Mental health problems at the workplace:
Employer Support from the Norwegian Labour and Welfare Administration

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OECD Mental Health and Work Review.
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The support centres were established as a service for member enterprises in the IWA

19 Inclusive Workplace Support Centres (one in each county) established in 2002 with 500 advisors out of a total of 18,000 NAV employees.

57,000 cooperation agreements have been established.

56% of all employees are working for an IW-employer. More than 98% in publicly owned, about 36% of employees in private enterprises.
Activation and Labour Market Inclusion: Main strategies in Norway 2000-2012

- **Tripartite Cooperation on Inclusive Workplaces (IWA/IA)**
  1) Reduce sickness absence
  2) Increased employment of disabled
  3) Longer work participation among seniors (50+)

- **Public Employment & Welfare Administration reforms (“NAV”)**
  1) Merging the PES, the NIS and the Social assistance administration
  2) Develop and coordinate measures and working methods

- **Benefit reforms:**
  1) NIS Old Age
  2) NIS Disability
  3) Unified rehabilitation benefits and administration

- **Other Programmes:**
  1) Mental Health and Work strategy
  2) Job strategy for disabled youths
Some roles the NAV Inclusive Workplace and Support (IWS) Centres play

- Each enterprise has a dedicated adviser at NAV IWS Centre. The adviser is responsible for informing the enterprise of NAVs services (local and from the centre) and for the coordination of these services.

- IW-support centres support the enterprises at a system or organisational level:
  - General advice for preventing sick-leave
  - Tools and methods
  - NAV Measures

- The local NAV office is responsible for guidance in how to support the individual employees.
Employer support from the NAV IWS Centres

- “See you tomorrow” courses on how to cope with employees with mental health problems in the workplace.
- **Employer guides for disabled people** (including mental health) through the national job-in all centres strategy.
- **More individualised special service** in 7 of the centres: Employers advisors for mental health. This service focus is on guiding employers on facilitating for individuals in the workplace.
- The challenge is that this service is time-consuming.
- Individualised service will be implemented in the rest of the centres.
Measures for the NAV IWS Centres linked to work and mental health - and people with disabilities

“See you tomorrow!” Courses for leaders and union representatives.
How to cope with employees with mental health problems in the workplace.

Employer Adviser
A trained expert in mental health and work issues.
Assistance and guidance to employers.

Jobs strategy
Boosting employment among (young) people with disabilities.
A reinforcement of the second goal of the IW-agreement

- Workplace support coaches
- Competence program
How to create safety and headroom for those who struggle?

Address measures towards *all* in the business in order to reach the *few*

- **Facilitating return to work, inclusion and prevent exclusion**
  - **Target group:** Individuals who have absences, are sick and people who have been long time outside the workforce

- **Prevent absenteeism / sick leave and exclusion**
  - **Target group:** Those who are at the risk of becoming sick

- **Promoting good mental health**
  - **Target group:** All in the business
The “workplace modell”

Healthcare

Diagnoses
- Depression
- Anxiety
- Addiction
- Bipolar disorder
- Burnout syndrom
...

At the workplace

Change in work performance
- Concentration - recklessly
- Productive – poor completion
- Prioritize – disorganized
- Social – isolation
- In time – to late

... and behavior
- Unacceptable behavior
- Recurrent mood swings
- Poor hygiene
- Frequent absences
- Other changes...

Measures

Treatment

The good conversation, adaption, Cooperation, HSS- work
Some challenges

- The link between the IWS-center and the NAV office is unclear. Few clear rules for cooperation.
- Service from the Employer advisor is time-consuming.
- The effect the measures from IWS-centers is difficult to measure.
- The cooperation with the education system?