

Supervisors

Operating model for early support

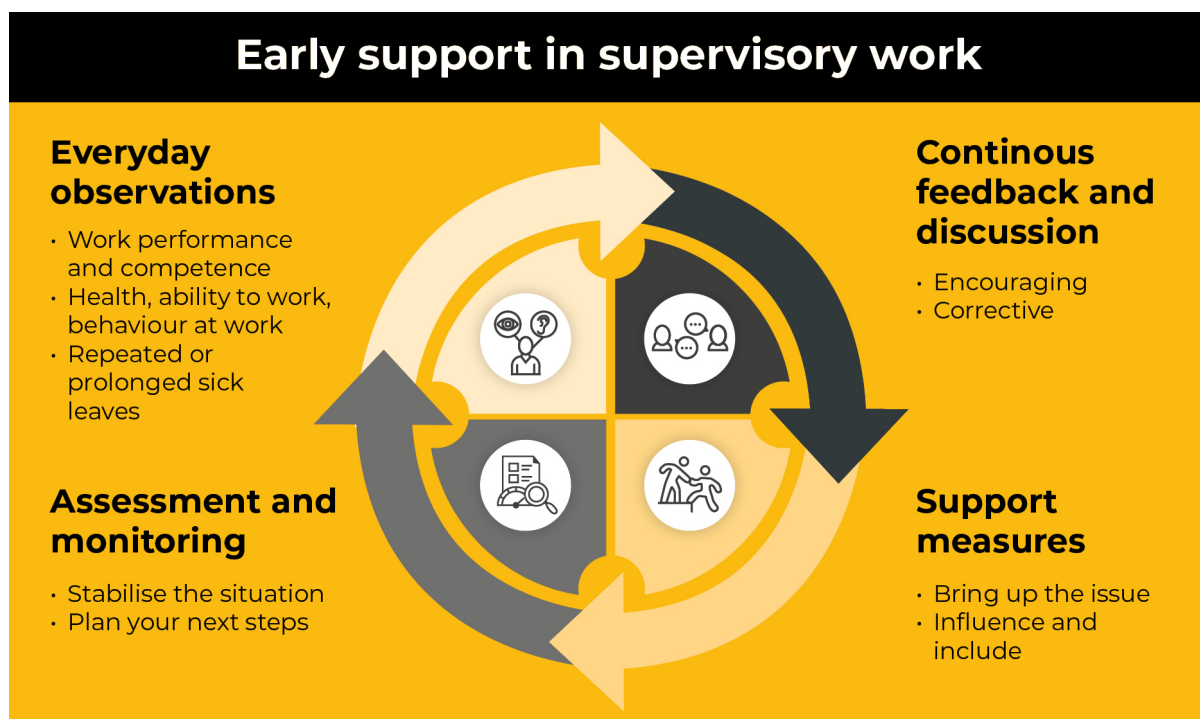
Company name:



Operating model for early support

Our company has an operating model for early support. Its purpose is to ensure that employees receive support from their supervisors for work-related issues and maintaining their work ability.

The preconditions for early support include continuous dialogue, encouragement, and corrective work-related feedback. These form an essential part of good supervisory work.



When does an employee need early support?

As a supervisor, it is your duty to follow the operating model for early support when you, your employee, or some other member of your work community becomes concerned about your employee's ability to perform their work.

The concern may be related to an employee's:

- work, work performance and competence
- health, ability to work, behaviour at work
- repeated or prolonged sick leaves.



The early support process in a nutshell:



1. Concern

You, your employee, or some other member of your work community becomes concerned about your employee's ability to perform their work, how their behaviour at work has changed, or how they have been on several or prolonged sick leaves.



2. Discussion

Bring up the issue with your employee. The employee can also talk about the situation themselves.



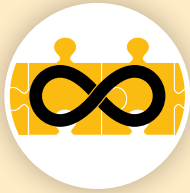
3. Solutions

Find solutions and agree on the necessary support measures with your employee. These can include increasing their competence, new work arrangements, and modifying and tailoring their work. Occupational health care can also be involved in the solution process.



4. Monitoring

Agree with your employee on how and when you will assess the situation next.



5. Support

If the situation is not resolved and the problems persist, discuss with your employee again about how you could resolve the situation. The employee may need other types of support to continue their work.

1. Concern

When you become concerned about someone, write down what you have observed in different work scenarios. Avoid making any interpretations about what could have caused these situations.

a. Concerns about a person's work, competence, or performance

Your observations may be related to a change from the norm. Examples:

- The quality of the work has deteriorated. The employee underperforms in their tasks.
- The employee is habitually late once a week, regularly, repeatedly, or always on a specific day.
- The employee is very forgetful or seems absent-minded.
- The employee can no longer perform their daily tasks in the usual way.

b. Concerns about a person's health, ability to work, or behaviour

Your observations may be related to a change from the norm. Examples:

- The employee does not react to or perform the tasks assigned to them.
- The employee behaves in a way that is contrary to agreed practices, rules, and instructions.
- The employee's behaviour or actions have changed. They have been irritable for a long time or express things in a negative way.

- The employee has had more conflicts with others than before.
- The employee's behaviour has weakened your work atmosphere or they withdraw from shared situations.
- The employee avoids using e.g. their right hand at work.
- The employee regularly brings up topics related to their health or situation in life, for example.
- There is suspicion of substance abuse, for example due to changes in the employee's general appearance, habits, or the state of their clothing. Act in accordance with the substance abuse programme, in cooperation with occupational health care (see more detailed instructions in the substance abuse programme).

c. Concerns about a person's repeated or prolonged sick leaves

The workplace has jointly agreed alarm thresholds for absences. If these are exceeded, arrange an early support discussion with the employee

The alarm thresholds for sick leaves are:

2. Discussion

Plan how and when you will bring up the issue with the employee. Use the template provided by the Centre for Occupational Safety as part of your planning process. You can also ask your supervisor or occupational health care for help with planning your discussion.

Reserve a calm space for the discussion and record your observations. Proceed step by step in the discussion and mark your findings in the early support discussion form (Appendix 1).

Use the template provided by the Centre for Occupational Safety (in Finnish).



Here are a few ways to share your observations with your employee:

"I noticed that you've arrived late at our morning meetings three times this week. I wish that you'd inform us if you're going to be late, since it affects the length of our meetings."

"I've noticed that you're more by yourself these days. I haven't seen you in the break room for weeks. Would you like to tell me what's behind this change?"

"I've noticed that, in the past month, the way you speak to Liisa has changed from before. You use very short sentences, and your tone is stricter and harsher than before. What kinds of issues are behind this change?"

"In the past few months, you've often expressed how tired you are."

"It seems like you're avoiding using your right hand when you work."

"You've been sick four times this autumn, just before the weekends."

3. Solutions

There are many options for resolving a situation. Some examples:

- reviewing operating methods, rules, and work methods
- orientations
- changes in working time arrangements
- job alterations

- ensuring support for work
- reviewing goals
- examining ergonomic conditions
- competence development
- addressing inappropriate workplace behavior.

You can also ask occupational health care to participate by arranging e.g. a work ability assessment or occupational health discussion that includes the employee, their supervisor, personnel administration, and occupational health care.

Other parties, such as the supervisor of another unit or a training provider, can also participate in the search for solutions. Record the agreed measures on the discussion form (Appendix 1).

4. Monitoring

The aim is to maintain the employee's ability to work and perform their tasks. Monitor and assess the functionality of the solutions and the adequacy of the support at jointly agreed intervals. Record the follow-up intervals on the discussion form (Appendix 1).

5. Support

If the support received by the employee does not seem sufficient, the situation will have to be resolved by other means. During the monitoring period, assess whether the employee's work needs to be permanently modified or tailored.

Your local employment services, educational institutions, occupational health care, or pension insurance company can also help resolve the situation. For more information about financial incentives for continuing at work, contact e.g. your occupational health care or pension company.

Sick leaves

When an employee falls ill, they must immediately call their supervisor or other designated person about their sick leave.

As a supervisor, you are responsible for recording all sick leaves in the monitoring system and reporting all absences to your company's payroll unit.

Select either A or B

A) An employee may be absent with the supervisor's permission for days.

B) The employee needs a sick leave certificate from the first day of their illness. They must deliver it to their supervisor and/or other designated person, who then stores the certificate in accordance with the company's confidentiality guidelines.

If the employee has a dependent under 10 years of age, they may be absent from work to organise the care of their sick child.

Our company has / has not an alternative duty work model in place for sick leaves. For more information, contact senior management or occupational health care.

Alarm thresholds

Our company has alarm thresholds in place for sick leaves, which are

When these alarm thresholds are exceeded, you as a supervisor must conduct an early support discussion with the employee in question.

Note! A sick leave certificate is a recommendation by a health care expert. If there are uncertainties about someone's ability to work, their employer may, for a justified reason, request another physician's assessment of their work ability. When an employee's treatment is provided in e.g. primary health care or specialised medical care, it is a good idea to refer the employee to a work ability assessment by occupational health care.



Responsibilities at the workplace

Responsibilities are based on labor legislation.

[More info from Finlex's website.](#)

The employer

- looks after the occupational safety and health of personnel
- appoints and guides responsible persons and describes operating models
- supports and guides all personnel and communicates about work ability-related support methods and early support practices
- manages and is responsible for working together with occupational health care and pension insurance companies
- monitors the adequacy of the measures taken and their effectiveness
- develops activities based on observations.



The employee

- works safely according to instructions and guidelines
- behaves appropriately towards others
- informs their supervisor of any work-related shortcomings, matters affecting safety, concerns they have about a colleague's actions or behaviour.





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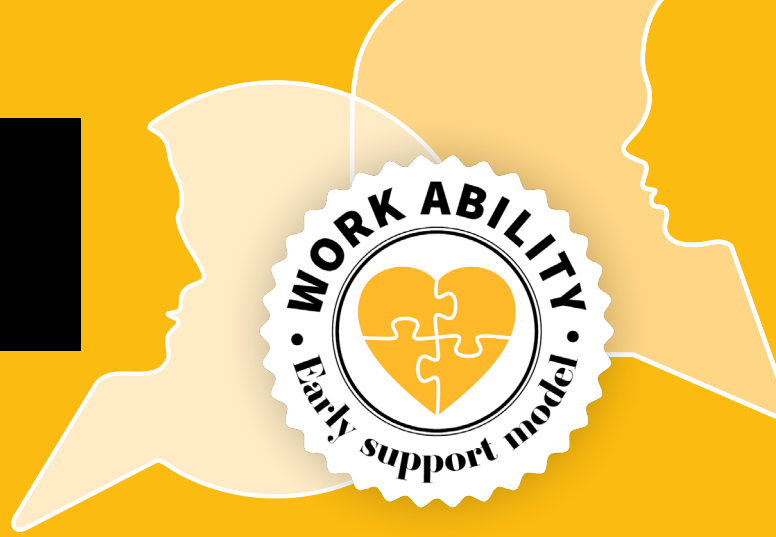
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Early support discussion form

Company name:



Appendix 1

The form is filled in by the supervisor. The discussion form is related to your workplace's early support model. Familiarize yourself with the model before the discussion.

Name of employee:

Name of supervisor:

Other participants:

Date of discussion:

The supervisor informs the employee of their key observations.

The employee is not performing their duties to the same level as before, or is not developing according to their goals.

The quality of the employee's work or their ability to cooperate has deteriorated.

The employee's colleagues are worried about the employee's ability to work.

The employee has been on sick leaves.

Other observations (for example changes to how things have been before).

Substance abuse suspicion.

Total days absent:

Period:

Discussion

The employee's view of the situation:

Jointly agreed desired result. "What helps in achieving the results? What is already working well?"

Does the work need to be tailored? : yes no

Improvements to working conditions and tools, acquiring assistive devices

Working time arrangements

Reorganisation of work tasks on a fixed-term or permanent basis

Alternative duties or reduced work

Continuing education

Mentoring or other arrangements that support on-the-job learning

Other arrangements supporting the results and performance at work

Support from occupational health care?: yes no

Agreed corrective measures, objectives and support:

Date for follow-up meeting:



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Yrityksen nimi / Company name:

Täydentävä liite / Complementary appendix

Tämä liite täydentää varhaisen tuen mallia. Kirjaa päivämäärä ja asia.
This appendix complements the early support model. Write the date and the matter.



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