

Questions guide

This questions guide has been divided into a number of areas. Each area includes several question ideas. It aims to help managers and staff to work together and create the best possible basis for continuing discussions about potential workplace adaptations.

The guide contains questions on all areas included in the model. Four areas are work-related, and one refers to life outside of the work context. Work through each area and use the suggested questions if necessary. It is a good idea to use the guide as soon as possible after ill health has been detected. This is to prevent sick leave, however it can also be used in connection with sick leave.

The guide can also be used during regular development discussions to notice early warning signs. The questions need to be tailored to the situation. Supporting documentation from the dialogue can be created for both the manager and their staff, which can then form the basis for the action plan.

During the dialogue issues that do not just affect the individual may be raised. For example, unclear procedures that affect others. It may then be necessary to take general measures.

0	Introduction	Suggested questions:	Supporting notes
	<p>It could be a good idea to begin with the general, perhaps vague thoughts. If you know of the expectations and any apprehensions, you can adapt the dialogue accordingly. This makes it easier for you both to engage in a positive discussion.</p>	<p>What do you expect from this dialogue?</p> <p>What apprehensions do you have?</p>	
1	Work environment	Suggested questions:	Supporting notes
	<p>These are general questions about the overall work environment. They include the physical, organisational and social work environment.</p> <p>Try to develop the discussion around the environment in focus. This also includes thoughts about security and openness in the workplace. The next question addresses work tasks.</p>	<p>Do you feel that your difficulties/sick leave has been caused by your work? Share your understanding of the situation.</p> <p>What support do you feel you receive from your colleagues?</p> <p>What are your thoughts on your workplace culture?</p>	

2	Work tasks	Suggested questions:	Supporting notes
	<p>This section addresses work tasks. It may touch upon the work balance, i.e. whether the employee has the resources and support they need to cope with work-related requirements. These requirements may include workload, level of difficulty, deadlines, physical and social conditions. Requirements may be cognitive, emotional and physical.</p> <p>Resources may include work methods and equipment, skills and staffing, clear and reasonable objectives, feedback on work efforts, ability to take control of the work, social support from managers and colleagues, and the possibility to recuperate.</p> <p>It is also important that the employee is aware of their tasks, how they are to be performed, the expected results, what is to be prioritised and who can provide support.</p> <p>Discussions can also touch on the ability to recuperate (pauses, breaks, reflection) during the working day and between shifts.</p>	<p>How do you find the balance between the requirements and resources at work?</p> <p>How do you feel about the clarity around your work tasks and their content?</p> <p>What do you think about the ability to recuperate during the working day?</p>	

	<p>The point here is to discuss the more specific work tasks where there may be problems. This is to later be able to facilitate finding adaptations if they are necessary.</p>	<p>Based on the work you do today, which tasks do you feel you can perform well?</p> <p>Which tasks are you confident with? Can you tell me about them?</p> <p>Are there tasks you find difficult to complete or do you avoid them? Can you tell me about them?</p>	
	<p>This area aims to discuss sustainable boundaries with the work tasks, and boundaries between work and leisure time.</p> <p>Flexible working where a person may have many opportunities to work from home, or at times they decide can increase the risk of working without limitation and causing ill health. At the same time, it can provide a freedom with a positive impact on health.</p> <p>Also talk about what goes on in the workplace regarding availability. This refers to how often and how quickly a person is expected to respond to emails and text messages, for example. Do you send work-related messages to each other outside of working hours? This can blur the boundary between work and leisure time.</p>	<p>How do you find the ability to set boundaries and flexibility of your work tasks?</p> <p>How do you find the division between work and leisure time? Share your thoughts with me.</p>	

3	Employer	Suggested questions:	Supporting notes
	<p>This area aims to raise all matters related to the feeling of being supported at work, including the opinion of communication with managers.</p>	<p>What support do you feel you receive from me in my role as manager?</p> <p>What support would you like from me?</p> <p>How do you feel about talking to me if you need help or support?</p>	
4	Staff	Suggested questions:	Supporting notes
	<p>This area is about involving the employee in the solution and being sensitive to their suggestions. This creates greater commitment and motivation towards the adaptations that may need to be made later on.</p> <p>Encourage the employee to put things into words and remind them that this is a way to elicit more thoughts and suggestions. This is no final measure.</p>	<p>What suggestions do you have about any adaptations or for your return to work?</p> <p>What would you need to be able to carry out your tasks?</p> <p>What do you think would help you the most?</p>	

5	Outside of work	Suggested questions:	Supporting notes
	<p>It can feel difficult to talk about things that are not work-related; it is important to respect the fact your employee may not want to discuss certain issues.</p> <p>At the same time, being able to see the overall picture makes a difference, so try as much as possible to have an open and truthful discussion. It may involve lifestyle habits, life balance, close relationships, things beyond the employer's control. However, there may be work adaptations that may make it easier for the employee to conduct their work.</p>	<p>Do you feel that your difficulties or your sick leave are the result of something outside of work? Share your thoughts.</p>	
	<p>Try to pick up on the good lifestyle habits that work. Encourage the employee to prioritise and keep up with healthy lifestyle habits such as diet and exercise.</p> <p>Find out how you, in your role as manager, can provide positive support in with maintaining or changing these habits in a way that benefits health.</p>	<p>What about your lifestyle habits? Do you want to tell me about them?</p> <p>What elements work well, and you would like to keep up with?</p> <p>What challenges do you face?</p> <p>How can I support you in my role as manager?</p>	

	<p>Balance is also important in a person’s private life. There may be especially challenging periods in life where it is difficult to keep everyday life running smoothly.</p> <p>Look at the possibilities for having time to yourself, rest and recuperation as well as activities and socialising.</p>	<p>How do you feel about the balance in your private life?</p> <p>What reinvigorates you?</p>	
	<p>Before asking these questions, it may make things easier if you are prepared about how you will need to act if somebody is at risk, and where you can turn for more support. As a manager, you can show consideration by asking the questions with respect for the employee’s privacy. By daring to ask questions you can reduce stigmatisation and make it easier for the person at risk to dare to speak out and access support.</p> <p>Being the victim of threats or violence affects an employee’s work ability, their health, and their life in general. This may be domestic violence but the violence and/or threats may be happening at work.</p>	<p>What support do you have from those close to you – how secure do you feel?</p> <p>Is there anything at work that leaves you at risk of being put under pressure?</p> <p>Do you ever feel afraid? At work? In other situations?</p>	