

## Region Gävleborg!

- ✓ Public services for 280 000 inhabitants
- ✓ Responsible for the areas that contribute to regional development
  - ✓ Public health
  - ✓ Health care
  - ✓ Infrastructure
  - ✓ Public transport
  - ✓ Competence and education
  - ✓ Business development
  - ✓ Culture
- ✓ 6 500 employees





# Handling of harassment in Region Gävleborg, Sweden

**Social partners' conference on approaches to the issue of psycho-social risks and stress at work in the hospital sector**

**Helsinki, 10 November 2015**

Anders Westlund, Work Environment Strategist, Region Gävleborg [anders.westlund@regiongavleborg.se](mailto:anders.westlund@regiongavleborg.se)

Malin Vadelius, Psychologist, Occupational Health Region Gävleborg [malin.vadelius@regiongavleborg.se](mailto:malin.vadelius@regiongavleborg.se)

Tord Andersson, Head union safety representative, Swedish municipal worker's union [tord.andersson@regiongavleborg.se](mailto:tord.andersson@regiongavleborg.se)

# Background

- An order from the HR-director
- Results from employee survey 2013
- Workgroup consisting of the Department of Human Resources and the Department of occupational health of Region Gävleborg
- Started in 2013 and launched in 2014

| Region Gävleborg   |  | Rutin                 | Diarienum: Ej tillämpligt      | 1 (9) |
|--|--|-----------------------|--------------------------------|-------|
|  |  | Dokument ID: 04-83180 | Fastställdatedatum: 2015-09-22 |       |
|  |  | Revisionsnr: 3        | Giltigt t.o.m.: 2016-09-22     |       |
| Upprättare: Anders B Westlund  |  |                       | Fastställare: Karin Rystedt    |       |
| <b>Mobbning och kränkande särbehandling -<br/>Rutin Region Gävleborg</b>   |  |                       |                                |       |
| <b>Innehåll</b>  |  |                       |                                |       |
| 1.   | Syfte och omfattning .....   | 1                     |                                |       |
| 2.   | Allmänt .....  | 2                     |                                |       |
| 2.1.   | Avgränsningar .....  | 2                     |                                |       |
| 2.2.   | Vad är mobbning och kränkande särbehandling .....                    | 2                     |                                |       |
| 2.3.   | Exempel på mobbning och kränkande särbehandling .....                | 2                     |                                |       |
| 2.4.   | Orsaker till mobbning och kränkande särbehandling .....              | 3                     |                                |       |
| 2.5.   | Konsekvenser av mobbning och kränkande särbehandling .....           | 3                     |                                |       |
| 2.5.1.   | Hos enskilda medarbetare .....                                       | 3                     |                                |       |
| 2.5.2.   | Hos arbetsgruppen .....  | 3                     |                                |       |
| 3.   | Ansvar och roller .....  | 4                     |                                |       |
| 3.1.   | HR-direktör .....  | 4                     |                                |       |
| 3.2.   | Chefer .....   | 4                     |                                |       |
| 3.3.   | Medarbetare .....  | 4                     |                                |       |
| 3.4.   | HR-partner .....   | 4                     |                                |       |
| 3.5.   | Skyddsombud .....  | 4                     |                                |       |
| 3.6.   | Företagshälsovården .....  | 4                     |                                |       |
| 4.   | Beskrivning .....  | 4                     |                                |       |
| 4.1.   | Förebyggande åtgärder .....  | 4                     |                                |       |
| 4.1.1.   | Chefen .....   | 5                     |                                |       |
| 4.1.2.   | Medarbetaren .....   | 5                     |                                |       |
| 4.2.   | Agerande vid tecken på mobbning och kränkande<br>särbehandling ..... | 5                     |                                |       |
| 4.2.1.   | Chefen .....   | 5                     |                                |       |
| 4.2.2.   | Medarbetaren .....   | 8                     |                                |       |
| 4.3.   | Lokal checklista eller beskrivning .....                             | 9                     |                                |       |
| 5.   | Referenser .....   | 9                     |                                |       |
| 6.   | Plan för kommunikation och implementering .....                      | 9                     |                                |       |
| 7.   | Dokumentinformation .....  | 9                     |                                |       |
| <b>1. Syfte och omfattning</b>   |  |                       |                                |       |
| Syftet med rutinen är att beskriva hur Region Gävleborg ska arbeta mot mobbning/kränkande särbehandling. Rutinen är regiongemensam och omfattar alla verksamheter. |  |                       |                                |       |
| Utskriftsdatum: 2015-09-22   |  |                       |                                |       |

# Conditions

- Based on the “Working Environment Act” and the provision “Victimization at Work AFS 1993:17”
- Benchmarking
- Inspired by the Norwegian model "Facts survey" (Ståle Einarsen, Professor, Department of Psychosocial Science, University of Bergen, Norway)

# Cooperation

- Act on codetermination at work
- Cooperation agreement
- Central union-management committee for collaboration

# The routine is one part of our handling of harassment in Region Gävleborg

- Working with the basic values of Region Gävleborg
- Training for managers and HR-partners on harassment
- Employee survey every second year
- Special instructions to the units where the employee survey shows the occurrence of harassment

# Key elements of the routine

1. Distinguish between
  - Prevention
  - Actions at signs of harassment
2. Clear investigation procedure

# Prevention

- Aims to prevent that harassment occurs
- Directed at all levels of the organization and involve all employees



# Actions at signs of harassment

- Directed primarily toward the individual case
- Clear investigation procedure in order to:
  - ✓ Clarify whether harassment occurred or not
  - ✓ Assess causes and prevent harassment from reoccurring
  - ✓ Stop harassment
- The manager is responsible
- Important value signal!

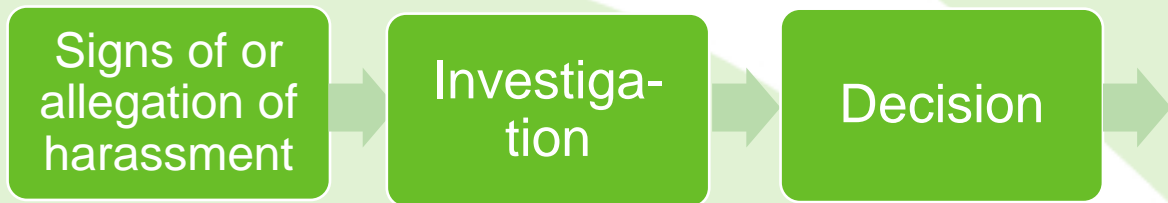
# Clear investigation procedure



# Investigation

- The manager is responsible
- Individual interviews with those involved
- Impartial and fair investigation procedure as far as possible
- Confidentiality but not anonymity

# Clear investigation procedure



# Decision

...recurrent reprehensible or distinctly negative actions which are directed against individual employees in an offensive manner which may lead to those employees being placed outside the workplace community...



# Decision

- The importance of a decision
- Considering facts and the possible victim's emotional experience

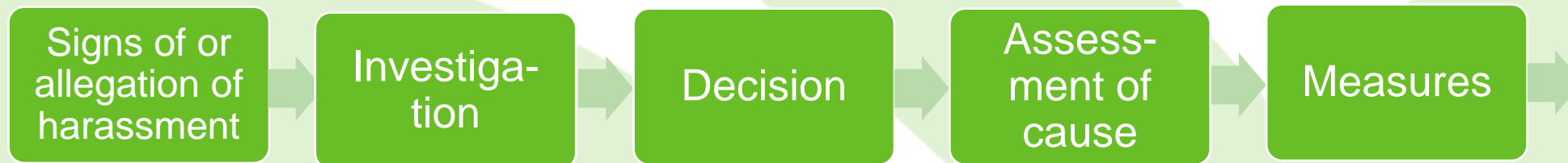
# Clear investigation procedure



# Assessment of cause

- Focus on organizational factors
  - ✓ high workload
  - ✓ Unclear roles
  - ✓ poorly functioning communication or information
- Prevent harassment from re-occurring

# Clear investigation procedure



# Measures

The manager decides on appropriate measures taking into account:

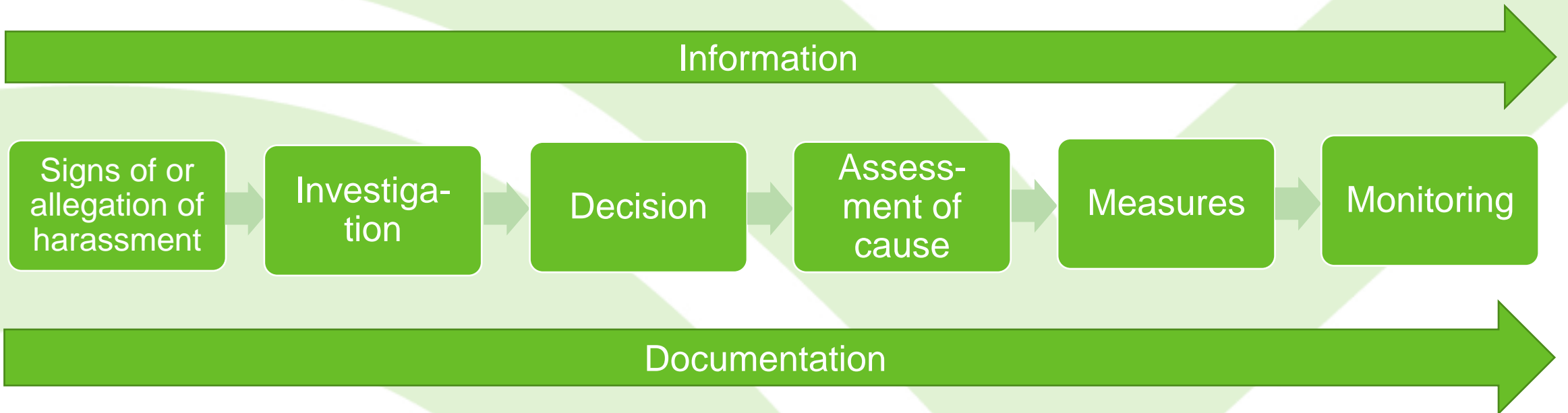
- How severe the harassment has been
- First time or reoccurring
- Risk of mental illness



# Measures

- Measures to assist the victim
- Measures targeting the accused
- Measures targeting organizational factors

# Clear investigation procedure







The Christmas Goat -  
Gävle's hottest celebrity

Thank you!