



Work in tune with life

Template Model of Good Practice 1 (the MGOP for the Berlin conference)

Work in tune with life **contact person (NCO)**:

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A. Identification and Motivation

General information about the MOGP Company:

Name of organization	Fredericia Kommune
Address	Gothersgade 20
City	7000 Fredericia
Country	Denmark
Contact person (name/function)	Kirsten Lindberg – Prevention consultant
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Telephone number(s)	+45 7210 7397
Website	www.fredericiakommune.dk
Sector	Public Administration
Number of employees	4.000

(When the company does not want to provide this information a reference to the NCO will be made, which will support the connection to the company if necessary)



Motivation (max. 100 words)

Why has this company been selected as MOGP?

What is special for this MOGP?

How many points the company scores on the on line assessment tool?

Fredericia Municipality is selected as a role model because the company, as a major public workplace, is making an extraordinary effort to create a great workplace with high employee satisfaction. The company has devoted many resources to implement its goals and the company has knowledge and skills in the field of mental health. The company is not afraid to try new and unconventional ways to achieve the desired goals.

As a great public workplace, the company has assumed a role as a role model for other companies, and the company actively participates in network, and are happy to give knowledge and experiences to other companies.

Fredericia Municipality completed in December 2009 the online questionnaire and achieved an overall score of 99 out of 100 possible.

B. Policy and Culture (max. 300 words)

Please explain how the **health policy** in the company is organized.

Clarify the approach and the reason why a health policy/initiative was initiated.

Indicate how **mental health is integrated/linked** to this general health policy: Conditions fulfilled concerning the integration; mental health part of mission statement; mental health incorporated in organizations' strategies; systems and processes; specific targets on mental health promotion; comprehensive approach of Workplace mental health promotion (WMHP); management involvement.

The Municipality of Fredericia wants healthy and attractive workplaces where good mental, physical and social working environment is a priority and where employees thrive.

The values of Fredericia Municipality is:

"The management foundation of Fredericia Municipality is a vision about:

We are sticking up, we skip frames and choose new paths. The result created by you and me = involvement and working together. "

Fredericia City Council has decided that health policy is a guiding tool for the workplace, in everything they do, both for employees and for citizens in the municipality of Fredericia. Working with employee mental health is an element of the health policy.

There is a line in the municipality of policies in which health is part of the overall personnel policy and management framework. The employees have worked with a health initiative called "the attractive workplace", where all workplaces and employees had to describe what the most important health issue is for them. Therein may lie a choice of exercise, fruit basket, skills, education, influence on own work, etc.

At each workplace manager and employees are working together about the steps there is to be done to promote mental health and wellbeing. The basis for the decision can be taken decentralized, is the values-based management of the municipality.

An example of health policy in practice is a project about seek absent employees. It is a project



where the municipality has focused on preventing staff absenteeism. The municipality has hired prevention consultants who are neutral in relation to the management and employees. The consultants' job is to help the manager to create a healthy working environment and job satisfaction for the employees. At the same time the consultants help sick absent employees back to work.

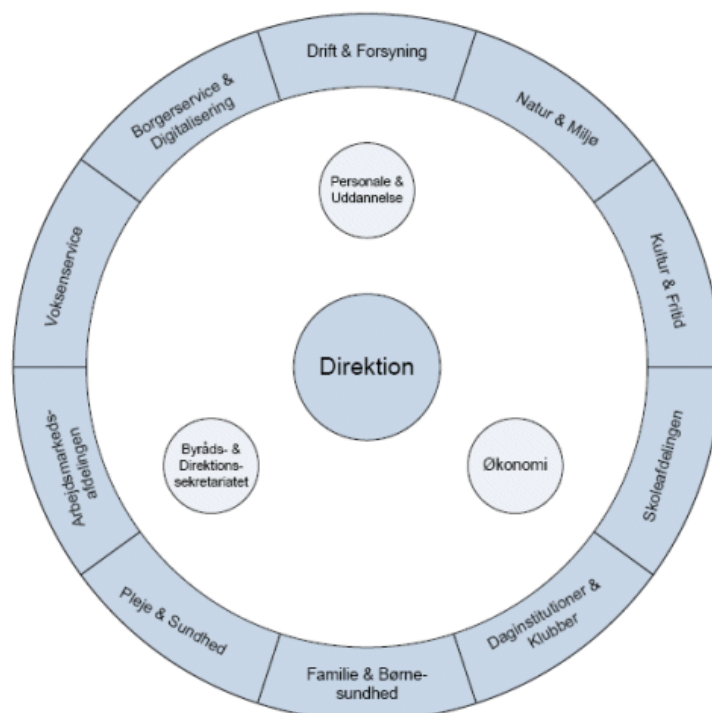
This work is based on an idea that Fredericia Municipality wants to be a good and healthy workplace, where you see possibilities instead of limitations. Fredericia Municipality wants to retain employees even if there are limitations compared to the employee's work. Wherever possible there will be particularly taken care of need, or if possible reassignment to another work og workplace in the organization.

C. Organization and Structure (max. 200 words)

Who is in charge of and/or involved in the organization and support of the mental health promotion initiatives?

And are these persons acquainted with the mental health topic? Specific work group; composition of the group; training on mental health; resources etc.

Fredericia City Council



It is the responsibility of management that the health policy is followed. The main Cooperation Committee (H-MED). The Cooperation Committee is the highest committee for the codetermination and participation of the employees in the council and for the performance of OSH in accordance with the OSH Act/Law. In addition to that, the Committee shall ensure planning, management and coordination of the safety work in Fredericia Municipality. There are subcommittees down through organization to the level of employees.

Employees are involved through various committees in each local authority areas such as for example schools, nursing homes and kindergartens. These committees deal with issues about



cooperation and OSH matters. In these committees are both management and employees represented. The committees are not only dealing with health and safety, but also with cooperation and personnel matters. In this way of working together issues of mental health is a natural part of the committees work. The members participate together in an education where there is discussion of information and preparation of guidelines on all matters of importance to the working area, employees, cooperation and OSH. Here the members will learn about the meaning/understanding of codetermination and participation.

Fredericia Municipality offers each year an OSH-week, where all employees can participate in various themed events. At the same time the individual workplace are encouraged to take action in relation to the theme. Fredericia Municipality allocates finances to the organization of this OSH-week. In addition to this, Fredericia Municipality is taking a number of initiatives to enhance the employees' health and wellbeing. For example employees can participate in jogging, sick absent actions, coach sessions etc.

D. Implementation and Strategy (max. 400 words)

How the company does handle the planning of the initiatives concerning mental health promotion? Who is involved in the planning and implementation of these initiatives? Is the planning linked to a needs assessment? Please explain.

Please describe the initiatives and measures on mental health promotions that were taken in the company: what kind of workplace mental health activities were carried out?

- Promotion of mental health
- Prevention of mental health problems
- Dealing with (workers with) mental health problems at work
- (Re) integration of workers with mental health problems

Fredericia Municipality sees a decentralized decision-making-process as a high priority. Each layer of management in Fredericia Municipality has different responsibilities. These responsibilities can be described as followed:

The responsibility of the City Council:

- Provide framework for policy implementation so that there is consistency between goals and frameworks.

The responsibility of managers and the individual employee:

- To be in control of his professionalism, his/her physical and mental strength and his/her roles in the organization. Each employee should know what professionalism at the workplace is and be able to play his/her role.

- Privacy and work is hard to distinguish. Upheavals in privacy will, at least for a period, affect work. Fredericia Municipality want jobs where there is space for these personal upheavals. At the same time the employees are encouraged to keep fit as described in general health guidelines and be aware of their own qualities of life.

Manager's Responsibility:

- Adherence to core values is crucial for the council's options for a good development. Fredericia Municipality wants managers who actively promote the good working environment and makes the adopted policy credible.



- Ensuring participation and delegation of competencies are essential elements in employee mental health. Leadership style at the workplace must ensure that this takes place as often as possible.
- Development and motivation of the staff creates dynamism in the organization. There is allocated resources and there has to be developed space for employees' personal development as much as the professional development.
- Identify and use of employees' potential to take place at all levels of the municipal organization. Personal development interviews are mandatory in Fredericia Municipality.

Common responsibility:

- Common values of the organization.
- The mental health is based on the common values of the workplace. On individual workplaces, all, managers and employees, has to contribute to formulate and implement these common values. This creates the culture of the workplace.
- All employees have to give and seek information to create understanding and participation.
- Bullying and harassment should be counteracted and stopped from the beginning. The group has to open up unprejudiced to new employees. It should be common practice to give and receive constructive criticism.
- Efficient and speedy dispute resolution must be included in workplace values and workplace culture.

Concrete actions to promote mental health:

- Coach sessions
- Preventive interview about seek absence
- Attractive workplace
- Work environment week /OSH-week
- Main cooperation committee
- Employee development interviews and competency levels for each employee
- Basis for management
- Evaluation of managers.



E. Evaluation and Lessons Learned (max. 300 words)

Please describe how the mental health promotion initiatives are being evaluated in your organization. Who is involved in the evaluation and how are the results communicated?

- What are the results?
- What are the lessons learned from the mental health activities: success factors; barriers and ways to overcome

- Fredericia Municipality has worked with seek absenteeism in a 2 year founded EU project. After 2 years there was made an external evaluation report and again after 1 more year to ensure the implementation. It has succeeded in reducing seek absenteeism, so Fredericia Municipality is now at the best 1/4 part of Denmark's municipalities. There has at the same time been a reduced dismissal due to illness.

Fredericia Municipality measures the sick leave each quarter and each manager receives the results of the managers own workplace. The workplace can get help from the prevention consultants (internal consultants).

That means that there has been an increased focus on health, wellbeing and illness and it has become clear that there are important differences in sickness absence in the individual departments/workplaces.

This has led Fredericia Municipality to make screening in workplaces with high and low absenteeism, to become wiser about what reasons there is for high and low absenteeism. Each workplace creates an action plan for further work on sick leave / attendance.

- The increased focus on wellbeing, health and sickness absence has contributed to a markedly drop in absenteeism of 15%. The municipality has intensified its efforts with one further prevention consultant.
- Fredericia Municipality prioritizes networking across departments and workplaces internal as well as external. Fredericia Municipality is for example a member of the Business Network for Social Responsibility.
- Satisfaction measurement is performed on all workplaces every 3 years. As a result of the satisfaction measurement there is made a general external evaluation report and every workplace gets a report with the results of their own workplace. Due to this report every workplace has to make an action plan in relation to their well-being measurement.
- Evaluation of managers. Every employee has to evaluate their manager. Together with an external consultant there is made an action plan for each manager.
- Every 3 years there is made a risk assessment on every workplace. Mental health is a part of this risk assessment. Due to the results of the risk assessment here is made an action plan with responsibilities and schedules.
- To ensure the codetermination of the employees it is a principal element for the Municipality of Fredericia that the work with mental health and health at the workplace is ensured by the main cooperation Committee.