

# Personnel report

2019



Helsinki

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Helsinki

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# For the reader

Our work is guided by a strong value base and great social capital. We include people and share information, and our operations are transparent.

**At the time of this report's compilation,** I have been working for the City of Helsinki for eight months. It has been a pleasure to see how eagerly our staff develops their own work and the city's operations. Our commitment to work is strong because we do meaningful work for the city residents.

We do amazing things here in the Finnish capital city, and we are proud to share them with others. I believe that our image as an employer is not true to how important this work is and how meaningful we consider our duties. Our shared challenge is to make our wonderful customer meetings and work successes more visible. This would also reinforce the City of Helsinki's image as an employer and would help us secure the availability of labour. We cannot leave any stone unturned in the fields suffering from the shortage of labour, if we wish to secure effective services. We will also need to create employment paths from educational institutes and institutes of higher education to working life, as this helps us secure the availability of labour also in the future. We will develop our recruitment channels even more systematically while also taking a stand for increasing the number of necessary student places. We are also looking for and testing new ways of hiring people who do not speak Finnish.

**We have** just introduced success discussions that help us reinforce leadership with a coaching approach and enable the staff's success in their work. For the staff, this coaching leadership means self-management and self-guided actions. This only succeeds if everyone knows what is expected of them in their work. Clear goals, on the other hand, demand good management by the immediate supervisors. Therefore, we want to pay special attention to leadership and renewing our operational culture. The divisions have each developed leadership based on their own needs, and now we will compile all the elements of good leadership together to create the shared leadership framework of the City of Helsinki.

**Our renewed ethical principles** were completed towards the end of last year. These principles put into words our operational culture and the way we wish to face the city residents and each other as colleagues. These will be our cornerstones for developing our operational culture and leadership further. The ethical principles will be discussed in all work communities and they will be applied to the operational methods and practices.





Even based on my short experience, I can say that our work is guided by a strong value base and great social capital. We include people and share information, and our operations are transparent. However, we need to keep reinforcing our operational culture, where we discuss things, bring up issues and act if there are deviations from the shared practices.

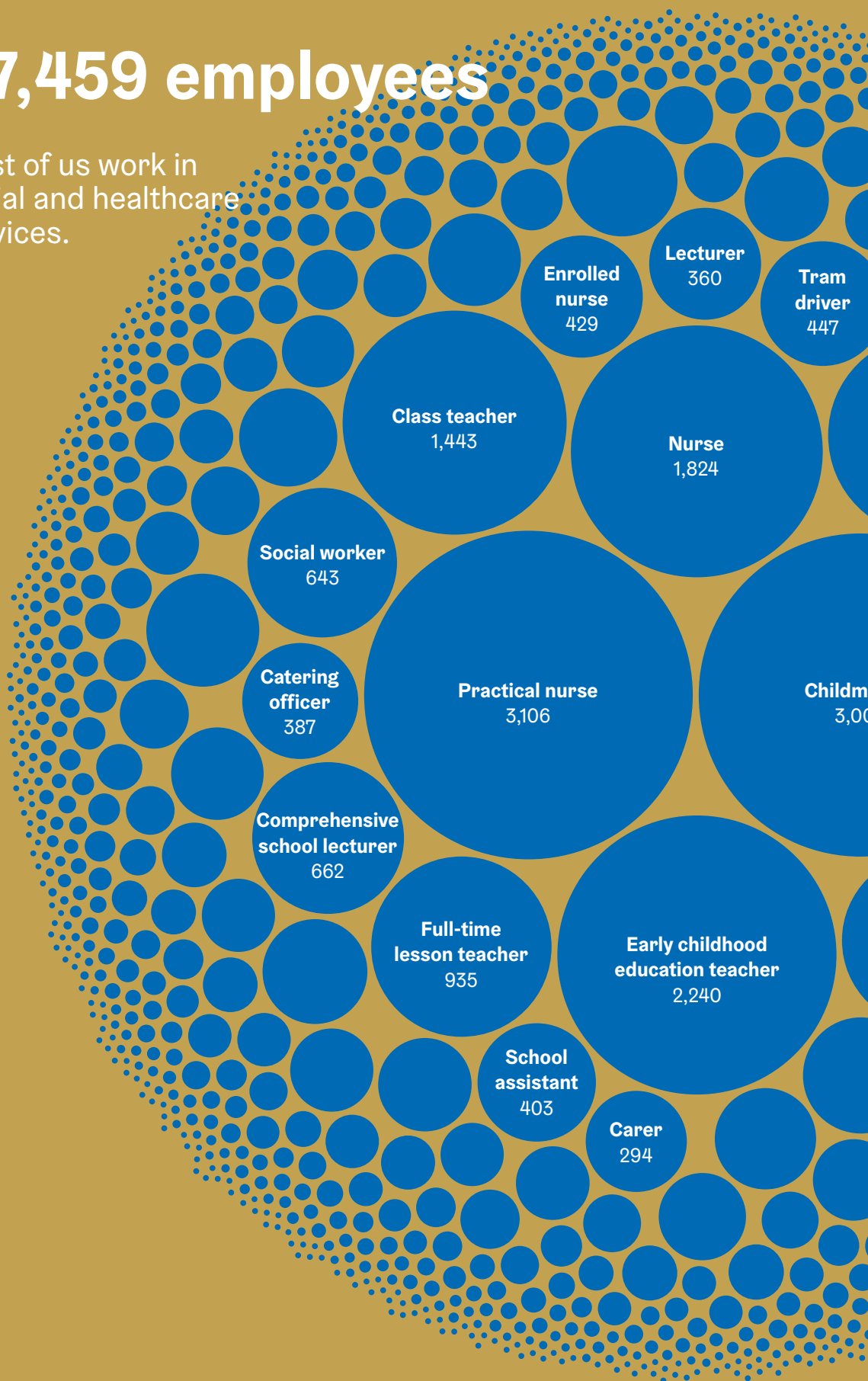
**Building the world's most functional city** requires working closely together with the different city operators. Our work culture has developed in accordance with the management system reform carried out two years ago and according to our current strategy. Cooperation became easier when the different organisations merged into their own divisions. Next, we will see how these different divisions can work together on the level of the whole city.

Our objective is that our services work seamlessly, regardless of whether they are offered to the residents, tourists or business life. Together, we have all the possibilities to achieve our goals.

**Nina Gros**  
Chief People Officer

# 37,459 employees

Most of us work in social and healthcare services.





**Instructor**  
1,177

**Social  
instructor**  
702

**Catering  
worker**  
382

**Lesson teacher**  
631

**Public health  
nurse**  
877



## Creative work at a daycare centre

**Julia Kronlund** started working in the Swedish-speaking Sesam daycare centre in 2016. She is an early childhood education teacher, and she enjoys her work.

“I chose this field because the work is multifaceted and I get to work with children.”

Activities with the children have many different themes. The days are filled quickly with plenty of exercise, music and other arts. Regardless of the theme, the staff will keep in mind the strategies and goals of early childhood education. These include such matters as learning social skills. An old but true saying states that the most important skills in life are learned at daycare.

Kronlund’s work also includes planning, which means that a part of her work takes place behind a desk.

“Work at a daycare centre isn’t a rigid routine. You can include your own interests and be creative. Our staff members are a great group of happy and active people.

Still, the children’s joy of learning is probably the best part of this work. It’s very concrete, and they give all feedback directly without any filters.”

RECRUITMENT

**More  
highly  
competent  
colleagues**



## We will prepare even more systematically for finding competent personnel also in the future.

A responsible, ethical and sustainable HR policy is an important goal that steers the city's HR work. Its implementation requires extensive commitment and cooperation. The meaning of working together becomes even more highlighted when we implement several simultaneous renewals in our organisation.

We conducted a survey of the fields with a labour shortage last summer and reviewed the measures that are needed for securing the availability of competent staff. In this survey, each division and public enterprise identified the most critical assignments where service production will suffer if the availability of labour decreases.

### New support unit

The HR department of the City Executive Office is preparing for an organisational change where one of the goals is to support the availability of competent personnel. The Availability of Personnel unit started its operations in the beginning of 2020. The unit coordinates operations with the goal of promoting measures that support the availability of personnel.

### Finding out personnel risks

Our goal is to predict the risks of our operations and plan measures that help us prevent

these risks or decrease their probability. In the city's risk review, we identified that the significant personnel risks are the availability and competence of staff and securing the key assignments during emergency conditions.

We added resources for promoting the availability of personnel, improved employer marketing and made our intern cooperation more effective. We also helped promote the number of student places in educational institutes on a national level.

To ensure the competence of our personnel, we will introduce a system for measuring coaching management work, which will help us target the measures where necessary. We monitor the action programme of key assignment management annually.

### Good start from an orientation fair

**Saara Pietinen** started as the student counsellor of Helsingin kielilukio in August. A few weeks after her first workday, the Education Division held an orientation day for new teachers and employees based on an idea of a professional trade fair. During the event, teachers that had started working for the city were able to network and learn more about the city as their employer.

"The orientation fair was a well-organised event. In my work, I only see one school, mine, but the fair allowed me to learn about the background organisation, which is the entire city," Pietinen says.

During the day, she learned useful information about the projects in her field, occupational well-being, occupational health and safety and the available exercise services for the personnel.



Student counsellor Saara Pietinen thinks that the best part of her work is when she is able to support the young people in succeeding in their studies and making further plans.





Pietinen believes that a new workplace always requires some orientation. A large part of this happens through the work itself. In Kielilukio, the student counsellors work in pairs, and the work partner is a great support in learning about the work and the work community.

HR specialist **Aija Korttesmaa** from the Education Division says that the orientation fair gave the city's administrative personnel the chance to orientate new employees. There were nearly thirty exhibitors, and the pedagogical workshops offered possibilities to learn more about a variety of subjects, such as phenomenon-based learning.

People coming to work for the city are not always a uniform group. They may come from very different backgrounds, and some teachers may have a long career behind them while others come directly from school.

"The participants got to pick and choose an orientation package that suited them best."

The fair became such a popular event that it was decided to be continued.

Special Planning Officer **Hanna Juvansuu** says that the personnel has been reminded about the orientation of a new employee: this is something that matters to the whole work community.

"Orientation always takes its time, and no one can be expected to learn all the things right away."

The Education Division has recorded a video called *First year with the Education Division* (Eka vuosi Kaskossa). The newcomers also have well-being groups and they have been offered instruction in matters such as ergonomics and the prevention of psychosocial stress. They also have the support of a chat service maintained by the occupational healthcare services.

The young employees have also considered peer mentoring as an important measure..

## Persons liable for non-military service

The city employed 58 people liable for non-military service during the year. The number has remained on the same level as in previous years (2017: 58, 2018: 57).



people liable for non-military service worked in customer service and logistics duties in the Culture and Leisure Division.



# Proposals for securing the availability of labour

The proposals were compiled from a survey submitted to the divisions and public enterprises in the summer.

- developing the competitiveness of wages and salaries
- increasing student places and the versatility of training paths
- developing cooperation with universities
- developing recruitment from the perspective of applicants' experiences
- various campaigns, strengthening recruitment marketing and communications
- reviewing the personnel structure and updating job descriptions for current purposes
- flexible working time arrangements and company housing
- user-friendly HR systems
- valuing professional competence vs. formal qualifications
- reviewing language requirements
- utilising technology and promoting internal mobility.



# New shared recruitment methods

**We will renew our recruitment process to increase its quality further and make the methods more cohesive. Recruitment will be even more systematic.**

We introduced a new recruitment system during the ‘first wave’ of our HR information system project. One of the central goals was to improve the experiences of applicants, and a system that supports both mobile devices and traditional laptops was one way of achieving this quality.

However, more than the system, it’s all about a new way of recruiting people. We want to add a great deal of quality to the recruitment process with this renewal and ensure as cohesive operational methods as possible: The City of Helsinki’s own recruitment process.

Before, supervisors have been involved in the different stages of the recruitment process in many various ways: the recruitment has been scheduled, or it has not, the way of documenting the different stages into the system varies and communications with the applicants have been irregular. This diversity of methods has led to uneven quality, for example. We started this renewal because we wanted to ensure as cohesive ways of using the system and managing the recruitment process as possible.

## **A plan to support the supervisor**

Compiling a recruitment plan is an example of the new stages of the recruitment process. Careful planning and scheduling of the recruitment process during its early stages helps the supervisor manage the process, but the applicant can also see the advantages. A systematic approach ensures that we can stick to the schedule and know what we are looking for. The new system will also facilitate communications with the applicants. Our starting point for reinforcing applicant communications is that we will manage all application processes and applicants with respect, cohesively and fairly until the end of the process.

A well-managed recruitment process generates more than just our employer image, it generates the experience of the city as an employer. That is why our recruitment method matters.

## **A new site to support recruitment**

We updated our [helsinkirekry.fi](https://helsinkirekry.fi) employer site to better reflect the city’s brand with regard to its appearance and tone. Access to the city’s job vacancies is now effortless, and, thanks to the renewed search interface, our job advertisements now also have a clearer and more interesting look than before.

The site also has information about our comprehensive staff benefits and general information about the city as an employer. The site also offers access to the employer sites of the city’s different divisions and public enterprises, which offer more detailed information about work and internship opportunities in different fields.

The new site also offers answers to the question of why you should apply for the city's jobs.

### Predictive employer marketing

Every year, we are involved in dozens of professional and recruitment events, and our employer marketing campaigns can be seen at the city and in public transport. In addition to these, we also make younger people aware of our professions and operations.

When young people work for us in the summer, we have the chance to introduce the city as a great, attractive employer. A successful summer job experience can get a young person to become interested in the city's professions and apply for studies in the field. Every year, we offer summer jobs to about one thousand 16–17-year-olds.

We take part in Yrityskylä, a learning environment that is a small-scale city for school pupils. Sixth-graders work in different professions and are paid for the work they do. For ninth-graders, Yrityskylä is a game arena of working life and the economy, where teams of students will manage a company in global markets. Being a part of Yrityskylä is proactive employer marketing for us as a city.

The theme for the 2018–2021 term is circular economy, and the game day participants got to simulate the operational methods of a sustainable society of the future.

City Hall is responsible for the public services of Yrityskylä and the planning of future Yrityskylä. The pupils working at City Hall have worked in such roles as circular economy coordinator and mayor.

### Success in employer listing

The City of Helsinki gained success in the national *Ihanteellisin työnantaja* (*Ideal employers*) listing by research company Universum. We ranked second in the series of Medicine and healthcare as well as Humanities work.

More than 6,000 Finnish professionals were interviewed for the professional survey, and they shared their views of employers and working life.

According to the research company, the economic uncertainty is now reflected in the working life expectations of professionals. The willingness to change jobs has decreased notably, for example. People value a secure employer.

### Helsinkirekry at Ohjaamo Pride

The Ohjaamo One-Stop Guidance Centre for young people donned rainbow colours during the Pride week. At the time, Helsinkirekry and the Ohjaamo staff held a full-day event together, with events such as

a panel discussion, an upcycling workshop in the spirit of Pride, preparing decorations for the Pride parade and a movie night.



The city's job openings and more employer information are available at **[helsinkirekry.fi](https://helsinkirekry.fi)**.

# A city of multifaceted professionals

Professionals speaking foreign languages are an advantage to the city and boost its competitiveness. We will strive to promote diversity also more generally, for example by employing disabled people and people with limited occupational abilities to positions that suit their competence.

Developing a diverse personnel is based on influencing general attitudes and culture, and this requires continuous and determined work. Our methods include e.g. communication, training events and various guidelines, such as ethical guidelines, equality and parity plans, our strategy and the Sopuisasti Stadissa guide, which promotes preventing inappropriate behaviour at workplaces.

Diversity is behind all HR management processes.

The city has supported the careers of people in different minority groups in many ways. We have worked together with e.g. Vamlas to develop the accessibility of our recruitment. Vamlas is a foundation that promotes the social inclusion and parity of disabled children and young people. We have also paid attention to the recruitment of young people in need of special support when recruiting summer workers.

We review the structural obstacles and issues that prevent disabled people and people with limited work abilities from finding employment and then compile a more detailed action plan to remove these obstacles.

We have supported the recruitment of foreign-language speaking interns in institutes of higher education through targeted funding. We have supported the language skills of our employees in recent years in other ways, too, e.g. by providing training in Finnish as a foreign language.

We are also involved in projects that strive to find labour for fields that especially suffer from a shortage of labour. We take part in the Business Lead programme by Hanken and SSE Executive Education by providing internships to immigrants with academic education.

## Language skills improve by working

The Ministry of Education and Culture funds a project called Deploying Competence in Finland, which strives to create a model for education partnership and recruitment. We are also taking part in this project. Its purpose is to help nurses and early childhood education teachers that have received education outside Finland to also become qualified in their profession in Finland. The project is carried out in cooperation with the Metropolia University of Applied Sciences and the University of Helsinki. The project also supports the development of language skills.

**Jelena Lensu**, originally from Estonia, is one of the nurses on this qualification path. She has been inspired to learn something new and is planning her career path and possible further studies.



Jelena Lensu will receive her qualification to work as a nurse in Finland by working at Laakso Hospital, for example. Project planner Stella Leoni was pleased to hear that Lensu thought that the study programme had been a great help to her.

She says that her professional identity has grown stronger during her studies and she now understands better what is expected from nurses in Finland. For example, nurses here have some work assignments that belong to the doctors in Estonia.

“The more I interact with my colleagues, the better I start to understand the work methods. This also strengthens social networks at the same time.”

Early childhood education teacher **Diana Gomez** moved to Finland from Colombia, and is now getting her qualifications through evening and weekend studies at the University of Helsinki.

“The training has helped me find my professional strengths and understand Finnish society and the education system better,” Gomez says.

For this purpose, the Education Division has piloted a professional work language training programme intended for early childhood education teachers with immigrant backgrounds. The training takes place during working time.

The goal is that professional field-specific Finnish language training will be provided more and more in the future.

## Coaching and communication

We have trained multifaceted work communities for several years. Diversity is, by nature, included in our different strategies, starting from recruitment.

We are preparing easy-to-use electronic equality and parity materials for work communities, which will help them identify issues such as unconscious attitudes.

The role of communication is very strong in forming attitudes and mental images. We will now take diversity into account better in matters such as how various groups of people are presented in illustrations, for example.

Our major experiment is anonymous recruitment, which we will introduce with the decision of the City Council. Anonymous recruitment is one way of promoting the diversity of staff.

In the autumn, we introduced a new recruitment system with technology that supports anonymous recruitment. A project group is preparing this pilot project, which will be implemented in 2020.

We will also expand video recruitment. We will model and record the employment paths of disabled people and people with limited occupational abilities better than before to facilitate recruitment in the future.

CAREER DEVELOPMENT

**Become  
inspired  
by your  
career!**



**We faced the challenges brought by changing work by developing career development, for example. The skill of talking about one's career is important to everyone.**

Customer needs are changing, and that keeps us on our toes. Services and competence must be able to meet these demands.

Supervisors, HR specialists and their trainees were all very interested in the skills of a coaching career discussion.

We held an *Innostu urasta!* (Become inspired by your career) event that attracted more than a hundred people interested in their careers to the City Hall event market. In the event, organisational departments and the central administration presented various methods and tools for developing career thinking and advancing careers.

### **AI and IoT training events**

Digitalisation was a central part of our staff training. The supervisors of data management's ICT Services and ICT Support had their own training programme of ICT service management. The purpose of the programme was to create shared understanding of the role of data management in digitalisation and its potential strategic applications. The training also gave new perspectives and tools for managing infrastructure and procurements,

made operations more customer-oriented and increased agility.

The city's digitalisation programme also helped develop competence. The themes of the events for management, supervisors and specialists included e.g. artificial intelligence, Internet of Things (IoT), 5G, MyData and utilisation of data. The events also addressed the trends and phenomena of digitalisation, agile development of digital services, customer-oriented service design and the measures of the city's digital programme.

We developed an online training course about artificial intelligence for the 'AI and us' training programme and designed clear service selection and level categories for the 'Agile development' training programme.

### **Digital training for the entire personnel**

We started designing product owner training together with the city's different divisions. We utilised several data management courses to develop project management competence.

The awareness of and commitment to the digitalisation programme and its execution by information management personnel were emphasised during shared events.

The entire staff was trained in the use of new digital tools, with Teams training events as a central method.

### **Boosting careers with training**

**Heli Kolehmainen** is a special librarian in the Itäkeskus library, which is located in the Stoa cultural centre. She is in charge of the work team of the City Library's Kirjastoheimio client community and is also otherwise interested in supervisory duties. These were her reasons for applying for the six-month train-







Colleagues Katja Jokiniemi and Lauri Roine had time for a picture with Heli Kolehmainen (on the right).

ing programme for immediate supervisors, Treeni lähiesimies, which is a part of the Oiva training.

Kolehmainen has worked for the city for about thirty years and has actively taken part in training, especially in recent years. Currently, she is studying for a master's degree, which includes leadership and management studies.

"I'm kind of a 'late starter', but training has already boosted my career. Without available training and constantly changing duties, I'd have likely grown bored."

In the Itäkeskus library, Kolehmainen is responsible for the immigrant services, client participation and joint development. Changes become concrete in Itäkeskus: the language cafés of immigrants meet at the library regularly, and the staff actively advise their clients on the use of library computers and the client's own smartphones.

Kolehmainen is very happy with the Treeni lähiesimies training. It included themes such as the role and duties of a supervisor, change management, solving disputes, terms of employment and legislation. Meeting people from the different parts of the city organisation was another high point of the training.

"The role of a supervisor has changed in essential ways. Employees are the experts of their own work, and a supervisor is more there to support their self-managements and recognise and enable their competence."



## Easy-to-use systems

The HR information system has seen some great development. During the project, we have made the city's shared HR methods more cohesive and acquired easy-to-use service systems that support their use. These support management by knowledge and improve personnel experience.

# Success at work for everyone

Our goal is that everyone will succeed in their work. We prepared a new system and we tend to have discussions that enable us to support the success of everyone.

In order for everyone to succeed in their work, we need to succeed in their recruitment, induction, coaching leadership, management of competence, encouragement and rewarding. When managing success, we reinforce the accountability and self-management of employees. The objective is that the employee has motivation for their work and a good workflow.

We will gradually introduce an online tool that supports the management of success. In the future, the success discussions (former result and development discussion), performance assessments, workflow discussions and early intervention discussions will be recorded into this system.

We will have 15-minute discussions, where the supervisor will encourage and coach their employee to work for their goals. These could improve the supervisor's capabilities of observing whether the prerequisites of work are in place and whether things are going in the right direction.

## **New system will increase transparency**

We will introduce a shared Onni information system for the entire personnel to support the shared operational methods. Information is safely documented into the system and

it will be easily available to employees and supervisors, which will make it easier to bring up former matters.

Reporting brings transparency to operational methods, and it helps us monitor the implementation of discussion and develop our competence through the received information.

## **Plenty of training for good leadership**

Good supervisory work and management promote the city's effectiveness and the development of high-quality municipal services. We supported good supervisory work and management, their development and method control by providing training.

The target groups included current and potential supervisors, immediate supervisors and middle management. In addition to the Hyvän esimiehen ABC online course and the OVI, Startti, Treeni and Oiva Valmentaja training events, our training programme included degree programmes for management and immediate supervisors (Johtamisen erikoisammattitutkinto JET and Lähiesimiesten ammattitutkinto LAT).

The fourth 2-year EMBA coaching group was launched for senior and middle management. The purpose of this coaching programme is to e.g. promote the realisation of the city strategy's goals, cooperation between divisions and city-level development projects.

In total, 74 people applied for the programme and 25 were accepted. The participants represent all of the city's divisions.

In addition to the centralised coaching events, we implemented organisation-specific



Timo Terävä finds it important that he has had the chance to develop in his duties while working for the city.

ic supervisory training events and development projects with such themes as coaching leadership, fluency of work and renewal of work methods and cooperation.

### Support for leadership through training

Audit director **Timo Terävä** started as a city auditor in the Audit Department in 2004. At the time, he made a five-year plan and decided that he would reassess what to do next in five years.

“I have now enjoyed working for the city for the duration of three five-year plans. I’ve maintained my interest in the work, as the assignments have changed and brought new aspects into my work.”

Terävä has received support for his supervisory duties from the EMBA manage-

ment training organised by the city. He points out that the city takes great care of people’s competence, and the Audit Department reserves training time for all its employees every year.

“I enjoy my current role, but I also do a little bit of work as an authorised public accountant to maintain my professional competence.”

He thinks that the city is a responsible, equal and flexible employer. The several opportunities available in the city organisation are another factor behind the long careers city employees often have.

“You don’t need to change employers if you want to try something new in your work.”







# Management is developed through knowledge

Decision-making needs to be based on reliable and relevant information, and that is what also helps us develop management and leadership. We have access to plenty of HR data from different sources:

- The Payroll systems generate basic information about the staff, and various surveys provide us with valuable information on the staff's experiences, such as renewal ability, leadership and the functionality of work communities.
- The new HR service systems provide even better reporting of services and staff status than before. Utilising information requires us to analyse it, recognise causal relations and draw conclusions so that it can be used to achieve changes in operations or behaviour.
- We have renewed HR reporting and introduced new surveys.
- We will continue to analyse and combine HR information from the perspective of leadership through knowledge also in the future.



A photograph of a wooden door with a corkboard mounted on it. A white poster is pinned to the corkboard, featuring the text 'do small things with GREAT LOVE' in a mix of fonts and colors, surrounded by heart and arrow graphics. The door has a silver handle and lock. The background shows a blurred office environment.

do  
small  
things  
with  
**GREAT  
LOVE**

OCCUPATIONAL WELL-BEING

# An improved place to work

## The Occupational health survey is a staff survey carried out every two years, which both Occupational Health Helsinki and the entire organisation use to monitor the occupational well-being and the state of well-being of work communities and the personnel.

In 2019, the Occupational health survey as well as Pulse of Renewal and Pulse of Change surveys were implemented in the organisation. We developed the work communities based on the Kunta10 survey of the year before. The employees answered the Occupational Health Survey actively: there were 18,306 respondents, with the response percentage being 58.

Based on the survey results, the city is a good and improved place to work: 77% of respondents would recommend their workplace to their friends. A year before, in the Kunta10 survey, this number was 73%.

Working for the city is seen as attractive and the work is inspiring. One of the city's special strengths is social capital, which refers to our social networks and the support, trust and inclusion we receive through them.

Respondents felt that social capital has increased in work communities but also between employees and supervisors. The work of immediate supervisors has especially improved, compared to the previous year. Trust has grown stronger, as has the experi-

ence that interactions with the supervisors are friendly and considerate.

However, the personnel's own estimate about their well-being decreased somewhat. There are special concerns about the well-being of young workers and employees just starting their career, as their risk of becoming depressed has grown compared to previous years.

Based on their results, respondents have received personal feedback and an electronic invitation for a health check-up appointment.

### Good flow of work, more attention to coping with work

The results from the city's Occupational Health Survey 2019 are very similar to the results of the working conditions survey of Statistics Finland. The atmosphere at workplaces, sense of communality and flow of work have seen some positive development. Our strengths also include social capital in work communities, which emerged both in the Occupational Health Survey and the Kunta10 survey. We treat our clients and colleagues with respect.

However, the problems of coping with work are on the rise, manifesting in the form of sleeping issues and poor recovery ability, among other things.

Good work conditions can help protect safety in significant ways.

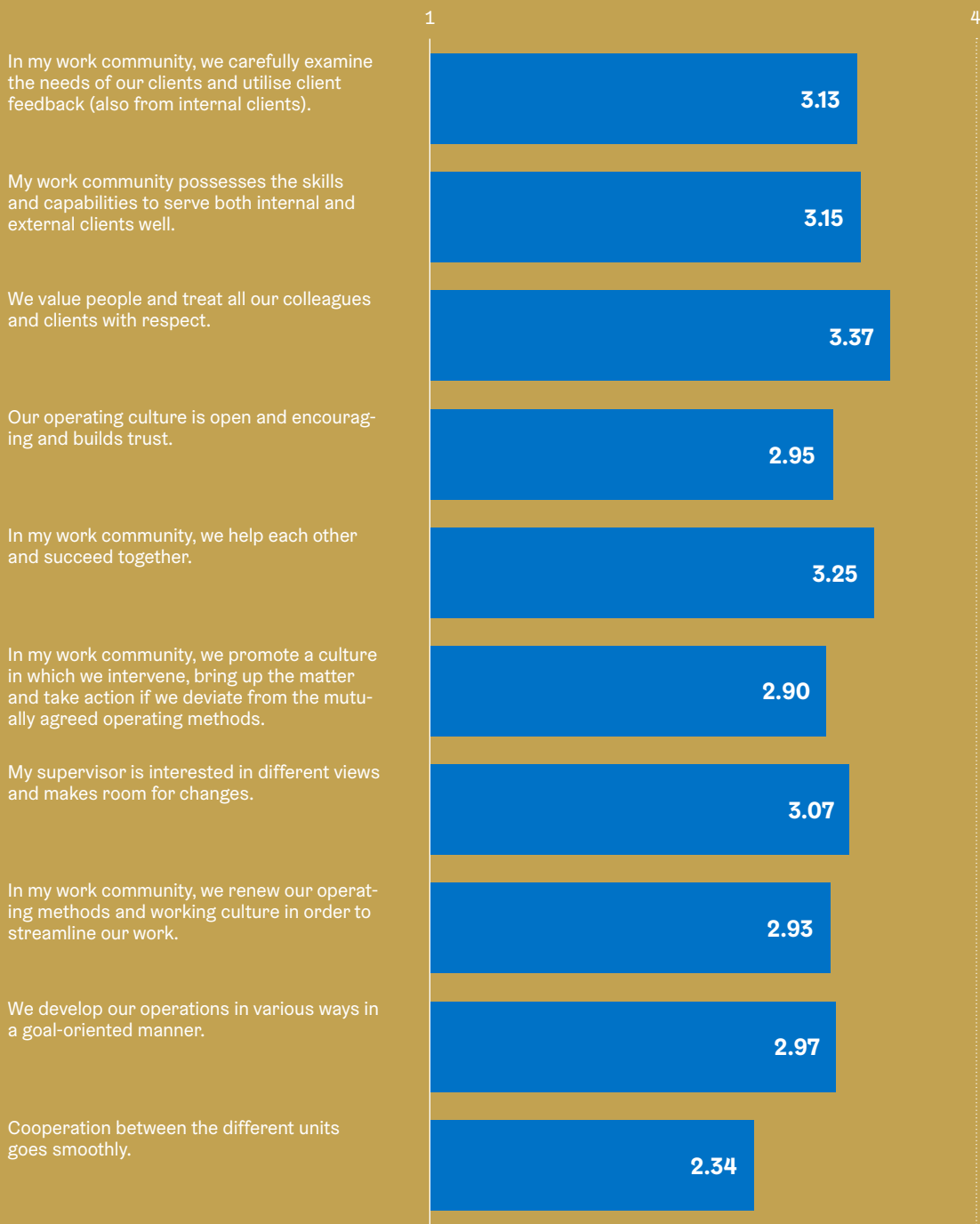
### Open and inspiring atmosphere

According to the Pulse of Renewal, our operating culture is open and encouraging and builds trust.

We implemented the Pulse of Renewal for the first time towards the end of the year. About every third city employee answered the survey.

## Pulse survey questions 2019

number of respondents 9,719





According to the survey results, our working communities feel that we consider customer needs carefully and use customer feedback to develop operations.

Our strengths also include social capital in work communities, which emerged both in the Occupational Health Survey and the Kunta10 survey.

Our operating culture is open and encouraging and builds trust. We promote work community culture in which we intervene, bring up issues and take action if we deviate from the mutually agreed operating methods.

Despite this good overall result, a little less than a third of the respondents feel that we are not promoting the culture of intervention and that our operational culture does not build trust.

Sopuisasti Stadissa materials, which are reviewed annually in work communities, support the reinforcement of the culture of intervention.

Cooperation between the different units also still needs some work. Inefficient cooperation is clearly one of the main results of the survey, and we will need to work hard to improve it in the coming years.

### **More familiarity with the strategy**

We will also need to raise awareness about the city's strategy. Only about half of the respondents were aware what the city's strategy is trying to achieve. The employees familiar with the strategy clearly had a more positive attitude towards all the questions in the Pulse survey than those who were unfamiliar with it.

Similarly, people who had gone through their development discussion also had a clearly more positive attitude towards the themes of the survey than those who had not yet had their development discussion. This

means that the themes of the renewal can be influenced through development discussions.

### **Pulse of change reviews the personnel's state**

In addition to the Pulse of Renewal, we monitored the staff experience with a Pulse of Change survey, now held for the last time. The response rate was about 20%.

The results showed that the operations that changed the most during the organisational renewal are only just adapting to the renewals. The personnel felt that the organisational change has not yet achieved its goals of a more customer-oriented service and easier internal cooperation.

A total of 35% of the respondents had a positive attitude towards the changes of work, which, however, became mixed up with all the other ongoing renewals in the answers.

The results of this survey showed that taking this change through still requires systematic and long-term development of processes and structures. We will also need to grow a coaching and inclusive work culture.

**According to the results of the renewal Pulse survey, we help each other and succeed together.**

# Individual programmes for work units requiring support

Based on the results of the Kunta10 survey, we developed our work communities in measurable and systematic ways. All work units with Kunta10 grades under a certain level were included in this development programme.

The development programme included 64 work communities, which all drafted a development plan for the unit that was then implemented during the year. The actual development work was started after compiling the development plan, and its implementation is being monitored. The work received support from the HR units of the divisions and public enterprises, occupational healthcare psychologists and external consultants. The programme included management of work, work shift planning, developing social skills, cooperation and the functionality of work community, as well as developing competence and supervisory work.

The development was considered successful. We achieved a systematic development process that is still continued in many work units.

We will implement this new operational model in the future based on both the Kunta10 survey and Occupational Health Survey, and we will continue to develop the work units where the results are statistically significantly different from the division's or

city's average results. We will pay attention to factors affecting occupational abilities and the psychosocial burden of social capital or supervisors.

We will compile their own programmes and schedules for the work units to be developed. If necessary, we will use the city's occupational well-being funds to support the development work.

## Comprehensive support for the home care unit

Based on the results of the Kunta10 survey, one of the work communities that received support was the home care service unit in Pukinmäki. The support included e.g. the development of trust and open discussions.

The direction is right, according to home care instructor **Anne-Mari Simukka**. She thinks that receiving the support has been a great, valuable opportunity.

"We have now gone forward and been able to find a new kind of drive for our work."

The members of Unikko team themselves are also now ready to give some praise to their group: the 17-person team is full of professionals and they can trust their colleagues.

Simukka confirms that the team is full of great people. The goals have been clarified so that everyone can understand their own basic duties better than before.

"We have the desire to make day-to-day life as smooth as possible. We come up with the development ideas as a team, and we implement them together."

Plenty of attention has been paid to talking openly about issues in the team. Shared meetings in the afternoons during shift

Unikko team's work has been developed systematically since the spring. Team members in the picture are, from left in the back row, Anne-Mari Simukka, Veronika Mbaw and Ioulia Cheredega, and, in the front row, Leila Niinen and Pia Koukonen.



changes are important, as they enable the team to look for solutions to such issues as difficult customer situations.

Since last spring, more focus has been put on self-management in the operations. The first concrete method for this was work-shift planning, and, in the autumn, the team was already using the third shift list compiled by the team members themselves.

Simukka has established the habit of accompanying each team member to their home visits occasionally. After this, it is fruitful to talk about work methods together and also introduce good ideas to others.

One of the best parts is that Simukka says that absences due to being sick have started to decrease in the unit. This means that everyday work is even smoother.





During the sports day of our dreams, we came together to beat the Mayor's stair challenge, among other activities. Jan Vapaavuori took a photo with Susanna Snellman and Anna Räisänen from the City Executive Office.



# “It’s okay to stand up in the middle of a meeting”

The city’s exercise programme has become a success, and the whole city organisation and the public enterprises have become involved in it. The exercise programme is the city’s strategic spearhead project which strives to get city employees and city residents to exercise more and sit less.

Project Manager **Minna Paajanen** says that the programme includes nearly 60 different measures. They vary from building cycling lanes to making exercise agreements with home care services and from renovating schoolyards to taking actions that increase physical activity at daycare centres, playgrounds and educational institutes.

The Culture and Leisure Division used motion meters to test the physical activity of 150 employees for three weeks.

“This monitoring forced quite a few people to realise that they sit up to 11 hours a day,” says Paajanen.

Software that remind workers to take breaks have been installed on all work computers, and city bikes are one of the staff benefits.

Project coordinator **Marjo Rantala** says that increasing physical activity does not mean making major changes.

“It’s okay to stand up in the middle of a meeting. That could even lead to other positive things. I have heard that a three-hour meeting has only taken an hour and a half when it was decided that everyone should keep standing for its duration.”

It is essential to validate the belief that even a walk of a few minutes, taking the

stairs instead of a lift or doing some gardening are all beneficial to health – even if you are not a fitness enthusiast.

Physical activity has already increased, which has also improved occupational abilities. The people seeking to increase physical activity are especially delighted that ‘unnoticeable’ everyday activity is increasing. In the future, even more specific measures will be introduced in every division.

## Occupational well-being programme gains speed

The occupational well-being programme 2018–2021 is based on the law and the city strategy. It lists six items, with items 1 and 2 being mandatory to everyone. Additionally, work communities can choose at least one voluntary objective.

The occupational well-being programme guides and challenges everyone to also take personal responsibility for their well-being.

# Actions in the occupational well-being programme 2018–2019



## We will manage occupational abilities in a predictive manner

- The *Occupational ability coach* model is in use, supporting the management of occupational abilities.
- We also introduced a *Replacement work* model that covers the entire personnel. The number of replacement workdays is increasing.
- Extending sick leave with the permission of the supervisor (5+2) is available for the whole personnel.



## We will predict and control occupational safety risks

- The development project for the usability of the occupational safety and health toolbox was completed. Safety deviations can now be reported with mobile devices.
- We organised a project called *Management of threatening customer situations* at the central library Oodi.
- A total of 12 people graduated as *Hetipurku* trainers, who aim to process and defuse situations as they occur.
- We reinforced the indoor air competence of supervisors and their awareness of operational models through training, briefings and videos.



## I will take responsibility for my own occupational well-being

The *Active workplace* project was launched: We designed questions about physical activity to the Occupational Health Survey, a project coordinator is promoting the personnel's exercise, we acquired a break-time exercise application for the entire personnel (including mobile version) and we created service paths models of exercise guidance between occupational healthcare services and the personnel's exercise services. Exercise coaches provide support for people who do not exercise much.



## As a supervisor, I will strengthen my leadership skills

- We developed all the work units that received poor results in the Kunta10 survey.
- We coached the management and supervisors in leadership in accordance with the *Sopuisasti Stadissa* model.



## Together we become more – with a functional, diverse work community as our objective

- We updated the *Helsingin hengessä – sopua ja sovittelua* operational model into the *Sopuisasti Stadissa* model. We included the perspectives of parity, equality and sexual harassment into the model.
- We took part in a *Harassment-free workplace* campaign.



## We will pay special attention to those just starting their careers or employees in organisations' transitional situations

- Together with the Finnish Institute of Occupational Health, we reviewed the work commitment of young workers in the Education Division. We opened the Työstämö chat service of occupational healthcare for young employees and also offered young workers the chance to utilise the online therapy services of Hospital District of Helsinki and Uusimaa's Mental Hub service through the occupational healthcare services.
- The City Executive Office coordinates the development of support for people just starting their careers and young people by providing resources and supporting and coordinating the operations.

# Promoting occupational abilities through replacement work

The personnel's sickness and occupational accident rate decreased to 4.7 per cent. The number of occupational accidents has remained on the same level with previous years, but individual cases increased the costs significantly.

Absences due to sick leave decreased (2019: 4.5%) compared to previous years (2018 and 2017: 4.6%). Especially longer absences decreased, and the change could be seen in the age groups of workers aged 45 and over, in particular.

A determined network cooperation to support the work capabilities of people with limited work abilities and various part-time work arrangements were behind this development. On the other hand, the number of replacement workdays increased significantly, and extending sick leave with the supervisor's permission until 5+2 days was taken into use in the whole city.

Previously, even one factor that temporarily weakened a worker's ability to work was considered an obstacle to doing work. Now, we are focusing on the remaining occupational abilities by completely reassessing the term of occupational ability. Thanks to replacement work, an employee can have the occupational abilities to work despite their illness or its symptom.

The project for replacement work was started in 2018 and will continue through the strategy term. We have extended replacement work to cover situations where

people are only assessing whether to work or be absent due to a health condition, injury, illness or a symptom of an illness.

During periods of less than eight weeks, employees can perform their own duties, adjusted to their condition, or comparable assignments without endangering their health or recovery. A right moment for activating replacement work are situations where parties are assessing whether symptoms will develop into illness. Another example of such a situation is a moment when returning to work is considered after an illness.

Work units themselves have the best understanding of the possibilities of replacement work. Work communities are now considering the replacement work possibilities of each employee. We developed a virtual instructor, Helvi, who guides the work communities to consider together their possibilities of providing replacement work. The virtually instructed discussion takes little less than an hour, and after that the work communities can compile a written bullet point list of the opportunities and implementation of replacement work in their work unit.

## Lighter duties for a few weeks

**Emma Meriläinen** had a leg surgery in spring. Her leg did not heal as expected, and her sick leave was extended. Her supervisor told her about the possibility of replacement work.

"We planned duties that I was able to perform at the workplace. I took part in planning my group's operations. For example, I wrote down early childhood education plans and took on other, lighter duties. Returning to work at the time was important, both for my well-being and the operations of my group."

Meriläinen did replacement work for five weeks and then returned to her position as an early childhood education teacher.





520701



**STARA**

HELSINGIN KAUPUNGIN RAKENTAMISPALVELU  
HELSINGFORS STADS BYGGTJÄNST





# Increasing safety with a variety of measures

We published a new *Sopuisasti Stadissa* guide for preventing and processing inappropriate behaviour and harassment at the workplace. In the new guide, we attempted to highlight the role of prevention even more: what could we do to ensure that everyone is doing well at the workplace?

We also made the operational model for harassment situations firmer. We will pay attention to the diversity of work communities, as harassment may occur due to different culture, age, religion or sexual orientation.

Trust and respect require an open and positive attitude towards colleagues, even if their origins, educational backgrounds, health, personality or way of working differs from our own.

We instructed all work communities to review the guide under a supervisor's instruction during the year.

### New contact people

We trained 14 contact people of harassment for the city. If bringing harassment up with your own supervisor or your Occupational Health and Safety Representative feels difficult, you can tell about it to a contact person.

The work of harassment contact persons started in the beginning of 2020.

### Even easier occupational health and safety toolbox

We improved the usability of the Työsuojelupakki occupational health and safety toolbox to ensure as smooth use of the system as possible. In the future, employees can submit occupational safety deviations easily with their own smartphone.

Our objective here is that the employees would report any occupational safety deviations more actively than before from now on, so that the safety of workplaces can be improved further.



The *Sopuisasti Stadissa* publication is also available online in Finnish behind the path [hel.fi/julkaisut](https://hel.fi/julkaisut) → Julkaisut → Työsuojelujulkaisut.

REWARDING

# Transparent and fair rewarding process

The renewed guidelines make  
rewarding practices fairer  
throughout the organisation.

As in the past years, we reviewed the competitiveness of our salaries with the help of a salary development plan that encompasses several years. The salary development plan's purpose is to increase the city's attractiveness as an employer as well as systematically increase pay especially for those professional groups where more competent staff are needed, but where pay is not yet on a competitive level.

We reviewed the most critical professional groups carefully as cooperation between the different divisions, departments, managers of public enterprises, HR professionals and the City Executive Office. This time, we especially wanted to highlight early childhood education teachers and childminders, daycare centre directors and social workers.

Local arrangement items based on collective agreements came into force in the beginning of the year, but we negotiated them already during the previous year, in good cooperation with employee organisations. The primary objectives were correcting pay grievances, further development of the pay systems and taking the changes in the work's demandingness into account.

We targeted the raises of arrangement items as equally as possible in accordance with the national agreements. All wages were also increased in accordance with the municipal collective agreements with a general raise, starting from April.

In addition to this general raise, we also allocated about EUR 13 million to the employees' pay increases in accordance with the arrangement items, for example with regard to the municipal collective agreement (KVTES). In accordance with the city's own salary development plan, we allocated about EUR 4 million to the pay raises of certain pro-

fessional groups. These figures include the employer's secondary personnel expenses.

We completed the review of the salary development plan for 2020. The plan emphasises the doctor and treatment work of health centres, the doctor work of hospital, rehabilitation and care services, certain duties of afternoon activities for the disabled, and early childhood education teaching.

### **Performance-based rewarding**

We strive to develop the city's attractiveness as an employer by encouraging the entire personnel to share their ideas on how to make day-to-day work smoother. We also encourage supervisors to reward personnel for good work performance.

We reinforced one-time rewarding with one-time and idea bonuses that are a new way of inspiring ideas and excellent performance. With the updated instructions, we wanted to ensure fair rewarding practices.

We renewed one-time bonuses. Now, a supervisor can even more easily make decisions about one-time bonuses and reward their subordinates in situations that are meaningful to the employee's duties and goals, and therefore also meaningful to the city. One-time bonuses have a clear connection to an employee's or a team's success.

More than ten million euros was paid as one-time bonuses. Bonuses were paid to more than 18,000 employees, and the average one-time bonus was EUR 500. About a thousand vacation days were granted as bonuses.

Idea bonuses were a part of the personnel's inclusion project and the Ideapaahtimo pilot project, which we launched together with a new electronic platform.

The performance-based bonus system is an effective way of guiding the entire per-

The colleagues that have been thanked and praised the most will be rewarded. Employees receive praise for such feats as creating great team spirit and being flexible.



sonnel's work to a direction that benefits the city strategy. The new performance-based bonus principles for 2020 were completed. The largest change in the future will be a city-level funding basis, which will increase the equality of the employees even further.

### **Extensive employee benefits**

Our staff has access to versatile benefits, which include e.g. exercise services, recreational venues, commuter ticket allowance, company housing and discounts at theatres and concerts. We support recreational activities with personnel clubs that strive to increase staff participation in shared recreational activities, thereby improving job satisfaction.

City bikes were also included in the city's exercise programme. All city employees with an employment relationship of at least one month with the city can make use of the city bike service. This also includes the city's

thousands of summer employees and temporary employees.

### **Tool for management**

The city's rewarding strategy is multifaceted and will be developed to meet the changing needs of working life. Clear and fair practises of rewarding and communicating about them demonstrate the values of our city and guide the personnel's operations into the desired direction.

Rewarding is also an important part of a positive staff experience and employer image. We want to support the good, uniform management of success also through the methods of rewarding.

### **Report your colleague and praise them!**

In Maunula, the service needs assessment and support team for families with children came up with the idea that they could report their colleagues in a positive sense, and that





Maunula team members report each other by praising their colleagues. They had time for a group photo after a joint training event.

the colleagues that received the most praise could be rewarded.

Acting senior social worker **Jussi Ruuskanen** says that the method of rewarding workers with the most positive reports has been considered fair in the team. At first, he thought that could be difficult if everyone received the same amount of praise. But it seems that those with the highest number of positive reports stand out from the crowd. Last year, there were two rewarding rotations.

“All team members have been reported, though,” Ruuskanen says.

The team members have submitted their positive reports to Ruuskanen by email. The senders have praised their colleagues for giving them support and help, being a good working partner, being inspiring, creating good team spirit, being flexible, having great social skills and having respectful meetings with clients. In addition to the praise, the rewarded employees have also received EUR 300.

## Ideapaahtimo collects and rewards ideas

The personnel has plenty of in-depth expertise of the city’s operations. Their ideas enable us to promote the development of the world’s most functional city. These observations formed the basis when we decided to launch an updated idea channel for the staff, Ideapaahtimo.

This new idea channel encourages everyone to come up with ideas and develop their own work or any city operations. Ideapaahtimo has replaced Helinä, the previous idea system used for the staff’s ideas.

We received nearly 250 ideas through Ideapaahtimo in five months, most of which applied to the whole city’s operations. The second largest target for ideas was the Social Services and Health Care Division. The most popular topics for ideas were ICT, climate acts and other sustainable development, forms of transport and traffic, developing the competence of personnel and staff well-being.

Mayor **Jan Vapaavuori** gave recognition to more than 50 people presenting their ideas. To honour the activity and innovativeness of everyone who presented their ideas during Ideapaahtimo’s pilot period, the mayor invited them all to have idea coffee at City Hall.

Based on the experiences of the pilot, we developed Ideapaahtimo’s operational model together with the divisions and the public enterprises. It did not remain as just a pilot. Instead, we decided to make Ideapaahtimo a permanent channel for the ideas of all the city’s employees.

DIVERSITY

# Equal opportunities for everyone

All our operations are based on equality and parity. This is emphasised in the measures of the personnel's equality and parity plans.

The implemented measures of the equality and parity plans help to ensure good working life where we can act with the best interest of our colleagues, city residents and clients in mind. We require that everyone be treated with equal respect, regardless of any personal characteristics, such as gender or gender expression, age, ethnicity, beliefs, family relationships, state of health or sexual orientation.

Everyone must have equal opportunities to advance in their career, balance their working life and personal life and work in teams with fair work community skills.

An online training course for equality and parity was prepared for work communities. The work communities will use this course to review with a virtual instructor what equality and parity mean and to consider how they could be implemented even better than before. Each work community will go through these materials during the next few years.

### **More and more foreign-language speakers**

The internationalisation of the City of Helsinki challenges the city as an employer, and therefore our strategy emphasises internationalisation. At the beginning of 2019, 16% of the city population had an immigrant background. About 82% of them were born in other countries, which means that they were first-generation immigrants. The other 18% were born in Finland, i.e. they were second-generation immigrants.

The objective is to increase the share of foreign-language speakers of city employees to the same level as their share of the population. The share of foreign-language speak-

ers continued to grow among the personnel, and was 8.5% of all employment relationships at the end of 2019 (7.8% at the end of the previous year). The number is highest in the Social Services and Health Care Division, 12.2% (10.9% in 2018).

We pay special attention to the employment of foreign-language speaking employees and their career development opportunities. One example of this is the Deploying Competence in Finland project. More on the project on page 16.

### **Women's and men's fields**

Many fields and professions are still strongly gendered. As is typical of municipal fields, our personnel is also predominantly female. In total, 24.2% of our employees were men.

There are large differences in the share of men and women between the divisions and public enterprises.

The large Social Services and Health Care Division and Education Division are clearly predominantly female (84.8% and 84.4%, respectively). Helsinki City Transport (72.6%), Rescue Department (89.1%) and Stara (77.7%) are male-dominated organisations.

When reviewing professional titles, almost all group home daycare childminders (99%), public health nurses (99%) and daycare assistants (99%) are female. Similarly, nearly all firefighters (99%) and dozer drivers (98%) are men.

Women's share of manager positions was 53.98%. This number includes the senior management of divisions, departments and public enterprises, as well as the managers of divisions' service units, including the managers of the City Executive Office's units.



Sunita Keshteh is pleased that the city is a flexible employer.



## Employee housing

- The City Board made a decision concerning the criteria for granting company housing, stating that company housing will be primarily offered to employees in fields with a labour shortage.
- The division affiliation of company housing will be dismantled and the rental agreements will be bound to the duration of the employment relationship.
- There are currently 2,421 company housing apartments.
- About 6% of personnel live in company housing.
- Company housing is used as a support measure for recruitment.



As an employer, we can utilise communication tools to reinforce the view that all genders have the opportunities to work in different professions. The anonymous recruitment process also helps ensure that all applicants have equal opportunities to get into a job interview.

### Flexibility supports careers

With flexibility of working life, we support the balancing of work and private life as well as work careers during different stages of life. The share of women who utilised the available flexible systems was larger than of men.

Based on Kela statistics, women still use the majority of parental leave, which is also likely the situation among our personnel.

Our temporary personnel has a larger share of women than men. Similarly, there are more women than men among part-time employees. According to an indicator maintained by Statistics Finland, women elsewhere in Finland also work more in part-time jobs and fixed-term positions.

### Secure employer that supports development

Service Supervisor **Sunita Keshteh** says that it depends on the person how easily they are able to change assignments or advance in their career in the city's service. The City of Helsinki offers many different job opportunities.

Keshteh started working for the city as a supervisor of kitchen staff and now she has 50 subordinates and is responsible for 22 different locations. In addition to daycare centres and schools, she is also in charge of kitchen staff at a service home for the elderly.

“It depends on the person how easily they are able to change assignments or advance in their career in the city's service. There are plenty of opportunities available.”

“I have enjoyed working for the city, and changing assignments has kept me interested.”

In addition to the career opportunities, Keshteh also praises the other benefits offered by the city. It is a secure employer that develops the employees' development. There are several staff benefits from exercise services to personnel fund, which is a great help for people needing a mortgage, for example.

The city is also a flexible employer. It is easy for Keshteh to arrange her own working hours or work remotely once in a while. However, changing working hours is a little more difficult in practical kitchen work. The staff's wishes will still be taken into account as well as possible.

The Helsinki Metropolitan Area has a shortage of competent kitchen staff, including cooks. Keshteh wonders whether cooks have not realised that the city could offer them daytime work instead of the evening and night shifts available at restaurants.

She points out that new workers will always be inducted to their assignments with the city, and there are systematic practices in use for this.



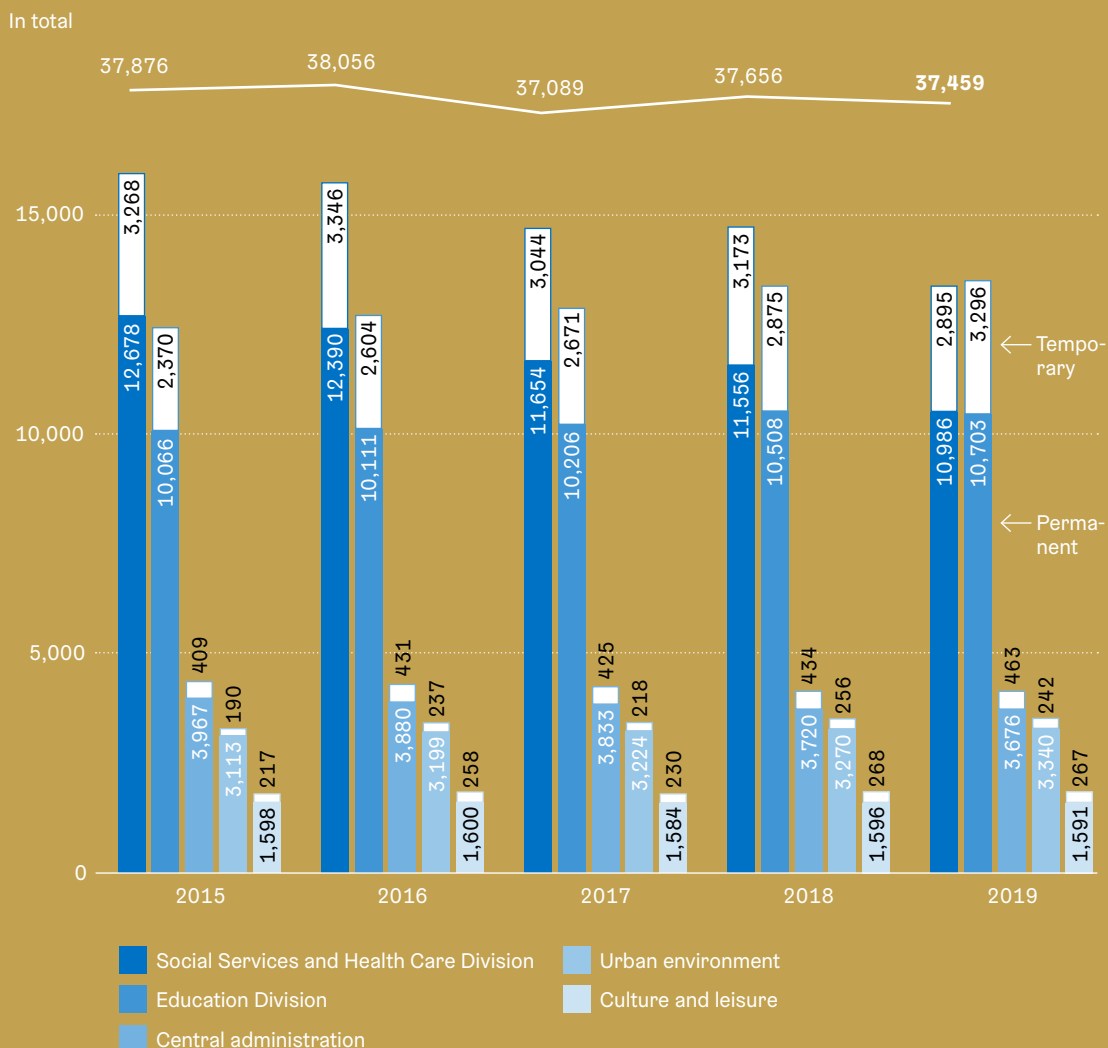


# The city employs

# 37,459 people

The divisions and central administration also include the public enterprises and departments in the following statistics. The Urban Environment Division includes the Rescue Department and Helsinki City Transport. The central administration includes the City Executive Office, Stara (construction services' public enterprise), Service Centre, Financial Management, Audit Department and Occupational Health Services.

# Changes of personnel numbers

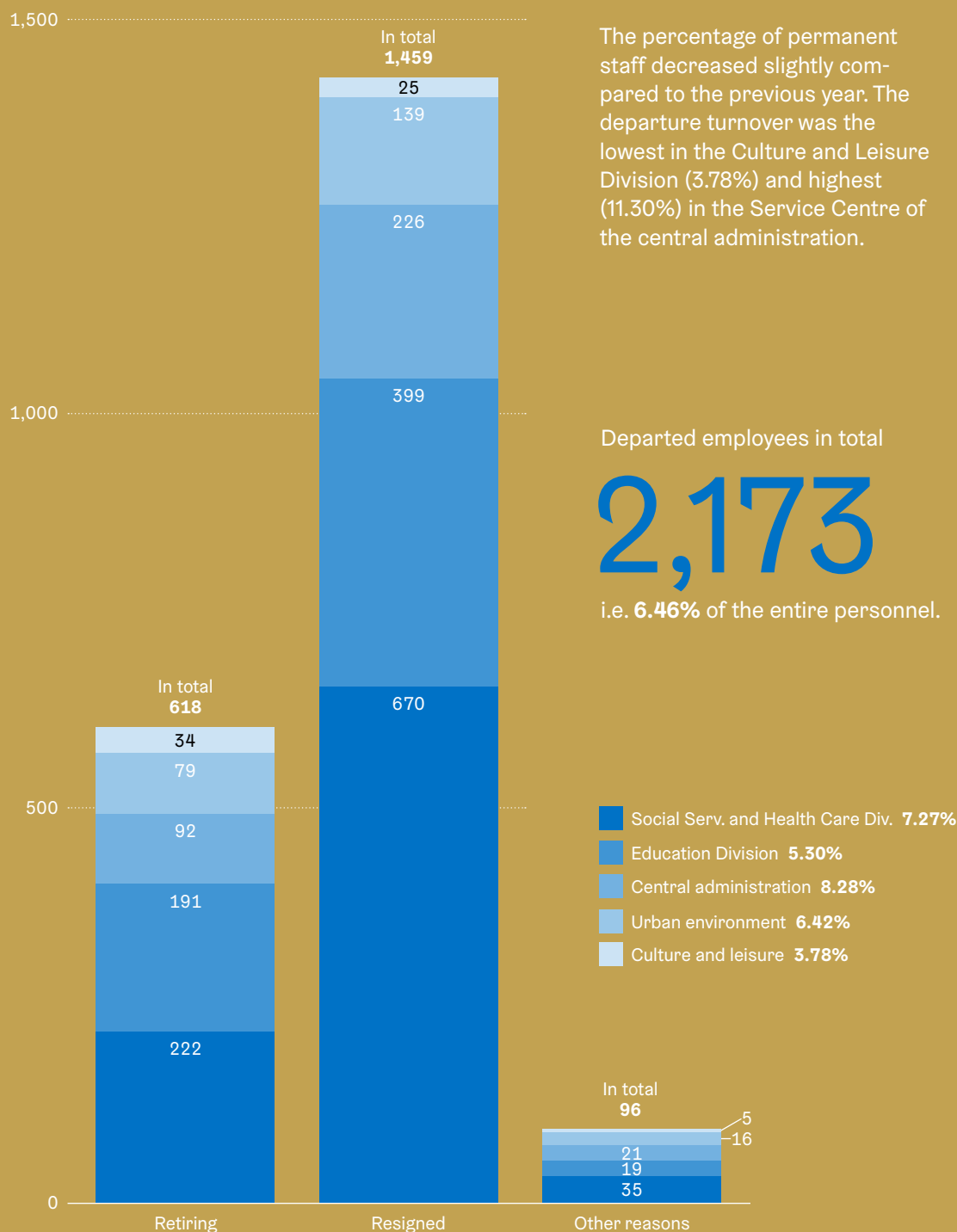


At the end of December, the city employed 37,459 people, excluding wage-subsidised workers. The total number of personnel decreased by 197 people. This decrease in personnel is due to the decreasing staff numbers of the Social Services and Health Care Division (and partly the Service Centre and Stara), which was caused by e.g. organisational changes, business transfers and the challeng-

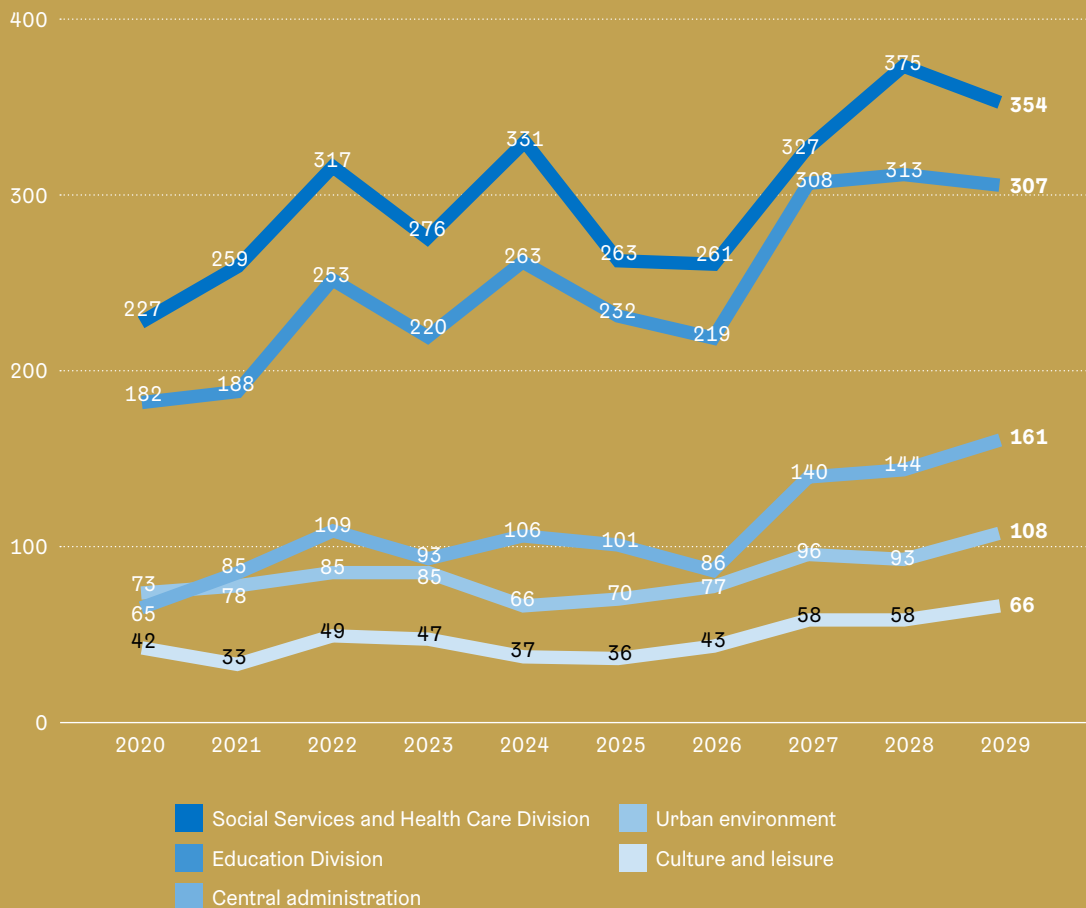
es related to staff availability. The services of the Education Division increased similarly due to the increasing service needs of the growing population. Four of every five city employees had a permanent employment relationship. The number of permanent employees decreased slightly (354 people) compared to the previous year and the number of fixed-term employees increased by 157 people.



# The departure turnover of permanent staff



# Permanent employees reaching the age that entitles them to receive old age pension

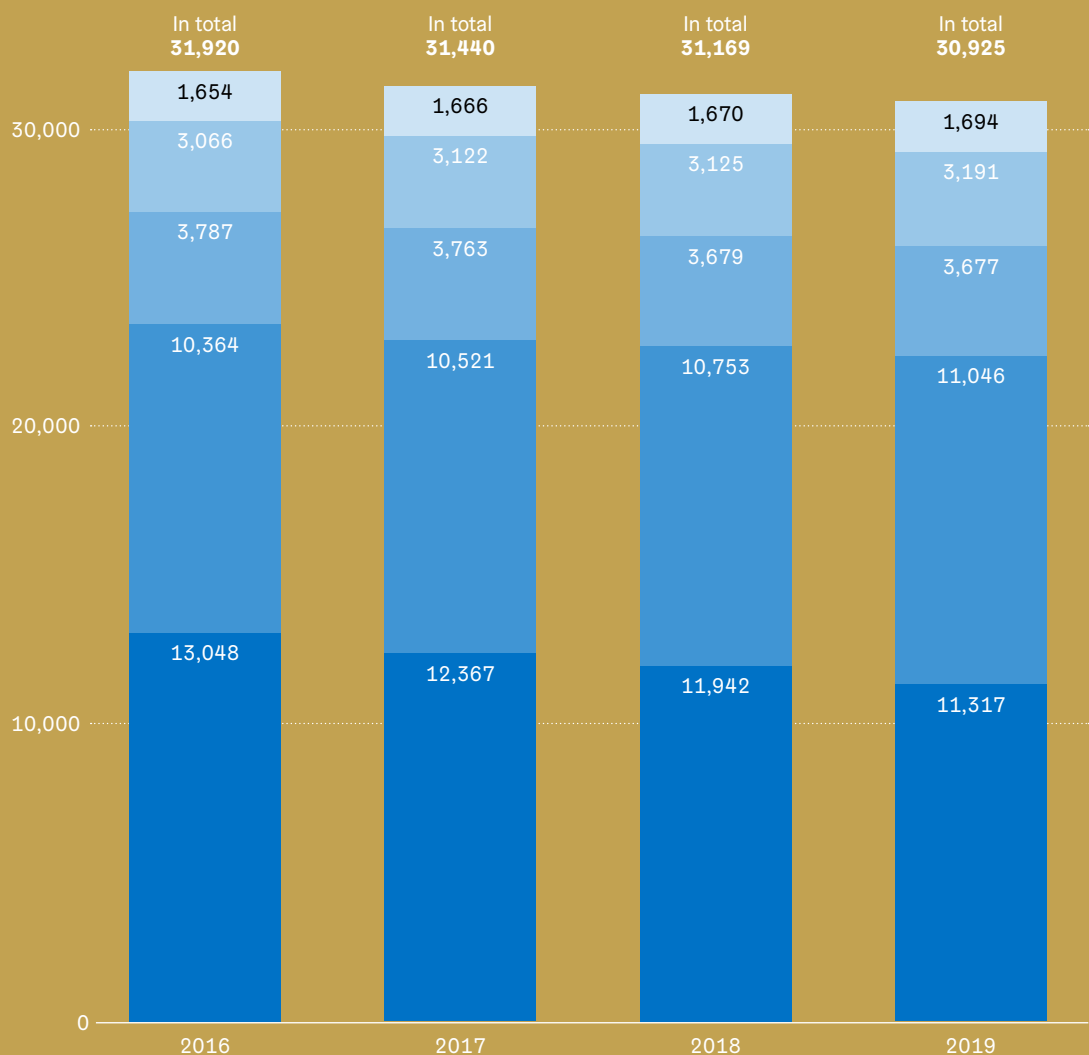


It is estimated that the number of employees reaching the age that entitles them to receive old age pension will significantly increase from 2020 (589 people) to 2029 (996 people). Based on our current personnel structure, the peak years for retiring would be 2022 and 2024, after which there would be more than 900 retirees every year starting from 2027. The average computational age of the retirees was 64 years.

# 606

people worked past their retirement age, which was 48 people less than in the previous year.

# Person years



- Social Services and Health Care Division
- Education Division
- Central administration
- Urban environment
- Culture and leisure

The trend number (a computational agreement on how the number of the City of Helsinki's personnel has been calculated) has been included. Permanence of work has been determined based on working permanently for the City of Helsinki, even if the position within the city organisation is fixed-term.

Person years have decreased from the past year, as has the number of personnel. In the reports of 2019, teachers have been added into the person year calculations and the data from past years have been updated based on

this same logic. Person years will be calculated by deducting all other absences aside from annual holidays from the service days of all permanent and fixed-term employees. The achieved number will be divided by 260.7143.

# The distribution of total working time

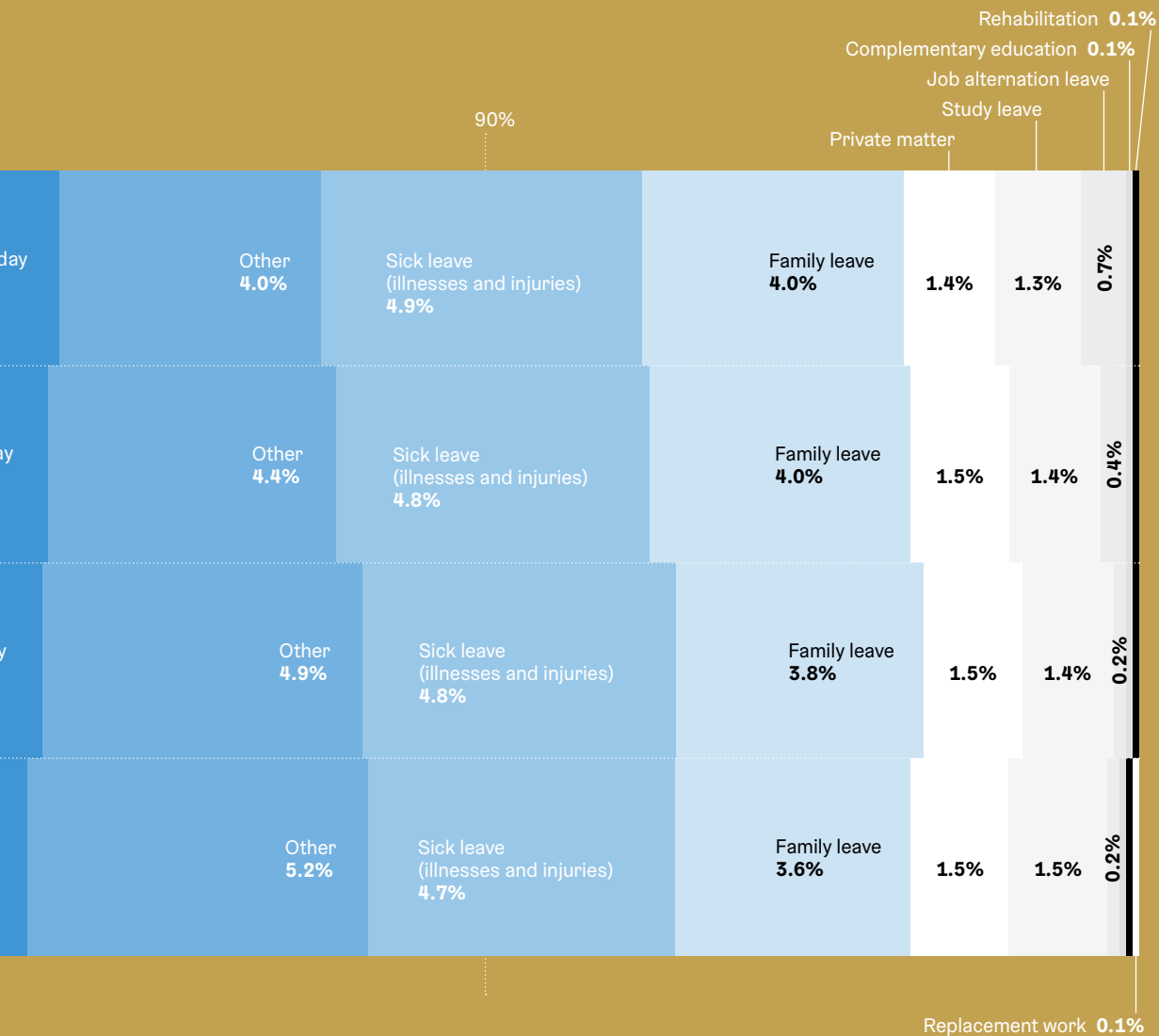
Permanent and fixed-term (excluding wage-subsidised workers)



The share of completed working hours decreased slightly in 2019. The use of study leave has seen some growth, while taking out family leave has decreased. In 2019, the personnel had the chance to take out their holiday bonus as extra vacation days, which may have had an effect on the growth of annual holiday times. The amount of annual holiday also increases based on the employee's length of service. Other absences include such matters as managing another assign-

ment within the city organisation. The share of other absences increased compared to the previous year. In these statistics, replacement work is counted as an absence from the employee's actual position, even though the employee is managing their own, although lighter, duties during replacement work. In 2019, teachers were added to the calculation of total working hours, and the data from previous years were also updated with the same logic.

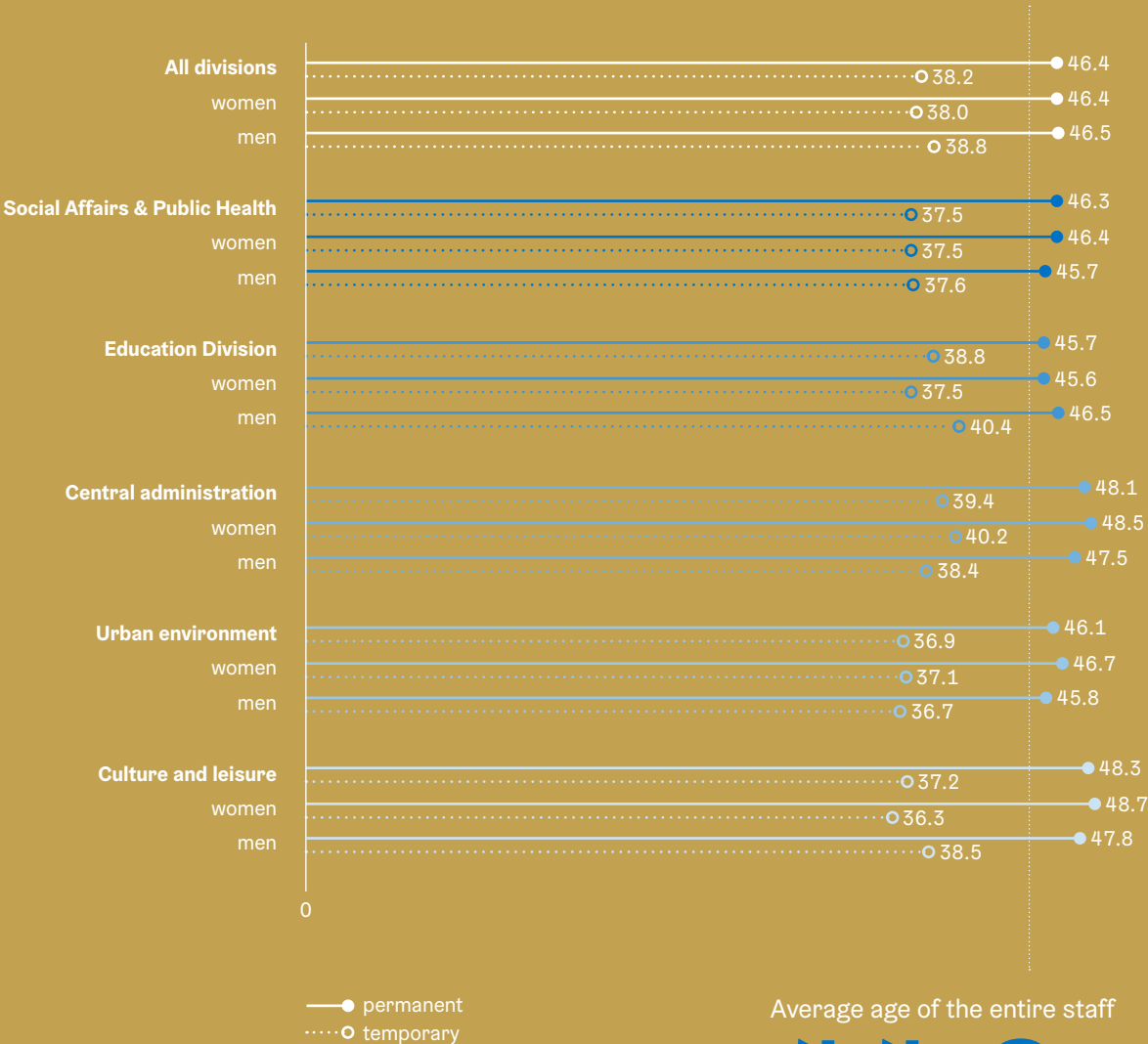




# Average age of personnel

The average age of the personnel (44.8 years) has increased slightly compared to the previous year when it was 0.1 years less. Men are slightly older on average than women.

As expected, the average age of permanent workers (46.4 years) is clearly above that of fixed-term employees (38.2 years).



Average age of the entire staff

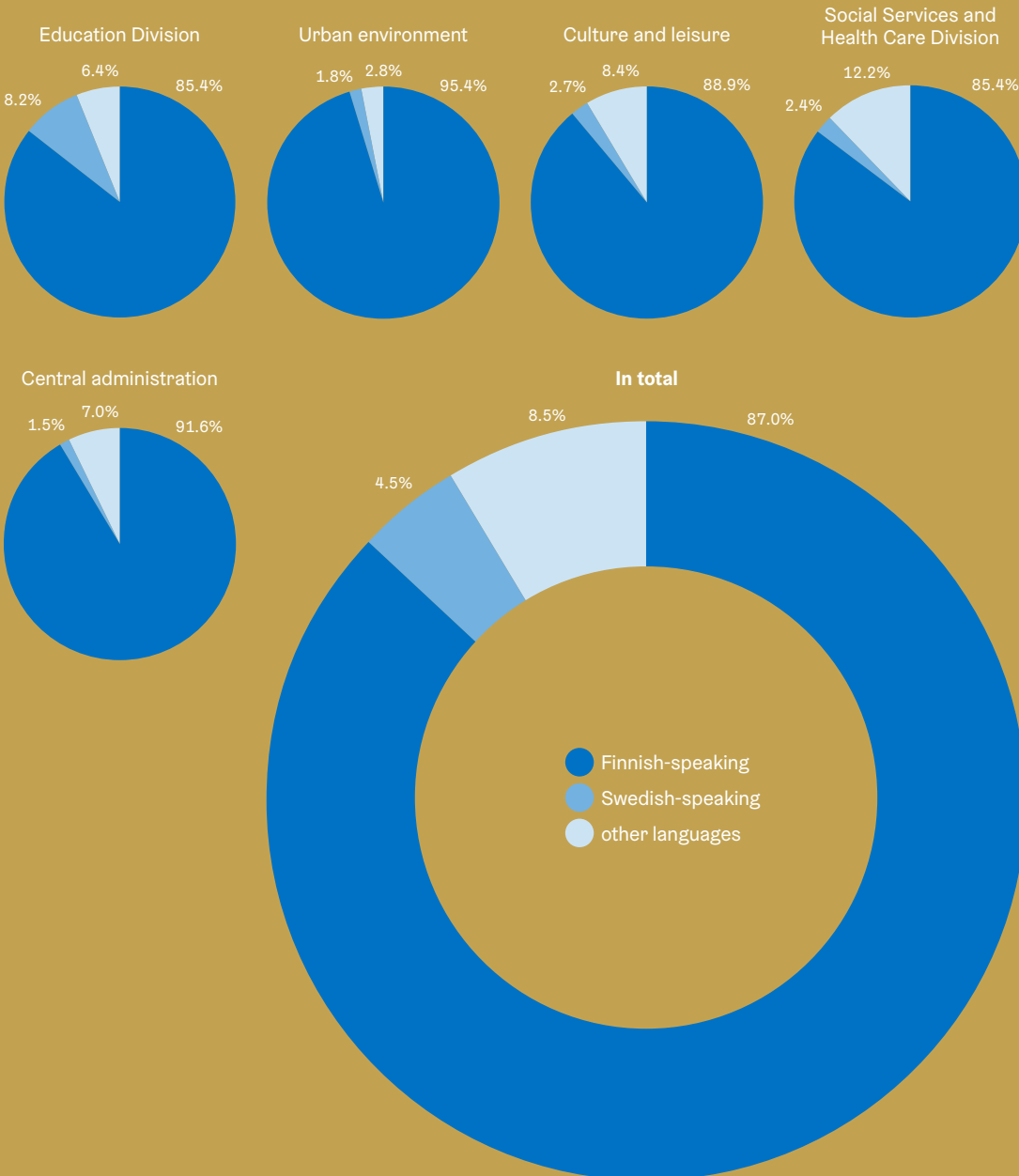
# 44.8

years.

# Personnel by mother tongue

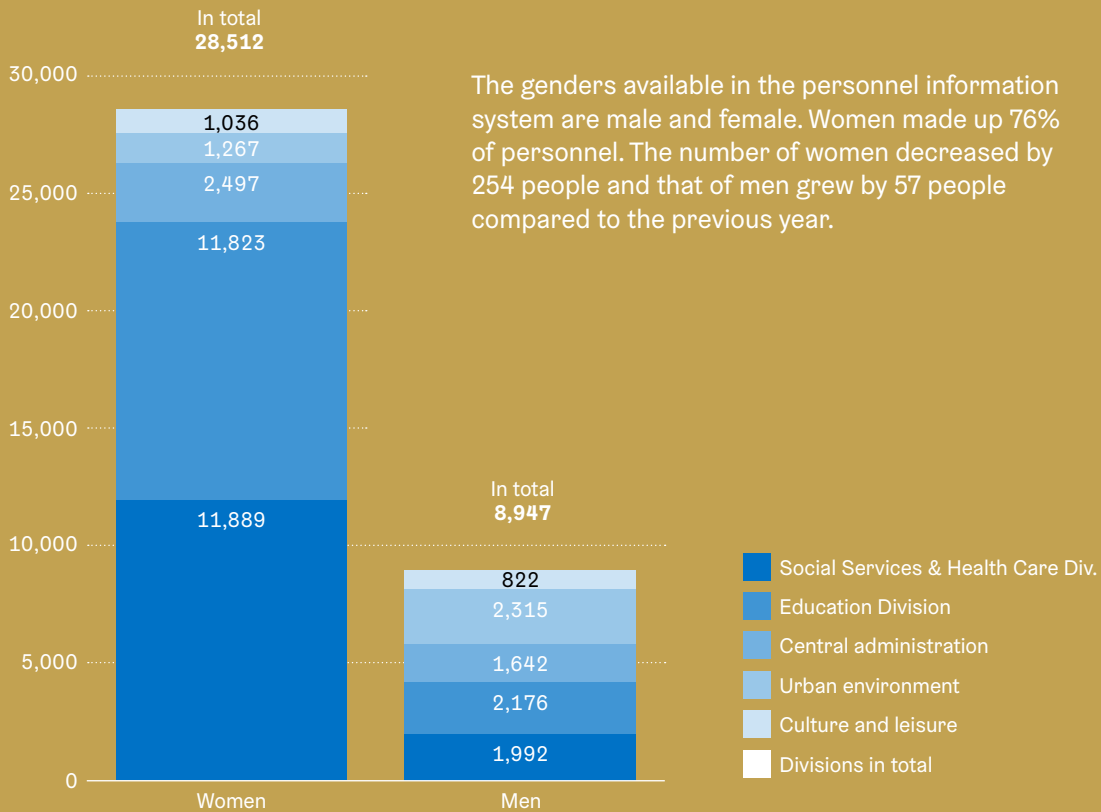
Of the entire personnel, 8.5% spoke something other than Finnish or Swedish as their mother tongue. The number of foreign-language speakers saw a clear increase compared to the previous year, when it was 7.8%. In 2019, the share of foreign-language speakers of the official number of personnel was 7.7%. Social Services and Health Care

Division still remained as the division with clearly the highest share of foreign-language speakers, having risen from 10.9% to 12.2%. The official number of employees includes the people in the trend number. The trend number is a computational agreement, which filters out e.g. very short employment relationships.

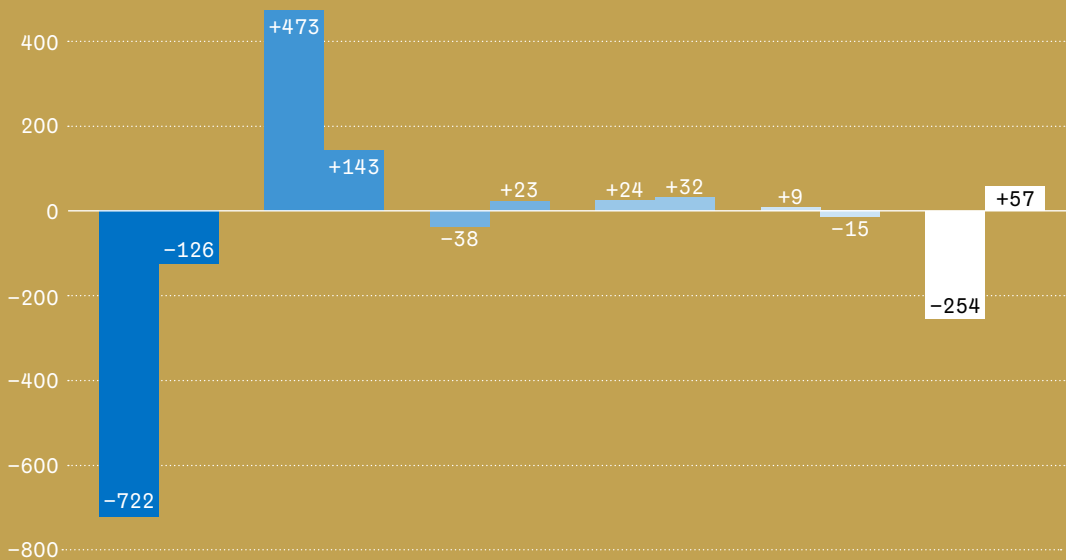


# Personnel by gender

Monthly and hourly paid employees (not wage-subsidised employees)



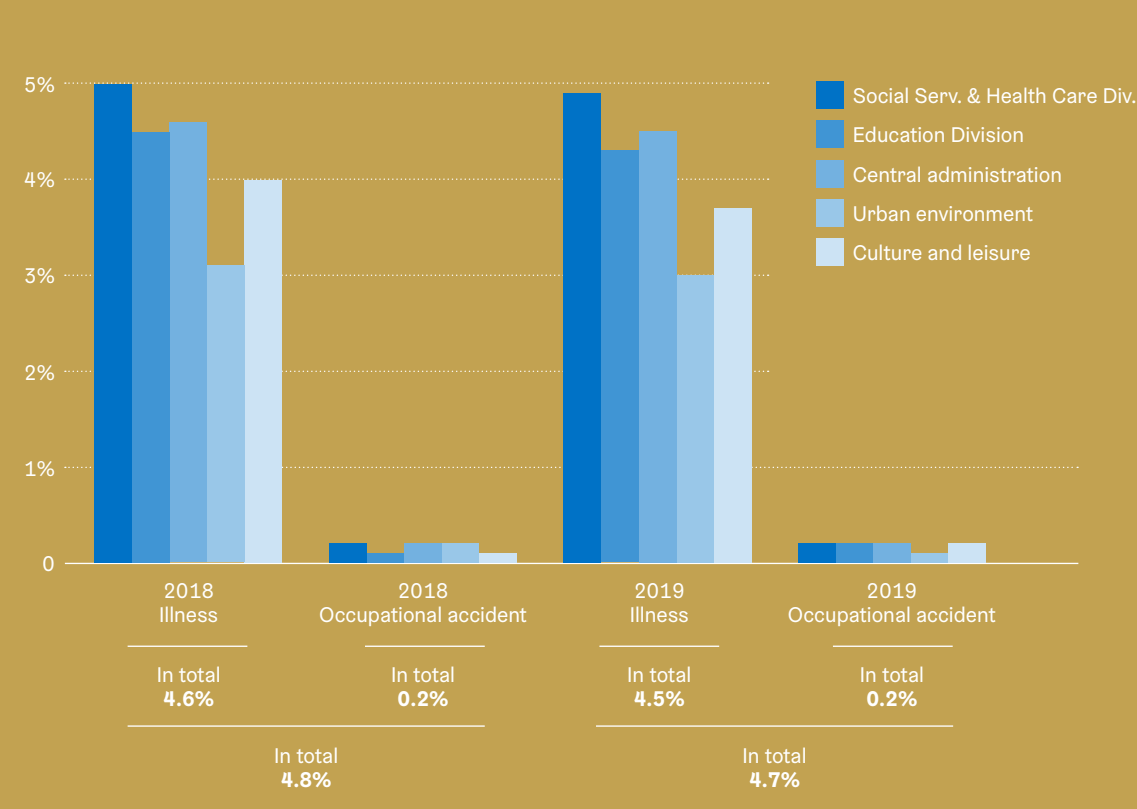
Change compared to 2018





# Development of absences cause by illnesses and accidents

Permanent and temporary employees (excluding wage-subsidised employees)

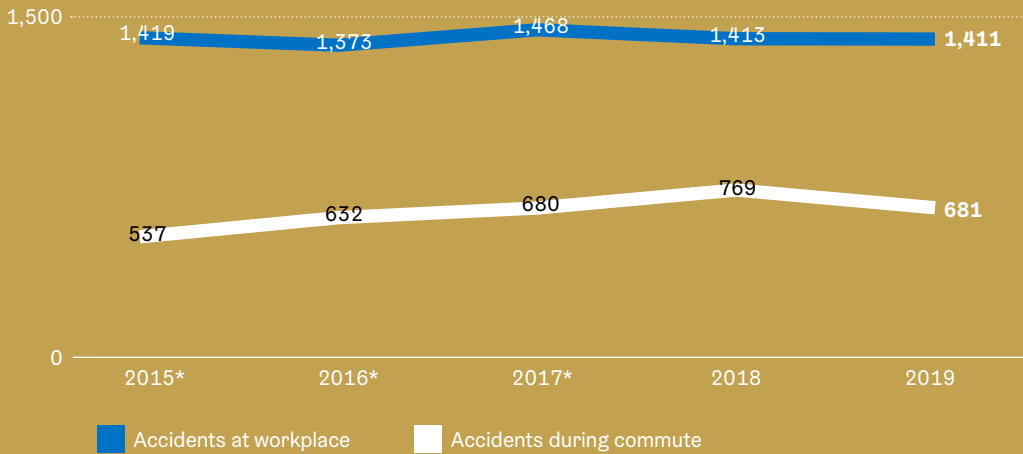


The personnel's sickness and occupational accident rate decreased to 4.7 per cent in 2019. The number of occupational accidents has remained on the same level with previous years. Absences due to sick leave decreased (2019: 4.5%) compared to previous years (2018 and 2017: 4.6%). Especially longer absences decreased, and the change could be seen in the age groups of workers aged 45 and over, in particular. A determined

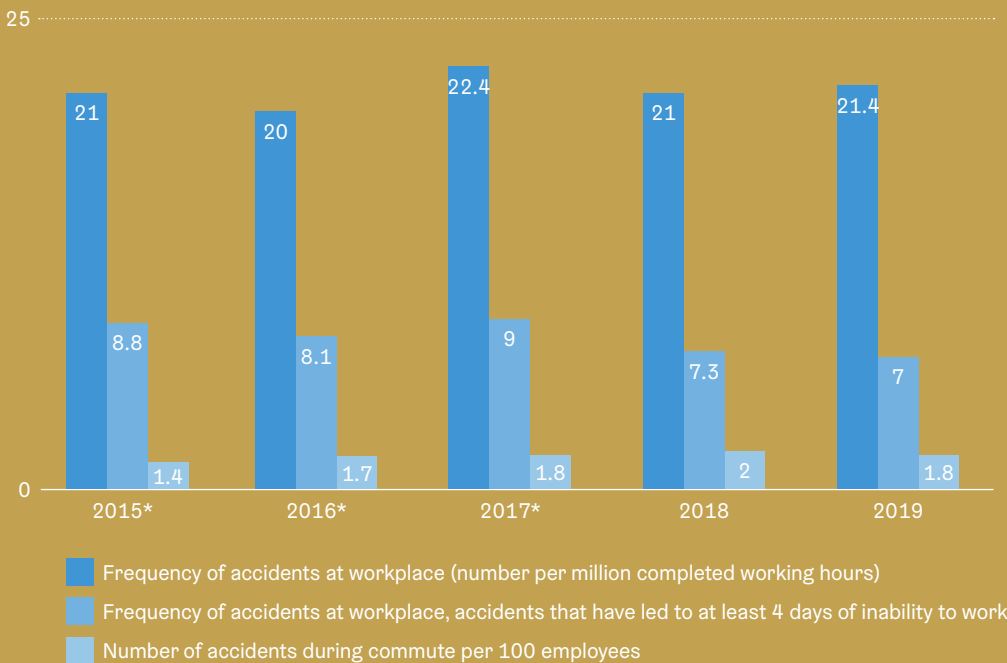
network cooperation to support the work capabilities of people with limited work abilities and various part-time work arrangements were behind this development. On the other hand, the number of replacement workdays increased significantly in 2019, and extending sick leave with the supervisor's permission until 5+2 days was taken into use in the whole city.

# Change of occupational accidents

Occupational accidents and their development 2015–2019



\* The statistical principles of occupational accidents were changed for 2018, and the numbers from 2015–2017 have been updated to enable comparisons.



The number of occupational accidents has remained on the same level with previous years. There were 1,411 occupational accidents, which is nearly the exact same number as the previous year. However, the number of accidents at workplace that have

led to an absence of at least four days has clearly been decreasing for the second consecutive year. Accidents during commute have also decreased clearly, so it seems that the poor trend of the past years has taken a turn for the better, at least for now.

# City of Helsinki personnel report 2019

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