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DEVELOPING EARLY SUPPORT MODEL AT TALOUSTUKI
KUNTAPALVELUT OY

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The purpose of this thesis is to examine early support model; what it is, what is it for and how Taloustuki Kuntapalvelut Oy can adapt it to their everyday working life. The purpose of this thesis is also to study and come up with suggestions, how to motivate employees to answer to questionnaires, especially to open questions and to questions requiring deeper consideration. Taloustuki Kuntapalvelut Oy can use these suggestions as a tool when doing any kind of survey in the future.

The theoretical part of the thesis was collected from literatures, journals, online publications and publications of intranet of the case company. The theoretical part consists of themes such as early support model, work ability, mental strain and well-being at the workplace and Bergen burnout indicator.

In addition to the theoretical part, there will be an analysis of a survey made for the staff in October 2012. The survey studies does the staff of Taloustuki find their possibilities to influence good or not. The results will be introduced and there will be suggestions made by the employees, what should be done differently in order the suggestions would be better taken into account.

Two key recommendations are given for the case company in this thesis; how to measure the risk of burnout in the jobs requiring customer service in order to prevent absences due to it from occurring, and how to motivate the staff to answer to different surveys.

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1 INTRODUCTION

From March to the end of August 2012, I was doing my practical training at Taloustuki Kuntapalvelut Oy, a company providing financial and payroll management services. My title was payroll secretary and the job description included tasks such as receiving contracts of employment, checking them and completing them, if needed, customer service via phone and email and other supporting tasks. When I asked if they had any topics for my thesis, the early support model was the one which came up.

1.1 Thesis company

Taloustuki Kuntapalvelut Oy (later: Taloustuki), founded in 2006, is a company providing financial and payroll management services. The company is based in Rauma, but operates now in Pori; business premises are located in Pripoli, Vähärauma (www.taloustuki.fi).

Taloustuki is a limited liability company owned by municipalities of Eurajoki and Pomarkku, town of Laitila, Länsirannikon Koulutus Oy, Satakunta health care district, and cities of Pori and Ulvila (www.taloustuki.fi).

The turnover of Taloustuki is approximately 5,2 million euros each year and the number of employees is 89. The services the company is offering are based on electronic processes, which include services such as online payroll, electronic invoice processing system and electronic reports (www.taloustuki.fi).

1.2 Purpose and objectives

Early support model is about recognizing possible work ability problems at an early stage. These work ability problems can be seen through factors such as the increasing

amount of sick leaves, the decreased quality of work and through the conflicts in the working environment. When these factors have been noticed, negotiations between the employer (in this case: team leader), the employee and occupational health care will be held (Irma, Early support model, www.taloustuki.fi, intranet).

What Taloustuki asked me to do is to examine the point of view before these negotiations. More precisely, my job is to figure out how to find the employees from the personnel management with whom the negotiations should be held.

As an example, the case company suggested different ways of reporting, for instance, sick leaves and other absences. When an employee has a lot of absences in a short period of time and the reasons for those absences are vague and unclear, one needs to intervene and try to find a reasond behind them, as well as solution for them.

In the intranet of Taloustuki, it is said that when an employee has been absent from work five times or 30 days during the last twelve months, negotiations should be held. Negotiations should also be held if there's continuously absences near the weekend. As an example, when an employee has a notable amount of absences on Mondays, the team leader is obliged to talk about them with an employee. The employees of Taloustuki work in teams, and each team has a team leader who needs to be informed, if an employee cannot come to work. Thus, it's usually the team leader or the closest co-workers who will notice the changes of an employee first.

In this thesis, however, the focus will not be on absences, but instead on general proactive action. Instead of reporting absences, in this thesis there will be a tool presented with which the welfare of employees can be measured in the terms of the risk of burnout.
The goal of the thesis is to suggest a good tool/tools how superiors wake up for the need of intervention. In the second chapter, the term work ability will be introduced and defined more profoundly. In the third chapter, early support model and methods how to use it will be explained. There will also be examples, when it is the time to intervene when noticing a problem at workplace . In order to understand why, for some people, working might be difficult at some point, the term mental strain and

issues causing work strain will be defined in the chapter 4. In chapter five, Bergen burnout indicator, the inquiry and interpretation of the results will be introduced. In the chapter seven, the survey I made for the staff of Taloustuki will be explained as well as the results.

2   WORK ABILITY

In order to understand early support model, some terms need to be defined before that. Work ability is a mainstay when it comes to the well-being of an employee. It consists of different factors and when these factors are in good balance, working does not feel overwhelming. If any of these factors is weakened, it may reflect to other factors, to the work and to the outcomes of it.

2.1   Definition of work ability

Work ability is considered as the most important resource employees have in the working life. Because those resources form the basis for the profits of the company, it's only natural that the company is in a key role when it comes to supporting it (Ilmarinen, 2006, 132).

Work ability is an entity consisting of factors such as employee's own personal resources and the work itself (Irma, Early support model, www.taloustuki.fi, intranet). In the intranet of Taloustuki , these factors have been divided in under the next subtitle.

2.1.1   Health and work ability

Health in this context includes three dimensions: physical, mental and social. Social health indicates how does the employee get along with others, how others react to the employee and how the employee can follow the norms and habits of the society. Furthermore, when it comes to health, employee's own values, attitudes towards the work, and the level of motivation also play an important role. The more similar own values of an employee and the values of the workplace are, the stronger the work ability becomes (Vihersalo et al. 2004, 119). If the values of an employee are not

similar to the values of the workplace, it's more difficult to be motivated when it comes to work.

The values of Taloustuki include reliability, cost efficiency, continuity, attempt to reform continuously and domestic and regional customer satisfaction. In order the work to go smoothly, it's important that the employees find these values as good and they can identify to them.

In the intranet of Taloustuki, values and attitudes were divided into its own factor, but the Centre for Occupational Safety includes these factors in the same section (Vihersalo et al. 2004, 119).

2.1.2 Professional skills

Professional skills include basic education, professional expertise and skills. In order to maintain good work ability, studying and updating these factors is important. In recent years, this factor has become more and more important. The reason for that are the requirements of the work which change frequently. In addition to that, new requirements arise at the same pace. In order the employee to keep up with the changes, updating is essential (Vihersalo et al. 2004, 119)

As mentioned before, working at Taloustuki is based on electronic processes. It's important that every employee is taught to use the softwares used in the company. Because of the changes and development of technology, sometimes new softwares (or changes in original ones) will be introduced. Taloustuki organizes training for the employees where the software will be introduced, using of it will be practiced and employees have a change to ask questions relating to the change.

These two factors are a part of employee's own personal resources. In *Työkyvyn ulottuvuudet-Terveys 2000-tutkimuksen tuloksia* , employee's ability to handle stress, employee's personality and the feeling of control when it comes to the work are also included in this section (Gould et al. 2006, 19).

2.1.3   The work itself

Work community and working arrangements have an effect on well-being at work. Team leaders have a key role in it, since leadership and managerial work form the basis when it comes to organizing tasks and taking care of the implementation of them. But not only the team leaders are responsible for maintaining good atmosphere at work; every employee must do his or her part too in order to support good atmoshpere and thus to strengthen the good level of motivation (Vihersalo et al. 2004, 119).

Working conditions and content of the work affect work ability too. If the work feels meaningless and monotonous and working feels like a compulsory part of a life, in the long run it may weaken the work ability and well-being at work (Vihersalo et al. 2004,119). In *Työkyvyn ulottuvuudet- Terveys 2000-tutkimuksen tuloksia,* organizational changes, workflow, rush at work and opportunity for development are also included in this section (Gould et al. 2006, 19).

Working at Taloustuki is hectic: there's always a little hurry when trying to achieve deadlines, and no one will run out of work. A little hurry is only good for an employee, it's motivating and it feels rewarding afterwards, when the task has been done. However, if there's continuous hurry in the workplace, and no spare time at all, it will affect work ability negatively.

In order to get a better understanding of the factors work ability includes, an image of work ability explained by the form of a house will be introduced next. This image is made by Finnish Institute of Occupational Health (2010).
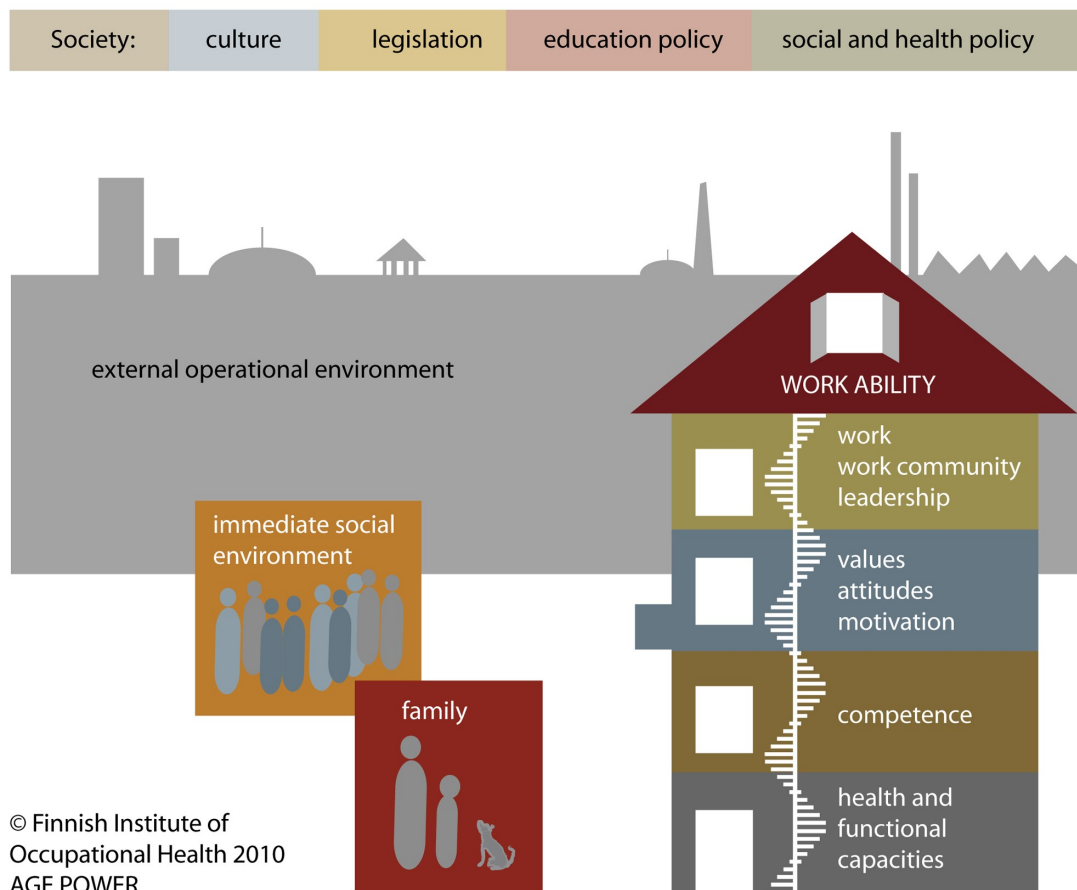
| Society: | culture | legislation | education policy | social and health policy |

external operational environment

immediate social environment

family

WORK ABILITY

work
work community
leadership

values
attitudes
motivation

competence

health and
functional
capacities

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Occupational Health 2010
AGE POWER

Image 1: Work ability explained by the form of a house (Finnish Institute of Occupational Health, 2010).

Finnish Institute of Occupational Health has defined work ability as a building, where the basis consists of personal resources and the upper floor is the work itself. As can be seen, professional skills, values and attitudes and health are all included in this picture. In addition to these factors, the image also shows that family and neighbours can also affect work ability; it's more and more important to make work and family life compatible. If there're conflicts at home, it might have an effect on work ability as well, since it's difficult to keep them out of mind at work, at least in the long run. (Ilmarinen, 2006, 134).

Work ability is about compatibility and balance between employee's own personal resources and the work. All these factors mentioned above need to be developed and improved continuously. An employee is mainly responsible for own personal resources and the employer is primarily responsible for the work and working

conditions. Good cooperation between employees and the employer is the basis for maintaining good work ability. Work community is also a notable factor in supporting work ability, since open and honest atmosphere is important when it comes to job satisfaction. Maintenancing of employees' work ability is also the job of occupational health care (Ilmarinen, 2006, 134).

3   EARLY SUPPORT MODEL

As in every situation, noticing a problem at an early stage reduces the risk of bigger consequences. Sometimes an employee may face some difficulties at work, there might be some conflicts at home disturbing the time spent at work, or these conflicts may happen at the workplace. Then it is important to intervene as quickly as possible and find a reason behind these issues and a solution for them.

3.1   Definition of early support model

Early support model is about recognizing the deterioration of work ability at an early stage. It's important to identify the symptoms of decreased work ability at an early stage, since then the performance at work can be supported and significant problems with work ability can be prevented (Hirvonen et al. 2004,13).

Early support model consists of written policies the employer, employee and occupational health care have agreed to follow. With these policies work ability of employees will be taken care of and issues that threaten the work ability will be prevented throughout the career. The goal is to prevent deterioration of work ability and thus prevent the possible illnessess caused by it (Irma, Early support model, www.taloustuki.fi, intranet).

Early support model helps occupational health care to get the access to the core of work ability, that is, the connection between work and health. That means that occupational health care will get better understanding of the connection between work and health of an employee, and thus the changes in it can be seen more easily. There will be more opportunitites and ways to support deterioration of work ability when there is a close cooperation between these three parties (occupational health care, employer, employee). The reason for that is that with this cooperation, a combination of the knowledge and visions of all the three parties will be formed and there will be more detailed image about the situation (Hirvonen et al. 2004, 11).

Occupational health care has the supporting role in a work community. Employer can contact occupational health care when he or she needs help with issues which seem challenging. These issues can be, for instance, how to face changes in the workplace, how to develop well-being at work, how to solve conflicts or to handle crisis situations. Furthermore, it's occupational health care's job to evaluate and follow work ability of an employee. Based on evaluations and observations, occupational health care will make suggestions for an employee how to solve possible problems relating to work, if needed. Occupational health care supports work communities to be active and to develop their own activities and well-being. However, the employer is always responsible for functionality of the work community and development of the work (Hirvonen et al. 2004, 11).

Health condition is the reason for some work-related problems only. Usually the solution for problems can be found more easily, within the workplace. Some problems can be removed by clearing the goals of the work, further education, arrangements within the work and changes of the organizing of work. The goal of all these actions is that with some changes, the employee can continue doing the same tasks at work (Hirvonen et al. 2004, 13).

At the same time when early support model is about finding a right solution and treatment for an employee with work ability problem, it's also about preventing other employees from being exposed to similar problems. Company can also use early support model in order to support an employee who has been on a long sick leave and is getting back to work again (Irma, Early support model, www.taloustuki.fi, intranet).

3.2   Results of successful implementation of early support model

The target of early support model is to maintain employee's work ability and ability to cope with work. When working goes smoothly, the satisfaction among the employees increases. The result of it can be that mutual perception of work ability

and well-being at work will be formed. When all the employees have a similar opinion what work should be and feel like, it's easier to evaluate different stress factors at work and notice the factors or symptoms which do not belong to the everyday working life. With occupational health care, the employer gets a little help in order to improve his or her way of leading and hence, managerial work will become more assertive (Hirvonen et al. 2004, 13).

When successful , early support model can reduce sick leaves and other absences.In the long run, these actions will lead to decreased costs followed by those absences. That is why it's profitable for the companies to invest in it (Hirvonen et al. 2004, 13).

3.3   When to take early support model into action

Early support model should be introduced when someone in the work community notices the need for it. It doesn't have to be either the team leader or the employee who brings it up; occupational health care or a co-worker can also express his or her concern about another employee (Irma, Early support model, www.taloustuki.fi, intranet).

It's not always easy to recognize early symptoms of decreased work ability; the bigger the company is, or the more offices there are in the company, the more difficult it is to recognize the need for help of one individual (Hirvonen et al. 2004, 14).

There are many ways to show symptoms of decreased work ability. The quality of work may decrease as well as the work performance in general. There will be more unnecessary mistakes in an employee's output that could be avoided easily when being more accurate. Working at Taloustuki is that kind of work where you need to be very precise it requires full concentration. If an employee is thinking of conflicts at home, for example, mistakes can appear easily.

Other symptoms include that the employee has difficulties in perceiving which tasks belong to him or her. The employee works constantly overtime and/ or is late for work. The employee has more absences and sick leaves especially near the weekend (for instance, absences on Mondays will increase). In the intranet of Taloustuki it is said that if an employee is over 5 times and/or 30 hours away from work within a year, it is time to start the negotiations. There can be changes in behaviour which cause concern among other people, the employee seems tired and careless and starts to receive bad feedback from the customers (Hirvonen et al. 2004,14).

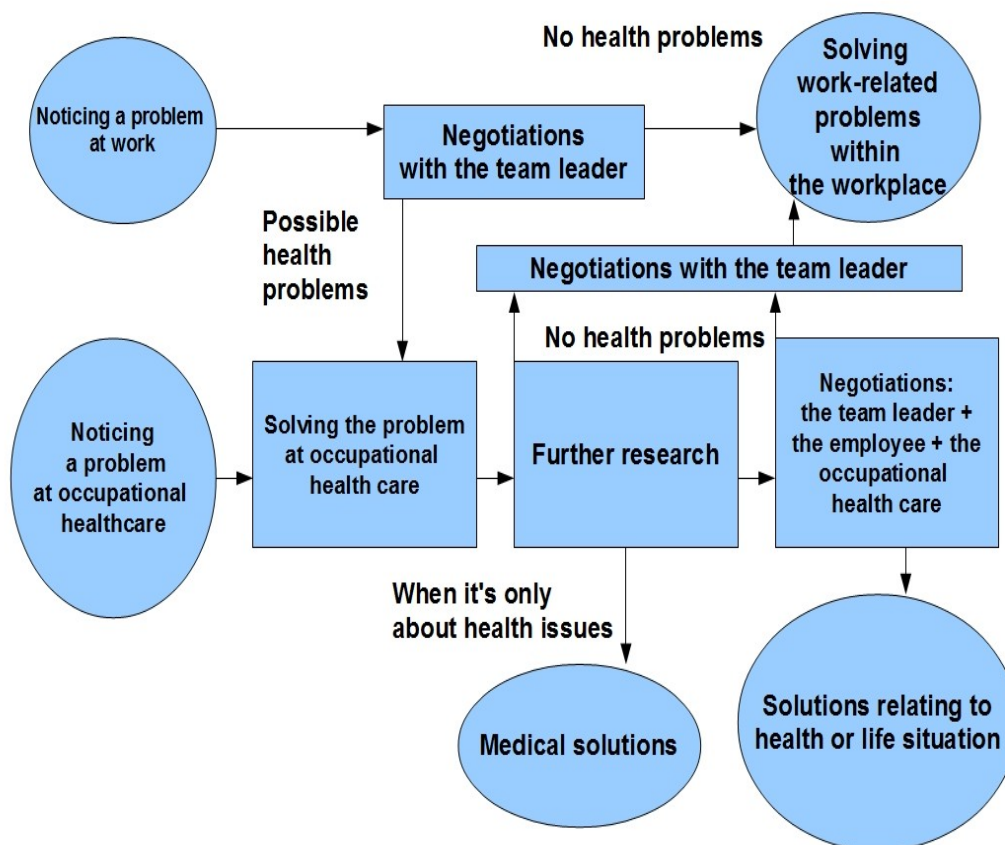3.4   How to apply early support model

Image2: Solving a problem in the work place and in occupational health care (Irma, Early support model, www.taloustuki.fi, intranet).

Bringing up issues which are concerning is a good way to suggest a conversation between the team leader and the employee, because it's direct and polite. The

employee has the right to get support and the team leader has the responsibility to give it. If the team leader finds it difficult to make the initiative, he or she can get support from his or her supervisor or occupational health care (Hirvonen et al. 2004,16).

When the problem has been noticed at work, the conversation between the team leader and the employee will be held. Through the conversation the team leader and the employee try to clarify the situation as far as possible. If the problem is work-related only (for instance, lack of professional knowledge or job dissatisfaction), it can usually be solved within the workplace (Irma, Early support model, www.taloustuki.fi, intranet).

In a conversation between the team leader and the employee, work ability will always be compared to the work itself. The employee will examine the situation in a personal point of view. That means that the employee will think of issues such as how does the employee manage when it comes to work and what are the issues disturbing the work ability. The team leader will examine the situation in a work point of view. That means that the team leader will think of issues such as what are the basic tasks and goals of the job and employee as a part of work community (Irma, Early support model,www.taloustuki.fi, intranet).

When both parties have the same perception of the situation, finding the right solution follows next. This doesn't mean that the parties should agree with the issue, but instead, these parties should understand each others' point of views. Defining necessary changes in work ability, in work community as well as in working environment are some examples of how to proceed ((Irma, Early support model, www.taloustuki.fi, intranet).

 As already mentioned before, these kind of problems can usually be solved within the workplace, for instance, by reorganizing the tasks, by offering further education or by mentoring. It's also important to make an agreement of how to implement the follow-up of the goals and how each of these parties follow these agreements (Irma, Early support model, www.taloustuki.fi, intranet).

Sometimes negotiations between the team leader and the employee are not enough. When early support methods team leader can offer (such as reorganizing working conditions and further education) are not enough or there are health problems disturbing work ability, then it is time to contact occupational health care and start so called tripartite negotiations (Irma, Early support model, www.taloustuki.fi, intranet).

In this case the employee makes an appointment with occupational health care. Employee's health will be examined and the employee gets the opportunity for a confidential conversation outside the workplace (Hirvonen et al. 2004,22).

In tripartite negotiations the topics for discussion are work-related only, if that's what the employee wants. Before the negotiations, the chairman will be chosen. This chairman will also be responsible for making a memo out of negotiations. Usually the team leader will be chosen as one. If the employee wants, he or she can invite work safety representative, shop steward or any other support person to the negotiations (Irma, Early support model, www.taloustuki.fi, intra).

3.5   When early support model is not enough

When methods mentioned above are not enough, the team leader can ask for medical evaluation of work ability of an employee. Employee can also be the one asking for it, as well as the occupational health care . Medical evaluation of work ability will be done in writing by using a form available in occupational health care. The employee needs to be aware of the request for evaluation and arguments for it. When evaluation is done, occupational health care will give a statement both to the supervisor and to the employee (Hirvonen et al. 2004, 25).

Depending on the statement, the solutions for the situation could be, for instance, rehabilitation or relocation, if the work ability has not recovered in that sense that it would be possible to continue doing the same job as the employee has been doing before the negotiations and intervention. As mentioned before, the goal of early

support model is to enable the employee to do the same tasks as he or she has been doing before the negotiations, so relocation is one of the last options, when there is nothing else to do (Hirvonen et al. 2004,25).

4   FACTORS CAUSING WORK STRAIN

Workload is formed when an employee is using his or her physical, mental and social qualities at work. These factors causing workload can be related to the work itself, or to the policies of the workplace and to the working environment. Despite the term workload, factors causing work strain are not always for bad. At their best, these factors can increase job satisfaction and motivation. But when the workload is excessive or there is none of it, they become harmful factors (Kämäräinen et al. 2009, 77).

In this thesis, physical strain will be introduced briefly and mental strain more profoundly. Working at Taloustuki is mainly office work and in office work, the body won't be exposed to a same amount of physical strain as in a work requiring heavy lifting and continuous standing. However, this doesn't mean that in office work there wouldn't be physical strain. In every field there are characteristic factors causing physical strain. Some typical signs of physical strain in office work are, for instance, different problems in wrists, neck and shoulder.

In Taloustuki, workplace ergonomics are taken into account. Workplace ergonomics can be adjusted to the needs of an employee by someone from occupational health care (physiologist). In order to prevent or take care of problems with neck and the shoulders, in the break room of the company there's a list where employees can book a massage for a reasonable price.

4.1   Physical strain

Physical factors include work which can be defined as heavy and dynamic. It can include handling of heavy loads or the work can require static muscular work. When work includes repetitive movements, it also creates physical strain (Matikainen et al. 1995, 146).

Physical strain is also about working position; sitting and standing at the work, especially long periods at a time, can become a factor causing strain. Viewing distance and working height are issues which also have an influence on office work and how heavy it may become (Kämäräinen et al. 2009, 110-111).

When the workload is unsuitable for the employee, it may cause negative effects such as negative feelings of an employee, symptoms and illnesses. In extreme cases excessive amount of physical strain may lead to disability or to occupational diseases (Matikainen et al. 1995, 146).

4.2   Mental strain

Whereas physical strain is directed to muscles, bones and ligaments as well as to respiratory and circulatory system, mental strain is directed primarily to brain (Kämäräinen et al. 2009, 76& 107).

Although mental strain can be remarkable, it may not always be seen with the eye. Mental strain of work can at first appear in short-term symptoms, such as different in physiological feelings, tiredness, emotional reactions and changes in perception. By struggling, the employee can cope better at work for a little while, but if the employee has no time to recover from stress, continuous struggling causes strain too. Long-term struggling appears in different symptoms, such as continuous fatigue, changes in behaviour and occupational diseases. Reasons for mental strain can be situations where fast decisions are needed. Situations requiring responsibility, and of which consequences are remarkable, are also stressful and may cause mental strain (Kämäräinen et al. 2009,75-77) .

Work causes mental strain when an employee feels obliged to work more than he or she has time or energy. In this situation the employee has not enough time to prioritize tasks. Working alone can also cause pressures. This can happen also in the situations when it's possible to ask a colleague for help. Trying alone creates the

feeling of insufficiency and when workload seems to grow, the recognition of own limits is getting harder and harder (Multanen, 2004, 39-40).

At Taloustuki the employees work under tight schedules with fairly large amount of work. In this case it's important that the employees of Taloustuki also have days when they don't have to work in a rush and thus they have time to do some smaller tasks they haven't had time to do before. If the employees would work continuously in a hurry, it would strain them and it would appear in different symptoms as mentioned before.

There are several factors causing mental strain. Too much or too little to do at work, tight schedules and continuous feeling of being in a hurry, just to mention a few. Too demanding tasks and tasks requiring too little may cause strain as well. When customer relationships and relationships inside the office feel difficult and demanding, it consumes valuable working time. Sometimes the work is organized poorly and the goals of the work are unclear and that also may cause strain (Multanen, 2004, 39).

One of the most important tasks the employees have at Taloustuki, is customer service via phone and email. When working feels exhausting, the motivation level towards the work decreases. When an employee is not motivated, he or she may act indifferently or even rudely towards the customers. This affects negatively to the image of the company.

4.3   Burnout

When an employee has no time to recover from stress and stress becomes excessive, in extreme cases it may lead to burnout. Burnout is a severe and chronic stress syndrome developing at work. It's a disorder which symptoms are comprehensive fatigue which does not ease with rest, cynical and sceptical attitude towards the work and towards the meaning of work. Weakened self-esteem may also be the result of

burnout, and it's usually the last, and the worst, phase of it. Because of burnout, work performance decreases., which again creates stress (Kämäräinen et al. 2009,78).

When trying to recover from burnout and when supporting someone to cope with work, it's important to both take care of the strenghtening of personal resources and imply the working conditions in order to prevent excessive workload. Solutions for those things can be, as already mentioned before, further education and reorganizing of work (Kämäräinen et al. 2009, 78).

4.4   The role of occupational health care

Occupational health care's job is to find out is there a risk of physical and mental strain caused by the work and working conditions, and is there already some symptoms of it. In the same report made by occupational health care, work ability of the employees will be examined. In these reports there will be suggestions how to fix defects and problems which are noticed (Kämäräinen et al. 2009, 79).

4.5   How to investigate mental strain

When investigating mental strain, it is important that the staff will be familiarized with the issue. That means that the reasons what will be done and why will be explained. In this process the staff will probably learn new terms relating to the issue, so it's important that the staff will be familiarized with the terms. By familiarization it will be ensures that the entire staff has the same knowledge about the terms and thus there will be no misunderstadings with the terms (Kämäräinen et al. 2009, 89).

Examination of mental strain can be done in different ways. One can examine stress factors caused by work and working environment, or one can examine consequences caused by mental strain. That means that the effects of stress factors in a shorter and in a longer run will be examined. Evaluations and results can be divided into smaller groups (such as teams of the workplace, when it comes to Taloustuki) so the results

will be more precise. Reporting methods of mental strain are adaptable to the needs of a company (e.g. To the fields, size, and to the policies of the company). However, these methods need to be systematic enough so they can be reproducible if needed (Kämäräinen et al. 2009, 89).

Reporting methods of mental strain may include group discussions which will be documented, development discussions, periodically repeated surveys (including themes such as well-being at work, working atmosphere and personnel surveys) and methods identifying and evaluating workload. These methods can be completed by creating statistics about work absences, turnover rate of the staff, usage of extra labor and training rates (Kämäräinen et al. 2009,90).

When thinking of conducting a survey, Taloustuki can use the survey I made and suggestions made by the employees as a guideline. In the chapter 7 the survey and the results will be presented.

4.6   Challenges of evaluating mental strain

When looking at the issue from practical point of view, some arrangement difficulties may occur. The bigger the working units are and the more complicated shift arrangements are, the more challenging the evaluation is. In Taloustuki there is no such problem since the company operates during office hours, which is from 8 a.m. to 4 p.m. (Kämäräinen et al. 2009,92).

When looking at the issue from subjective point of view, interpretation of the answers may be difficult. What the respondent finds as a harmful load factor, is based on personal experience. What other respondent finds harmful and disturbing might not have any meaning to another respondent (Kämäräinen et al. 2009, 92).

How individuals experience different things is not the only thing behind differing evaluations. Behind these evaluations there might be factors such as division of work, job description and organizing of work, which are insufficient. Not all the

issues have an effect on the entire work community, however. Things such as inappropriate treatment is one of them. More oftenly these issues concern only one or few people, at most. It's possible that only one part of the staff is aware of these issues and others have no idea about it (Kämäräinen et al. 2009,93).

In order Taloustuki to have as detailed results as possible, it's recommendable to examine the experiences of individuals by doing the survey for each team. By doing it for each team separately, possible problems may appear more easily. It's also recommendable to study carefully, is there any topics employees find stressful mentioned more than others. All the results should examine carefully though, since through these evaluations an employee needing help may be found.

In order Taloustuki to have some kind of tool they can use when defining the level of risk at work, a table defining these factors is presented next.

4.7   How to define the level of risk at work

Consequences / Probability	Minor tiredness and frustration, occasional absences	Injurous impaired concentration and working order, helplessness and anxiety, frequent absences	Severe hopelessness, strong depression, continuous absences
Unlikely occasional stressful situations, occur infrequently or only short periods at a time	1. Insignificant risk	2. Slight risk	3. Medium risk
Possible stressful situations occur repeatedly or for a while at a time	2. Slight risk	3. Medium risk	4. Significant risk
Probable stressful situations occur constantly, injurious effects noticed, strain is permanen	3. Medium risk	4. Significant risk	5. Unbearable risk

Image 3: Defining the level of Risk at the workplace. (Kämäräinen et al. 2009, 94, secondary source. Original source: Murtonen, M. 2003, Riskien arviointi työpaikalla-työkirja. Sosiaali- ja terveysministeriö,Helsinki).

When evaluating mental strain and stress factors and how injurious and harmful they are, one can use this table. When evaluating the size of the risk when it comes to the consequences, the evaluation is based on the reactions of the individuals, so one needs to remember that these evaluations are subjectives. Minor consequences include tiredness, frustration and occasional absences. Severe consequences include

hopelessness, strong depression and continuous absences. This scale is a three-step scale where the consequences worsen step by step (Kämäräinen et al. 2009, 93).

When evaluating probability of mental strain and stress factors, one can use the same three-step scale. When probability of mental strain is unlikely, it means that stressful situations are occasional and they occur infrequently. When these kind of situations occur constantly, the risk for mental strain is probable (Kämäräinen et al .2009, 93).

In the intersection of probability and consequences is the definition of how to evaluate the risk for mental strain. The scale is a five-step scale. If a stress factor is defined as medium, significant or unbearable, preventive or fixing methods need to be brought into use (Kämäräinen et al. 2009, 93).

4.8   Group discussion and ideation

When stress factors have been identified, the evaluation of the level of the risk will be done in group discussions. Through these discussions the different experiences relating to the working environment and tasks will come up. This may create a better understanding of which are the factors creating stress in each task, and when it comes to Taloustuki, in each team (Kämäräinen et al. 2009,94).

Some stress factors are clear and there are already good and clear solutions for them. Some stress factors, however, are complex and difficult to understand. That's why it's challenging to find just one solution for them. Usually the solution for these kind of factors is just to try and not to expect everything to change quickly. For instance, when talking about controlling rush at work there are several issues which need to be considered: unrealistic schedules, interruptions, delays, mistakes, absence of breaks, just to name a few. The concept of a rush at work needs to be concretized in order to find suitable solutions for it (Kämäräinen et al. 2009, 94-95).

Finnish Institute of Occupational Health commissions a study every three years called "Work and Health in Finland". In this study, some mental strain factors have

been examined and identified and one can compare company's own results to the results of other companies, if wanted. Another source to compare the results is Ministry of Employment and Economy's working conditions barometer which is published every year (Kämäräinen et al. 2009,95).

The role of occupational health care in this process, if wanted, is to give professional support in those questions which are significant when it comes to the health and well-being of the staff (Kämäräinen et al. 2009, 95).

5 BERGEN BURNOUT INDICATOR (BBI)

Bergen burnout indicator is a self evaluation scale measuring burnout. It's made by clinical psychologist Atle Dyregrov and professor Stig Berge Matthiesen from Norway and it's been translated into Finnish and shortened by Näätänen etc. (Saarinen, 2007, 109).

The original scale is known as BBI-25 and the number refers to the amount of statements in the inquiry. The inquiry by Näätänen etc. is known as BBI-15 and the number refers to the amount of statements as well (Näätänen et al. 2003, 43-44).

Whereas BBI-25 is designed to measure burnout as one entity, the statements of BBI-15 form three subgroups: statements where the state of fatigue is reaching the level of exhaustion, statements about becoming cynical and statements about decreased professional self-esteem and efficacy. However, these statements are also in BBI-25, but as mentioned before, they form one entity only. The reason for those three subgroups is that with them the three main dimensions of burnout will be defined more profoundly (Näätänen et al. 2003,44).

In the inquiry the respondents are asked to evaluate their current work and life situation. There are 15 statements in the inquiry and the respondents will choose the option which is the most suitable for them. In the inquiry there's a six-step scale where 1 means completely disagree and 6 means completely agree. These statements handle issues such as working conditions and own experiences relating to work (Saarinen, 2007, 109).

I translated the statements of BBI-15 into English, so there might be some differences comparing to the original Finnish one. However, these translations have been made as similar as possible comparing to the original ones.

5.1   Content of BBI-15

As already mentioned before, there are 15 statements in the inquiry and they have been divided into three subgroups.

Statements where the state of fatigue is reaching the level of exhaustion

1. I feel like drowning in work
4. I often do not sleep well because of different work related issues
7. The pressure at work has caused problems in my close personal relationships (e.g. In relationship, in family and in friendships)
10. I think work related issues also in my free time
13. I constantly have a bad conscience for neglecting my close ones because of work

These statements mainly concern the negative impacts of work-related exhaustion, when it comes to everyday life. These statements deal with the situation, when the exhaustion disturbs person's performance and other areas of life (Näätänen et al. 2003, 44-45).

Statements about becoming cynical

2. I often feel apathetic at work and I often think of quitting my job
5. I often get angry at customers and other people I meet through my work
8. I feel like I have less and less to give
11. I find it hard for me to empathize with my clients and other people I meet through my work, when it comes to their needs and problems
14. I feel that I'm losing my interest in my clients and other people I meet through work

These statements concern decreasing interest towards the work and the meaning of work (Näätänen et al. 2003, 45).

Statements about reduced professional efficacy

    3. I often have feelings of inadequancy

    6. I constantly keep asking myself, is there there real value in my work

    9. I feel like I can't help others as much as I would like to

   12. When I started my current job, I was expecting more from it,as well as from my achievements, than I do now

   15. To be honest, I used to feel more valued at work

These statements concern the last phase of burnout when the negative impacts of exhaustion and cynicism reach the selfhood.The total scale of BBI-15 consists of the sum of three subgroups. The total sum is considered as a tool to measure the burnout as a whole ((Näätänen et al. 2003,46).

5.2   The use of BBI-15

BBI-15 is applicable both for individuals and groups of people. However, when using BBI-15 for groups, one needs to remember that the interpretation of the results is more challenging. That is because there's not enough research data yet and thus the results and sums need to be examined more critically than the results of an individual (Näätänen et al. 2003,71).

At Taloustuki another thing which needs to be considered when doing BBI-15 for groups is the gender distribution in the workplace. At taloustuki, the majority of employees are females, so when doing the BBI-15 anonymously for groups, the results of the male respondents will stand out easily. When doing BBI-15 for groups, it may reduce the possibility to anonymity.

When it comes to individuals, BBI-15 can be used as one tool when having negotiations with an employee needing help. BBI-15 gives reliable image of the level

of burnout and symptoms fast and easily. It can also be used as a tool at medical examinations (Näätänen et al. 2003, 71).

5.3   Instructions for the use of BBI-15

BBI-15 questionnaire will be given for the respondents to be filled. Answering to the questionnaire takes approximately 5-10 minutes and scoring takes approximately 5 minutes. There are instructions in every questionnaire. The respondent is asked to choose an option which best describes current situation pretty quickly (Näätänen et al. 2003, 74).

The scoring will be done by counting the scores of each subgroup, and then the total sum of those three groups. After that, the scores will be written down to a score sheet. Then the respondent will look at the table where the normative percentiles of four different age groups (under 30, 30-39, 40-49 and over 50) as well as gender (M/F), have been reported. From the table the respondent will choose the closest percentile comparing to respondent's score. This will be done both for sub groups and for the total sum of the answers. Those percentiles will be written down to a score sheet. These percentiles represents where does the respondent place in a scale consisting of normative results collected from different Finnish surveys relating to burnout. With these percentiles one can conclude to which group (slight burnout, severe burnout, no burnout, etc.) the respondent is placed probably and at least (Näätänen et al. 2003, 74-75, 79).

The feedback about the questionnaire can be given for one person only or for the entire staff. It can be given either orally or in writing. The feedback can be divided into the results of three sub groups, or one can examine the level of burnout as one entity. Histograms can make it easier to demonstrate the results (Näätänen et al. 2003, 75-76).

5.4   Interpretation of the results

When interpreting the results of the questionnaire, one can focus on the scores of three sub groups and total sum of them. Another option is to focus on the sub groups and to the variations between them. When focusing on the first one, the target is to analyze how deep is the burnout of the respondent. This is based on the table mentioned before, and where does the respondent place in it (Näätänen et al. 2003, 77-79).

When looking at the sub groups, one of them may be ranked higher or lower in the table than others. The same thing is with the following pairs: fatigue reaching the level of exhaustion-becoming cynical, fatigue reaching the level of exhaustion-decreased professional self-esteem, and becoming cynical-decreased professional self-esteem. With these pairs or with singular factors, one can examine the different levels of burnout (Näätänen et al. 2003, 86-87).

When defining the level of burnout as a whole, one needs to check does the closest percentile, comparing to the results of the respondent, point at the level of slight (75), medium (85) or severe (95) burnout. One should also check is any of the sub groups ranked higher than others. When examining the meaning of those rankings, whether they're exceptionally higher or lower comparing to the percentiles, one can use interviews in order to specify them (Näätänen et al. 2003,104).

6   SURVEY FOR THE STAFF OF TALOUSTUKI

As a part of my thesis I made a survey for the staff of Taloustuki . The target of the survey was to figure out, does the staff think their opinions have an influence on company policies.

The idea for this survey originates from job satisfaction surveys Taloustuki arranges each year. I received results of job satisfaction surveys over the past three years (2009-2011). This year's survey was arranged in October and it takes time to collect the answers in order to make a report out of them and that is why I didn't receive it.

In each survey there are multiple-choice questions and open questions. Open questions deal with development suggestions and comments in general. In the results of the surveys, which are to be published after the report about responses is made, there are quite a lot of comments presented.

This survey I made was mainly referring to job satisfaction surveys Taloustuki is making. Hence it's not directly related to BBI-15. However, job satisfaction is a part of work ability since the work itself is one part of it. If Taloustuki would try BBI-15 and the staff thinks it's just one survey after another, the motivation rate might be low. It's important that the staff feels their opinions have meaning and their opinions are valued and respected. I wanted to try would it be easier for the staff to answer to a survey made by someone outside the company, and to answer completely anonymously.

The response options in the job satisfaction surveys were as follows: "very dissatisfied", "dissatisfied", "neither dissatisfied nor satisfied (neutral)", "satisfied" and "very satisfied". When looking at the questions and answers, the option "neither dissatisfied nor satisfied" stood out. That is because the percentage of that option comparing to other options was relatively remarkable in some questions.

For example, in each survey there's a question "how satisfied you are with your salary comparing to your contribution at work?". In 2009, 27,3% (out of 44 respondents) chose "neither dissatisfied nor satisfied (neutral)" as an option. In 2010 the percentage was 43,1% (out of 51) and in 2011 the percentage was 37,5% (out of 64 respondents).

There are questions where the option "neither dissatisfied nor satisfied (neutral)" is the dominant one. For example, in the last year's survey (2011) the percentage of this option in questions "How satisfied you're with internal communication in general" and "How satisfied you are with your possibilities to influence on improving of the services Taloustuki is offering" is the dominant one (42,19%/ 48,44%). In 2010 the percentage for this option in the question about possibilities to influence on development of services, was remarkable 51%.

The reason why the response option "neither dissatisfied nor satisfied (neutral)" is highlighted in this thesis is that it might be a sign of lack of motivation to answer to surveys. Examples of response percentages mentioned above are presented to demonstrate this observation. Sometimes when the respondent is not motivated to answer to the questions and really think them, he or she might choose an option which is the most neutral option.

Motivating the respondents is the key factor when it comes to the success of the surveys. If the respondents are not motivated or they don't understand the purpose of the survey, the response rate will be low. This may lead to the failure of the survey since making conclusions out of low response rate is not reliable (Näätänen et al. 2003,73).

In order to find out is this the case in these surveys, I made a survey for the staff of Taloustuki. The survey I made was very short; there was only one multiple-choice question and one open question. The multiple-choice question was "Do you think that answering to surveys have real and concrete effect on those issues they handle?". Response options were as follows: "completely agree", "mostly agree", "slightly agree", "slightly disagree", "mostly disagree" and "completely disagree".The open

question was "What should be done differently in order to ensure that employees' development proposals would be better taken into account?".

As already mentioned before, the number of the staff in Taloustuki is 89. Since it takes only few minutes to reply to the survey, the staff had one week time to reply to it. I received 56 responses, which is pretty good figure. When the poll was released, there was a fall vacation in schools, so that may have affect number of replies.

At first the results of the multiple-choice question will be presented. After that the open question will be presented as well as the most common themes of the answers. All the answers of the open questions can be seen in appendix.

6.1   Results of the survey

In multiple-choice question, the responses were divided as follows:

1. "Do you think that answering to surveys have real and concrete effect on those issues they handle?"

Completely agree: 8,93% (5 responses)

Mostly agree: 17,86% (10 responses)

Slightly agree: 44,64% (25 responses)

Slightly disagree: 17,86% (10 responses)

Mostly disagree: 10,71% (6 responses)

Completely disagree: 0% (0 responses)

As can be seen from the responses, majority of the respondents agree at some level with the question. "Slightly agree" was the option gaining support the most. This can be interpreted so that the respondents find that their answers have effect on some issues, but not all. Some of the respondents disagree with the question. No one disagreed completely with the question.

Approximately 28% of the respondents disagreed at some level with the question. In order to gain more detailed information why the respondents feel like they feel, the open question was following the multiple-choice one. In this thesis, the most common (or the most similar with each other) answers will be introduced. All the answers will be found in appendix.

6.2   Open questions and opinions of the staff

"What should be done differently in order to ensure that employees' development proposals would be better taken into account?".

When looking at the themes of the answers, one theme which repeated itself was what happens after the survey. Some respondents would prefer to go through the results step by step and then think together who is responsible for the practical implementation of them. Others prefer personal conversations with the CEO. According to the respondents, personal conversations could be better since telling one's own opinion in front of others may not be an option. At Taloustuki there are 89 employees, so not everyone has the courage to tell their own opinions in front of a huge crowd.

Some respondents would like the surveys to be completely anonymous. That means that no one has to tell from which team he or she is. That is because some teams are so small that they don't make it possible to be completely anonymous. Some respondents would like to have a separate group of people going through the results and deciding for further actions, whether the group is formed by team leaders and the management, or employees separately chosen to go through the results and then carrying out the results for the management. Someone would like to have the survey more than once a year.

If summed up: according to the responses, the staff of Taloustuki would like to be

informed better what happens after the survey and who is responsible for what. The new development proposals should be gone through step by step, so the staff would know why some proposals can be implemented and which proposals cannot be implemented, at least at the moment. There should also be some kind of schedule to make it easier to follow the implementation. Open, honest and respectful atmosphere enables this all to happen. (See more detailed answers from the appendix).

7   CONCLUSION

The topic the case company gave to me was early support model. What Taloustuki asked me to do was to examine the point of view before the negotiations with an employee needing help. More precisely, the task was to figure out how to find the employees from the personnel management with whom the negotiations should be held. As mentioned before, as an example the case company suggested different ways of reporting, for instance, sick leaves and other absences.

In the small manual about early support model, published in the intranet of Taloustuki, is mentioned that if an employee has been absent from work five times or 30 days during the last twelve months, negotiations should be held. Negotiations should also be held if there's continuously absences near the weekend.

Employees at Taloustuki work in teams and each team has a team leader who must be informed if an employee cannot come to work. Absences will be informed to the CEO as well. When an employee has lot of absences, the team leader (or the closest co-workers) is usually the one who notices them first. That is one way to express the symptoms of excessive stress, but not the only one. There are also employees who will not tell if they feel that they are suffering from excessive stress and coping at work becomes challenging.

In this thesis the focus is not on reporting of absences, but instead trying to find a measurement tool with which the risk of burnout could be measured among the employees.Burnout is a severe chronic stress syndrome which might appear if an employee is suffering from excessive mental strain and has no time to deal with it and recover from it.Measuring the risk of burnout is just one way to do so-called situation check in order to find out is there anyone needing help and early support. Even though the respondent would not suffer from burnout at any level, one can look

at the scores of subgroups and see if any of the scores of those groups is higher comparing to others. If, for instance, the score of "fatigue reaching the level of

exhaustion" is higher than the scores of other groups, the reasons for that should be clarified. These scores may unveil the need for help.

If Taloustuki would like to try this survey, they need to do it in collaboration with occupational health care, as mentioned before, since it cannot be done without the assistance of a professional in the field of health care. If the results of the inquiry refer to burnout or to the risk of it, procedures what should be done next need to be done with occupational health care.

It's also important to tell to employees, what the survey is about, how is it done and why. It's important to motivate the employees to answer to the inquiry in order to get as reliable results as possible. If the number of answers is small, the results won't be reliable.

After the seminar I had a meeting with my former team leader who gave me the topic for my thesis. I told her what I had been doing with my thesis by then, and she found the content as good, since the topic has been examined from many angles. When I asked had anything come to her mind which should be included for my thesis, the only thing was the timing when to do BBI-15.

From 1.3.2013 Taloustuki Kuntapalvelut Oy and Seutukeskus Oy Häme (operates in the Hämeenlinna region) will be merged as one entity: KuntaPro Oy. KuntaPro offers outsourcing services (e.g. finance, human resources, ICT, procurement and tendering and recruiting) and information system applications for financial and human resource management (www.taloustuki.fi).

When it comes to mergers, it takes time to adapt to the situation. There will be a lot of new things to remember and in the beginning of the new "working era", everything might feel a little uncertain and confusing. That is the time when employees face more factors causing work strain, especially mental strain.

What was suggested to me was that BBI-15 would be held twice: at first before the March 2013 as two different companies (both for Taloustuki and for Seutukeskus Oy

Häme separately) and after the merger as one entity (KuntaPro) Oy. If the survey would be done like this, it would show how does the merger affect the level of burnout of the employees or the risk of it. When having the results of the first BBI-15, the management will get a perception from which starting point the employees face the merger. The results of the second BBI-15 would show how stressful the change has been for the employees. With the help of occupational health care the further actions can be agreed.

The survey I made can be used as a tool when finding out what are things the employees at Taloustuki would change to ensure that their development proposals would be better taken into account. These suggestions the respondents are presenting can be used as guidelines when it comes to making of any kind of survey. Explaining more profoundly what happens after the survey seems to be the issue interesting the staff the most. Clear steps when it comes to the implementation of the survey are needed.

At Taloustuki there's an employee representative and two deputies. What was suggested was that these employees would be responsible for going through the surveys and answers and prepare them for the management. That is how the request of some respondents of my survey would be carried out: there would be a separate group of employees going through the results.

7.1   Making of the thesis

The topic of the thesis has been very interesting from the very beginning of this process. The theme and terms relating to it were new for me, so I had to take some time in the summer of 2012 to read literature relating to it. I had some kind of idea about terms such as work ability, mental strain and burnout. But when reading more literature, I realized how wide topics they actually are. It would take more time and several pages more to define those terms, and all the issues relating to them, as profoundly as possible. That is why I have summarized the definitions. The idea of those definitions in my thesis is to give someone, to whom these terms are strange, the basic idea of them. This is important in order the reader to better understand what is early support model, what are the reasons for it and why is it used.

However, there were some themes I had studied at shcool which I could use in my thesis. Productivity of the company is relating to absences of the employees, since decreased amount of absences will reduce costs caused by it. When employees' work ability is in a good condition, it is profitable for the company since good work ability and motivates employees form the basis of profits and productivity.

Job satisfaction is an important theme of this thesis since it's a part of work ability. Internal communication of the company relates to job satisfaction: if the employees think that they're not informed about different issues, it will cause dissatisfaction among the employees.

The idea what should be included in the thesis changed few times during this process. It's only natural that when familiarizing more with the topic, it's easier to pick up those issues which seem to be more important in the big picture.

Communication with the case company went well and smoothly, I got answers to all my questions pretty quickly and the answers were really comprehensive, so I didn't have to ask same questions twice. The feedback I received was good and inclusive, I received some very practical suggestions, which is always good. It's rewarding to note own suggestions have been received well and there is already some plans how to implement my suggestions.

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Images:

Image 1: Work ability explained by the form of a house (Finnish Institute of Occupational Health, 2010). http://www.meteorworkability.com.au/workability/

Image2: Solving a problem in the work place and in occupational health care (Irma, Early support model, www.taloustuki.fi, intranet).

Image 3: Defining the level of Risk at the workplace. (Kämäräinen et al. 2009, 94, secondary source. Original source: Murtonen, M. 2003, Riskien arviointi työpaikalla-työkirja. Sosiaali- ja terveysministeriö,Helsinki).

8   Bergen Burnout Indicator: BBI-15

Choose an option which most closely represents you and your
working. Answer each question in a way you feel at this moment.
Be as honest and sincere as possible. Sum up the scores you get
from the answers. Maximun score is 90 (15 x 6).

NAME:_____   AGE:_____
GENDER: M/F

		1. Completely disagree	2. Disagree	3. Partly disagree	4. Partly agree	5. Agree	6.Completely agree
1	I feel like drowning in work						
2	I often feel apathetic at work and I often think of quitting my job						
3	I often have feelings of inadequancy						
4	I often do not sleep well because of different work related issues						
5	I often get angry at						

	customers and other people I meet through my work						
6	I constantly keep asking myself, is there there real value in my work						
7	The pressure at work has caused problems in my close personal relationships(e.g. In relationship, in family and in friendships)						
8	I feel like I have less and less to give						
9	I feel like I can't help others as much as I would like to						
10	I think work related issues also in my free time						
11	I find it hard for me to empathize with my clients and other people I meet through my work, when it comes to their needs and problems						
12	When I started my current job, I was expecting more from it,as well as from my achievements, than I do now						
13	I constantly have a bad conscience for neglecting my close ones because of						

	work						
14	I feel that I'm losing my interest in my clients and other people I meet through work						
15	To be honest, I used to feel more valued at work						

9   Bergen Burnout Indicator: BBI-15

Rastita vastausvaihtoehto, joka parhaiten kuvastaa itsesiäsi ja
työntekoasi. Vastaa kussakin tapauksessa siten, miltä tällä hetkellä
tuntuu. Ole niin rehellinen ja vilpitön kuin mahdollista. Laske
yhteen vastauksista saatavat pisteet. Maksimipisteet ovat 90 (15 x
6).

NIMI:_____   IKÄ:_____   SUKUPUOLI:
N/M

		1. Täysin eri mieltä	2. Eri mieltä	3.Osittain eri mieltä	4. Osittain samaa mieltä	5. Samaa mieltä	6. Täysin samaa mieltä
1	Tunnen hukkuvani työhön						
2	Tunnen itseni usein haluttomaksi työssä ja						

	ajattelen usein lopettaa työsuhteeni						
3	Minulla on usein riittämättömyyden tunteita						
4	Nukun huonosti erilaisten työasioiden takia						
5	Ärsyynnyn usein asiakkaisiin tai muihin työni kohteena oleviin ihmisiin						
6	Kyselen alituiseen, onko työlläni arvoa						
7	Työn paine on aiheuttanut ongelmia läheisissä ihmissuhteissani (esim. parisuhteessa, perheessä ja ystävyyssuhteissa)						
8	Minusta tuntuu, että minulla on yhä vähemmän annettavaa						
9	Tunnen, etten pysty auttamaan toisia niin paljon kuin haluaisin						
10	Ajattelen työasioita myös vapaa-aikana						
11	Huomaan, että minun on vaikea eläytyä asiakaitteni tai muiden työni kohteena olevien ihmisten ongelmiin tai						

	tarpeisiin						
12	Kun aloitin nykyisen työni, odotin työltäni ja aikaansaannoksiltani enemmän kuin nyt						
13	Minulla on jatkuvasti huono omatunto, koska joudun työni vuoksi laiminlyömään läheisiäni						
14	Minusta tuntuu, että olen menettämässä kiinnostukseni asiakkaita tai muita työni kohteena olevia ihmisiä kohtaan						
15	Rehellisesti sanoen, tunsin itseni aikaisemmin arvostetummaksi työssäni						

APPENDIX 3: PERCENTILES ACCORDING TO AGE AND GENDER

Taulukko 14. **BBI-15-asteikkojen persentiilien rajat sukupuolen ja iän mukaan.**

alle 30

Ikä		MIEHET				NAISET			
	Persentiili	Uupumus-asteinen väsyminen	Kyynis-tyminen	Ammatillisen itsetunnon heikke-neminen	Työuu-pumus Kokonais-asteikko	Uupumus-asteinen väsyminen	Kyynis-tyminen	Ammatillisen itsetunnon heikke-neminen	Työuu-pumus Kokonais-asteikko
	25	9	7	8	26	8	7	9	25
	50	11	9	11	32	11	9	11	31
	60	13	10	12	35	12	10	12	34
	70	14	11	13	37	13	11	14	37
75–80 lievä uupumus	75	15	12	14	39	14	12	15	39
	80	16	12	15	41	15	12	15	41
85–90 kohtalainen uupumus	85	17	13	16	44	16	13	16	43
	90	19	15	17	48	18	15	18	48
95–97,5 vakava uupumus	95	21	17	20	54	21	17	21	53
	97,5	24	18	22	58	23	19	22	59

30–39

Ikä		MIEHET				NAISET			
	Persentiili	Uupumus-asteinen väsyminen	Kyynis-tyminen	Ammatillisen itsetunnon heikke-neminen	Työuu-pumus Kokonais-asteikko	Uupumus-asteinen väsyminen	Kyynis-tyminen	Ammatillisen itsetunnon heikke-neminen	Työuu-pumus Kokonais-asteikko
	25	10	7	9	28	10	7	9	28
	50	14	10	12	36	13	10	13	36
	60	15	11	13	39	15	10	14	39
	70	17	12	15	43	17	12	15	43
75–80 lievä uupumus	75	18	12	16	45	18	12	17	45
	80	19	13	17	47	19	13	18	47
85–90 kohtalainen uupumus	85	20	14	18	49	20	14	19	50
	90	21	16	19	52	22	16	20	55
95–97,5 vakava uupumus	95	24	18	21	57	24	18	23	61
	97,5	25	20	23	63	26	21	24	67

40–49

Ikä		MIEHET				NAISET			
	Persentiili	Uupumus-asteinen väsyminen	Kyynis-tyminen	Ammatillisen itsetunnon heikke-neminen	Työuu-pumus Kokonais-asteikko	Uupumus-asteinen väsyminen	Kyynis-tyminen	Ammatillisen itsetunnon heikke-neminen	Työuu-pumus Kokonais-asteikko
	25	11	8	10	30	10	7	10	28
	50	14	10	13	38	13	10	13	36
	60	16	11	14	41	15	11	14	40
	70	17	12	16	45	16	12	16	43
75–80 lievä uupumus	75	18	13	17	47	18	12	17	45
	80	19	14	18	50	19	13	18	48
85–90 kohtalainen uupumus	85	20	15	19	53	20	14	19	51
	90	22	17	21	56	22	16	21	56
95–97,5 vakava uupumus	95	24	19	23	61	25	18	23	62
	97,5	25	21	24	65	27	21	25	68

yli 50

Ikä		MIEHET				NAISET			
	Persentiili	Uupumus-asteinen väsyminen	Kyynis-tyminen	Ammatillisen itsetunnon heikke-neminen	Työuu-pumus Kokonais-asteikko	Uupumus-asteinen väsyminen	Kyynis-tyminen	Ammatillisen itsetunnon heikke-neminen	Työuu-pumus Kokonais-asteikko
	25	10	8	10	30	9	8	10	29
	50	14	11	13	38	13	10	14	37
	60	15	12	15	42	15	11	15	41
	70	17	13	16	45	17	13	17	46
75–80 lievä uupumus	75	18	14	17	47	18	14	18	48
	80	19	14	18	50	19	14	19	50
85–90 kohtalainen uupumus	85	20	16	19	53	20	16	20	54
	90	22	17	21	56	22	18	22	58
95–97,5 vakava uupumus	95	23	19	24	63	24	20	24	64
	97,5	25	21	25	67	26	22	26	69

Työntekijöiden käsitys työpaikkatutkimusten tulosten vaikutuksesta työpaikalla

Hei!

Tämän vuoden työtyytyväisyyskysely on vielä tuoreessa muistissa, joten nyt on hyvä hetki suorittaa toinen kysely. Tämän kyselyn tarkoituksena on tiedustella Taloustuen henkilökunnan mielipidettä siitä, onko henkilökunnan vastauksilla vaikutusta työoloihin työpaikalla. Kysely koostuu yhdestä monivalintakysymyksestä sekä yhdestä avoimesta kysymyksestä. Kyselyyn vastaamiseen kuluu n. 2-3 minuuttia.

Kiitos vastauksestasi!

Näetkö, että kyselyihin vastaamisella on konkreettista vaikutusta niihin asioihin, joita kyselyt käsittelevät?

- ◯ Täysin samaa mieltä
- ◯ Enimmäkseen samaa mieltä
- ◯ Jokseenkin samaa mieltä
- ◯ Jokseenkin eri mieltä
- ◯ Enimmäkseen eri mieltä
- ◯ Täysin eri mieltä

Mitä tulisi tehdä toisin, jotta työntekijöiden kehitysehdotukset tulisivat paremmin huomioon otetuiksi?

Answers to the open question/ Avoimen kysymyksen vastaukset

-"Johdon ja työntekijöiden tulee molempien osallistua kehitysehdotuksien toteuttamiseen ja aktiiviseen eteenpäin viemiseen. Sujuu molempien kanssa yhteistyössä kaikkein parhaiten"

-"Kysely useammin kuin kerran vuodessa. Keskustelut syvällisempiä kyselyn jälkeen.
Kun kysellään koko tiimiltä yhdessä kukaan ei puhu ettei mokaa, kyselyt vois olla henkiläkohtaisia tarvittaessa"

-"Käydä tuloksia läpi jotenkin muuten kuin koko henkilökunnan läsnäollessa. Jos kysytään esim. parannusehdotuksia johonkin asiaan, harva haluaa sanoa mielipiteensä 80 hengen läsnäollessa"

-"Pienet korjausehdotukset varmaan toteutuvat, mutta suuremmat kysymykset jäävät helposti ratkaisematta"

-"Sellainen on talo, kuin sen johtajat"

-" Kuunnella työntekijöitä"

-"Pitäisi purkaa kohta kohdalta ja miettiä kenelle kehitysehdotusten läpikäynti ja toteuttaminen käytännössä kuuluu"

-"Asiat jäävät yleensä siihen, että ne tuodaan julki ja thats it!Kehitysehdotuksiin pitäisi todella paneutua, mutta monesti asia jumittuu joko rahaan tai on liian työläs toteutettavaksi"

-"Niitä voitaisiin käsitellä vaikka henkilöstöinfossa"

-"Kyselyihin pitää ottaa kantaa mahdollisimman pian ja käsitellä uudet kehitysehdotukset, jotta vastaajat tietävät miksei joitain ehdotuksia nyt voidakaan toteuttaa, näin syntyy tunne ettei ole ihan turhaan kyselty ja vastailtu!"

-""Hyvä kysymys. Mietin, että miten esim. meidän tekemiä tyytyväisyyskyselyitä käsitellään. Johanna kokoaa vastaukset ja ne käydään läpi henkilökunnan infossa, mutta tehdäänkö yleensäkään koskaan mitään konkreettista. Minusta ei, mutta voi olla, että en vain tiedä mitä on tehty.
Kokeeko esim. johtoporras vastaukset vain pelkkänä valituksena, vai koittavatko he oikeasti ""puolueettomasti"" käsitellä vastauksia ja miettiä miten niitä otettaisiin tulevaisuudessa huomioon. Minusta tuntuu, että eivät ota ns. onkeensa."

-"Yksinkertaisesti tehtäisiin asioille jotain, eikä vain mainittaisi esiin tulleista epäkohdista henkilöstöinfossa"

-"Erillinen asiantunteva työryhmä joka oikeasti käy läpi kaikki ehdotukset ja joista kehityskelpoiset jatkojalostukseen"

-"Kehitysehdotusten toteuttamisesta olisi hyvä laatia konkreettinen suunnitelma, asettaa tavoitteet ja todeta, kenen vastuulla niiden toteuttaminen on. Tavoitteiden toteutumista myös seurattaisiin erikseen sovitulla tavalla"

-"Jonkun tulisi ottaa vastuu kyselystä saamien vastauksen toteuttamisesta/tuotantoonpanosta"

-"Enemmän avointa keskustelua. Joissain asioiden käsittelyssä voisi esimerkiksi pienimuotoinen työryhmäkin olla paikallaan"

-"teki niin tai näin ei koskaan hyvä kaikille"

-"en osaa sanoa"

-"Kehitysehdotukset tulisi ottaa vakavasti myös johtoportaassa. Tähän mennessä kehitysehdotuksia ei ole noteraattu mitenkään"

-"Avoin, rehellinen kunnioittava ilmapiiri mahdollistaa kehittymisen, huomioonottamisen ja on pohjana kaikelle työteolle ja siitä jopa nauttimiselle"

-""Työnantajan pitäisi huomioida kaikki kehitysehdotukset, eikä vain ne joihin työantaja haluaa puuttua."

-"Mielestäni työntekijöiden kehitysehdotukset on tällä hetkellä otettu hyvin huomioon. Vaikka varmasti kaikkia ei ole toteutettukaan, uskon, että kaikkia ehdotuksia on kuitenkin pohdittu ja mahdollisesti jalostettu paremmin työyhteisöömme sopiviksi"

-"Työtyytyväisyyskyselyssä ei koskaan pysty vastaamaan aivan anonyymisti, koska osa tiimeistä on henkilömäärältään pieniä ja kaikki eivät välttämättä uskalla sanoa esimiehelleen suoraan parannusehdotuksia. Jotta tällaisetkin henkilöt saisivat äänensä kuuluville, pitäisi olla mahdollisuus antaa parannusehdotuksia aivan anonyymistikin"

-"Tutkia asiaa ja toteuttaa kehitysehdotus jos aiheellista"

-"Jos on jokin asia mihin useampi henkilö ei ole tyytyväinen, niin silloin pitäisi porukalla miettiä sopivaa kehitysehdotusta. Se millaisella porukalla asiaa käsitellään, riippuu onko se tiimikohtaista vai koskeeko se koko henkilökuntaa"

-"Joku ryhmä huolehtimaan niiden kehittelystä ja täytäntöönpanosta. Ryhmässä mukana myös tarpeeksi vaikutusvaltaisia ihmisiä, että homman eteneminen varmistuu"

-"En osaa tähän vastata"

-"Ei mitään. Työnantaja päättäköön"

-"Johdon pitäisi yhdessä esim. tiiminvetäjien kanssa miettiä, miten kehitysehdotuksia voitasiiin oikeasti saada käytäntöön/toimimaan"

-"No jonkin verran on asioita otettu käsittelyyn edellisten kyselytutkimusten pohjalta, uusi yhteinen kahvihuone on tästä hyvä esimerkki. Enemmän voisi vielä käydä tuloksia syvällisemmin läpi, esim. jos henkilstö ei ole tyytyväinen palkkatasoon, olisi selvitettävä tarkemmin että mistä tämä johtuu. Onko siis töitä tullut lisää niin että sitä ei ole huomioitu palkassa (vaan ovat tulleet ikään kuin "kaupan päälle"). Eli jos vastuuta ja töitä lisätään tulisi sen näkyä myös henkilön tai ammattiryhmän palkassa"

"En tiedä. Henkilökuntaa on kuitenkin niin paljon, ettei kaikkien ehdotuksia voi millään toteuttaa. Toinen pitää jotain hyvänä ja toinen taas samaa huonona......"