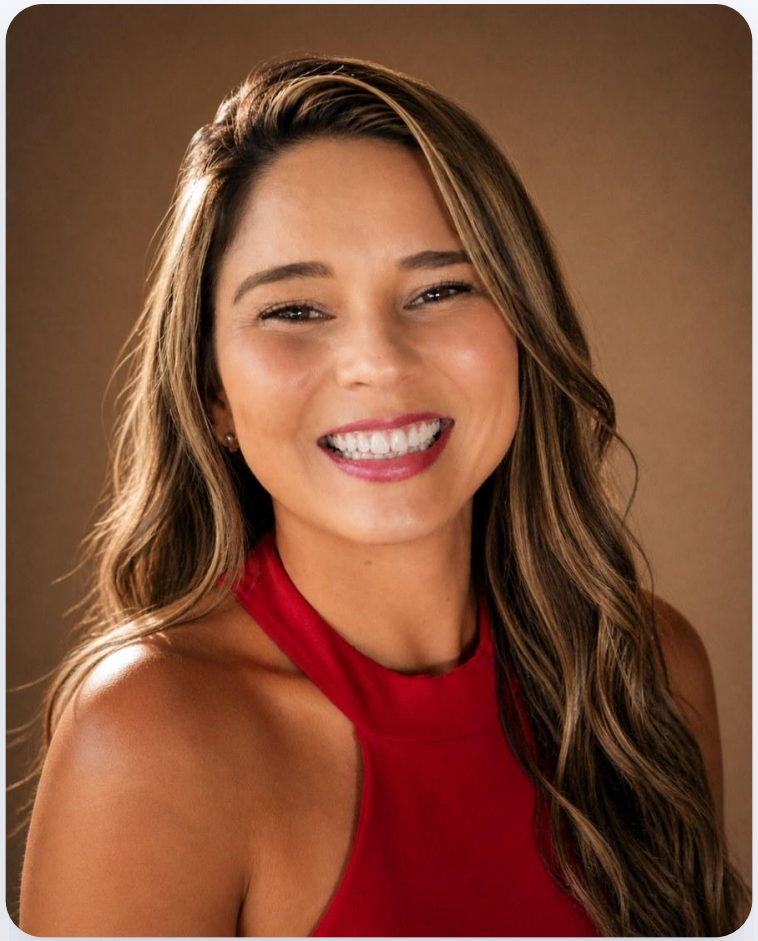
16TH APS INDUSTRIAL & ORGANISATIONAL PSYCHOLOGY CONFERENCE · MELBOURNE 2026

Alliance: Remote Work, AI and Psychosocial Risks

Rethinking work design with the **Work Remotability Calculator (WRC)**

Camila Leão Veloso, PhD UFBA · VILA RH · representing SBPOT (Brazil)

Session B6.1 · Friday 30 October 2026 · 3:00–4:00 pm



ABOUT THE SPEAKER

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Psychological assessment · Emotions at work · Future of work · AI in HR

Creator of the WRC and Criatividologia™

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OUR 60 MINUTES

Roadmap

6–14 min

1 · The problem

Decisions without criteria

14–27 min

2 · The WRC

How the calculator works

27–37 min

3 · Psychosocial lens

Remotability meets risk

37–44 min

4 · In practice

Results and a reflection

44–48 min

5 · Looking ahead

Trends, limits, takeaways

48 min →

6 · Questions

Common questions, then yours

A QUESTION FOR YOU

In the last year, did your organisation decide which roles go remote, hybrid or on-site?

...and could you explain the criteria to the people affected?

1 · THE PROBLEM

Why assess remotability?

2017 · Regulated

Brazil’s labour reform (Law 13.467) formally regulated telework.

2020 · Accelerated

The pandemic turned remote work from exception into mass experiment.

Today · Unresolved

Organisations choose on-site, hybrid or remote without objective criteria per role.

This gap affects **efficiency**, **equity**, **alignment of expectations** and **strategic people management**.

76%

of workers prefer organisations that offer remote or hybrid formats.

Flexibility is no longer a perk — it shapes attraction and retention.

Source: Makridis (2025), *Sync or Swim*, SSRN · doi.org/10.2139/ssrn.5386372

1 · THE PROBLEM

Work arrangements: world vs Brazil

Hybrid

Global	52–54%
Brazil	38–52%

On-site

Global	20–30%
Brazil	≈ 56%

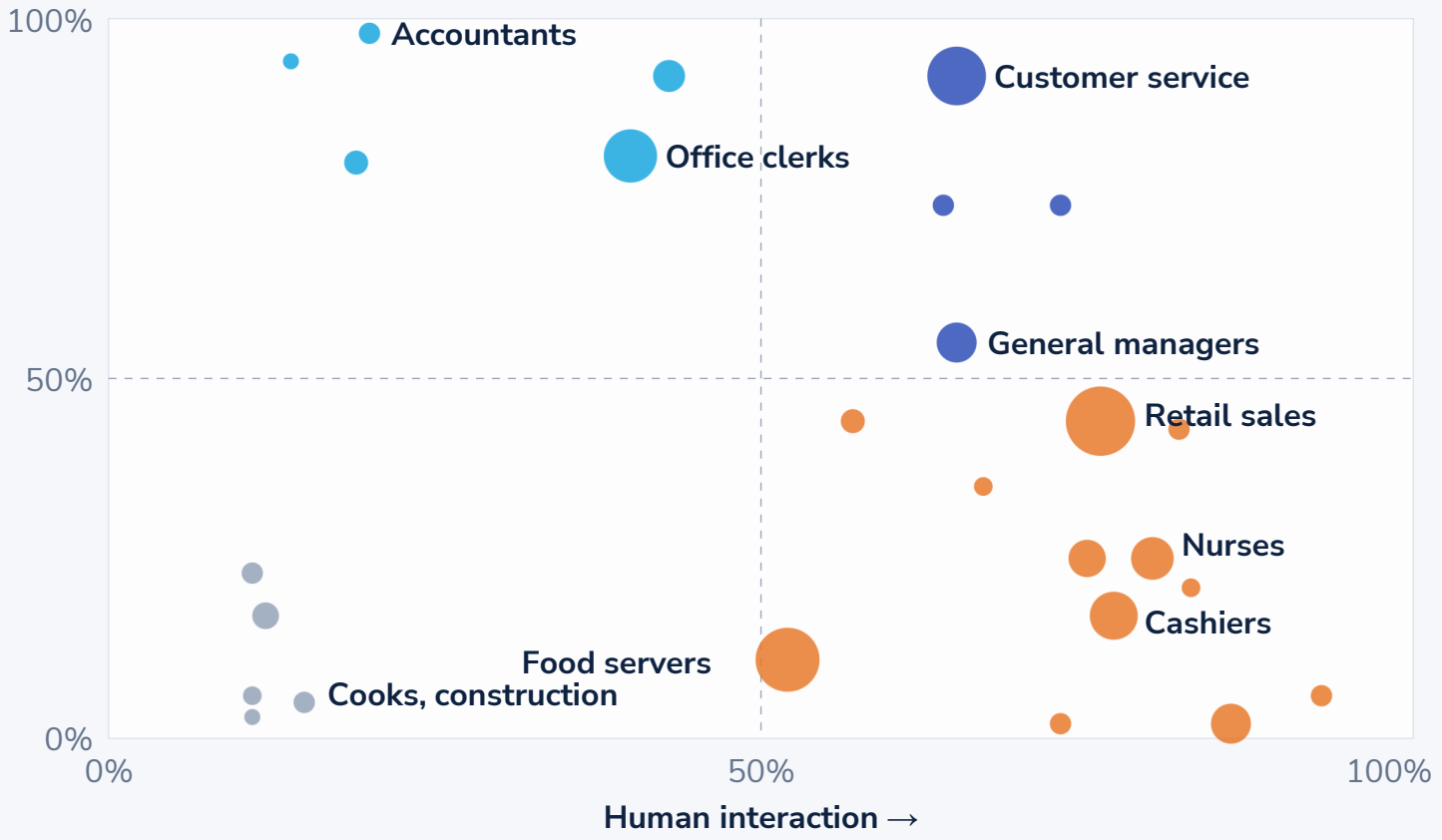
Fully remote

Global	11–27%
Brazil	≈ 5%

Approximate shares; bases differ (job postings, workers or companies). Global = postings/workers · Brazil = postings/companies.

1 · THE PROBLEM

Interaction alone does not predict remotability



Vertical axis: remotability (%)

- Low interaction, high remotability
- High interaction, high remotability
- High interaction, low remotability
- Low interaction, low remotability

Customer service ≈ 92% remotable; cashiers ≈ 17% — with similar levels of interaction.

The tasks decide.

Source: Faethm (2020), via O Futuro das Coisas. Bubble size ≈ employment.

1 · THE PROBLEM

From the gap to an intervention

⚠ The gap

- Poorly systematised decisions
- Criteria that are hard to compare
- Different roles treated as one
- Conflicts over presence and flexibility

✓ The objective

A **technical, standardised and replicable** diagnosis of the remotability potential of roles, functions, activities and tasks.

2 · THE WRC

What is the Work Remotability Calculator?

A Brazilian **psychosocial and technological intervention**. Using AI, it combines structured data collection, a proprietary algorithm, multi-criteria modelling and an automatic technical report.

TRI

Task Remotability Index

How remotable each single task is, in %.

GRI

General Remotability Index

How remotable the role is, considering all its tasks.

2 · THE WRC

What the system analyses

Task and execution

- Task frequency
- Feasibility of remote execution
- Structure of the activity
- Technological mediation
- Cognitive load

Human context

- Autonomy
- Collaboration
- Level of human interaction
- Emotional demands
- Associated psychosocial risks

2 · THE WRC

Six questions for every task

1. What is the task?

2. How often is it done?

3. Can it be remote? Yes · partly · no

4. Does it involve human interaction?

5. Can that interaction be remote?

6. Technical autonomy without direct supervision?

Vague answers (“I manage the team”) are gently probed for concrete examples: “I run a daily meeting to split the team’s targets.”

2 · THE WRC

Two ways in, one technical report

A · Guided dialogue

Voice-first conversation, one question at a time, with warm examples as ice-breakers.

Profile: role, time in role, gender, education, state, sector.

Then: task by task, the six questions.

Most precise

B · Upload a job description

Word or PDF. The AI extracts role, area and company, and reads the duties.

Estimate: infers each variable from seniority (intern, analyst, coordinator…) and the essence of each task.

Fastest

2 · THE WRC

How the WRC works, step by step

1

Collect

Structured dialogue or job description upload

2

Process

AI reads and structures every task

3

Model

Multi-criteria weighting of the variables

4

Calculate

TRI per task and GRI per role

5

Report

Risks and recommendations

2 · THE WRC

Three bands of remotability

0 – 33.3%

Low

Tasks depend on physical presence. Value what presence brings: organisational culture and human bonds.

33.4 – 66.6%

Moderate

Partly remote with adjustments or digital upskilling. A natural candidate for hybrid.

66.7 – 100%

High

Tasks can migrate to remote: better time management, lower costs, less commuting and environmental impact.

2 · THE WRC

What the technical report delivers

1 **General index of the role**

How remotable the role is, across all its tasks (%).

2 **Task axes**

Share of tasks in each band: low, moderate, high (%).

3 **Index per task**

Each task’s TRI, plus its benefits, recommendations and psychosocial risks.

4 **Specific recommendations**

Adaptation, training or reorganisation to enable hybrid or remote work.

One role, ten tasks, three answers

A role is rarely “remote” or “on-site”. It is a **mix of tasks**, each with its own index.

- **3 tasks** low remotability · 30%
- **4 tasks** moderate · 40%
- **3 tasks** high remotability · 30%

The design question changes: not “who goes home?”, but **“which tasks, when, and with what support?”**

Tasks analysed

Task axes

3 · THE PSYCHOSOCIAL LENS

Every band carries its own psychosocial risks

Low

- Exposure to conflict
- Relational fatigue
- Physical overload

Mitigate: recovery breaks, conflict mediation, ergonomics

Moderate

- Role ambiguity
- Overload from constant adaptation
- Blurred remote/on-site limits

Mitigate: clear agreements, digital training, support

High

- Social isolation
- Extended working hours
- Difficulty disconnecting

Mitigate: right to disconnect, rituals of connection

3 · THE PSYCHOSOCIAL LENS · COMPANION TOOL

A second AI: psychosocial risk mapping by task

From a job description, it maps the **potential psychosocial risks of each task** — supporting the preliminary ergonomic analysis required by Brazil's updated **NR-01** regulation.

Input

Job description, plus optional context: real conditions, pace, leadership, team.

Reference

COPSOQ II-Br (short version) dimensions, aligned with MTE/WHO risk factors.

Output

Risk matrix (severity × probability) and an action plan per risk.

The reference: COPSOQ II-Br dimensions

Dimension	What it captures	Role
Offensive behaviours	Harassment, threats, violence, bullying	Exposure
Demands at work	Overload, intense pace, time pressure, emotional demands	Exposure
Work–family conflict	Work invading private time and energy	Exposure
Leadership	Unprepared supervision, poor planning, little listening and support	Exposure
Interpersonal relations	Little information or predictability, low recognition, role ambiguity	Exposure
Workplace values	Low trust, unfair conflict resolution and workload distribution	Exposure
Influence and development	Low control and autonomy, few chances to learn and use skills	Exposure
Meaning and commitment	Loss of meaning, weak bond with the organisation	Sentinel
Job satisfaction	Overall dissatisfaction with work	Sentinel
General health · Burnout and stress	Self-rated health; exhaustion, irritation, stress	Outcome

3 · THE PSYCHOSOCIAL LENS

Reading the matrix: from exposure to harm

Exposures

The hazards. Offensive behaviours = highest immediate severity; any recurrence calls for action.

Sentinels

Not the root hazard, but early signs that work is losing meaning.

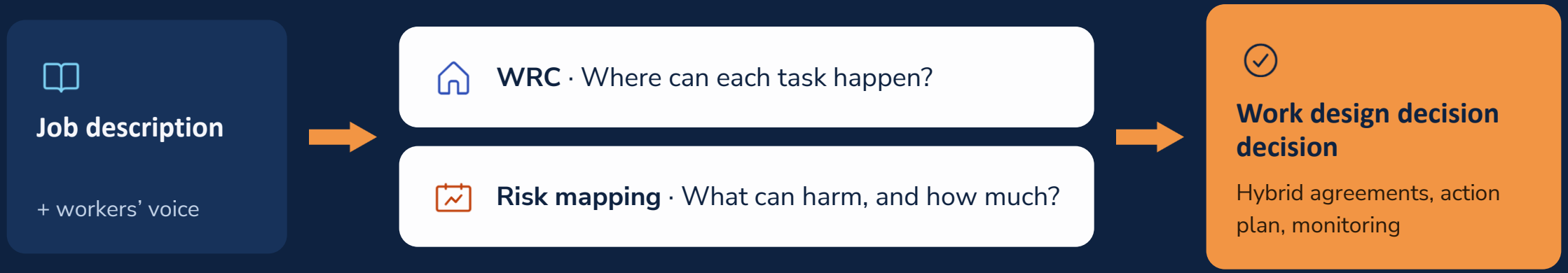
Outcomes

Poor health, burnout and stress raise the overall severity of the risks found.

Each risk is rated by **severity × probability** (high · moderate · low) and linked to clinical surveillance criteria.

3 · THE PSYCHOSOCIAL LENS

The alliance: where, and how safely



Remotability without risk analysis can export suffering to the home office. Risk analysis without remotability misses a powerful lever of work design.

4 · IN PRACTICE

Applied in organisations in Bahia, Brazil

Real work

Different organisational contexts, analysing real roles, functions, activities and tasks.

Sensitive to nuance

Similar-looking tasks differed in autonomy, interaction, tech mediation and need for presence.

Evidence-based

Decisions on on-site, hybrid or remote grounded in evidence from the work itself.

4 · IN PRACTICE

Results observed

Decisions and management

- Greater managerial clarity
- Truly on-site tasks identified
- Transparent criteria
- Aligned expectations

People and health

- Fewer conflicts
- Support for flexible models
- Overload identified
- Psychosocial risk prevention

4 · IN PRACTICE

Ethics, psychology and impact

Data provided voluntarily; no identification required

Recommendations focused on mental health and autonomy

No moral judgement or inappropriate exposure

The AI offers analysis; people make the decisions

A stronger strategic role for I-O psychology

Support for public policy and evidence-based hybrid models

PAUSE AND REFLECT · 1 MINUTE

Run a mini-WRC in your head

1:00

1

Pick a role you know well.

2

Choose three of its tasks.

3

Ask: remote? interaction? remote interaction? autonomy?

4

Decide: which band, and which risk to watch?

Feel free to pause the video. Bring your answer to the Q&A, or send it to me — I'd love to read it.

5 · LOOKING AHEAD

Where work design is heading

Offices for collaboration

Redesigned for meetings and socialising, amid “hybrid creep”: flexibility slowly shrinking.

Management by results

Data-driven outcome metrics replace in-person supervision and intrusive monitoring.

The 4-day week matures

Piloted by Brazilian companies in programmes with institutions such as FGV, with high productivity.

Technology and compliance

Investment in digital tools, alongside psychosocial risk regulation such as NR-01.

5 · LOOKING AHEAD

Limits, and open questions for our field

What the AI does not replace

- Integrated, human professional analysis
- Workers' participation in collecting and validating data
- Context: the document-based path is an estimate

Open questions

- How do remotability profiles differ across countries and cultures?
- How do they shift as AI changes the tasks themselves?
- How do we best combine AI estimates with workers' voice?

5 · LOOKING AHEAD

Three ideas to take home

1. Decide remote work at the level of **tasks**, not job titles.
2. Every work arrangement carries its own **psychosocial risks**.
3. AI scales the analysis; **psychology** keeps it human.

Questions I often hear

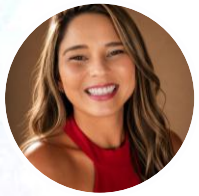
Can I see the formula?

Has the WRC been validated?

Where should AI stop and professional judgement begin?

Your own questions are very welcome in the Q&A, or by message.

WRC: objective decisions.
More human work.



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BACKUP

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COPSOQ II – Copenhagen Psychosocial Questionnaire, Brazilian short version (COPSOQ II-Br).

Keywords: telework · organisational psychology · artificial intelligence · psychosocial risks