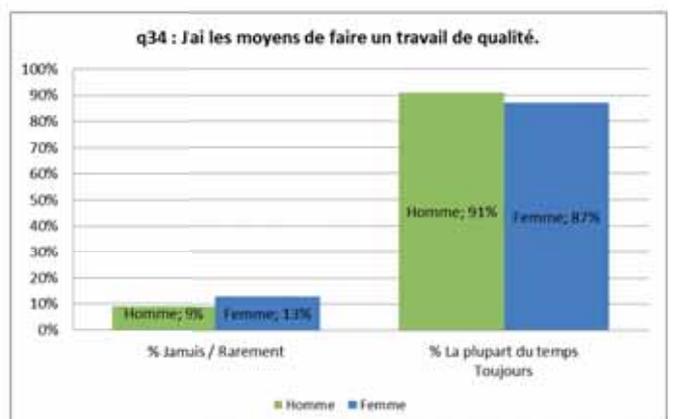
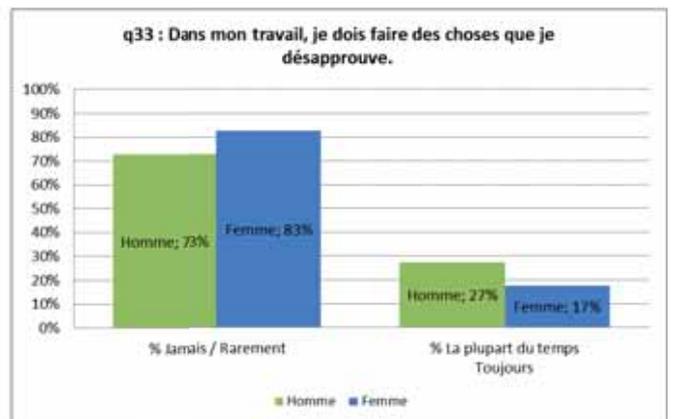
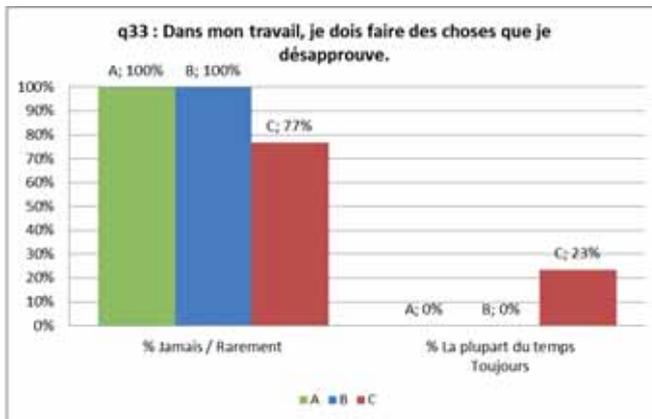




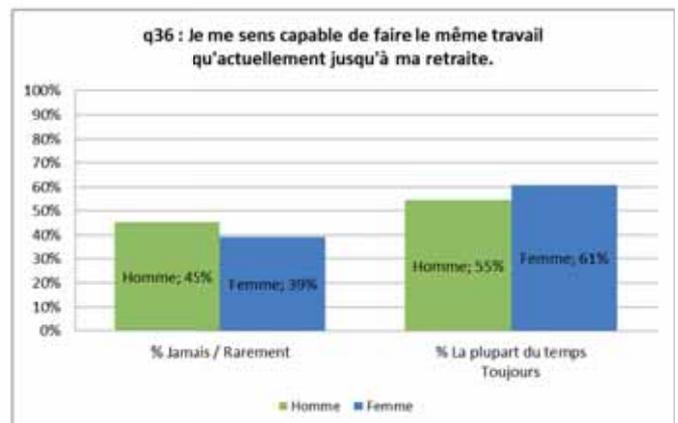
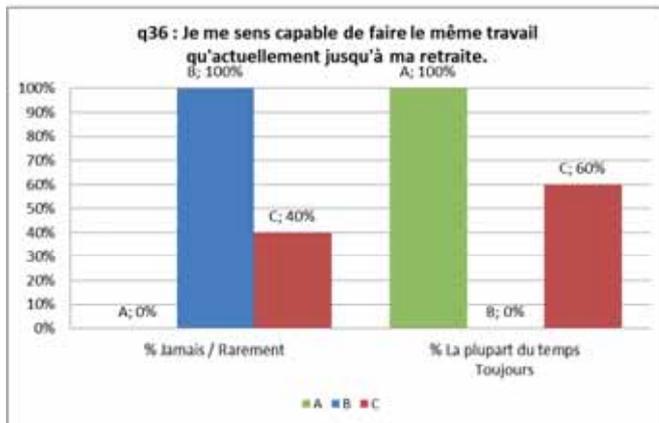
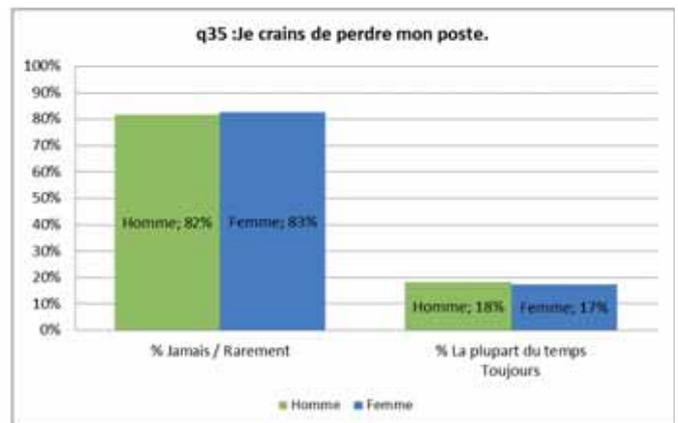
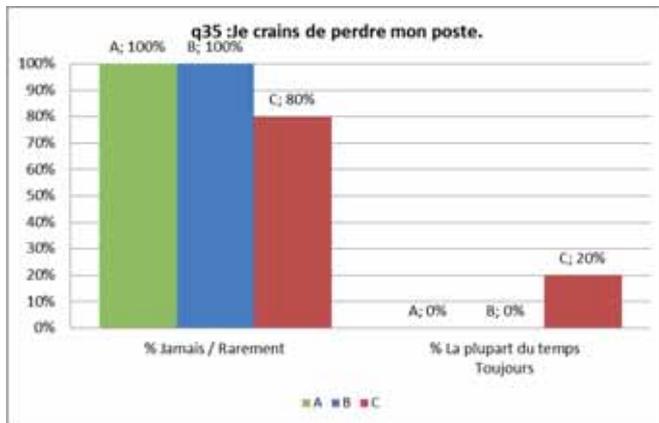




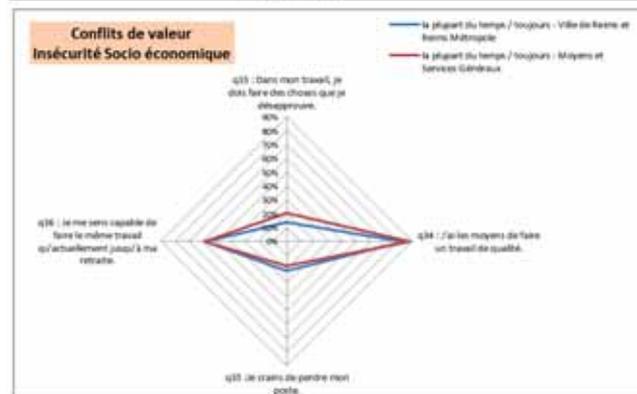
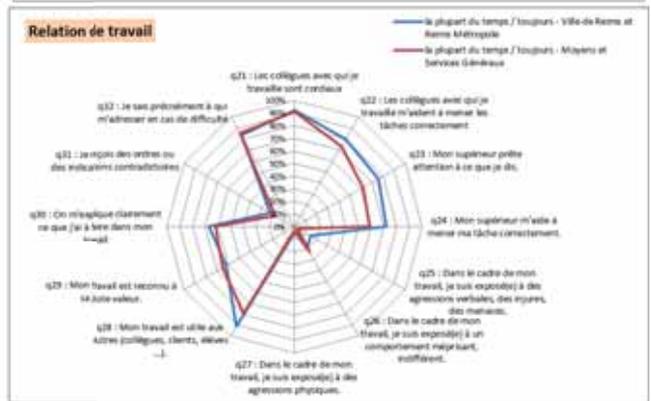
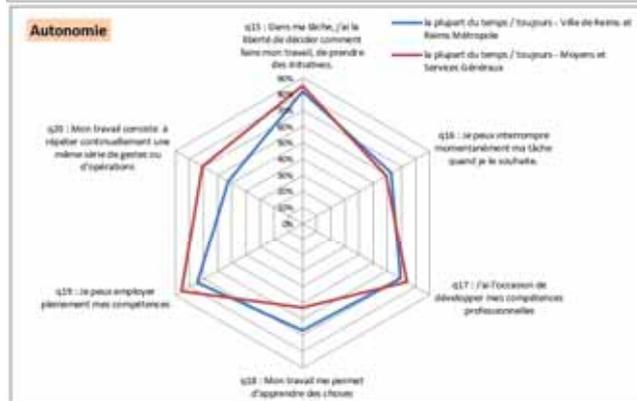
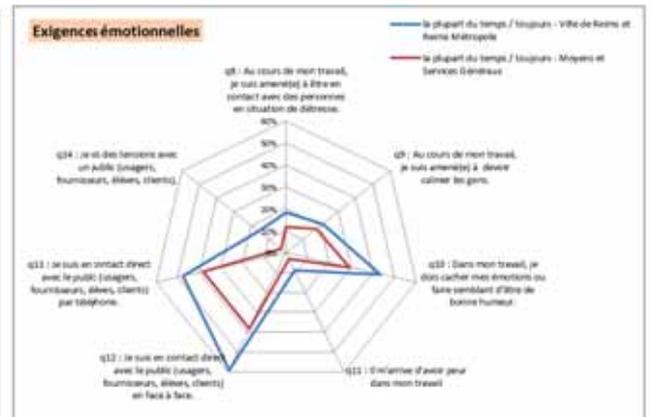
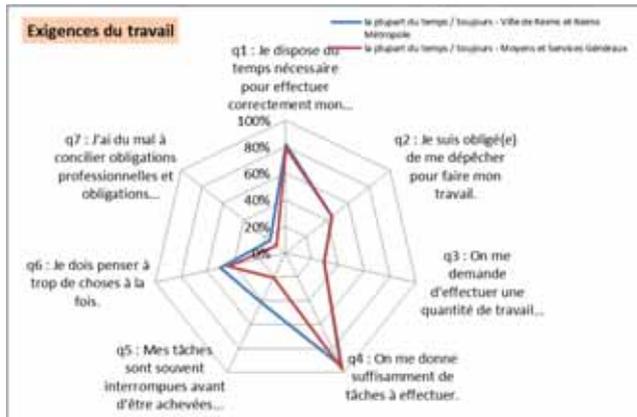
## CONFLITS DE VALEURS



## INSECURITE SOCIO-ECONOMIQUE



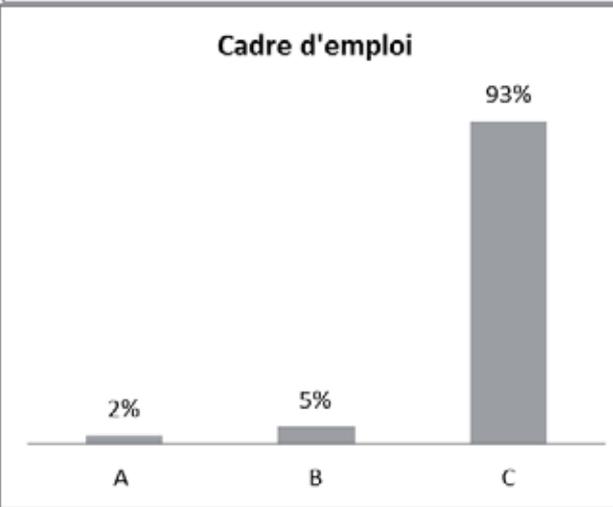
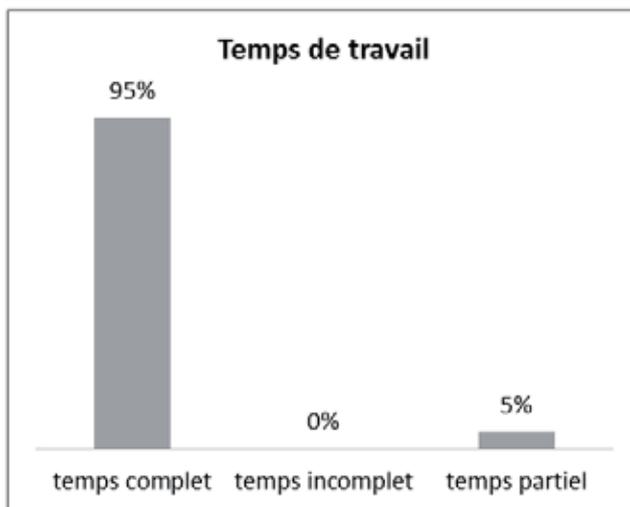
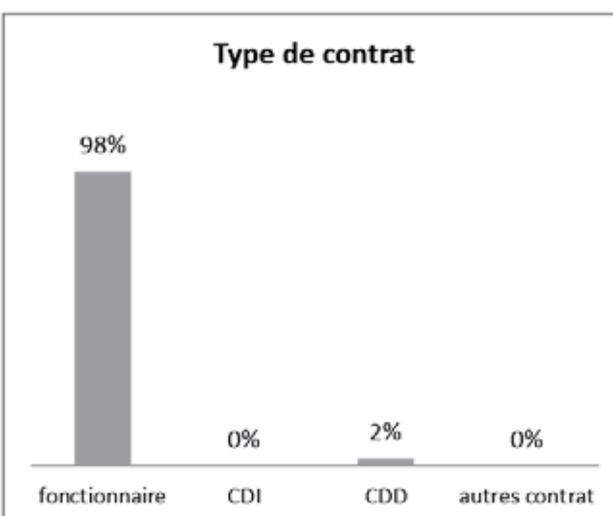
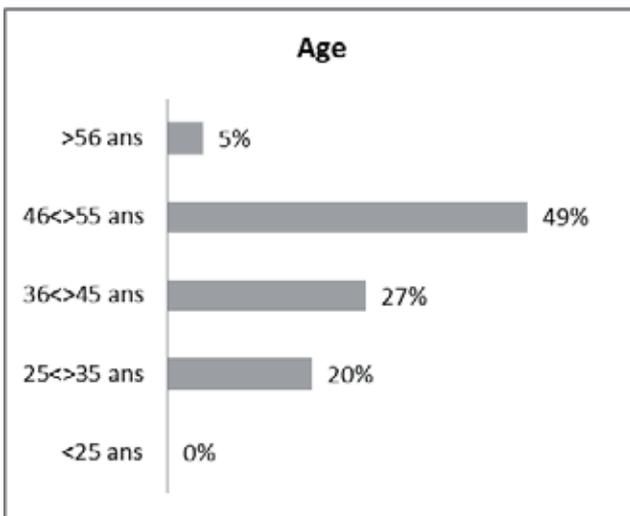
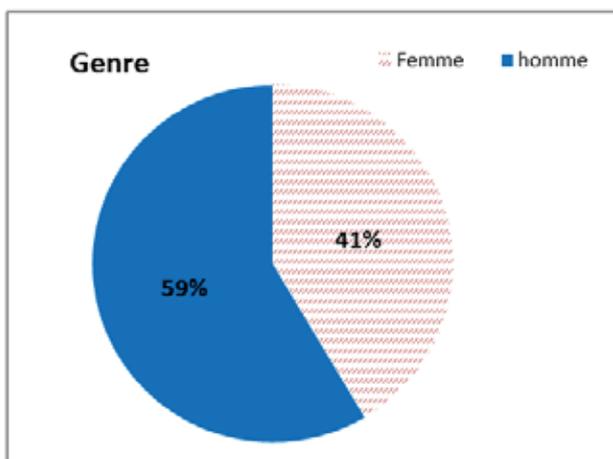
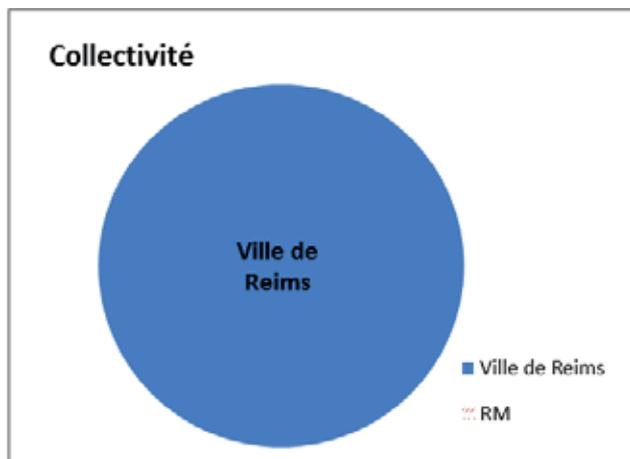
# COMPARAISON RESULTATS DIRECTION DES MOYENS ET DES SERVICES GENERAUX / 2 COLLECTIVITES



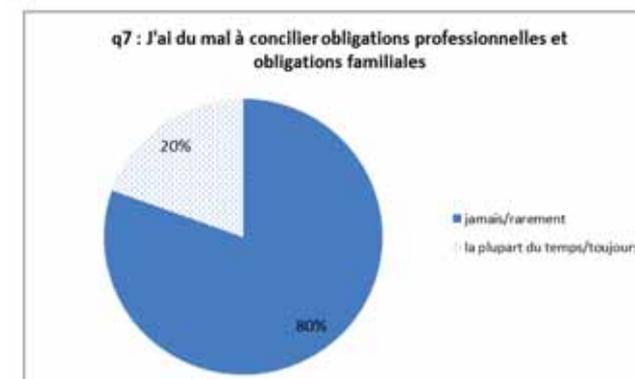
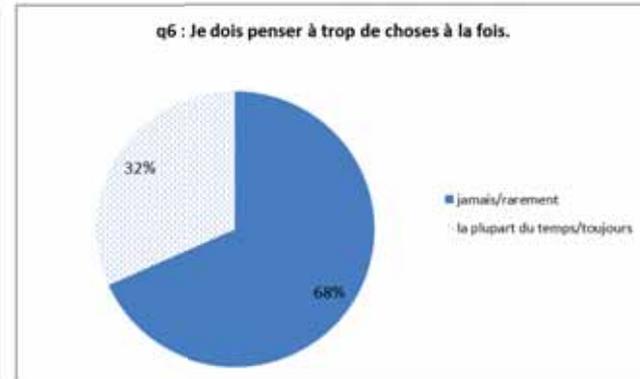
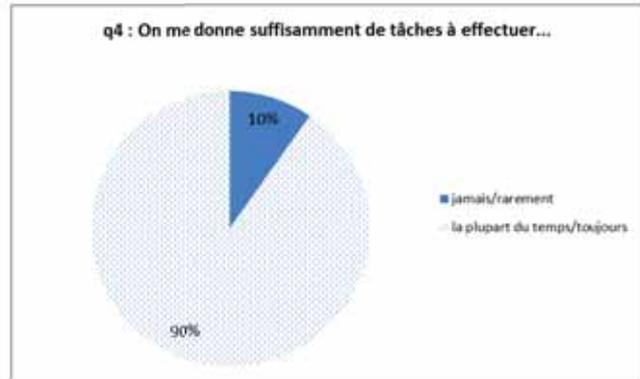
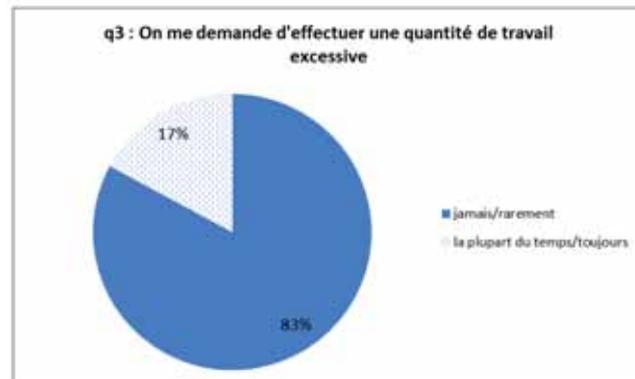
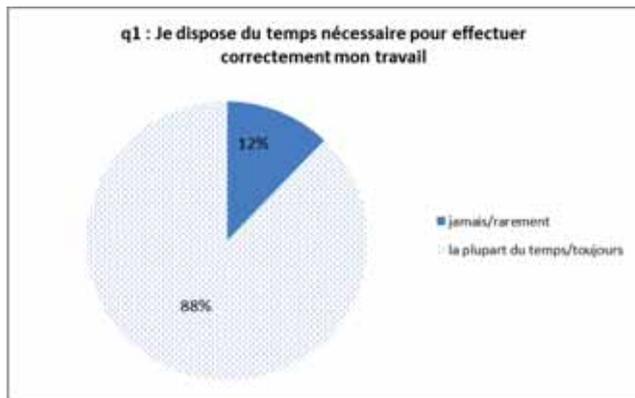
## RESULTATS QUESTIONNAIRE RPS 2014

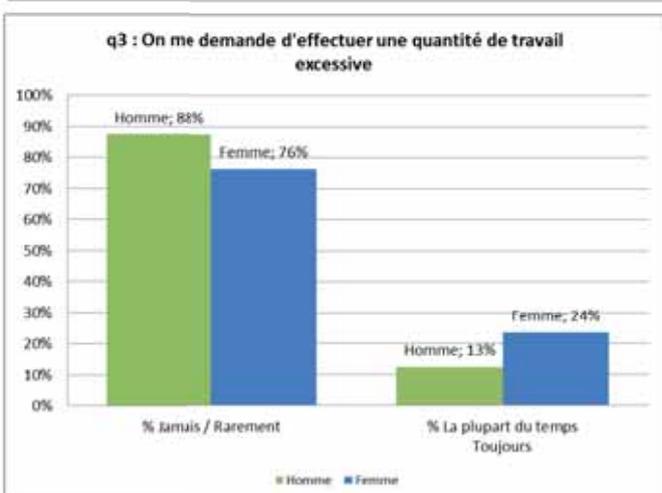
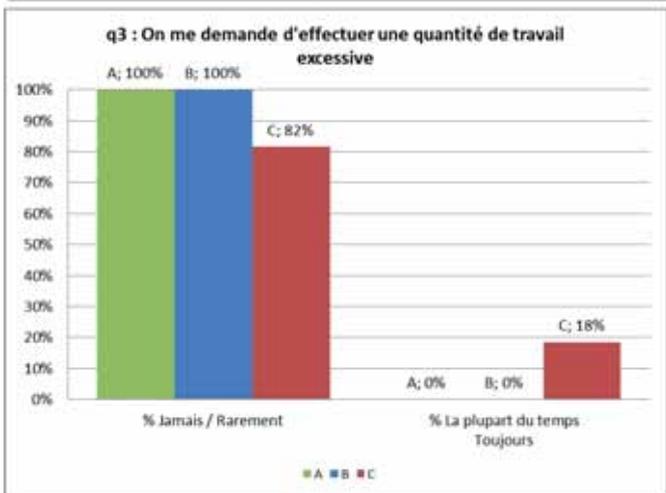
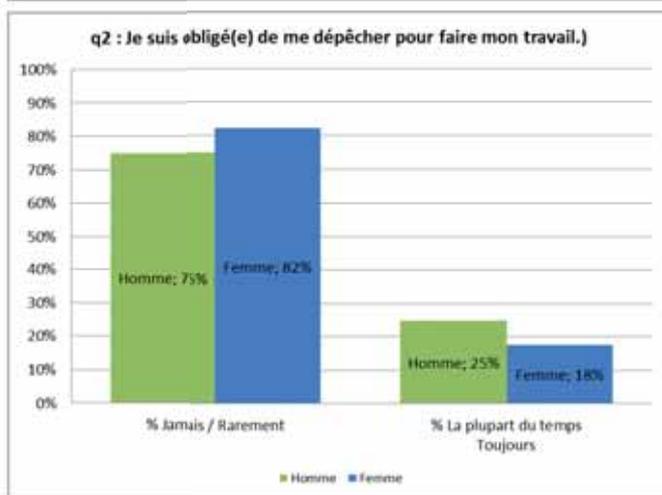
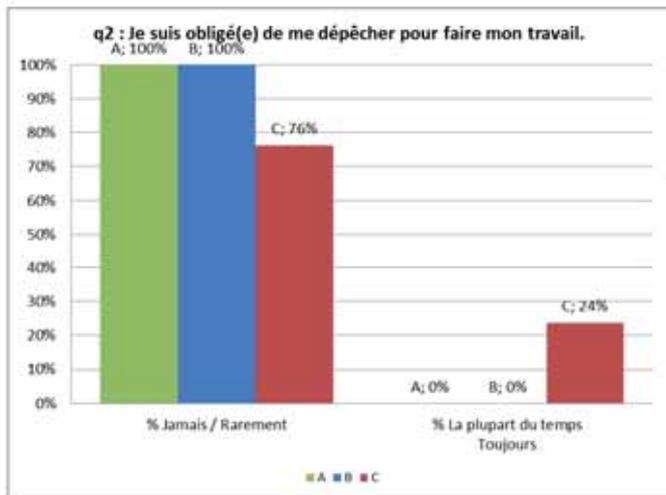
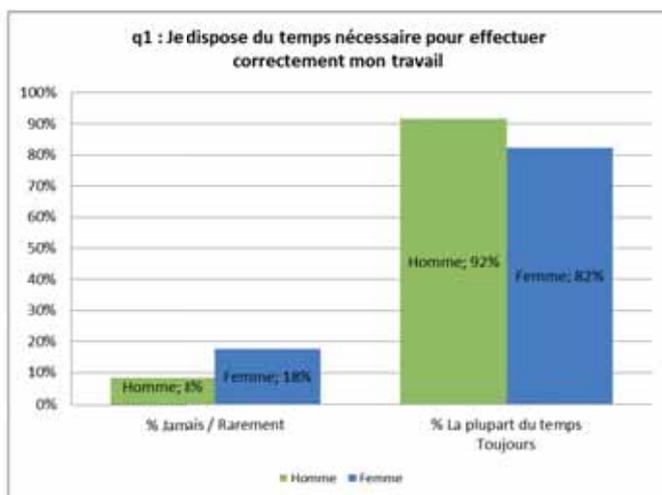
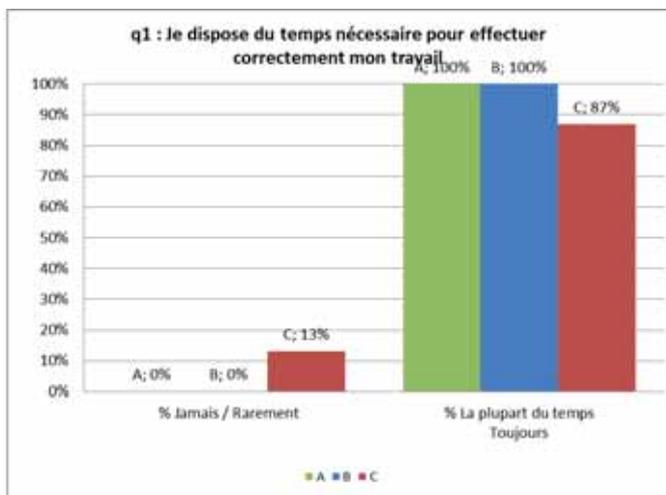
### Direction de la Police Municipale et de la Tranquillité Publique

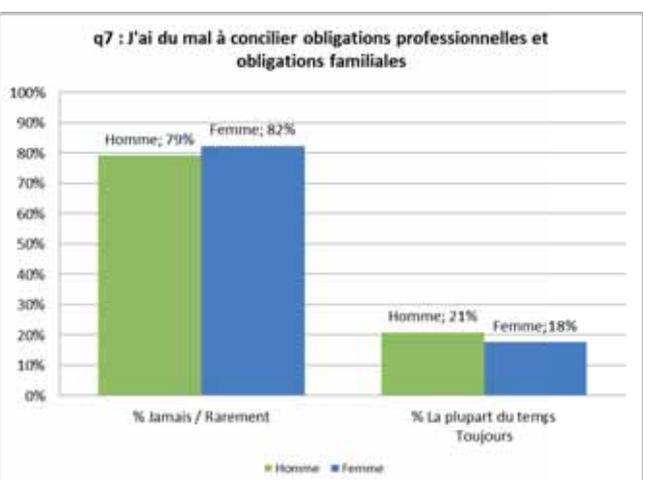
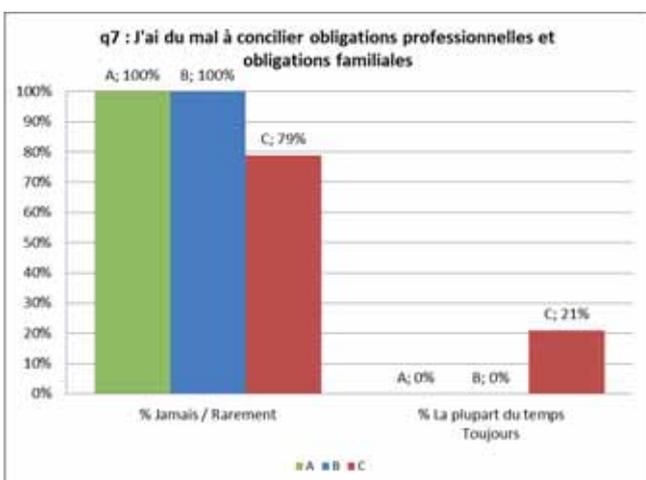
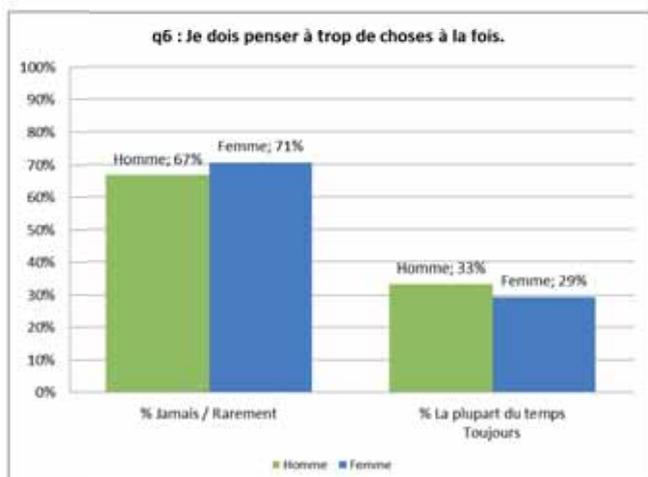
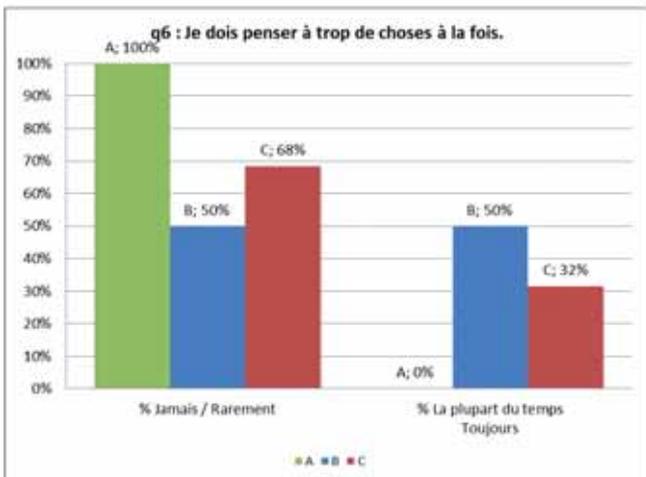
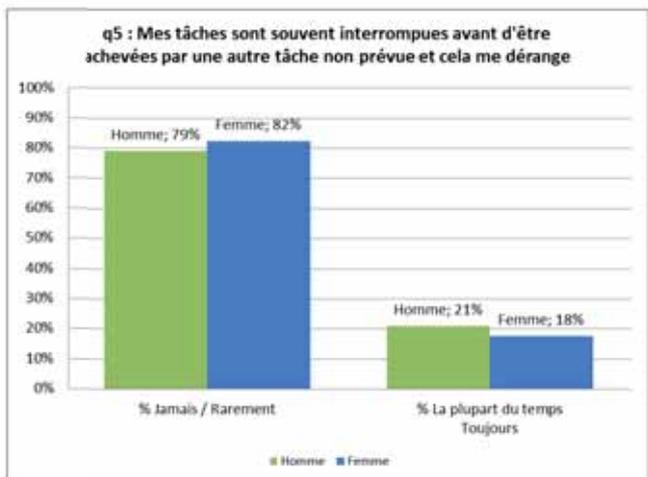
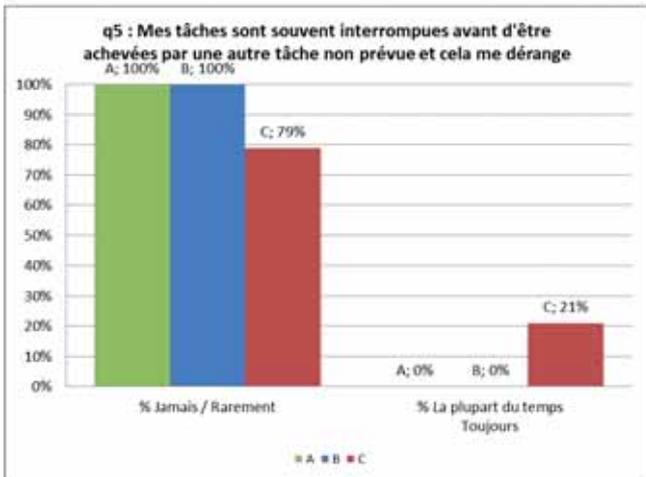
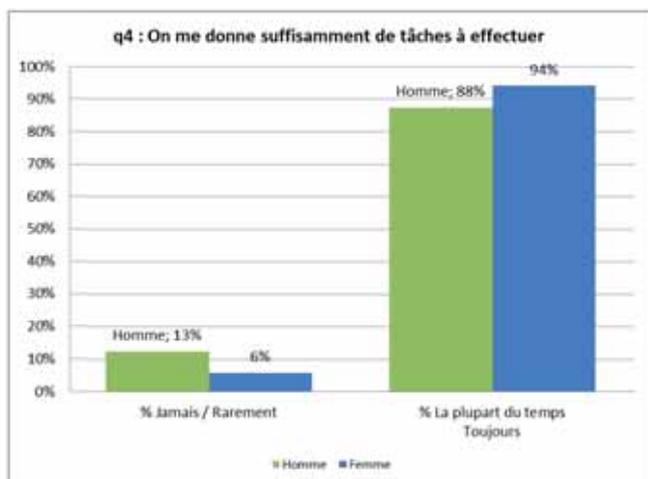
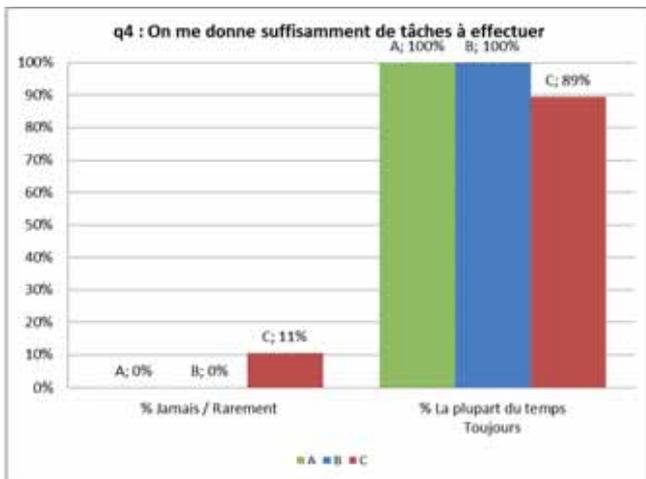
48% des agents de la direction de la police municipale et de la tranquillité publique ont répondu au questionnaire.



## EXIGENCES DU TRAVAIL



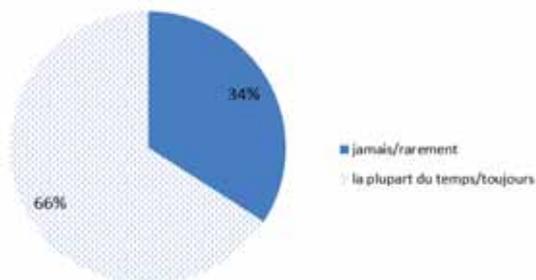




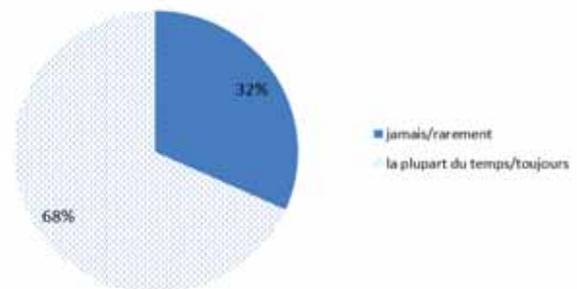


## EXIGENCES EMOTIONNELLES

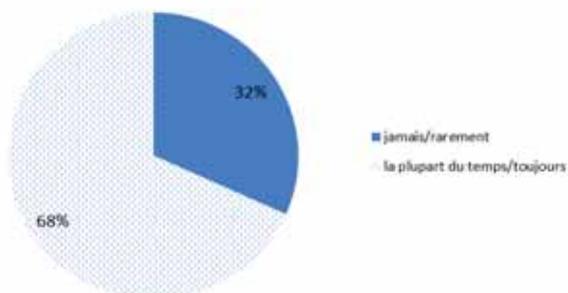
q8 : Au cours de mon travail, je suis amené(e) à être en contact avec des personnes en situation de détresse.



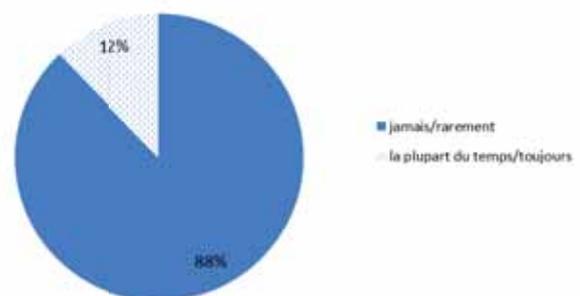
q9 : Au cours de mon travail, je suis amené(e) à devoir calmer les gens.



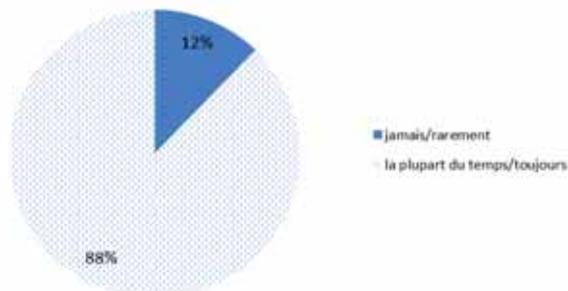
q10 : Dans mon travail, je dois cacher mes émotions ou faire semblant d'être de bonne humeur.



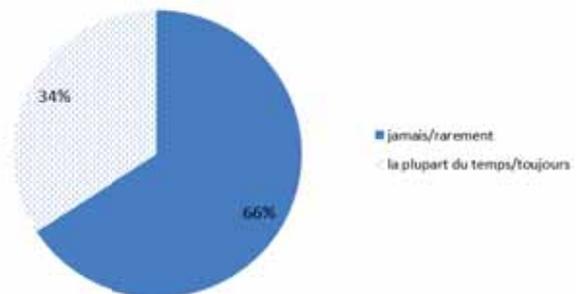
q11 : Il m'arrive d'avoir peur dans mon travail



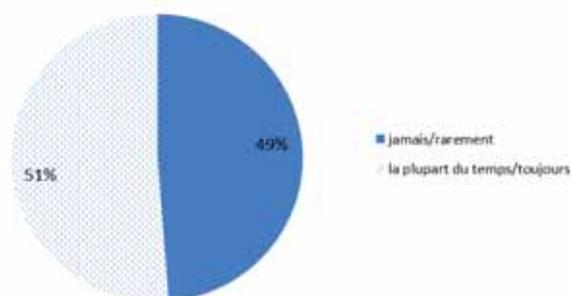
q12 : Je suis en contact direct avec le public (usagers, fournisseurs, élèves, clients) en face à face.

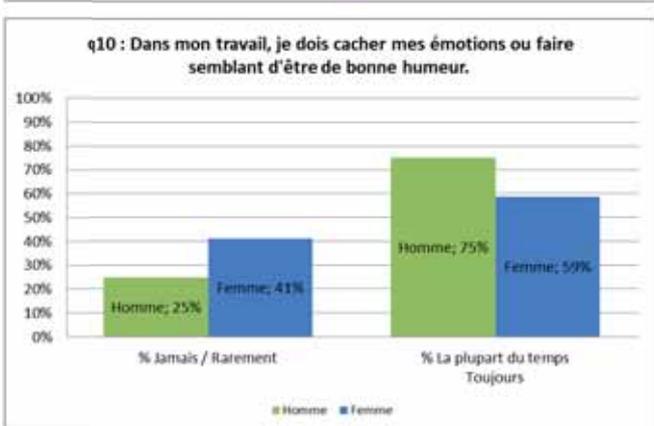
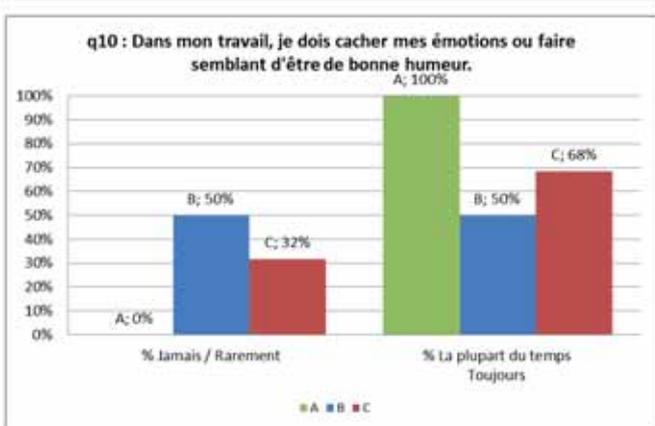
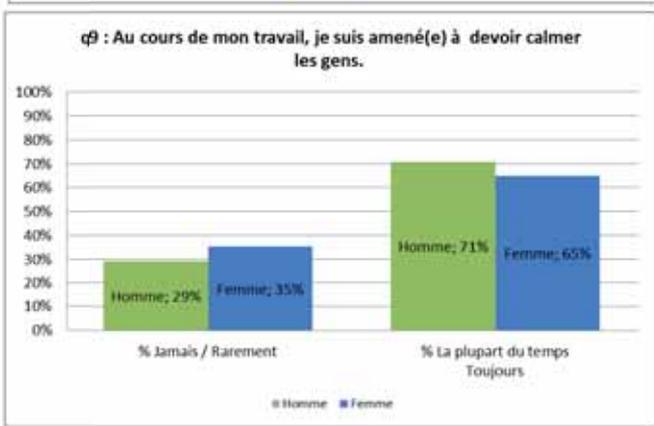
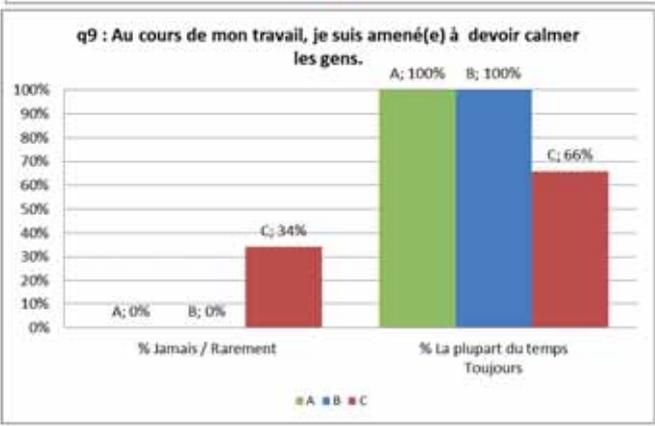
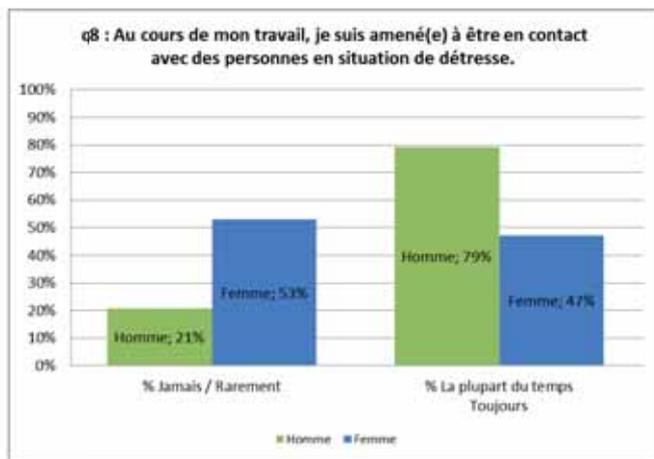
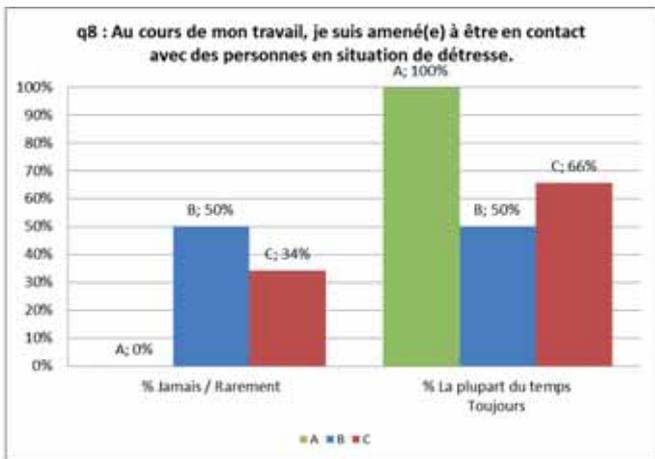


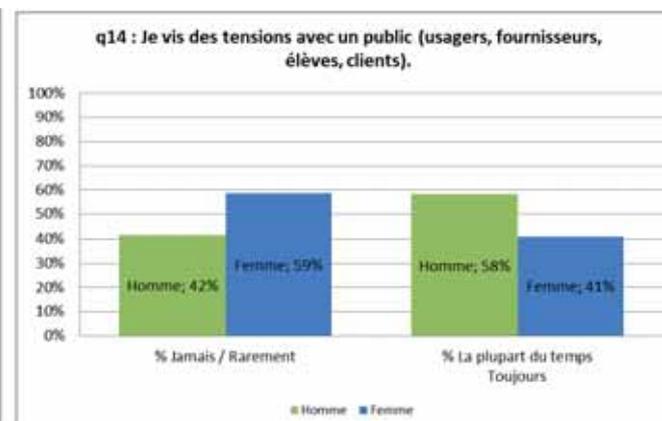
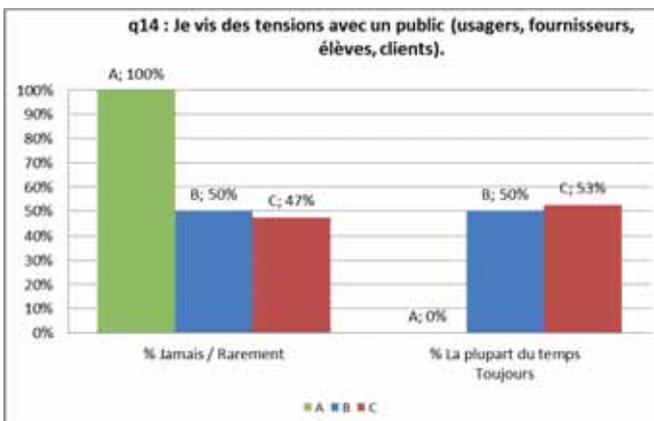
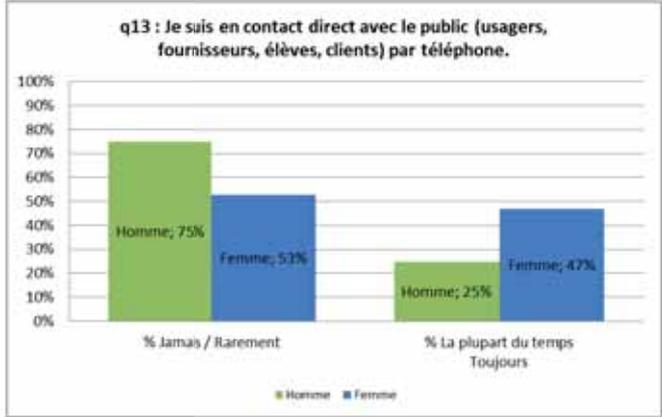
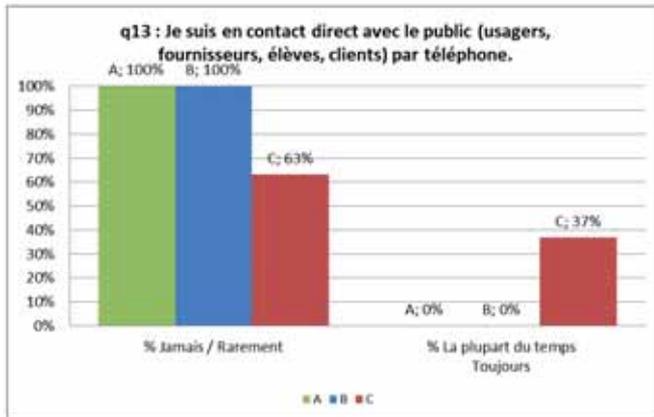
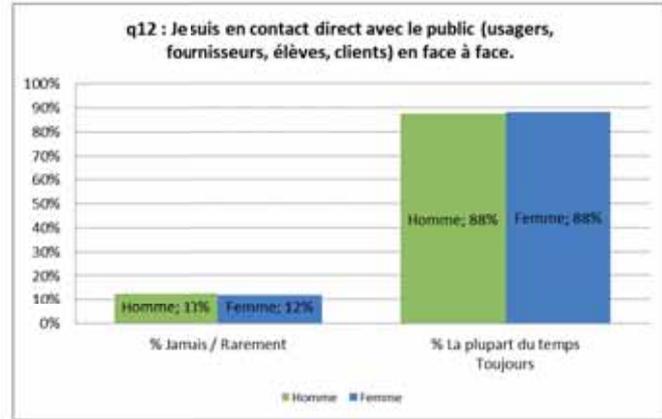
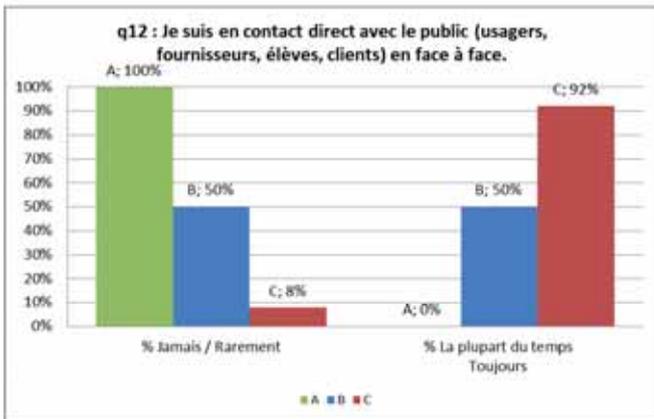
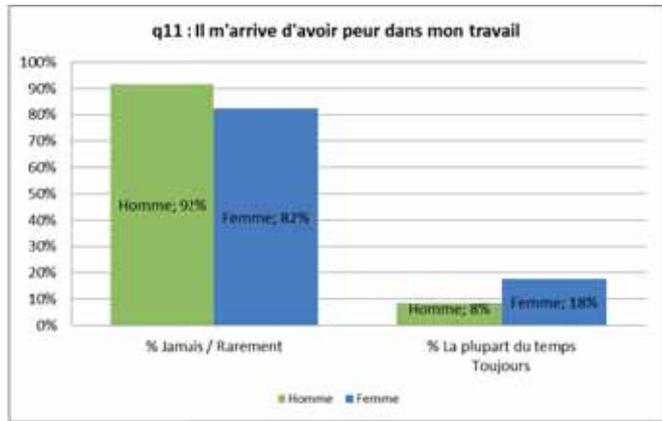
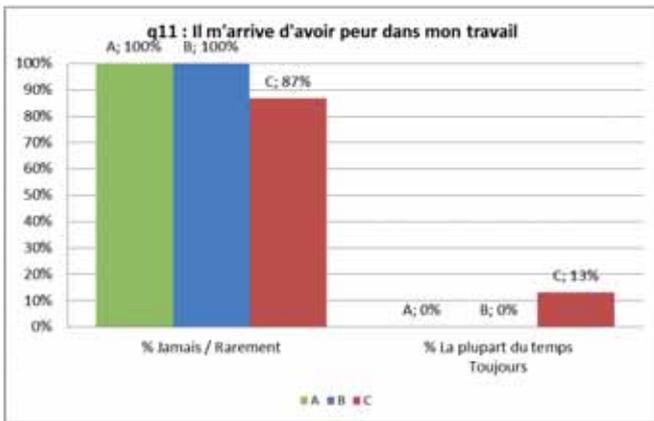
q13 : Je suis en contact direct avec le public (usagers, fournisseurs, élèves, clients) par téléphone.



q14 : Je vis des tensions avec un public (usagers, fournisseurs, élèves, clients).

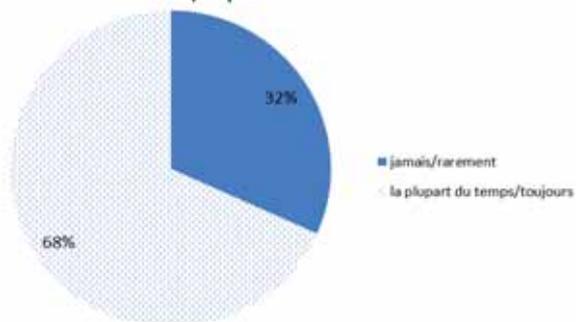




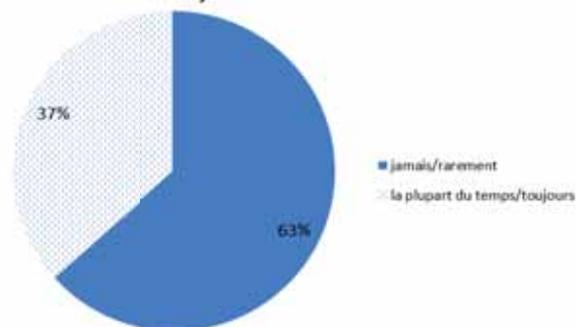


## AUTONOMIE, MARGE DE MANŒUVRE

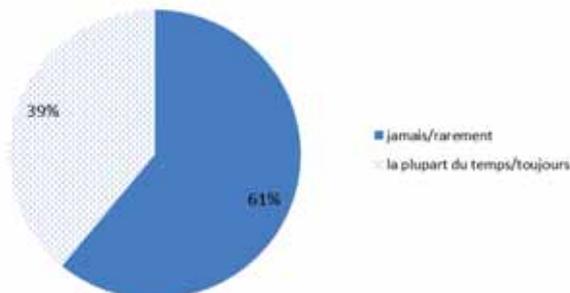
q15 : Dans ma tâche, j'ai la liberté de décider comment faire mon travail, de prendre des initiatives.



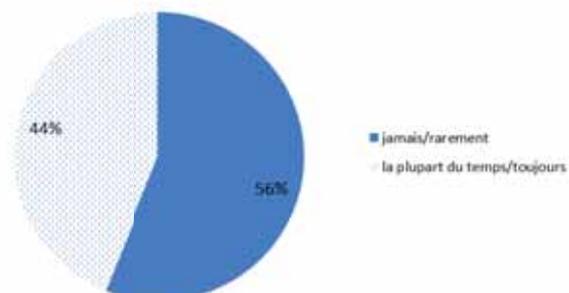
q16 : Je peux interrompre momentanément ma tâche quand je le souhaite.



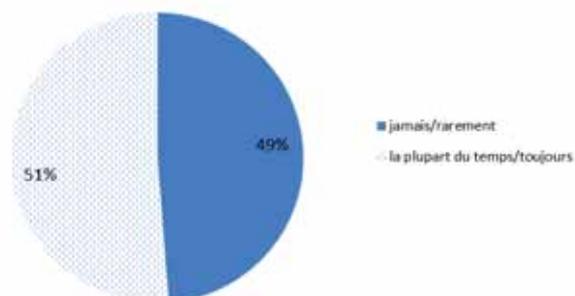
q17 : J'ai l'occasion de développer mes compétences professionnelles



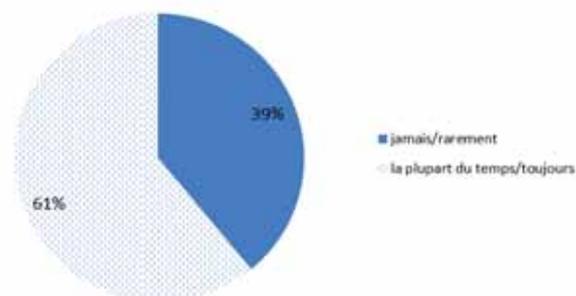
q18 : Mon travail me permet d'apprendre des choses nouvelles

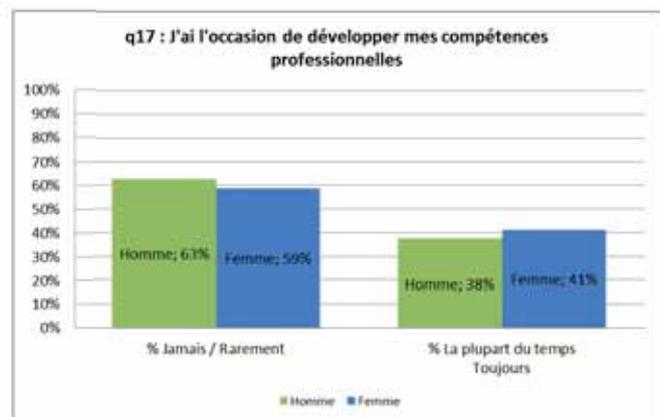
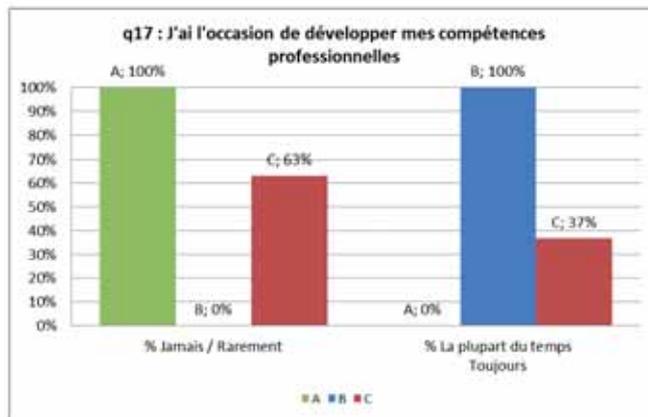
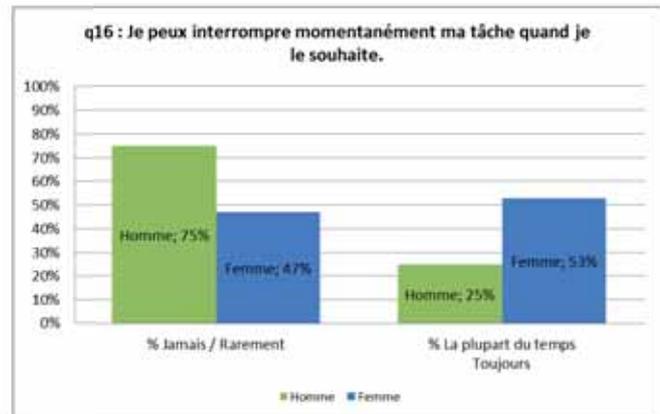
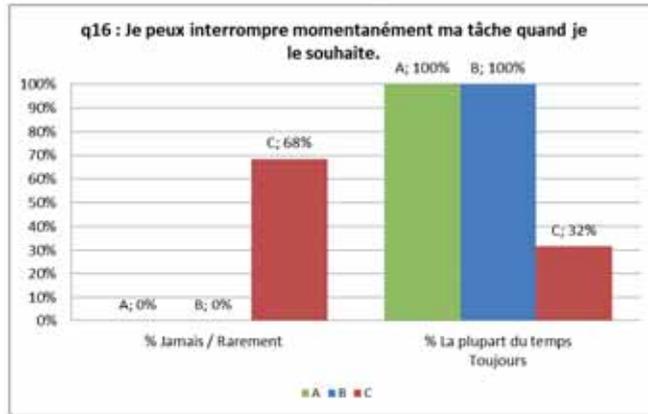
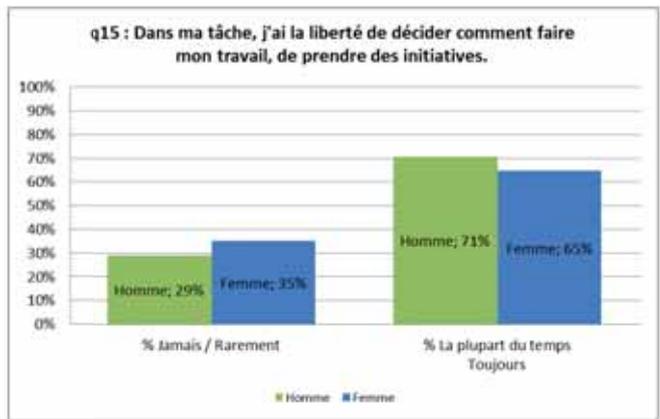
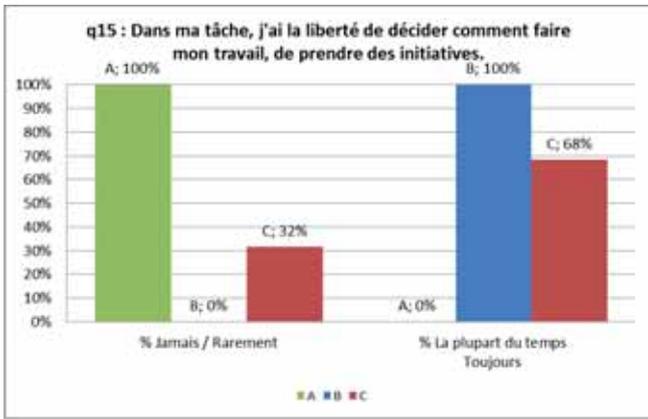


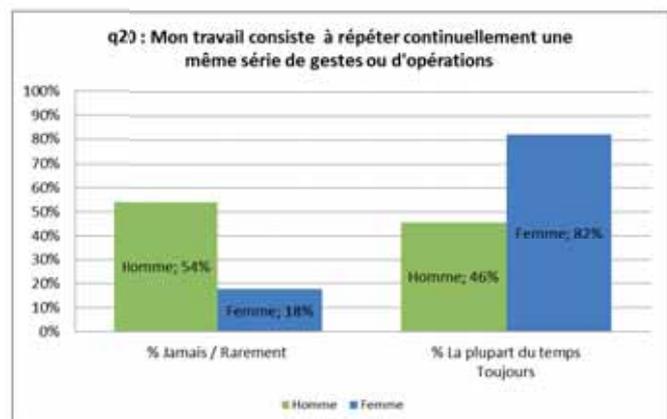
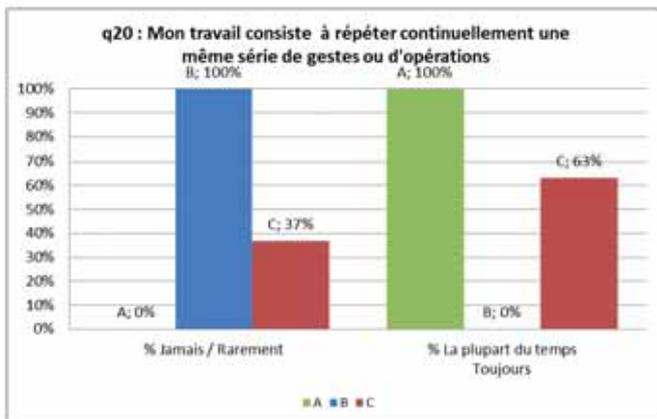
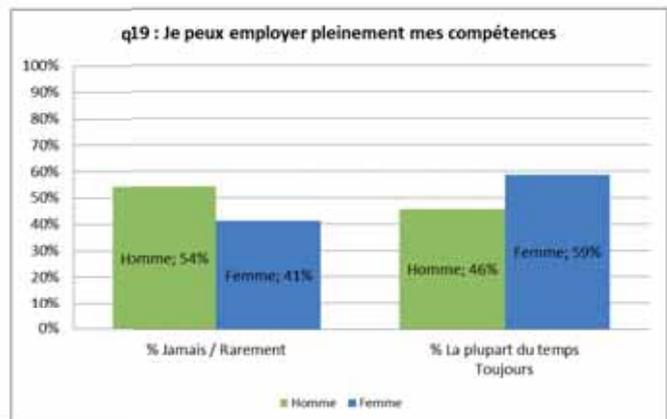
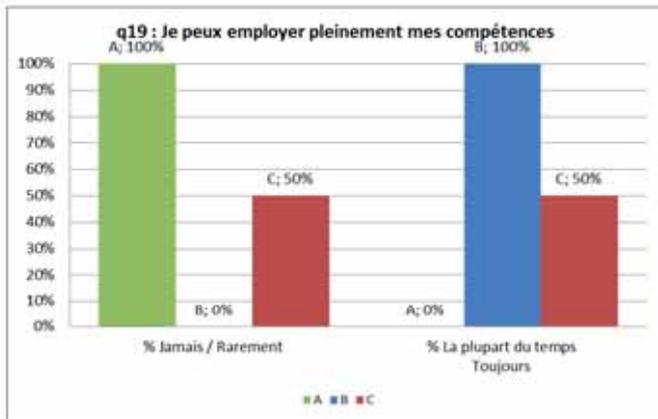
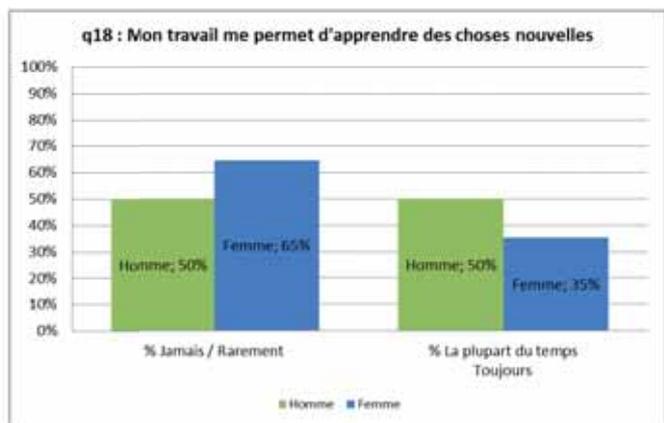
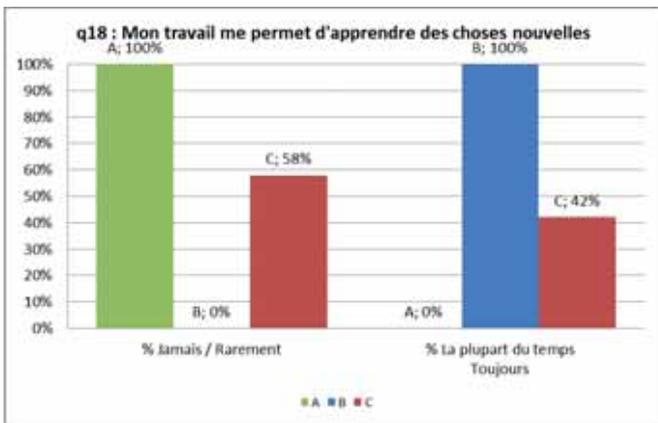
q19 : Je peux employer pleinement mes compétences



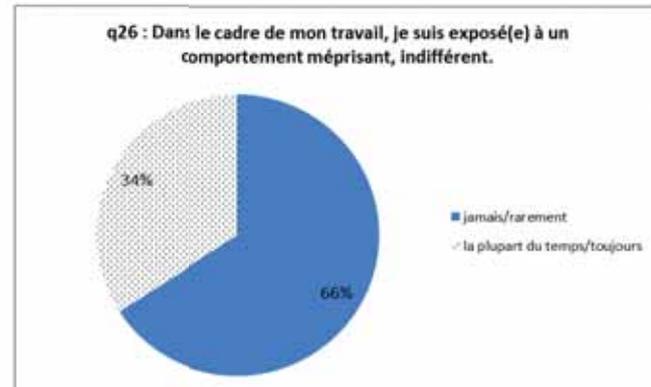
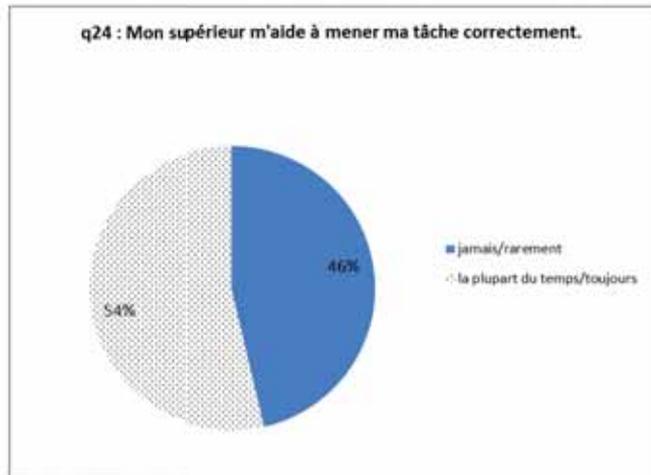
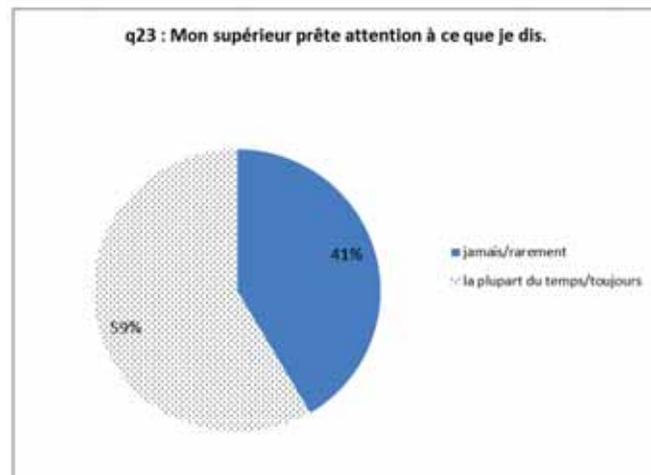
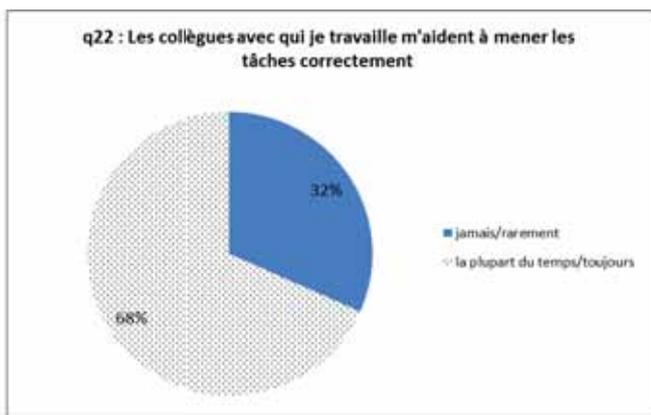
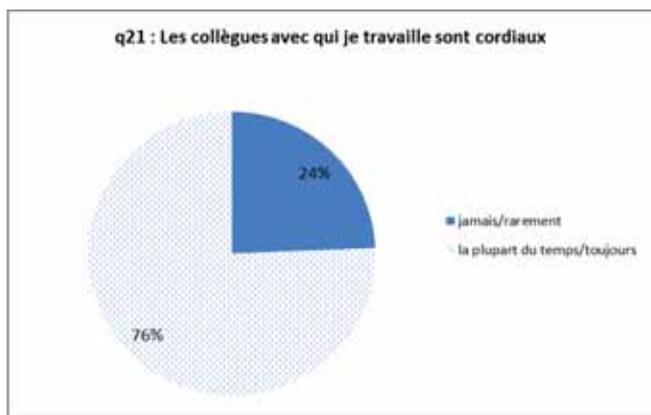
q20 : Mon travail consiste à répéter continuellement une même série de gestes ou d'opérations

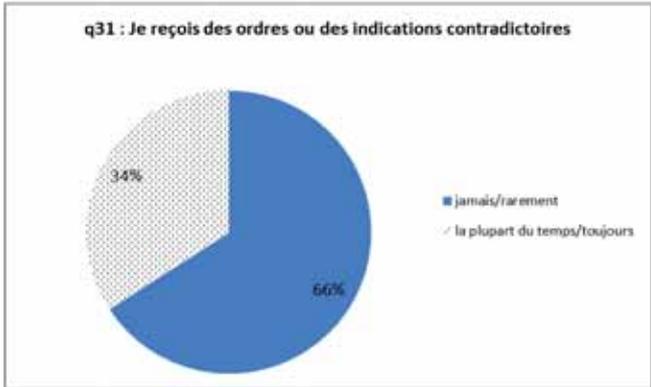
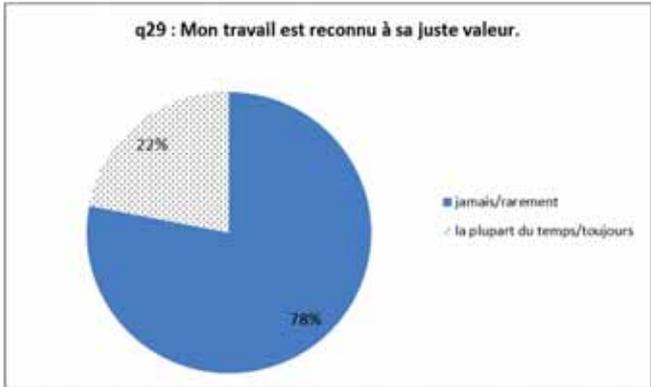
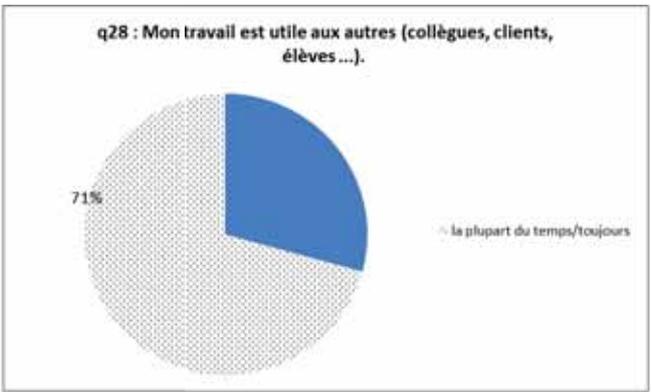


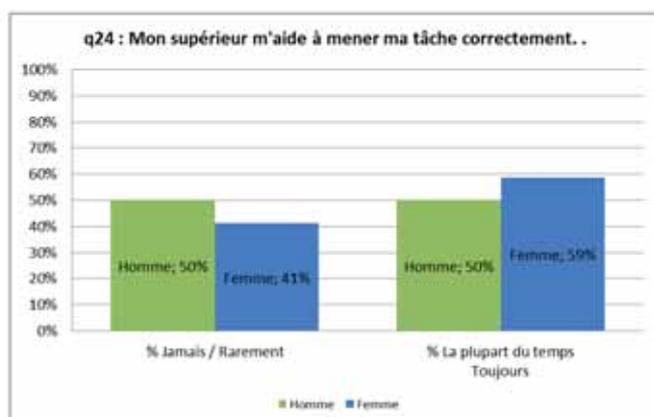
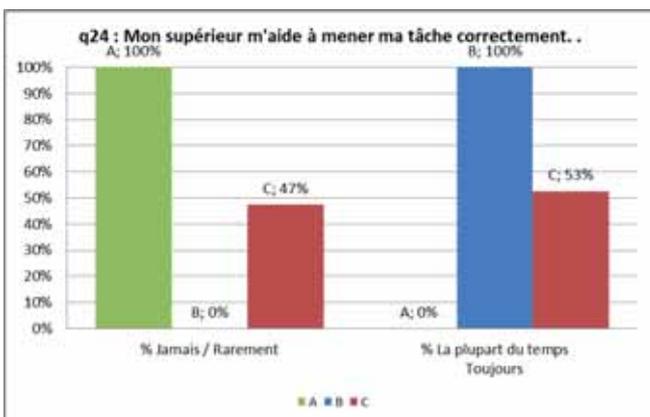
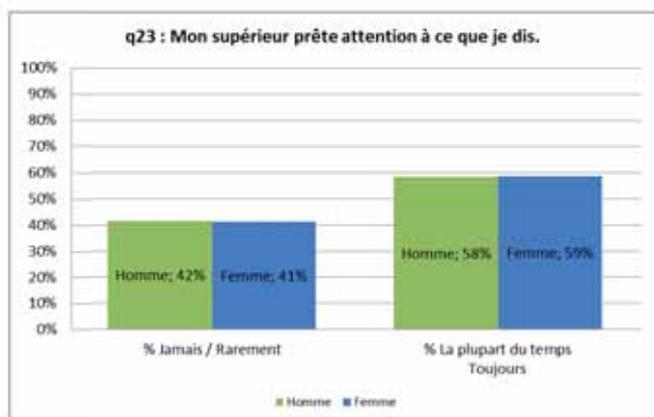
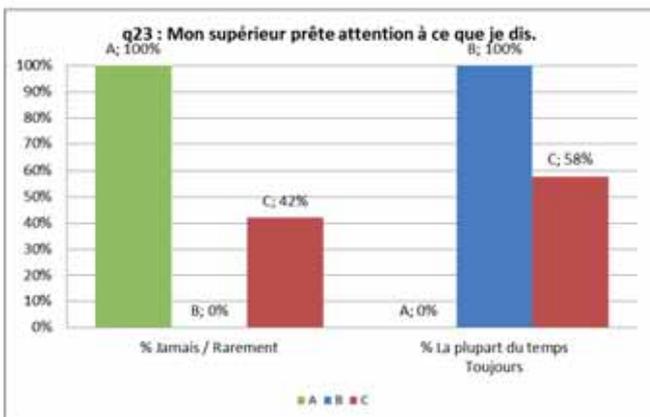
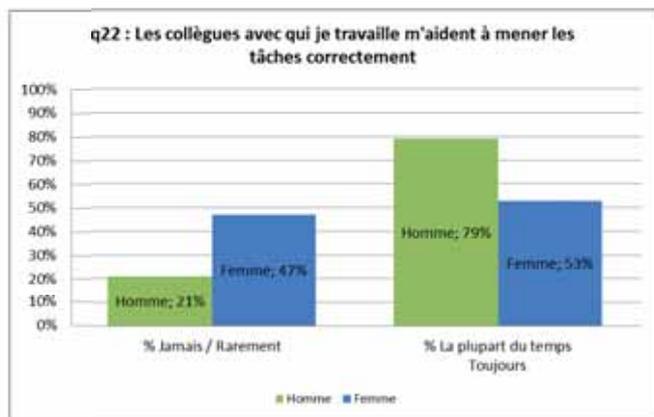
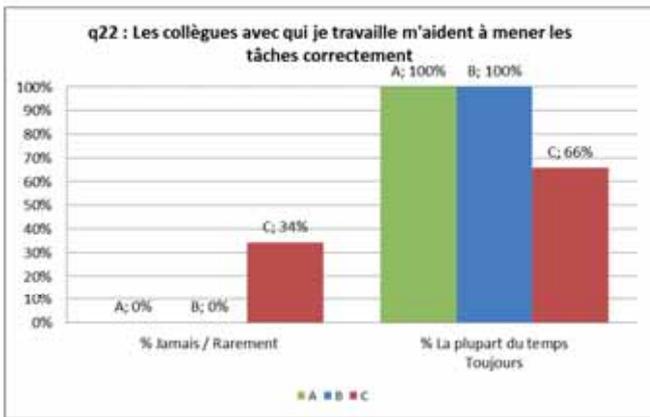
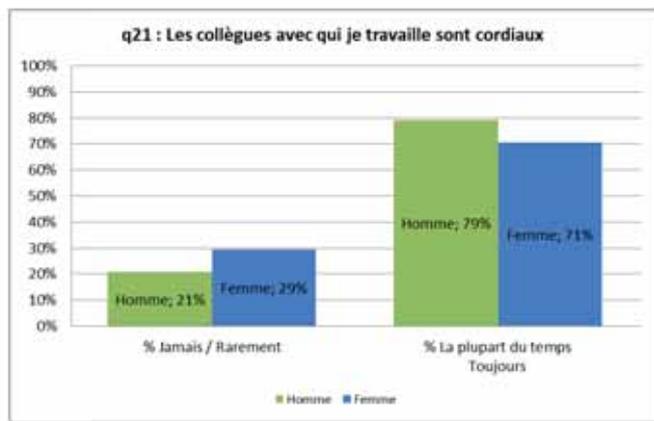
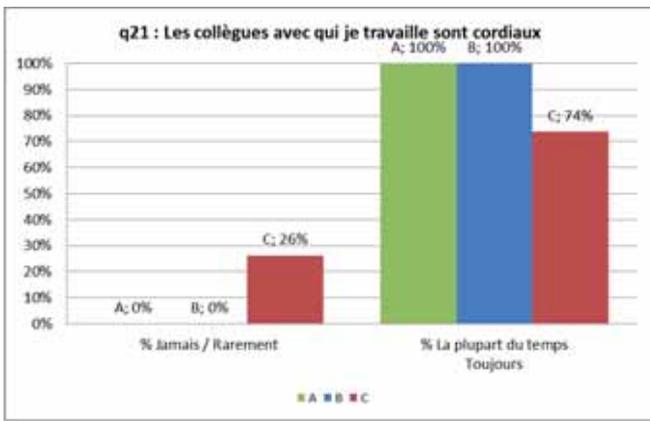


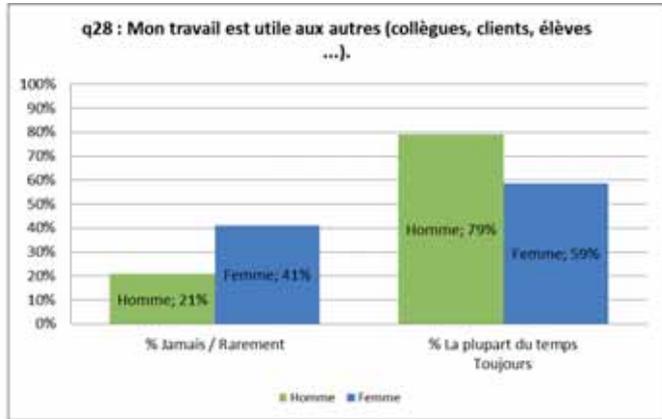
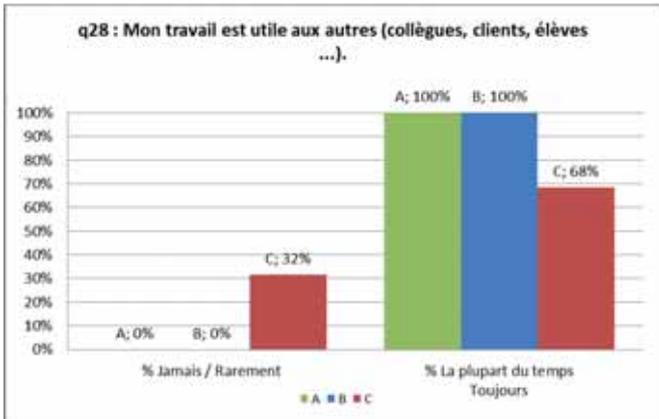
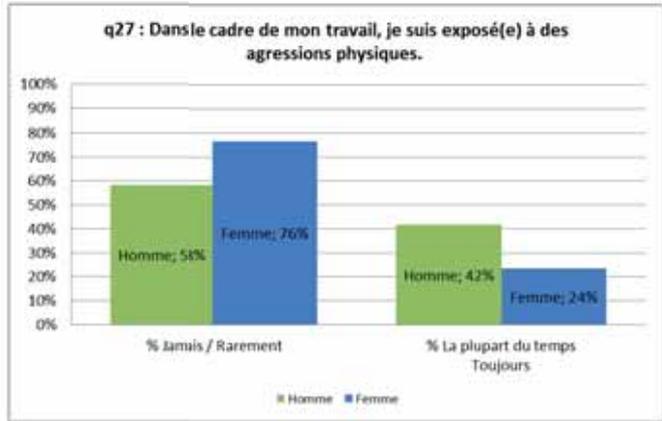
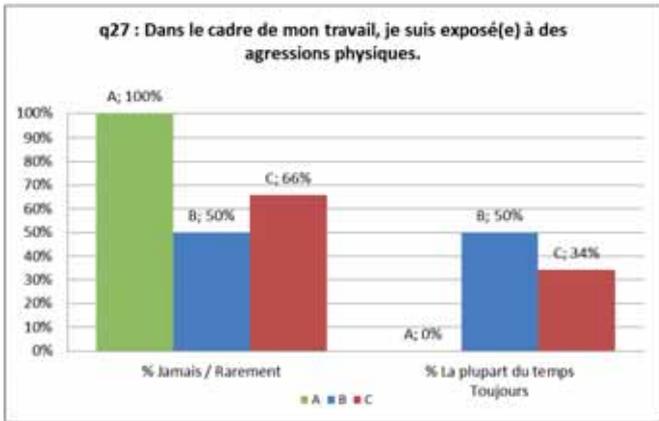
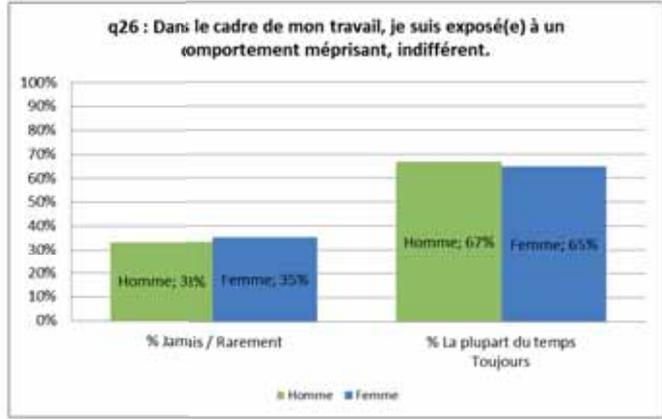
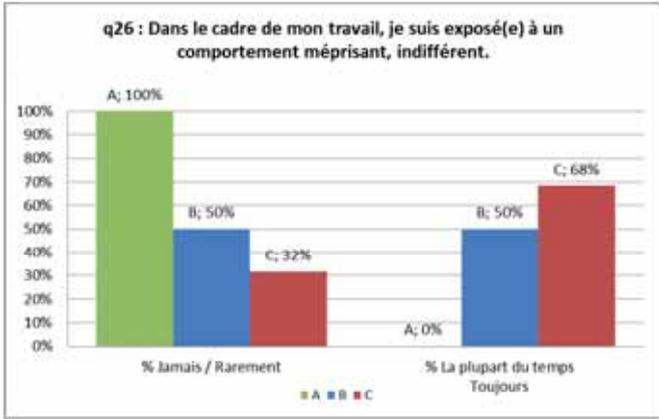
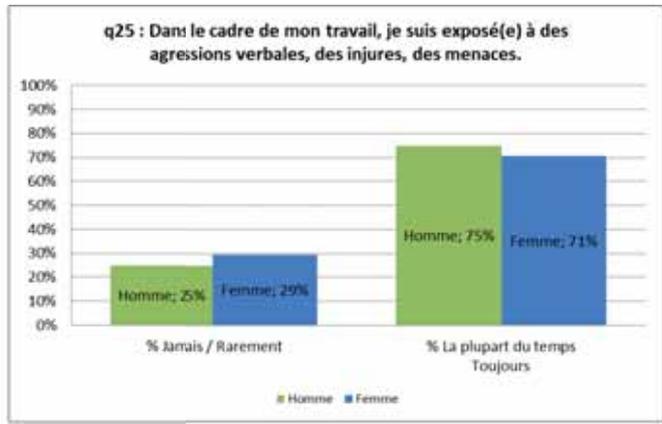
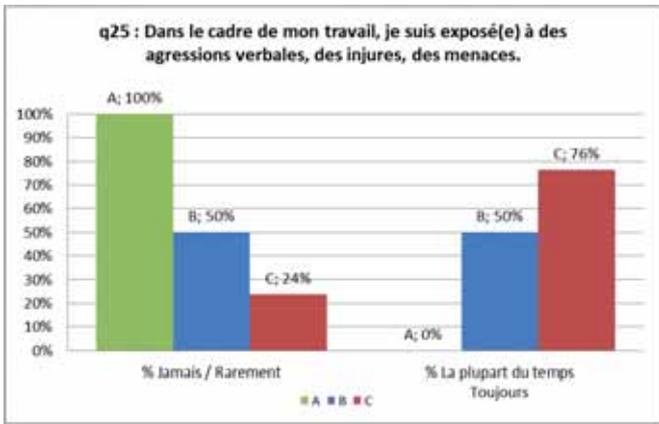


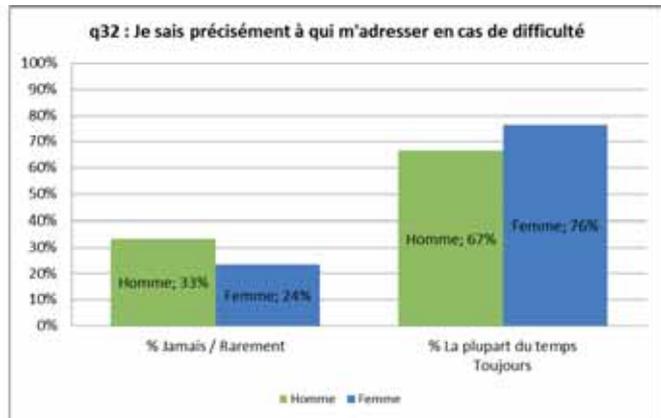
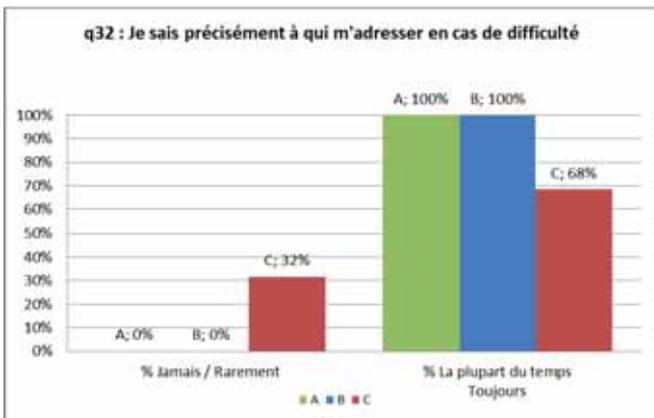
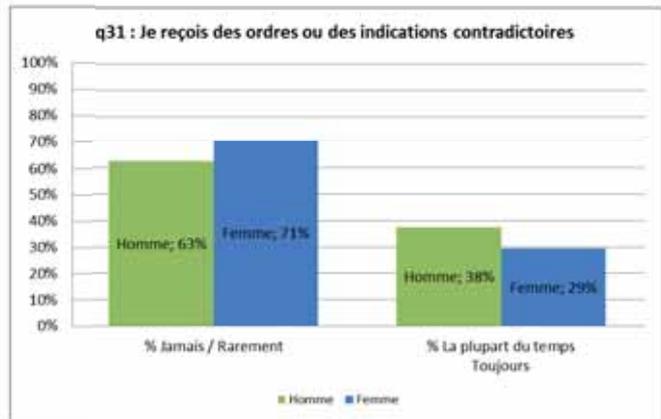
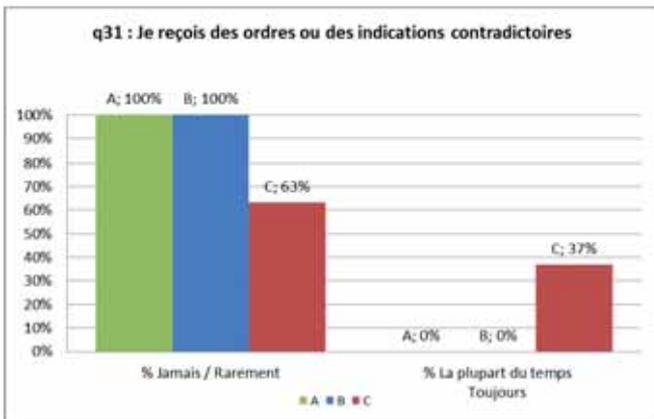
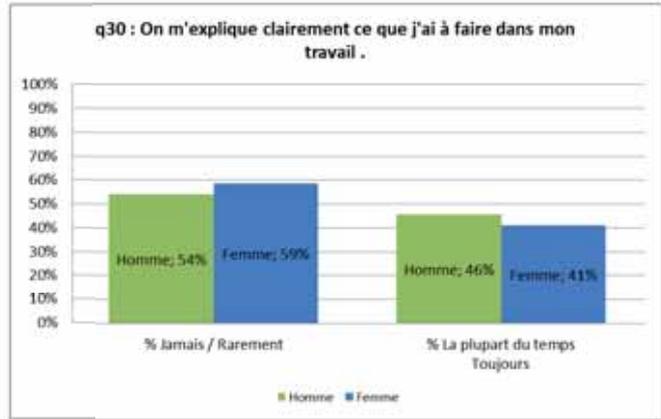
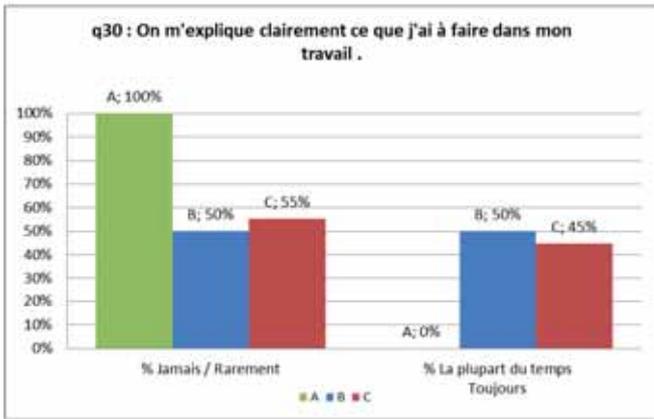
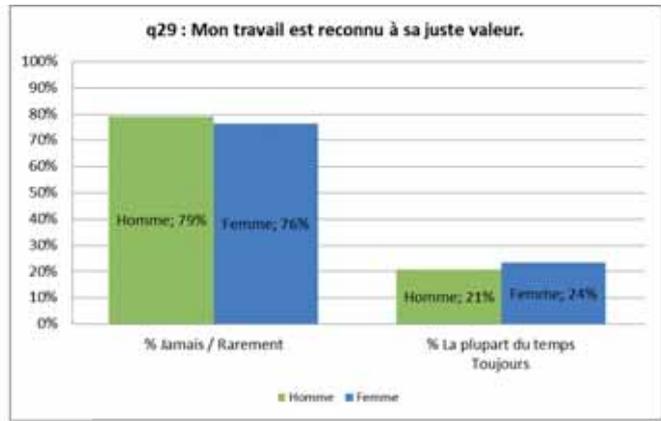
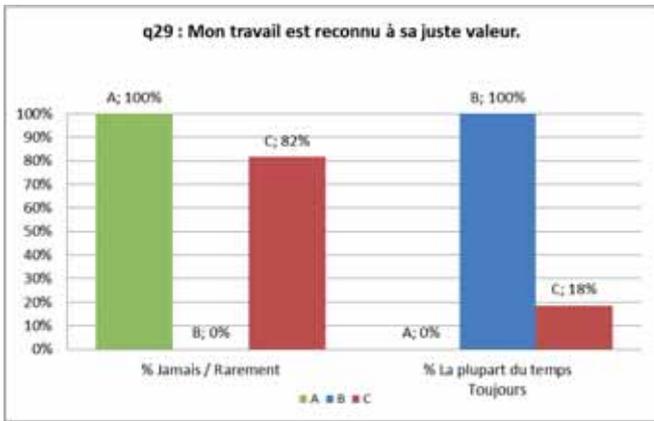
## RAPPORTS SOCIAUX, RELATIONS DE TRAVAIL



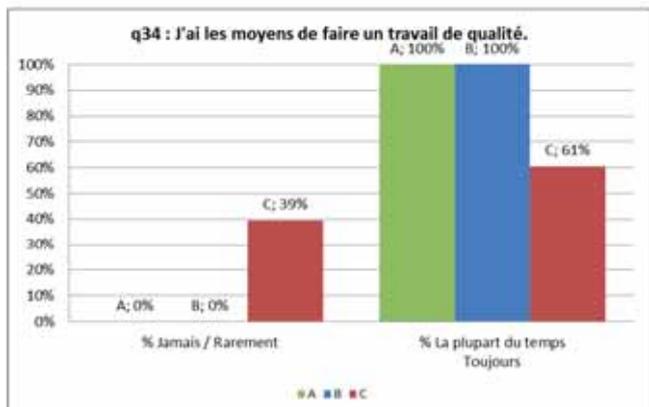
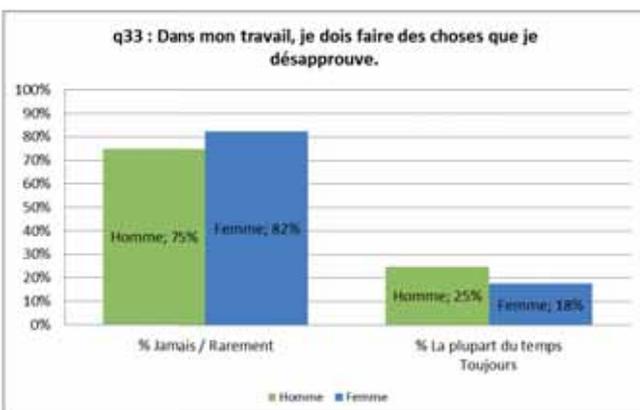
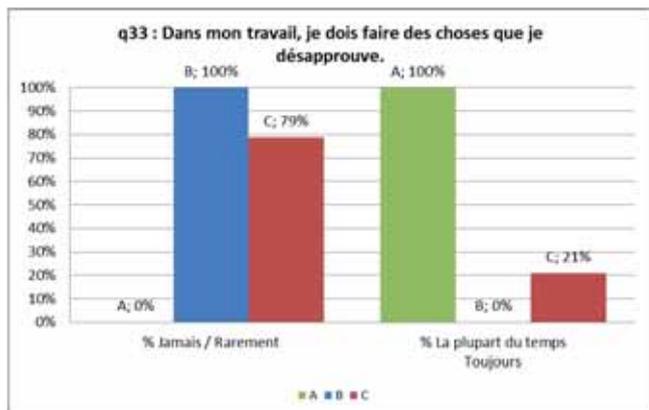




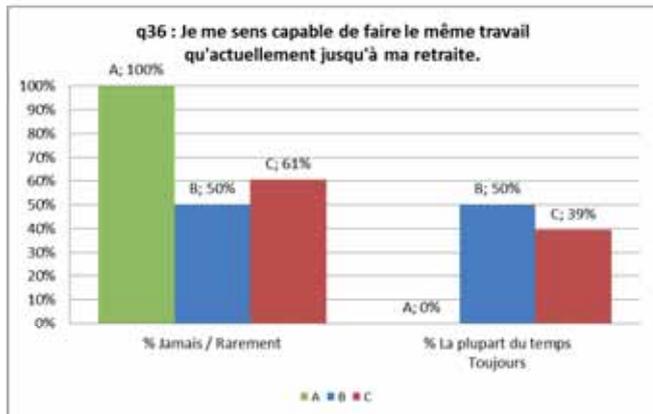
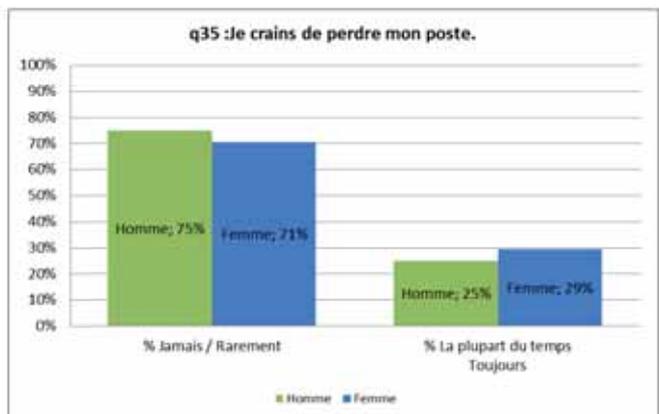
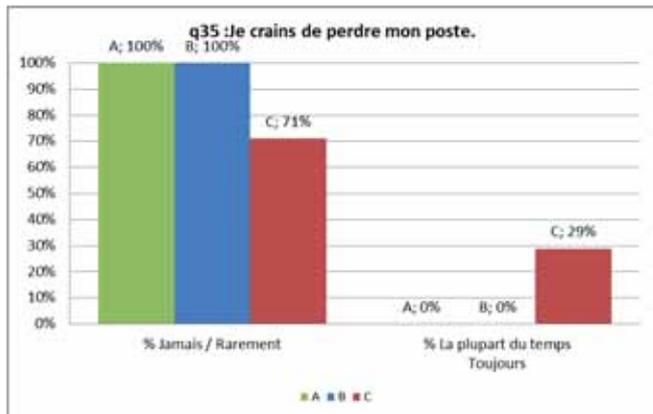
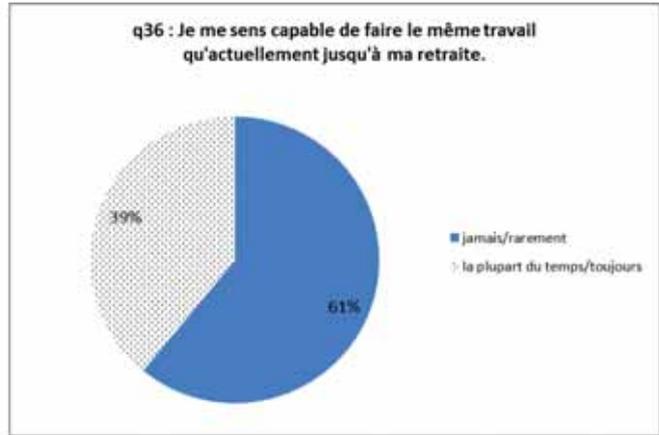
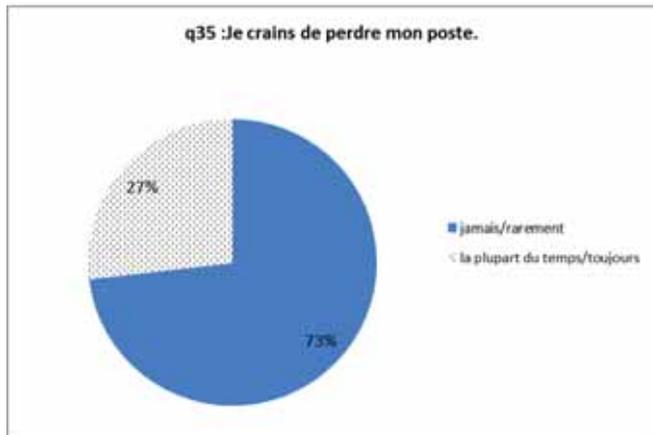




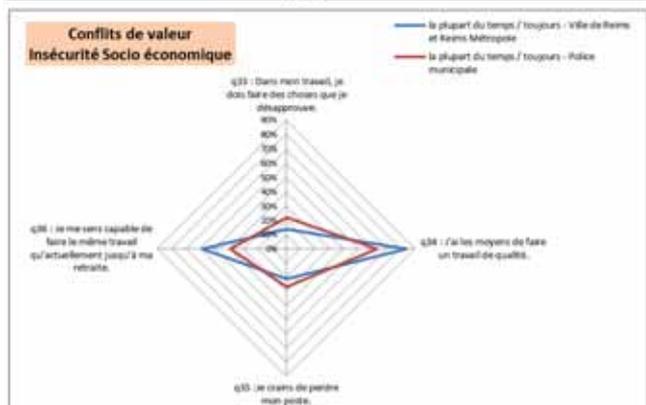
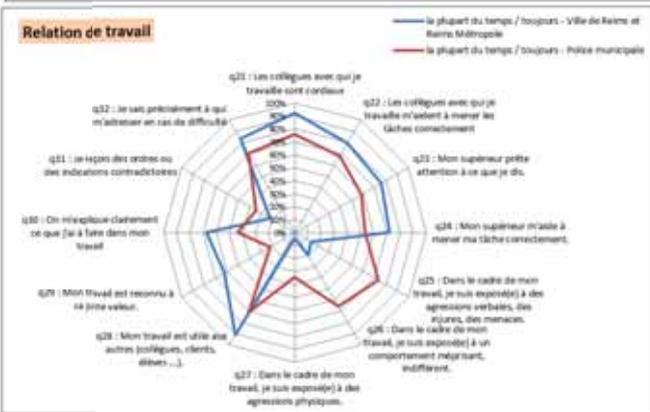
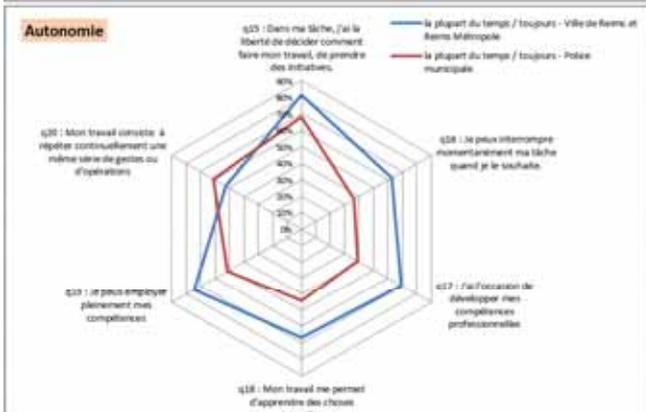
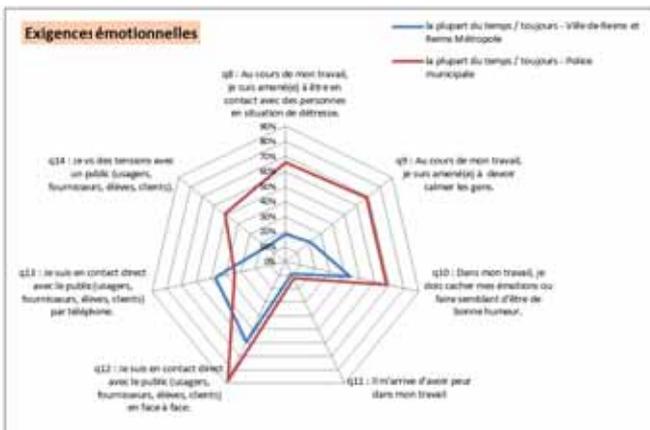
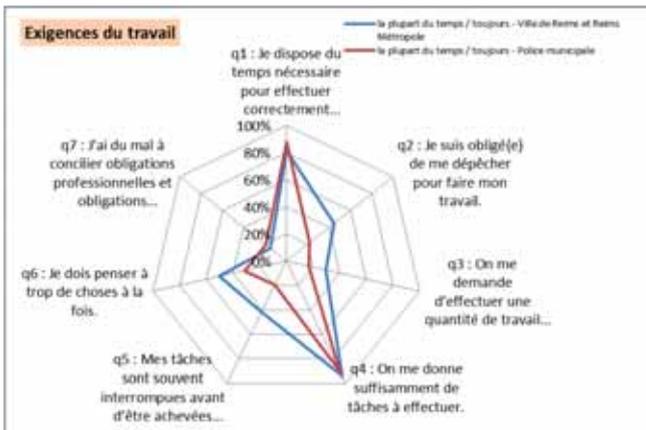
## CONFLITS DE VALEURS



# INSECURITE SOCIO-ECONOMIQUE

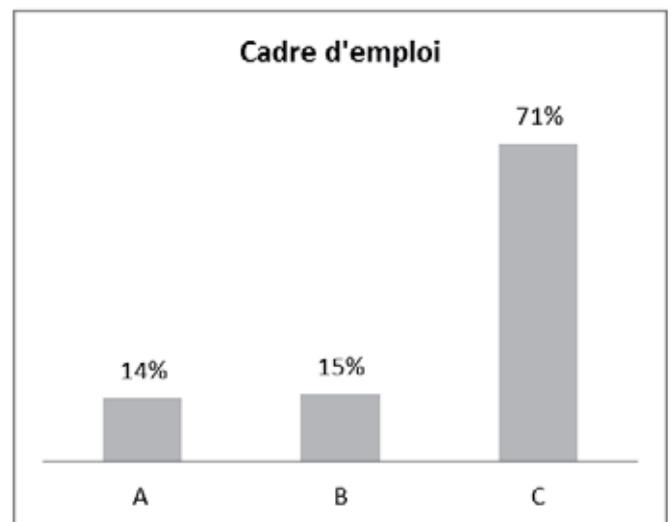
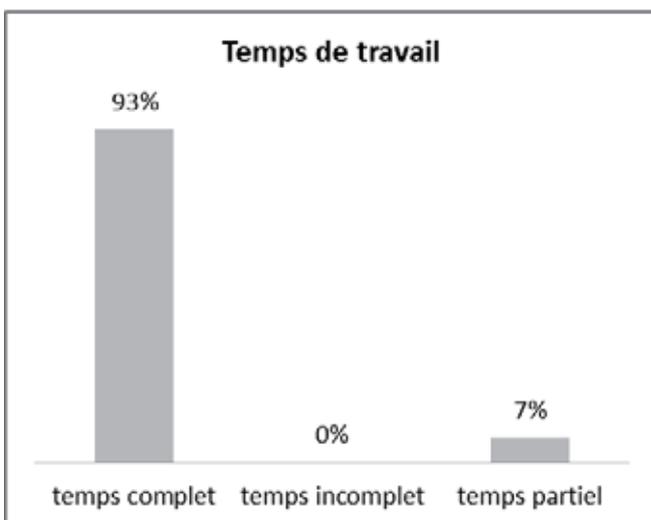
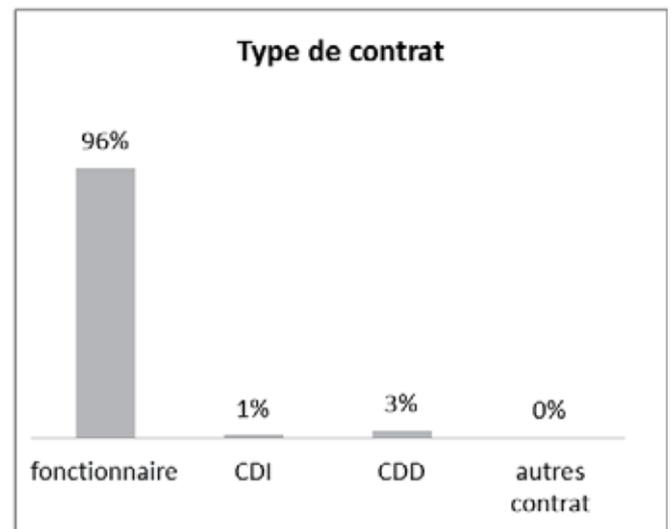
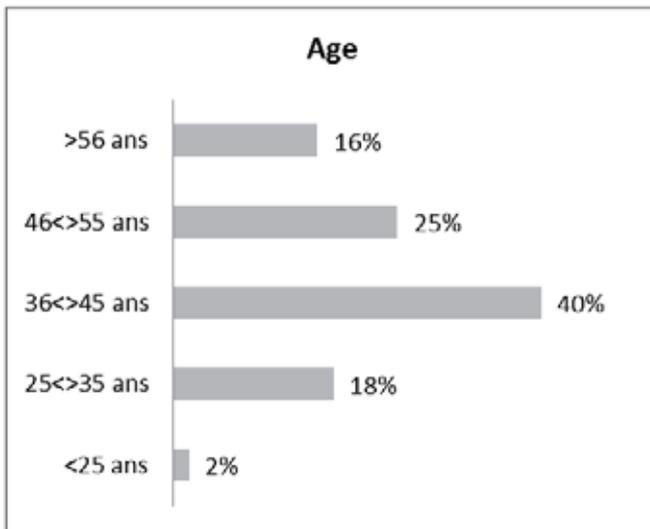
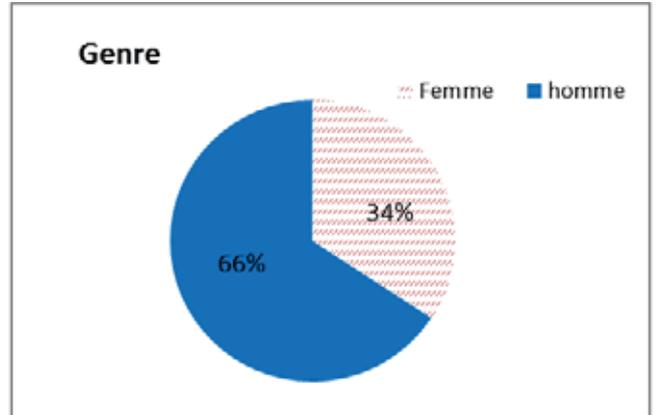
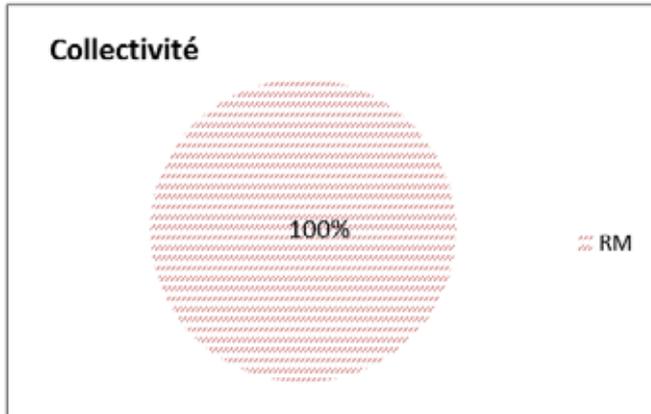


# COMPARAISON RESULTATS DE LA DIRECTION DE LA POLICE MUNICIPALE ET LES RESULTATS DES 2 COLLECTIVITES

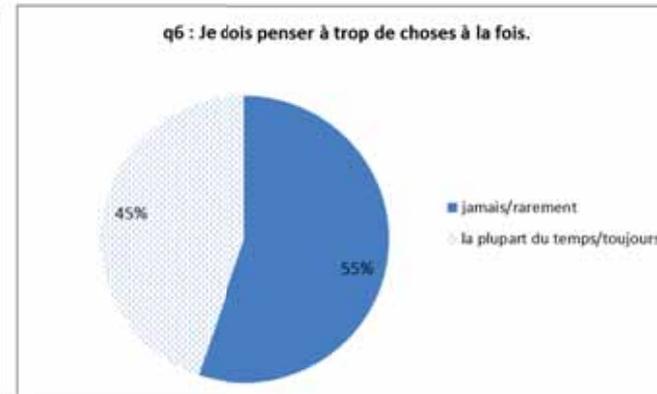
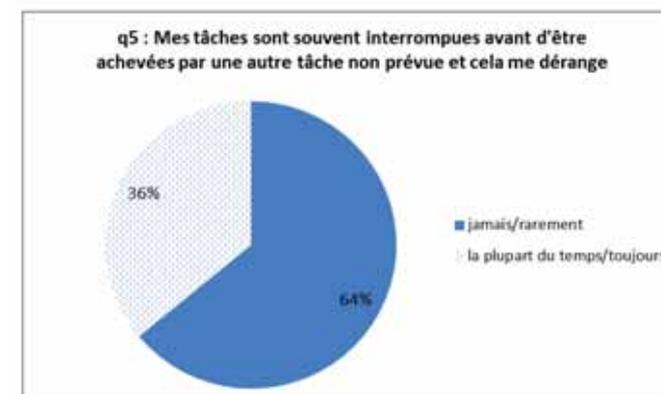
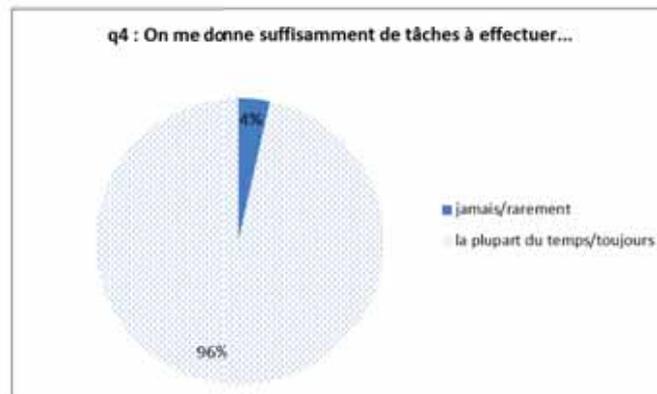
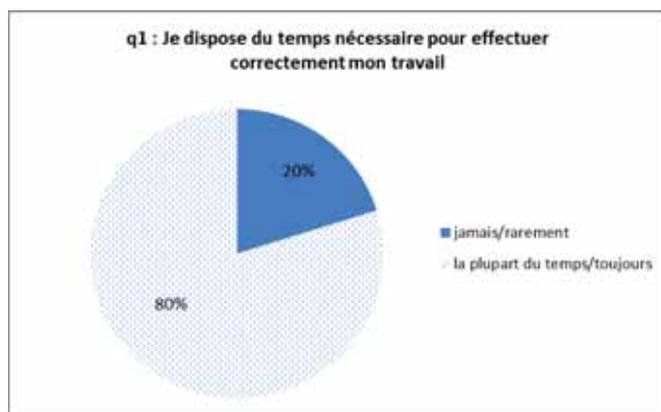


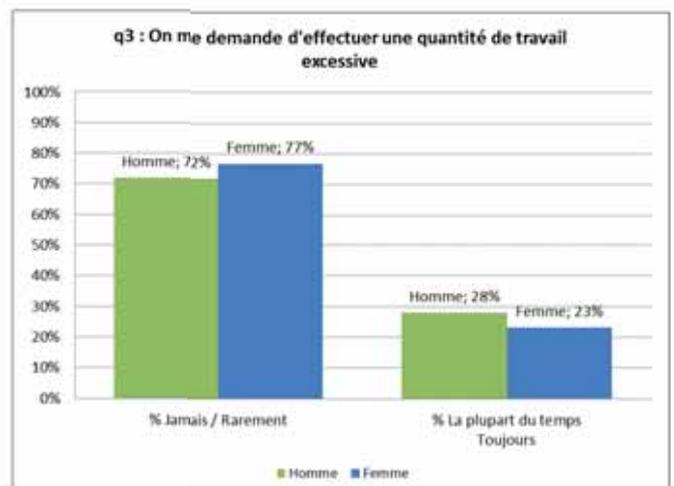
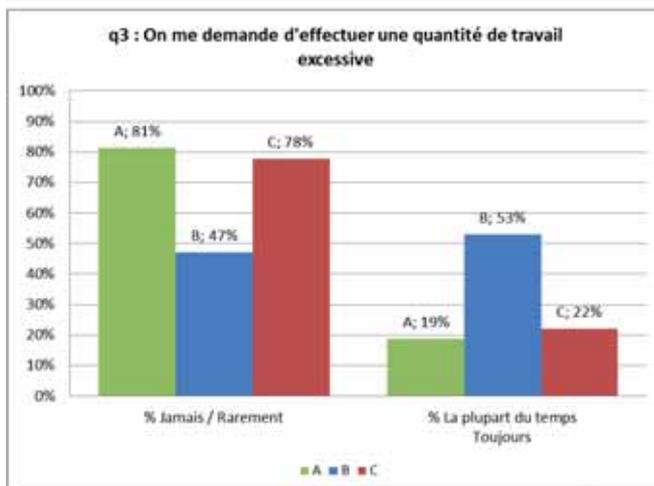
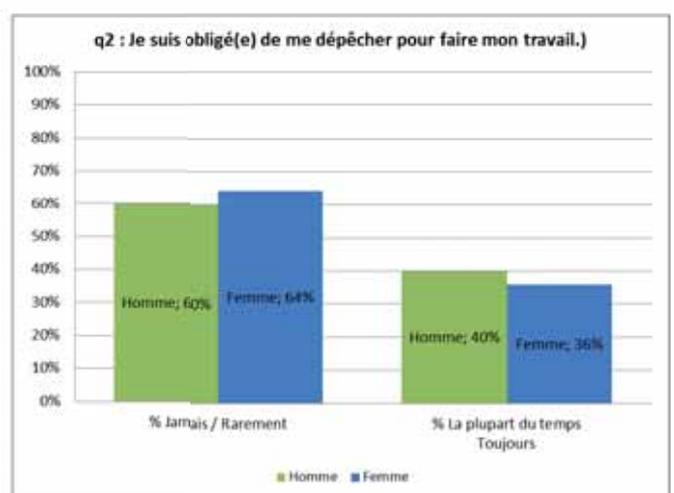
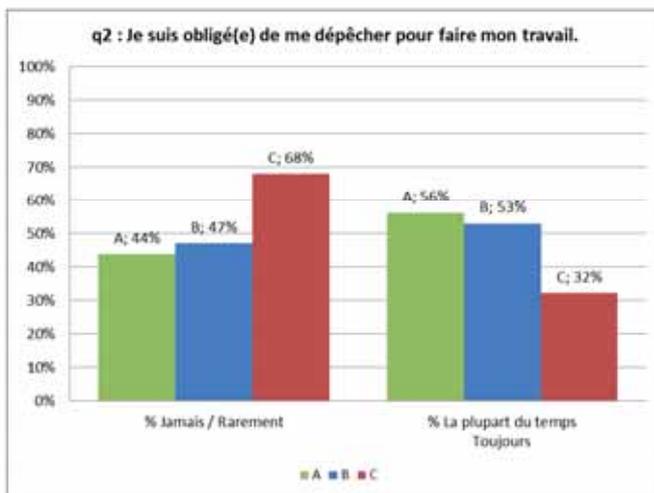
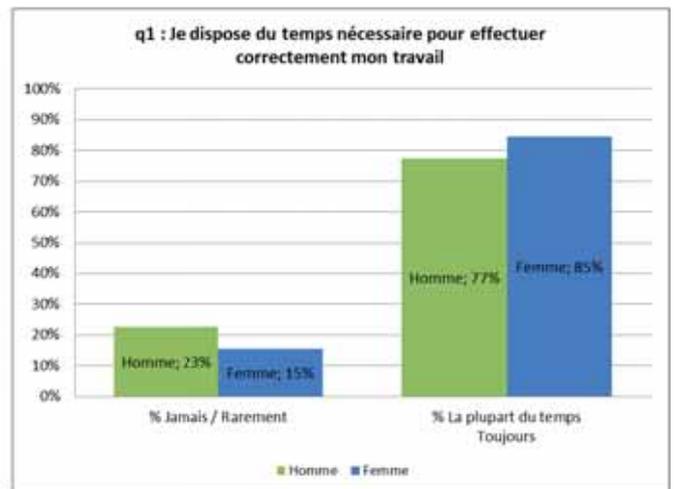
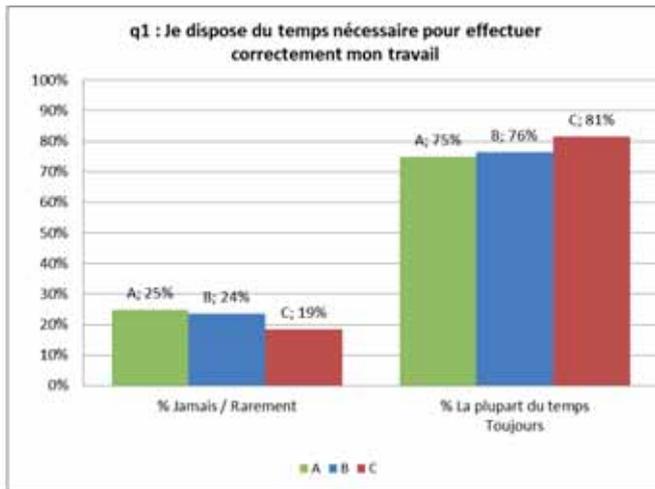
# RESULTATS QUESTIONNAIRE RPS 2014

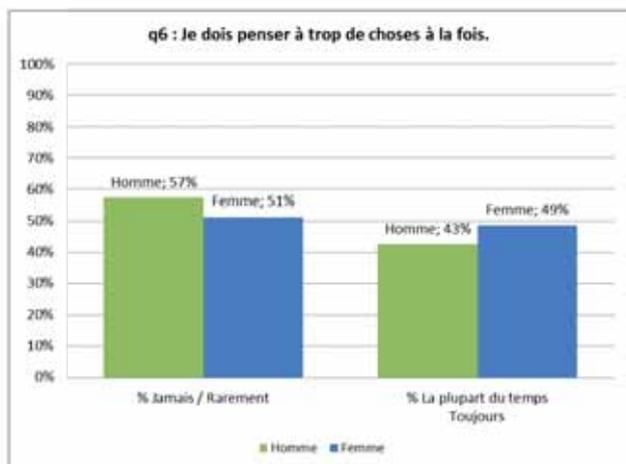
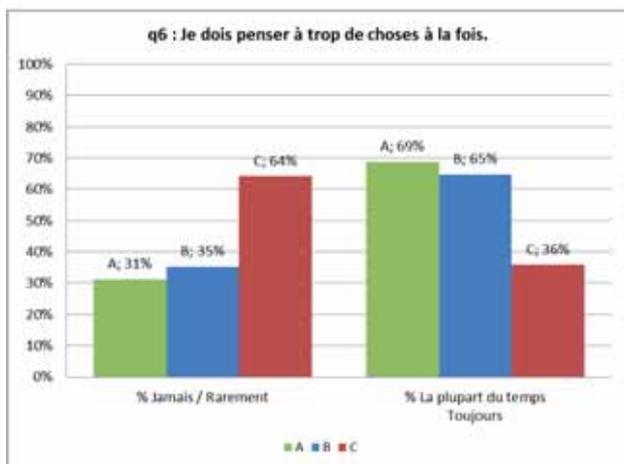
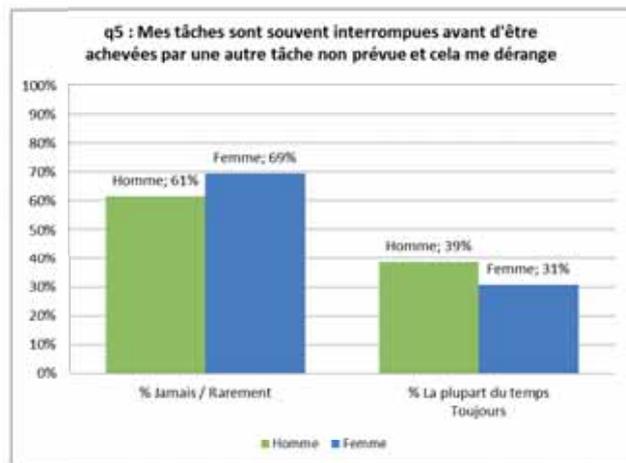
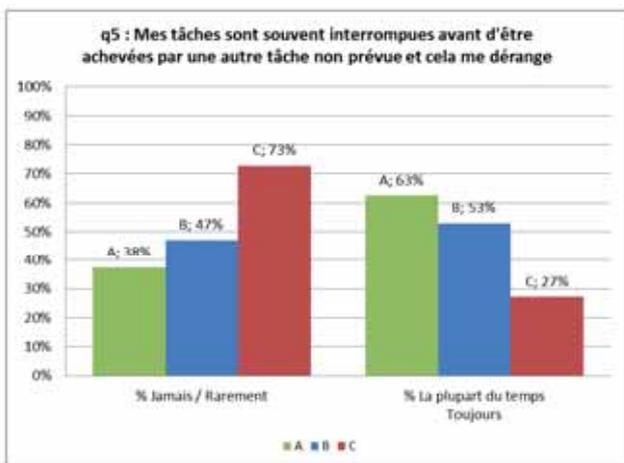
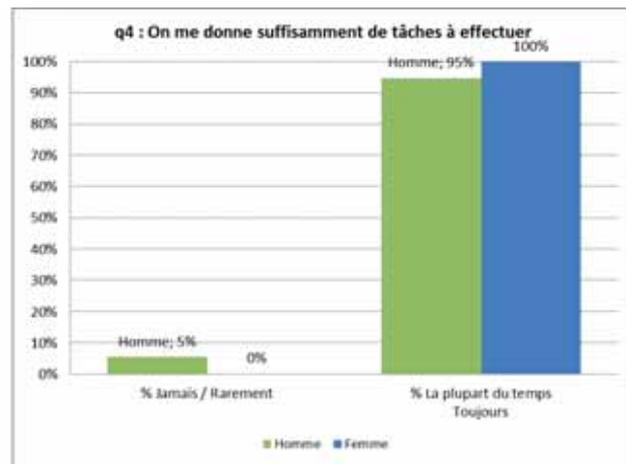
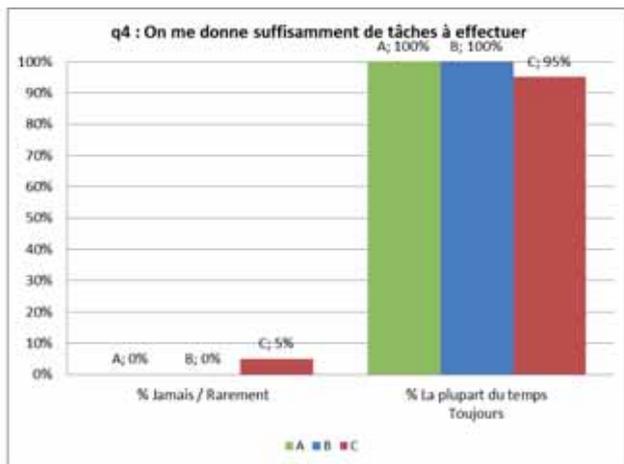
## Direction de l'Eau et Assainissement

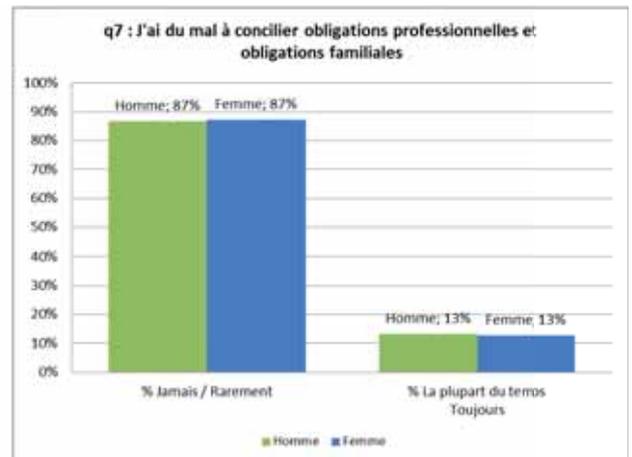
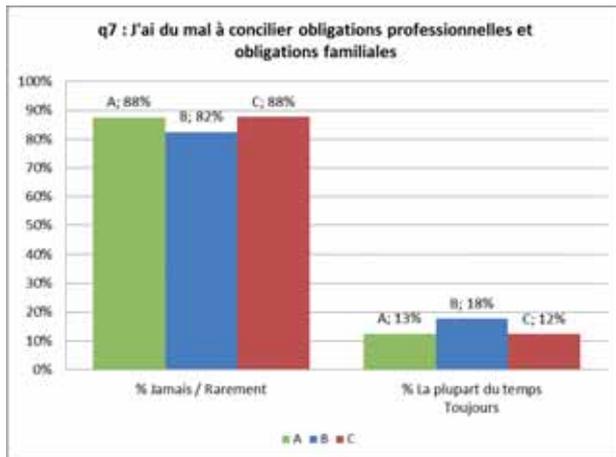


## EXIGENCES DU TRAVAIL

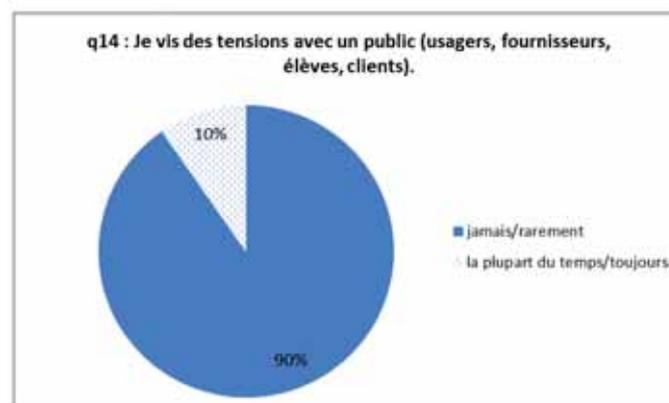
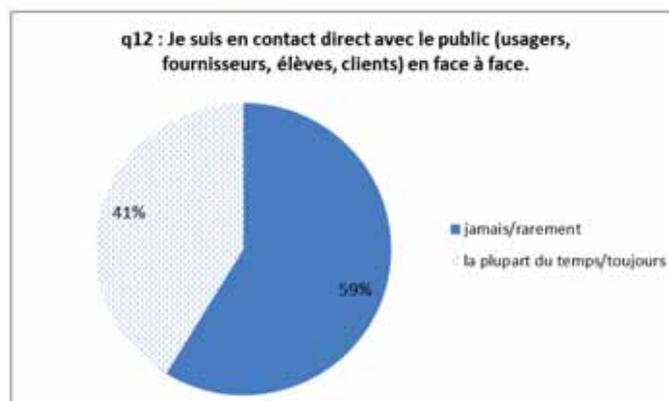
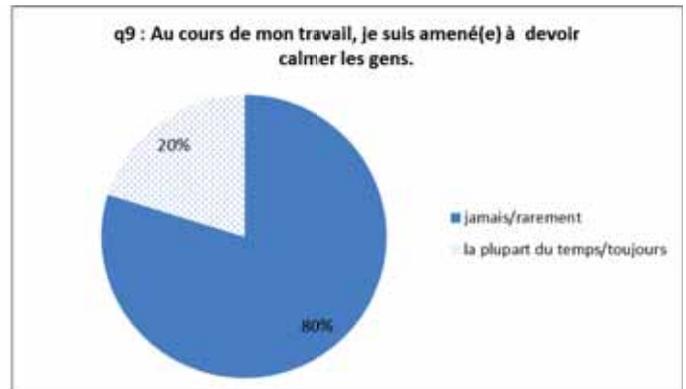


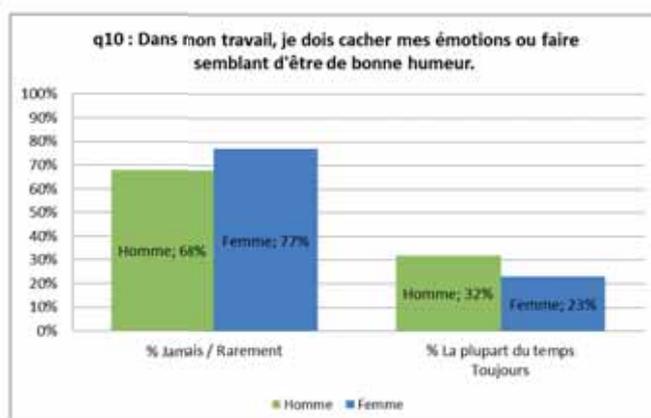
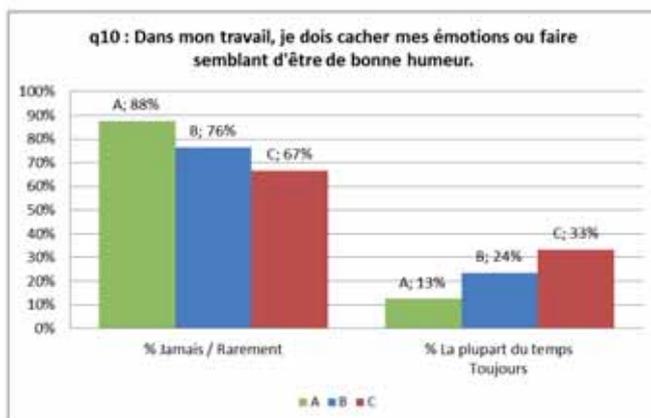
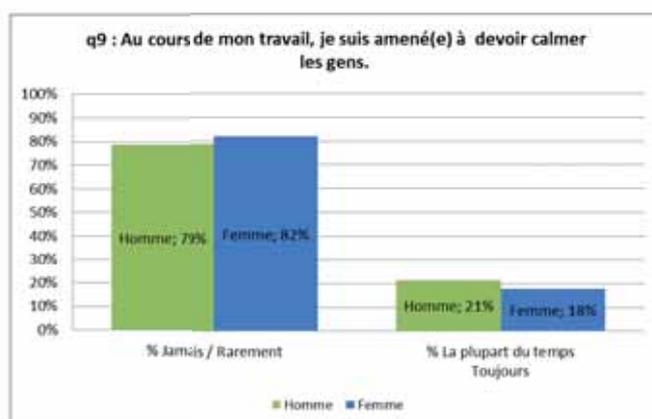
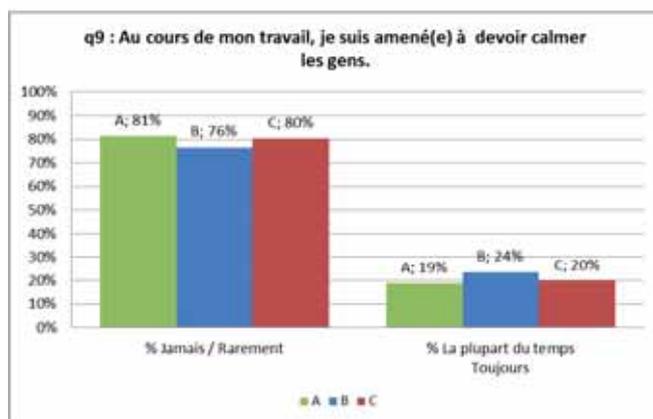
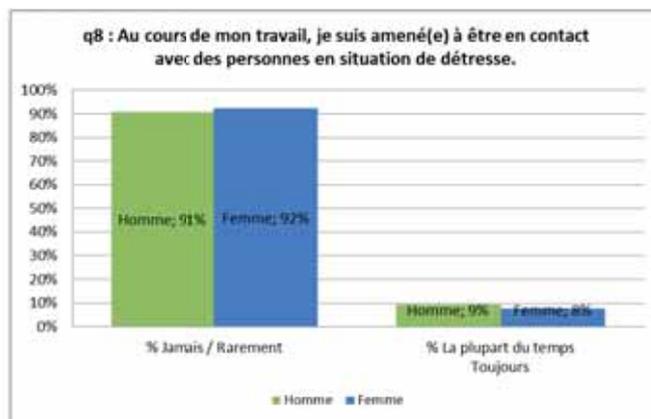
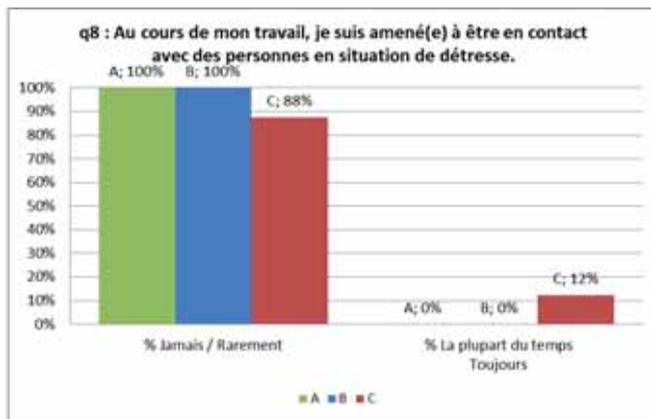


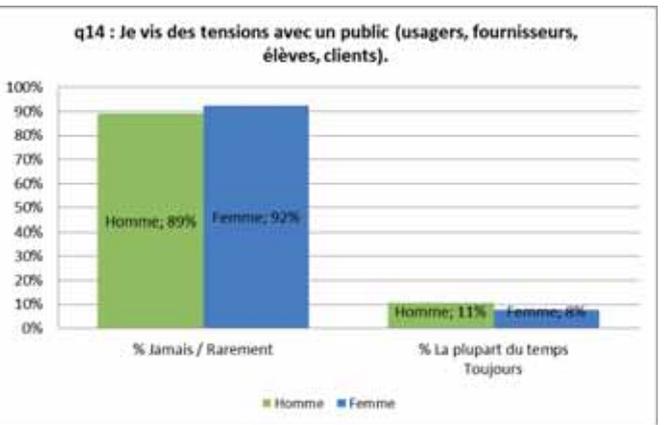
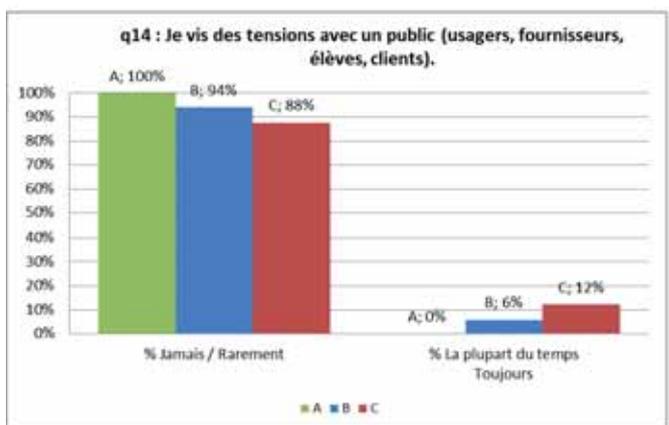
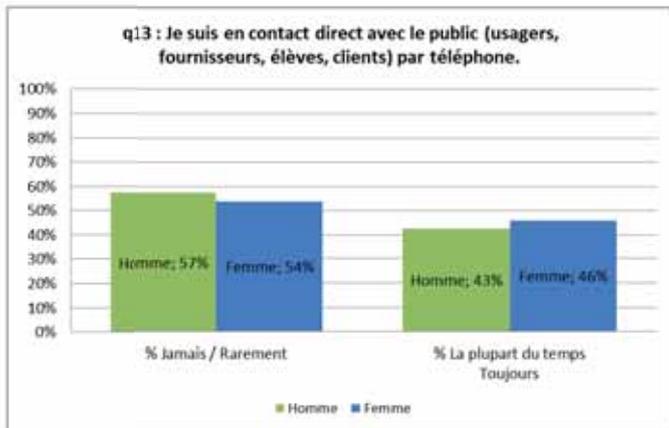
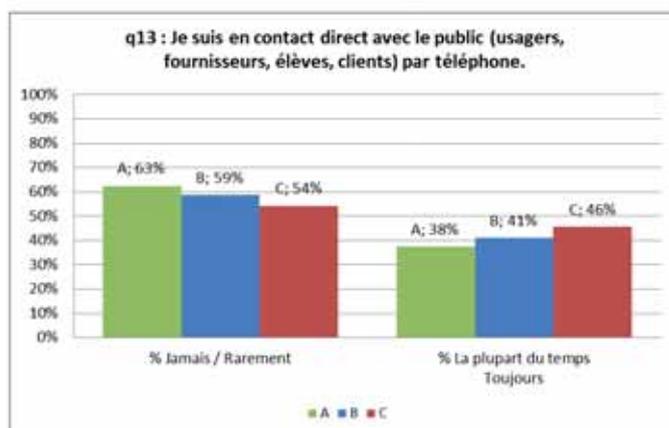
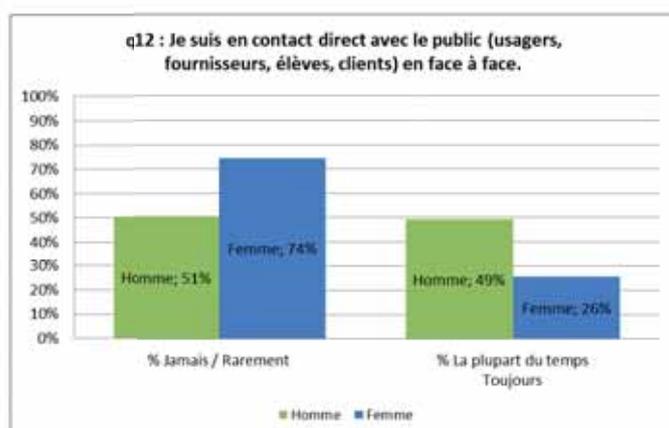
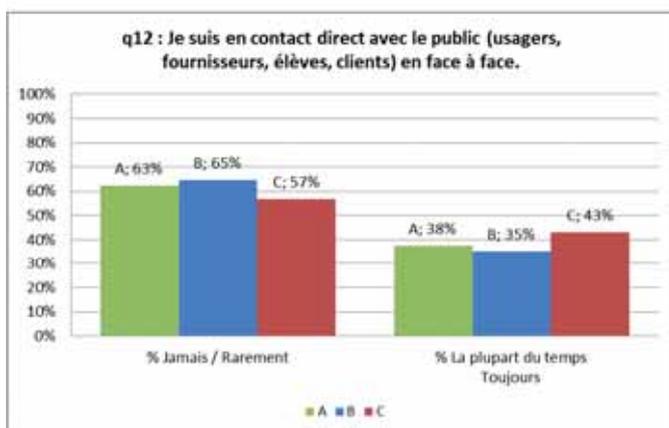
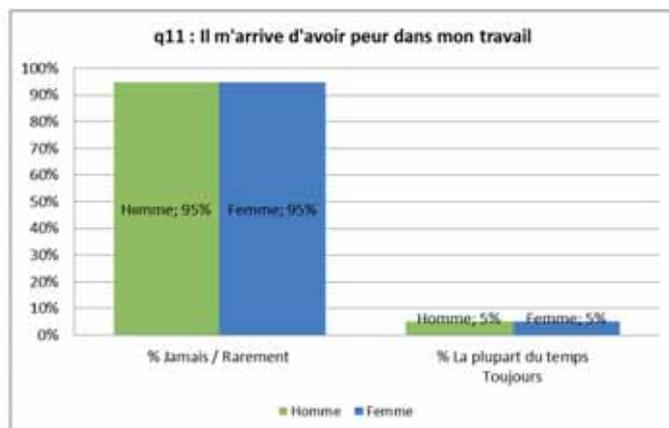




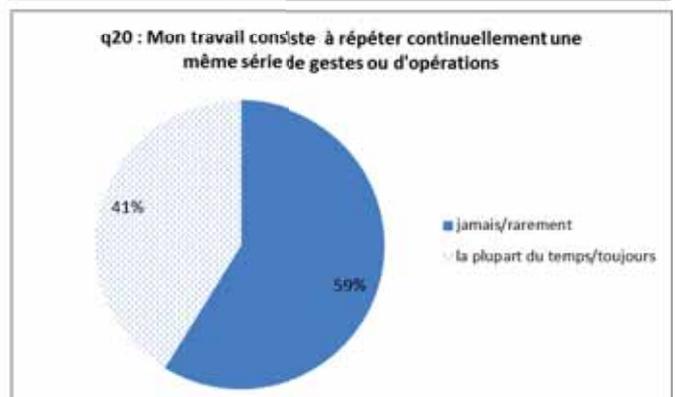
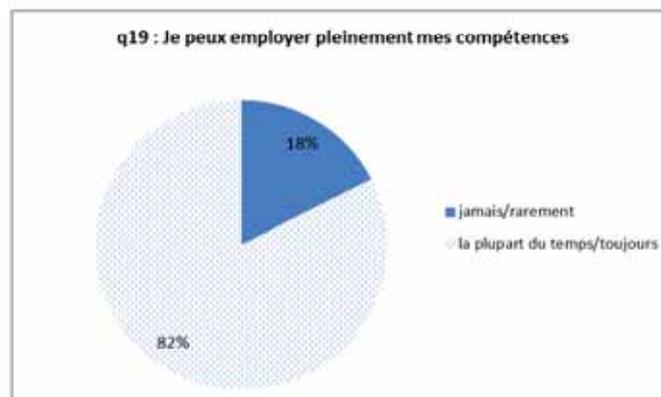
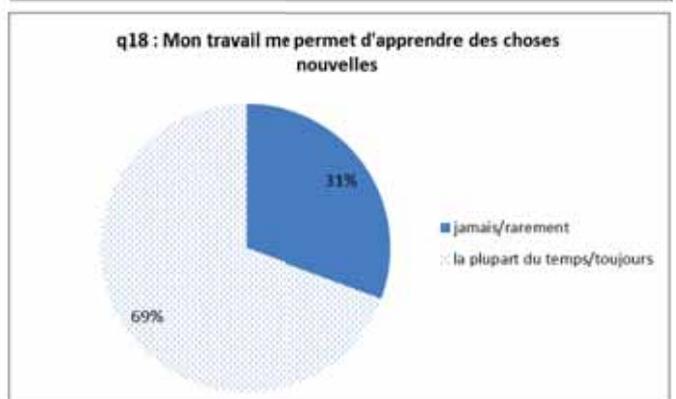
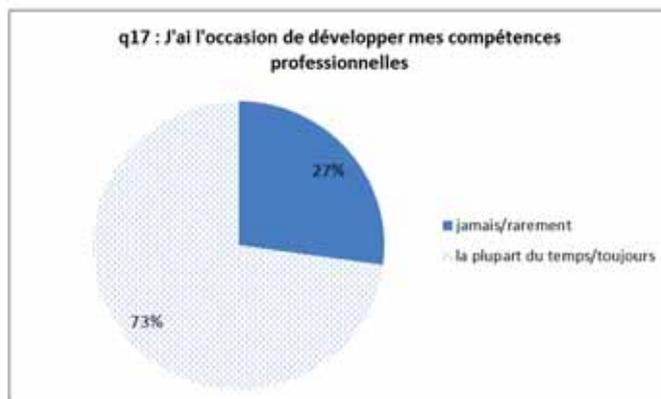
## EXIGENCES EMOTIONNELLES

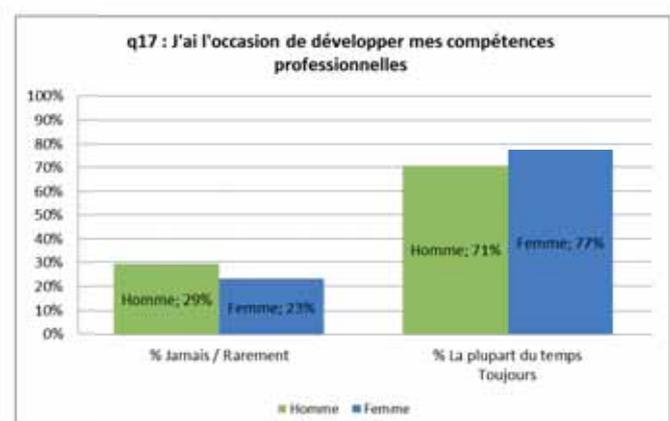
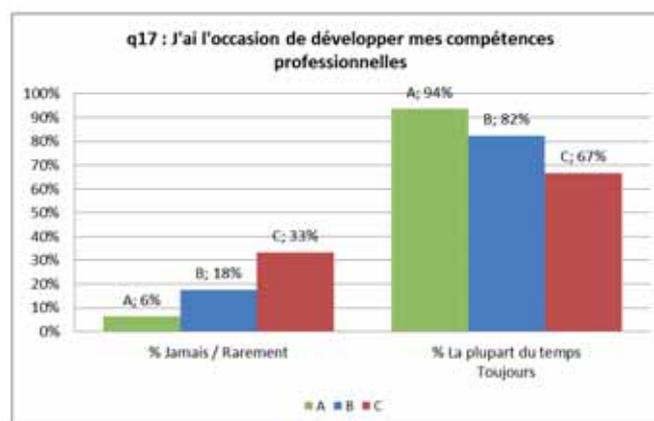
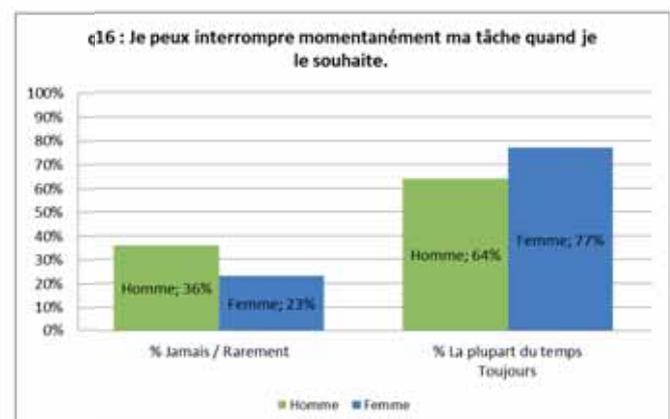
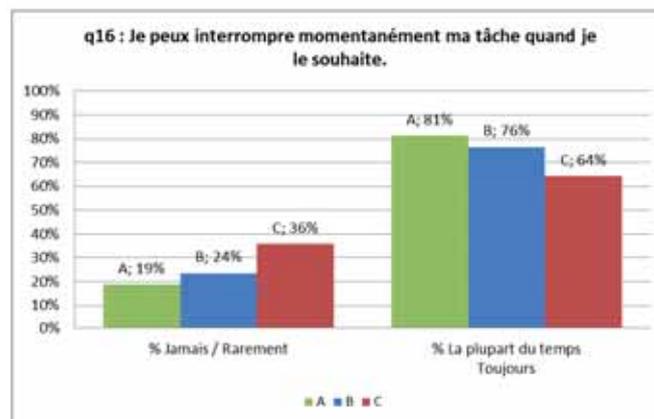
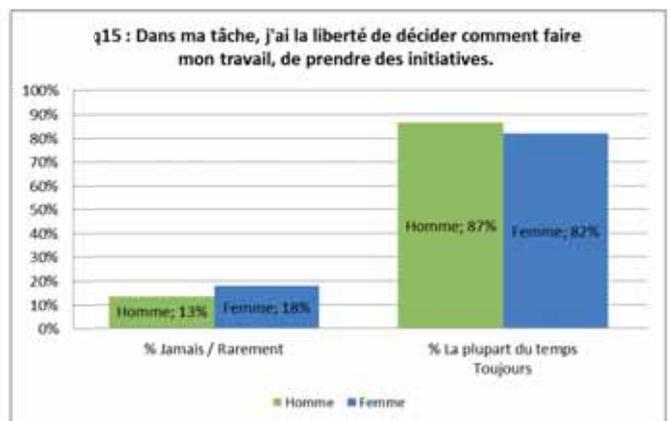
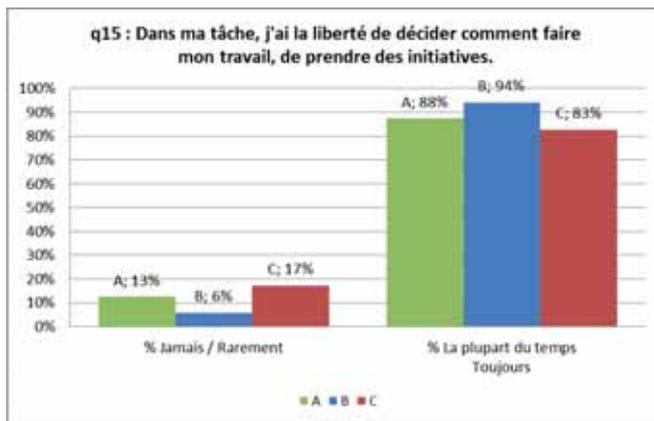


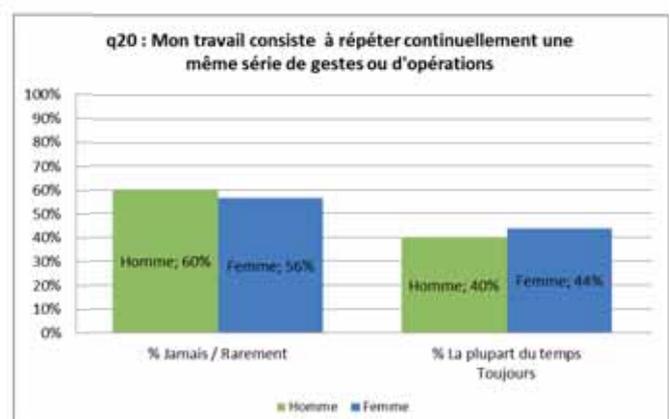
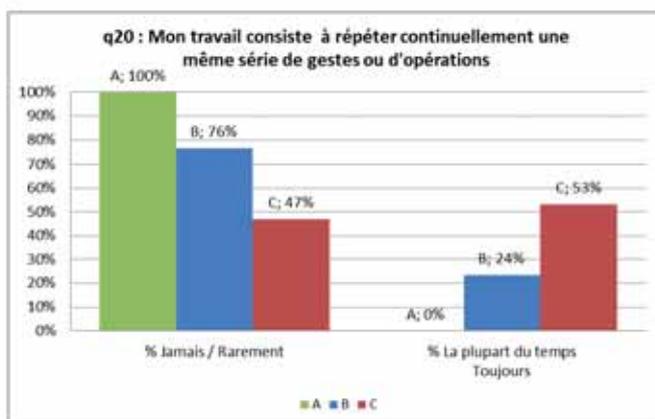
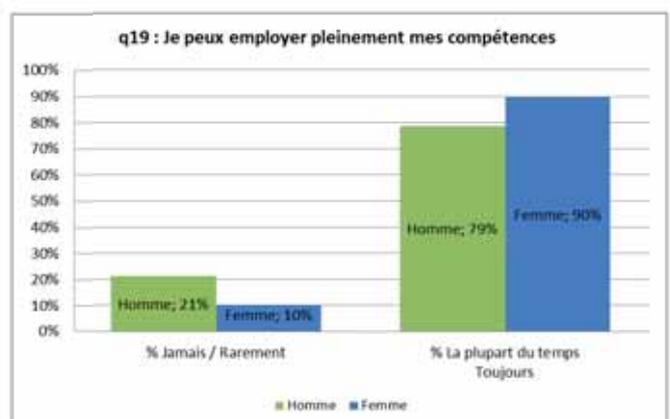
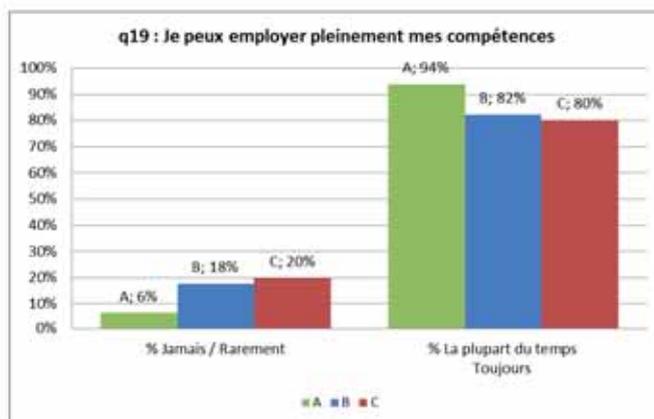
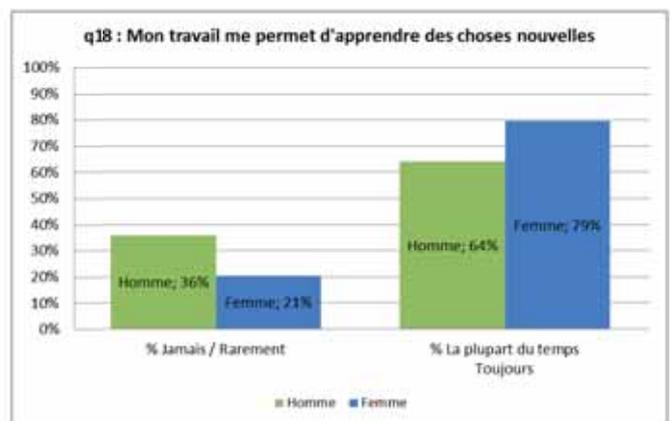
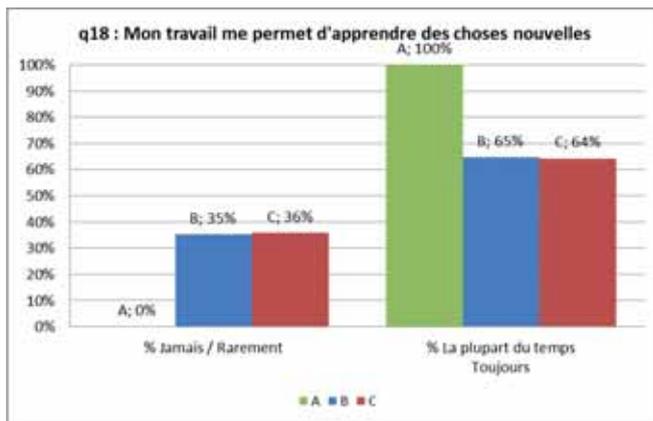




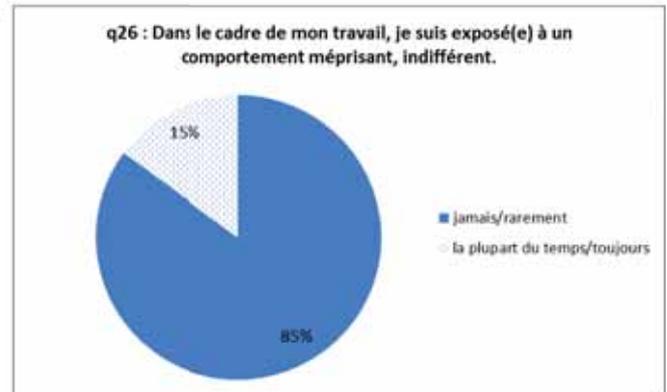
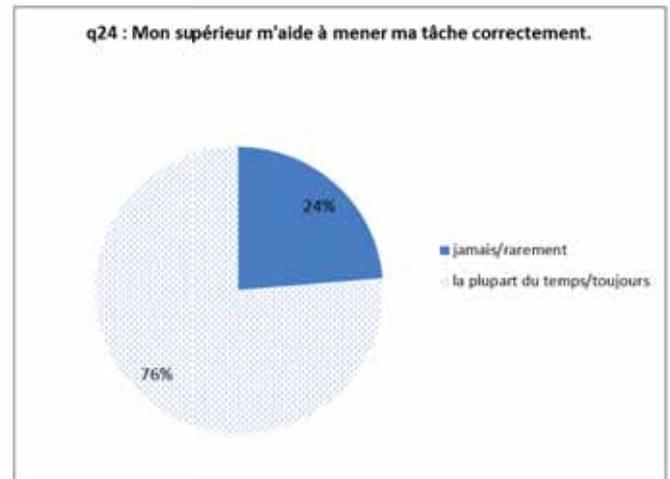
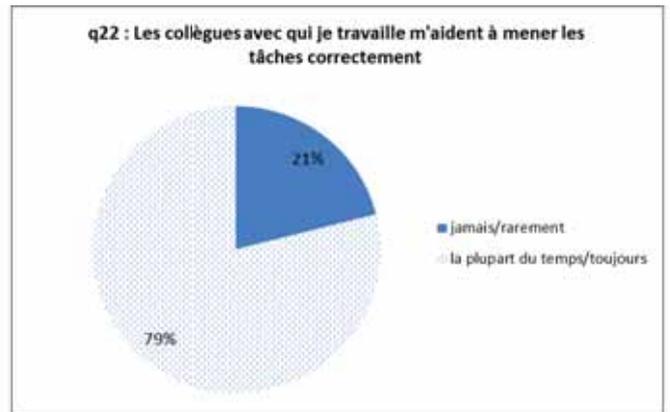
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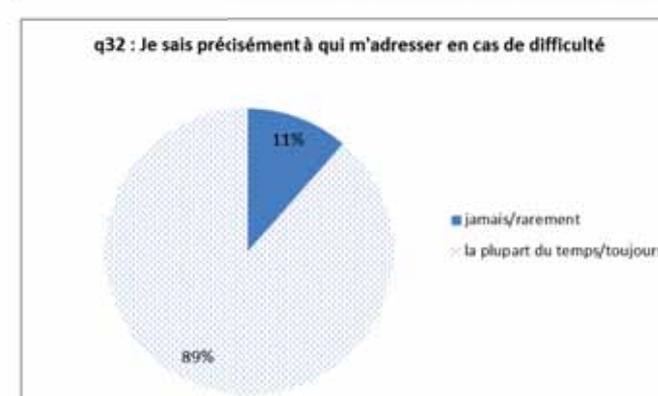
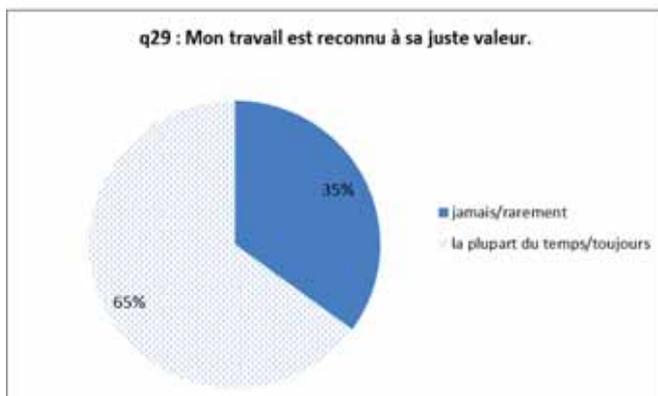
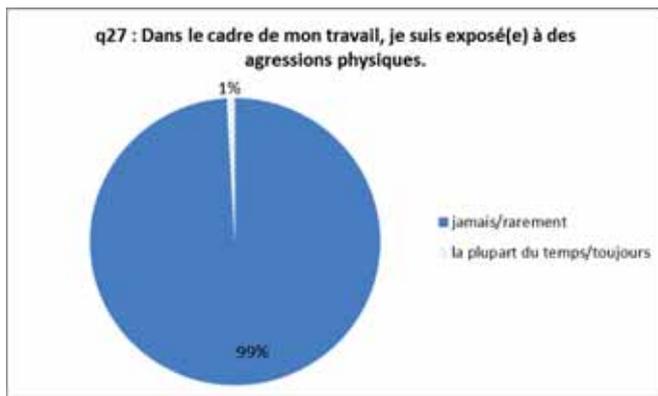


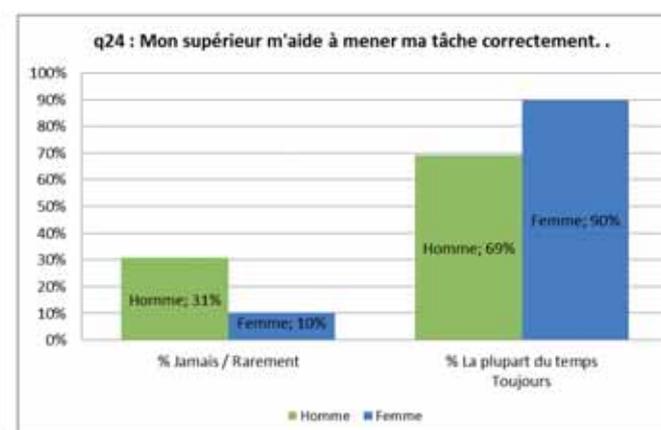
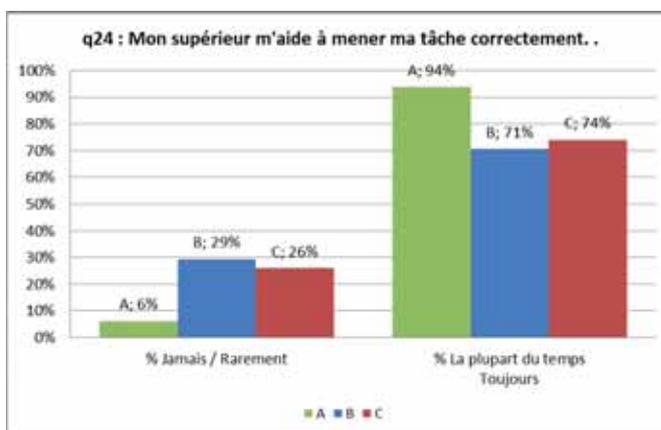
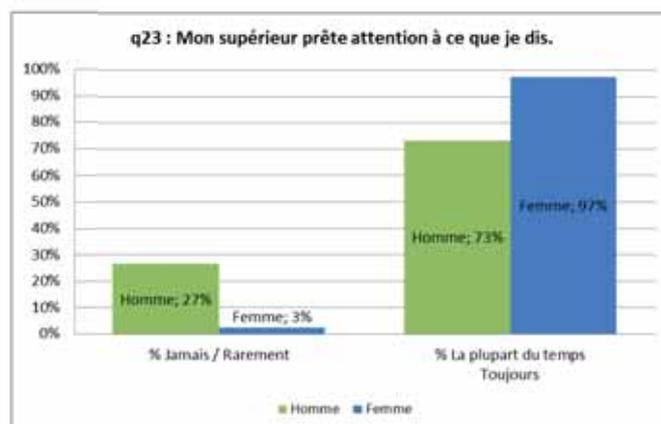
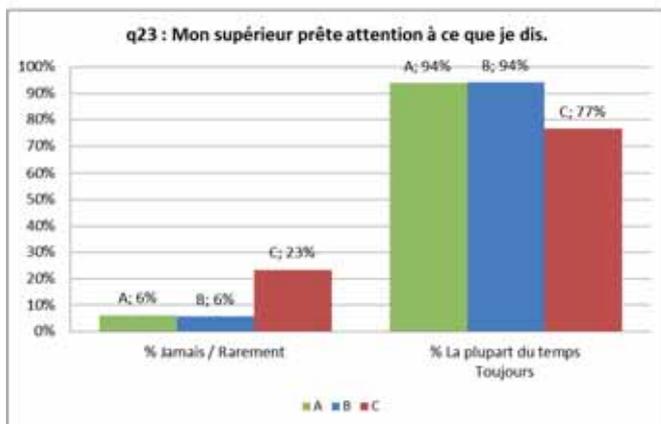
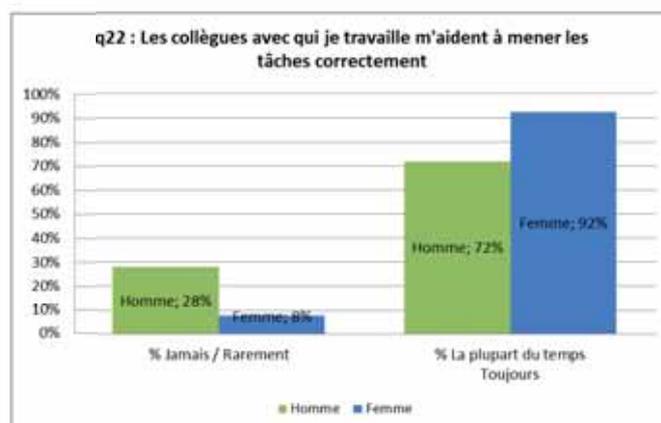
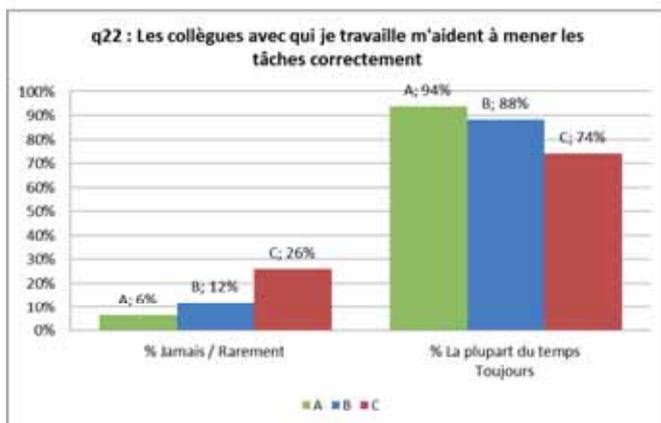
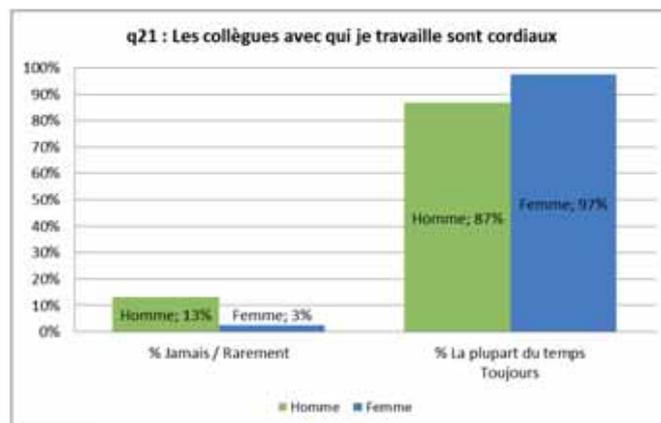
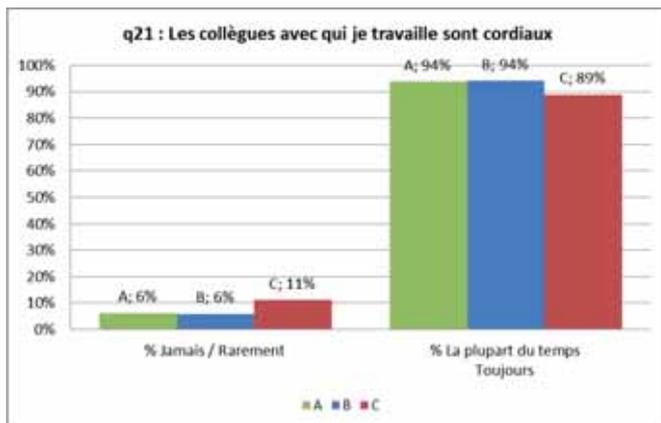


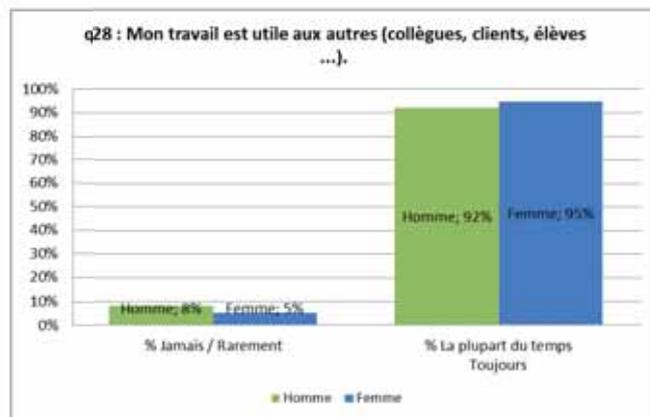
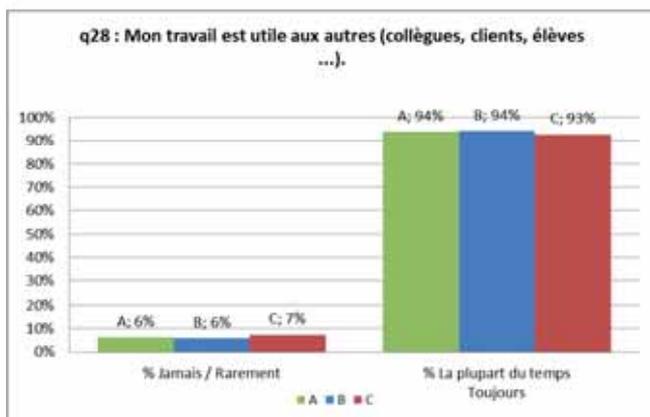
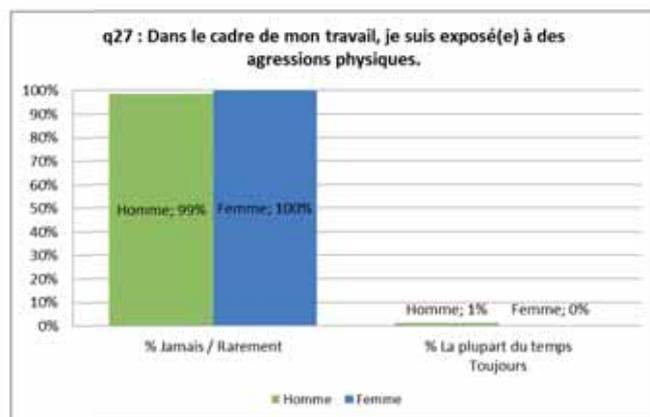
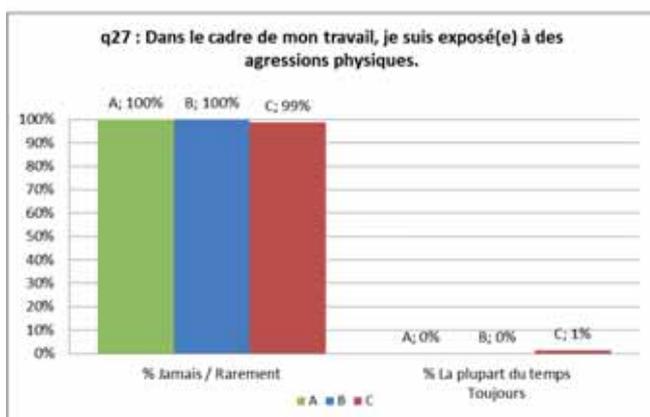
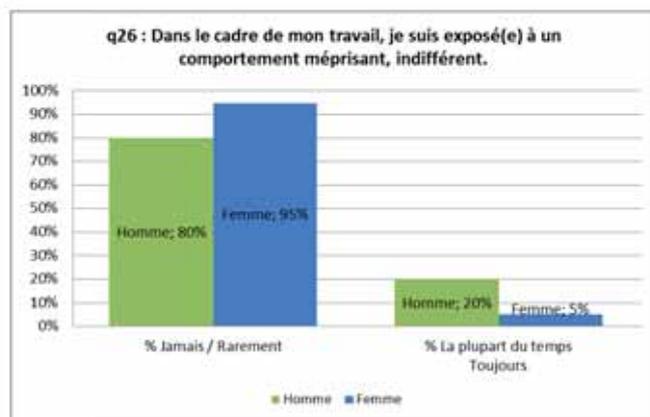
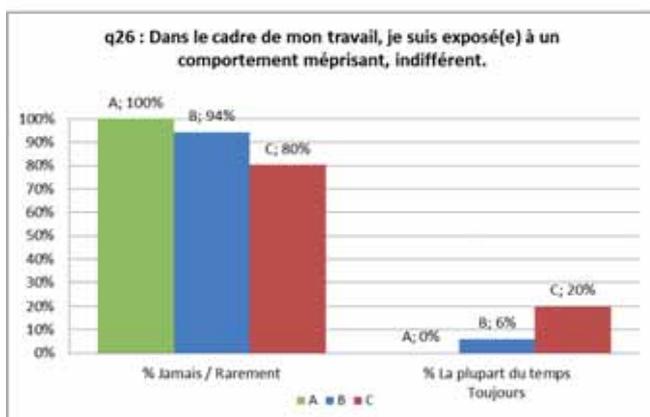
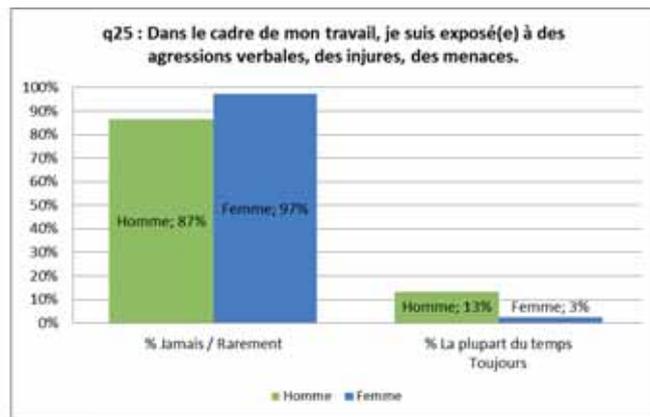
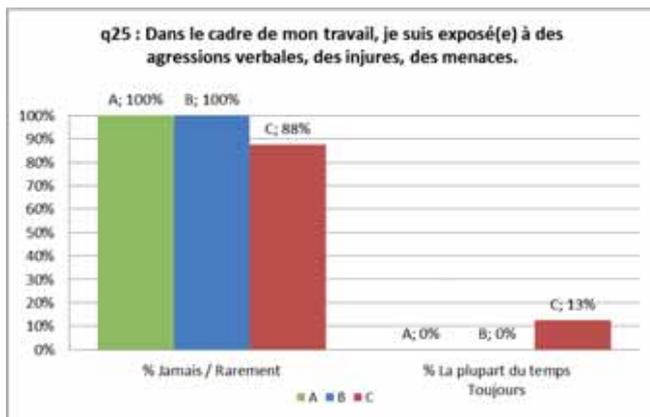


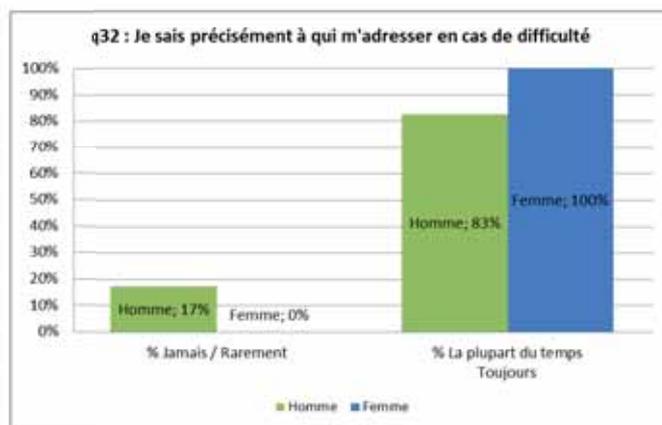
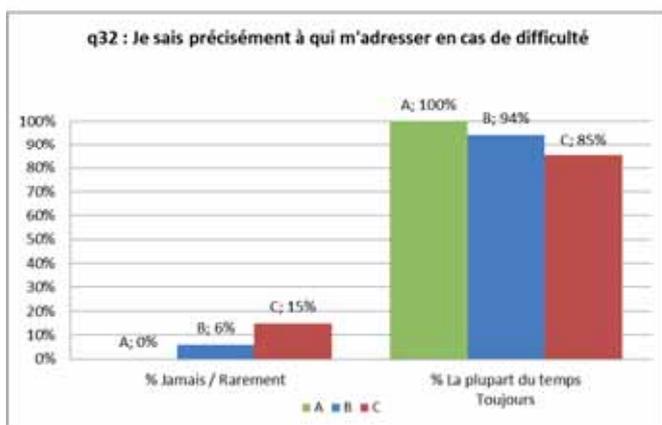
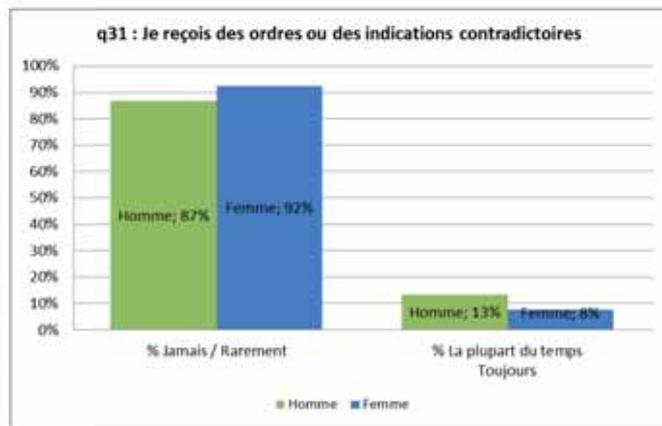
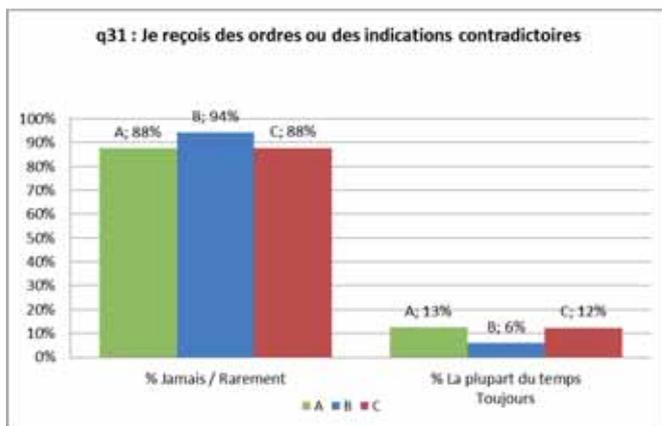
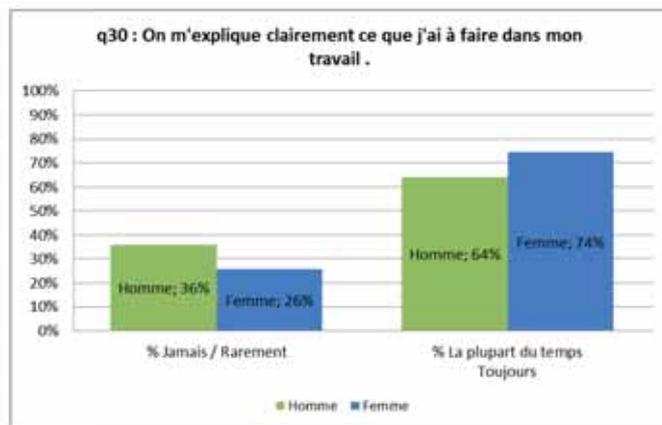
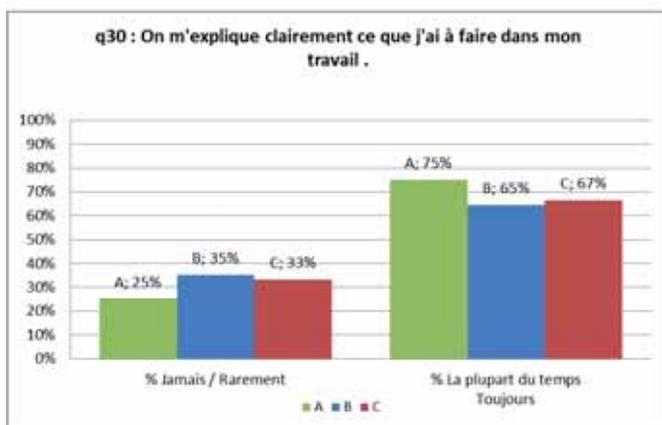
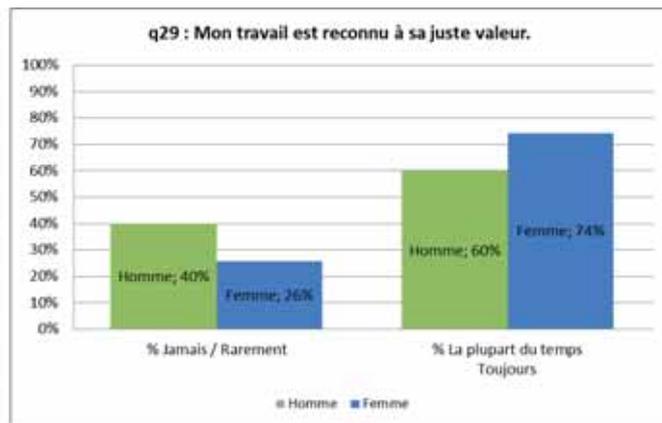
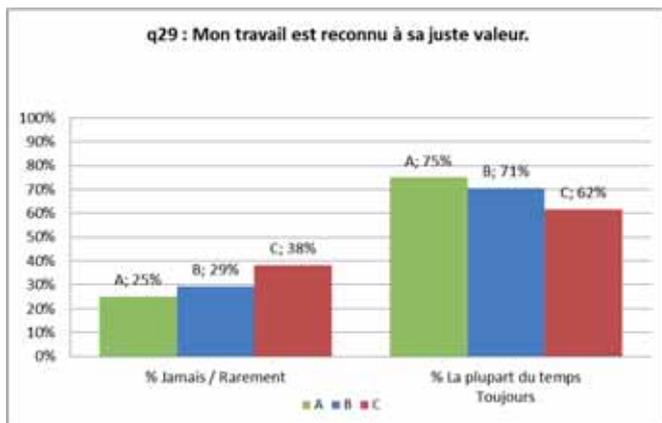
## RAPPORTS SOCIAUX, RELATIONS DE TRAVAIL



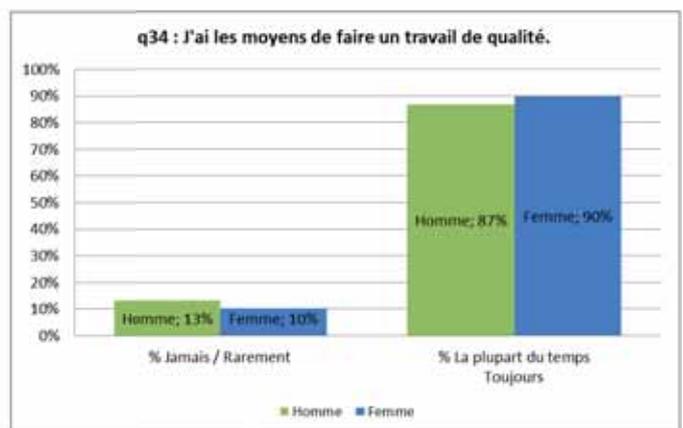
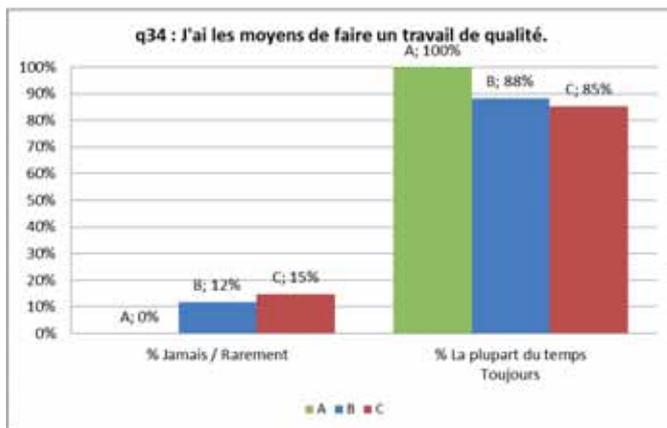
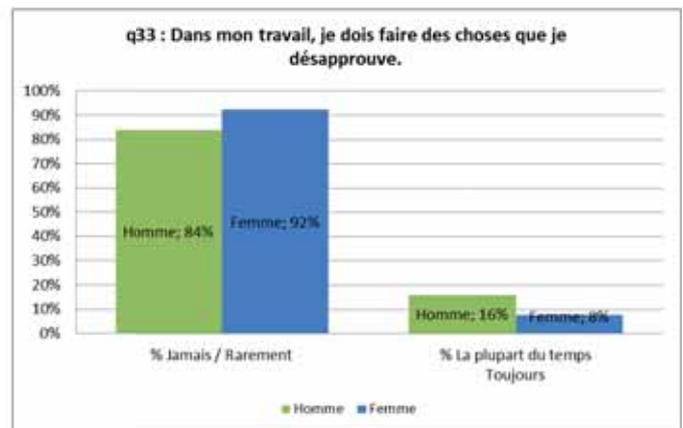




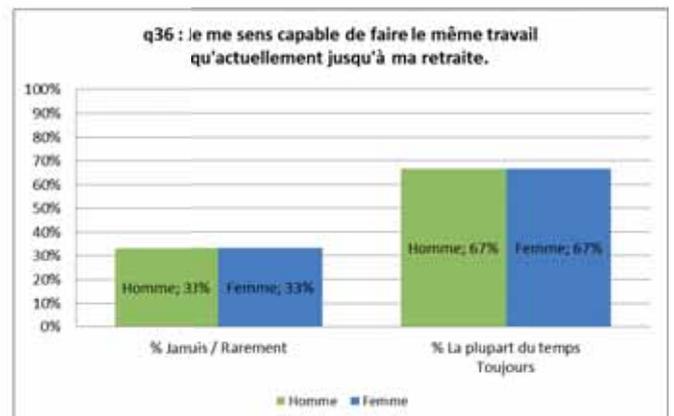
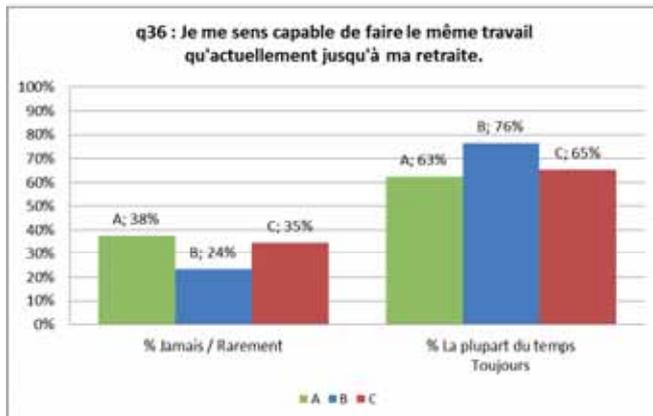
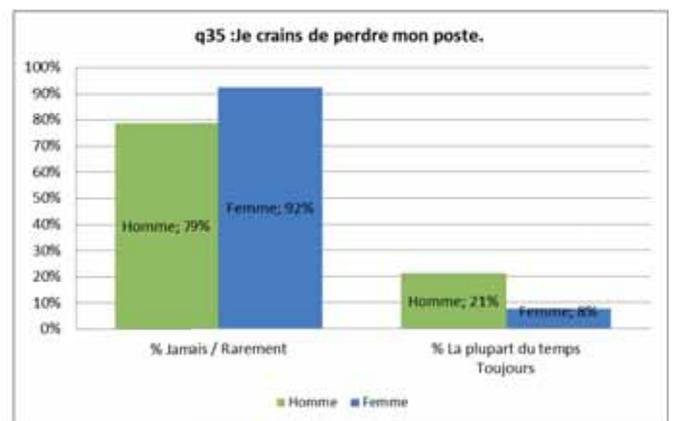
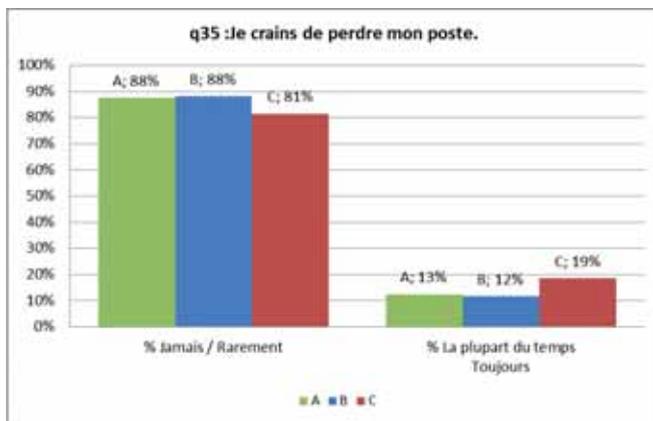
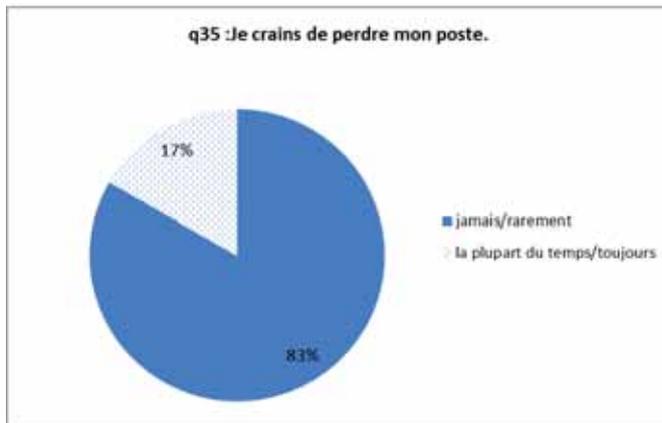




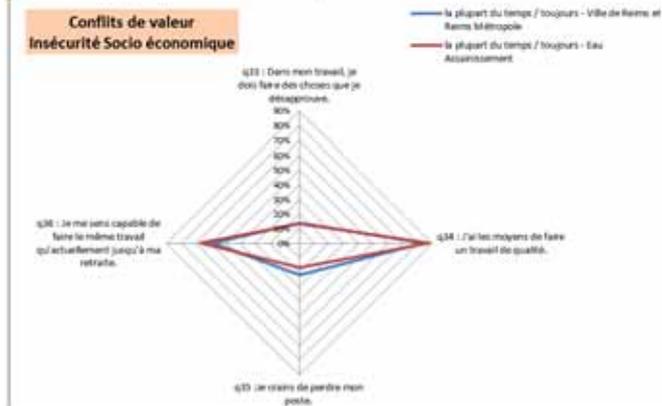
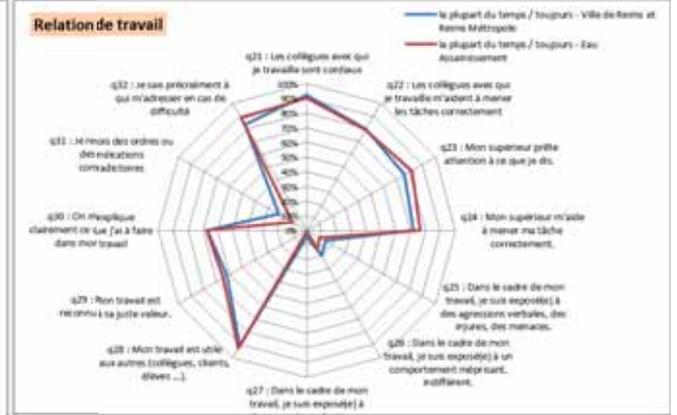
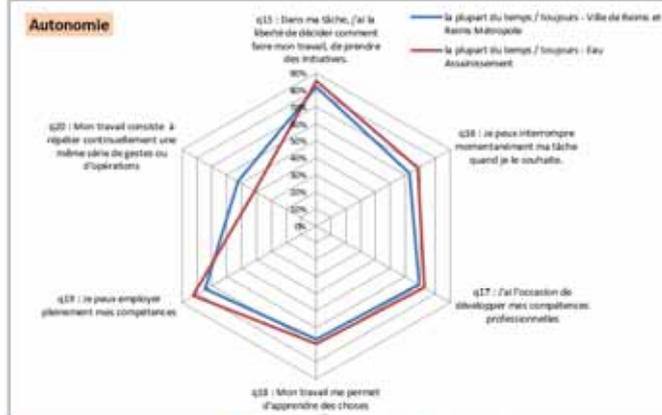
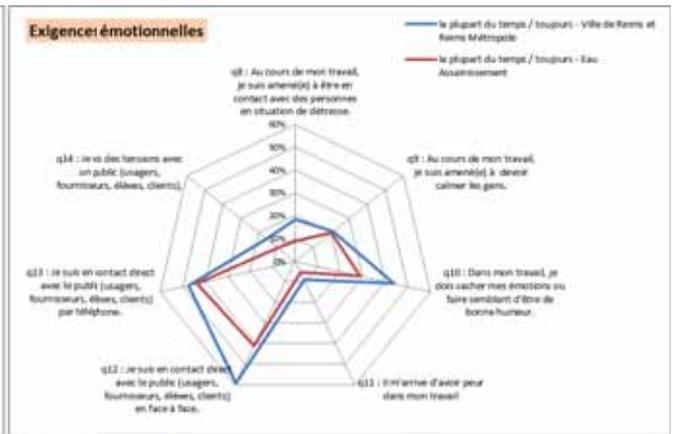
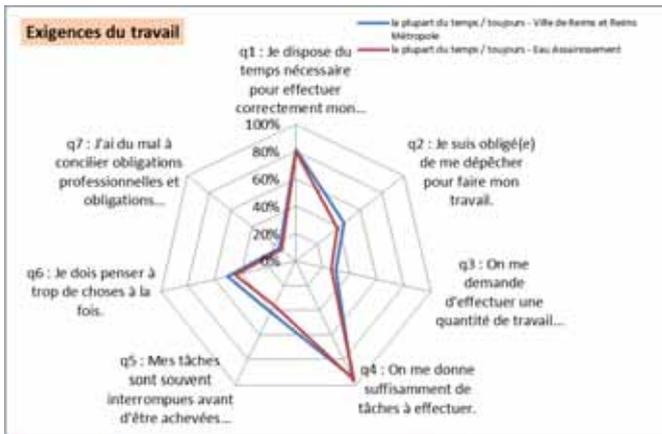
## CONFLITS DE VALEURS



## INSECURITE SOCIO-ECONOMIQUE

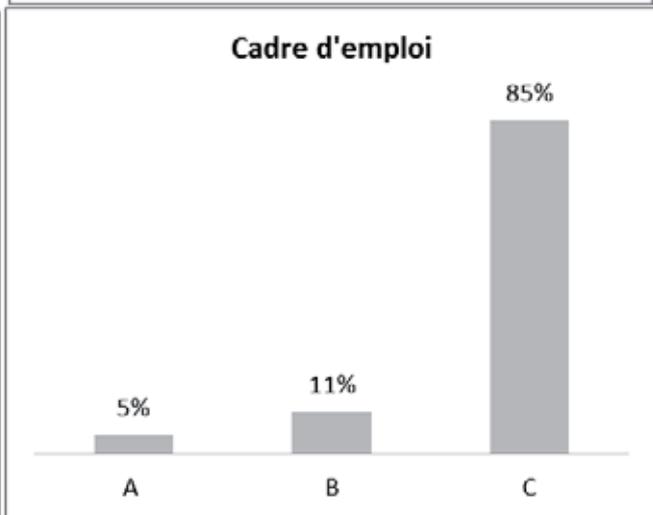
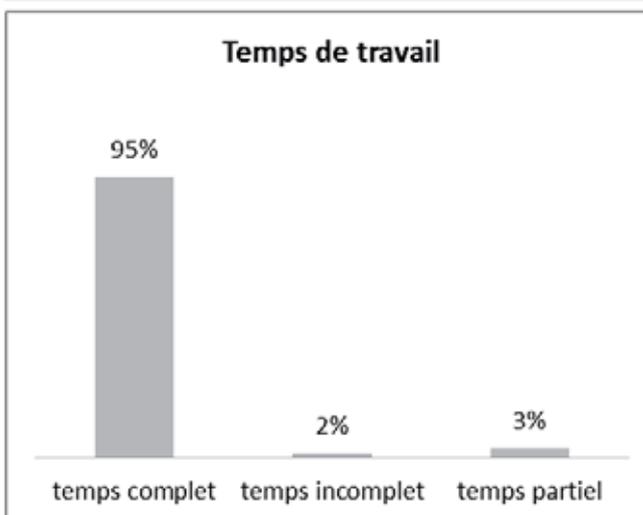
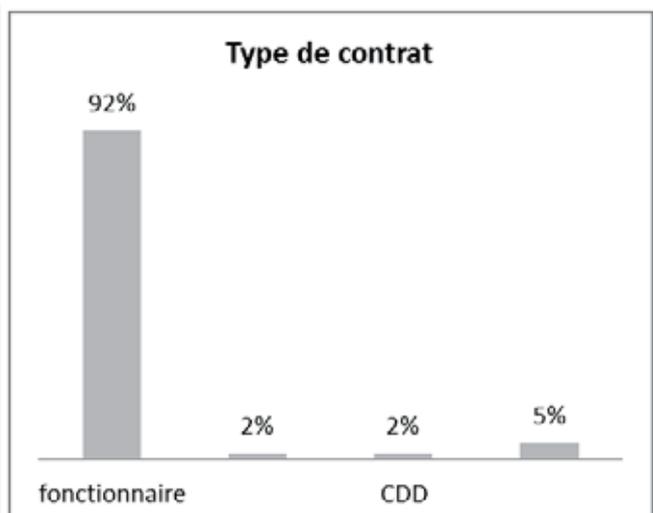
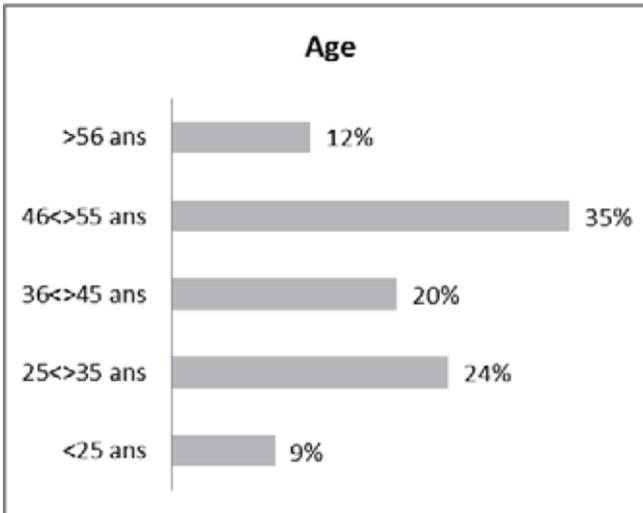
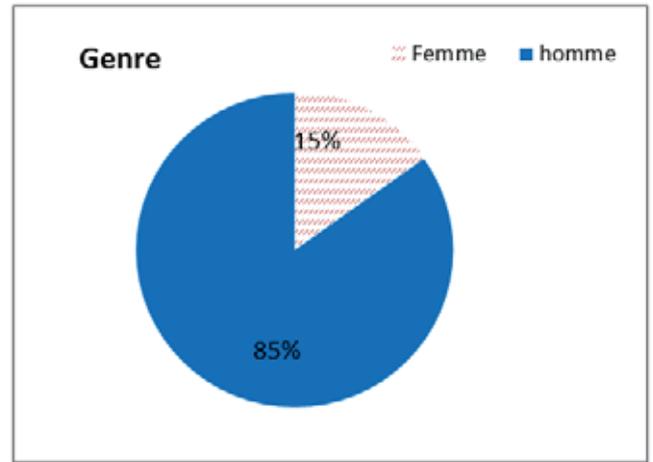
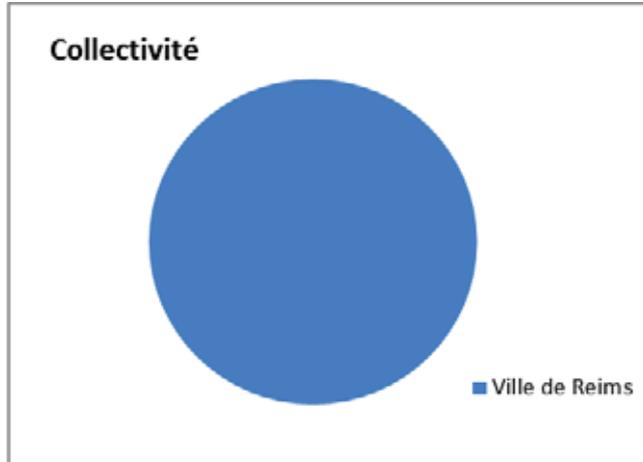


# COMPARAISON RESULTATS DIRECTION EAU ET ASSAINISSEMENT / 2 COLLECTIVITES

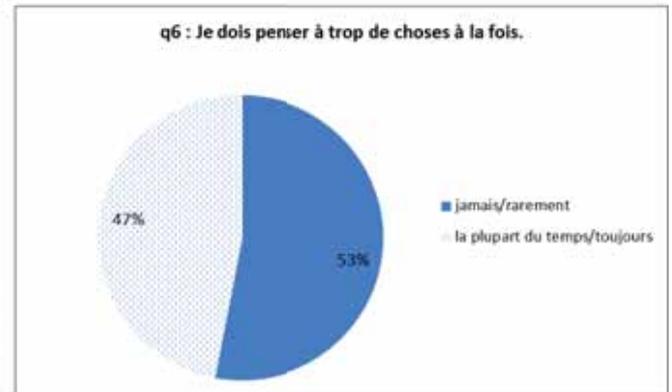
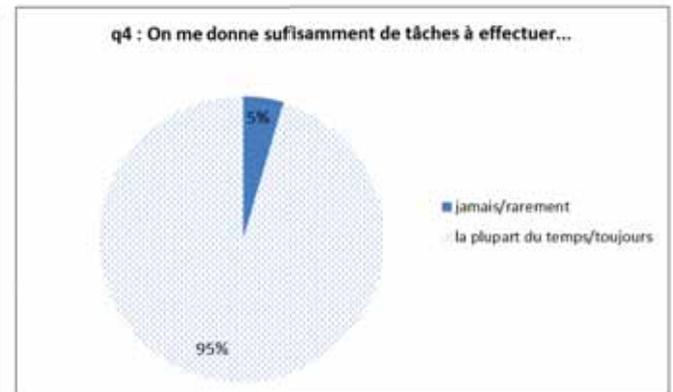
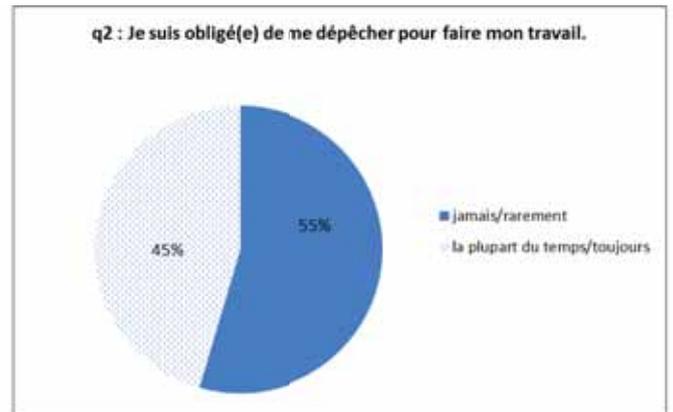
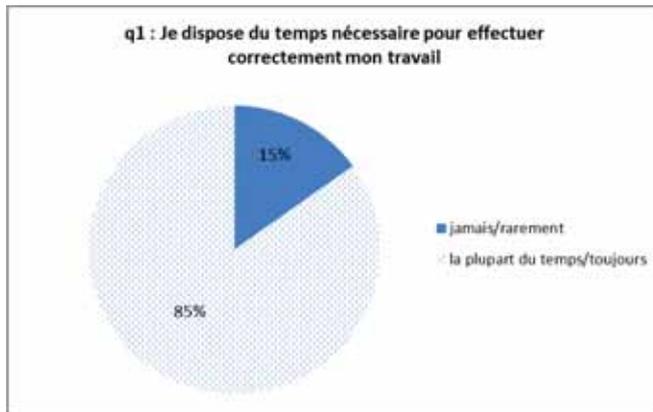


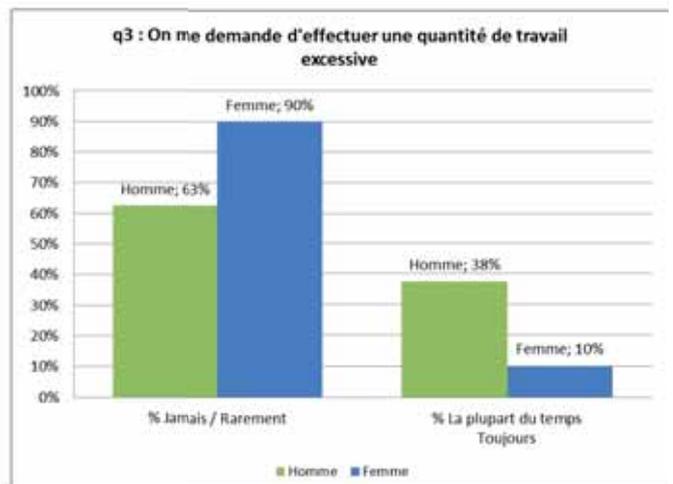
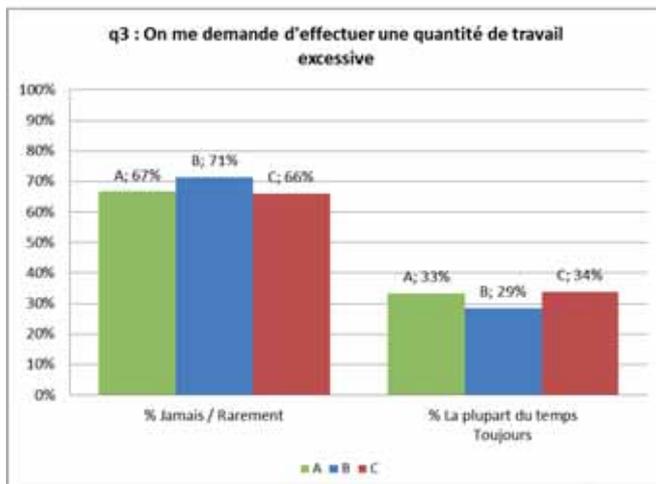
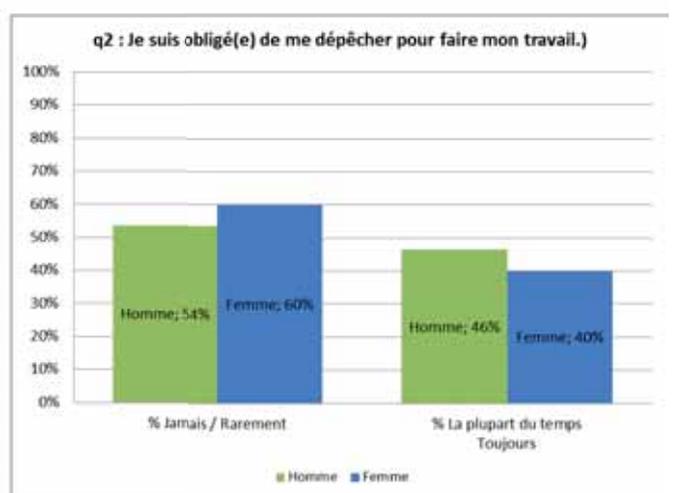
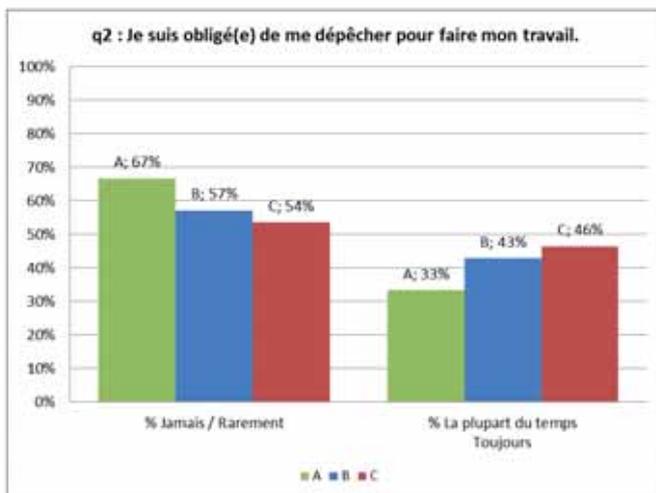
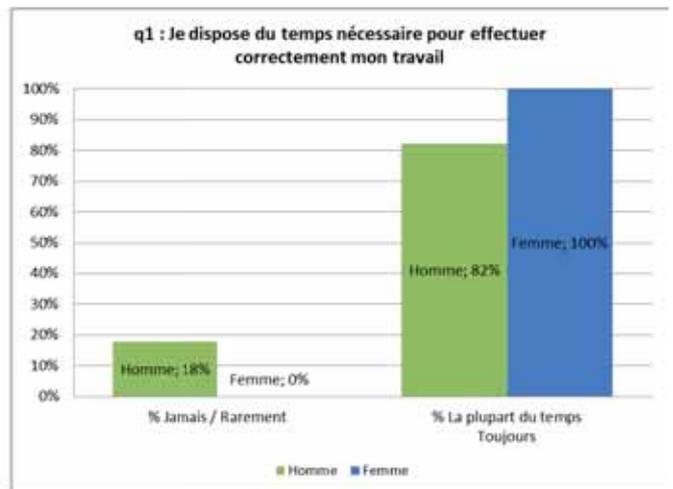
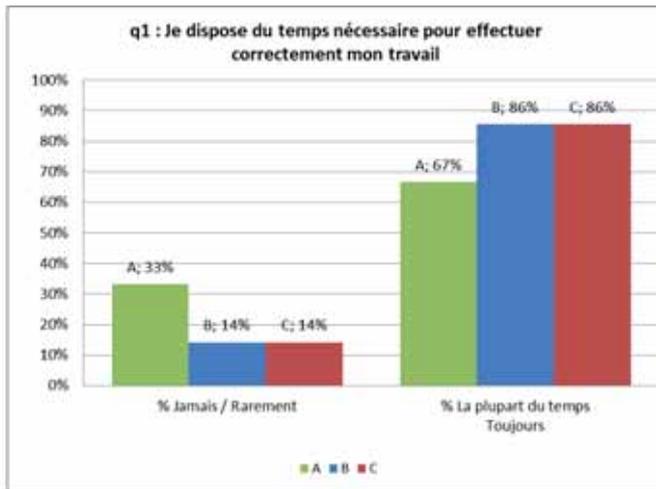
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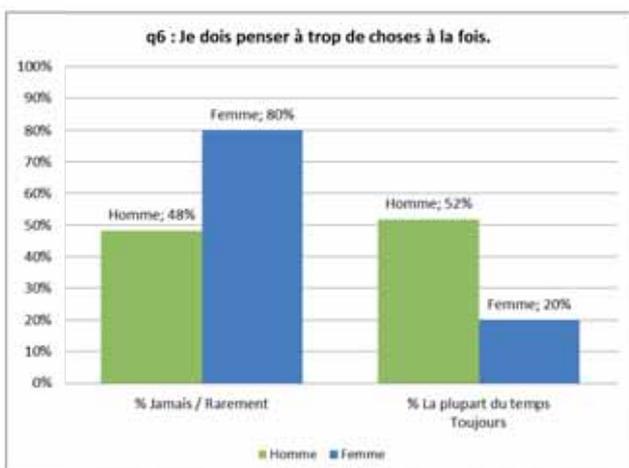
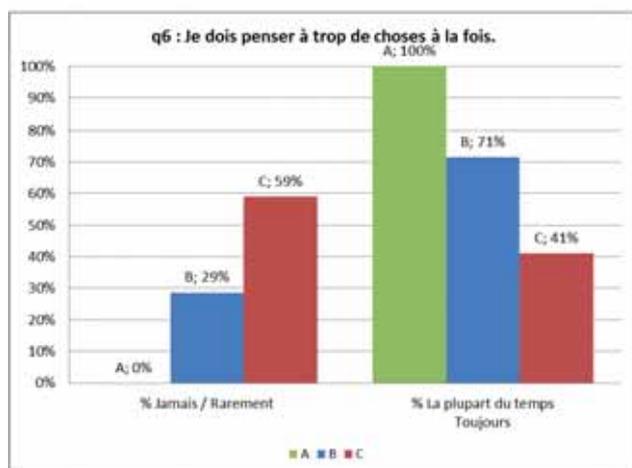
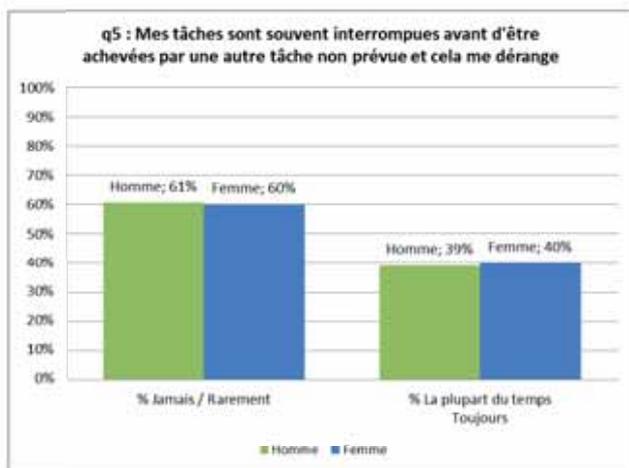
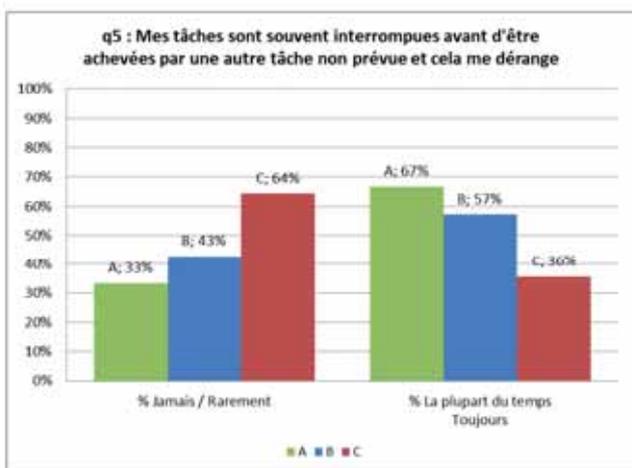
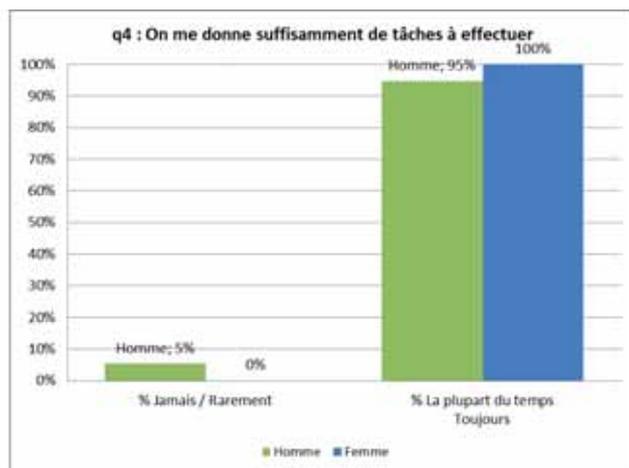
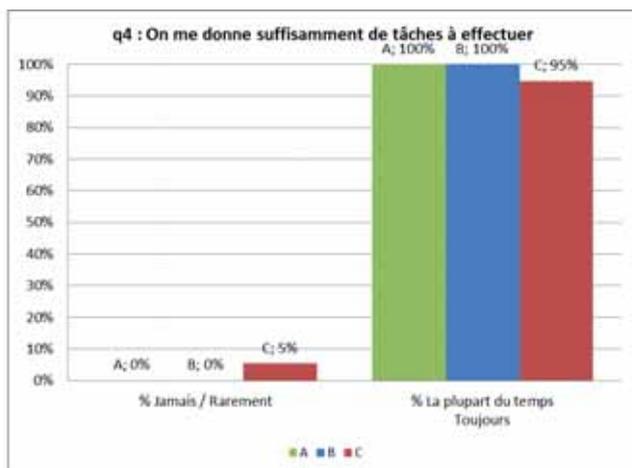
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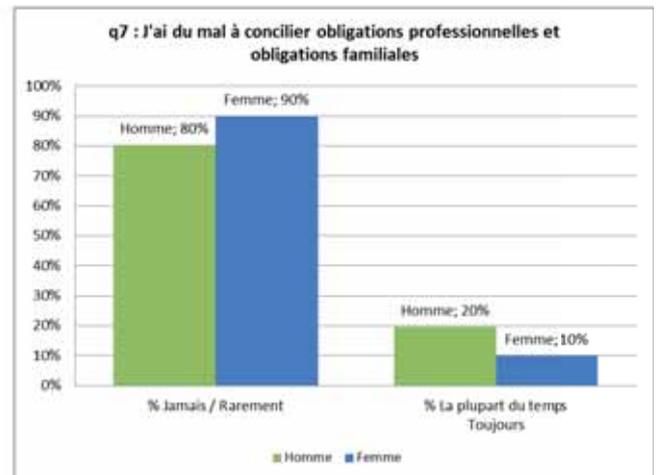
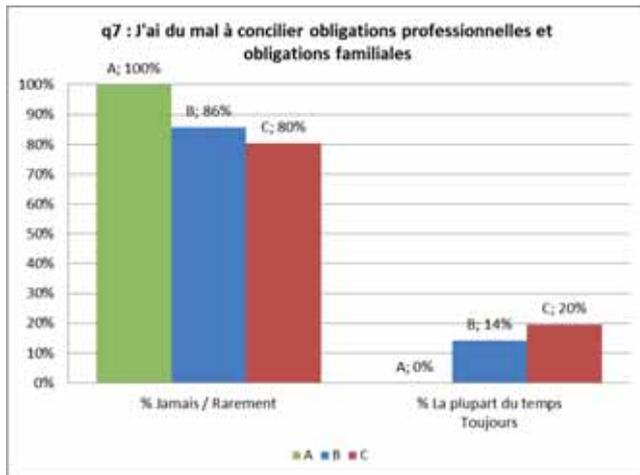


## EXIGENCES DU TRAVAIL

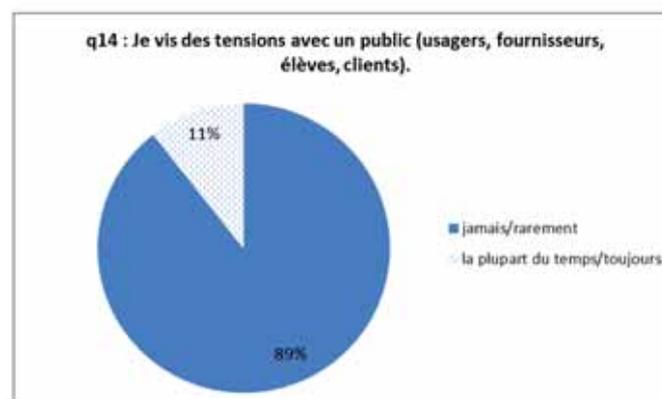
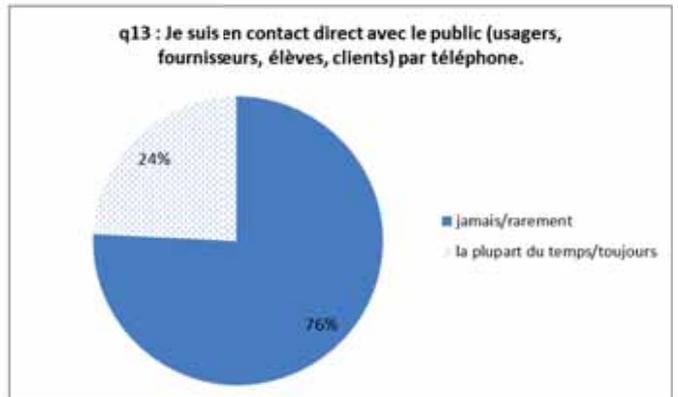
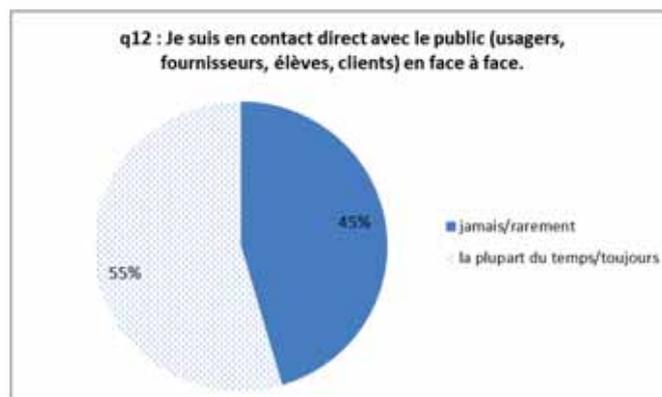
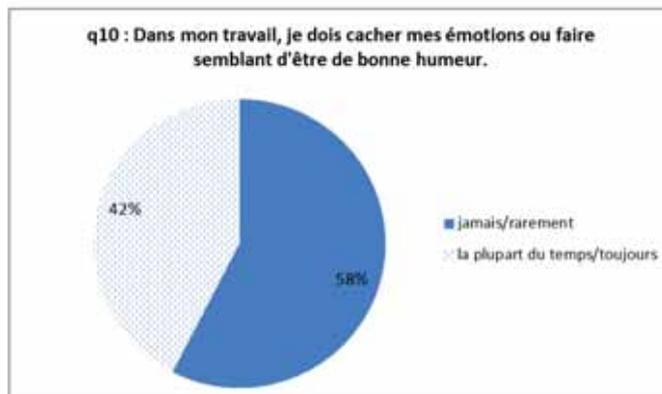
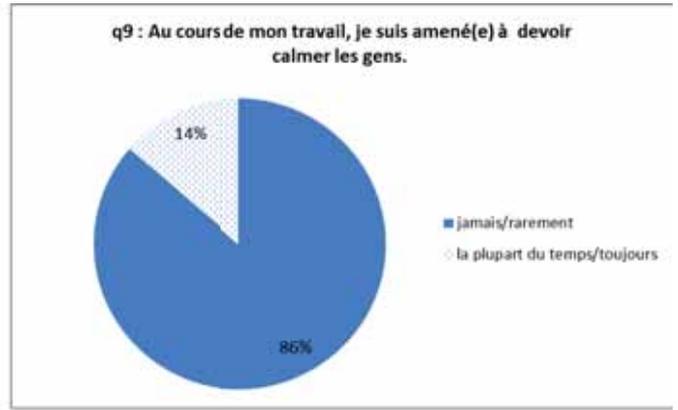
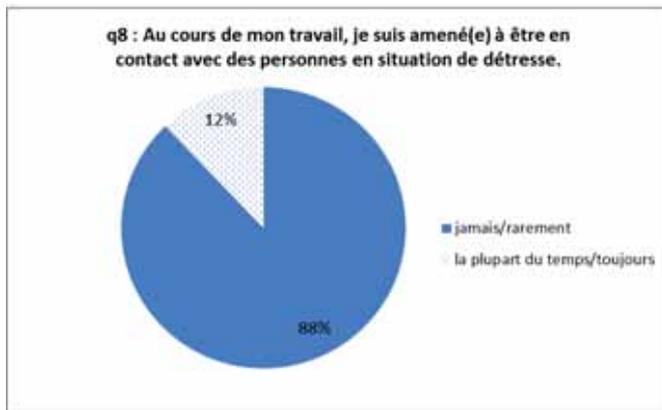


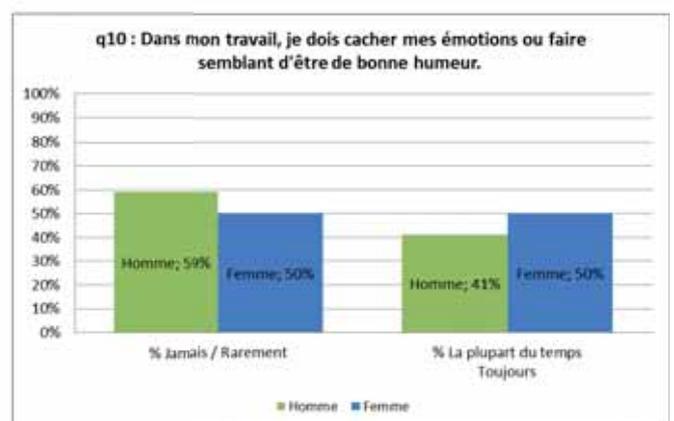
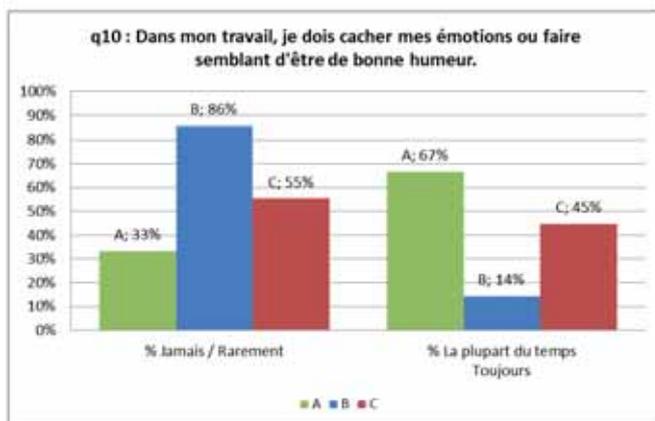
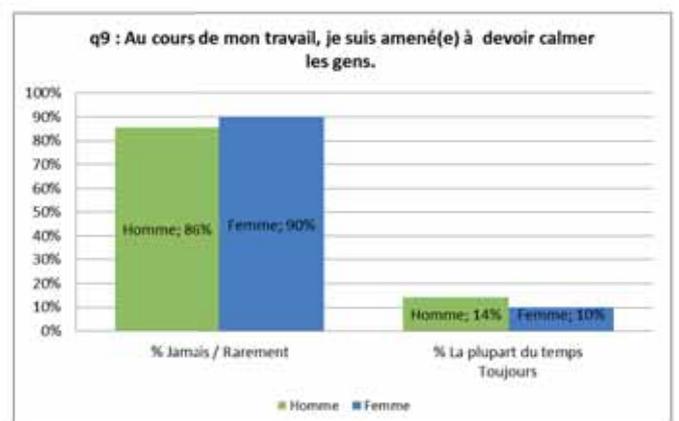
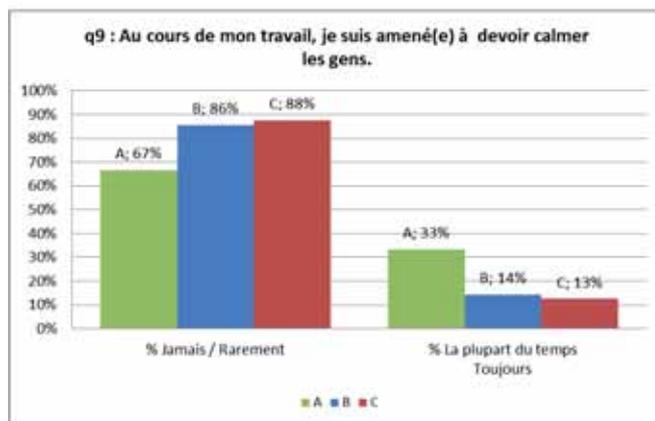
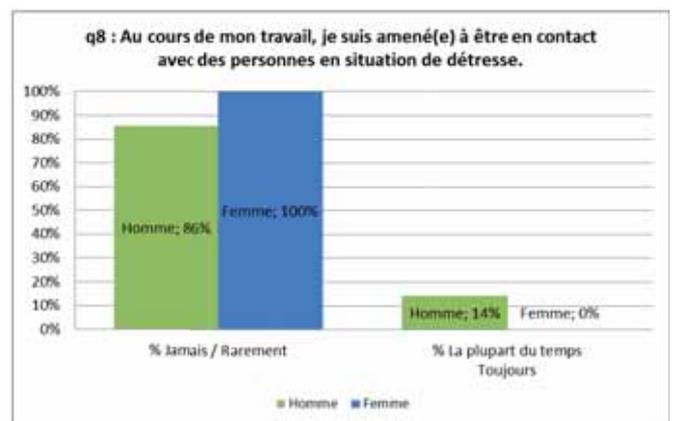
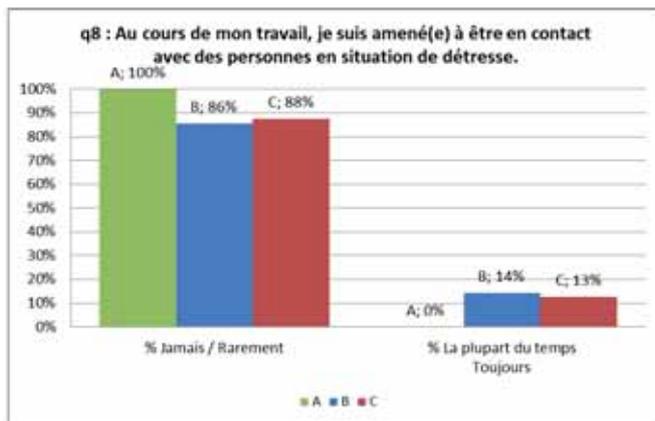


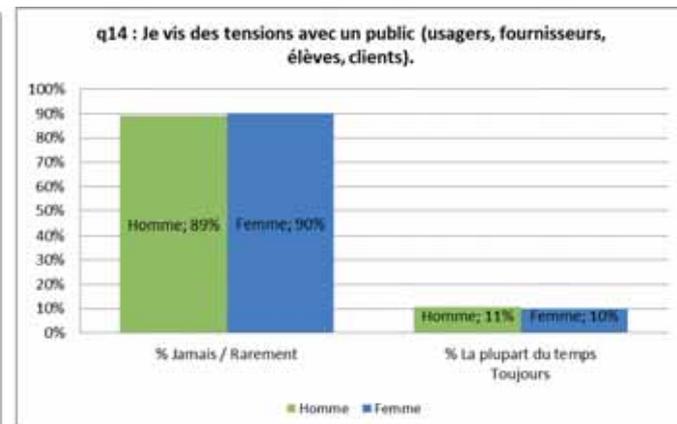
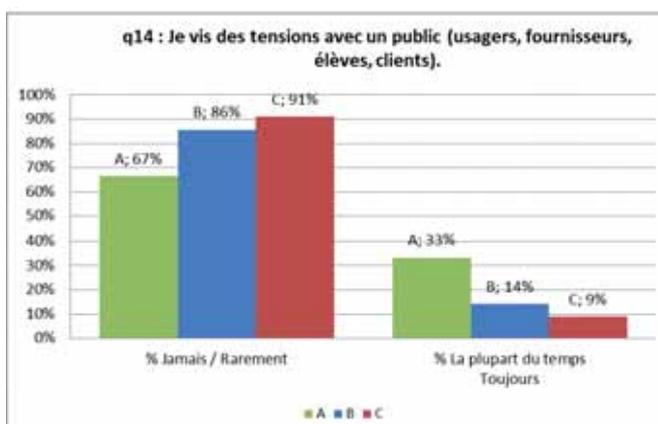
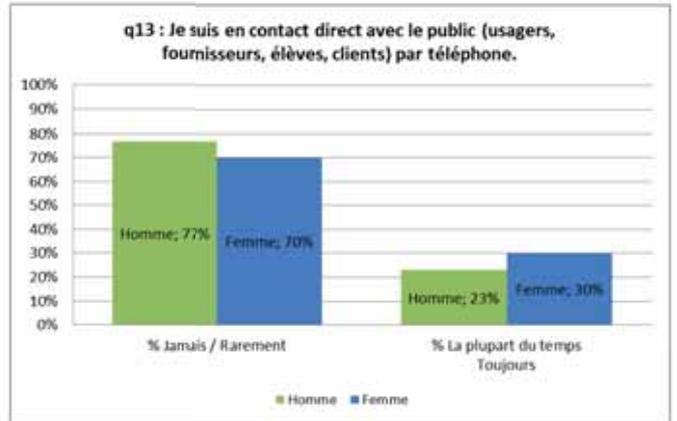
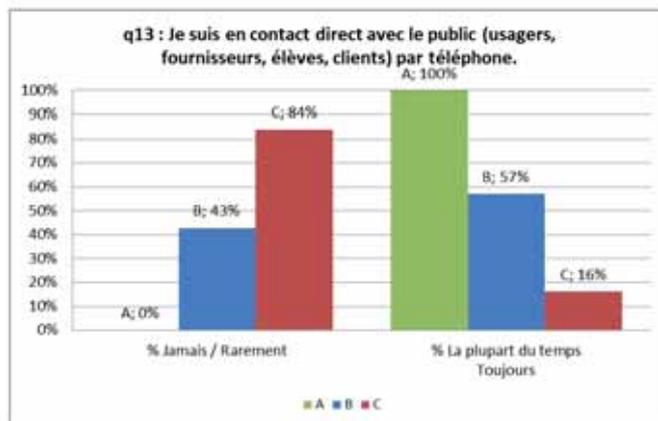
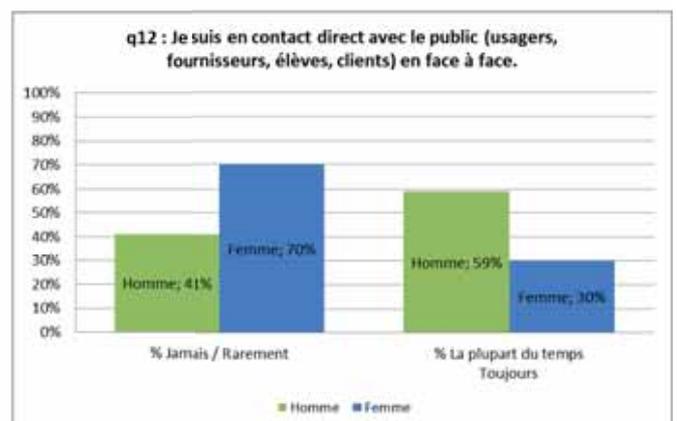
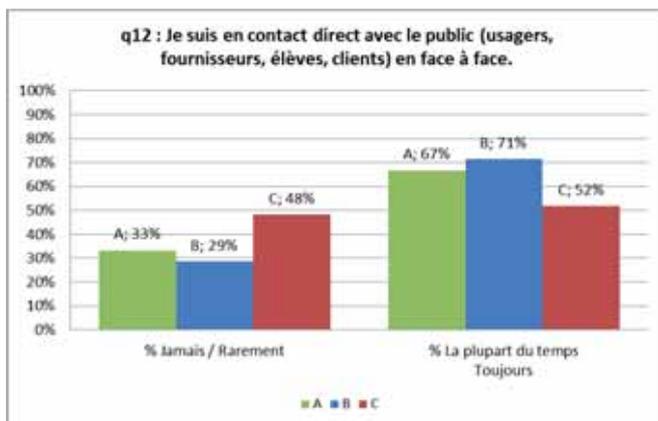
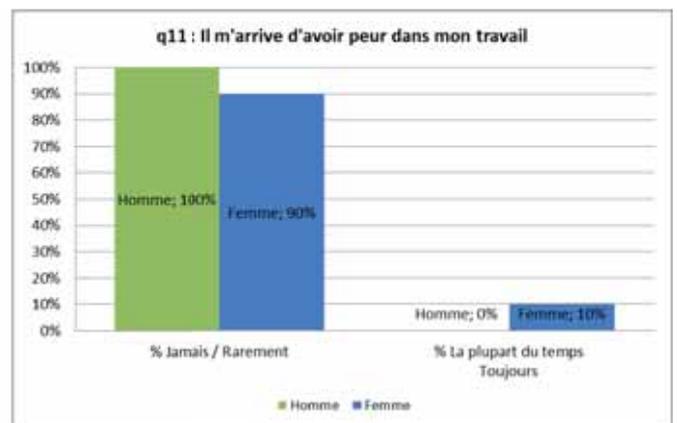
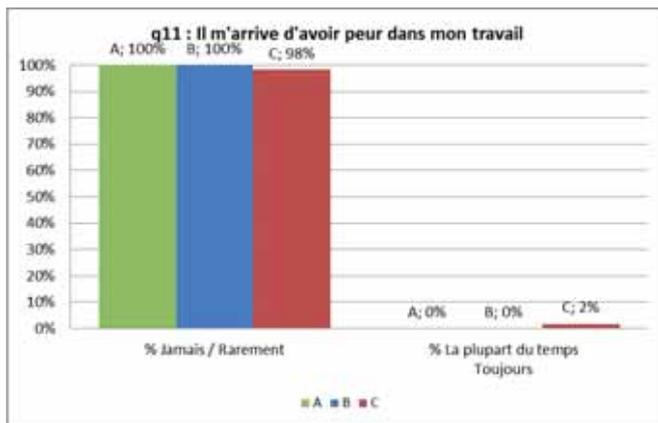




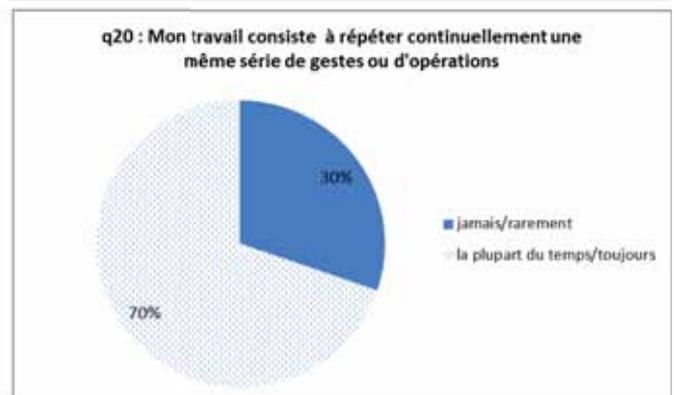
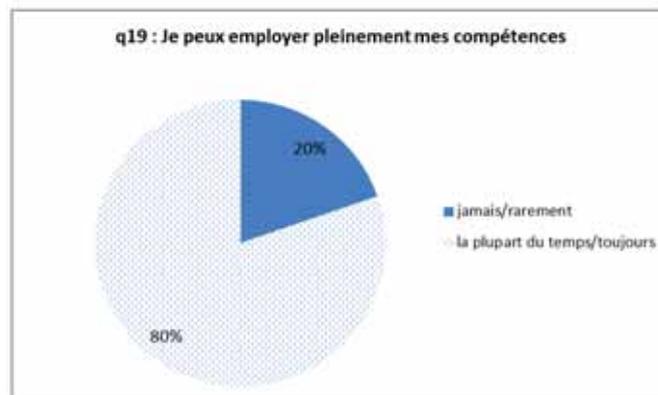
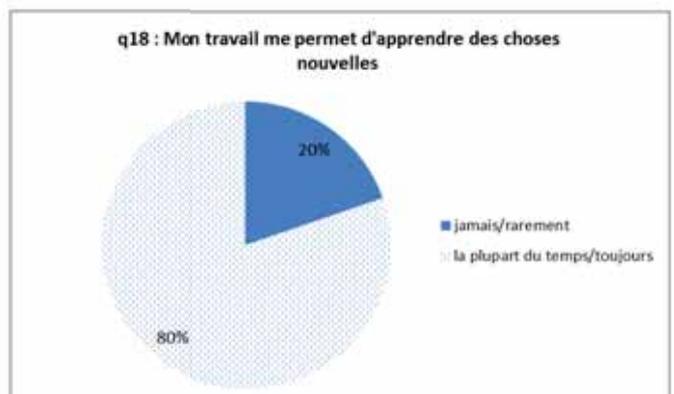
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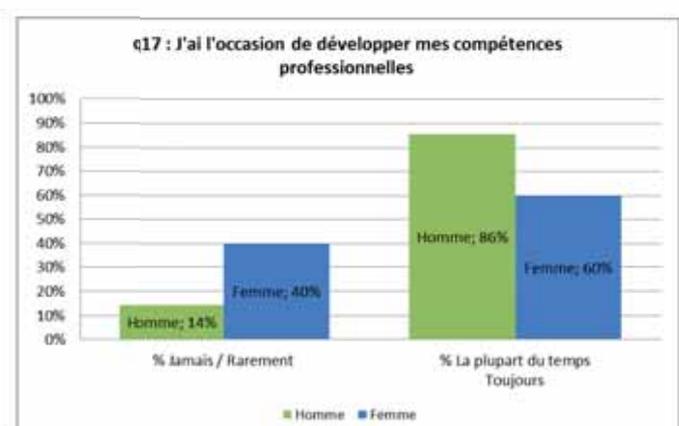
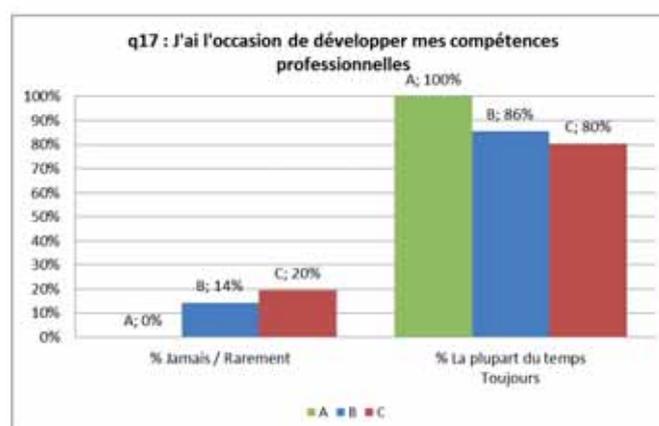
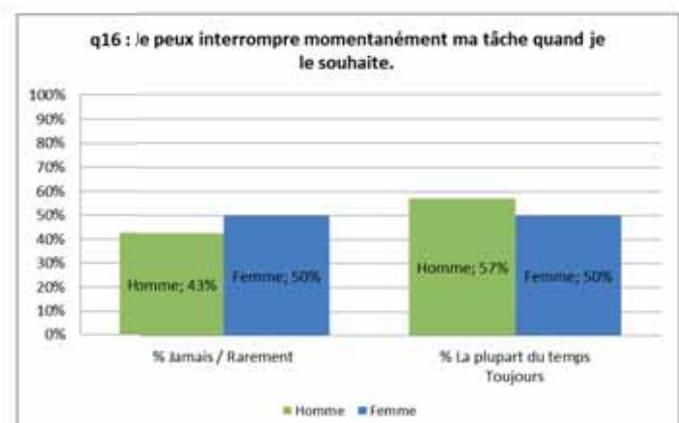
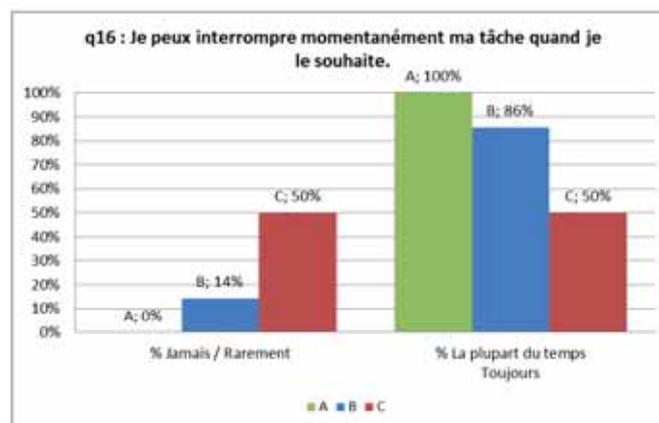
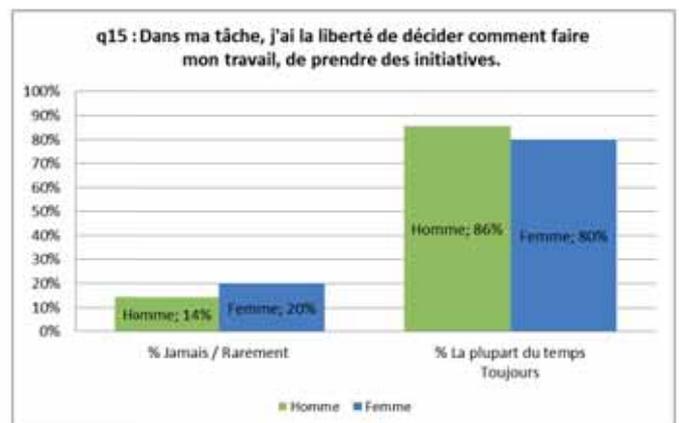
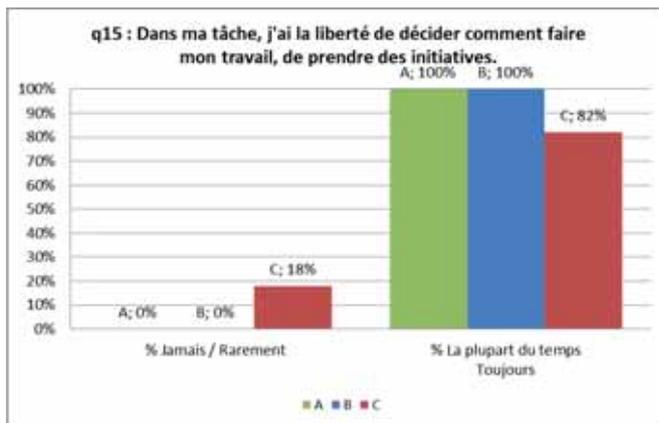


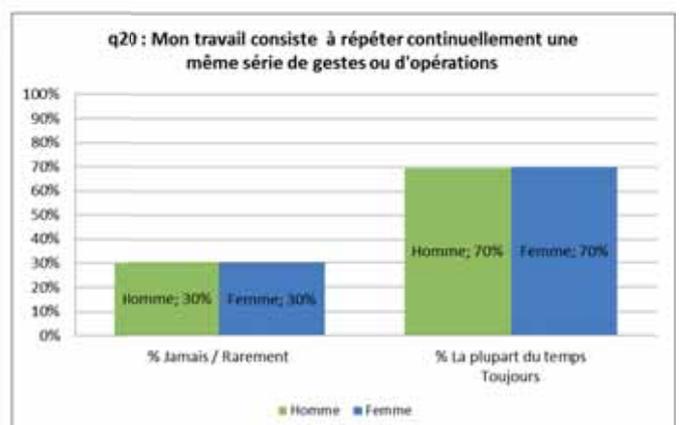
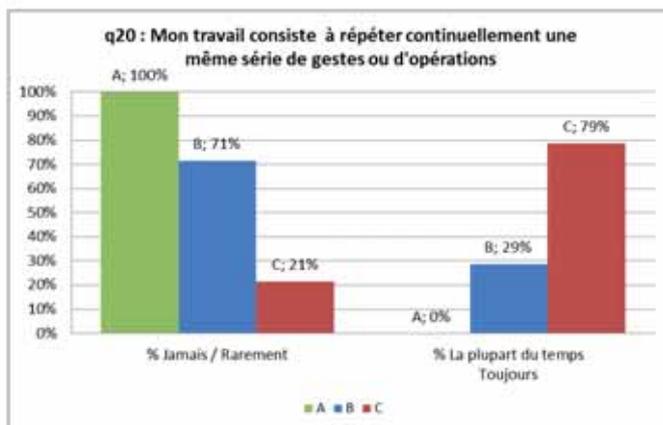
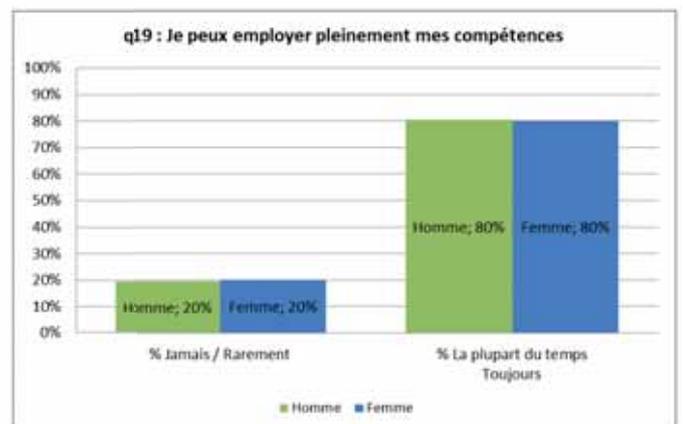
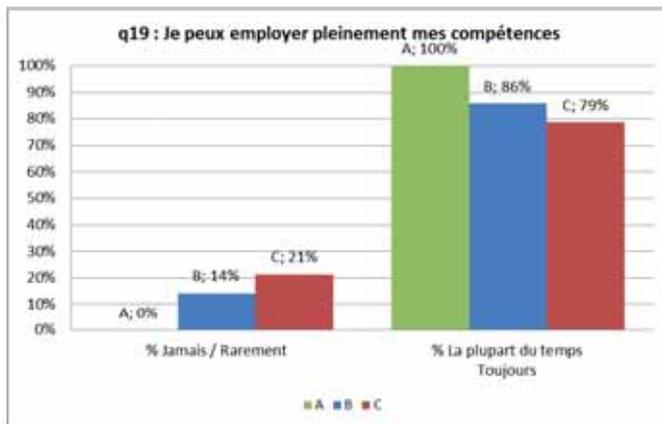
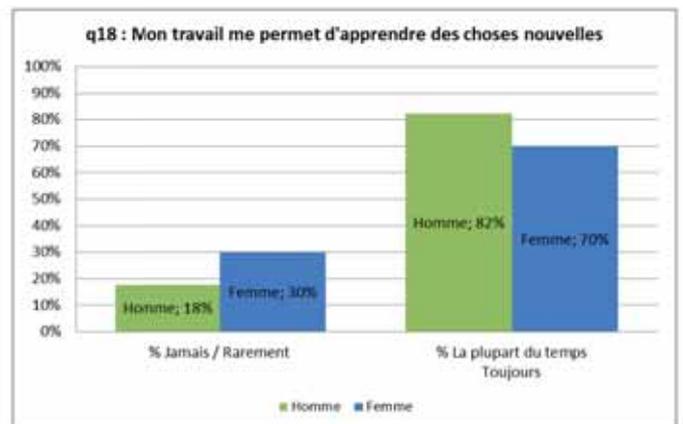
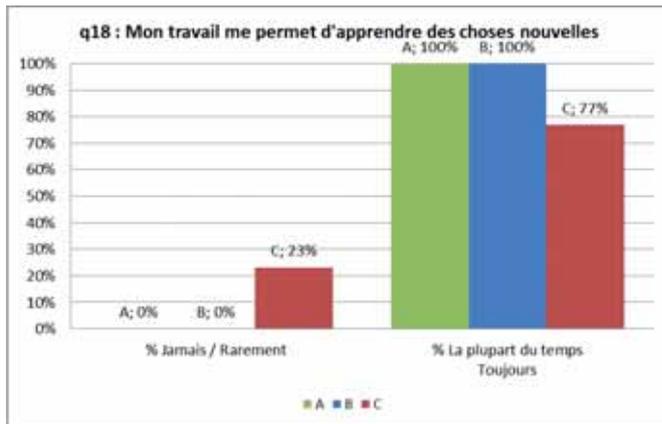




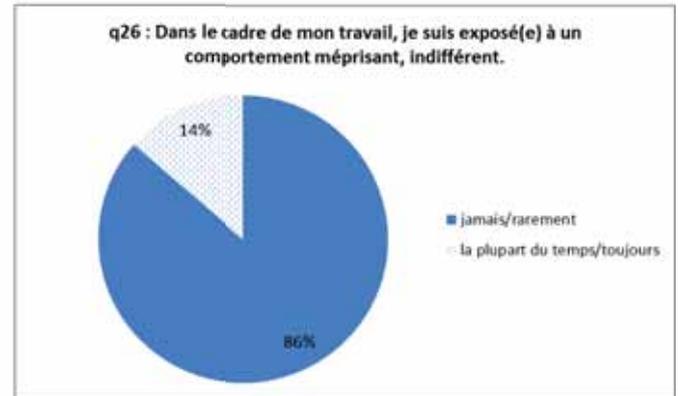
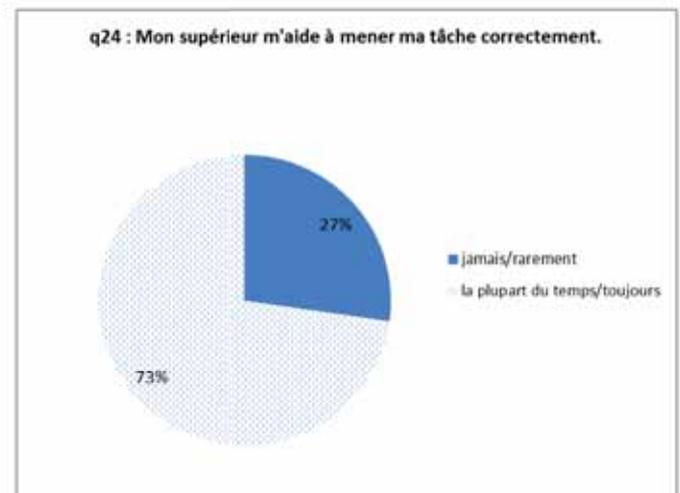
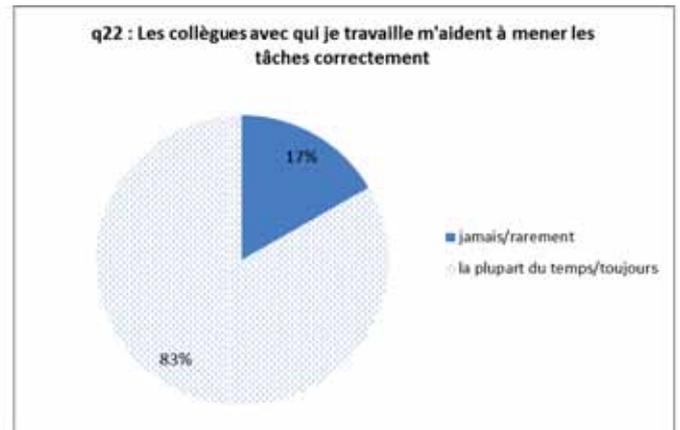
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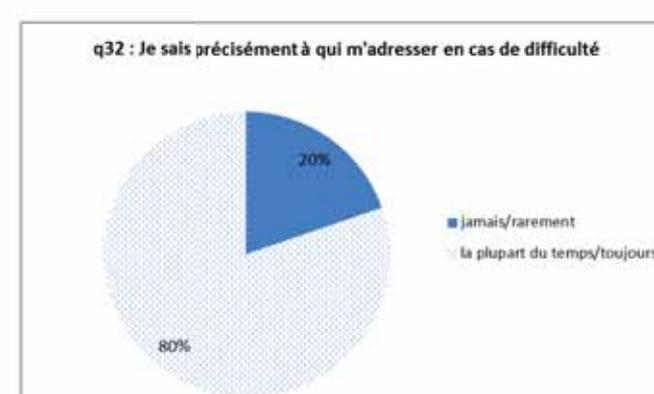
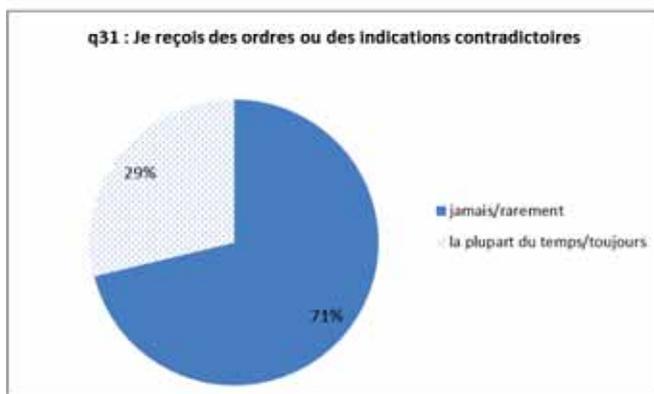
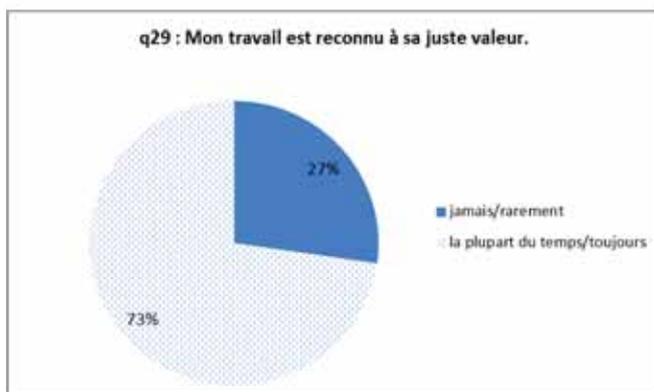
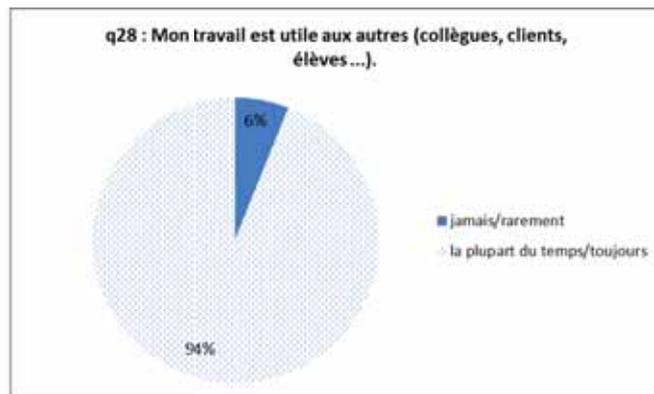
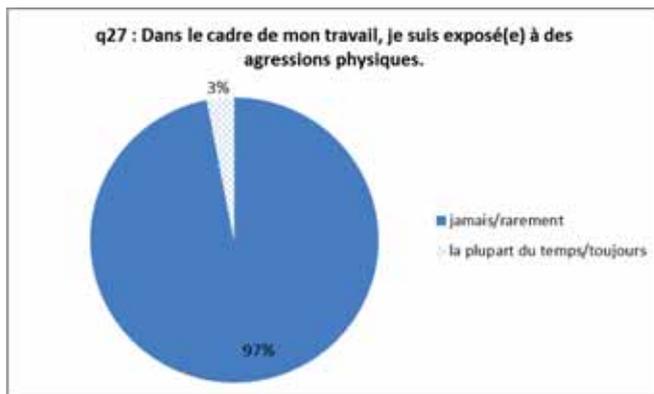


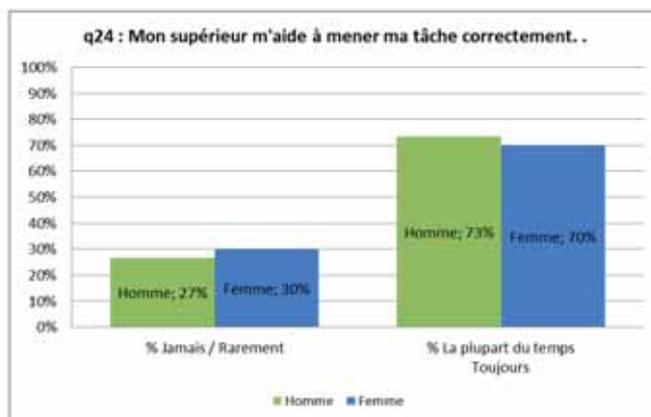
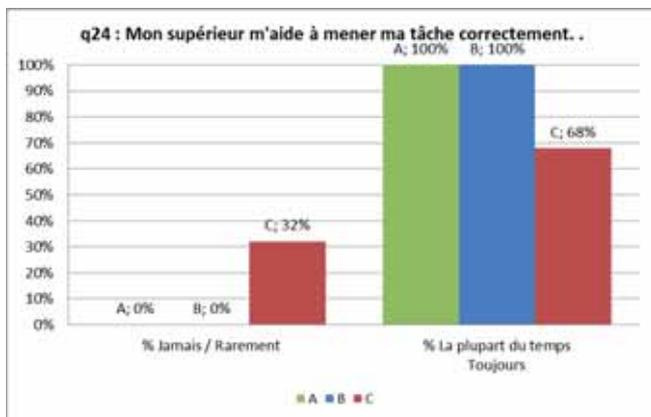
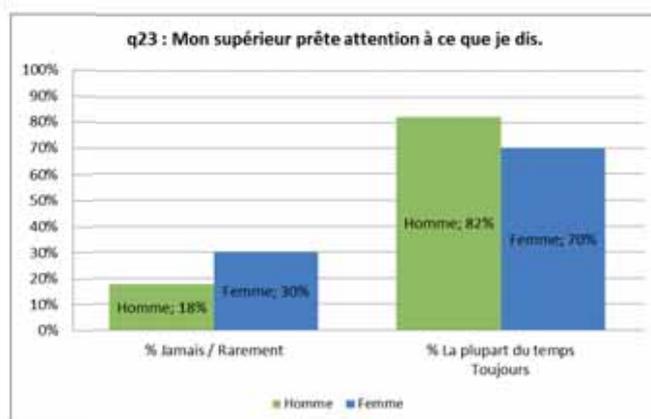
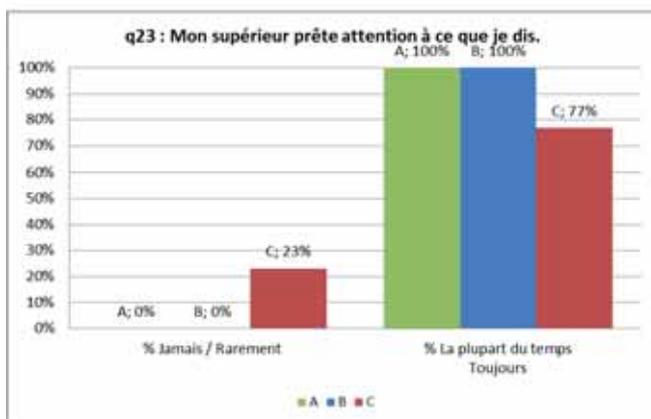
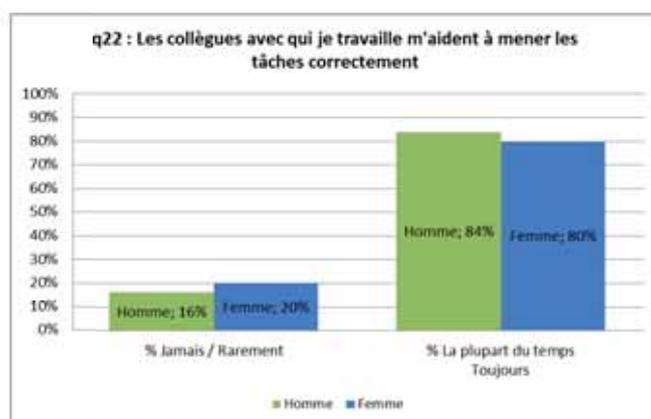
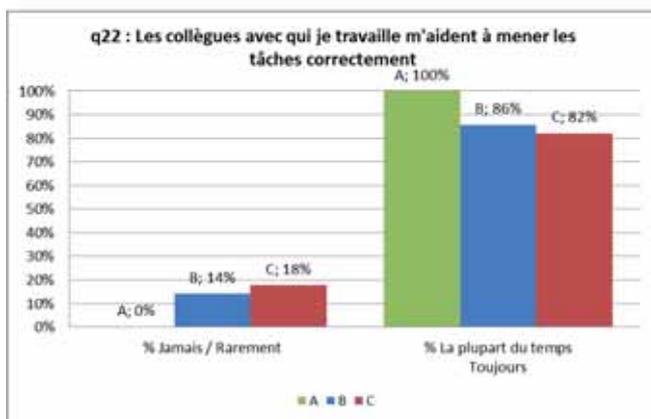
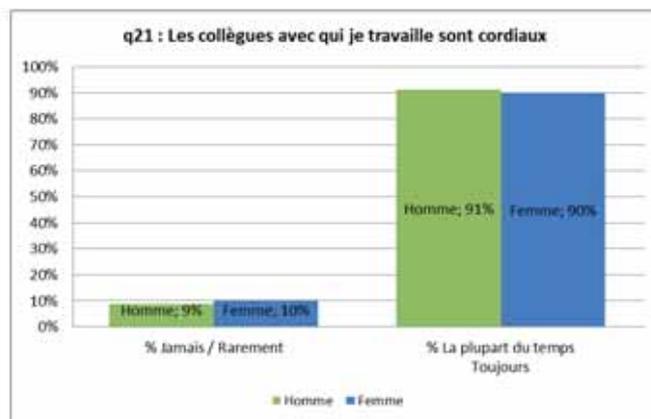
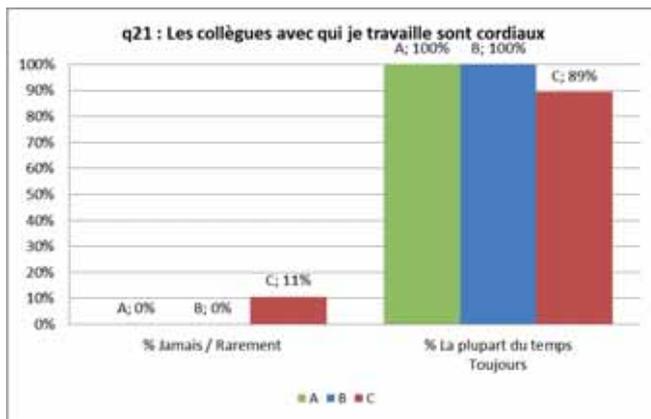


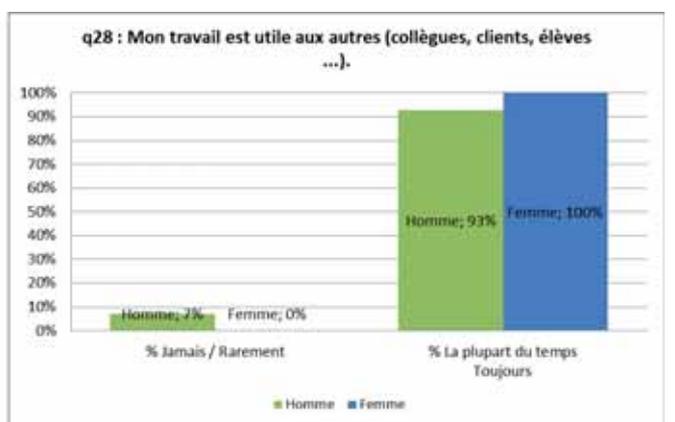
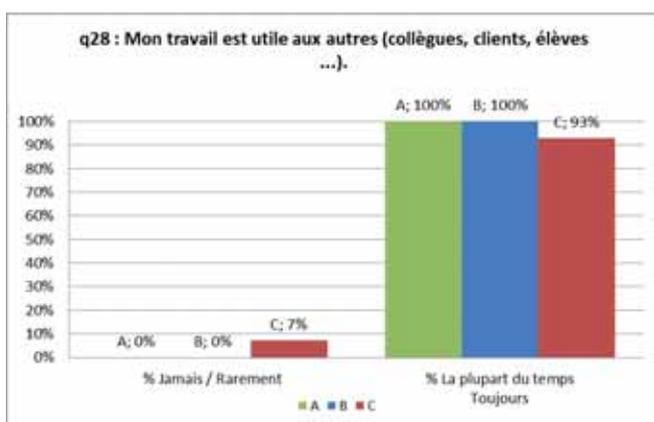
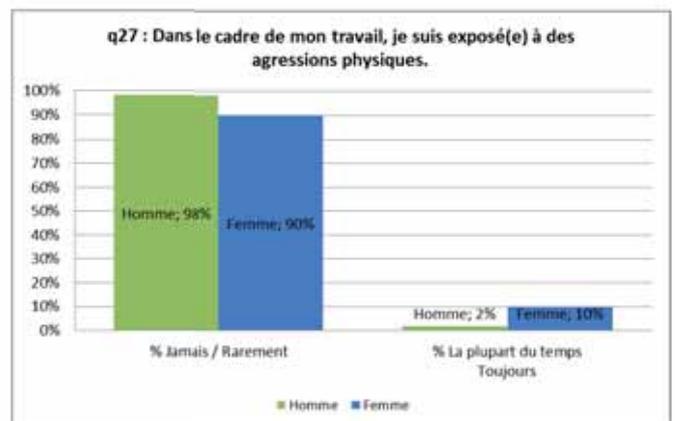
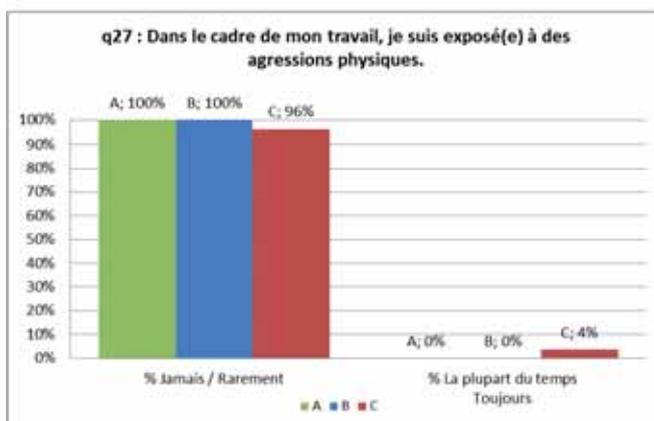
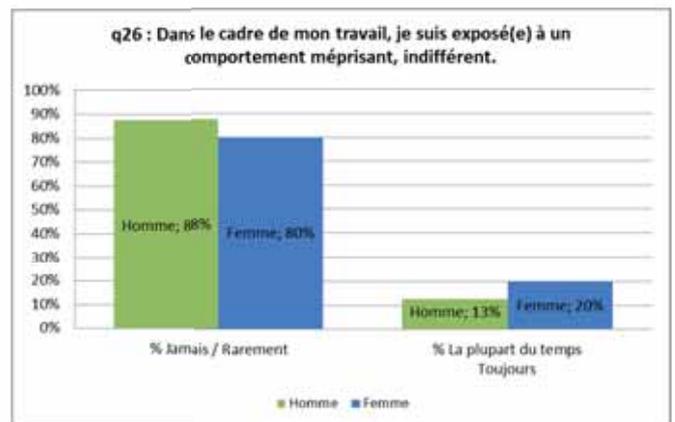
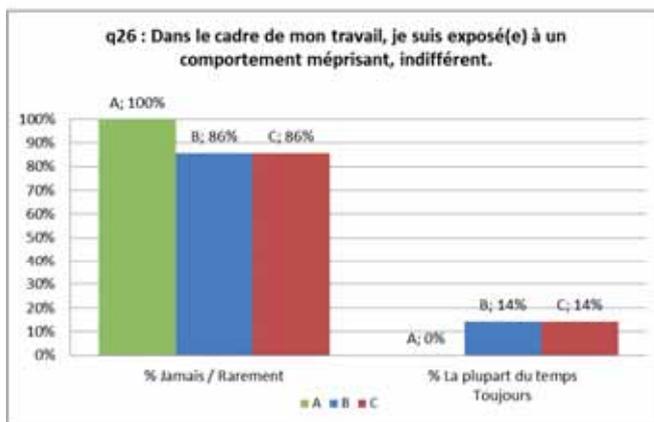
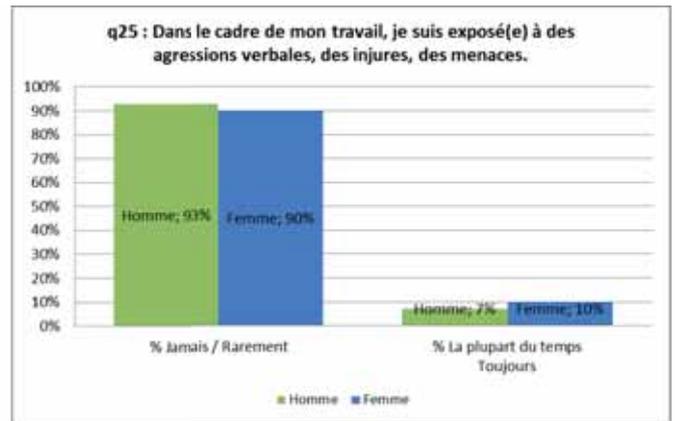
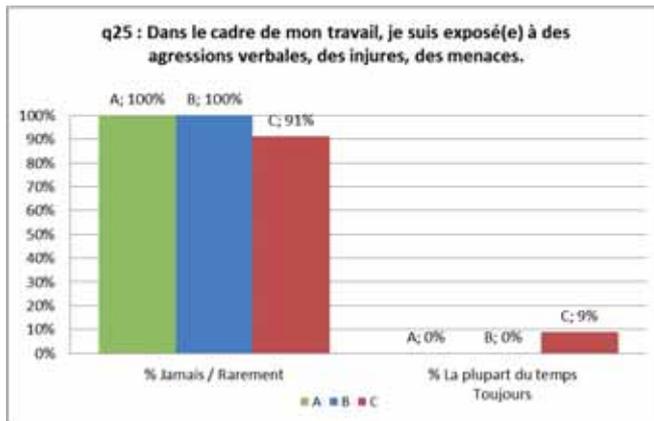


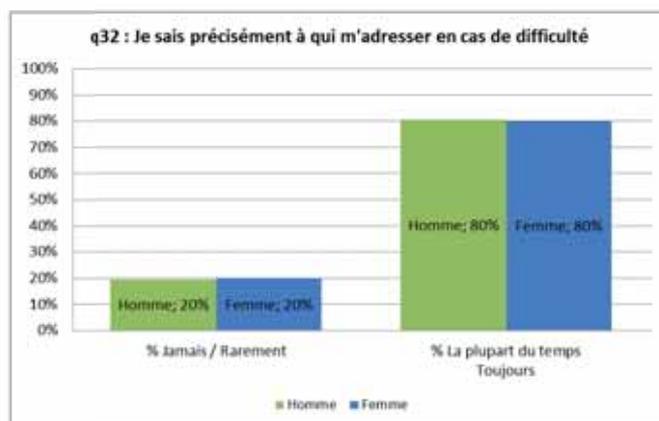
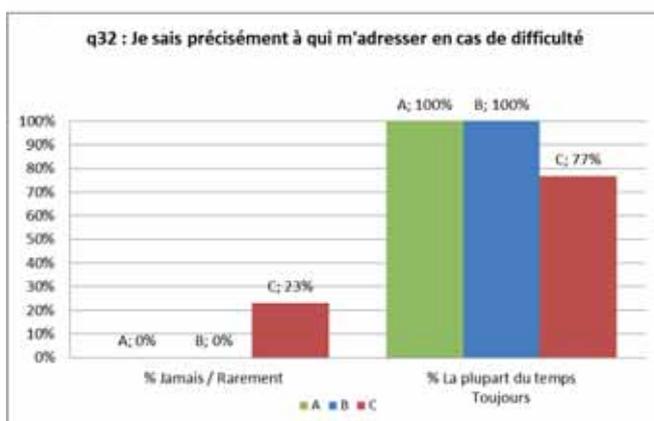
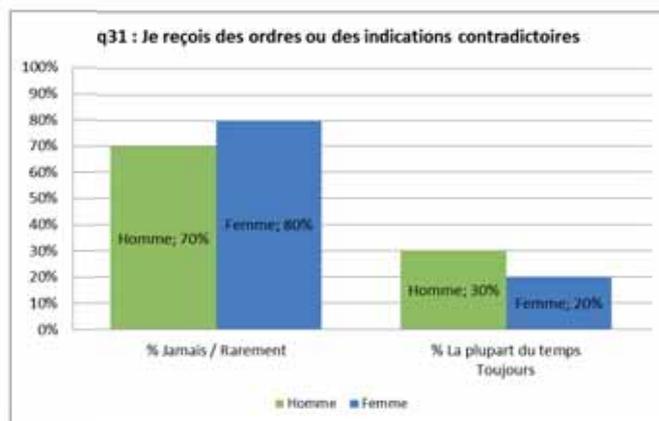
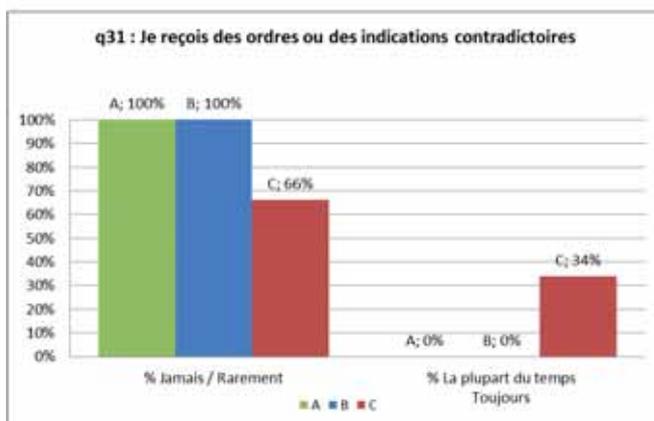
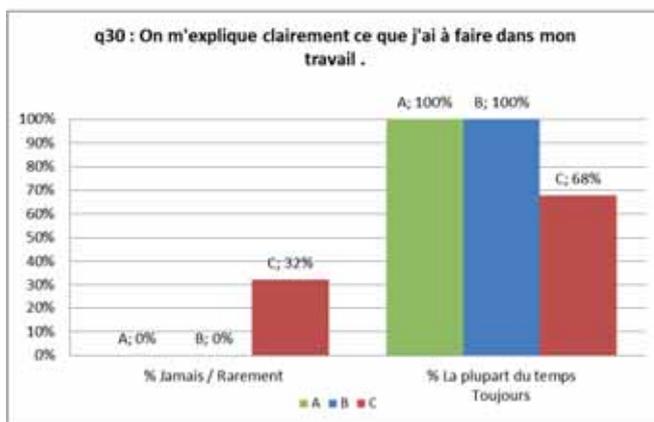
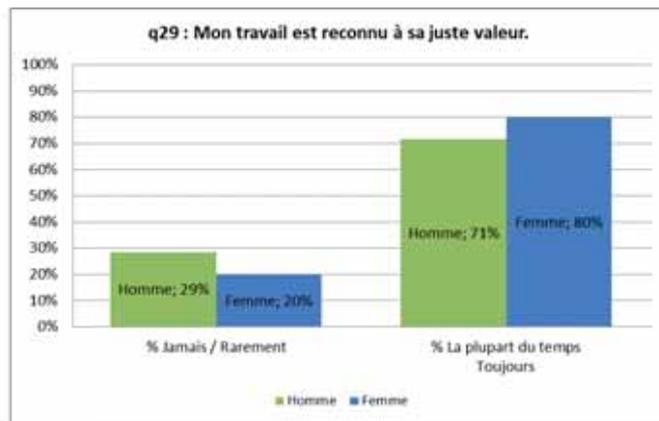
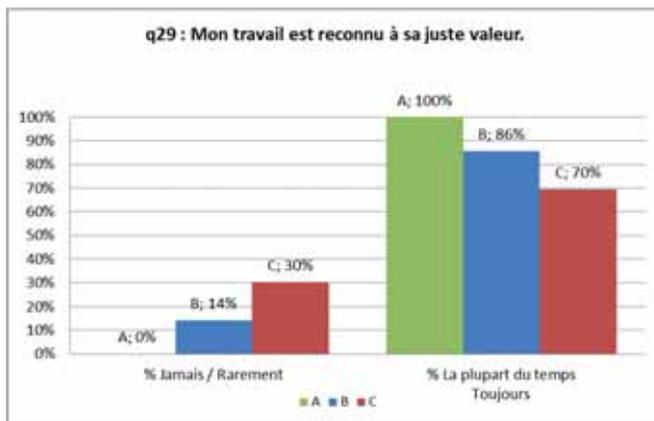
## RAPPORTS SOCIAUX, RELATIONS DE TRAVAIL



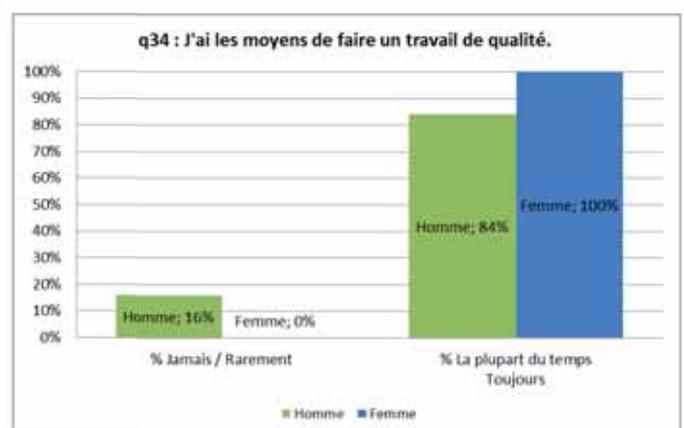
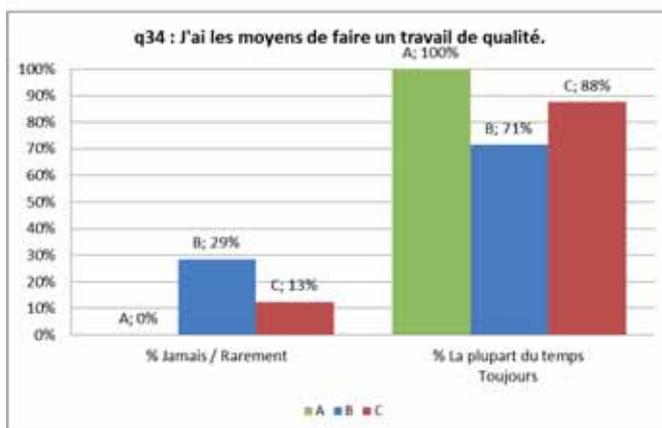
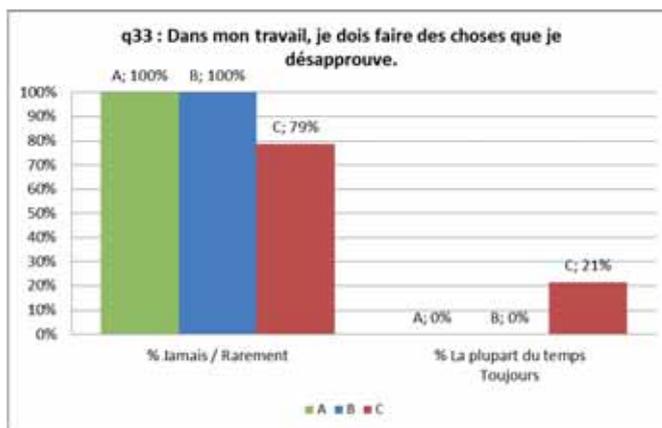




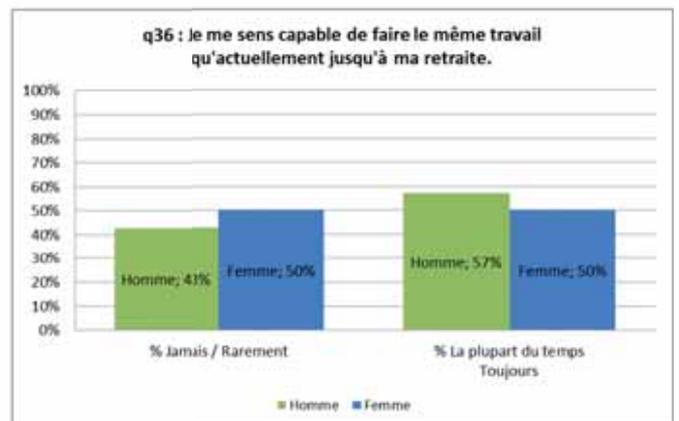
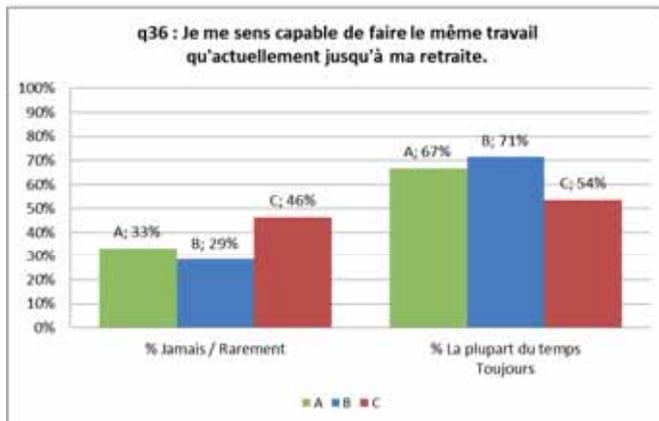
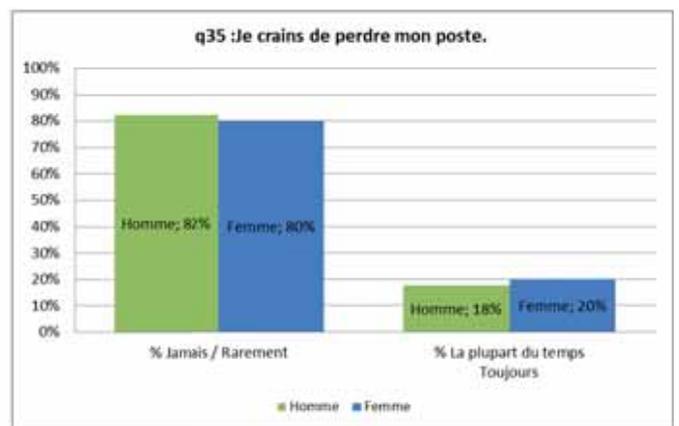
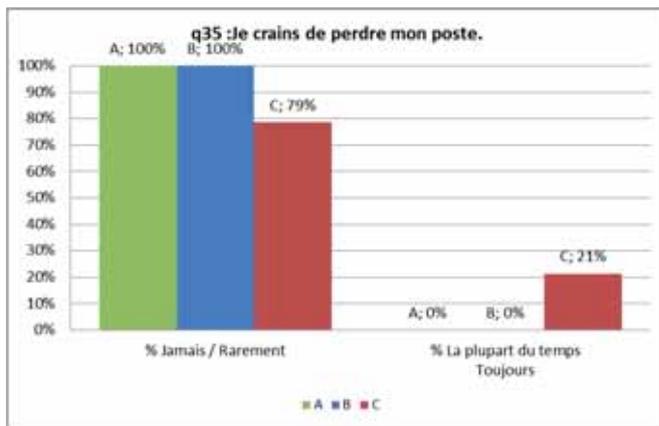
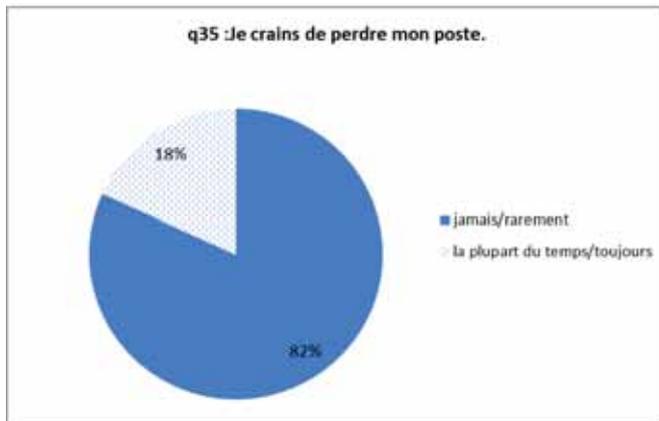




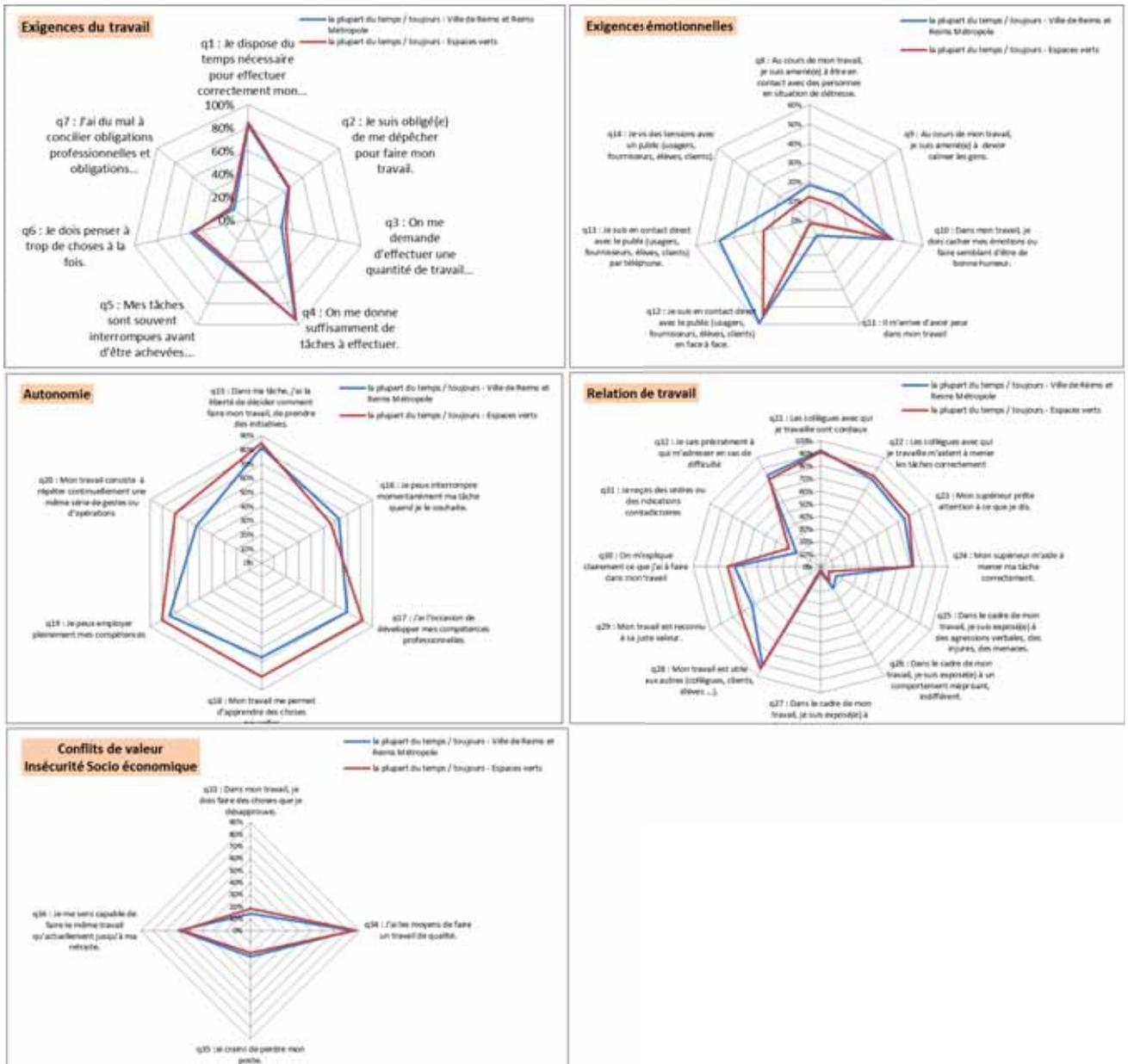
## CONFLITS DE VALEURS



## INSECURITE SOCIO-ECONOMIQUE

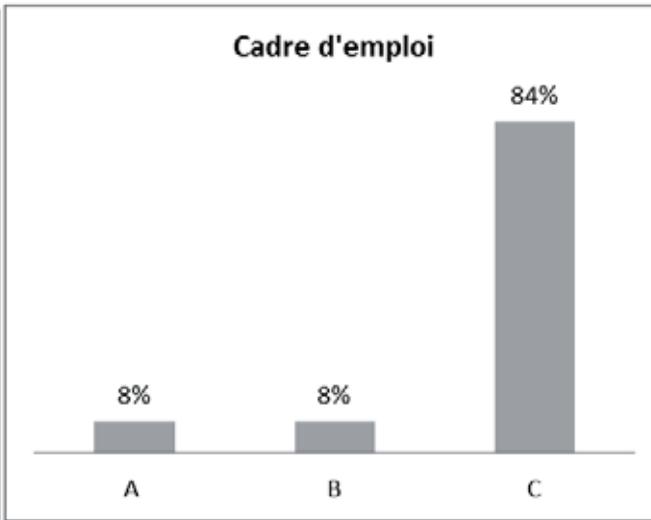
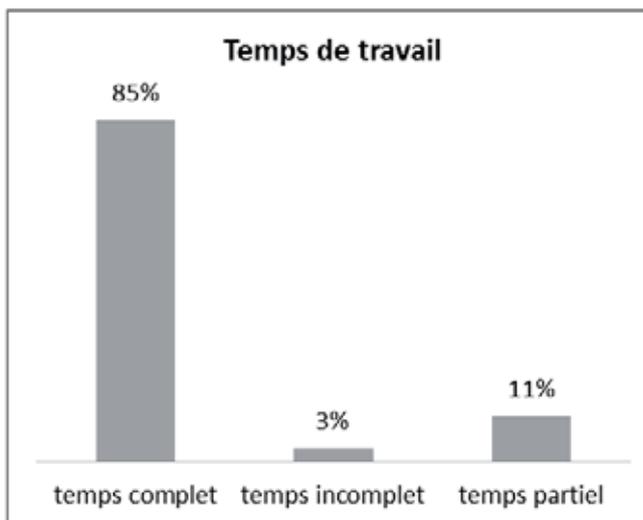
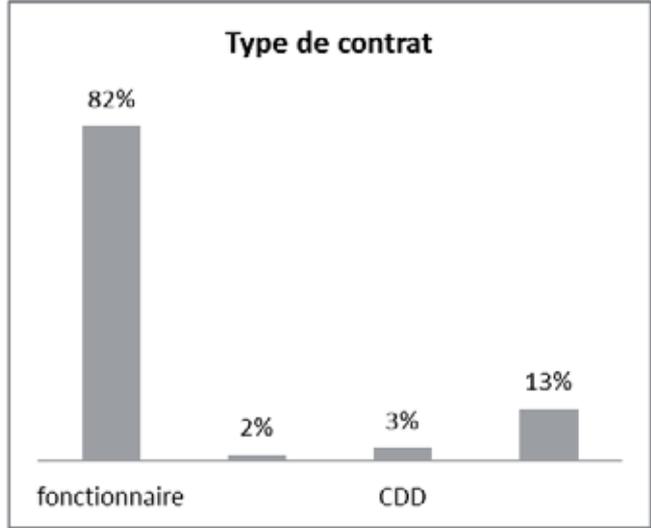
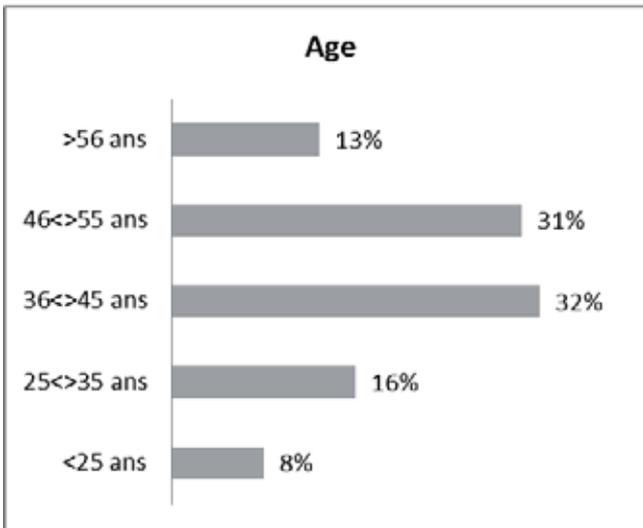
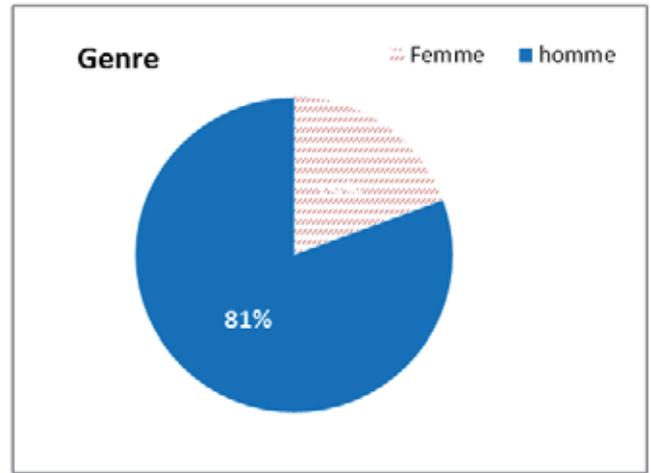
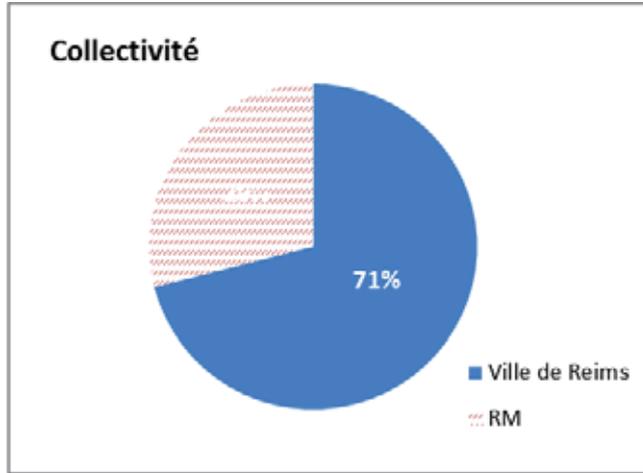


# COMPARAISON RESULTATS DIRECTION DES ESPACES VERTS / 2 COLLECTIVITES

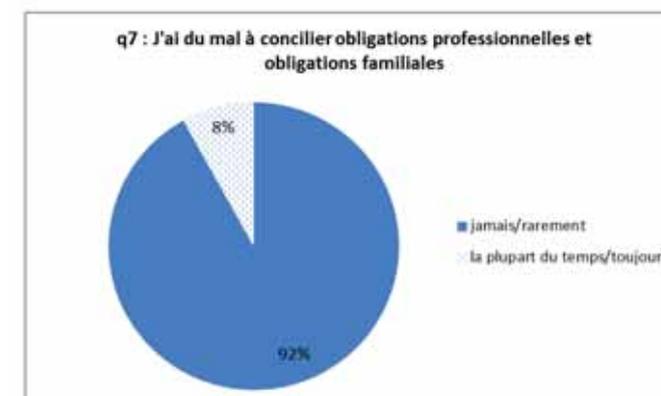
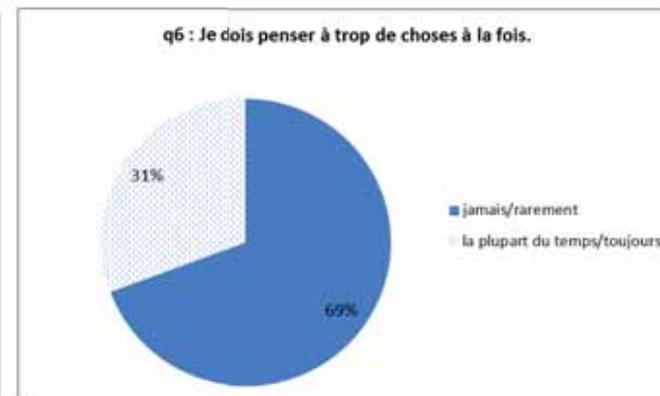
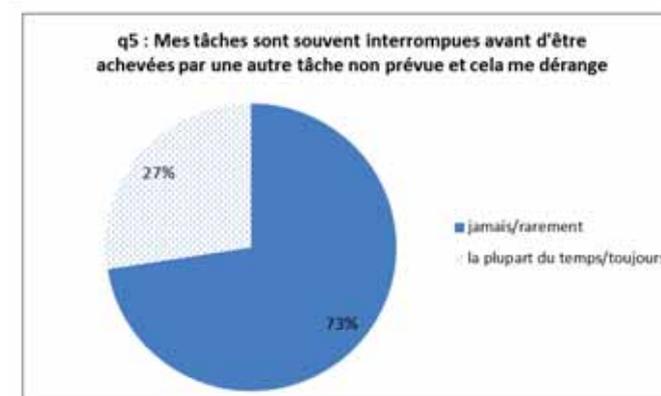
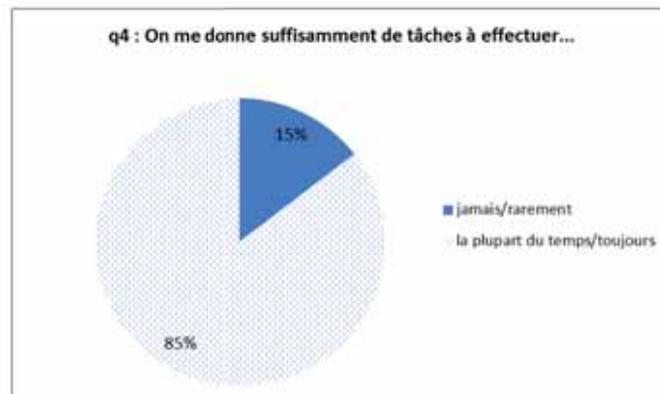
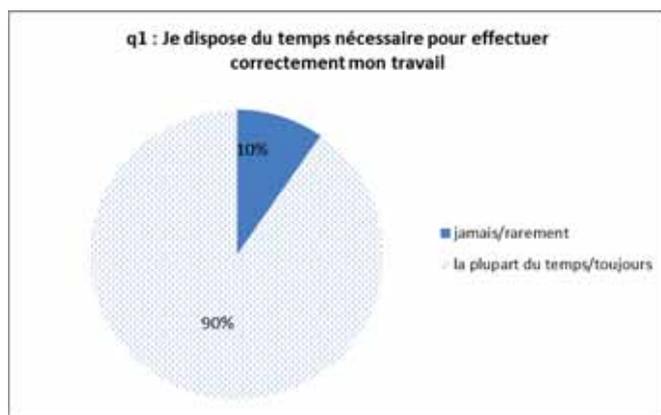


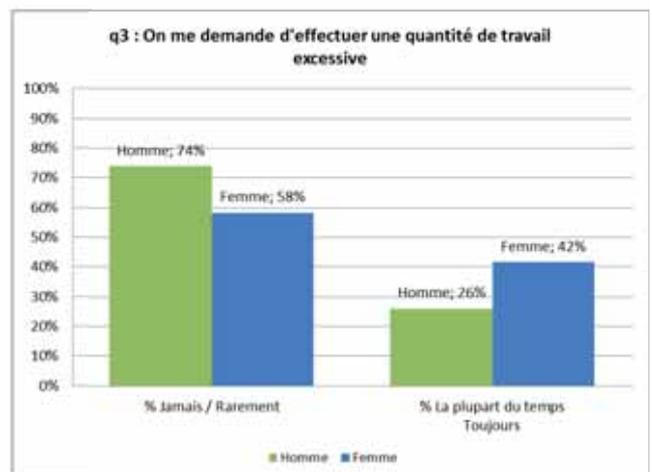
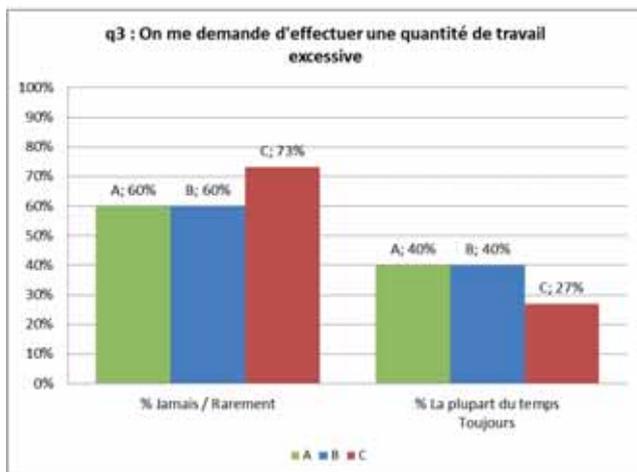
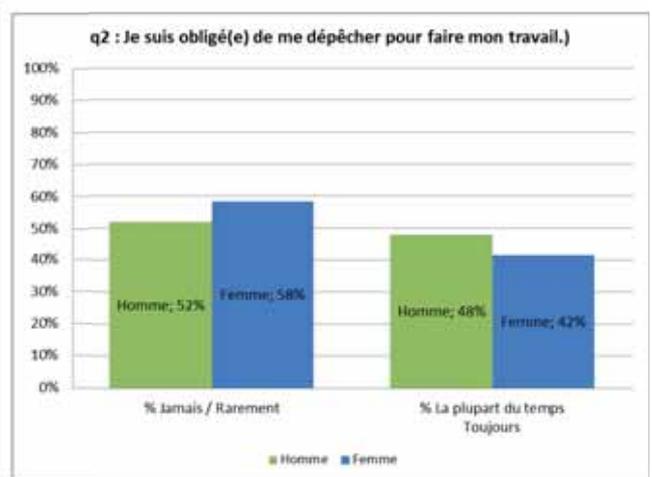
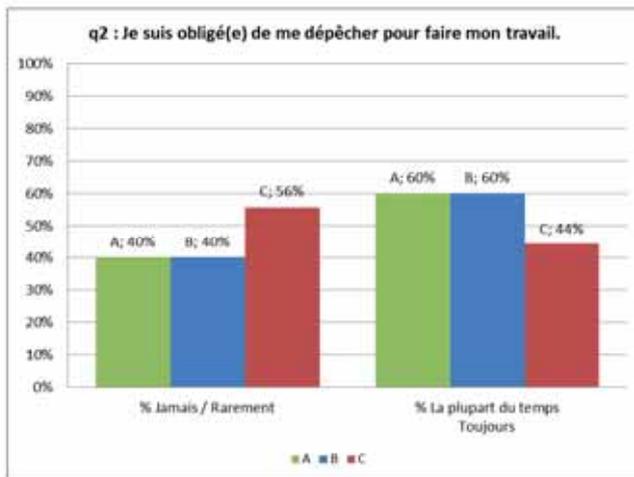
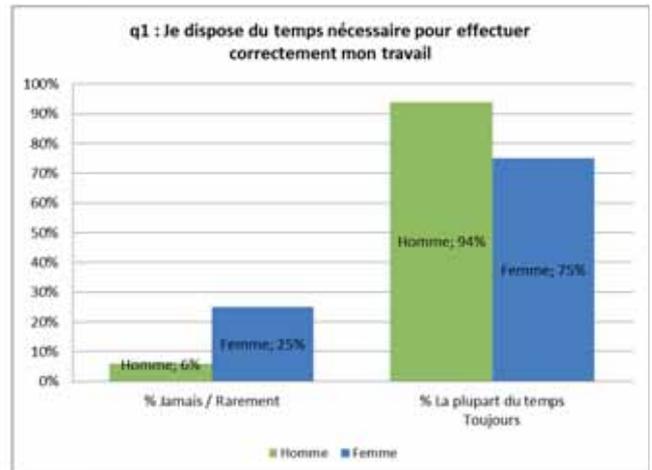
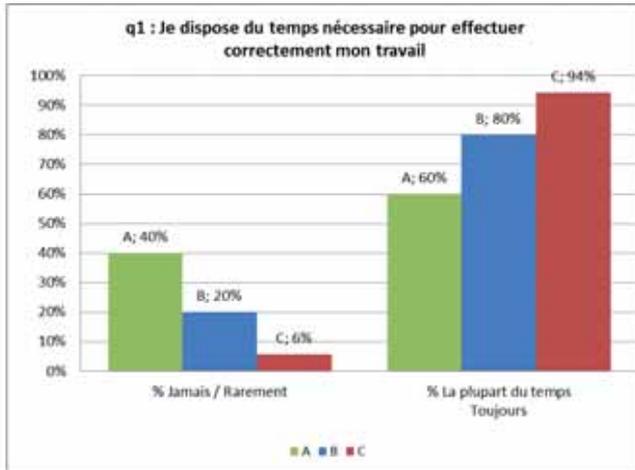
# RESULTATS QUESTIONNAIRE RPS 2014

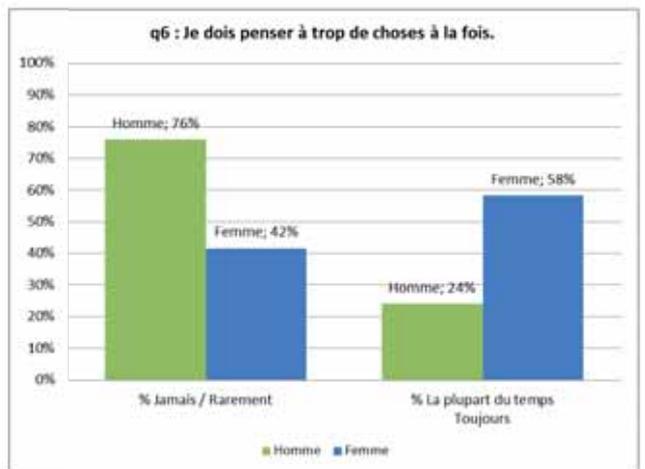
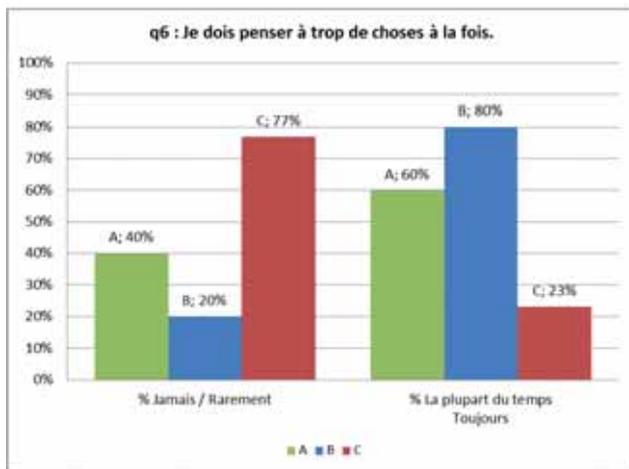
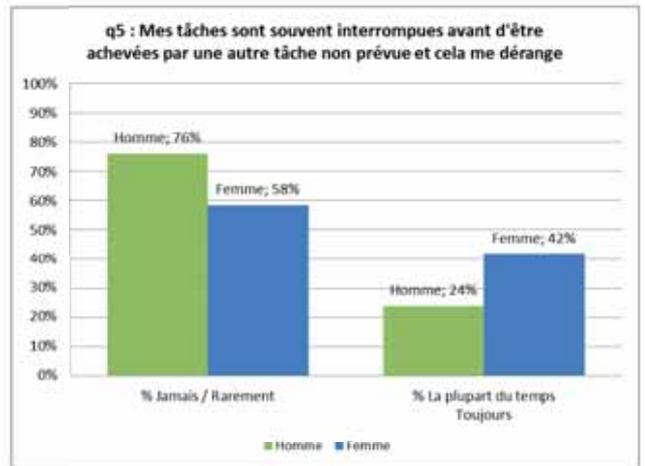
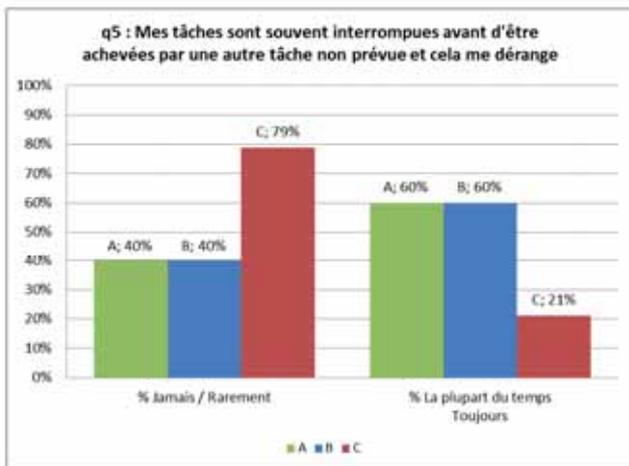
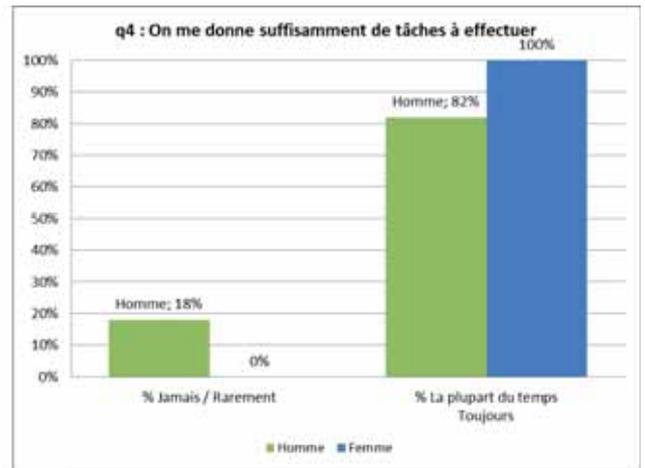
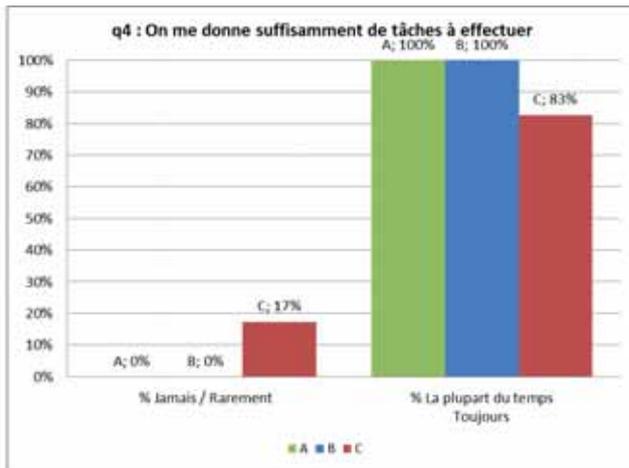
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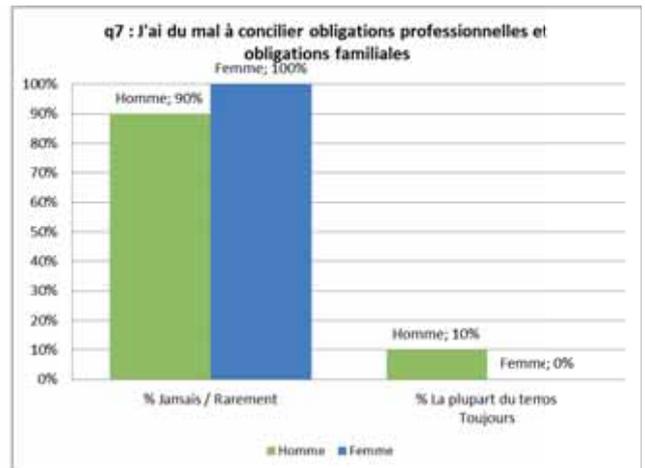


## EXIGENCES DU TRAVAIL

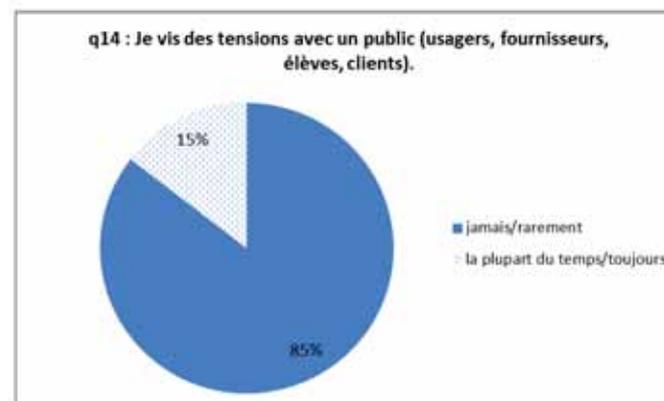
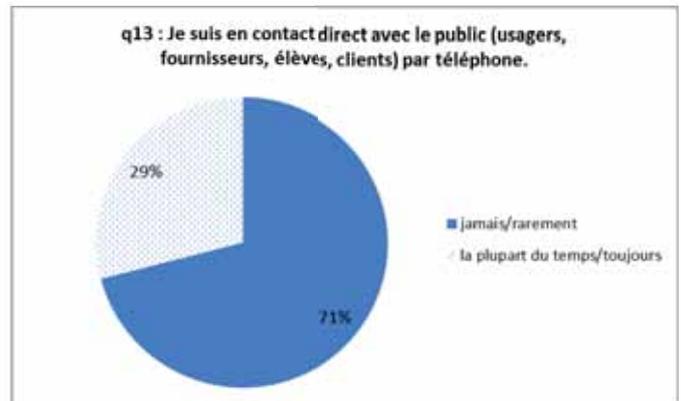
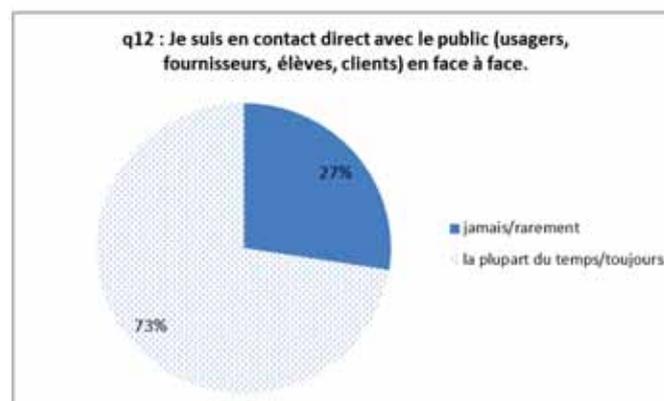
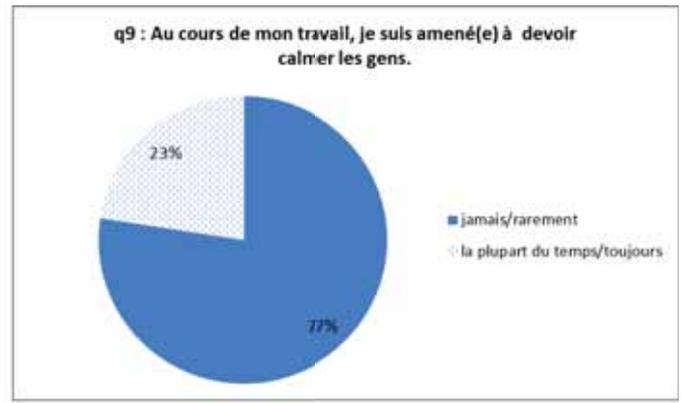


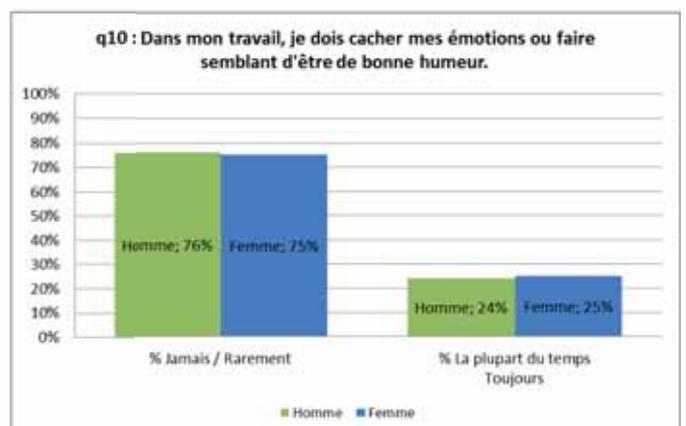
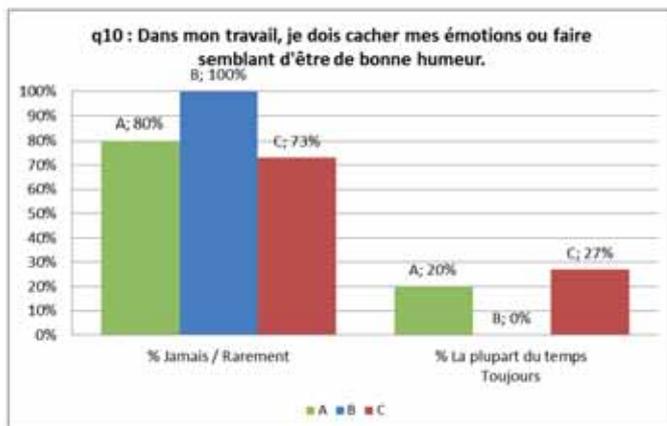
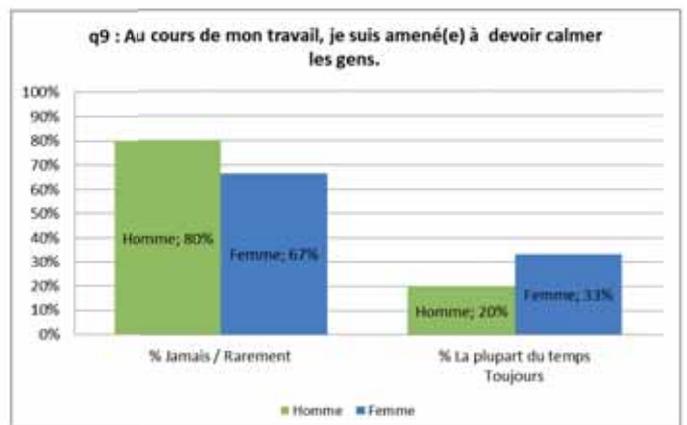
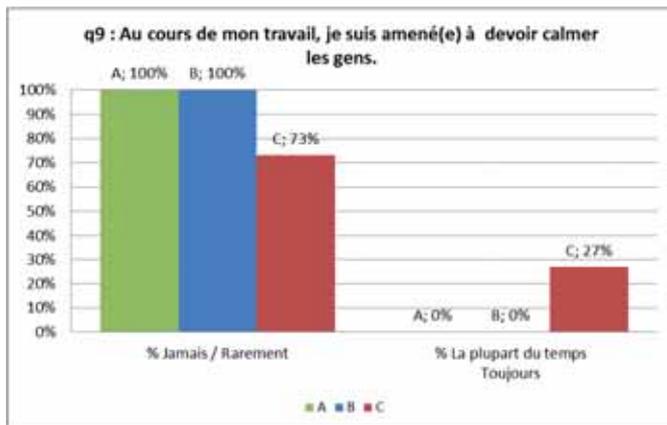
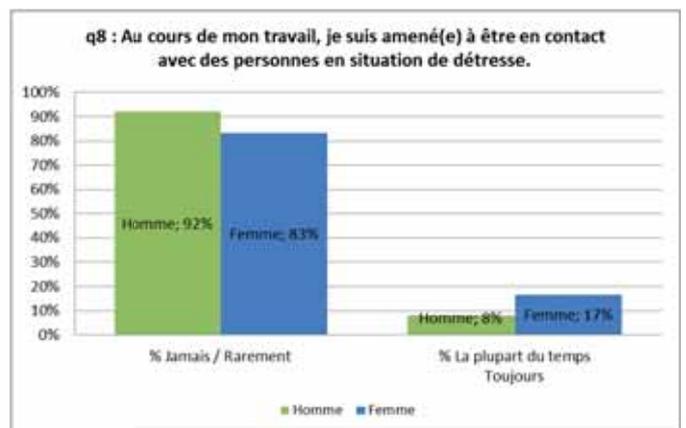
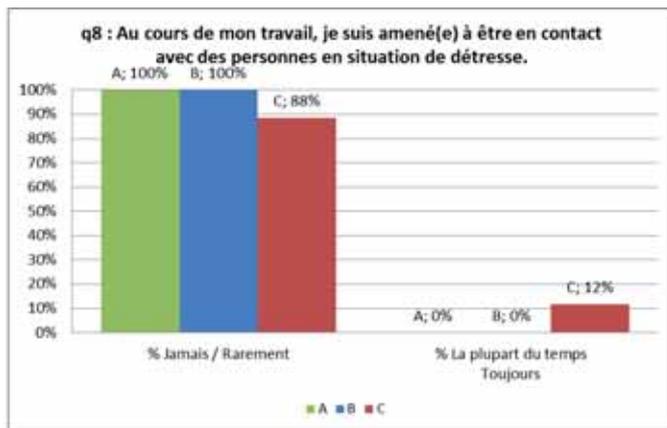


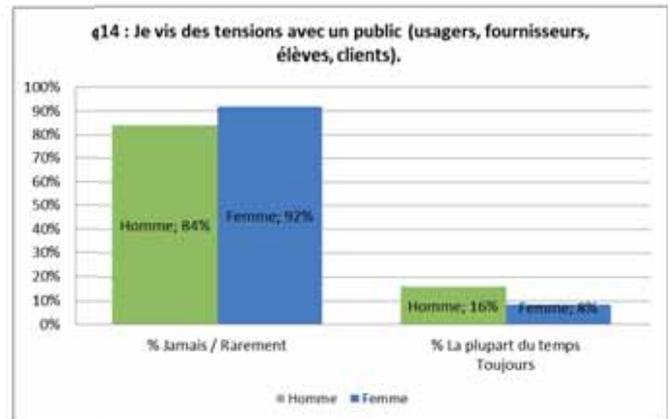
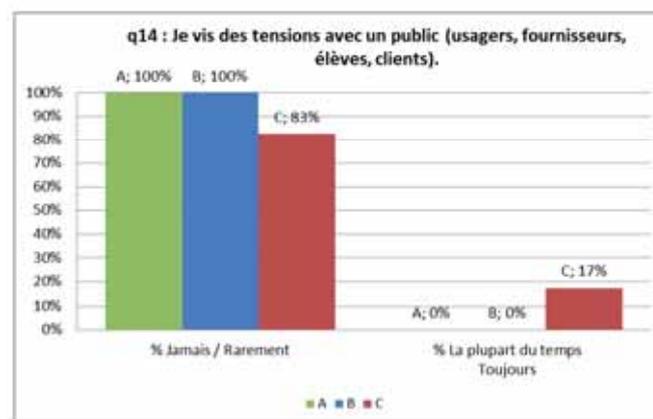
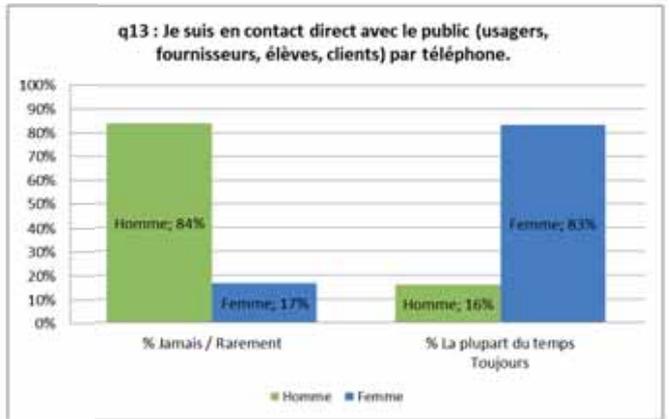
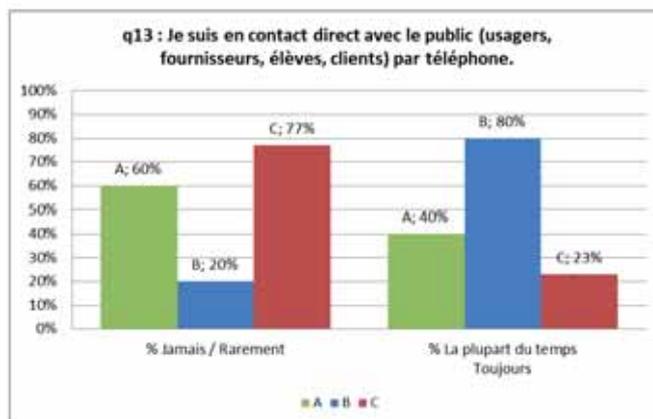
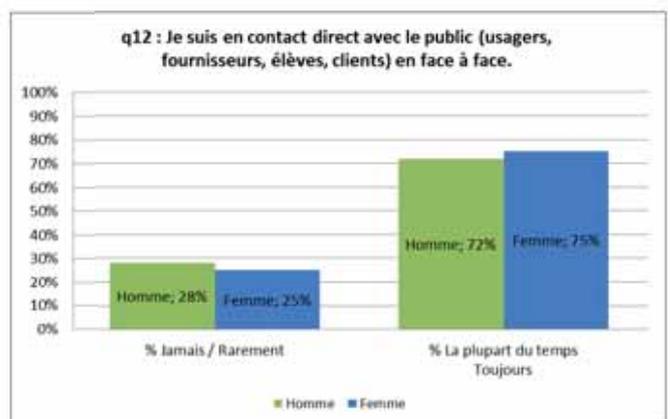
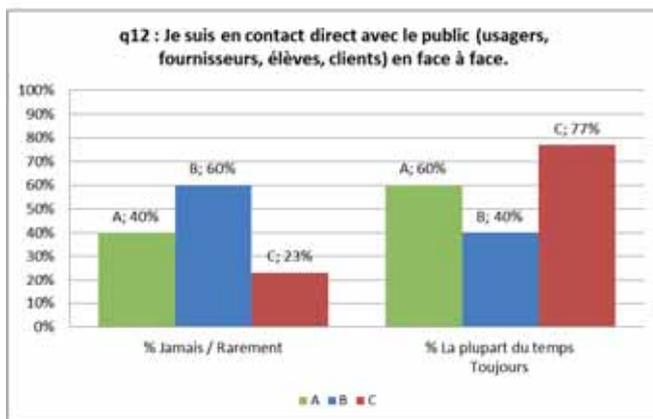
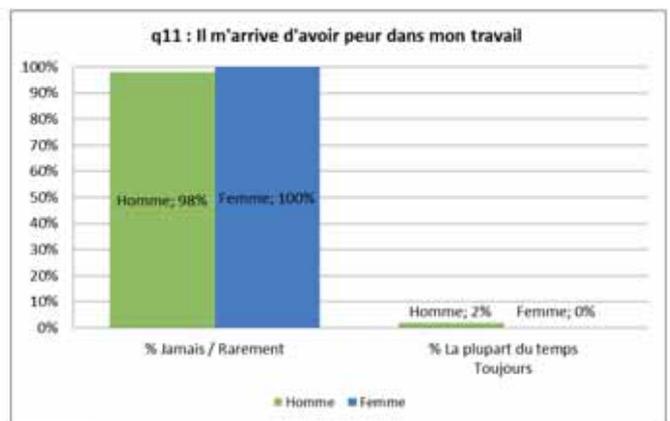




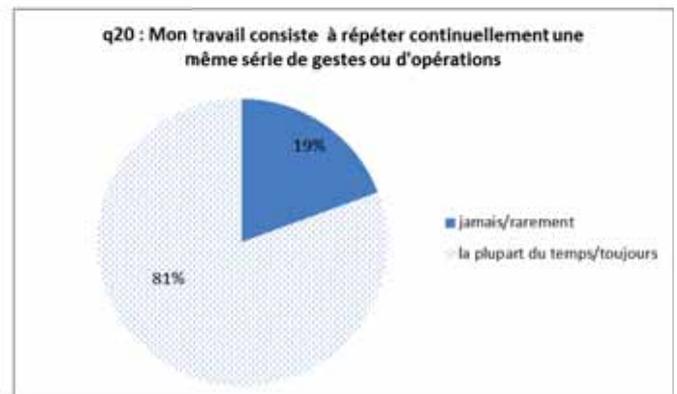
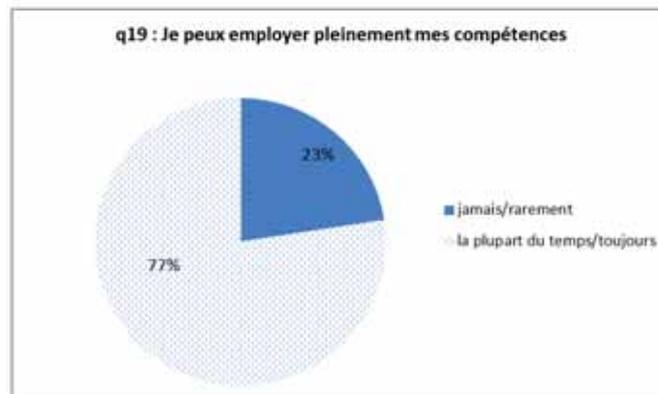
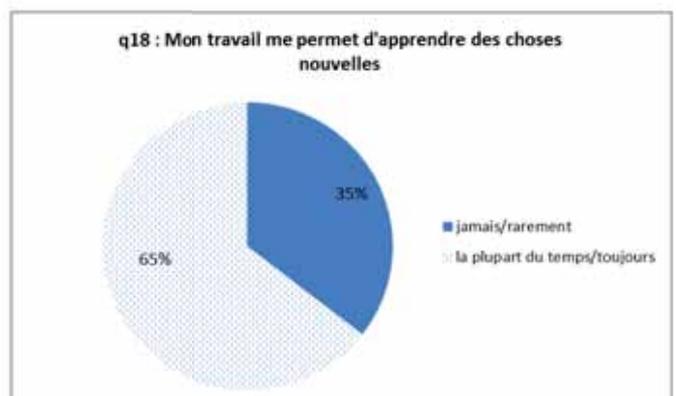
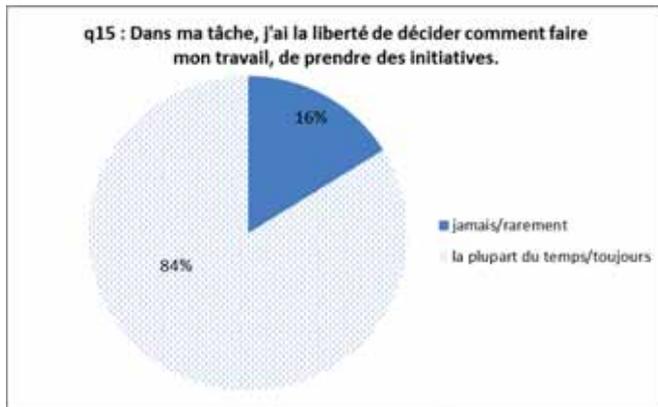
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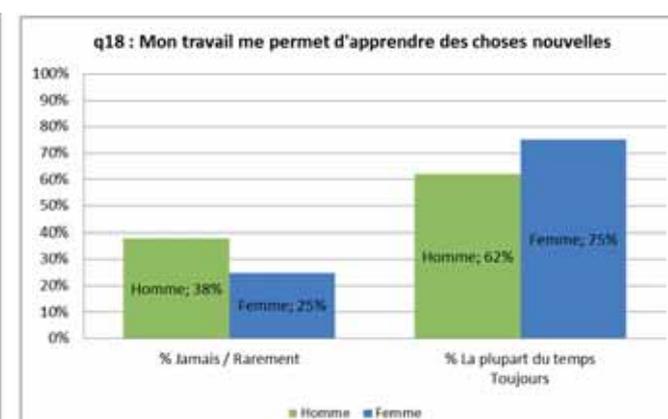
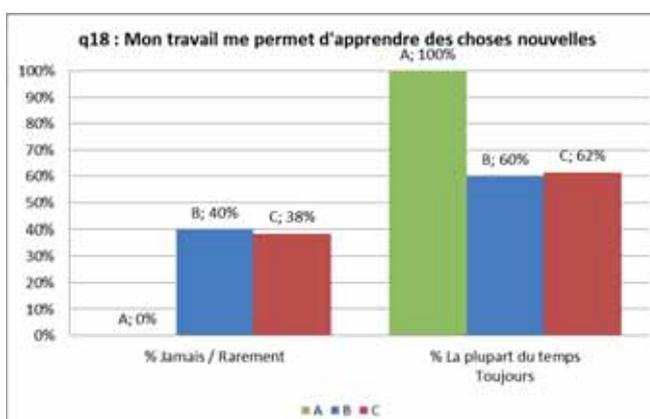
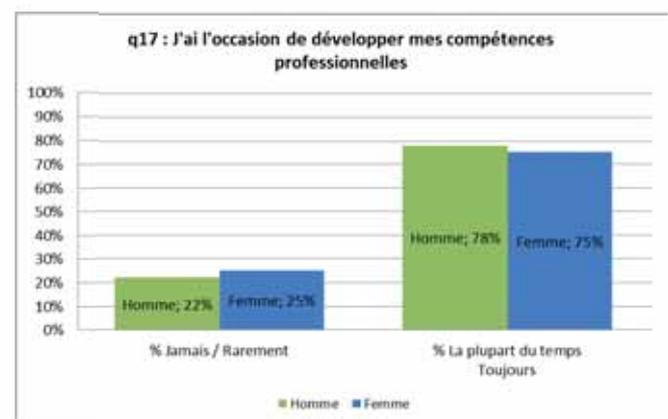
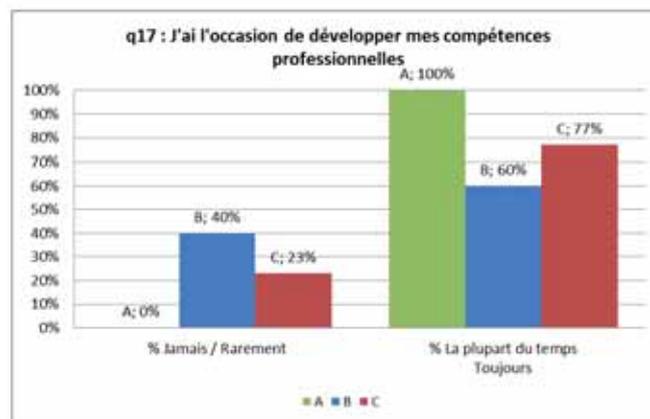
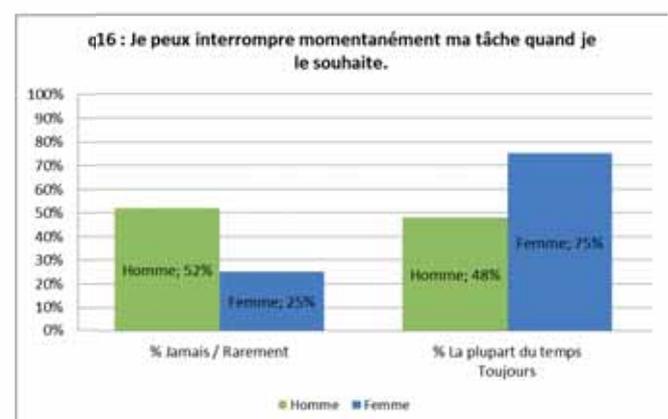
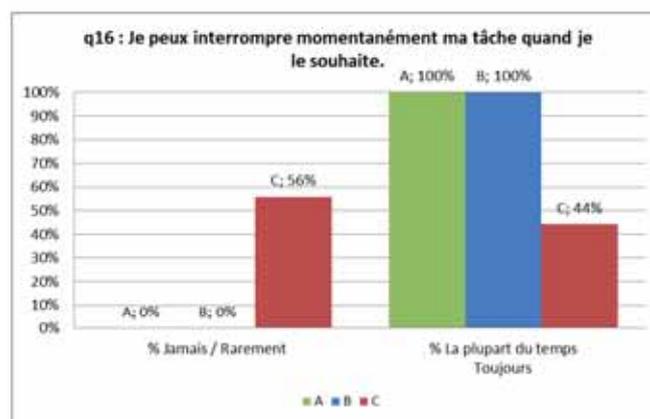
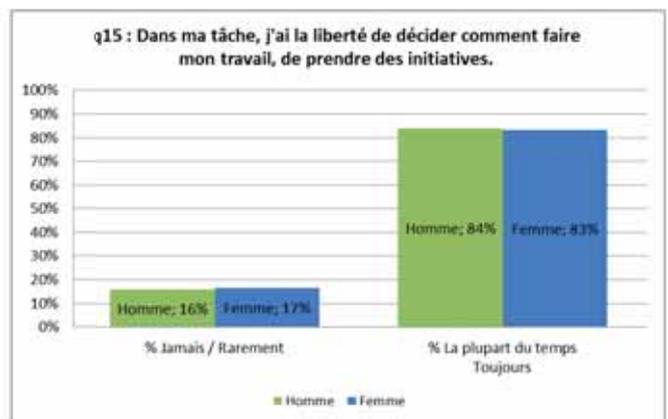
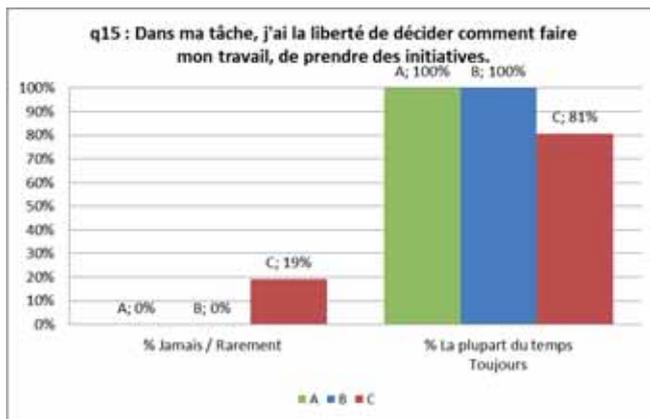


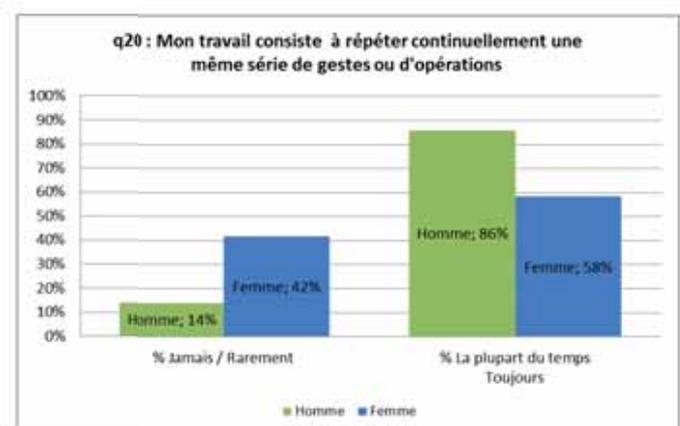
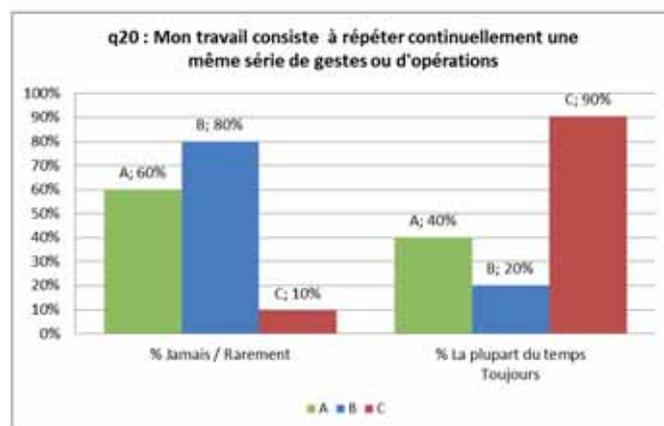
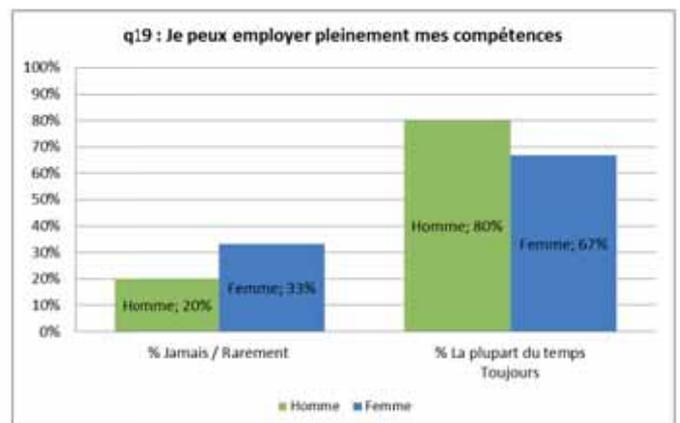
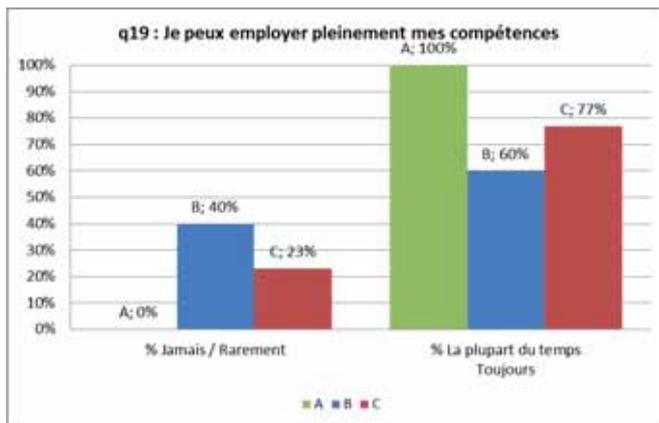




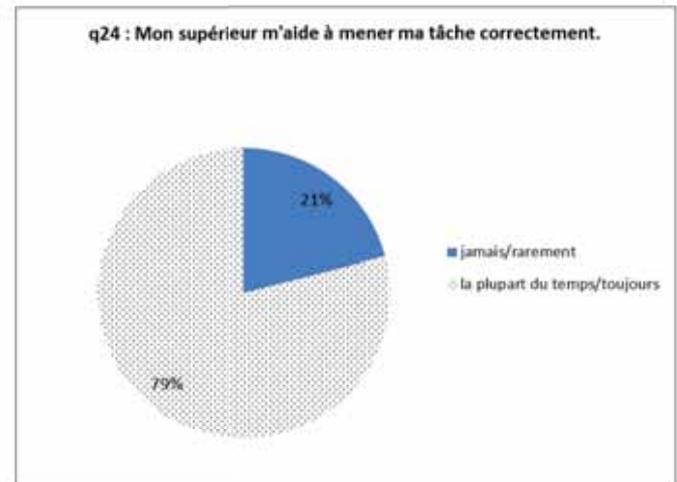
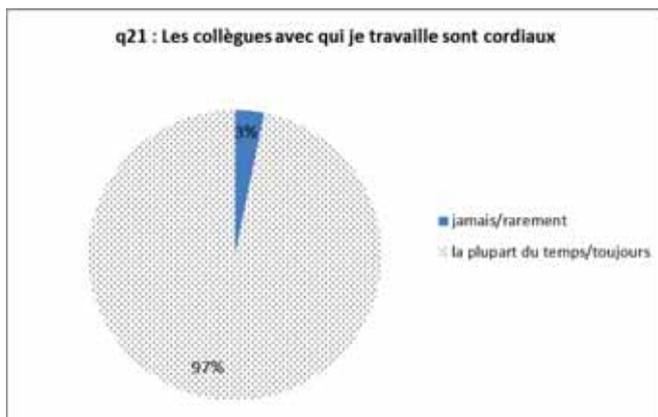
## AUTONOMIE, MARGE DE MANŒUVRE

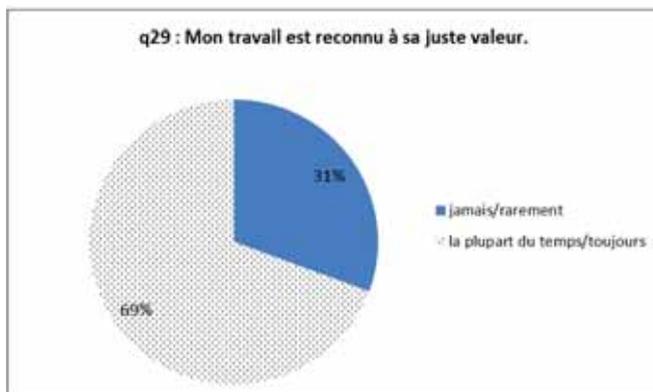
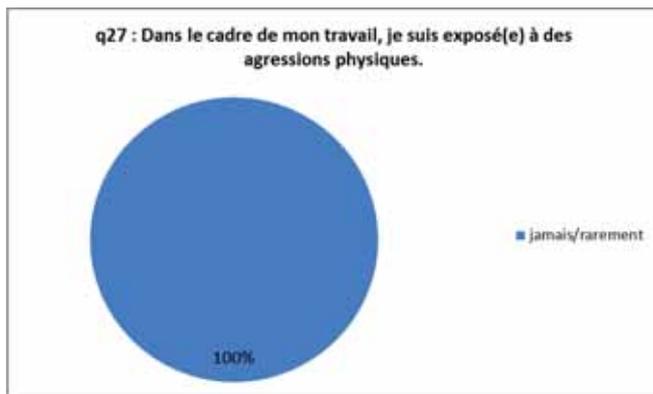


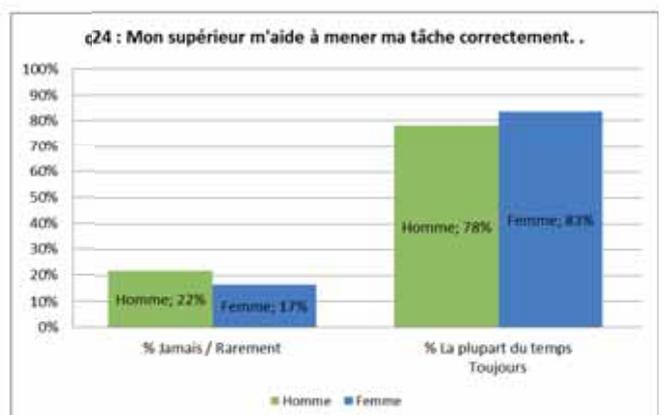
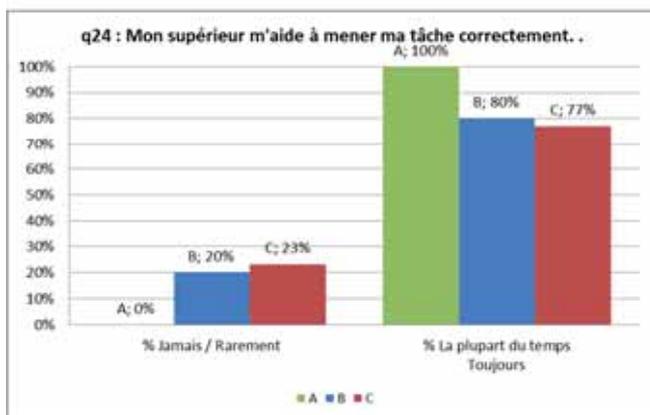
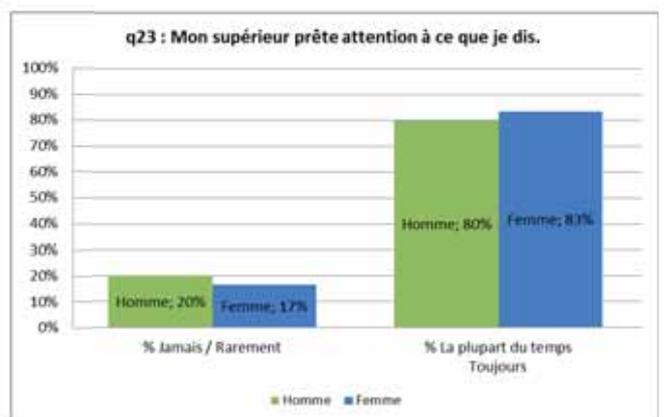
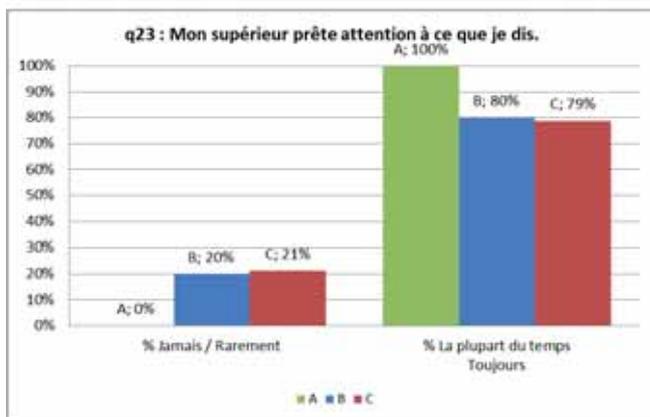
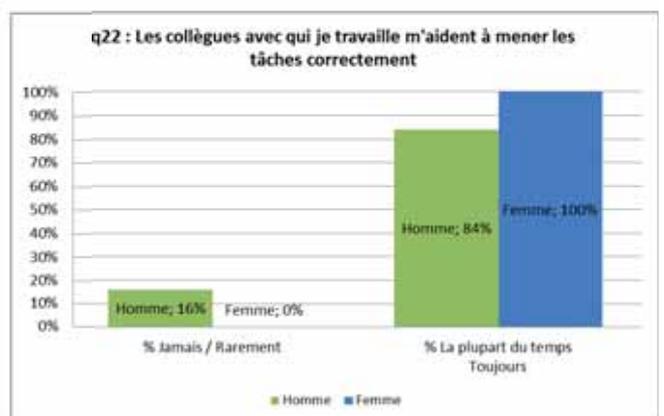
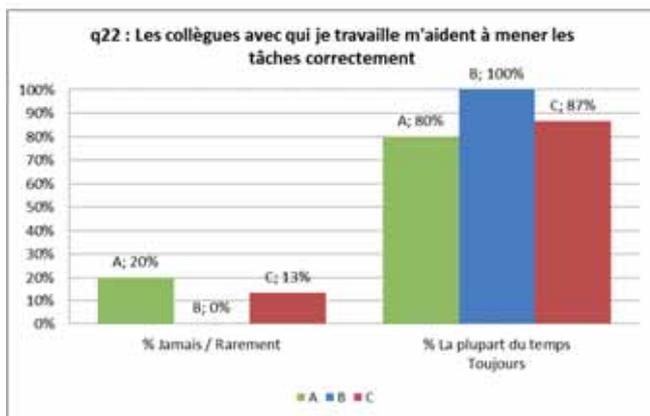
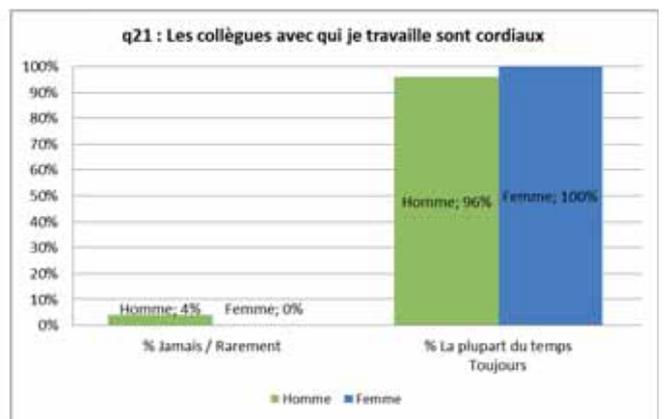
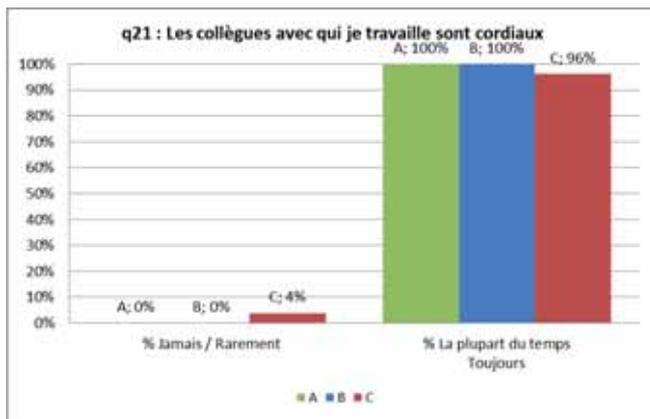


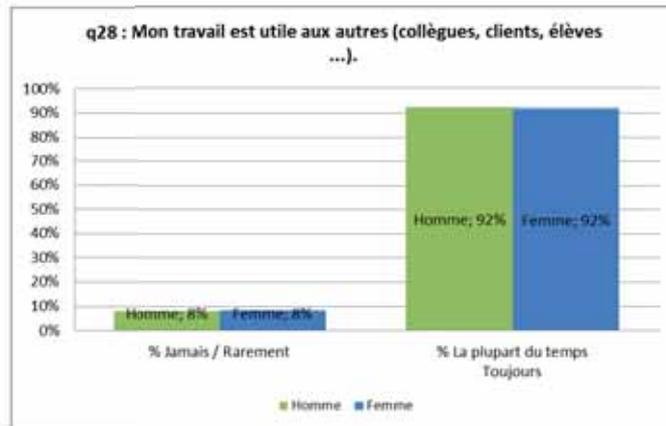
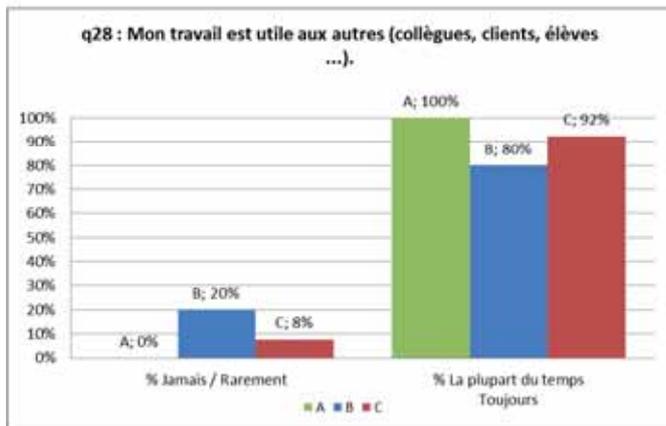
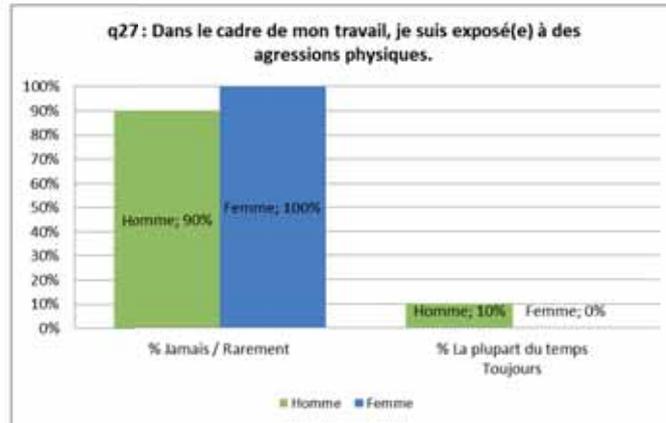
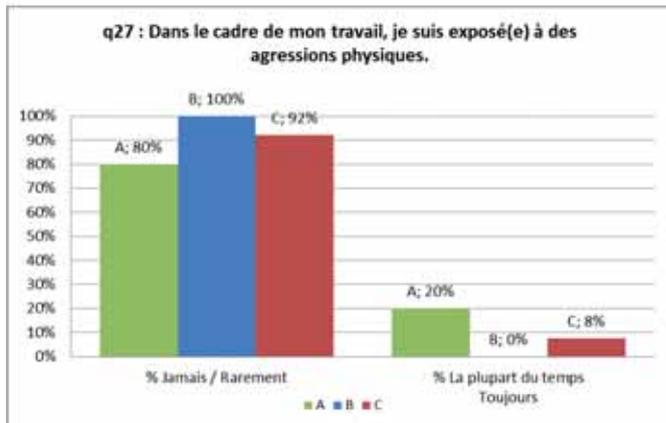
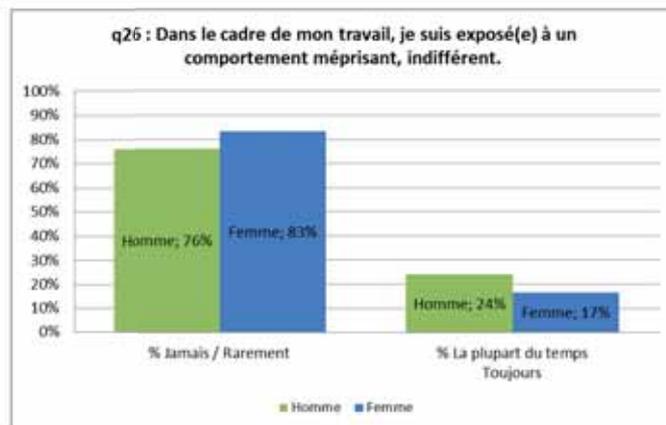
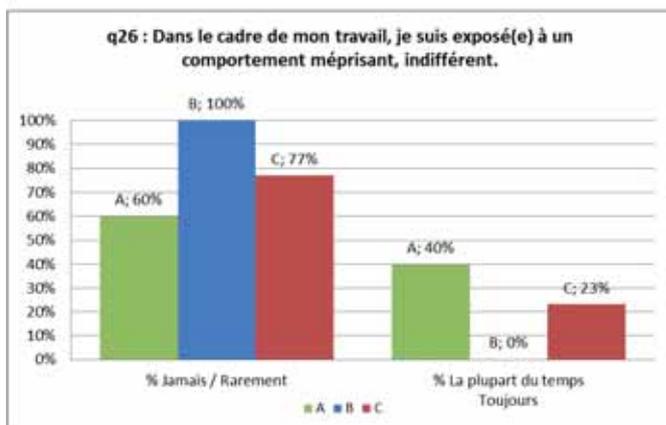
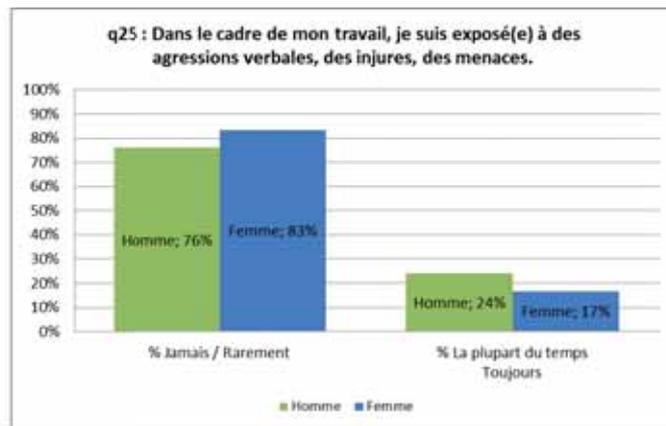
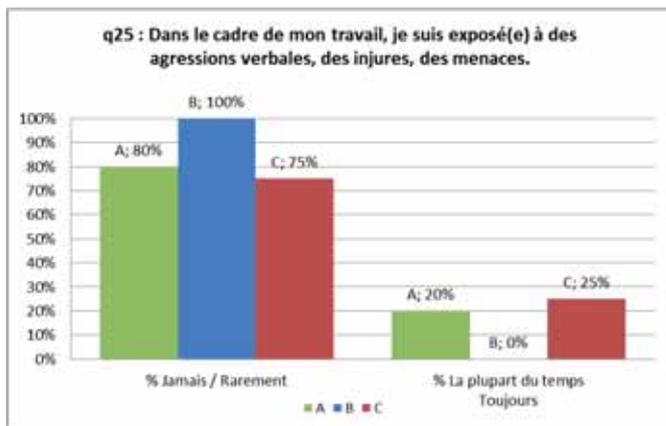


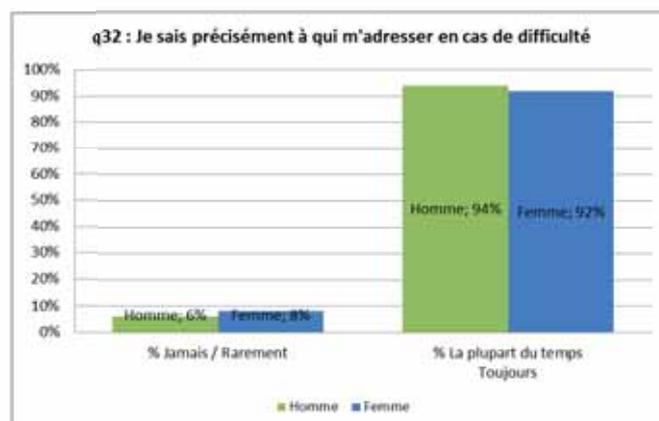
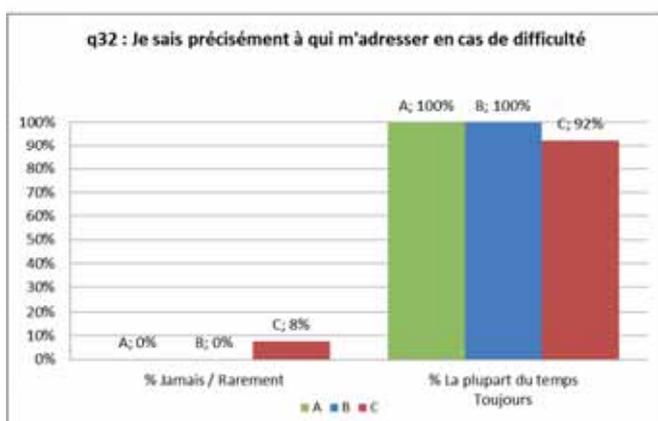
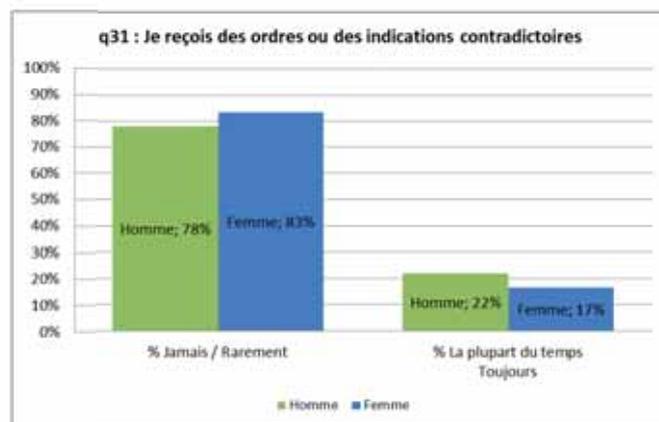
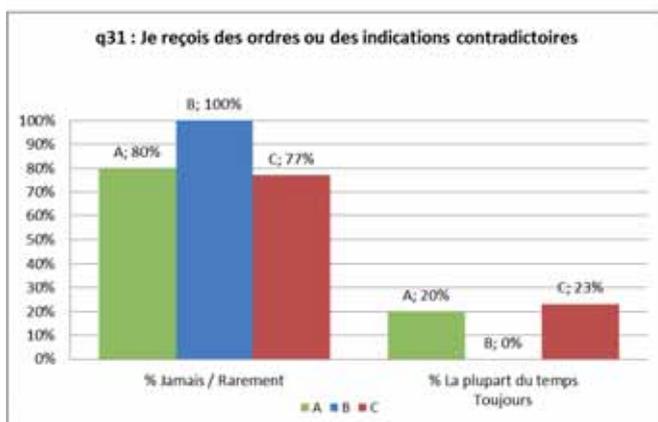
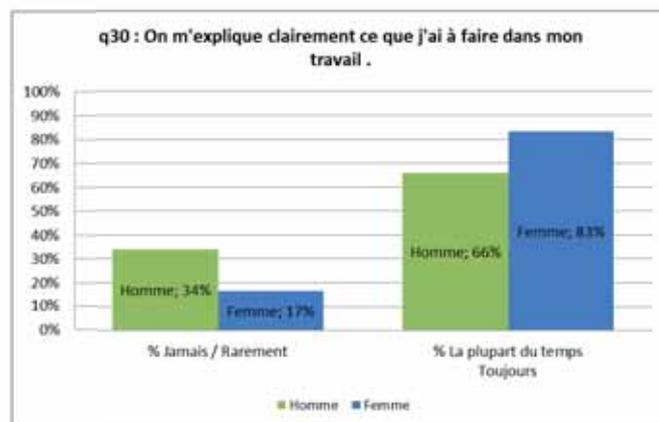
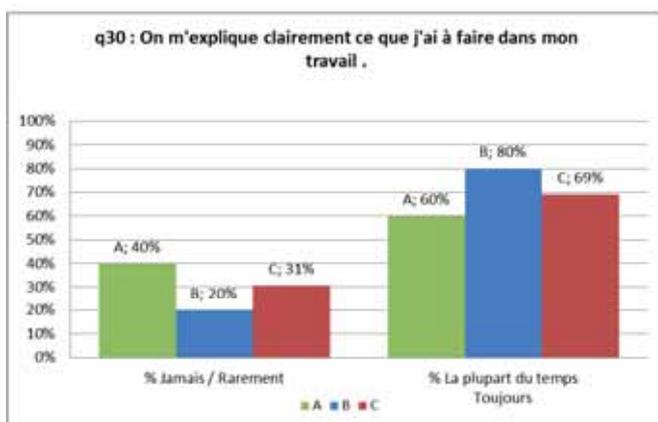
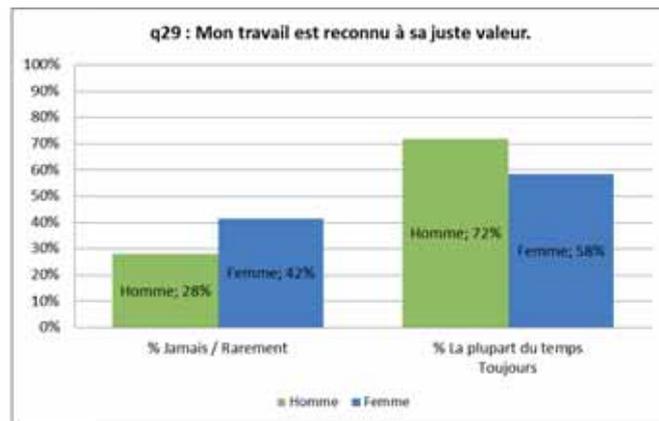
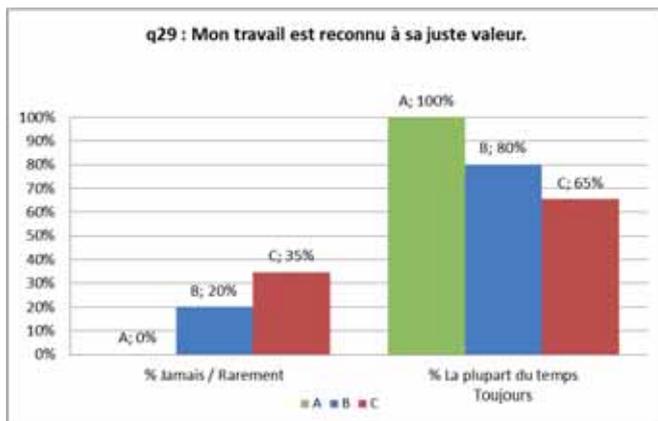
## RAPPORTS SOCIAUX, RELATIONS DE TRAVAIL



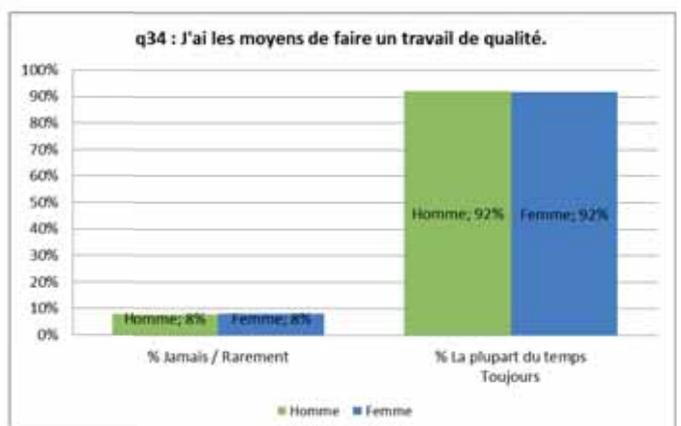
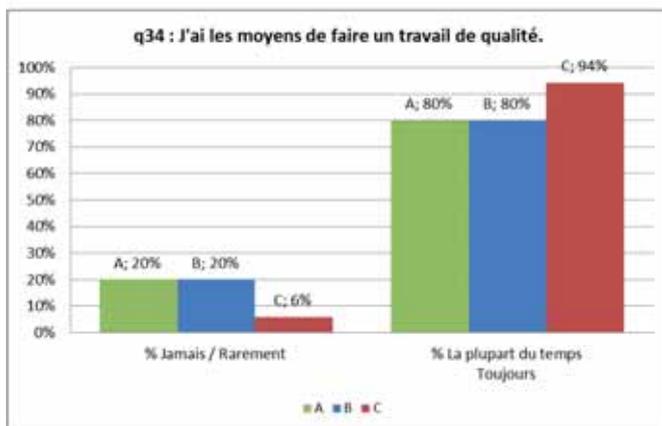
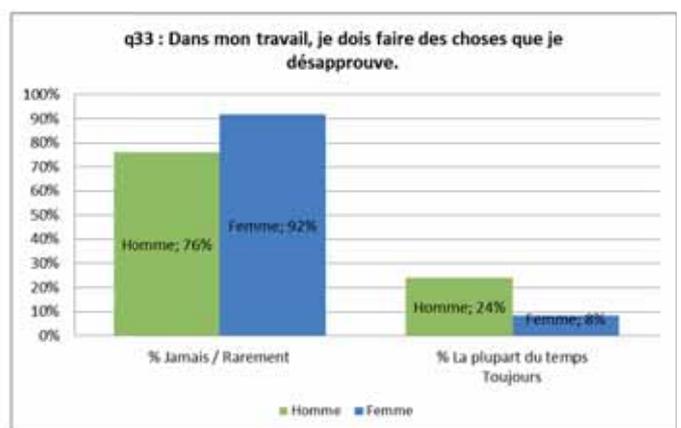
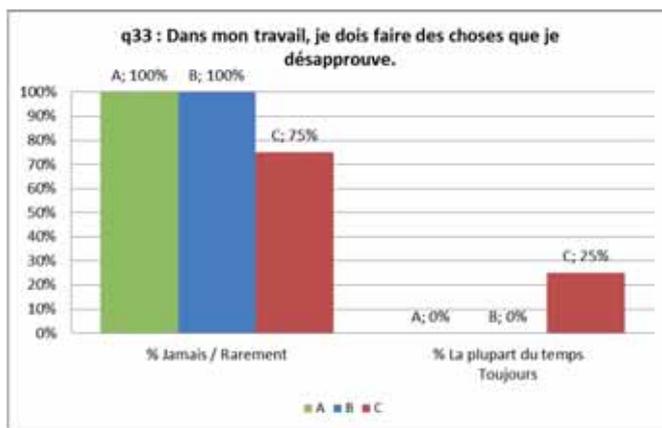
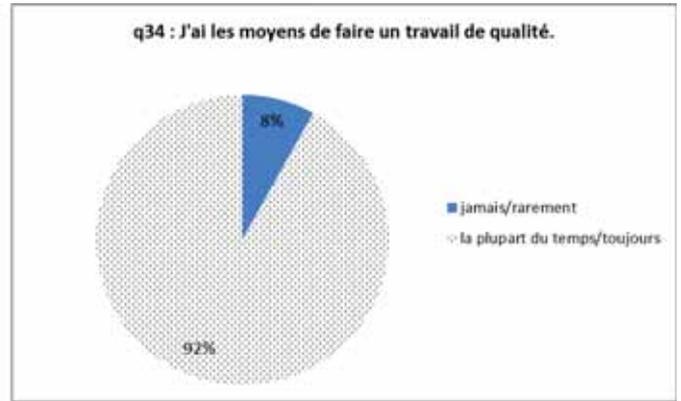
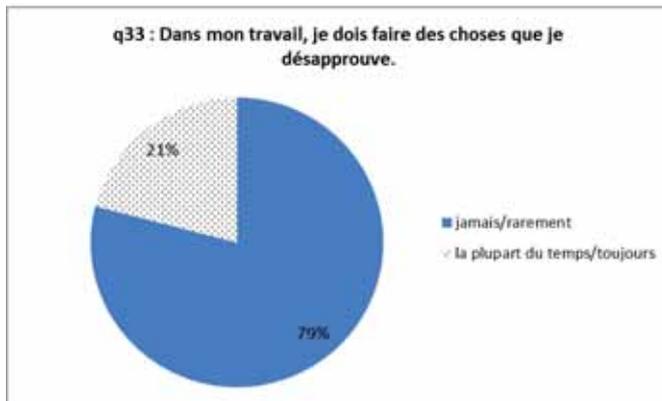




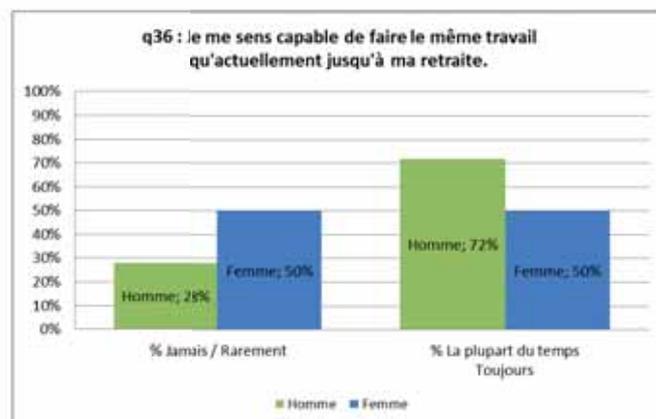
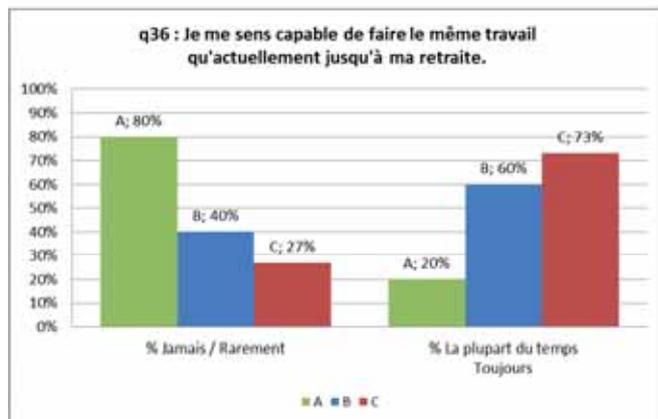
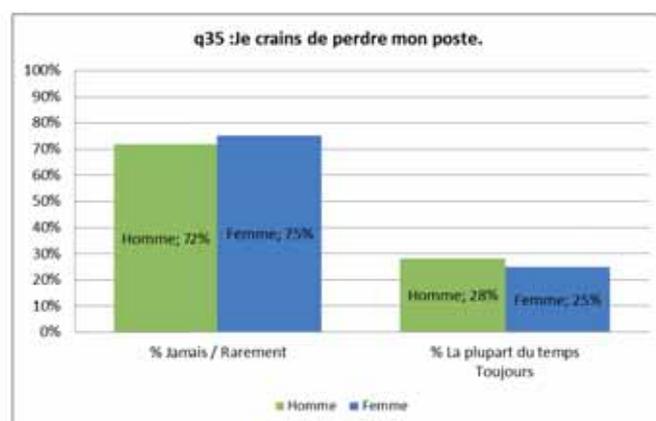
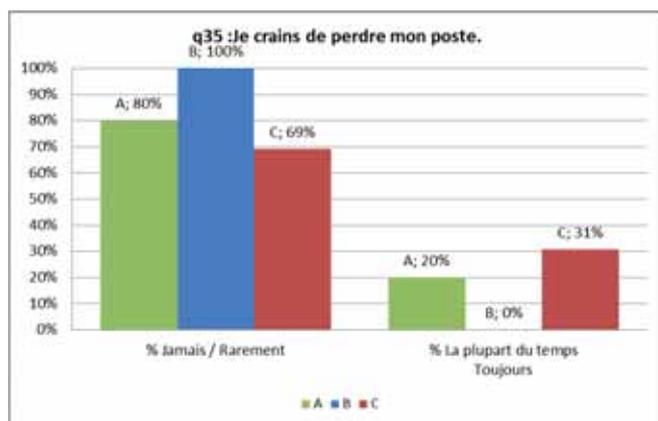
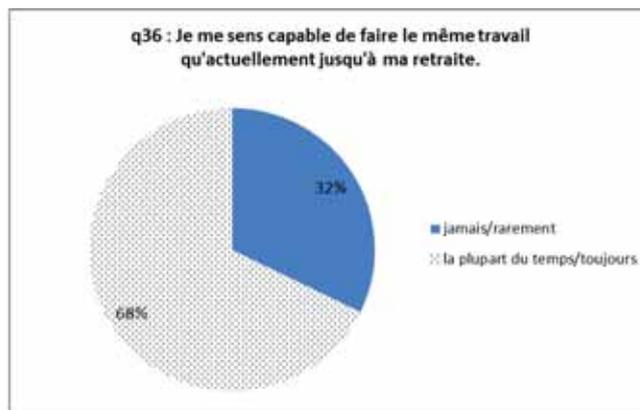
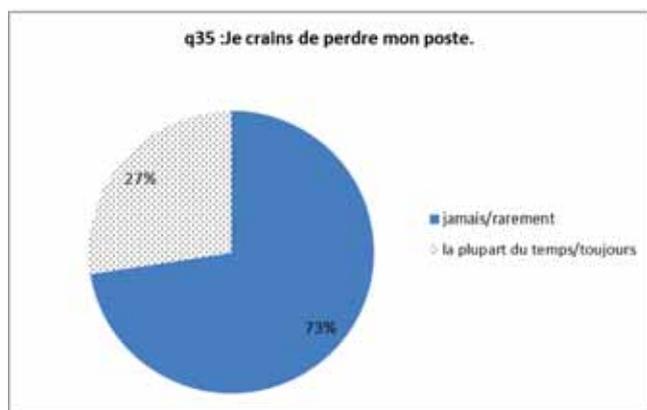




## CONFLITS DE VALEURS



## INSECURITE SOCIO-ECONOMIQUE



# COMPARAISON RESULTATS DIRECTION DES DECHETS, PROPRETE / 2 COLLECTIVITES

