

# Inclusive Workplace Support Centres

ONE-STOP SHOPS PROVIDING SERVICES TO SELECTED EMPLOYERS (EMPLOYERS WHO HAVE ENTERED INTO A COOPERATION AGREEMENT FOR A MORE INCLUSIVE WORKING LIFE) BY INDIVIDUAL CONTACT PERSONS, IN ORDER TO IMPROVE THE WORKING ENVIRONMENT, PREVENT AND REDUCE SICK LEAVE AND PREVENT EXCLUSION AND WITHDRAWAL FROM WORKING LIFE

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## NORWAY

The practice addresses general societal challenges such as the high level of sick leave, vulnerable groups in the labour market, and recruitment challenges for employers. Early intervention, a targeted approach and individual contact persons for employers are the key success factors.

Name of the PES	Norwegian Labour and Welfare Administration (NAV)
Scope of measure (a pilot project or a national reform)	National reform
When was the practice implemented?	Since 2001, ongoing. The agreement has been renewed every four years by partners at central level.
What was the driver for introducing the practice? Was it internal or external?	External drivers included the following: <ul style="list-style-type: none"> <li>▶ the labour market <ul style="list-style-type: none"> <li>- need for labour force</li> <li>- increased need for labour immigration</li> </ul> </li> <li>▶ increased amount of individuals not included in the labour force <ul style="list-style-type: none"> <li>- increased number of citizens on permanent social benefits, including sickness benefit</li> </ul> </li> <li>▶ increased public expenses</li> <li>▶ demographic development, ageing population</li> </ul>
Which organisation was involved in its implementation?	National labour market authorities, social partners i.e. employers and employees' organisations.
Which groups were targeted by the practice?	The target is the work place – employers, safety delegates and trade union representatives cooperate to reduce sick leave, and prevent exclusion and withdrawal from working life.
What were the practice's main objectives?	To provide the work place (mainly managerial level) with sufficient support, to increase their skills and assist their work so as to achieve the main goals of the agreement, i.e. to create a more inclusive workplace.
What activities were carried out?	In order to facilitate cooperation agreements with enterprises the PES carries out the following: <ul style="list-style-type: none"> <li>▶ allocates contact persons at the NAV for the enterprises</li> <li>▶ training for relevant personnel in enterprise</li> <li>▶ provides information and follow up activities agreed with the work place, including recruitment assistance</li> <li>▶ develops action plans for each individual enterprise</li> <li>▶ designs specific activities for inclusive workplaces (IW) which are supported by 'prevention and facilitation subsidies' from NAV</li> <li>▶ provides assistance in individual and complex cases</li> <li>▶ collaborates with the enterprise's health service and inspection authorities</li> </ul>
What resources and other relevant organisational aspects were involved?	IW agreement carried out in NAV through the establishment of separate IW centres, one in each county (19). Personnel in centres are specialists in approaching employers, have a high level of knowledge about the (local) labour market, and hold skills in process management.

What were the source(s) of funding?	National budget
What were the outputs of the practice: people reached and products?	<ul style="list-style-type: none"> <li>▶ General understanding throughout working life that early prevention of long-term sick leave is key to retaining people within the work force.</li> <li>▶ Enforced tripartite cooperation in working life.</li> <li>▶ Improved relationships with both employers and social partners.</li> <li>▶ Increased satisfaction with NAV amongst employers.</li> </ul>
What outcomes have been identified?	<ul style="list-style-type: none"> <li>▶ A general reduction in sick leave on a national basis (11.5 % reduction compared to 2001); however, it is unclear whether this can be attributed to the IW centres approach alone.</li> <li>▶ Higher proportion of partial sick leave (rather than full-time sick leave) amongst employees.</li> </ul>
What are the lessons learnt and success factors?	<ul style="list-style-type: none"> <li>▶ Need for good internal cooperation between local offices and IW centres.</li> <li>▶ Need for better coordination of services towards employers.</li> <li>▶ Early intervention and a targeted approach as well as individual contact persons for employers.</li> </ul>



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