



GOOD PRACTICE FINLAND ISS

Contact person (NCO)

Name and organisation

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General information about the MOGP

Name of organisation and short description

ISS Palvelut is the third largest private employer in Finland, and produces personnel support services for private companies and organisations, and for the public sector (security, catering, property, cleaning...). ISS employs about 12,000 people in Finland.

Contact person

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Information on the good practice 'ISS'

Aims

Most of the jobs carried out by the ISS organisation are physical work. Musculoskeletal problems have emerged as a particular challenge. The early support model has been in use since the early 2000s.



Long-term objectives for the model were defined along with related indicators: rate of absence due to sickness, number and frequency of absence due to accidents, personnel well-being, employment pension contribution categories and average retirement age. The aim is to keep the employees able to work and make their careers as long as possible.

Target group

The model applies to all employees.

Description

- Sick leaves are monitored: if the mutually agreed alarm limits are exceeded, the system transmits a “stimulus” to the supervisor to launch the first phase (supervisor – employee discussion). The discussion is registered in the system, and the documentation contains information on how to proceed. Stimulus for this first phase is low and in many cases this discussion is enough.
- If the discussion reveals that a work ability survey is necessary and has to be implemented, the supervisor prepares a referral for the assessment to the occupational health care services. After this, the occupational health nurse takes the matter forward towards a work ability discussion and work ability plan.
- The work ability plan is recorded in the system (e.g. customization of work tasks or working hours, rehabilitation, work experiments)
The information in the system is available for the management – supervisor – occupational health care services – HR administration – pension company – insurance company.
The system transmits “stimuli” to each party according to the defined alarm limits, and all parties have up-to-date information on the progress of the work ability plan and measures. With this system, used jointly by the different parties, the follow-up is considerably easier.
- Continuous monitoring of the situation (using the monitoring tool that was developed).

Why is it a good practice?

- The early support model is linked to the strategic activity of the organization via HR administration.
- The supervisor, employee, occupational health care services, work coach, HR manager, supervisor’s supervisor, occupational health and safety delegate are involved in implementing the model.
- The organization invests a lot in early prevention for example ergonomic guidance and service supervisors training to enable them to monitor and guide employees in daily work.



Results

Evaluation

The sick leave rate (non-accident related) decreased from 6.4% in 2007 to 5.2% in 2012. This resulted in annual savings of approximately EUR 7 millions. The pension contribution category has also gone down.

In addition, the average retirement age in the organization was 60 years in 2007 and 62.6 years in the year 2012.

The organization was rewarded for exemplary development of well-being at work, successful operating methods to promote the continued work and recruitment of those with partial work ability as well as determined activity to support the successful return of employees to work after sick leave, even long-term sick leave.

Incentives for success

The organization has a “work ability fund”. This fund pays 50% or 100% of the salary expenses to the work unit to support the employment of a person with partial work ability. The subsidy is for a fixed period.

The organization also uses a “carrot-and-stick system”, allocating part of the incapacity for work pension costs to the sectors where retirement is common. This aims to motivate the sectors / units to pay particular attention to prevention of retirement, coping at work and supporting return to work.

Barriers for success

The organization operates in different parts of Finland. In small locations, it can be difficult to tailor work to suit a person with partial work ability better or facilitate work experiments for them. When the criteria specified for work ability fund subsidies are not met, it is difficult for the units to find suitable work for a person with partial work ability and keep them employed.

