



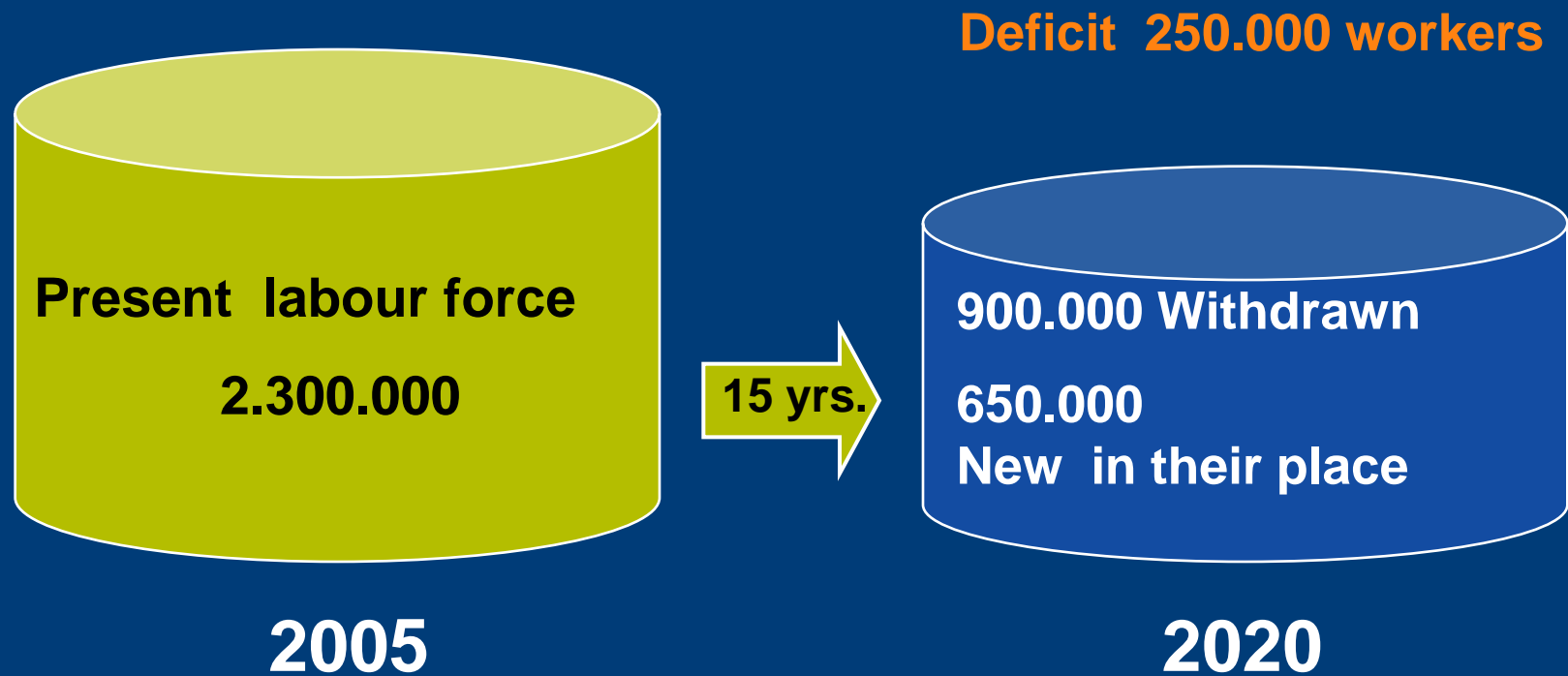
**Finnish Institute of
Occupational Health**

Partner presentation of national results: Finland

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**ELDERS training session
Vienna, 18 October 2010
From 9.00 to 15.00**

Finnish labour force and knowhow is diminishing



Source: Central Statistical Office of Finland, Demographic statistics, Population forecast

National report: conclusions 1/3

- In Finland, research, development and other activities have been conducted to find reasons for early retirement and solutions to support job retention.
- There have been several national Finnish programs to support employees' well-being by maintaining and promoting their work ability and thus making it possible for them to be actively involved in the work life. The challenge of ageing was already addressed at the end of 1990's. Finland has thus been pioneer in the field of supporting work ability of the aged employees.
- Government policy programmes on health promotion and employment, entrepreneurship and work life have included some issues of Age Management in their agendas but it has not been a major theme of these programmes. This issue has been focal among practitioners and therefore strong political commitment has not been needed.

National report: conclusions 2/3

- The revision of the Finnish earnings-related pension system in 2005 may have affected willingness of elderly people to continue working until they reach the retirement age. The revision primarily aimed at generating savings when people retire at older ages.
- The Finnish labour market parties decided year 2005 to implement law of "change security" for events of organizational restructuring. The aim was to promote reemployment of redundant employees. The law includes paid leave for redundant employees in order to search for a new job, more efficient information from the employer, re-employment promoting plan for the personnel and a personal reemployment plan which is made in local employment office. Nearly all employees who have a work history of three years are entitled to change security. Information about the law and its implementation has first reached bigger companies.

National report: conclusions 3/3

- A major reason why aging employees in Finland quit working in restructuring situations is the so called "unemployment pension tube". Employers can make a deal with older employees where they first get higher level earnings related unemployment benefit and then unemployment pension and finally regular pension.
- It seems that consequences of the recent restructuring have been minor for those elderly Finnish workers who are still working. The findings of the Work and Health survey 2009 showed that elderly workers, like workers in general, were quite or very satisfied with their work, and it seems that people of different ages are mostly treated equally at the workplace.
- Even though a lot has been done in Finland to support job retention, prolonging work career is still a focal issue. For example, in beginning of 2009 the Finnish Government and Labour market parties agreed that their shared goal is to prolong Finns working careers with three years before 2025.

Risks of disability and marginalization during work life transitions

Primary skills

Vocational studies

Work life

Seniority

Individual

Meaning of work

Depression

Disability

Social skills

Burnout

Job changes,
retention at work

Motivation to study

Re-employment

Socialization
to organization

notice

Overload

Career choice

Low quality jobs

Unemployment

Unstable employment

Work life skills

Support at work

Adult support

Environment

Coping in work transitions – are there enough resources?

- People strive to success and well-being
 - People aspire to increasing positive feedback from their environment by maintaining resources:
 1. personal characteristics, like career and life control
 2. social circumstances, such as good career status or family

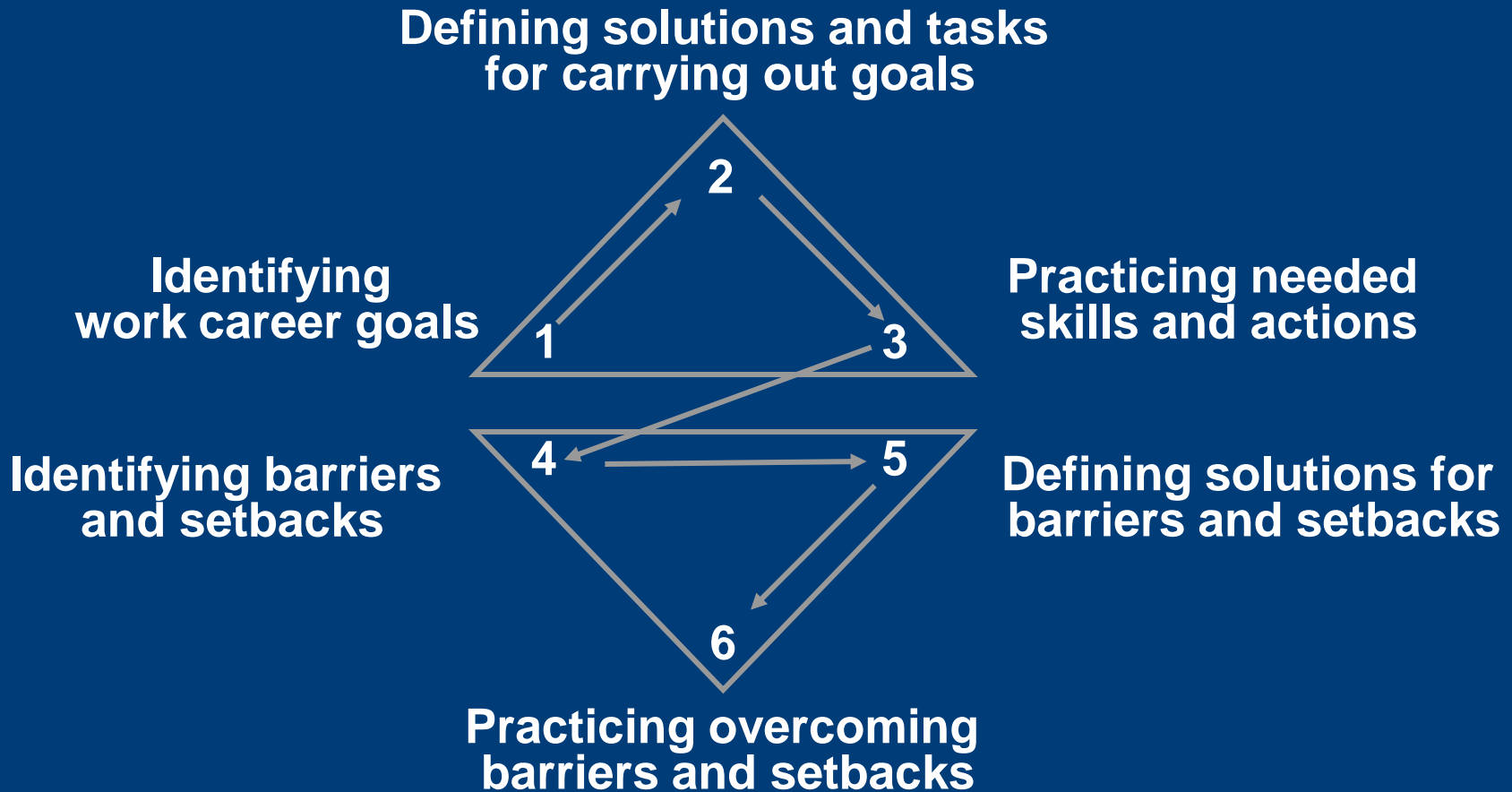
The role of personal characteristics, such as resilience and perceived career control as resources is emphasised during career transitions when the social environment is changing. This affects employee's possibilities to maintain proactive approach to her/his career and life management.

(Bandura: Social Learning Theory; Hobfoll: Conservation of Resources Theory)

Employees' proactivity and resilience in work transitions can be enhanced

- Employees' readiness for new behaviors can be enhanced by strengthening their perceived self-efficacies (Ajzen; Bandura).
- Providing employees also with the ability to anticipate and cope with setbacks leads to inoculation against setbacks. This process motivates to continue challenging behavior (Meichenbaum).
- Strengthening self-efficacies and inoculation against setbacks during career transitions (= preparedness for career transitions) results in beneficial effects on employees's work career and health (Sweeny et al., 2006; Vuori & Vinokur, 2005).

Strengthening preparedness – learning career skills and inoculation against setbacks (Vinokur, 1996; Vuori & Vinokur, 2005)



Workplaces as resource-building arenas

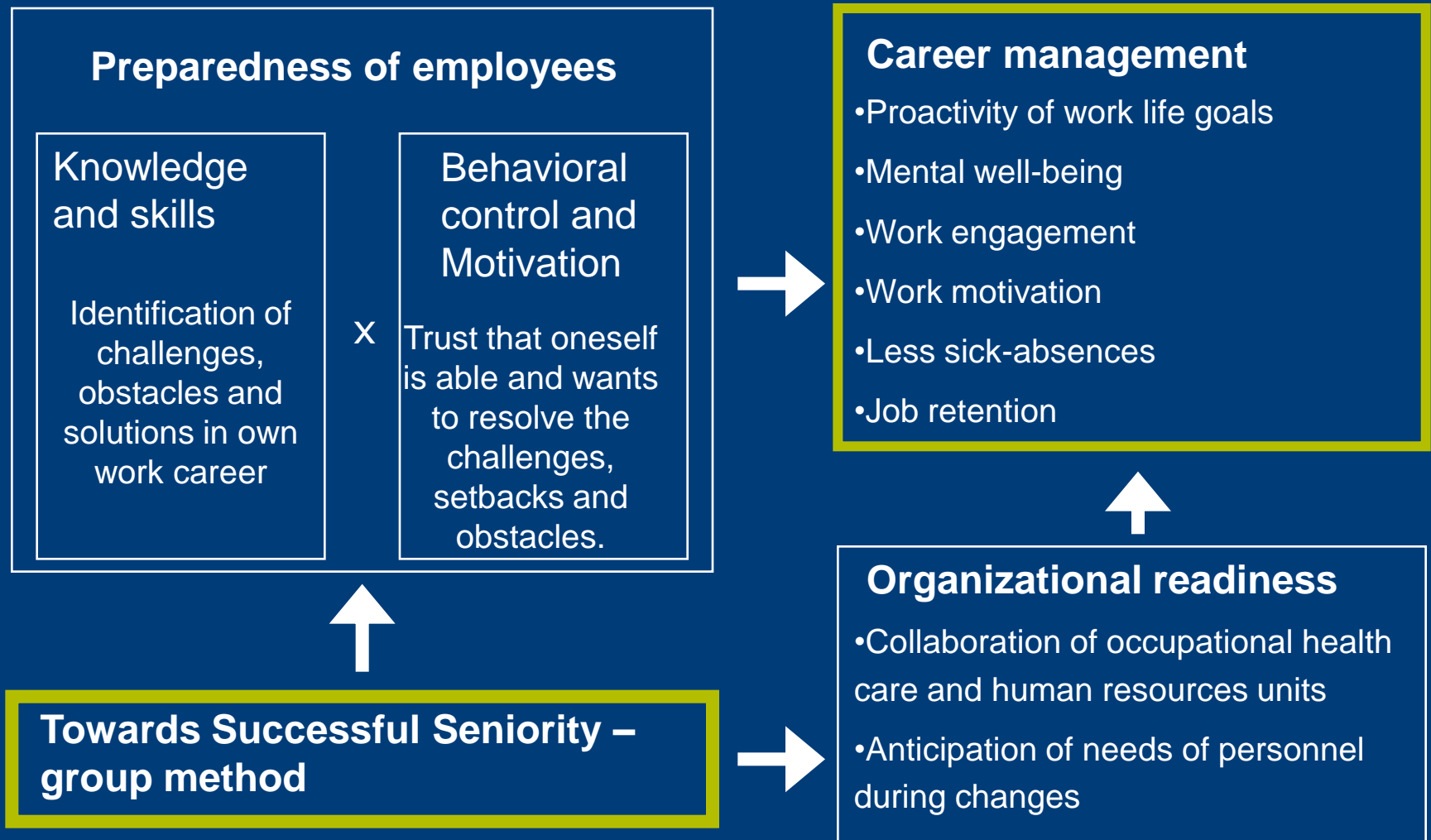
- A variety of interventions have been developed for reducing the negative effects of job stress.
 - typically, they have been either more specific, individual-focused activities aiming at alleviating the consequences of job stress
 - or broader, organization-focused actions intended to remove the sources of stress through changes in physical or psychosocial work environments,
 - or a combination of the two.
- The role of workplaces as resource-building arenas for career management, mental health and engagement have been studied less.

Towards Successful Seniority (TSS) method: trainer's manual and participant's workbook

- Preventing employees' work-related mental health problems and promoting their career management in changing organizations.
- Implementation inside organizations: a tool for collaboration between OHS and HR.
- Connects the goals of early prevention, work ability maintenance and personnel training.



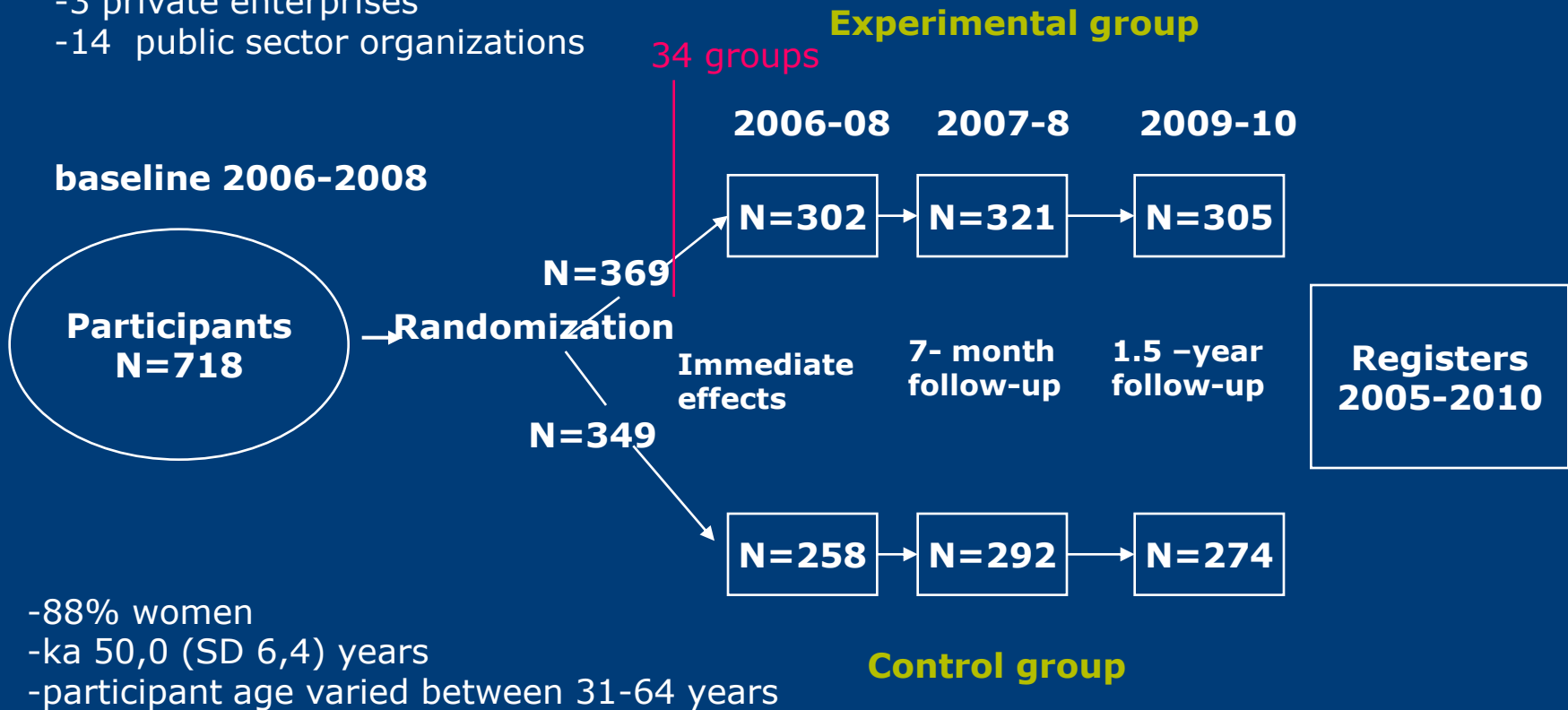
TSS in changing work organizations



Intervention study between 2006 and 2010

17 participating organizations

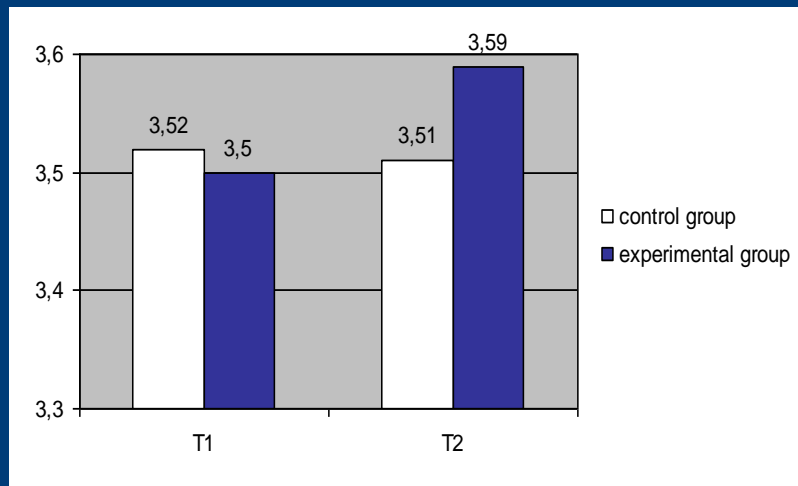
- 3 private enterprises
- 14 public sector organizations



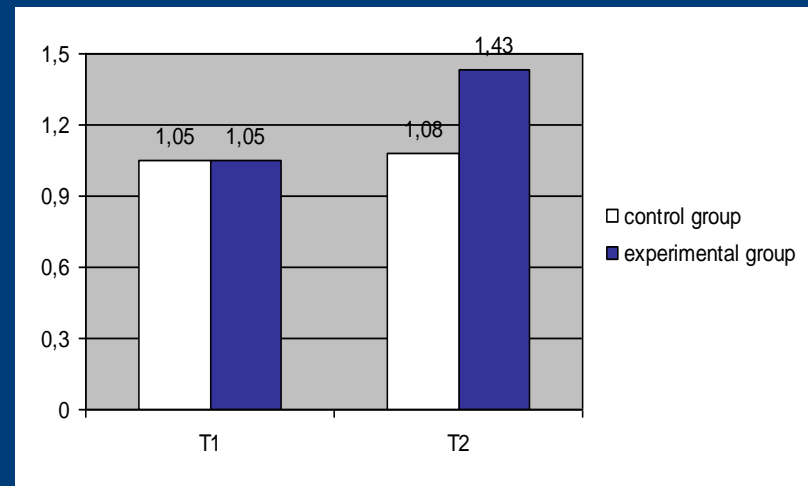
- 88% women
- ka 50,0 (SD 6,4) years
- participant age varied between 31-64 years

Proximal effects of the TSS intervention

**Increased very significantly
career management
preparedness**



**Increased very significantly
number of work goals**



(F(1, 558) = 12.3; p < 0.001)

(F(1, 547) = 23.1; p < 0.001)

Further analyses demonstrated that this increase in career management preparedness caused the found long-term effects of the intervention

Main effects of the intervention and interactions with risk of depression and age at 7-month follow-up

Main effects of the intervention:

- decreased symptoms of depression ($F(1,595)=5.65^*$)
- decreased intentions to retire ($F(1,588)=5.45^*$)
- increased mental resources (subscale of work ability) ($F(1,587)=4.66^*$)

Participants in risk of depression benefited most regarding:

- decrease in symptoms of depression ($F(1,595)=9.18^{**}$)
- increase in mental resources (subscale of work ability) ($F(1,587)=6.65^{**}$)

Younger participants benefited most regarding:

- decreased symptoms of depression ($F(1,594)=5.10^*$)
- decreased exhaustion ($F(1,594)=4.55^*$)
- increased mental resources (subscale of work ability) ($F(1,589)=3.99^*$)

Older participants benefited most regarding:

- decreased intention to retire ($F(1,587)=4.07^*$)

Agepower: Age management starting points

- individual: developing own resources
- work community: joining resources and making most of resources of varying age groups
- communality and tolerance of differences
- common goal, tasks and values connect
- Connecting resources of varying ages supports individual's work capacity and organisational productivity.
- Every work community member plays an important and meaningful role in realizing operational entities.

Conclusions and recommendations

- It is widely acknowledged in Finland that communication, appreciation and cooperation between all parties during the organizational restructuring process are key elements of a successful change.
- It is important that also the society offers support for employees going through restructuring (change security). To improve the current system it is important to evaluate its implementation and effectiveness in current, changing work life.
- Organisations should remember that the way they treat elderly workers now, will affect the way young workers see them as a potential employers and also transfer of the valuable know-how of elderly employees to younger workers.
- OHS and other parties should evaluate their capabilities and preparedness for organizational restructuring of their customers.
- It is feasible to strengthen employees' career management, proactive approach and resilience during work life transitions and in work organizations. This has significant long-term beneficial effects on employees' careers and mental health.