Jenni Kolehmainen

AN EARLY SUPPORT MODEL TO AID MANAGERIAL WORK
Case: City of Varkaus

Bachelor's thesis

Bachelor of Business Administration

Wellbeing Management

2022

South-Eastern Finland
University of Applied Sciences

ABSTACT

The objective of the thesis was to find out how well the city of Varkaus early support model is known and how it was used in managerial work. The goal was to create a new miniguide for everyday work for managers. The study examined how the early intervention model was utilized in daily operations and produce possible development proposals to increase the knowledge of the early support model and make daily operations more efficient.

The theoretical section of this thesis deal with an early support model, stages of the early support model, silent signals and beginning discussions about between managers and employees. After that, taking a closer look that how important the role of managers have relating to wellbeing in the workplace. The research method used was quantitative research. The study was executed as an internet questionnaire. The link of the questionnaire was sent to the managers of the city of Varkaus by email. The survey was responded by 33 people.

According to the results, the awareness of the early support model among the managers in the city of Varkaus needs to increase. Managers need to understand the importance of leisure wellbeing and begin to discuss it more. In addition, managers need also more training so they can more easily detect a declining employee's ability to work.

In the future, the city of Varkaus could monitor the effects of regular cooperation with occupational health care. Regular cooperation would probably reduce the lengths of sick leaves and offer other options for supporting the work ability.

Keywords: work ability, early support model, managers, occupational wellbeing

CONTENTS

1 INTRODUCTION

The topic of the thesis is an early support model to aid managerial work. The thesis includes what an early support model is, why it is important, who is using an early support model and why.

The purpose was to do research for an early support model the managerial point of view. The object of the research was find out does the managers know what an early support model is, have they used an early support model before and how often, what kind of situations the managers have used an early support model and does they get enough information from an early support model which is available at the moment. The research will answer the questions how well the early support model is known and how it is utilized in daily operations. The aim is to produce possible development proposals to increase the awareness of the early support model and make daily operations more efficient. The goal was to create a new miniguide for everyday work for managers. In the future, this research will give concrete instructions for the managers how to solve problems and which is the right order to proceed when work ability is threatened.

Every employee has a right to get support for his or her work ability. Issues related to work ability support are agreed at every workplace between the employer, occupational health care and employees. These agreed operating models are described in an early support model (Finnish Institute of Occupational Health n.d.).

Wellbeing at work has a huge impact on the competitiveness and results of a company. When people remember to speak openly and be enthusiastic, they are more healthy, happier, and satisfied with their work. Due to this, there are potentially fewer sick leaves and occupational accidents (Finnish Institute of Occupational Health).

When companies have accurate instructions companies and occupational health care services are more equal to everyone. In situations when an employee needs occupational health care, it is easier to follow current instruc-

tions where everyone can see the responsibilities of the employer and occupational health care. That is why we are developing an early support model to support managerial work in the city of Varkaus.

The research has been done using a quantitative research method. Questionnaire of the research included questions to the knowledge of the early support model for managers. Questionnaire found out what managers actually knew about an early support model at the moment. The final result is to offer miniguide with clear instructions for the managers to be used in their daily work.

2   AN EARLY SUPPORT MODEL

An early support model is only one way of naming a mode of action in which work ability is supported. The model is also called and known by terms *active support model, early care* or *early invention model* and *early transmission model*. In principle, the company can rename an early support model to suit them. The purpose of the model is to support the work ability of employees and prevent it from weakening in the long-term in working life. An early support model is a primary tool for managers to make it easier to address difficult issues that can threaten employees work ability. An early support model works best when all parties are involved: managers of the company, occupational health care and employees (Ilmarinen Mutual Pension Insurance Company). According to Mannermaa (2018, 339), the employer has an obligation to take appropriate measures to promote, maintain, restore and monitor the employee's ability to work at the earliest possible stage.

In the first theory chapter, the stages of the early support model are introduced first followed by the discussion of silent signals in employees' wellbeing at work place. Finally, how to start a discussion as a tool in the early support model will be introduced.

2.1   Stages of an early support model

The early support policy consists of three parts which are an early support, enhanced support and return to work support (Figure 1). Three parts of an early support model is seen in the following figure.

Figure 1. Three parts of an early support model

There are also certain signs of so-called "silent signals" that can show a possible decline in one's work ability. These signs usually appear earlier before the become major problems. In order to prevent a possible decline in work capacity, it is important that the manager is able to bring up things with their employees in time and use possible support measures.

According to Antti-Poika & Martimo (2018), addressing these is part of a manager's job but requires good interpersonal skills. That is why managers often need special coaching to start discussion about difficult things. It is easier to raise issues if so-called "alarm limit" have been agreed, in which situations the manager is required to intervene. Many companies consider a certain number of sick days, among other things, as alert limits.

An early support model policies may differ from company to company. There is no completely right way to implement that approach. The early support model can be company-owned or favored by occupational health care. However, it would be advisable that an early support model is used no matter what model is used in the organization (Finnish Institute of Occupational Health). The model should be part of a workplace orientation program.

An early support model must be described in writing. An early support model is one operating model which supports proactive action of work ability. An employer can get compensation relating to occupational health care costs from The Social Insurance Institution of Finland if some requirements are met (The Social Insurance Institution of Finland, 2020).

Figure 2 illustrates all parties involved in the early support model. When early support model is working well, employee, employer, occupational health care and manager are involved to pursue to same goal which means that all are supporting employees' ability to work and preventing it from deteriorating in

the long term (Ilmarinen). Occupational health cooperation means also systematic cooperation between the employer, employees and occupational health care, the aim of which is to promote work, working conditions, health and ability to work and function (Ervasti, Kausti et al. 2022, 18).

All participants have their own responsibilities and goals. Occupational healthcare helps make an early support model if necessary and takes part in work ability negotiations. Occupational health care can support employer in finding solutions and in job editing. Even though employers usually offer occupational healthcare system to the employees, it does not mean that employees are not responsible anymore for maintaining their wellbeing in their spare time (Ilmarinen). According to Sauni (2019, 12), occupational health care is a statutory partner in the workplace that supports the health and ability of employees to work, thus also affecting work productivity.

Figure 2. All parties involved in the early support model (Ilmarinen n.d.)

According to Ilmarinen Mutual Pension Insurance Company, it is important that an employee informs the employer of the factors which may affect work ability. For the employee, it is important to follow their own and other's wellbeing at work and participate in conversations related to improving work community. Managers need to create and maintain a safe working environment, so that employees have possibility to concentrating to the work. Managers are responsible for development and operations. It is important that employers and companies are implementing solutions in the workplace, and following and regulating agreed practices.

An early support

The discussion of the early support usually focuses on work-related issues such as employee skills, workload factors, working conditions, work ergonomics, work equipment, management, and work atmosphere (Contact Service Union United PAM, 2022). According to Mohsen et al. (2021, 52), an early support process begins always with a discussion. As a result of the discussion, the following measures may change case-by-case work ability assessment, occupational health consultation, potential impact and follow-up. Usually, the employer starts the conversation because they have become concerned about the employee.

The purpose of the conversation is to find out where any problems have arisen. The goal is to find solutions to the problems together. From the employer's point of view, it is a good idea to inform the employee of the time of the early support discussion before the early support discussion itself. It is important that the employee has to an opportunity be prepared and take a support person into the discussion (Mohsen et al. 2021, 56).

It is a good idea to schedule the discussion in the middle of the work week so there are no more days or weekends between agreeing on the discussion and the actual discussion. The manager must strive to create a calm environment for the conversation, in which the conversation is confidential without any interruptions (Ilmarinen Mutual Pension Insurance Company).

The manager is not always able to rectify the situation during a single conversation. On the other hand, sometimes only a discussion can help, especially if the employee has not any health problems. According to Mohsen et al. (2021, 54) an employee does not need to be referred to occupational health care if the challenges can be solved by work management measures.

Enhanced support

If the discussion of the early support and the measures taken in the workplace do not improve employee's the ability to work, need to employer and em-

ployee proceed to the next step, enhanced support. In this case, working capacity is examined together with occupational health care and consider other possible working arrangements. Employee who is returning from long sick leave may often need enhanced support. There are a lot of different kinds of possibilities to support work ability of the employee. Figure 3 illustrates possible measures to support work capacity.

1. Job editing
•Remote work, part-time job, different tasks

2. Reorganization to a new job
•A whole new different job or employer

3. Rehabilitation
•Supported by The Social Insurance Institution of Finland

4. Work trial
•In your own or a different workplace

5. Re-education
•Supported by adult education allowance, study grant

6. Part of disability solutions
•Keva

7. Pension solutions
•Ilmarinen, Elo, Varma

Figure 3. Possible measures to support work capacity

The work can be made more suitable for the employee, e.g. through remote work. If necessary, the employee can be placed in a new position. The Social Insurance Institution of Finland also arranges rehabilitation. Some employers have the opportunity for a work trial or retraining. When work capacity is poor, retirement solutions are usually used. According to Mannermaa (2018, 280), so-called replacement work is being used more and more in the workplace.

There is no definition in the contracts of employment act, but practice has shown that both the employee and the employer benefits from the work where is used replacement. Sometimes an accident or illness that occurs to an employee may be such that he or she can still do another or lighter job. Officially, replacement work is defined as work in which an employee is unable to perform his or her regular job due to an accident or illness, but does other work for his or her own employer.

The possibilities of supporting an employee's ability to work depends also on the employer and resources. Since an employee's problems are not always

related to their health, a sick leave is not always an option. According to Il-marinen, problems at work may be directly related to the work place such as bullying or community issues. However, it is possible, that the problems at work are influenced by issues in one's personal life. However, according to Nummelin (2008, 58) part of these work community problems can be avoided when employees are satisfied with the activities of their manager. For example, the relationship between a manager and employees is relevant to both stress management, job satisfaction, and job performance.

Occupational health care can also be helpful in resolving issues. Prior to possible occupational health care assistance, efforts may be made to reduce the additional workload of the employee until the matter is resolved.

Return to work support

According to Mehiläinen (n.d.), returning to the workplace might be hard after a long sick leave or a long rehabilitation period. Returning to work is a concern both for the employee but also for the employer. The employee may think that he or she will no longer be able to do his or her own work, while the employer will consider whether the employee will be able to perform the responsibilities assigned to him or her. That is why it would be wise to arrange a meeting together with the occupational health care, employee and employer before the employee returns to work. The purpose of the meeting is to find a solution that returning to work would be easier for the employee. The goal is that the employee does not need to take a sick leave or go to rehabilitation again, and their work ability or motivation does not weaken.

According to Nummelin (2008, 134) a long sick leave is rarely a justified form of support. In most cases, recovery is best done through work, with a regular rhythm of life supporting the recovery of strength. A regular rhythm of life supports good sleep, which is important, for example, for those recovering from depressive and exhaustion symptoms. Often when an employee is on sick leave, the employee is alone at home, and then thoughts revolve around themselves and their own problems. This often increases the mental burden rather than relieves it. By supporting an employee to return to work as early as possible, most people will be able to recover more quickly.

Before the meeting is important to know the goal of the meeting and who are involving meeting. According to Ervasti et al. (2022, 18), at least those people whose presence is necessary must take part in the meeting, i.e. the employee, the manager and the occupational health representative. When meeting is planned beforehand well, it is easier to achieve the goal of the meeting. All parties have own tasks before occupational negotiations (Table 1).

Table 1. Tasks before occupational negotiations

	Employee	**Employer**	**Occupational health care**
Tasks before meeting	Agrees with the occupational health care on the goal of the negotiation, who will participate in the negotiation and what is the purpose of the negotiation.	Compiles the necessary information about the picture of the job, survival at work and reports (if necessary) the total number of sick leave. Cooperation with occupational health care	Outlining the overall picture of the employee's state of health, job description and job requirements Cooperation with manager Agrees with the employee on the goal of the negotiation, who will participate in the negotiation and what is the purpose of the negotiation.

According to Nummelin, (2008, 134) occupational health care makes it possible to provide expert assistance in the development of the work community, to carry out a workplace survey, and to provide guidance and counseling in promoting healthy lifestyles.

2.2 Silent signals

The responsibility of the employer does not lie solely with the organization of work and the monitoring of effective work. An employer needs to follow the

progress of employees' work all the time. When employer knows their employees, it is easier to notice changes in work behavior. Sometimes it is very difficult to notice that a person's ability to work is declining. According to Ilmarinen, there are some signs which may help to draw attention more easily. These signs usually appear earlier before they become major problems. It is important to remember that these signs do not always automatically mean a decrease in work capacity. However, managers should always pay attention to these signs. Figure 4 below illustrates this kind of signs. Nevertheless, managers are not solely responsible for the employee's ability to work. According to Mannermaa (2018, 273), the employee must also periodically assess the amount of work in their own work and the level of workload.

Signs that may indicate impaired ability to work are the following:

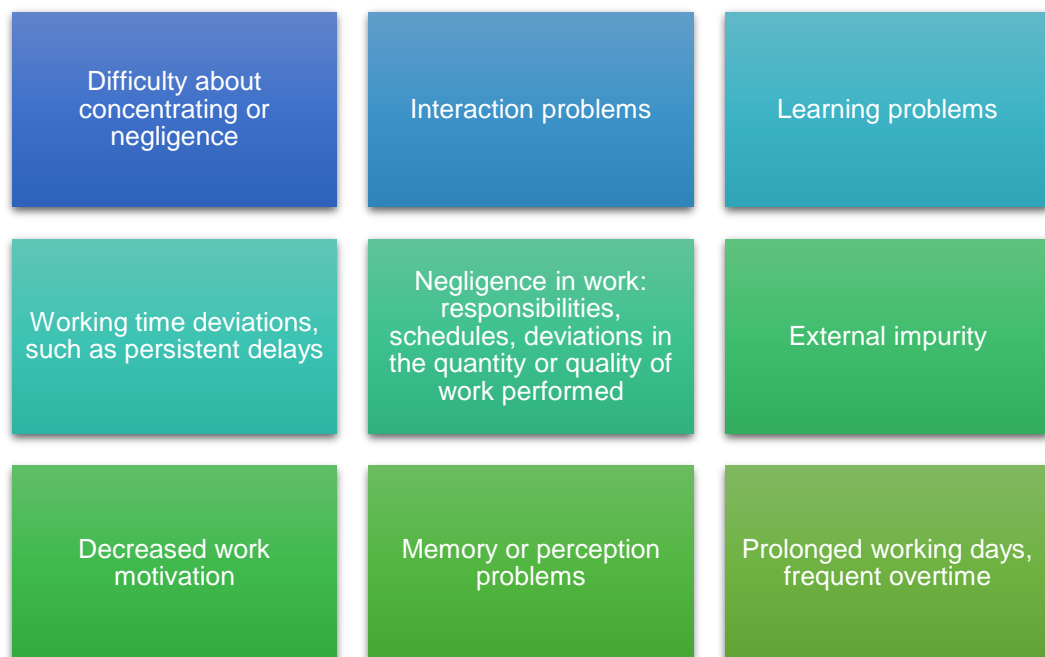| Difficulty about concentrating or negligence	Interaction problems	Learning problems
Working time deviations, such as persistent delays	Negligence in work: responsibilities, schedules, deviations in the quantity or quality of work performed	External impurity
Decreased work motivation	Memory or perception problems	Prolonged working days, frequent overtime

Figure 4. Signs that may indicate impaired ability to work (Ilmarinen)

Besides these signals, an employer needs to worry also if employee's behavior has clearly changed. It can be mean that an employee is more tearful than earlier, more aggressive or backwards. Usually, employee's motivation has also declined and there might be increasing absences on weekends. Customers may give more corrective feedback because they are not satisfied. This kind of employee causes also conflicts in work communities (Ilmarinen Mutual Pension Insurance Company).

Sometimes even small things can help employees cope with everyday life. For example, help with memory and concentration problems is readily available with adequate pauses, proper tools such as calendars, headsets, and electronic reminders (Tie työelämään, 2021).

As noted above, increased sick leaves may signal larger future work ability problems. Systematic sickness leaves statistics monitoring is part of the work of managers. It helps to identify early support needs in time before serious work ability problems develop. It is important to understand that all absences are not alarming - employees can also be absent with a permit without pay.

Despite everything, in managerial point of view absence is always a loss, whatever the reason is. Employers are increasingly offering low-threshold help to overcome work-related and also leisure-time problems. Employers can purchase services from Auntie, for example, which employees can use independently in their spare time. Auntie provides solutions for everyday problems like support mental wellbeing. In practice, it is a discussion with a professional and various exercises (Uusitalo 2021).

According to Finnish Centre for Pensions (2021), mental illnesses are the most common reason for retiring. The biggest cause for mental illnesses is depression, and it takes ten people off to disability every day. The first symptoms of depression are significant weight loss or gain, insomnia or increased need for sleep, near-daily tiredness or weakness, slowing or agitation of movement and mind, difficulty in thinking, concentrating or making decisions (Duodecim Terveyskirjasto 2018). These symptoms are part of signs of silent signals, which is why it is extremely important for a manager to take care of their employee. At its best, a manager can prevent the onset of depression and, in the longer term, promote significant savings from a potential disability pension.

2.3   Beginning a discussion as a tool in the early support model

The managers have a duty to address the problems. Thus, it is important that managers start a conversations about as well difficult issues with their employees. Talking about things is one of the tools for early support. Each person has their trait. While someone is open to discuss all kinds of things, the others

may withdraw. Generally, some topics of conversation can be much more challenging to discuss. When a conversational connection is created as soon as the employment begins, it is also easier to talk about the most difficult things later. Communication can start from the beginning with the small things like *How are you, how it is going* (Finnish Institute of Occupational Health n.d.)

According to Finnish Institute of Occupational Health (2019), the most challenging topics for conversation may relating to

- Problems relating to intoxicants
- Mental health problems
- Social relationships
- Personal hygiene
- Expenditure
- Everyday performance

From the manager's point of view, it can be very challenging to bring up these things, unless the employee has referred to these matters in any way. According to Mannermaa (2018, 332), at the beginning speaking out may be a review or chatter of the rules of the game, but later the issue will be discussed more formally.

According to Finnish Institute of Occupational Health, Kykyviisari is a self-assessment method for work and functional ability developed at the Finnish Institute of Occupational Health. Kykyviisari is available at www.kykyviisari.fi. The employee can answer a survey related to difficult topics before a discussion, as writing them down may help. The employer can print out the survey or direct the employee to fill it out online. It is easy to keep the answers to the survey with during the discussion, which is why the questions also guide easily the progress of the discussion.

Before the discussion it is important that the work environment is safe, calm and peaceful. It is important that the manager is honest, empathetic and confidential. When an employee feels the situation is safe, employee can talk more easily and feel that they have been heard. During the conversation it is important to focus on the facts and dispel misunderstandings. Before concluding the discussion, it is important to summarize, agree on the way forward, and follow-up. Before concluding the discussion, it is important to summarize,

agree on the way forward, and follow-up. Both employee and employer need to know, when is the next discussion and what are the future goals.

It is a good idea to close the conversation carefully. Before ending, it is good to make sure that things are understood in the same way. It is always important that the employer says thanks for the constructive discussion (Finnish Institute of Occupational Health).

3   MANAGERS BUILDING WELLBEING IN THE WORK PLACE

In the beginning of the second theoretical chapter, managers' roles and resbonsibilities are introduced. Managers are involved with highly versatile work responsibilities, however there are certain work tasks and responsibitlities related to wellbeing at work, which manager's are obligated to take care according to law. That is the reason why legal regulations related to wellbeing at work are introduced. I the end of the chapter, work ability and occupational wellbeing is discussed.

3.1   Managers and wellbeing at work

Managers are involved with lots of different kinds of duties and responsibilities. These duties and responsibilities may differ depending on the work communities. In some workplaces managers may be involved with the same pragmatic work tasks with the subordinates, while some other person in manager position elsewhere may organixe the duties of the work community only working behind a computer separately from the people reporting to him or her, and not being involved with the same work with the subordinates.

Despite the various tasks and responsibilities, there are certain responsibilities and obligations, which connect all managers together regardless of the place of work. Managers have an obligation to control that employees follow work instructions, for example the responsibility for organizing a safe work environment lies with the manager (Administrative sector of the Ministry of Social Affairs and Health).

According to Juuti & Vuorela (2015), every employee is the best expert in their own work. Employees may have silent information based on their own experience, so it makes no sense for a manager to try to oversee employees' work too much.

Managing wellbeing at work is much more than development discussion once a year or organizing wellbeing at workday. It is continuous operation and a large entity. Work ability is affected by knowledge, overall health, motivation, values and competence of employee. Motivation, knowledge and competence of employee are things which manager is able to influence (Finnish Institute of Occupational Health).

In a healthy work community, everyone knows their own roles, obligations, goals, and responsibilities. When all know these basics things, it is easier to set goals and commit to achieving them. Achieving the objectives will strengthen team spirit and it will have a positive affect on the work atmosphere. When the work atmosphere is healthy and good, usually companies' results are also better. That is one reason why it is very important why managers have a big role in creating wellbeing at work (The Centre for Occupational Safety).

A positive emotional and motivational state is also called *workflow*. A person who has a workflow is energetic, excited and proud of his or her work. A person feels that his or her work is meaningful. The person experiencing of the workflow immerses herself or himself in and enjoys her/his work (Koskensalmi et al. 2015, 8).

According to Koskensalmi et al. (2015, 10), when an employee feels workflow, it benefits him/her, the manager and the whole company. A person who has a workflow is

- More committed to work and whole organization
- Wants to continue work career longer after retirement
- Performs better in his/her work
  - (e.g. owns entrepreneurial spirit traits)
- Likes to try new things at work
- Has good cooperation skills and is friendly
- Recovers better in spare time

- Usually has better connection to the physical and mental health

Managers can achieve employees' workflow by observing the resources and needs of its employees. An inspiring manager is genuinely interested in their employees. This kind of manager wants to promote the development of their employees so they can develop and achieve a good workflow.

According to Koskensalmi et al. (2015, 17), the characteristics of an inspiring manager are the following:

- Encouraging development
- Appreciating employees and their competence
- Being honest and real
- Allowing mistakes, forgive
- Showing direction
- Taking responsibility

3.2 Legal regulations

The employer has certain responsibilities and obligations according the law. It is important to remember that legal clauses may vary by country. That said, for this reason, the roles of managers may differ from country to country.

According to The Centre for Occupational Safety, it is the manager's responsibility to build the work framework in a way that the actual work is smooth, successful and any work-related items are openly discussed at the workplace. This ensures that subordinates also contribute their share to the development of work, and working conditions are taken care of.

Cooperation between all parties is very important and a key to succes. When employees and management build an early support model together, it is more suitable for everyone. It is important to inform employees when and where an early support model is available. In addition, the model should be easily accessable. The way employees are treated is more equal to everyone when all parties are involved and aware of the procedures how to manage for example sick leaves and when the work ability is endangered (Tie työelämään).

Usually, an early support model includes and describes when and how work-related issues are addressed and recorded, what are the roles and responsibilities of the different parties, how managers and other stakeholders are trained to follow the early support model, and how the use the model and how functionality of the model is monitored and evaluated (Tehy 2021). According to Ervasti et al. (2022, 8) In Finland, there have been conducted several different measurement to support employees' ability to work and to prevent permanent incapability to work both socially and in various workplace levels. For example, the early support model is one of these measurement models. When the model is in use, it also benefits the employer. According to The Social Insurance Institution of Finland (2021), there are situations in which an employer is entitled to receive compensation from The Social Insurance Institution of Finland for the costs of occupational health care when certain conditions are met. These situations require, that a written plan is in place done together by the employer and the occupational health service, and written plan is reviewed annually. The employer is obliged to arrange preventive occupational health care for its employees. Compensation for preventive occupational health care is 60% and for medical care 50% of the approved costs. The compensation is paid to the employer, and it complies with the maximum calculated amount. It is important to understand that occupational health care is an on-going continuous activity, and the information is updated on a regular basis.

According to The Centre for Occupational Safety, employers and managers in Finland are responsible for taking care of that the worki environment is safe. The law guarantees that the work environment and working conditions are safe and maintain workers' ability to work and prevents possible accidents at work, occupational diseases and other work environment disadvantages (Työturvallisuuslaki 738/2002).

3.3 Work ability and occupational wellbeing

As mentioned previously, work ability is affected by many different factors. It is important to notice that there are also things, which managers can not affect. Issues related to work ability are not just things at the workplace. Actually, it is almost everything related to living. According to Ervasti et al. (2022, 11), em-

ployees' lifestyles outside the workplace have a major influence on work ability, however the workplace still has a wide variety of ways to encourage a healthy lifestyle. These ways would include things like lunch benefits, exercise benefits and workplace exercise. The amount of exercise, diet, weight, the use of alcohol and smoking affect a person's health, ability to function and ability to work.

The term occupational diseases are the diseases, which are related and caused at work. According to Finnish Institute of Occupational Health, occupational diseases are diseases, which are caused mainly by some physical, chemical or biological factor at work. For example, loud noises at a construction site can cause hearing problems or in hairdressing salon, the hairdresser may be exposed to cosmetics, which can hurt the skin. That said, it is important to prevent possible adverse factors that predispose employees to these diseases. In the case of an individual, in which an occupational disease possibility is suspected, diagnostic tests are required to demonstrate the link between the illness and occupational exposure. These can be extremely challenging situations for managers. Fortunately, the manager is not alone in these situations as he or she can receive support and help from occupational safety, occupational health care and from their own colleagues.

4   THE CITY OF VARKAUS

Varkaus is a city in Eastern Finland, (Northern Savonia) with over 20 000 inhabitants. 56,4 % of the inhabitants are between 15-64 years-old. The city is centrally located along a major highway. It takes about an hour from Varkaus to drive other large cities like Kuopio, Jyväskylä, Joensuu and Mikkeli. Varkaus is a well-known industrial city where several larger industrial companies operate like Stora Enso, Andritz and Sumitomo Shi FW (Warkaus, City of Varkaus). The city of Varkaus uses orange and turquoise in its logo. The turquoise logo is illustrated in Figure 5.

Figure 5. Logo of the city of Varkaus

According to City of Varkaus, the city of Varkaus employs approximately 1600 employees. The organization of the city is divided into six parts:

- Management (human resources)
- Education services (early childhood education)
- Social and healthcare services
- Fitness and leisure services
- Technical services (real estate services and sanitation services)
- Corporation organization (subsidiaries)

The divisions are led by divisional managers and they are also members of the city's management team. The industry directors report to the trust body in their area of responsibility and to the mayor, who in turn reports to the city board (Warkaus, City of Varkaus).

The mayor forms the city management team. The management team is working to achieve the city's goals. The management team meets at the invitation of the mayor. If necessary, the mayor invites experts from other fields to the meetings of the management group (Warkaus, City of Varkaus).

The city strategy update is currently in the making. The future strategic priorities will be to promote wellbeing, organization and provision of services, ownership policy, personnel policy, identity, community, inclusion and influence, habitat and regional development, development of vitality of the Varkaus (City of Varkaus).

The City of Varkaus and the city of Siilinjärvi are running a two-year project together with Järvi-seutu's occupational health care. Their objective is to strengthen work ability management and occupational health cooperation. The idea is to clarify the roles and responsibilities of the various actors and strengthen the work ability management skills of the managers. The cooperation project clarifies occupational health processes and increases the transparency and measurability of operations. The goal is to reduce unnecessary routines and work, and focus on the right things from the perspective of goals and work ability risks. The public sector occupational pension insurance company Keva annually grants working life development funding for development projects for municipal and church employers that aim to strengthen strategic

work ability management and well-being at work in various workplaces (City of Varkaus).

The cooperation project is called TieTTy which means: "With information for effective occupational health cooperation" (Tiedolla tulokselliseen työterveysyhteistyöhön). The objective of the thesis is to support a collaborative project, develop it and specify details relating to the instructions of an early support model to the managerial work and create a new miniguide for everyday work for managers. The objective of the thesis is also to find out how well City of Varkaus early support model is known and how it is used in the managerial work.

5   THE RESEARCH METHOD, DATA COLLECTION & IMPLEMENTATION OF RESEARCH

In this chapter, research and data collection methods, which were utilized in this research are introduced followed by the data collection.

5.1   Data collection

According to Vilkka (2021, chapter 1), the quantitative research method is good in situations when we want to explain and understand what kind of experiences people have and how those experiences are distributed among people. The quantitative research answers to the questions *what, where, how much, how often.* The quantitative method usually uses surveys with ready-made answer options. Typical quantitative research is made by using the internet and form-based surveys (Heikkilä 2014).

According to Vilkka (2021, chapter 5), the qualitative research looks at the world of meanings. Meanings manifest as different relationships and form different meanings. In the big picture of meaning, this can be goal setting, thoughts, or actions. Due to this, in qualitative research data is often collected through interviews instead of surveys.

The research method of this research was mainly a quantitative research method. The quantitative research method is based on mathematical num-

bers, like amounts and percentage. It also a supported idea to present the implementation of the results. Therefore, the results of this survey are also presented in chart and table formats. In quantitative research in order to interpret the result reliably, special attention must be paid to the response rate and, for example, to data entry to the survey (Vilkka, 2021).

This research was done by using Webropol 3.0 questionnaire to the managers of the city of Varkaus. The questionnaire was prepared in cooperation with the city of Varkaus human resources. Webropol is a free tool on the internet for creating and analyzing high quality queries.

The internet questionnaire was a quick way to do research and collect the answers. Time to answer the survey was 12 days. The questionnaire was open in the period 23 Sep 2021 – 4 Oct 2021. A reminder message was sent on the managers on 30 September 2021, that as many manager as possible would remember to answer the survey. The objective of the survey was to create the clear questionnaire which was easy to use. The goal was that answering to the survey does not take a long time. The link to the survey was e-mailed to about 80 managers of the city of Varkaus. The questionnaire included 22 questions. The questions were mainly multiple-choice questions.

Table 2. The number of the respondents

| | | Total |
	N	%
Questionnaire answered:	33	89
Public web link shared to		
managers via e-mail		
Replies started	37	100
Number of respondents in	33	37,5
relation to managers		

According to Vilkka (2021, chapter 4), in a quantitative survey, the questions in the questionnaire can be open-ended questions, multiple-choice questions, or mixed questions. The goal of the open-ended questions is to reach spontaneous answers. Therefore, in this survey, is utilized these different choices. The number of the respondents can be seen in table (Table 2). The number of the respondents was quite low, with only 37,5% of managers responding to

the survey. However, all managers who started filling out the survey completed it to the end. The best way to express the results of the quantitative survey questionnaire are tables or patterns, so that results are easy to interpret.

5.2   The goal and implementation of the research

The objective of research was to find out knowledge and usefulness of the managerial point of view related to an early support model in the city of Varkaus. The goal was to create a new miniguide for everyday work for managers and produce possible development proposals to increase awareness of the early support model and make daily operations more efficient. A limitation of the research was that the whole survey was done from the city of Varkaus managers' point of view. The research did not include employees' experiences or knowledge.

The research focuses on the knowledge of the managers and their experiences relating to the early support model. Research does not include either occupational health care or the management point of view. The object is to do research managers' point of view who are involved in the daily lives of employees.

The objective was to provide concrete, specific and clear instructions for managers for active use, so they can easily check what kind of things are their responsibilities to support and improve employees' work ability. The thesis will answer the questions that the managers have found and used information earlier related to an early support model and what they have known about it.

The goal was to provide daily instructions to managers and develop the use of the early support model. A new early support model provides clear updated instructions to managers and how to prevent employees' deteriorating ability to work. An early support model gives instructions how to proceed if there are problems with employees' work ability which need to be solved. Instructions have to be simple and easy to use in the daily life as used as in the future.

The object of the research was to answer four main questions which were:
  1. *Do managers know what an early support model is?*

2. *Have they used an early support model before and how often?*
3. *What kind of situations managers have used an early support model?*
4. *Do they get enough information from an early support model which is available at the moment?*

5.3   Data analysis

According to Lincoln and Guba (1985), the quality of quantitative research can be assessed by its internal and external validity, reliability and objectivity (Stumpfegger 2017). Quantitative researchers use different kind of methods to establish trustworthiness. Researchers analyze quantitative data through using statistical test measures. Also, subjects, situation, time, intervention, and measures are important to quantitative researchers. They must observe the following factors because those could affect external validity. Quantitative researchers use reliability by using the test-retest method (also known as stability) to prove reliability. To reduce bias, objectivity refers to the appropriate distance between a researcher and participants (Malakoff, 2012).

The Webropol system was used to analyze the results of the research. When the managers answered the questionnaire, the Webropol system created the visual tables automatically as soon as the responses arrived so analyzing the results were easier. The data were transferred later to Microsoft Excel system, where the data were examined even more closely. Microsoft Excel provide even more different patterns and charts which clarify the results. The best of the charts and tables were selected to make the results as easy as possible to interpret. According to McFedries (2013, 240), one of the best ways to analyze for example worksheet data is to display data visually in a chart, which is a graphic representation of spreadsheet data. As the data in the spreadsheet changes, the chart also changes to reflect the new numbers.

6   RESULTS

The survey was answered within 12 days by 33 people who were the managers in the city of Varkaus. The city of Varkaus is working 80 managers, so with only 37,5% of managers responding to the survey. The managers are working in a variety of fields, such as nursing or office work. The survey was a public web link which was shared to managers via e-mail. The goal was to add information to an early support model, which managers could really appreciate and

need in their daily work to support employees' work ability. On the responses we should pay attention to the fact that some managers might have been on a holiday or absent from work and for this reason the survey coverage is unknown. Analyzing the results made it easier to develop a new early support model. Nonetheless, all 33 managers who responded to the questionnaire answered all the questions in the questionnaire.

Gender, age and duration of employment

Of the respondents, 26 were women and six were men. One person defined their gender as "*the other*" (Figure 6).
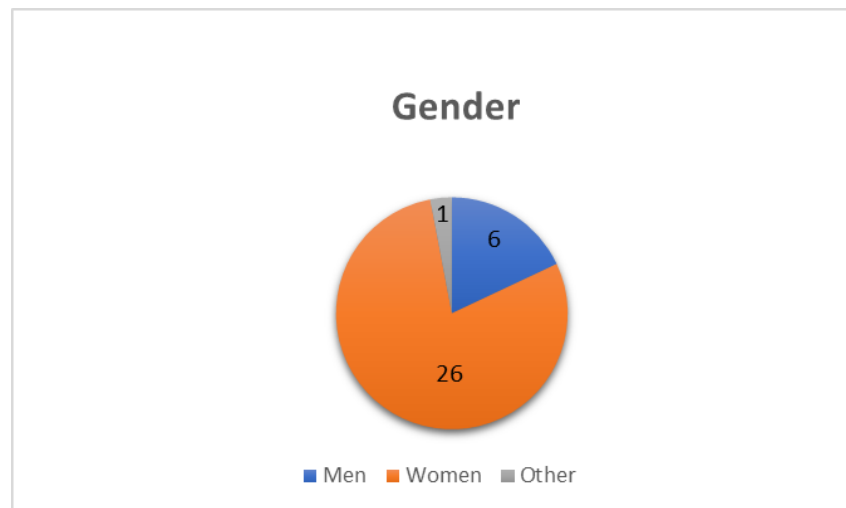

Figure 6. Gender of the respondents (n=33)

The majority (12) of respondents were between 41 and 50 years. Between 51–60 years there were 11 respondents. Four respondents were between 31 and 40 years and six respondents over the age of 60. None of the respondents were under 30 years old. The managers who responded to the survey already had longer experience in their working life. Age of Managers who responded to the surveys is seen in Figure 7.
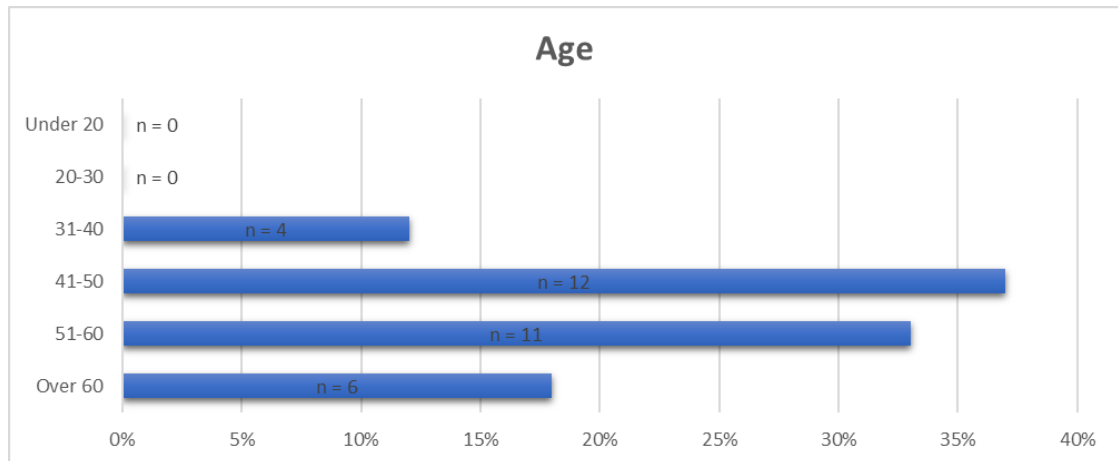
Figure 7. Age of managers who responded to the survey

The managers were asked how long they had worked for the city of Varkaus in a managerial position. Most of the respondents (13) had worked over 10 years in the managerial position in the city of Varkaus.
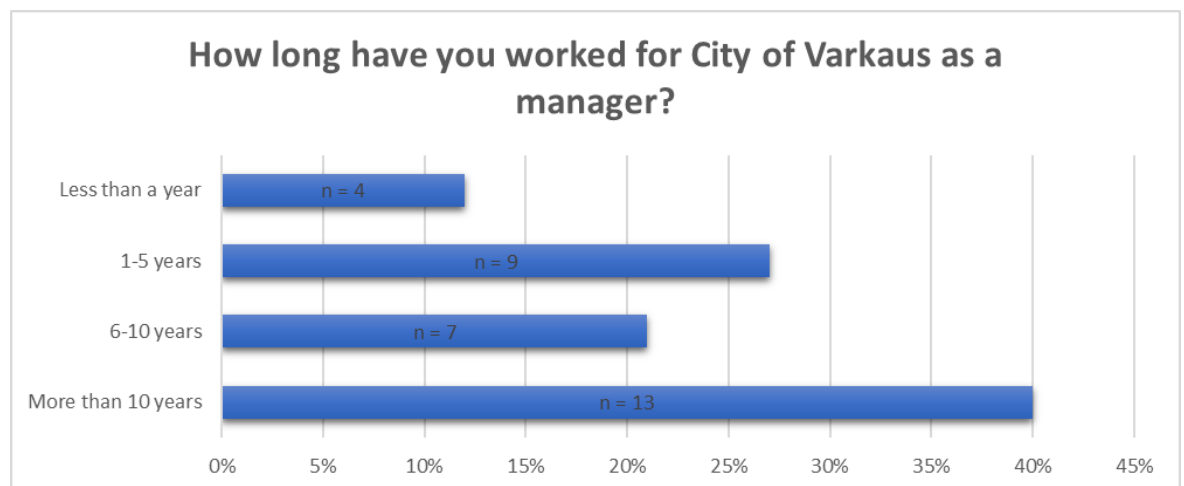

Figure 8. Duration of employment as manager.

Seven managers had worked for 6–10 years, while nine managers for 1–5 years. There were four managers who has worked for less than a year (Figure 8).

Knowledge related to an early support model

At the beginning of the survey, the knowledge of managers related to the current early support model was investigated. They were asked how well they knew the current support to the active working capacity model. The model of

supporting the active working capacity of City of Varkaus (Watti) was mainly *well* known (Figure 9).
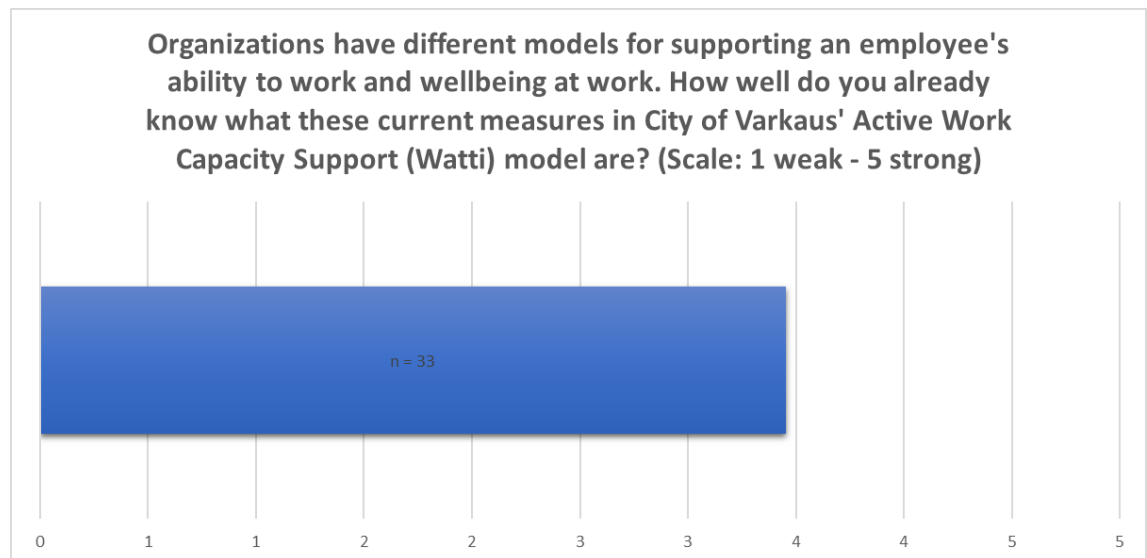

Figure 9. Managers average knowledge relating to current Watti model

Most of the respondents (17) gave the number 4. Because the used scale was 1-5, it means that the managers know well measures in the City of Varkaus' Active Work Capacity Support (Watti) model. The scale used was *1 weakly 2 moderately 3 I can say 4 well 5 very well.* However, there were 12 respondents who felt that they know weakly, moderate, or were unable to comment on the measures in that model.

Work community meetings

When asked how often managers kept private meetings with their employees, there were a fragmentation of responses (Figure 10). The responses varied quite a bit. Most of the respondents' managers (12) keep only once a year private conversation between their employees. Ten managers answered, "*many times in year*", and nine managers answered, "*Another option: What*". Those nine managers, who answered to the open-ended question "*Another option: What*" consisted mainly of the answers "*when needed or if necessary*". The responses also emphasized that some had development discussions once a year and some more often or if necessary. The responses highlighted the fact that the managers had different situations with their employees', so the managers need to always look at the situation and hold discussions when needed.

Managers are concentrating mainly to keep team meetings, where are all employees are present at the same time instead of private meetings.

How often do you have private discussions (eg. development discussions or occupational wellbeing discussions) with your employees?

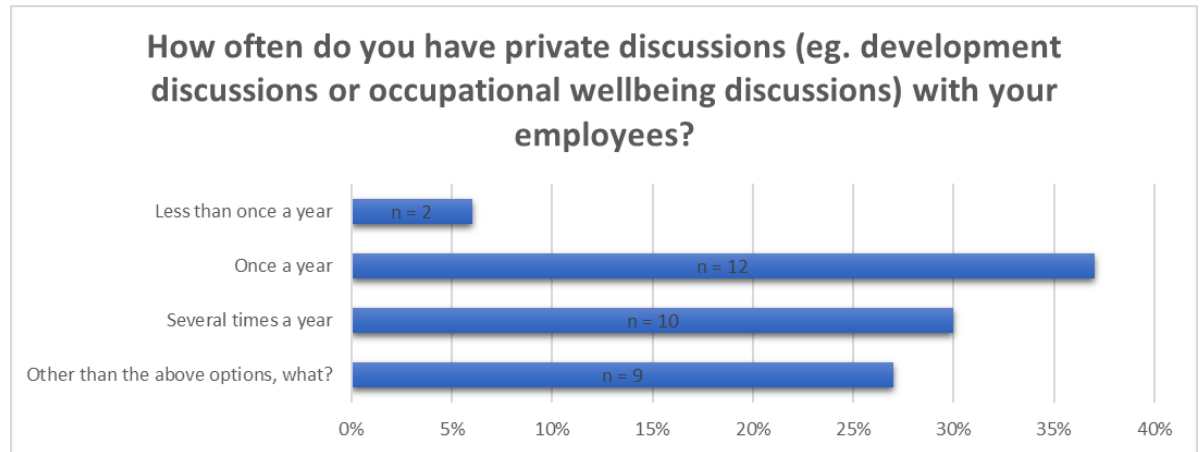| Category	Value
Less than once a year	n = 2
Once a year	n = 12
Several times a year	n = 10
Other than the above options, what?	n = 9

Figure 10. Private meetings between the manager and the employee

When asked how often the managers kept meetings where all employees were present, 22 respondents met with their team at least monthly even weekly (Figure 11). Rest of 11 managers meet their whole team two to four times a year.

Do you keep work community meetings regularly with your employees that are attended by almost all employees?

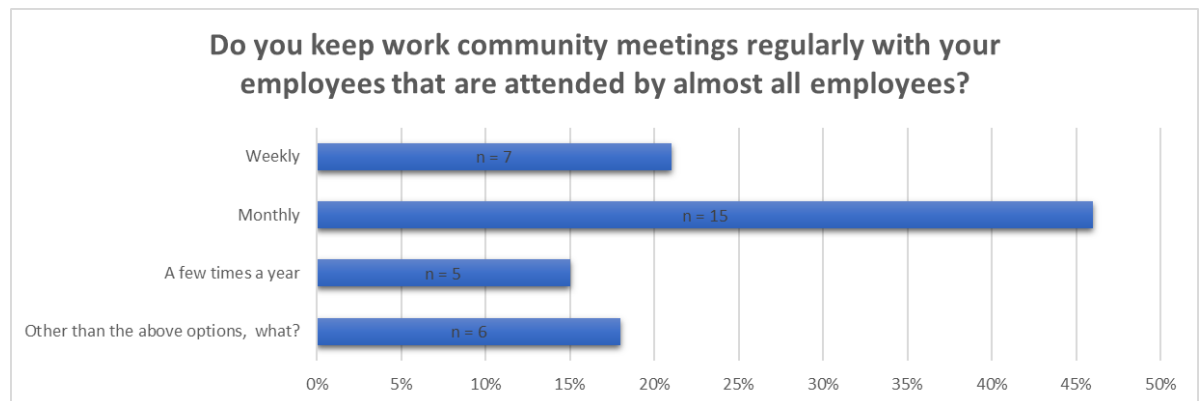| Category	Value
Weekly	n = 7
Monthly	n = 15
A few times a year	n = 5
Other than the above options, what?	n = 6

Figure 11. Meetings with all employees

The answers highlighted the challenges of three-shift work or the fact that there are so-called meetings between a small team daily.

Bring up things related to wellbeing

The questionnaire included a question about how often managers talk with their employees about their wellbeing at work (Figure 12). 28 of the respondents answered *always when needed.* Three managers bring up things many times in a year. One manager responded once a year and one manager rarely. The majority of managers bring up wellbeing at work, which is a good thing.
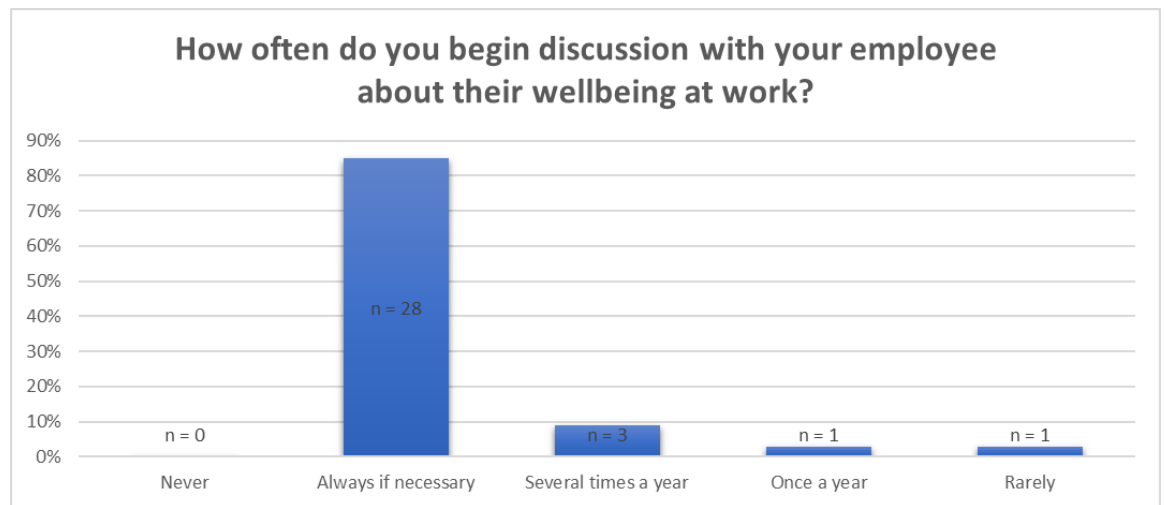

Figure 12. Bring up things relating to wellbeing at work

Reviewing the next question in the survey *"Have you talked to your employees about the importance of leisure recovery?".* Most of the managers (15) responded "*many times*" while 11 managers answered, "*only a few times*". Two managers responded "*never*" and five managers responded "*regularly*" (Figure 13). While there are managers who have never raised importance of leisure recovery, most of the managers had still discussed it, which was a good thing. For some managers, it was even a regular habit.
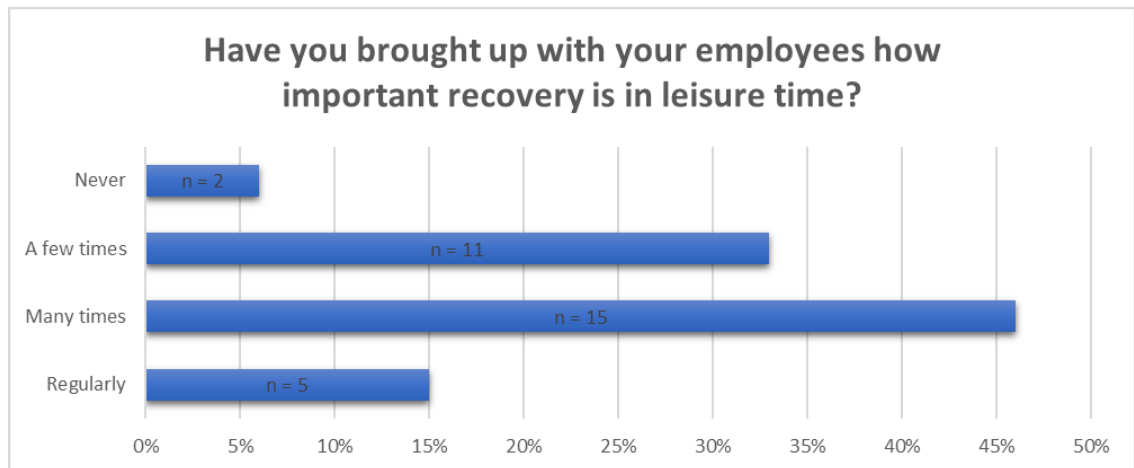
Figure 13. Bring up leisure time wellbeing

When asked by managers if they felt that their employees were able to speak to them openly about work-related challenges (e.g., workload, bad mood, hurry, their own coping, etc.), the answers were quite unanimous. 28 respondents answered that '*yes, their employees can bring up things'*. Only five respondents answered, "*I can not say*". The survey included a detailed question on which issues the managers felt that employees were able to bring up. The answers included the following answers: *In all things, planning of workstations and shifts, own coping, bad work atmosphere, busy at work, stress, challenging situations with special children and the associated workload, atmosphere, team performance.*

Silent signals

The survey found out whether managers felt that they had received sufficient familiarity to be able to detect employees' decreasing work abilities on time. (Figure 14).
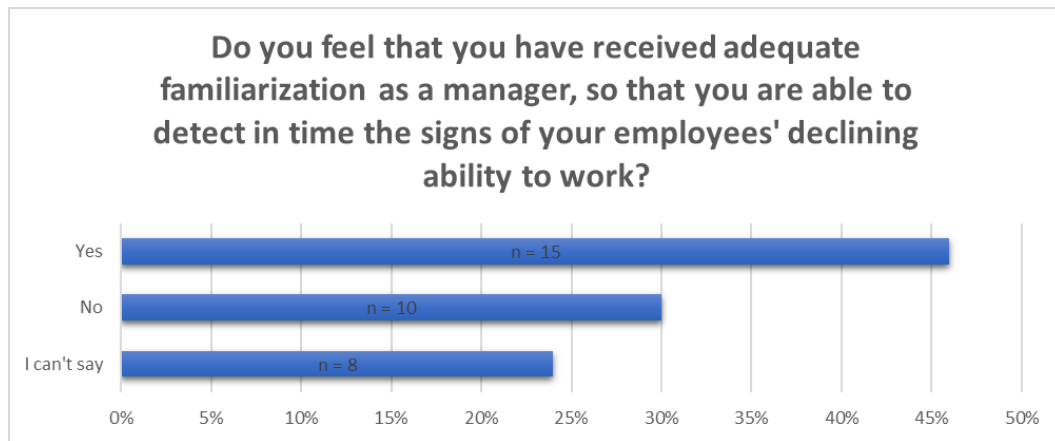
Figure 14. Detection of impaired ability to work

The responses distributed quite evenly, when 15 respondents answered '*yes*', 10 respondents answered '*no*', and eight managers answered, '*I can not say'*. Most of the managers felt that they are not sure or able to detect employees' declining ability to work in time.

Employees' absences

The managers' responses were also divided on the question of whether managers monitor the absences of their employees before the system reminds them to do so. 22 managers admitted to following and observing the absences of their employees, while 11 managers answered no, they are not observing absences before system reminds it. Most of the managers follow absences on their own.

Employees' sick leaves

Next, the managers were asked if they would ask about the feelings and well-being of their employees if employee were on sick leave for more than a week. Two managers replied *"never"* while 14 respondents answered "*always*". 17 respondents answered "*usually".* One manager who answered to the question "*usually*", specified that she or he is ensuring what the health status of the employee is depending on the reason for the sick leave. Another manager who answered *"usually"* said that they he or she knows that an employee wants that the manager contacts employee. The responses from other managers were highlighted that managers want to ask how employees are doing so that they are able to prepare themselves for future situations, eg.

whether a sick leave will continue, how the recovery is progressing and what is the employee's wellbeing (Figure 15).

When an employee is on a longer sick leave (more than a week), I ask how she or he is doing?
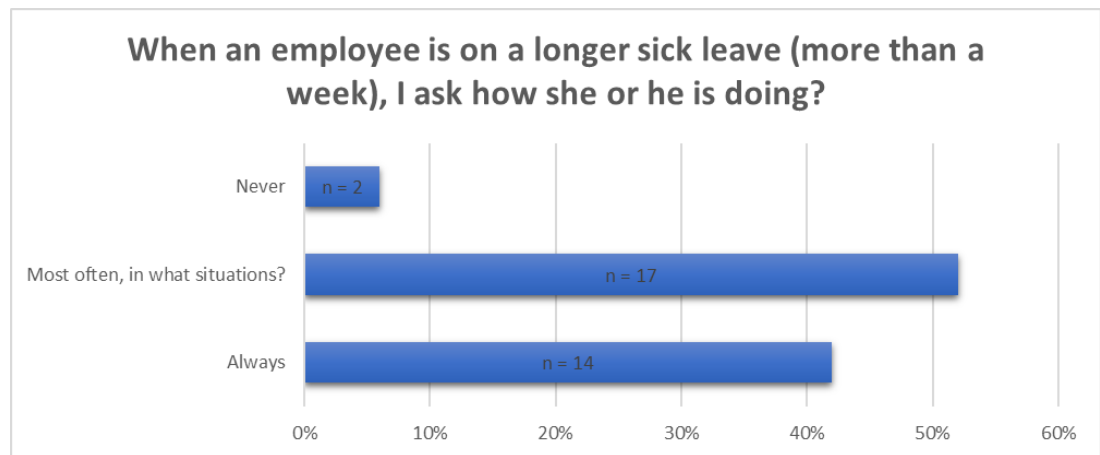
Figure 15. Managers inquiring about employees' wellbeing when the sick leave is longer than a week

When the managers were asked if they were planning employees' return to work when sick leave are longer (over week), five of the respondents answered *"never"* and five "*always*" (Figure 16). The majority (23) of the managers answered *"often."* The survey found out in what kind of situations managers plan to return an employees to work if the answer was *"often"*. The respondents had answers like; "*if there is an absence of more than one month, if the absence is due to a physical disability or mental disability, if there is a practical effect on work, if the sick leave has lasted for more than three weeks, the situation depends, if changes in working hours are required, if there is a need to consider the job description or reduce working hours if necessary.*
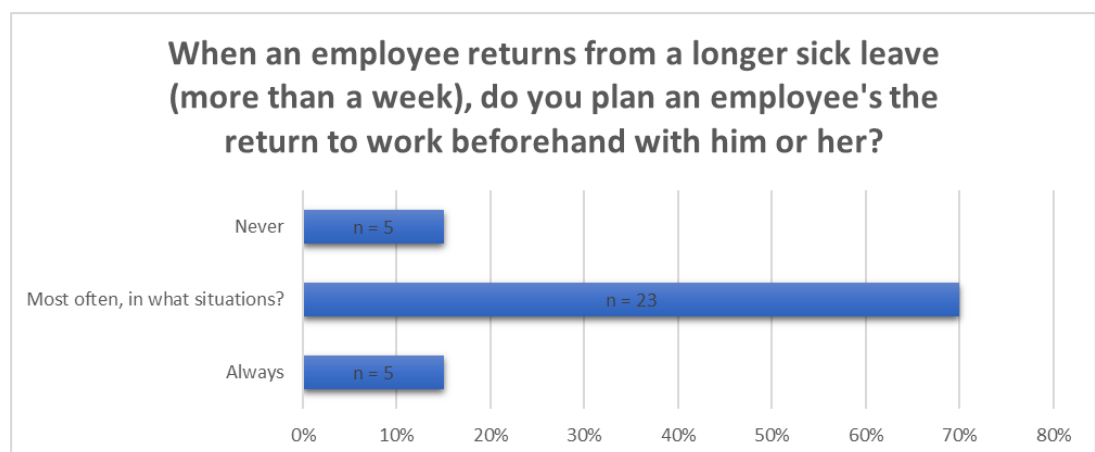
When an employee returns from a longer sick leave (more than a week), do you plan an employee's the return to work beforehand with him or her?

Figure 16. Planning employees' return to work

The answers included also responses such as; *"There has been no such situ-ations yet, but I felt I could never answer", "I'll see if we've already gone through that",* and *"mainly if the employees are unable to return directly to their previous duties".*

Decreasing work ability

According to the survey, most managers (27 responses) are modifying job tasks for the employees if the employees' work ability is decreasing. The man-agers were asked what kind of methods they are using in supporting the em-ployees' work ability (Figure 17). The second most answered options were re-organizing the employee to a new position (17 responses) and part of disabil-ity (17 responses). 16 respondents answered work trial, 14 respondents' a re-habilitation. 11 managers had proposed retirement to the employee, and six managers recommended retraining. Five managers had not suggested to the employees any work ability support actions, while four managers responded to the survey option "*other measures*".
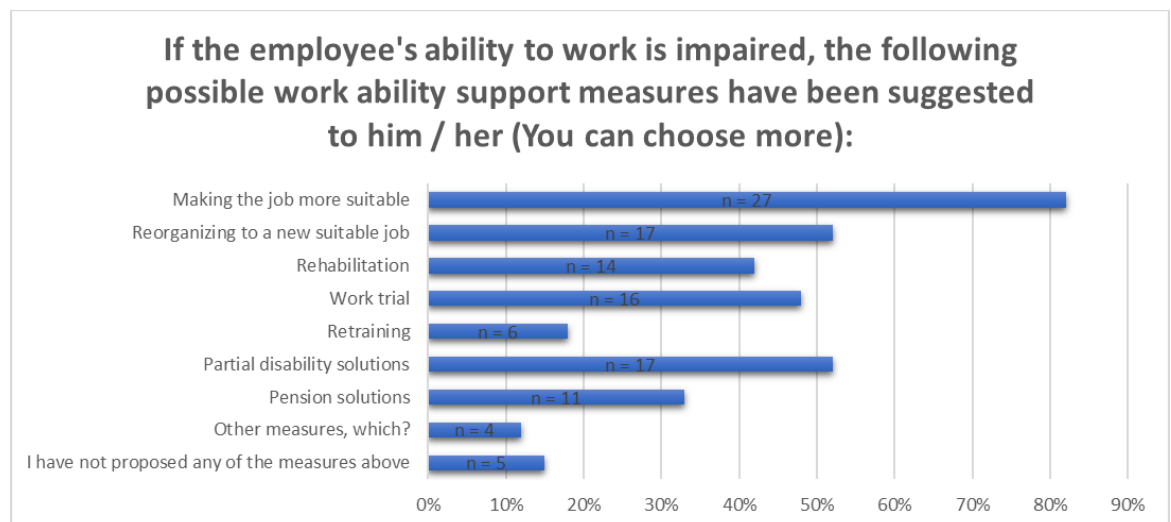
Figure 17. Possible actions to support decreasing work ability

One manager, who answered *"other measures*", told that: *"Change of unit in the same house, mainly when there are issues due to work arrangements or work atmosphere (in which case it is usually the employee's own wish)".* The other three open responses were *job editing and job reorganization, reduced working hours, and professional guidance.* The most common way to support an employee's ability to work was to modify the job description.

The survey found out whether the managers felt that it was easy for them to react to the harmful workload of employees in time. 21 managers responded it was easy for them to react to the workers' harmful workload in time, while six managers could not say and six said it was not easy to react.

The managers were also asked if they had ever talked to an employee about doing part-time work in order to maintain the employee's ability to work. Most of the managers (23) had brought up the possibility to do part-time work. Nine managers responded that they had not brought up that possibility. Only one manager responded: *"I can not say".* The situations in which the managers had offered possibilities to do part-time work had been as follows: *coping at work, returning to work, during wellbeing discussions, the employee asks about it, coping problems when it is seen that the full-time job is difficult to do and coping affects to quality of work, depending on the employee's background, family reasons.* In most cases, the response emphasized the option of *"coping at work".*

Beginning a discussion as a tool

When were asked the managers how hard was to begin a discussion about different topics with the employees', the responses were fairly evenly distributed. The managers responded with the scale of 1-5. The scale used was *1 very difficult, 2 quite difficult, 3 I can not say, 4 quite easy, 5 very easy.*

The most difficult thing to bring up for all the managers was an employee's weakened work performance and to talk about the atmosphere created by the employee (average 3). The easiest things to talk about were working the ergonomics and the workload of employees (average 4). The rest of the responses, employee skills, employee stress, following employee instructions, employee workload, employee engagement, employee communication between different stakeholders, were quite near to each others (Figure 18).
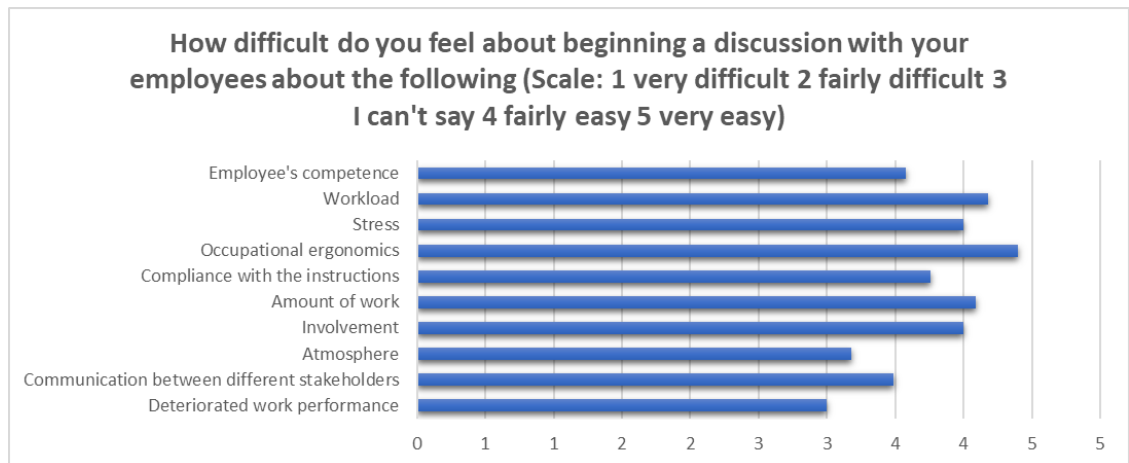
Figure 18. Bringing up different topics with employees'

The survey included a question related to the knowledge of silent signals. "*As a manager, you have a responsibility to observe the survival of your employees at work. Silent signals are small signs that often precede actual problems. Ilmarinen Mutual Pension Insurance Company has listed that silent signals can be a sign of an employee's impaired or deteriorating ability to work, which should be addressed at an early stage. How well did you know that those signs could predict a decline in an employee's ability to work? (Scale:* 1 *Not earlier knowledge,* 2 *Some knowledge already,* 3 *I can not say,* 4 *I am partially aware,* 5 *I am aware)".* All responses were ranked at the average 4.

The most common sign for decreasing work ability to managers (14 responses) was that an employee neglects his or her job: responsibilities, schedules, deviations in the number or quality of work performed. The least common of the problems of impaired work ability for the managers was caused by the employee's messy appearance (Figure 19).

As a manager, you have a responsibility to observe the survival of your employees at work. Silent signals are small signs that often precede future problems. Ilmarinen has listed that silent signals can be a sign of an employee's impaired or deteriorating ability to work, which should be addressed at an early stage. How well did you know that those signs could predict a decline in an employee's ability to work? (Scale: 1 Not earlier knowledge, 2 Some knowledge already, 3 I can not say, 4 I am partially aware, 5 I am aware)

Difficulty in concentrating — n = 33
Problems in interacting — n = 33
Problems with learning — n = 33
Memory or perception problems — n = 33
Repeated overtime/extended working days — n = 33
Changes in working hours, such as constant delays — n = 33
Failure to do work: responsibilities, schedules,… — n = 33
External uncleanliness — n = 33
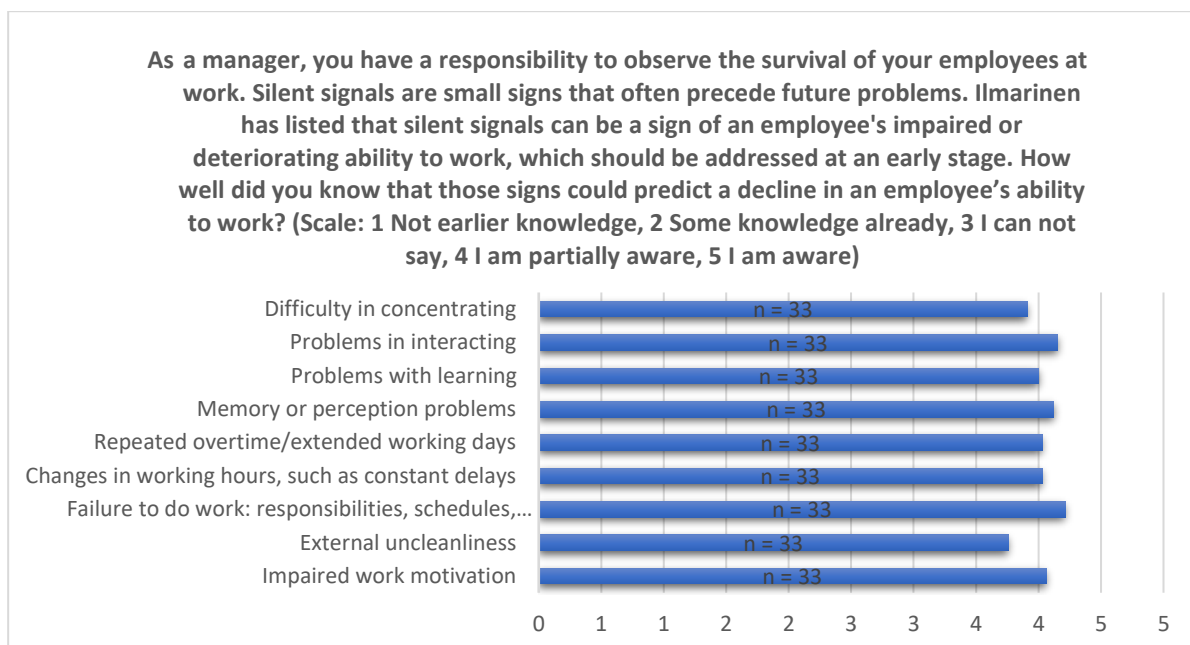Impaired work motivation — n = 33

Figure 19. Possible signs of impaired ability to work

When the managers were asked how often they cooperated with occupational health care most of the managers (16) responded "*only when necessary*". 12 managers cooperated a couple of times a year and four managers monthly. Only one manager responded "*weekly*" (Figure 20).

As a manager, I regularly cooperate with occupational health care

Only if necessary, in what situations? — n = 16
A few times a year — n = 12
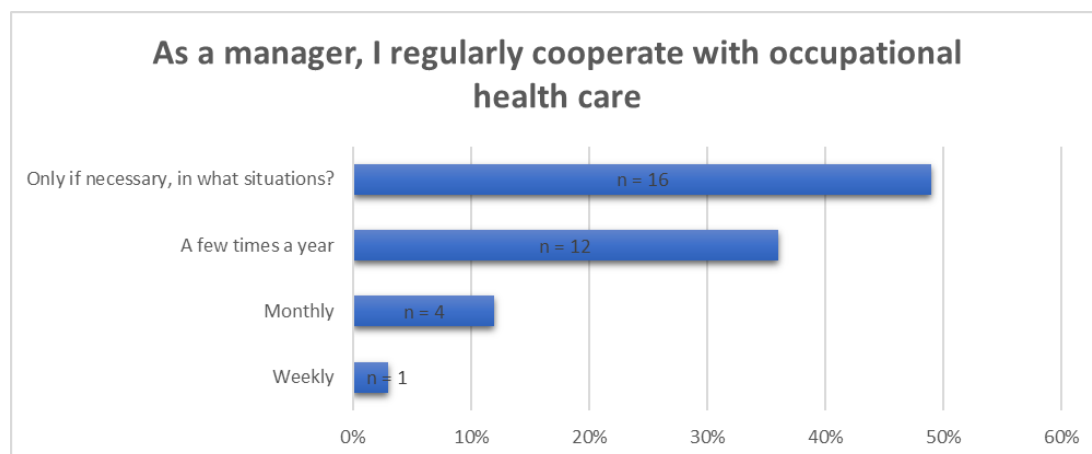Monthly — n = 4
Weekly — n = 1

Figure 20. Cooperation between managers and occupational health care

If the manager responded by cooperating with the occupational health service "when necessary", the survey clarified what these situations were. The answers consisted of responses such as "*long sick leaves, only in extremely necessary situations, occupational health consultations, work ability assessments, work ability problems, when required, in consultations, when something comes up, there are also regular management team meetings*". Few managers collaborate on a monthly basis.

The survey clarified whether it was clear to the managers in which situations an employee was encouraged to contact occupational health care. Most of the managers (30) knew when it was time to recommend an employee to contact occupational health care. Only three managers responded "*no*". These three managers justified their response by finding it difficult to encourage an employee to contact occupational health care because of the following reasons: "*physical illnesses are a clear matter, otherwise it is more difficult to identify the characteristics and thresholds, the role of occupational health and the possibilities to help is unclear to me. I haven't experienced getting help even in crisis situations, I've been in this job for so little time so it's hard to say*".

When the managers were asked if they found it easy as a manager to bring up worrying behavior with an employee, most responses (24) were "*yes*" (eg delay, work efficiency). Nine of the managers responded "*no*". These managers who responded "no" clarified that: "*Employees know how to "explain" things to themselves favorably and it is very difficult to reach an outcome where the situation would change*", "*I have not received any training / familiarization*", "*difficult because it may cause additional reactions or a feeling of being blindfolded*", "*because speaking always becomes emotional and if becomes a show*", "*so easy, but should still be discussed*".

The survey also found out whether managers felt that it was easy for them to talk to an employee if they had noticed that the employee's work have deteriorated (e.g. become slower, mistakes at work, absences). Most of the managers (25) felt that it was easy to notice and only eight managers responded "*no*". The managers reasoned that it was easy for them to bring up because they couldn't afford big mistakes, as the managers were responsible. One response was: "*I'd rather speak in time than too late*". There were also responses such as: "*The employee's interest in solutions that support him or her, when the situation demands, patient safety, a confidential discussion atmosphere should be created even before the challenges, making it easier to bring up difficult issues*".

Summary of the results

Although there were 17 respondents who felt that they knew already well the current measures in the city of Varkaus' Active Work Capacity Support, there still were almost half of the respondents (12) who felt that they knew weakly, moderately, or were unable to comment on the measures in that model.

Most of the managers (12) kept only once a year private conversations between the employees. According to the questionnaire, 22 of the managers who responded to the survey met with their whole team at least monthly or even weekly. Team meetings were more common than private meetings in the city of Varkaus.

The managers need to understand that discussing welfare related to leisure is as important as occupational wellbeing at work. However, it is good to note that most of the managers (15) have talked about the importance of the leisure wellbeing in relation to wellbeing at work. The awareness of leisure wellbeing is still needed.

According to the questionnaire, most of the managers (22) admitted that they are following and observing the absences of their employees before the system reminds of them. The rest of the managers (11) answered no so they were not observing absences at all.

The survey found out whether the managers felt that they had received sufficient familiarity to be able to detect employees' decreasing work abilities on time. The responses distributed quite evenly, when 15 responses were 'yes', 10 responses were 'no', and eight managers answered, 'I can not say'.

The managers were asked if they would find out the feelings and wellbeing of their employees' if the employees were on sick leave for more than a week. Two managers replied "never" while 14 respondents answered "always". 17 respondents answered "usually". The good thing is that most of the managers ask "how are you doing" from their employees if they are on sick leave longer than one-week.

As work capacity weakens, most managers (27 respondents) will make the job description more suitable for their employees. There were still five managers in the survey who had not proposed any work capacity support measures.

The managers were asked if they found it easy as a manager to bring up with employee's worrying behavior with an employee, most responses (24) were "yes". Nine of the managers responded "no". Nevertheless, most managers felt that it was easy to start a conversation, even though these things and situations are tricky and they need to think how to start a conversation constructively. Indeed, many managers who felt it easy to start a conversation, replied that it is "the duty of the manager" and "things need to be addressed". Those managers who answered *no* clarified that; "Because speaking always goes to emotions and it becomes a show".

Most of the managers (16) cooperate with occupational health care only when needed. Currently, the managers keep in touch because they "*have to*". One manager commented that she or he cooperates "*Only in extremely necessary situations*". Most of the managers (30 respondents) knew in what kind of situations they needed to encourage an employee to contact occupational health care, but the awareness should definitely be increased, because there were managers who do not have sufficient knowledge. Responses from three managers consisted of such as that the role of occupational health and the possibility to help are unclear to them, they have not felt get help even in crisis situations, and they had been in that job for so little time that it is hard for them to say.

In addition, when the managers were asked whether it was easy for them to talk to an employee if they had noticed that the employee's work had deteriorated (e.g. work is slower, mistakes occur at work, absences), most of the managers (25) responded that it was easy to talk. Eight managers answered no and one managers clarified that: "We are not observing the employee's work up close". Another manager clarified that she or he has not insufficient training to observe the problems in question.

7 CONCLUSION AND DEVELOPMENT PROPOSALS FOR CITY OF VARKAUS

In this chapter the conclusions of the thesis are discussed and the development proposals are provided to the commissioning party. In addition, trustworthiness of the research is discussed and finally future research topic proporsals are provided.

7.1 Conclusions

The objective of the thesis was to find out how well the city of Varkaus early support model is known and how it was used in managerial work. The study examined how the early intervention model was utilized in daily operations, and produces possible development proposals to increase the knowledge of the early support model and make daily operations more efficient. The goal was to create a new miniguide for everyday work for managers based on the research.

In general, the managers' responses were influenced by their work experience and career length. Judging by the results it is important to raise awareness of the active work ability support model among the managers in the city of Varkaus. It would be important for every manager to be familiar with the model of supporting active work capacity.

Managers are concentrating mainly on keeping team meetings, where are all employees are present at the same time instead of private meetings. According to Otala (2018, 135), people who work in teams achieve much better results than those who work alone. In a team, it is possible to create such a team spirit and enthusiasm that they increase everyone's energy. Therefore, it is a good thing that the managers of the city of Varkaus hold team meetings regularly. Nevertheless, the development discussions should be adapted to suit the different needs of organizations. A development discussion should not be the only time in a year when a manager and an employee discuss (Hannonen, 2018).

Managers begin a discussion more about wellbeing at work, not so much about wellbeing at leisure time. It Is important to understand that wellbeing at

leisure time can also be reflected in everyday work. For example, sleep and rest are extremely important. According to Finnish Institute of Occupational Health, in many professions, such as nursing, working hours can vary widely. About a third of employees have shift work, part-time work or any other form of working time that differs from daily work were that has regular working hours. These forms of working time often conflict with a person's innate sleep rhythm, which impairs the restorative effect of sleep and therefore it is important to invest in planning work times. According to this survey with City of Varkaus, there were a few managers who already saw discussions related to wellbeing at leisure time things as a regular mode of action, which is a good thing and one goal for the future.

If the managers monitored the absences of employees before the system reminds them, it would be possible to prevent the continuation of sick leaves. According to Manka & Hakala (2011, 34), tracking sick leave and dividing them into different lengths of sick leave groups gives an opportunity to assess the need for early support and notice the risk of retirement.

It is imperative that managers be given more training so that they can more easily detect an employee's declining ability to work on time. There is insufficient training to observe these problems. Looking at the open answers to the survey, an open comment "lack of education" was highlighted in three different questions. As a result, some managers clearly need training to support their work.

It would be a good idea for managers to ask automatically for the state of health of employees on longer sick leaves. Thus, an employee would also not have such hard time to come back to work when contact had already been during sick leave. Some managers who responded to the questionnaire 'usually' already knows that employees want that the manager contacts him or her. They may already wait to be contacted. It is also easier for managers to prepare for the situation if the employee is not able to work normally. This will allow managers to better anticipate and acquire more deputies. The managers will be able to consider the situation more holistically.

It is extremely important to make the job more suitable for employees so managers can prevent sick leaves from continuing any longer and support the work ability of the employees. Relating to the survey, it is unclear why there were a couple of managers who had not made work tasks more suitable for the employees. There is the possibility that they did not know that they had an opportunity to take action to support their employees' ability to work. It is good to state again that the awareness of the job modifying needs to be raised.

The most difficult thing for all the managers was to bring up things related to the atmosphere created by the employee. It is true that when a person's personality is involved, it is harder to say things out loud. The lack of training was again highlighted in the responses of the managers who found it hard to begin discussions about difficult things with their employees.

Most managers cooperate with the occupational health care only when *needed*. Cooperation should definitely be more systematic and learned behavior. According to Manka & Hakala (2011, 11), occupational health care is an important partner in the organization in finding out and analyzing personnel-related figures and issues. The information obtained from the key figures and measurements helps companies in decision making. Monitoring and evaluation of the measures is important to ensure that measures are not interrupted, and that information is available on the effectiveness of measures. Managers should coooperate with the occupational health care in a more preventive role. At present, the importance of cooperation with the occupational health care is seen as a so-called "necessity". Also, guidance should definitely be added regarding the situations in which manager needs to encourage an employee to contact occupational health care.

It is important to remember that it is the responsibility of the manager to take care of the employee, even if he or she does not follow the employee's work closely. Nowadays, as remote work increases, few managers follow the work of their employee's work by sitting next to each other. It is still important for managers to find ways to monitor an employee's work despite different situations.

Some managers clearly have a long work experience, and they know how to work and act between different employees. A few managers commented so a confidential discussion atmosphere should be created even before the challenges, because it makes easier to bring up difficult issue. One manager also commented that it is easy to bring up difficult issue with some employees but not with a few ones. According to The Centre for Occupational Safety, the goal of people management is to get the necessary things to happen and people to act as desired to achieve the goal of the organization. Therefore, leadership is first and foremost about working together. This means that one of the most important qualities of managers is being able to communicate with different employees.

7.2 Development proposals

An early support model awareness needs to be raised for the managers in the city of Varkaus. As a development proposal, a new small guide to the early support model will be made for managers, which will provide them with important information for everyday work. In addition, managers need more training so they can more easily detect an employee's declining ability to work.

Most of the respondents (12 responses) kept only once a year private conversation between employees, so the guide gives recommendations for more private discussions moments. Also based on the survey, the guide will include signs of "silent signals" so that managers are able to notice more earlier decreasing work abilities.

Awareness of wellbeing at leisure needs to be raised, so the guide will include information on which all things can affect the work ability. The work ability can consist of several issues which can be related to physical, mental issues, competence, working conditions, values and attitudes. The guide will include these topics.

The managers need training relating to the work ability management and they need to understand that it is important to create a conversational connection already at the beginning of the employment relationship. The managers need to understand different stages of work ability management. The work ability

management will continues throughout the employee's career. When a relationship is created at the beginning, it is easier to talk about the most difficult things later. The guide will include a reminder to the managers what kind of stages there are during employees' careers.

7.3 Reliability of the research

As previously stated, 33 of 80 managers in the city of Varkaus participated in the survey. This means that a minority of the managers participated in the research. The survey was sent to all the managers who were working in the managerial position in City of Varkaus. Thus, there were no random bunch of people in the research. The study was carried out using a quantitative method. In the quantitative research, the higher the response rate, the better the reliability of the result. In the whole research the response rate was 37.5%, which can be considered quite poor for the survey. A valid research measures what it was meant to measure, and does not contain systematic errors. Valid research gives average correct results (Heikkilä 2014,11).

As part of the quantitative research, the target group of the research (managers of the city of Varkaus) was clearly defined. According to Heikkilä (2014,11) in the quantitative research the validity of the research is affected by the fact that the target group is clearly defined and comprehensively listed or registered.

The research was carried out as a census study. Taking sample is used if universe is too large. Since the survey was sent to the population, in other words all the managers, it was possible to avoid sampling mistakes, eg. only the best managers would be interviewed in the survey (Heikkilä 2014, 24).

In the responses, one should pay attention to the fact that some managers may have been on vacation or away from work, so the actual reachability of the survey is unknown. However, it should be noted that the managers were also informed about the upcoming survey in advance by email. In that case, some managers probably did not respond to the survey consciously although there were 12 days to answer.

The Internet-based data collection method worked well in the survey because all the managers answered each question and there were no blank answers. According to Heikkilä (2014, 17), in long internet surveys, the problem may be that not everyone finishes the survey.

According to Alasuutari (2011, Chapter 12), the quantitative method is a superficial but reliable information is obtained. The qualitative method allows the information to be profound but poorly generalized.

Further research suggestions

Additional research proposal may be recommended to keep track of the impact of regular collaboration with the occupational health care. Currently, most the managers cooperate with the occupational health care only when needed. When researching cooperation in the regular occupational health care, the city of Varkaus would probably be able to reduce the length of sick leaves and offer more options for supporting work ability.

8 CONCLUDING REMARKS

The subject of the thesis was considered and planned together with the city of Varkaus human resources. City of Varkaus is currently examining their occupational health care collaboration, so the topic fit well with their current plans. From my personal point of view, this research topic was also very interesting. I have always been interested in managerial work and occupational wellbeing, so the thesis was very interesting to do.

To be honest, the whole thesis process was quite stressful and hard for me. I worked the thesis for a long time along with other schoolworks, and in a busy phase of life. The biggest challenge of the whole thesis was the English language and grammar. However, it was a great challenge for me and I am very proud of myself, that I was able to write in English. My favorite part of the thesis were analyzing the results. In my opinion, the answers of the survey were very interesting. The thesis taught me also more about human resource management and I received confirmation that I definitely want to work sometimes with managers.

REFERENCES

Alasuutari, P. 2011. Laadullinen tutkimus 2.0. E-book. Tampere: Vastapaino. Available at: https://kaakkuri.finna.fi/Record/kaakkuri.218546 [Accessed 3 Mar 2022].

Antti-poika, M. & Martimo K-P,. 2018. Työkyvyn varhainen tuki. Duodecim Terveysportti. Published 10.1.2018. E-book. Available at: https://www.terveysportti.fi/apps/dtk/tyt/article/tte00129?toc=276500 [Accessed 23 Feb 2022].

Ervasti, J., Kausto, J., Leino-Arjas, P., Turunen, J., Varje, P. & Väänänen, A. 2022. PDF document. Työkyvyn tuen vaikuttavuus. Tutkimuskatsaus työkyvyn tukitoimien työkyky- ja kustannusvaikutuksista. Available at: https://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/163779/VNTEAS_2022_7.pdf?sequence=1 [Accessed 6 Mar 2022].

Hannonen, H. Kehityskeskustelu on tilaisuus pysähtyä arjen keskellä. Työterveyslaitos. WWW page. Published 22.08.2017. Available at: https://www.ttl.fi/tyopiste/kehityskeskustelu-on-tilaisuus-pysahtya-arjen-keskella [Accessed 31 Jan 2022].

Heikkilä, T. 2014. Tilastollinen tutkimus. Helsinki: Edita. E-book. Available at: https://kaakkuri.finna.fi/Record/kaakkuri.223632 [Accessed 1.10.2021].

Hyvä esimies johtaa työhyvinvointia. Työterveyslaitos. WWW page Published 9.1.2014. Available at: https://www.ttl.fi/tyopiste/hyva-esimies-johtaa-myos-tyohyvinvointia/ [Accessed 19 May 2021].

Johtaminen ja esimiestyö. Työturvallisuuskeskus. WWW page. Available at: https://ttk.fi/tyoturvallisuus_ja_tyosuojelu/tyoturvallisuuden_perusteet/johtaminen_ja_esimiestyo#296120a9 [Accessed 27 July 2021].

Johtaminen ja esimiestyö. Työturvallisuuskeskus. WWW page. Available at: https://ttk.fi/tyoturvallisuus_ja_tyosuojelu/tyoturvallisuuden_perusteet/johtaminen_ja_esimiestyo [Accessed 1 Feb 2022].

Juuti, P. & Vuorela, A. 2015. Johtaminen ja työyhteisön hyvinvointi. Jyväskylä : PS-kustannus. E-book. Available at: https://kaakkuri.finna.fi/Record/kaakkuri.218498 [Accessed 23 Feb 2022].

Kaistila, M. Hyvä esimiestyö. Työturvallisuuskeskus. Kuntien eläkevakuutus. PDF document. Available at: https://docplayer.fi/103593-Hyva-esimiestyo-maijaliisa-kaistila-tyoturvallisuuskeskus-kuntien-elakevakuutus.html [Accessed 19 May 2021].

Koskensalmi, S., Seppälä, P., Hakanen, J. & Pahkin, K. 2015. Innostava esimies. PDF document. Helsinki: Kopio Niini Oy. Available at: https://www.ttl.fi/innostava-esimies/ [Accessed 7 June 2021].

Malakoff's Blog. Quantitative vs. Qualitative Methods to Establish Trustworthines. Blog. Published 29.10.12012. Available at: https://cmalakoff.wordpress.com/2012/10/29/quantitative-vs-qualitative-methods-to-establish-trustworthinessblog-8/ [Accessed 29 Mar 2022].

Manka, M-L., & Hakala, L. 2011. Henkilöstötunnusluvut johtamisen tukena. *Tukea tuottavuuden ja työyhteisön hyvinvoinnin kehittämiseen.* Tutkimus- ja koulutuskeskus Synergos Tampereen yliopisto. PDF document. Available at: https://kuntoutussaatio.fi/assets/files/2021/04/henkilostotunnusluvut.pdf [Accessed 1 Feb 2022].

Mannermaa, K. 2018. Työsuojelupäällikön käsikirja : turvallisuus ja hyvinvointi työkyvyn edistäjinä. E-book. Helsinki : Alma Talent. Available at: https://kaakkuri.finna.fi/Record/kaakkuri.224290#versions [Accessed 23 Feb 2022].

Masennus. 2018. Käypä hoito -suositus. Lääkärikirja Duodecim. WWW page. Published 30.11.2018. Available at: https://www.terveyskirjasto.fi/dlk00389 [Accessed 6 January 2022].

McFedries, P. 2013. Excel Data Analysis: Your visual blueprint for analyzing data, charts, and PivotTables, 4th Edition. Hoboken visual. E-book. Available at: https://kaakkuri.finna.fi/Record/nelli29_mamk.2670000000399766 [Accessed 26 Mar 2022].

Mikä ihmeen varhainen tuki? Ilmarinen. Varhainen tuki. WWW page. Available at: https://www.ilmarinen.fi/tyokyky/varhainen-tuki/ [Accessed 6 January 2022].

Miten otan työkykyongelman puheeksi? Työterveyslaitos. WWW page. Available at: https://www.ttl.fi/oppimateriaalit/opas/hyvan-mielen-tyopaikka/5-uupumus-masennus-vai-mita-miten-otan-tyokykyongelman-puheeksi/ [Accessed 6 Januray 2022].

Mohsen, M., Saari, A. & Heiskala, S. 2021. 100 kysymystä sairauspoissaolojen juridiikasta. E-book. Helsinki:Alma Talent. Available at: https://kaakkuri.finna.fi/Record/kaakkuri.226957 [Accessed 4 August 2021].

Nummelin, T. 2008. Stressi haastaa työkyvyn : varhainen puuttuminen esimiehen työkaluna. Alma Talent Oy. E-book. Available at: https://kaakkuri.finna.fi/Record/kaakkuri.218256 [Accessed 8 Feb 2022].

Oikeudet ja velvollisuudet työssä. 2021. Työsuojelu. Updated 19.4.2021. WWW page. Available at: https://www.tyosuojelu.fi/tyosuhde/oikeudet-ja-velvollisuudet-tyossa [Accessed 16 May 2021].

Otala, L. 2018. Ketterä oppiminen: keino menestyä jatkuvassa muutoksessa. E-book. Helsinki: Kauppakamari. Available at: https://kaakkuri.finna.fi/Record/kaakkuri.223566 [Accessed 31 Jan 2022].

Puheeksiottaminen on osa lähijohtamista. Keskinäinen eläkevakuutusyhtiö Ilmarinen. WWW page. Available at: https://www.ilmarinen.fi/tyokyky/varhainen-tuki/esimies/ota-puheeksi/ [Accessed 27 July 2021].

Puheeksiottaminen on osa lähijohtamista. Keskinäinen eläkevakuutusyhtiö Ilmarinen. WWW page. Available at: https://www.ilmarinen.fi/tyokyky/varhainen-tuki/esimies/ota-puheeksi/ [Accessed 5 August 2021].

Sairausloma ja työterveysneuvottelu töihin paluussa. Mehiläinen. WWW page. Available at: https://www.mehilainen.fi/yrityksille/yksilolle/sairausloma-ja-tyoterveysneuvottelu. [Accessed 20 August 2021].

Sauni, R. 2019. Työympäristön ja työhyvinvoinnin linjaukset vuoteen 2030 : turvallisia ja terveellisiä työoloja sekä työkykyä kaikille. Sosiaali- ja terveysministeriö. Helsinki. E-book. Available at: https://kaakkuri.finna.fi/Record/kaakkuri.226132 [Accessed 23 Feb 2022].

SIILINJÄRVI JA VARKAUS KEHITTÄVÄT TULOKSELLISTA TYÖTERVEYSYHTEISTYÖTÄ. 2020. Varkauden Kaupunki. WWW page. Published 17.11.2020. Available at: https://www.varkaus.fi/uutinen/2020-11-17_siilinj%C3%A4rvi-ja-varkaus-kehitt%C3%A4v%C3%A4t-tuloksellista-ty%C3%B6terveysyhteisty%C3%B6t%C3%A4 [Accessed 8 January 2022].

Strategiatyö. Warkaus Varkauden Kaupunki. WWW page. Available at: https://www.varkaus.fi/varkauden-kaupunki/kaupunkistrategiat/strategiaty%C3%B6 [Accessed 8 January 2022].

Stumpfegger, E. 2017. Trustworthiness of Research. Munich Business School. Published 7.11.2017. WWW page. Available at: https://www.munich-business-school.de/insights/en/2017/trustworthiness-of-research/ [Accessed 29 Mar 2022].

Suunnittele työkyvyn tuen toimintatavat. Työterveyslaitos. WWW page. Available at: https://www.ttl.fi/tyoterveysyhteistyon-hyvat-kaytannot/tue-tyokykya/suunnittele-tyokyvyn-tuen-toimintatavat/ [Accessed 31 May 2021].

Toimenpiteet työpaikalla, kun haasteet ei liity sairauteen. Ilmarinen. WWW page.Available at: https://www.ilmarinen.fi/tyokyky/varhainen-tuki/esimies/ei-sairauteen-liittyvat-toimenpiteet/ [Accessed 6 Januray 2022].

Tukea oppimisvaikeuksiin. 2021. Tie työelämään. WWW. page. Published 23.09.2021. Available at: https://tietyoelamaan.fi/keinot-tyokyvyn-tueksi/tyoelamassa/tyopaikan-keinot/tukea-oppimisvaikeuksiin/ [Accessed 6 January 2022].

Työhyvinvointi. Työterveyslaitos. WWW page. Available at: https://www.ttl.fi/tyoyhteiso/tyohyvinvointi/ [Accessed 2 May 2021].

Työkyvyn hallinta, seuranta ja varhainen tuki. Työturvallisuuskeskus TTK. PDF document. Available at: https://ttk.fi/files/4665/Tyokyvyn_hallinta_seuranta_ja_varhainen_tuki_pdf.pdf [Accessed 16 May 2021].

Työkyvyn tuen mallit. Tie työelämään. Published 1.4.2021. WWW page. Available at:Työkyvyn tuen mallit - Tie työelämään (tietyoelamaan.fi) [Accessed 14 June 2021].

Työkyvyn varhainen tuki. 2022. Palvelualojen ammattiliitto PAM. Published 18.02.2022. WWW page. Available at: https://www.pam.fi/wiki/tyokyvyn-varhainen-tuki.html [Accessed 1 Mar 2022].

Työkyvyn varhainen tuki. Työterveyslaitos. WWW page. Available at: https://www.ttl.fi/tyontekija/tyoterveyshuolto/tyokyvyn-tuki/tyokyvyn-varhainen-tuki/ [Accessed 16 May 2021].

Työkyvyttömyyseläkkeelle siirtyneiden määrä kääntyi laskuun koronavuonna. 2021. Eläketurvakeskus. Published 22.4.2021. WWW page. Available at: https://www.etk.fi/ajankohtaista/tyokyvyttomyyselakkeelle-siirtyneiden-maara-kaantyi-laskuun-koronavuonna/ [Accessed 6 January 2022].

Työterveyshuollon korvauksen määrä. 2021. Kansaneläkelaitos. Updated 10.12.2021. WWW page. Available at: https://www.kela.fi/tyonantajat-tyoter-veyshuolto-korvauksen-maara [Accessed 2 Feb 2022].

Unkila, K. 2019. Vaikeiden asioiden ottaminen puheeksi asiakkaan kanssa Kykyviisarin avulla. Youtube. Video clip. Published 22.5.2019. Available at: https://www.youtube.com/watch?v=yk-qIwuB59c [Accessed 6 January 2022].

Uusitalo, K. 2021. Työnantaja on nyt kiinnostunut myös unestasi ja parisuhteestasi – ja sille on syynsä, sanovat asiantuntijat. Yle. Published 27.9.2021. WWW page. Available at: https://yle.fi/uutiset/3-12110452 [Accessed 6 January 2022].

Vaikeiden asioiden ottaminen puheeksi asiakkaan kanssa Kykyviisarin avulla. 2019. Työterveyslaitos. Youtube. Video clip. Published 22.5.2019. Available at: https://www.youtube.com/watch?v=yk-qIwuB59c [Accessed 3 October 2021].

Varhainen tuki. Keskinäinen Eläkevakuutusyhtiö Ilmarinen. WWW page. Available at: https://www.ilmarinen.fi/tyokyky/varhainen-tuki/ [Accessed 16 May 2021].

Varhaisen tuen malli. Tehy. Updated 14.4.2021. WWW page. Available at: https://www.tehy.fi/fi/apua/tyosuojelu/varhaisen-tuen-malli [Accessed 20 August 2021].

Vilkka, H. 2021. Näin onnistut opinnäytetyössä: ratkaisut tutkimuksen umpikujiin. E-book. Jyväskylä: PS-kustannus. Available at: https://kaakkuri.finna.fi/Record/kaakkuri.227174 [Accessed 20 May 2021].

Vilkka, H. 2021. Tutki ja Kehitä. E-book. Jyväskylä: PS-kustannus. Available at: https://kaakkuri.finna.fi/Record/kaakkuri.227023 [Accessed 31 Jan 2022].

Survey questionnaire to the managers

Kysely esihenkilöille

Hei,

Varkauden Kaupunki on päivittämässä parhaillaan Aktiivisen työkyvyn tukemisen – mallia (WATTI). Tämän kyselyn tuloksien pohjalta Aktiivisen työkyvyn tukemisen – mallista tehdään Varkauden Kaupungin esihenkilöille uusi pikaopas arkiseen käyttöön.

Kysely toteutetaan yhdessä Kaakkois-Suomen ammattikorkeakoulun Wellbeing management -tutkintolinjan opinnäytetyönä. Pyydän vastaamaan kyselyyn 4.10.2021 mennessä. Kyselyyn vastaaminen vie muutaman minuutin ja tietoja käsitellään luottamuksellisesti vain kyselyn tarkoitettuun käyttöön.

South-Eastern Finland
University of Applied Sciences

1. Sukupuoli

◯ Mies

◯ Nainen

◯ Muu

2. Ikä

◯ Alle 20

◯ 20-30

◯ 31-40

◯ 41-50

◯ 51-60

◯ Yli 60

3. Kuinka kauan olet työskennellyt Varkauden Kaupungin palveluksessa esi-
henkilö asemassa?

◯ Alle vuoden

◯ 1-5 vuotta

◯ 6-10 vuotta

◯ Yli 10 vuotta

4. Organisaatioilla on erilaisia malleja liittyen työntekijän työkyvyn sekä työs-
säjaksamisen tueksi. Kuinka hyvin koet jo tietäväsi, millaisia nämä nykyiset
Varkauden Kaupungin Aktiivisen työkyvyn tukeminen (Watti) mallin mukaiset

toimenpiteet ovat? (Asteikko: 1 heikosti 2 kohtalaisesti 3 en osaa sanoa 4 hyvin 5 erittäin hyvin)

	1	2	3	4	5
	◯	◯	◯	◯	◯

5. Kuinka usein pidätte kahdenkeskisiä keskustelua (esim. kehityskeskusteluja tai työhyvinvointikeskusteluja) työntekijöidesi kanssa?

◯ Harvemmin kuin kerran vuodessa

◯ Kerran vuodessa

◯ Useita kertoja vuodessa

◯ Muu kuin edellä mainitut vaihtoehdot, Kerro mikä?

6. Pidätkö työyhteisö palavereja työntekijöidesi kanssa säännöllisesti, joihin osallistuu lähes kaikki työntekijät?

◯ Viikottain

◯ Kuukausittain

◯ Muutaman kerran vuodessa

◯ Muu kuin edellä mainitut vaihtoehdot, Kerro mikä

7. Kuinka usein otat puheeksi työntekijäsi kanssa hänen työhyvinvointiinsa liittyvät asiat?

○ Harvoin

○ Kerran vuodessa

○ Useasti vuodessa

○ Aina tarvittaessa

○ En koskaan

8. Oletko ottanut työntekijöidesi kanssa puheeksi, kuinka tärkeää on vapaa-ajalla tapahtuva palautuminen?

○ En koskaan

○ Muutaman kerran

○ Monta kertaa

○ Säännöllisesti

9. Koetko, että työntekijäsi pystyvät ottamaan puheeksi kanssasi esihenkilönä avoimesti työhön liittyvät haasteet (esim. työn kuormitus, huono ilmapiiri, kiire, oma jaksaminen tms.)?

○ Kyllä, Missä asioissa? [   ]

○ Ei

○ En osaa sanoa

10. Koetko saaneesi esihenkilönä riittävää perehdytystä, jolla pystyt havaitsemaan ajoissa työntekijöidesi heikkenevään työkykyyn liittyvät merkit?

○ Kyllä

○ En

○ En osaa sanoa

11. Seuraatko sairauspoissaoloja itse automaattisesti, ennen kuin järjestelmä muistuttaa sinua asiasta?

○ Kyllä

○ En

12. Työntekijän ollessa pidemmällä sairaslomalla (yli viikko), kysyn hänen kuulumisiaan

○ En koskaan

○ Useimmiten, Missä tilanteissa?

○ Aina

13. Kun työntekijä palaa pidemmältä sairauslomalta (yli viikko), suunnitteletko hänen kanssaan työhön paluuta ennen hänen töihinsä tuloa?

○ En koskaan

○ Useimmiten, Missä tilanteessa?

○ Aina

14. Työntekijän työkyvyn heikentyessä, hänelle on ehdotettu muun muassa seuraavia mahdollisia työkyvyn tukitoimia (Voit valita useamman):

☐ Työn muokkaamista sopivammaksi

☐ Uudelleen sijoittuminen uuteen sopivaan työtehtävään (voi olla yli toimirajojen)

☐ Kuntoutus

☐ Työkokeilu

☐ Uudelleen kouluttautuminen

☐ Osa työkyvyttömyysratkaisut

☐ Eläkeratkaisut

☐ Muu toimenpide, Mikä?

☐ En ole ehdottanut mitään yllä olevaa toimenpidettä

15. Koetko, että sinun on helppo reagoida työntekijöidesi haitalliseen työkuormitukseen ajoissa?

◯ Kyllä

◯ Ei

◯ En osaa sanoa

16. Oletko koskaan ottanut puheeksi työntekijälle lyhennetyn työajan tekemistä työntekijän työkyvyn ylläpitämiseksi?

◯ Kyllä, Missä tilanteissa? [   ]

◯ En

◯ En osaa sanoa

17. Kuinka vaikeaksi koet ottaa puheeksi työntekijöidesi kanssa seuraavat asiat (Asteikko: 1 erittäin vaikeaa 2 melko vaikeaa 3 en osaa sanoa 4 melko helppoa 5 erittäin helppoa)

	1	2	3	4	5
Työntekijän osaaminen	◯	◯	◯	◯	◯
Työntekijän työkuormitus	◯	◯	◯	◯	◯

	1	2	3	4	5
Työntekijän stressi	○	○	○	○	○
Työntekijän työergonomia	○	○	○	○	○
Työntekijöiden ohjeiden noudattamiseen	○	○	○	○	○
Työntekijän työmäärä	○	○	○	○	○
Työntekijän osallistaminen	○	○	○	○	○
Työntekijän luoma ilmapiiri	○	○	○	○	○
Työntekijän kommunikaatioon eri sidosryhmien välillä	○	○	○	○	○
Työntekijän heikentyneen työsuorituksen	○	○	○	○	○

18. Esihenkilönä sinulla on velvollisuus havainnoida työntekijöidesi työssä selviytymistä. Hiljaiset signaalit ovat pieniä merkkejä, jotka monesti edeltävät varsinaisia ongelmia. Keskinäinen eläkevakuutusyhtiö Ilmarinen on listannut, että Hiljaiset signaalit voivat olla merkki työntekijän heikentyneestä tai heikkenevästä työkyvystä, jotka kannattaisi ottaa puheeksi jo varhain. Kuinka hyvin olet tiennyt, että kyseiset merkit voivat enteillä työntekijän työkyvyn heikkenemistä? (Asteikko: 1 Ei ole ennestään tietoa 2 Vähän ennestään tietoa 3 En osaa sanoa 4 Olen osittain tietoinen 5 Olen tietoinen)

	1	2	3	4	5
Työntekijän keskittymisvaikeudet	○	○	○	○	○
Ongelmia vuorovaikutuksessa	○	○	○	○	○
Ongelmia oppimisessa	○	○	○	○	○
Muisti -tai hahmottamisongelmat	○	○	○	○	○
Toistuvat ylityöt/pidentyneet työpäivät	○	○	○	○	○

	1	2	3	4	5
Muutokset työajassa, esimerkiksi jatkuva myöhästely	◯	◯	◯	◯	◯
Työn laiminlyönti: vastuut, aikataulut, poikkeamat työsuoritteiden määrässä tai laadussa	◯	◯	◯	◯	◯
Ulkoinen epäsiisteys	◯	◯	◯	◯	◯
Heikentynyt työmotivaatio	◯	◯	◯	◯	◯

19. Teen esihenkilönä säännöllisesti yhteistyötä työterveyshuollon kanssa

◯ Vain tarvittaessa, missä tilanteissa?

◯ Muutaman kerran vuodessa

◯ Kuukausittain

◯ Viikottain

20. Minulle on selvää, missä tilanteissa kannustan työntekijää ottamaan yhteyttä työterveyshuoltoon?

◯ Kyllä, perustele

◯ Ei, perustele

21. Koetko, että työntekijän huolta herättävä käytös on helppo ottaa puheeksi yhdessä työntekijän kanssa? (esim. myöhästely, työn tehokkuus)

◯ Kyllä perustele

◯ Ei – perustele

22. Koetko, että sinun on helppo ottaa puheeksi työntekijän kanssa, mikäli olet huomannut hänen työntekonsa heikentyneen? (Työnteko on esimerkiksi hitaampaa, työssä sattuu virheitä, poissaoloja)

○ Kyllä - perustele

○ Ei - perustele

Miniguide of City of Varkaus

Varkauden Kaupungin esihenkilöiden

Varhaisen tuen malli esimiestyön tueksi

Opinnäytetyö
2022
Jenni Hyvärinen

WARKAUS
Varkauden kaupunki

JOHDANTO

Tämän oppaan tarkoituksena on tarjota Varkauden Kaupungin esihenkilöille tietoa, millä eri tavoin työntekijöiden työkykyä voidaan tukea.
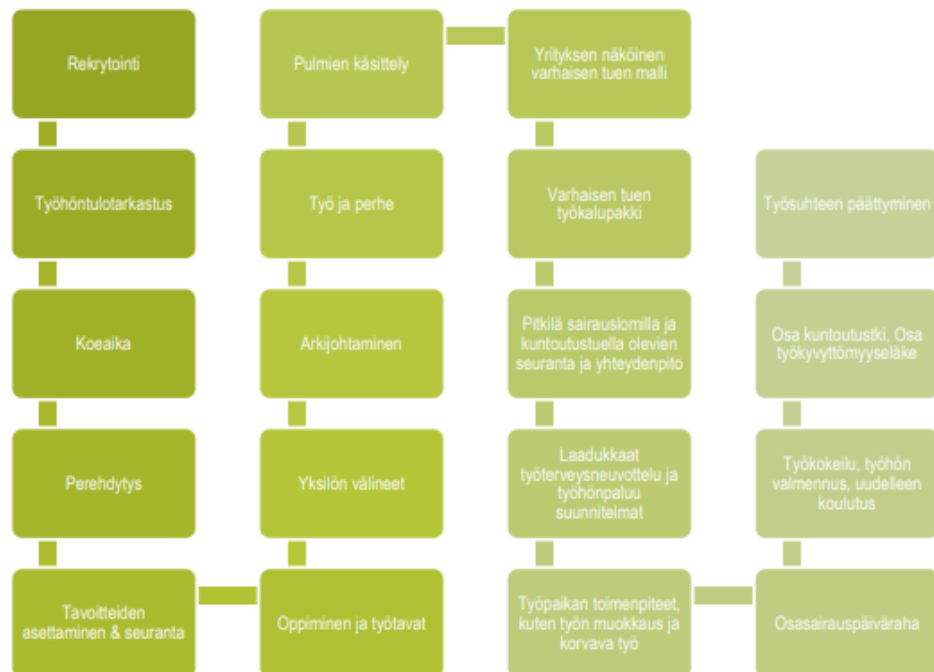
Työntekijöiden työkyky vaikuttaa toiminnan tehokkuuteen ja organisaation tulokseen, mutta ennen kaikkea myös työssä jaksamiseen ja siellä viihtymiseen.

Hyvinvoivat työntekijät ovat motivoituneita ja sitoutuneita organisaation toiminnan kehittämiseen.

TYÖKYKY

Työntekijän työkyky on kokonaisuus, johon vaikuttaa monet asiat. Hyvä suhde työntekijään luodaan jo työsuhteen alkaessa, usein jo rekrytointivaiheessa. On tärkeää muistaa, että jo pienetkin asiat työsuhteen alkutaipaleella voivat vaikuttaa siihen, millaista yhteistyö työntekijän kanssa tulee olemaan. Luottamus rakennetaan työntekijään jo työsuhteen alussa, jotta mahdollisista työkykyhaasteista on helppo keskustella.

Rekrytointi	Pulmien käsittely	Yrityksen näköinen varhaisen tuen malli	
Työhöntulotarkastus	Työ ja perhe	Varhaisen tuen työkalupakki	Työsuhteen päättyminen
Koeaika	Arkijohtaminen	Pitkillä sairauslomilla ja kuntoutustuella olevien seuranta ja yhteydenpito	Osa kuntoutustki, Osa työkyvyttömyyseläke
Perehdytys	Yksilön välineet	Laadukkaat työterveysneuvottelu ja työhönpaluu suunnitelmat	Työkokeilu, työhön valmennus, uudelleen koulutus
Tavoitteiden asettaminen & seuranta	Oppiminen ja työtavat	Työpaikan toimenpiteet, kuten työn muokkaus ja korvava työ	Osasairauspäiväraha

Työkyky muodostuu kokonaisuudesta, jota sekä työntekijä että työnantaja rakentavat yhdessä. Se on parhaimmillaan työn ja muun elämän yhteensovittamista. Työura voi pitää sisällään erilaisia elämänmuutoksia – työuran loppuvaiheessa olevalla työntekijällä ja vasta aloittaneella voi olla hyvin erilainen elämäntilanne. Siksi on hyvä ymmärtää, että ihmiset voivat kokea myös työelämässä tapahtuvat muutokset eri tavoin.

HILJAISET SIGNAALIT

Esihenkilön tehtävänä on olla tietoinen työntekijöiden työkyvystä. Hiljaisia signaaleja huomatessasi voit mahdollisesti ehkäistä suurempia työkykyyn liittyviä ongelmia.

Mahdollisia työkyvyn heikkenemisen merkkejä:

Ulkoinen epäsiisteys

Muutokset työajassa, esim. jatkuva myöhästely

Työn laiminlyönti: vastuut, aikataulut, poikkeamat työsuoritteiden määrässä tai laadussa

Työntekijän keskittymisvaikeudet

Heikentynyt työmotivaatio

Toistuvat ylityöt /Pidentyneet työpäivä

Muisti tai hahmottamisongelmat

Ongelmia vuorovaikutuksessa

TARTU ASIOIHIN MAHDOLLISIMMAN PIAN.

Vinkki!
Ajoita kahdenkeskinen keskusteluhetki siten, että teillä on yhdessä työntekijäsi kanssa rauhallinen ja luottamuksellinen ympäristö keskustella asioista. Pyri siihen, että keskustelu ei ole juuri ennen vapaiden tai loman alkamista tai heti sen jälkeen. Tällöin työntekijä ei jää yksin pohtimaan asioita vapaalla ollessaan. Keskustelun aikana muistuta, mistä haluat keskustella. **Kuuntele ja ole aidosti läsnä.** Kysy myös työntekijän näkemys tilanteeseen. Puhu minä – muodossa, tällöin kuvaat asioita omasta näkökulmastasi. Tue työntekijää kertomalla erilaisista ratkaisuvaihtoehdoista.

TYÖKYVYN ERI OSA-ALUEET

Työterveyslaitos kuvaa työkykyä nelikerroksisena talona. Kun perustukset ovat kunnossa, pysyy talo huomattavasti paremmin kasassa myös myrskytuulessa.
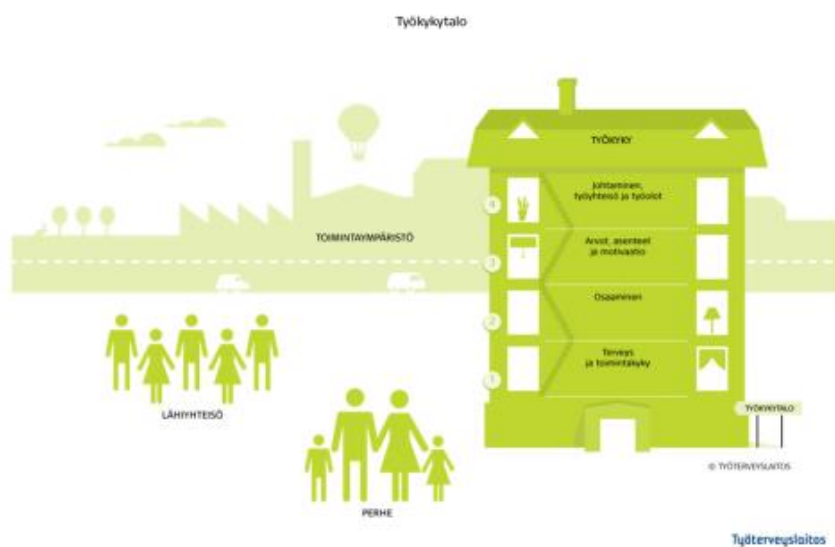
Työntekijän työkykyä kuvataan talona, jonka perustana on Terveys ja toimintakyky. Terveys saattaa määrittää, millaista työtä työntekijä on kykenevä tekemään. Terveys on laaja kokonaisuus eikä se ole vain fyysisiä ominaisuuksia, vaan myös psyykkistä sekä sosiaalista toimintakykyä.

Elämä on jatkuvaa oppimista. Suomessa meillä on mahdollisuus tasa-arvoiseen peruskoulutukseen. Tietotekniikan kehittyminen ja digitalisaatio lisäävät nykyaikana entisestään uuden oppimista.

Arvot, asenteet ja motivaatio vaikuttavat merkittävästi työntekoon. Mielekästä, omia arvoja vastaavaa työtä on miellyttävämpää tehdä. Tällöin myös työn tehokkuus sekä työn laatu on parempaa. Kun työ ei vastaa omia odotuksia, on motivaatio työntekoon pienempi. Tällöin myös henkilön työkyky voi laskea.

Työssä jaksamiseen sekä työkykyyn vaikuttavat myös ympärillä olevat ihmiset, kuten esihenkilö ja työkaverit. Johtaminen, työyhteisö ja työolot kuvaavat työpaikkaa.

TYÖKYVYN TUKEMISEN VAIHTOEHDOT

Työn muokkaaminen sopivammaksi	Uudelleen sijoittuminen uuteen tehtävään	Kuntoutus
Työkokeilu	Uudelleen koulutus	Osa-työkyvyttömyysratkaisut
	Eläkeratkaisut	

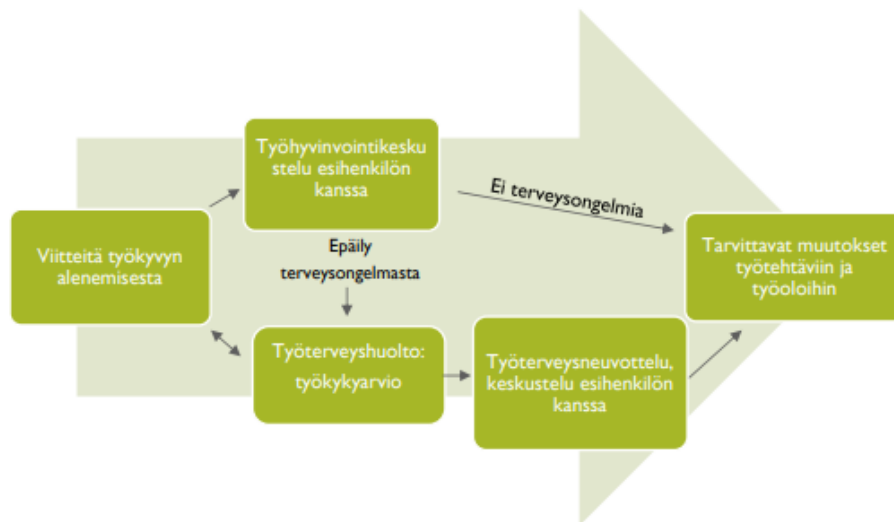*Työntekijän ollessa pidemmällä sairaslomalla,* **pidä yhteyttä** *työntekijään sovitulla tavalla.*

Ennakoi työntekijän töihin paluuta. **Suunnittele, keskustele ja arvioi** *työhön paluu yhdessä työntekijän kanssa. Ota keskusteluun tarvittaessa mukaan työterveyshuolto sekä työsuojelun edustaja.*

Työhön paluu sairasloman jälkeen on sitä sujuvampaa, mitä paremmin sitä on ehditty **ennakoimaan.**

VARHAISEN TUEN PROSESSIKAAVIO

Työhyvinvointikesku stelu esihenkilön kanssa

Viitteitä työkyvyn alenemisesta

Epäily terveysongelmasta

Ei terveysongelmia

Työterveyshuolto: työkykyarvio

Työterveysneuvottelu, keskustelu esihenkilön kanssa

Tarvittavat muutokset työtehtäviin ja työoloihin

TYÖKYKYJOHTAMINEN ON SUUNNITELMALLISTA JA KOKONAISVALTAISTA TOIMINTAA, JOSSA TYÖKYKY YMMÄRRETÄÄN LAAJA-ALAISESTI.

TYÖKYKYJOHTAMINEN SISÄLTÄÄ SEKÄ ENNAKOIVIA ETTÄ TYÖSSÄ JATKAMISTA JA TYÖHÖN PALUUTA TUKEVIA TOIMIA, JOISSA TUNNISTETAAN JA VAHVISTETAAN TYÖNTEKIJÖIDEN JA TYÖYHTEISÖJEN VOIMAVARATEKIJÖITÄ, ENNAKOIDAAN TYÖKYKYÄ, TERVEYTTÄ JA TYÖTURVALLISUUTTA UHKAAVIA RISKEJÄ SEKÄ TUETAAN TYÖNTEKIJÄN TYÖSSÄ JATKAMISTA JA TYÖHÖN PALUUTA YHTEISTYÖSSÄ MUIDEN TOIMIJOIDEN KANSSA.

TYÖKYKYJOHTAMISESSA JA TYÖHYVINVOINNIN TUKEMISESSA ONNISTUMISEN EDELLYTYKSIÄ OVAT JAETTU KÄSITYS TYÖKYVYSTÄ, YHTEINEN SOPIMINEN OMASTA JA TOISTEN ROOLEISTA, SEKÄ SELKEÄT PROSESSIT KOHTI YHTEISTÄ PÄÄMÄÄRÄÄ.

ESIHENKILÖN TEHTÄVÄT TYÖKYKYJOHTAJANA

Työpaikan vastuuhenkilönä toimiminen	Työhyvinvoinnin mahdollistaminen	Kannustavan, arvostavan ja turvallisen ilmapiirin luominen
Hiljaisten signaalien tunnistaminen ja seuranta	Työssä jaksamisen seuraaminen	Säännöllisen keskusteluyhteyden ylläpitäminen työntekijöiden kanssa
Työkykyasioista keskusteleminen ja keskustelun dokumentointi	Työterveysneuvotteluihin osallistuminen	Työkyvyn heikentyessä sopivan työjärjestelyn mahdollistaminen

Säännöllinen yhteistyö työterveyshuollon kanssa

Poissaolojen seuranta ja työhyvinvoin- tikeskutelut	Muista toimittaa muualla kuin työterveyshuollossa kirjoitetut sairauslomatodistukset salatulla sähköpostilla työterveyshoitajalle.	
	Populus-järjestelmä hälyttää poissaoloista seuraavasti: Huomioithan myös muita kuin hälytysrajojen yli meneviä poissaoloja.	3 x 3kk aikana
		10kpv yhtäjaksoinen poissaolo
		30 kalenteripäivää kumulatiivisesti 12kk aikana
		Työhyvinvointikeskustelu-lomakkeen säilytys 5v tai niin kauan, kun saman asian prosessi kesken.
		Työntekijälle yhteenvetolomakkeesta kopio. Toimita keskustelulomakkeen kopio työterveyshuoltoon omalle vastuu hoitajalle, mikäli työntekijä antaa luvan.

NELIKENTTÄ

Nelikenttämallin mukaisesti työntekijän työn sujumista arvioidaan esihenkilön ja työntekijän yhteisessä keskustelussa neljästä eri näkökulmasta: "*Tiedän, osaan, pystyn, haluan.*"

Tiedän

Tavoitteet
Suunta / "iso kuva"
Tehtävänkuva Odotukset
Pelisäännöt

Perehdytys
Työnopastus
Priorisointi: asiat tärkeysjärjestykseen
Tavoitteiden selkeyttäminen

Osaan

Tieto ja taidot
Ammattitaito
Työyhteisötaidot "Alaistaidot"
Itsensä johtaminen
Työn hallinnan tunne
Työkalujen ja järjestelmien hallinta

Osaamisen kehittäminen
Työssä oppiminen

Pystyn

Työkyky, terveys
Palautuminen
Omat valinnat ja elintavat tukevat
työkykyä Voimavarat
Siviilielämä

Työterveyshuolto
Tukikeskustelut esimiehen kanssa
Työn muokkaus/keventäminen
tilapäisesti,
Omat muutokset elintavoissa

Haluan

Oikeudenmukainen palkitseminen
Motivaatio
Työn imu/ilo
Työn merkityksellisyys
Mielekkyys/työn punainen lanka

Kehityskeskustelut
Yhteisöllisyys Vaikutusmahdollisuudet
Palaute
Perustelut muutoksille

Mukailtu: Helsingin kaupungin Vatupassi-mallista työhyvinvointiasiantuntija Kirsti Murtomäki
Varkauden kaupunki