Slide 1

World Health Organization

Geneva
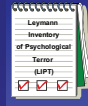## Staff Association

Harassment in the workplace

Slide 2

- Incre... mem... occur...
- SA s... haras...
- *SA S... Work...*
- Poor... and/o... ...ems

Protecting Workers' Health Series N° 4

Raising awareness of

Psychological Harassment at Work

Advice to health professionals, decision makers, managers, human resources directors, legal community, unions and workers
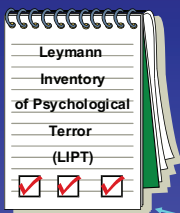

Slide 3

Purpose of the study

- Examine whether and to what extent harassment may take place at WHO/HQ
- If harassment prevalent, identify potential 'hotspots' in the organisation
- Work with administration and other stakeholders to explore possibilities of conflict resolution and harassment prevention

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Slide 4

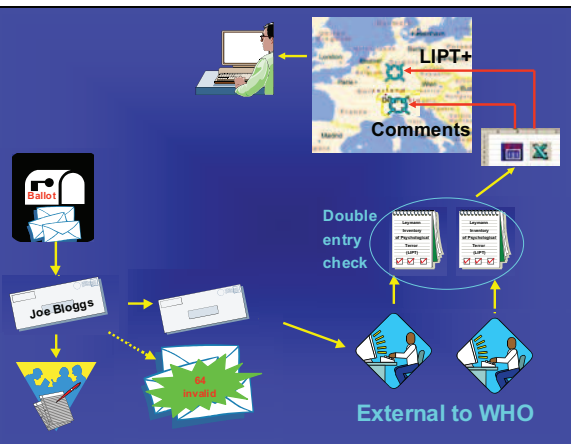## Methods (1)

- Literature search to identify validated survey tools & experts

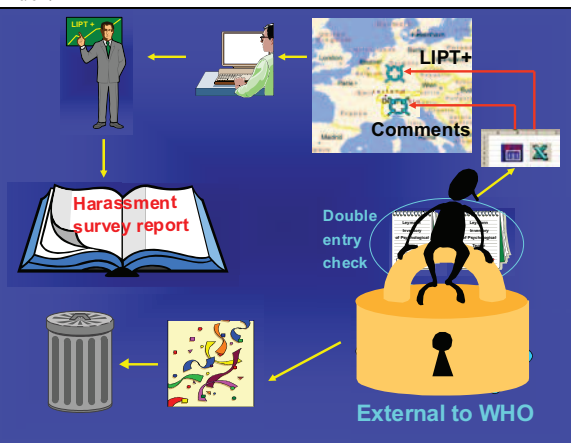Leymann Inventory of Psychological Terror (LIPT)

- Previously used in various international settings
- Examines individual harassment items
- Permits quantification of most severe form of harassment (mobbing)

Prof Dieter Zapf

Slide 5

Definition

Mobbing/Bullying occurs if:

- somebody becomes a **target** and
- is systematically harassed, offended, socially excluded or has to carry out humiliating tasks and
- the person concerned is in an **inferior position** with difficulties to defend him/herself.
- Mobbing/bullying behaviour occurs repeatedly (e.g., at least once a week)
- and for a long time (e.g., at least six months).
- It is not mobbing/bullying if it is a single event or occasional event.
- It is also not mobbing/bullying if two equally strong parties are in conflict

Leymann Inventory of Psychological Terror (LIPT)

Slide 6

Methods (2)

Leymann Inventory ... Terror (LIPT)

German

- ➔ English and French (professional translation & back-translation)
- Pilot questionnaire among Staff Committee members
- "Cultural validation" as done for *World Health Survey*

Slide 7

LIPT+

Comments

Ballot

Joe Bloggs

64 invalid

Double entry check

External to WHO

Slide 8

LIPT+

Comments

Harassment survey report

Double entry check

External to WHO

Results in a nutshell

Harassment survey report

- High prevalence of <u>mobbing</u> at WHO (31% overall, 7% after adjustment for non-response)
- 81% of harassers in survey were supervisors
- Harassment behaviours described indicate organizational and managerial problems
- Conflict resolution & formal procedures to deal with harassment are poor

Slide 9

Where to go with a grievance at WHO?

WRONG WAY · DEAD END · STOP 정지 · DIP · DETOUR · 천천히 SLOW

Slide 10

Where to go with a grievance at WHO?

Harassment policy · Ombudsman

Slide 11

WHO harassment policy

- Incomplete
  - Institutional harassment items not mentioned
  - Some harassment items misleading
  - No literature references
- Execution often poor
- Vague – how is supervisor training to be achieved?
- Supervisors' competence not followed up
- Good start
- Urgent revision of content
- Policy needs to protect against false allegations
- Detailed plan for implementation
- Description of monitoring and evaluation

Slide 12

Raising awareness/training for staff

- Distribute WHO publication to ALL staff
- Train all staff in revised policy
- Regular seminars/workshops for managers and staff (delivered by *experts*)
- Reduce stress in organization
- Regular assessment of supervisors (360 degree appraisal)

Slide 13

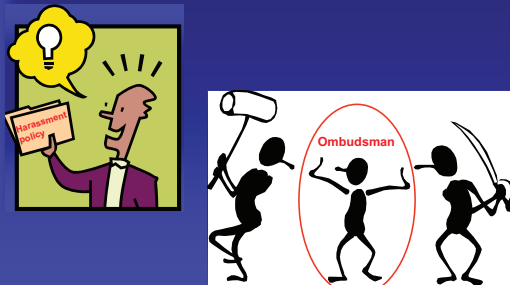## Where to go with a grievance at WHO?

Grievance panel

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Formal investigation of grievances – Grievance Panel

<u>Current</u>

- All members are WHO staff
- Members are very dedicated to task
- Chair appointed by DG in consultation with SA
- Members appointed by DG and Staff Association (SA)
- SA can object to members appointed by DG but traditionally objections were ignored
- Members do not receive special training in harassment issues or interview techniques
- Panel takes no decision but reports on results of investigation - > DG decides

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Formal investigation of grievances – Grievance Panel

<u>Experts' view</u>

- Members should be non-WHO (avoid conflict of interest, use of sensitive information)
- Panel should include external *experts* in harassment
- All members should be <u>agreed</u> on by DG and Staff Association (SA)
- Non-expert members require special training in harassment issues AND interview techniques
- Panel should take decision

Slide 16

What happens after investigations?

Current

- DG makes decision (advised by one of the interested parties?)
- DG informs investigative bodies, as well as individuals involved of decision
- Sanctions against proven harassers not made public
- Re-training for harassers?

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What should happen after investigations?

Expert & staff view

- Decision maker should not be advised by an interested party
- Verdict whether harassment occurred should be made public
- Sanctions against proven harassers need to have clear mechanisms known to staff
- Sanctions taken should be made public
- "Those found guilty of harassment should be NAMED"….
- Provide re-training for harassers
- Monitor behaviour of supervisors and staff through anonymous 360 degree appraisal

Slide 18

To put it simply…

- WHO Geneva has a harassment problem

- WHO has a policy & procedures which require urgent revision ("quality, not quantity")

- WHO needs a change of mind-set and procedures (including sanctions)

Slide 19

Where next at WHO?

The Staff Association proposed…

Urgent stakeholder meeting to discuss and move forward on:

Assisting victims

Awareness & training

Harassment policy

Improve formal investigative procedures (Grievance panel)

Sanctions & re-training

Slide 20

Who are the stakeholders?

Ombudsman
WHO Medical Services
Staff counsellor
Human Resources Services
Grievance Panel Chairs
Occupational and Environmental Health Dept
Mental Health and Substance Abuse Dept
External harassment expert/s
Staff Association

Slide 21

How far are we with our efforts?

1. Completed & reported on survey showing high rates of institutional harassment at WHO
2. Consultation with experts to interpret survey and current procedures
3. Regular staff briefings on progress
4. Commitment from administration to convene first Stakeholders Group (SG) in its proposed composition
5. Terms of Reference for SG and first meeting September 2004

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Thank you

WHO Staff Association
Special Working Group on
Harassment in the Workplace

- Marthe Everard   (e-mail: everardm@who.int)
- Evelyn Kortum-Margot (Occupational & Environmental Health)
- Alison Katz
- Paul Kowal
- Maga Skold
- Claudia Stein   (e-mail: steinc@who.int)

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Extra slides
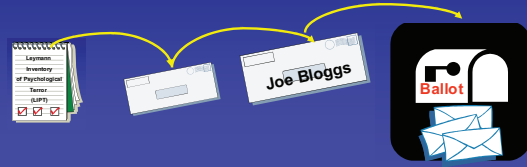
Slide 24

"Cultural validation" exercise

1. **Translation & back-translation by both professionals and lay persons ➜ identify differences in translations which could alter meaning**

2. **Discuss questionnaire step-by-step with people fluent in the language & establish cognitive understanding of items**

3. **Discuss questions with people from varying cultural backgrounds and ascertain whether culturally 'acceptable'**
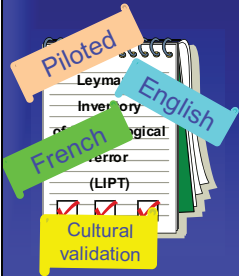
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Methods (5)

• **HQ staff complete questionnaire & return to Polling Officer**

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Methods (3)

Piloted
English
French
Cultural validation

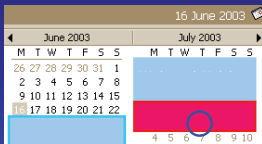Leyman Inventory of ...ogical Terror (LIPT)

• **English, piloted, validated version examined by Prof Zapf**

• **Advice from WHO Ethics Committee** (information sought, storage, disposal of data)

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Methods (4)

• **All HQ staff receive questionnaire in June 2003** (email & hardcopy)

16 June 2003

June 2003	July 2003
M T W T F S S	M T W T F S S
26 27 28 29 30 31 1	
2 3 4 5 6 7 8	
9 10 11 12 13 14 15	
16 17 18 19 20 21 22	4 5 6 7 8 9 10

• **Disadvantage: Holiday period**
• **Advantage:** **Before transition**
   » **Fewer departmental changes**
   » **"Normality"**

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