

Staff Report

2017



Helsinki

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Helsinki

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To the Reader

The City of Helsinki Staff Report provides a comprehensive overview of the structure and condition of the city's staff as well as the focus areas of its staff policy. It also describes the implementation of the city's strategy from the perspective of staff policy.

Our organisation faced major changes as we entered 2017. The renewal of the city's management system had been prepared during the City Council's term of office. The decision on a mayoral model had been made and municipal elections were on the way. In June, the new City Council elected a Mayor and four Deputy Mayors. The departments of the old organisation had been turned into four divisions and a central administration, and key positions in these functions had to be filled.

The City of Helsinki wants to be a good place to work where the goal is excellent people leadership.

The largest organisational renewal of the city's history characterised our work throughout the year. Under the new divisions, almost all of our working methods were revised or at least reviewed. Many experts and specialists took on new positions. The new organisation, new supervisors and changes in working methods affected all of the city's staff in various ways. The views of the staff regarding

the changes and the effectiveness of our communication were monitored as the reforms progressed. While there were changes in duties and the physical locations of work, we are proud that the city was able to implement these major changes without any employees being dismissed.

In the autumn, the City Council approved the new city strategy, which aims to make Helsinki the most functional city in the world. We emphasise the importance of a change in organisational culture, agility and a strong service orientation. The City of Helsinki wants to be a good place to work where the goal is excellent people leadership. During the present City Council's term, the city will improve management and leadership work and develop its communications operations.

The strategy is being implemented through various staff policy measures. The key staff policy development initiatives are related to the digital transformation, the development of management and leadership, staff competence and practices related to participation and engagement. The guiding principle is the renewal of the city's organisational culture.

As an employer, the City of Helsinki will continue to emphasise a responsible and fair staff policy while also promoting the proactive management of work ability. We also want to develop as a diverse and international employer and promote the career development of our staff. We have defined development projects for these focus areas, and these projects will be put into practice over the coming years.

In many ways, the new organisation is still taking its shape. A change in organisational culture requires new learning and the spreading of new processes. The city's wide-ranging renewal will continue.

Sami Sarvilinna
City Manager



A group of staff members are gathered in a lecture hall, waving their hands enthusiastically. They are dressed in casual attire, including sweaters, jackets, and jeans. The room features rows of wooden desks and chairs, typical of a university lecture hall. The lighting is warm, and the overall atmosphere is one of joy and celebration.

**There are
37,090
of us**

**and here
are 31!**



In 2017, the city employed a total of 37,090 people. The majority of these worked in the Social Services and Health Care Division (14,699) and the Education Division (12,877).

In this photo, you can see about thirty of us: a group of home care employees getting ready for a joint training session.

Helsinki- päivä

11.-12.6.

Kaksi päivää,
yli sata tapahtumaa.

Sirkus rullaa
Suvilahteen

📍 Suurpuoli

🕒 12.6.2017

Tompan
salattu kaupunki

📍 Etelä-Helsinki

🕒 11.-12.6.2017

Kääntöpöytä
on katettu

📍 Pasilan Kääntöpöytä

🕒 11.6.2017

Baby vie,
mamma vikisee

📍 Nuorisoyhteisö

Helsinki

helsinkipäivä.fi

The city organisation's uniform visual brand identity was introduced at the beginning of June. The visual brand identity is aimed at enhancing Helsinki's image.

New management system, new ways of working

The goal of our previous strategy to renew the city's administrative system so that the results of the municipal elections would be better reflected in the city's management. Further goals included improving democratic decision-making and its effectiveness as well as strengthening the role of the City Council and City Board in the city's administration. Another aim was to make the city organisation easier for residents and customers to understand and to give them better opportunities to be actively engaged in the city's activities.

Based on the results of the municipal elections, a Mayor was elected for the city, along with four Deputy Mayors, from among the members of the City Council. The city's departments and municipal enterprises were reshaped to create four divisions and five municipal enterprises. The Central Administration consists of the Rescue Department, the City Executive Office and the Audit

Department, which remained as separate organisations. Helsinki Zoo also remained a separate organisation until the end of 2017.

The Mayor and Deputy Mayors are full-time political officials whose term matches the City Council's term of office.

Reshaping management positions

The renewal of the management system brought about major changes in how the city operates. While executive and middle management positions as well as administrative and support services were the most affected by the changes, the new organisational structures, supervisors and working methods were widely reflected in the work of all of the city's staff and the services received by customers.

The renewal process was prepared by a large group of experts. In the spring, there were eight working groups and their sub-groups working on the preparations.

The City Board's management section was in charge of steering and monitoring the reforms. The City Staff Committee served as a cooperation monitoring group throughout the renewal process.

Recruitment for new positions

Positions in the new organisation were filled through recruitment processes. Executive positions were filled either through public recruitment processes or internal candidacy, depending on the position.

The City Executive Office's Human Resources unit coordinated the recruitment and related processes in a centralised manner.

A large number of lower-level supervisory positions were also opened up for applications and filled internally. The selection processes were carried out on a tight schedule, with many people participating in the preparations.

Support for finding new positions

The organisational renewal meant new positions and job descriptions for some of us, but it did not lead to the dismissal of any employees. Helsinki's city strategy specifically states that the city will not dismiss permanent staff for financial or production-related reasons. This does, however, require employees to be prepared and willing to take on new duties. Few organisations in Finland are able to provide this type of employment security for their staff in a period of transformative changes.

Supervisors held discussions with those employees whose duties, position or location was to be substantially changed. The discussions included the impacts of the changes and the available alternatives.

Reassigned employees were given support in finding new positions, also by providing training where necessary.

By and large, cooperation within the work communities and with individual employees was effective. It was important for us to engage our staff in planning and developing the way we operate.

We have reminded the members of our organisation that it will take years to develop

new operating methods and put them into practice. Good leadership, supervisory work and participatory change management will continue to be important for the city organisation.

Real-time information on the renewal

We supported our organisational renewal by engaging in active communication. The city's staff and Helsinki residents received nearly real-time information on the progress of the reforms.

News articles published on the Helmi intranet and the hel.fi website closely followed the preparations and decision-making related to the reforms. We made all of the available information freshly available on our pages focused on the renewal measures.

We organised information events, video blogs and presentations for the city's residents and our stakeholders in order to shed light on the new organisation and explain how services will be organised within the new structure.

The city's website and the Helmi intranet were also redesigned in conjunction with the organisational reforms.

We prepared a uniform visual brand identity for the entire city organisation and launched it at the beginning of June. The visual brand identity is aimed at enhancing Helsinki's image.

New cooperation agreement

The city's new cooperation agreement defines how matters related to staff and cooperation are handled and promoted.

Cooperation is based on the statutory requirements, but the structure and operating methods of the cooperation organisation were revised and agreed upon with staff organisations.

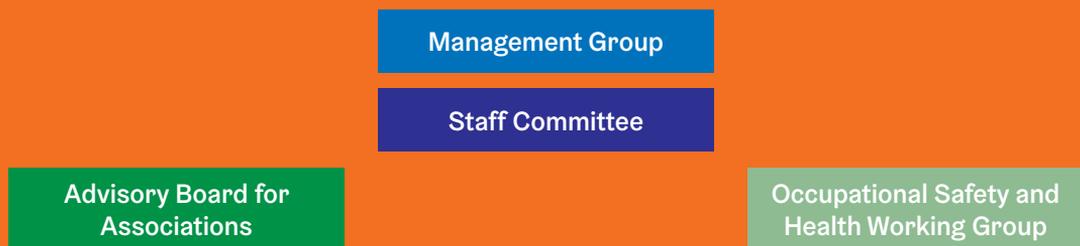
The most significant change brought about by the new agreement is that representative cooperation and cooperation related to occupational safety and health were combined. This means that occupational safety and health issues will now be handled by the Staff Committee. The goal is to engage the participation of staff as early as possible in all matters that concern the city's employees.

The cooperation system and its participants

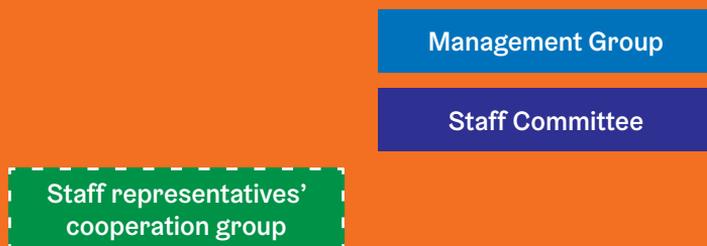
City level



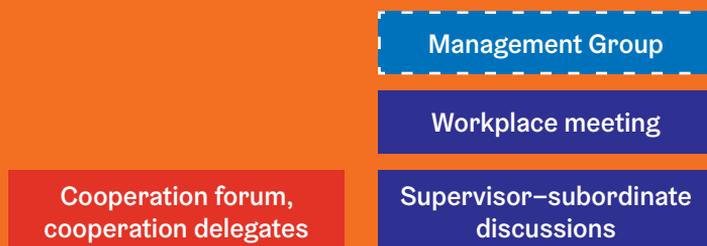
Division



Service category



Service





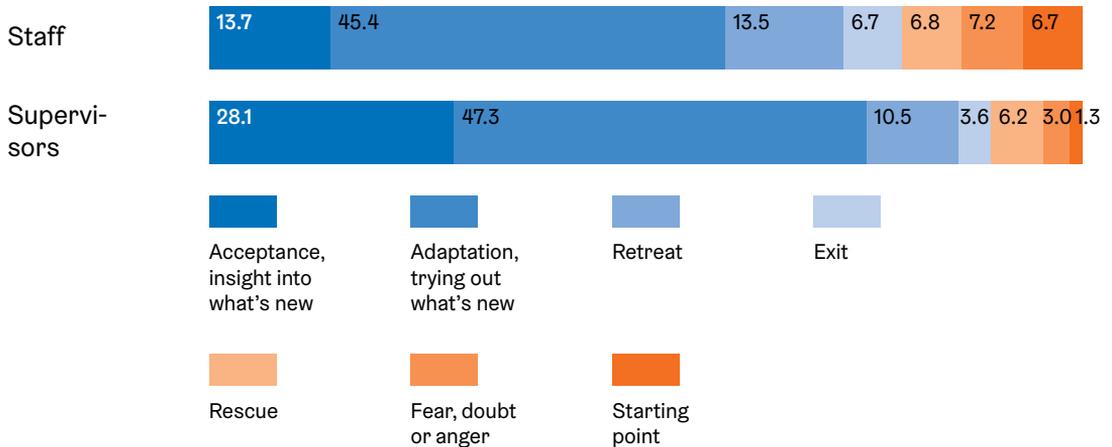
Supporting everyone in a period of change

The renewal of the city's management system required change support and staff planning. We arranged career guidance for our staff along with centralised change support for the managers, supervisors and staff of the new divisions.

Mika Kinnunen, Ilari Suonpää and Henry Keinälä are stage technicians at the Savoy Theatre. Suonpää leads the technical team and participated in a vocational degree programme for immediate supervisors.

Adapting to change

per cent



The Pulse of Change survey included questions on the respondents' attitude toward change. More than half of the staff and three out of four supervisors indicated that they had at least adapted to the changes.

The organisational renewal has been a major change and we have supported it in various ways. The new combined organisations required support in areas such as clarifying their operations and duties, developing new operating methods and models as well as their core services and administrative functions. We also supported the strengthening of leadership and management as well as the ability of supervisors and staff to cope with the changes.

We monitored the staff and supervisors' perceptions of the changes, communication, opportunities for exercising influence and commitment to the changes by conducting three Pulse of Change surveys during the year. The divisions implemented their own programmes to support the change and the formation of the new organisational structures.

As part of the preparatory work that went into the new city strategy, we arranged scenario workshops focused on various areas of operation. We also organised a creative leadership camp for executive management in order to establish a shared perspective on the city's future direction, management methods and ways of working.

Career guidance at the divisional level, formal qualifications for supervisors

As the city's new divisions are large entities with many employees and diverse functions, they provide increased opportunities for the staff to take on new roles. With this in mind, the career guidance function and the experts employed by it were spread out at the divisional level to support employee placement. In conjunction with this move, retirement guidance and HR guidance were centralised under the Financial Management function.

We held information events on current issues for executives, middle management and immediate supervisors. We supported supervisory work by training immediate supervisors and middle management.

We organised vocational degree programmes for immediate supervisors as well as training for a specialist qualification in management.

The digitisation of training decisions was implemented by adding a digital sign-up section to the course management system, replacing the old paper-based approval procedure.

Developing team leadership skills



According to Production Coordinator Ilari Suonpää, one of the best things about employee training is getting to know colleagues from different divisions.

Production Coordinator Ilari Suonpää developed his supervisory skills by participating in a vocational degree programme for immediate supervisors. He leads the technical team at the Savoy Theatre. The team works on stage technology and ensures the safety of the theatre's performances.

"I signed up for the training programme because my position was new to me and my job description changed when I became a Production Coordinator. I had previously worked as a sound technician at the Kanneltalo cultural centre.

The training gave me access not only to a lot of new information, but also many useful contacts. The course content included a variety of concrete issues such as hiring temporary employees, recruitment in general and investment planning.

One of the reasons Suonpää recommends the training programme to other team leaders and immediate supervisors is the benefit of spending time with one's fellow students. Immediate supervisors and team leaders face many similar situations regardless of the division they work in.

Senior Consultant Riitta Eklund from the City Executive Office says the vocational degree programme for immediate super-

visors improves the participants' capacity to lead their teams in a systematic and goal-oriented manner. The curriculum for the degree programme was drafted by the National Board of Education.

"We included this degree in our training programme as soon as it became available in 2015. There has been a lot of interest, with two groups of about 20 students having already graduated and three more groups currently participating in the programme," Eklund explains.

The plan is to continue the training programme. Participants have been selected from various divisions and this approach will be maintained.

"The participants have valued the fact that they represent different backgrounds and job roles. This helps bring in different perspectives and provides insight into other people's jobs," Eklund adds.

The feedback has been very good overall. Things at work don't always go according to plan, and everyone faces difficult situations sometimes. Those who have participated in the training have pointed out how important it is to have the opportunity to discuss such challenges together in a confidential setting.

Data Protection Officer Päivi Vilkki has the job of her dreams. She started in her new position in December 2017.

Nearly 8,000 vacancies

The organisation had 7,871 vacancies during the year, an increase of 971 from the previous year.

In quantitative terms, recruitment activity was highest in the Social Services and Health Care Division and the Education Division. These accounted for 70 per cent of all vacancies.

We also hired 4,491 summer workers, of whom 1,389 were under 20 years of age. The Social and Health Care Division and the Culture and Leisure Division had the highest numbers of young summer workers.

We also offer work to civilian servicemen. They numbered 58 last year and most of them worked in the Culture and Leisure Division and the Urban Environment Division. Their job roles included customer service and logistics duties in the city's libraries, and there were also civilian servicemen in the roles of janitor, ICT assistant, assistant stage technician, researcher and doctor.

A dream come true

One of the new additions to the city organisation during the year is Data Protection Officer Päivi Vilkki, who took up her new post in December.

"This job is a dream come true for me. I'm a lawyer and data protection has been my favourite field for quite some time now.

The entry into force of the EU General Data Protection Regulation in May means that cities must have a Data Protection Officer.

Vilkki sums up her role by explaining that a Data Protection Officer provides advice, guidance and training on data protection and works with the supervisory authorities.

She says the City of Helsinki managed data protection well even before the GDPR, so there is no panic about the new regulations. She emphasises the fact that data protection must be collaboratively managed throughout the city organisation. Each of the four divisions has a person responsible for data protection, as do all of the city's municipal enterprises. They all work closely together.

What is the best part of your job?

"The most significant thing, and also the best thing, is that data protection concerns everyone. I also like having the opportunity to create something new, as this is a new position and our focus is on putting new legislation into practice. Lawyers rarely get an opportunity like this," Vilkki says.

Employee apartments support recruitment

- 2,736 apartments for employees.
- Fixed-term leases (five years).
- Some 7.3 per cent of the staff live in employee apartments
- The majority of those who live in employee apartments work in the Social Services and Health Care Division and the Education Division.
- Urgent housing needs among employees have been met by providing them with an employee apartment or a rental apartment owned by the city.



Diverse training to improve supervisor skills

The development of supervisors' skills has been supported by a variety of training programmes, such as the following:

Starting supervisory work

An orientation programme for new supervisors that focuses on basic information and skills, particularly in relation to HR topics.

A good supervisor's ABCs

A basic information package with materials that provide a succinct overview of various themes and help the trainee establish an understanding of a supervisor's responsibilities.

Oiva Treeni training for immediate supervisors

Immediate supervisor training for new supervisors, future supervisors and substitute supervisors. Includes informative content as well as opportunities for peer support,

networking and seeing the big picture of the city's administration.

Oiva Valmentaja training for immediate supervisors

The benefits and challenges of using a coaching-oriented approach in supervisory work. Also includes small group exercises utilising group coaching tools.

OVI training for potential supervisors

Do I have what it takes to be a supervisor? An expert's career path to their first supervisory role.

Specialist qualification in management (JET)

Vocational degree programme for immediate supervisors (LAT)

A photograph of two women walking together in a modern, brightly lit hallway. The woman on the left is wearing a black long-sleeved top and blue jeans, while the woman on the right is wearing a white lab coat over a white top and white pants. They are both smiling and looking at each other. The hallway has a grey floor with a yellow line, a blue chair, and a glass wall in the background. The ceiling has recessed lighting and a fire exit sign.

Minna Hakola and Mia Lahtinen are former colleagues. Today, Hakola works in a supervisory position at the Brahe assisted living facility. She supported Lahtinen in her job reassignment throughout the process.

Sickness absence declining

We systematically promote a proactive approach to managing work ability. Our efforts have produced good results, as evidenced by the continued decline in sickness-related absences at the City of Helsinki.

The sickness absence rate decreased again, this time by 0.1% from the previous year (2016), and stood at 4.7 per cent for the year 2017. The number of days at work increased by 55,507 for the city as a whole. We estimate the cost of one day at work at approximately 250 euros, which would translate to computational savings of more than 10 million euros for the year.

Absences with a duration of less than 60 days have taken a particularly steep decline. Sickness absence declined especially in the Social Services and Health Care Division.

The excellent results stem from the division's management and supervisors having a strong commitment to actively managing work ability, and they have also received training in this area. The management and

supervisors intervene in problems related to work ability at an increasingly early stage and solutions are sought together. The management and supervisors are also responsible for managing work ability and they benefit from strong support from occupational health care in this area.

The management of work ability has also been improved at the city level. One indicator of this is the increased number of occupational health negotiations. The number of employees requiring reassignment due to health reasons has not increased in spite of the major organisational renewal that took place during the year.

New operating methods used in occupational health care have also made a significant contribution to the decline in sickness absence. Occupational Health Helsinki developed and implemented recommendations for doctors to support the assessment of whether sickness absence is necessary and how long it should last. Thanks to the new recommendations, sickness absences caused by musculoskeletal symptoms alone declined by more than 15,000 days (15%).

Profiling based on work ability risk has enhanced the targeting of occupational health services and helped implement a more proactive approach.

Sickness absence pilot projects were

carried out in early education and in two service areas of the Social Services and Health Care Division. The pilot involves employees holding discussions with their supervisors followed by an approved absence of 5+2 days.

The Education Division will gradually adopt the 5+2 model for sickness-related absences.

Changing jobs like your life depends on it

Department Secretary Mia Lahtinen smiles and says that the story of her career could be given the attention-grabbing headline of “changing jobs like your life depends on it”. She can smile about it now, but the events that brought her to where she is today were not exactly funny. Lahtinen originally worked at the Brahe assisted living facility as a practical nurse specialising in mental health, substance abuse and crisis counselling. She completed her studies while working at the same time.

She enjoyed her interesting and occasionally quite colourful job. She was then struck by a serious and acute illness in the middle of a workday that forced her to stop and rethink her choice of profession.

The initial bout of illness led to a spiral of sickness-related absences that made it difficult for her to return to her previous job. Reducing her physical workload was considered as one possible solution, but Lahtinen felt that would have meant shifting the load onto her colleagues.

“The city is a great employer in terms of making plans for reassignment. I was advised of the opportunity to study while working, with support from Keva, to obtain a vocational qualification in business and administration. I then got a trainee position as a secretary at Laakso Hospital,” Lahtinen says.

When she graduated, she was hired as a department secretary at Haartman Hospital. She enjoys the diversity of her duties and being part of the daily life of a hospital ward. Once a nurse, always a nurse!

Minna Hakola listens to Lahtinen recount her story and nods along: training and

A work ability negotiation is needed when early support measures are not sufficient.

education pays off. She was a colleague of Lahtinen’s at the Brahe assisted living facility in the 1990s and still works there. Her job description has changed over the years: after getting a bachelor’s degree in social services, she is now in a supervisory role. She has also participated in supervisor training and, among other things, completed a specialist qualification in management alongside her work.

Monitoring sickness absences among staff is one part of Hakola’s job. If necessary, she holds a discussion with the employee in accordance with the early support model, which is aimed at identifying problems related to work ability and work performance and finding solutions to them.

“If the situation requires it, I contact the occupational health service to arrange a work ability negotiation.

A work ability negotiation is usually needed when the early support measures are not sufficient to support the individual’s work ability.

Hakola’s duties also include supporting employees who return to work after an extended absence due to illness.

“I was involved throughout Mia’s reassignment process and participated in work ability negotiations, among other things. It

Training improves work ability

More than a thousand people received support for developing and maintaining their occupational well-being in the form of well-being and work ability training.

A six-month online training module was added as a new component to the well-being training programme.

Well-being or work ability training that starts with an intense rehabilitation period, combined with targeted follow-up training, has improved the participating employees' perceptions of their own work ability.

Occupational Health Helsinki wins an award

Occupational Health Helsinki received recognition in its sector in the form of a 2017 Quality Award granted by the Finnish Medical Association. The quality award was granted in recognition of the effective development of occupational health care operations. Occupational Health Helsinki participated in the competition by presenting the results of the Pain and Work Ability development project, which took place in 2015–2016.

was important to maintain contact with Mia all through the process, including the time she participated in a work trial and studied for her new degree under an apprenticeship arrangement.

Many options for supporting work ability

Special Coordinator Jaana Vuolaspuro from the Social Services and Health Care Division emphasises that the earlier you intervene in problems related to work ability, the better the results – for the employee as well as the employer. Vuolaspuro provides advice and support to supervisors when they observe a decline in work ability in one of their employees. She is also frequently requested by the occupational health service to participate in work ability negotiations aimed at finding ways to help employees in their jobs.

Vuolaspuro's job could be described as work ability coaching for supervisors as well as employees.

The Social Services and Health Care Division has created an operating model aimed at the earliest possible intervention in problems related to work ability. Occupational well-being specialist Anne Heikkilä from the Social Services and Health Care Division points out that the model emphasises an active role for the employee: if staying in one's current job and making a full contribution is not possible, there are many options for what to do next. Information on the various alternatives is available in the division's work ability model on the Helmi intranet.

Vuolaspuro and Heikkilä emphasise the importance of openness. The more openly issues are discussed, the better the chance of finding a good solution.

Taking quick action often eliminates the need to learn a new occupation. Possible solutions include rehabilitation, job redesign and partial sick leave.

A reduction in the number of accidents at the workplace

According to preliminary statistics, the city's employees were involved in slightly over 2,000 occupational accidents during the year. Accidents during commuting account-

The more openly issues are discussed, the better the chance of finding a good solution.

ed for approximately one-third of the total. The number of accidents at the workplace decreased somewhat from the previous year, but the number of commuting accidents increased slightly.

The most common accidents were falling and slipping, which represented approximately one-third of all occupational accidents. Other causes of occupational accidents included lifting and moving objects as well as customer violence.

Occupational safety delegates elected for a four-year term

The city's employees elected 40 occupational safety delegates in occupational safety and health elections. An electronic voting system was trialled for the first time, but employees also had the opportunity to vote in person.

The occupational safety delegates were elected to represent the employees in occupational safety and health cooperation for a four-year term from 2018 to 2021. Both employees and supervisors elected occupational safety delegates to represent them.

Occupational safety delegates work together with the employer to promote healthy and safe working practices and well-being at work.

55,507

more days at work.

Sickness absences caused by musculoskeletal symptoms
alone declined by more than

15,000

days.

The city saved more than

10

million euros.

Results of the occupational health survey:

The city is a good place to work

Working for the City of Helsinki is perceived as an attractive option. The city's employees are committed and they find their work meaningful, but recovery from work has deteriorated according to the results of the city's latest occupational health survey.

The strengths of our work communities include employees having a high level of trust in each other and their supervisors as well as an atmosphere of collaboration and reciprocity. We are enthusiastic, energetic and dedicated.

These are some of the key results of the occupational health survey conducted in November–December 2017 by Occupational Health Helsinki to assess the health and work ability of the city's employees. Occupational Health Helsinki is the City of Helsinki's occupational health service.

The survey highlighted a need to pay attention to risks related to work ability. Perceived stress and insomnia have increased, and recovery from work was not rated as highly as in the previous years.

The survey serves as an electronic health check-up that we use to identify early risks related to occupational well-being. All respondents receive personalised feedback, and those with identified risks related to

work ability are invited to contact the occupational health service.

The results of the survey are also compared to the previous years' results. Nearly 18,000 employees completed the survey, which was now conducted for the sixth time. The response rate was 57 per cent.

Change was reflected in the health survey

The Kunta10 survey of the Finnish Institute of Occupational Health is another tool for measuring occupational well-being among employees. The previous Kunta10 survey was conducted in September–October 2016. The survey covers a number of different themes that we have subsequently focused on. During the past year, we had a particular focus on developing work management and the prevention of customer violence. We also promoted work community skills, such as being helpful and considerate, and focused on maintaining a positive workplace atmosphere.



The objectives of the new occupational well-being programme

1. We take a proactive approach to managing work ability.
2. We anticipate and manage occupational safety risks.
3. I take responsibility for my own occupational well-being.
4. As a supervisor, I work to improve my leadership skills.
5. Together we are more – we strive to be an effective and diverse work community.
6. We pay special attention to those who are just starting their careers and those who are affected by changes in the organisation.

The responses to open-ended questions in the Kunta10 survey varied substantially between different divisions and municipal enterprises, but what they all had in common was the perception that workloads had increased and even exceeded what employees could endure. The respondents expressed concerns over not having enough time to perform their duties at the level of quality they would want to. They were also concerned about their own ability to cope with the high demands of work.

The organisational renewal was also reflected in the responses. Many respondents indicated that those who were affected by the changes were not given the opportunity to have their voices heard when changes were being planned. The responses also highlighted the issue of open-plan office layouts and the need to have common rules for how people work in them. Attention was also called to the issue of indoor air quality.

The processing of the Kunta10 survey results has continued at the work community level.

A new occupational well-being programme

Along with the City of Helsinki's new strategy came a new well-being programme for

the period 2018–2021. The year-long process of preparation was carried out in cooperation with HR specialists representing the city's divisions and municipal enterprises as well as occupational safety and health representatives. The solution-oriented programme turns statistics into measurable targets and action proposals.

To support the creation of the new programme, we also analysed the current status of occupational well-being using a wide range of materials, including the results of the Kunta10 survey and occupational health surveys, statistics from the Työsuojelupakki occupational safety system, the results of the city's occupational well-being indicator and the results of the Kaari calculations carried out by the public sector pension agency Keva.

At workshops on data-driven management organised in the autumn, specialists processed occupational well-being data for the city's divisions and municipal enterprises to serve as the foundation of occupational well-being plans. These efforts supported the preparation of the occupational well-being plan and provided ideas for developing an organisational culture that utilises data-driven management. The workshop participants learned to make diverse and effective use of data on occupational well-being.

A photograph of two young men sitting on a wooden pallet in a room decorated with balloons and a large 'M' sign. The man on the left is wearing a red shirt with a yellow circular badge and has his hands clasped. The man on the right is wearing a red shirt and has his arms crossed. They are both smiling. The background features a large 'M' sign, colorful balloons (yellow, red, blue), and a striped blanket on the floor.

A good work community values all of its members

We build our operations and services on a foundation of equality and non-discrimination.

We promote diversity and tolerance in our increasingly international city.



Marjo Pilviö, Miroslav Mihhailov ja Ricardo Akapo work with young people who represent a wide variety of native languages. The work community also has a good handle on many different languages. Salah and Kujtim are shown in the background of the photo.

Going forward, we want to be an increasingly international city where the diversity of colleagues and customers is seen as a valuable resource. We do not tolerate harassment or discrimination of any kind. We expect appropriate and professional conduct towards colleagues and customers.

A diverse staff enables us to provide high-quality services. With our own unique characteristics, each of us enriches the work community and provides good service to local residents.

Working in many languages

Different cultures are not much of a thing at the city's youth centres these days. The young people who use their services have different backgrounds, but nobody really focuses on that. It is much more interesting to focus on who is good at basketball or football, or who is the best at computer games.

This seems to be the current thinking at the Kallahti and Rastila youth centres in Vuosaari, at least. According to youth leader Marjo Pilviö, some 80 per cent of the youth centre's customers have immigrant backgrounds. The wide range of languages one can hear at the youth centre supports that view. The work community also has a good handle on many different languages. The native languages of the members of the youth centre's six-person team include Finnish, Somali and Spanish, and they are also conversant in Arabic, Russian and of course English.

They find their jobs very rewarding. Hearing about young people who used to spend a lot of time at the youth centre doing well later in life gives them a lot of satisfaction.

"We are very proud of the young people who come here. They are active and well-behaved individuals," Pilviö says.

Youth leaders Ricardo Akapo and Miroslav Mihhailov echo Pilviö's views. Akapo has taken it upon himself to encourage the young people who use the youth centre's services to be physically active by organising football matches and basketball games. Mihhailov provides guidance on good computer game culture and makes sure that the hottest games are available to play.

But it's not all just fun and games at the

youth centre. Young people from the Vuosaari area also receive guidance on skills related to working life, for example. The youth centre team helps them write job applications and prepare for job interviews. Some of the local youths are also hired by the city's youth services for summer jobs and to work at various events.

Diversity network

Last autumn, the city set up a non-discrimination committee and equality committee to promote non-discrimination and equality in all of the city's operations and services.

Non-discrimination and equality among the city's personnel is also promoted by a diversity network consisting of representatives of the city's various divisions and municipal enterprises. The network promotes the realisation of non-discrimination principles and objectives as well as the implementation of the equality plan. The network gives HR professionals the opportunity to share their experiences of practices that promote diversity in the city's work community. The network also develops and shares information and expertise.

What the indicators say

In recent years, we have promoted women's pursuit of careers in management. The gender distribution of the city's managerial positions is now more equal than before: female managers accounted for 54 per cent of all managers, including the executive management of the city's divisions and municipal enterprises as well as the managers in charge of the divisions' service areas.

We utilised a wage survey produced by Statistics Finland that has been prepared in accordance with the Act on Equality between Women and Men. The results of the survey were discussed in the diversity network as well as in the city's divisions and municipal enterprises. Ensuring equal pay will remain an important consideration in the future.

Some 65 per cent of the respondents in our biennial occupational health survey indicated that they completely agree, or agree somewhat, with the statement that everyone at the City of Helsinki feels understood and

accepted. Our goal is for every member of our organisation to feel accepted as who they are. Promoting non-discrimination and equality in working life will continue to be one of our key objectives in the coming years.

Increasingly international staff

Our goal is to make it easier for non-native Finnish speakers to work for us. Last year, non-native Finnish speakers represented 6.4 per cent of the city's staff. The Social Services and Health Care Division had the highest proportion of non-native Finnish speakers at 9.3%.

We still have work to do to get the proportion of non-native Finnish speakers among our staff close to the corresponding figure for the residents of Helsinki. People with foreign backgrounds account for three quarters of Helsinki's population growth. At the beginning of 2017, some 14.9 per cent of the city's population had a foreign background.

The internationalisation of staff has been highlighted as one of our development areas. The Education Division, for example, will create an immigration development plan that extends until 2021. The goal is not only to increase the proportion of people of foreign backgrounds, but also to increase language awareness and develop skills for encountering diversity. At the same time, it is important to ensure that the skills of people of foreign backgrounds are put to full use and that their competence is supported to promote their career development.

Training for work communities

As in the previous years, we continued to provide supervisor training on the theme of diverse work communities. The training has received good feedback from the supervisors. They provide supervisors with effective peer support on how to manage diverse work communities.

We also continued to distribute information and provide training related to diversity in other ways; for example, by organising a lecture in the Education Division on the diversity of gender identity and sexuality. The lecture and other presentations on this theme are available on the Helsinki channel.

The city received recognition for effective reconciliation of work and other aspects of life.

Kunteko award for development efforts

The city was recognised for its efforts to develop the quality and effectiveness of working life when the Kunteko local government development programme granted awards in the late autumn to the City Executive Office, the Malmi emergency unit and the Malmi 2 home care service area. The practical benefits of the projects are very similar. Occupational well-being has improved, employees are able to cope better with the stresses of work and sickness-related absences have been reduced. All of this is also reflected in improved customer satisfaction.

One of the Kunteko awards was granted for development efforts related to the reconciliation of work and other aspects of life. For several years now, the City of Helsinki has developed the reconciliation of work and other aspects of life as part of its HR management. The reconciliation of work and other aspects of life is one of the most important quality factors in working life. We have produced material on ways to promote this for use by supervisors and our work communities.

In November, we participated in the national Bring Your Child to Work Day and encouraged the city's divisions to participate in the day's activities in a manner that suits their operations.



A wide range of staff benefits

Our reward and incentive system consists of a salary and various bonuses and staff benefits. It also includes intangible rewards, such as employment security and career development opportunities.

Hundreds of job roles have been developed in connection with the city's organisational renewal. When the demands of the jobs are changed, the salaries have been adjusted accordingly.

New targets for the result-based bonus system

Our toolkit for rewarding employees for strong performance includes results-based bonuses, personal increments and one-time bonuses.

The results-based bonus system is the city's most comprehensive group incentive instrument. It is aimed at supporting the achievement of targets based on the city's strategy programme and other key results by rewarding employees for strong performance.



Slightly over a quarter of the city's employees use staff sports services. The wide range of sports includes everything from floorball to yoga. We also encourage our staff to participate in national sports events and campaigns.

Results-based bonuses were paid to approximately 33,800 employees, for a total amount of some 39.4 million euros. The average results-based bonus was about 1,165 euros per employee.

The results-based bonus system was adjusted to match the new divisional structure and it was used to set targets for promoting the creation of a consistent management culture and organisational culture across the newly established divisions.

Results-based bonuses were paid for targets set for the year 2017 to approximately 33,800 employees. The total amount, excluding social security expenses, was about 39.4 million euros. The average results-based bonus was approximately 1,165 euros per employee.

One-time bonuses to support change

The renewal of the management system was also supported by one-time bonuses, which are well suited to supporting change processes and change management. These are an agile remuneration tool that can be used immediately to recognise good performance or at the end of the year based on performance and the achievement of targets during the year.

One-time monetary bonuses were used nearly 5,000 times, which means that approximately one in eight employees received a one-time bonus. The size of the one-time bonuses ranged from 100 to 2,500 euros depending on how extensive and significant the rewarded performance was.

Many ways to exercise

Our benefits also include a diverse range of staff sport services, which are used by slightly more than a quarter of our staff.

Swimming pool discounts are also widely used. The staff discount for fitness centre services was expanded to include all of the fitness centres operated by the city's sports services. Discounts are now available at 16 fitness centres in total. Our staff sports activities reached as many as 9,350 people.

Our sports offering includes not only cardio workouts, yoga and pilates, but also kettlebell classes, Latin dance classes, water exercise classes, exercising for back health and a variety of team sports. The most popular forms of exercise were resistance training, cardio classes and water exercise.

We encouraged our staff to be physically active by organising 235 instructor-led sports groups for various target groups. We also organised our own sports events and encouraged our staff to participate in national sports events and campaigns.

We launched a blog in the staff sports section of the Helmi intranet with content on current topics related to sports and well-being.

Meal benefits and employee apartments

Our staff benefits also include subsidised lunches. The employer pays part of the cost of the daily lunch to allow employees to eat lunch at the minimum price set by the tax authorities.

The city also has 2,700 apartments for employees. The majority of those who live in employee apartments work in the Social Services and Health Care Division and the Education Division.



Staff sports

	Number of groups	Instructor-led classes	Customers	Number of visits
Fitness centres, free training	-	-	1,762	25,342
Cardio classes/other classes	46	690	1,472	8,674
Water exercise	52	780	754	6,380
Events/consulting	27	27	3,526	3,526
Regular time slots for games	8	120	115	1,233
Targeted activities	45	417	428	1,730
Cooperation courses	84	1,260	1,293	19,361
Total	262	3,294	9,350	66,246

Conclusion

The past year was one of change and renewal. As such, it was a very busy and demanding one, but we have also learned a great deal from it. Our strengths have helped us overcome the challenges we've faced. We remain committed to the city and our work communities. We are confident in ourselves, our colleagues and our supervisors.

One indicator of our high level of commitment is that sickness-related absences decreased in spite of the extensive organisational renewal that took place during the year. The number of days at work increased by more than 55,500 for the city as a whole. I believe this positive trend can

be attributed to the efforts we have made to improve our management of work ability.

In spite of the good results, there is more work to be done. Our occupational health survey indicated that many among our staff feel that their workload and work-related pressures are excessive. We must pay special attention to this in the way we manage the organisation.

The city's new strategy requires a change in rhythm and a renewal of our organisational culture. Our strategic

intent is to do things a little bit better every time in order to make the life of Helsinki's residents easier and more pleasant. This presents us with a great opportunity to renew and improve our services in accordance with our goals. It is important that our staff continue to participate in the planning and development of our operations. We are increasingly creating a culture that promotes new ideas and experimentation.

Many changes have already been put into practice, but there is a lot more to be done. It will take years to develop and implement the operating methods that our new organisation and management approach require. Good leadership, supervisory work and participatory change management will continue to be essential.

We are a fine city and we are getting better every day.

Marju Pohjaniemi

HR Director

It is important
that our staff continue
to participate
in the planning
and development
of our operations.



Statistics

A background image of a construction site. In the foreground, two workers in high-visibility yellow-green shirts and hard hats are working. One worker is standing and looking towards the camera, while the other is leaning over a wooden formwork structure, possibly pouring concrete. The background shows a large pile of rubble and a yellow excavator.

The statistics provide details on the number of staff in each division, for example. The city also monitors the development of the number of staff and the academic qualifications of permanent staff.

Statistics online: hel.fi

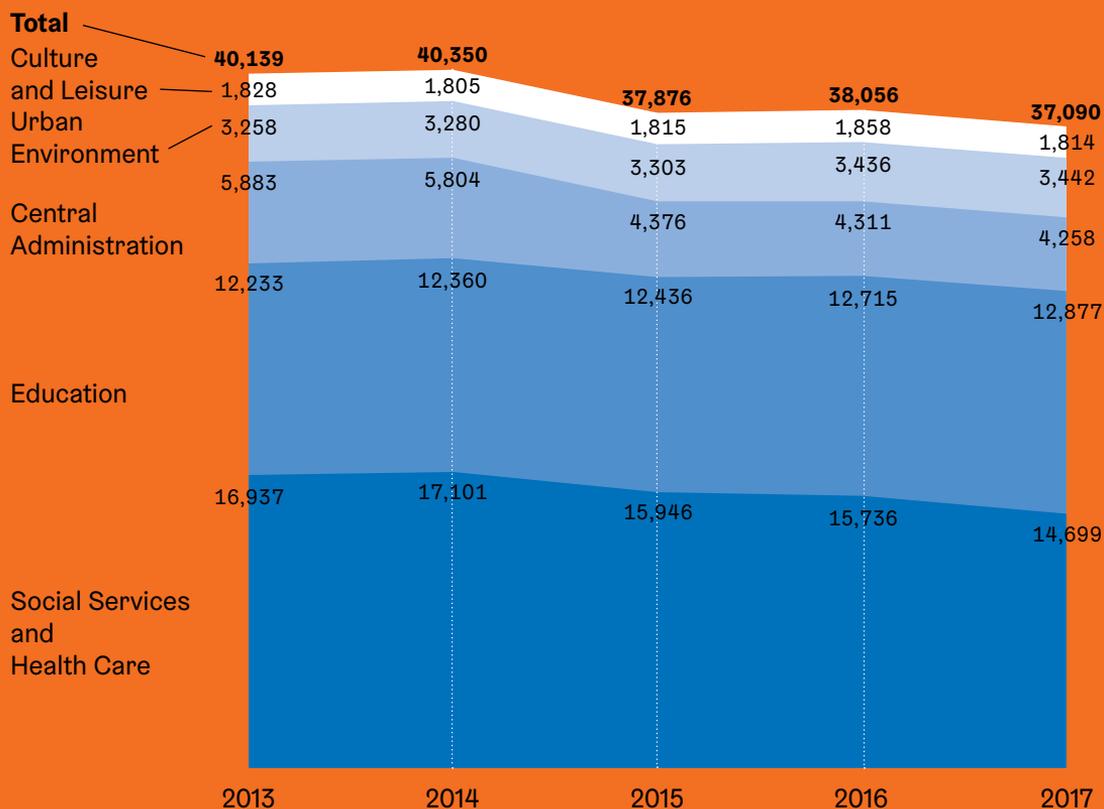


**The Social
Services
and Health
Care Division
employs**

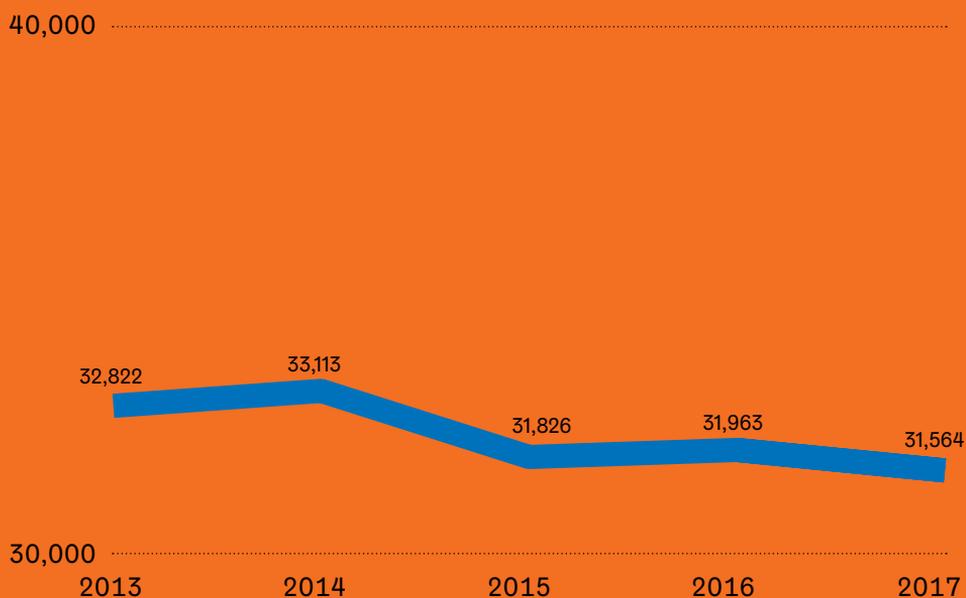
14,699

people.

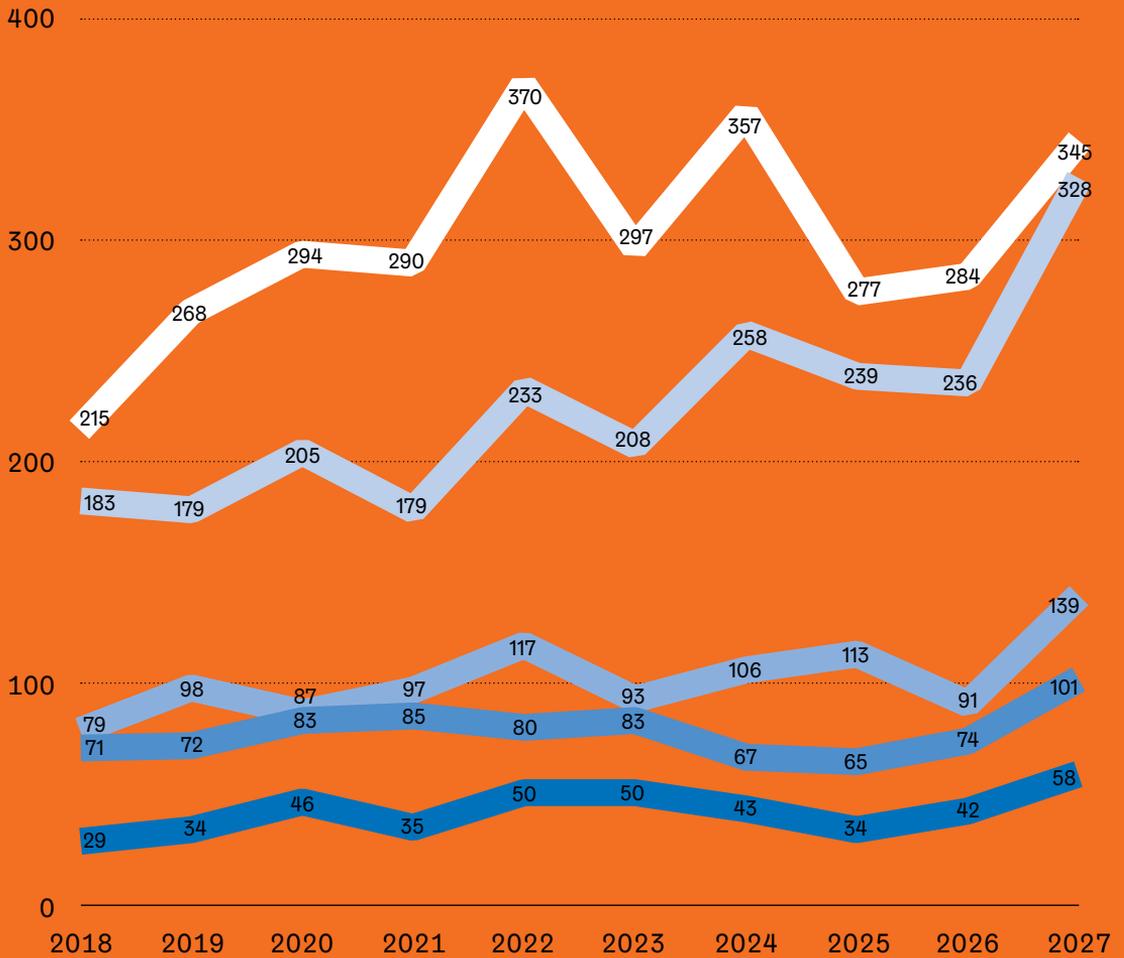
Change in the number of staff



Man-years



Permanent staff reaching retirement age



Worked beyond retirement age:

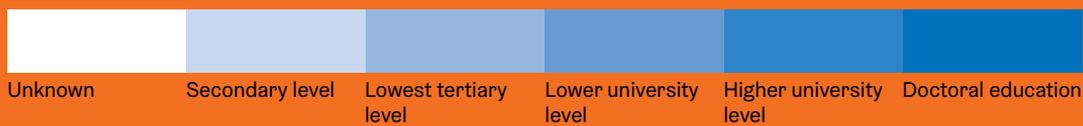
696

people.

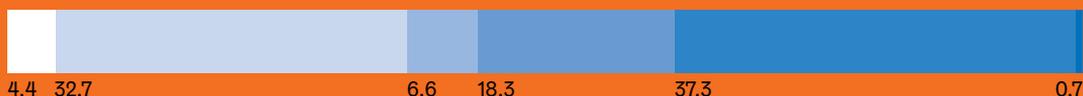
- Social Services and Health Care
- Education
- Central Administration
- Urban Environment
- Culture and Leisure

Degrees held by permanent staff

per cent



Education Division



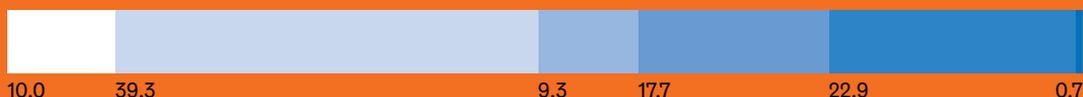
Urban Environment Division



Central Administration



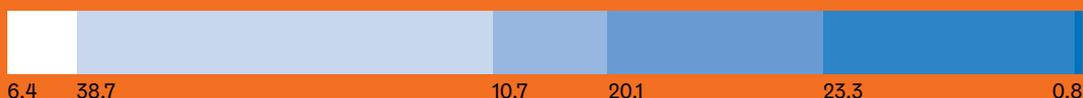
Culture and Leisure Division



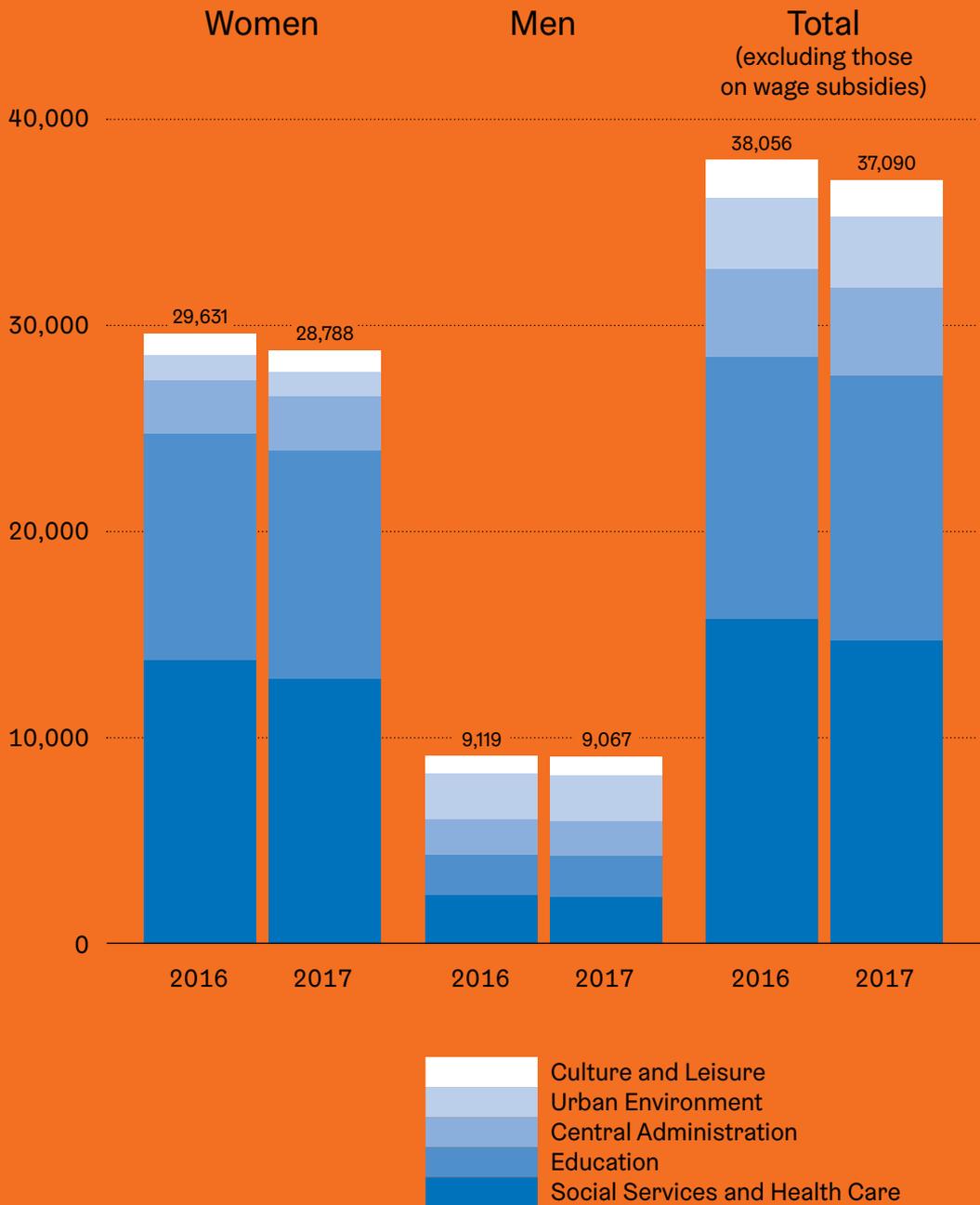
Social Services and Health Care



Total

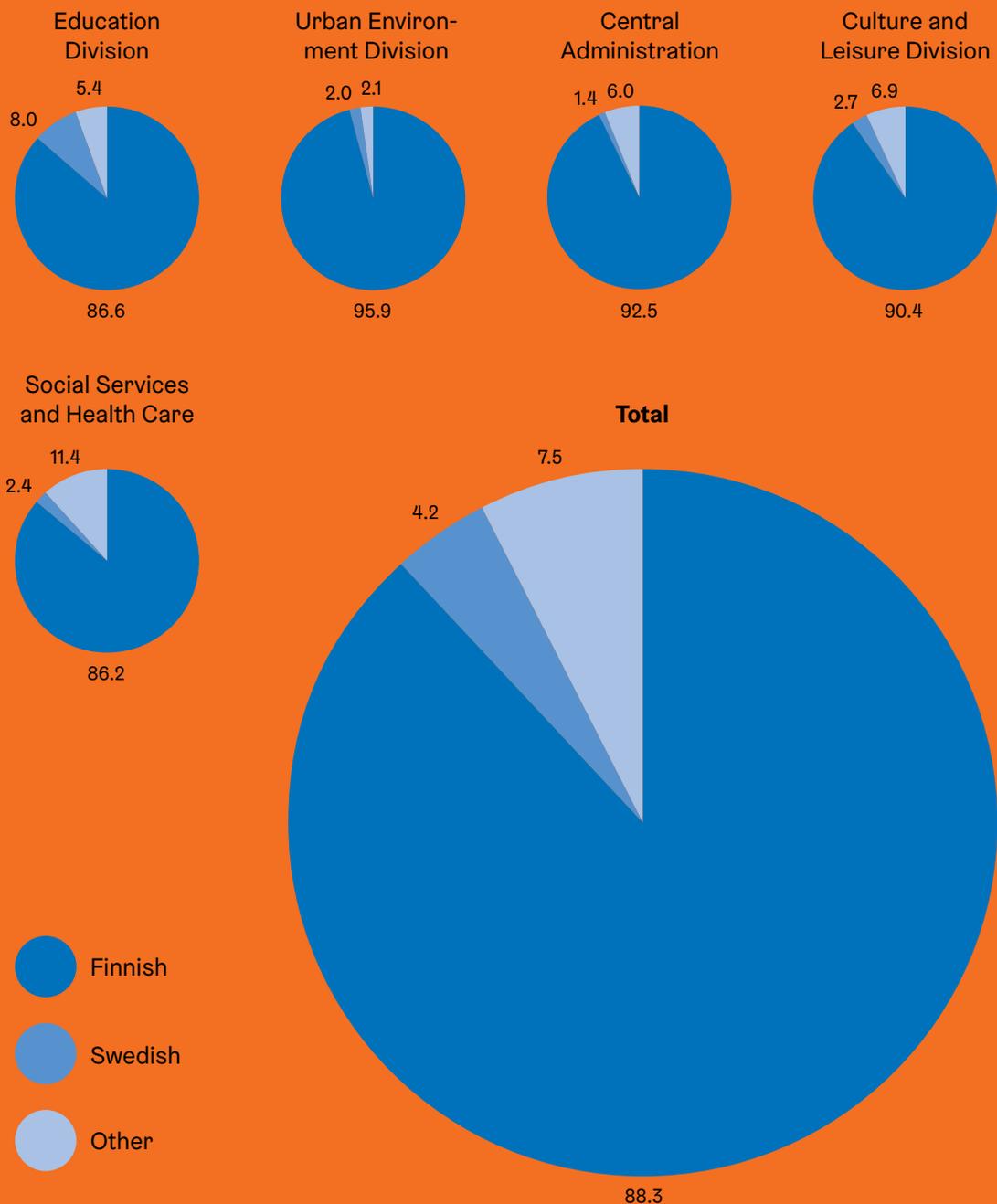


Staff on hourly wages and monthly salaries

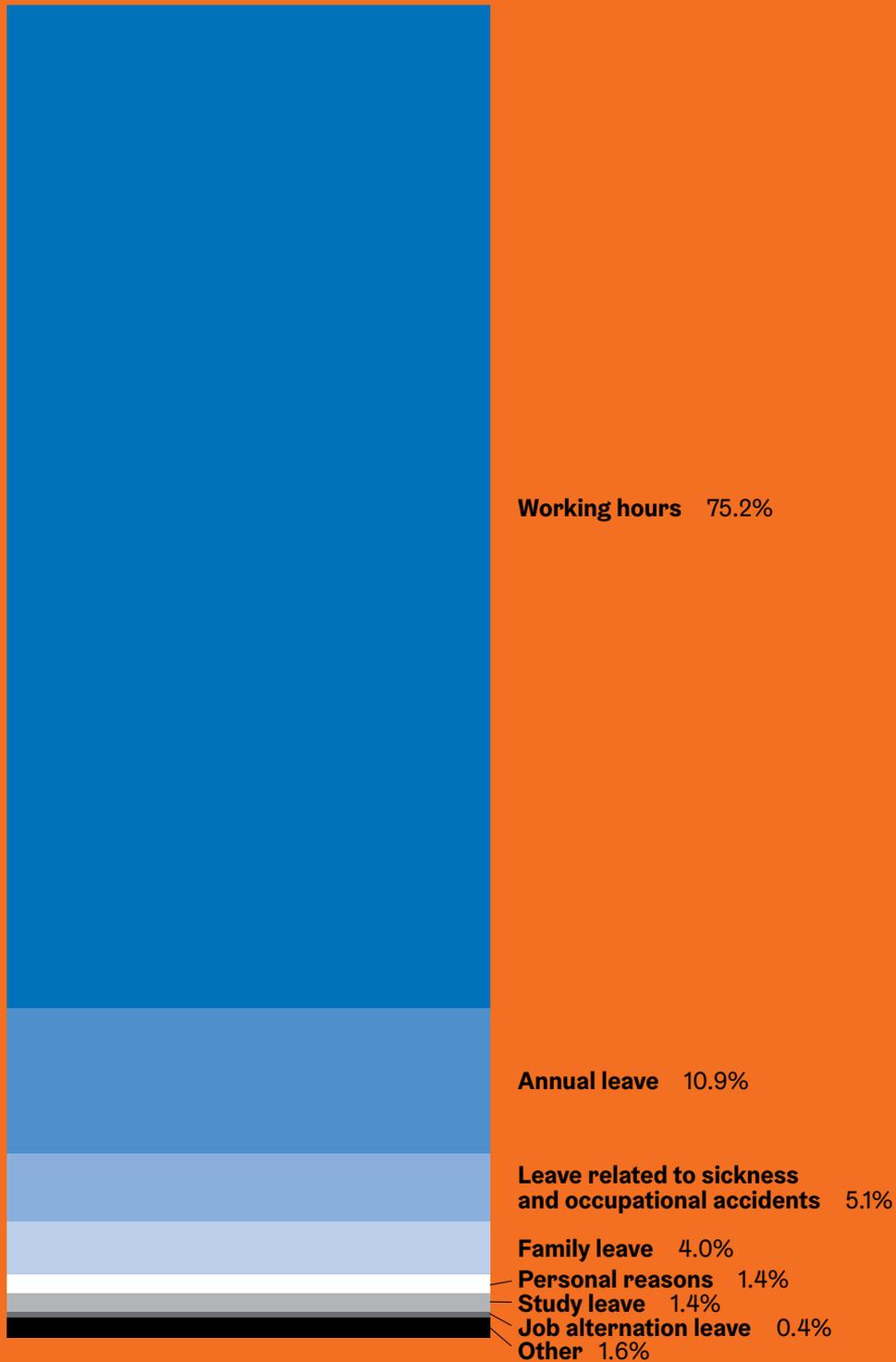


Distribution of native languages among staff (all employment relationships)

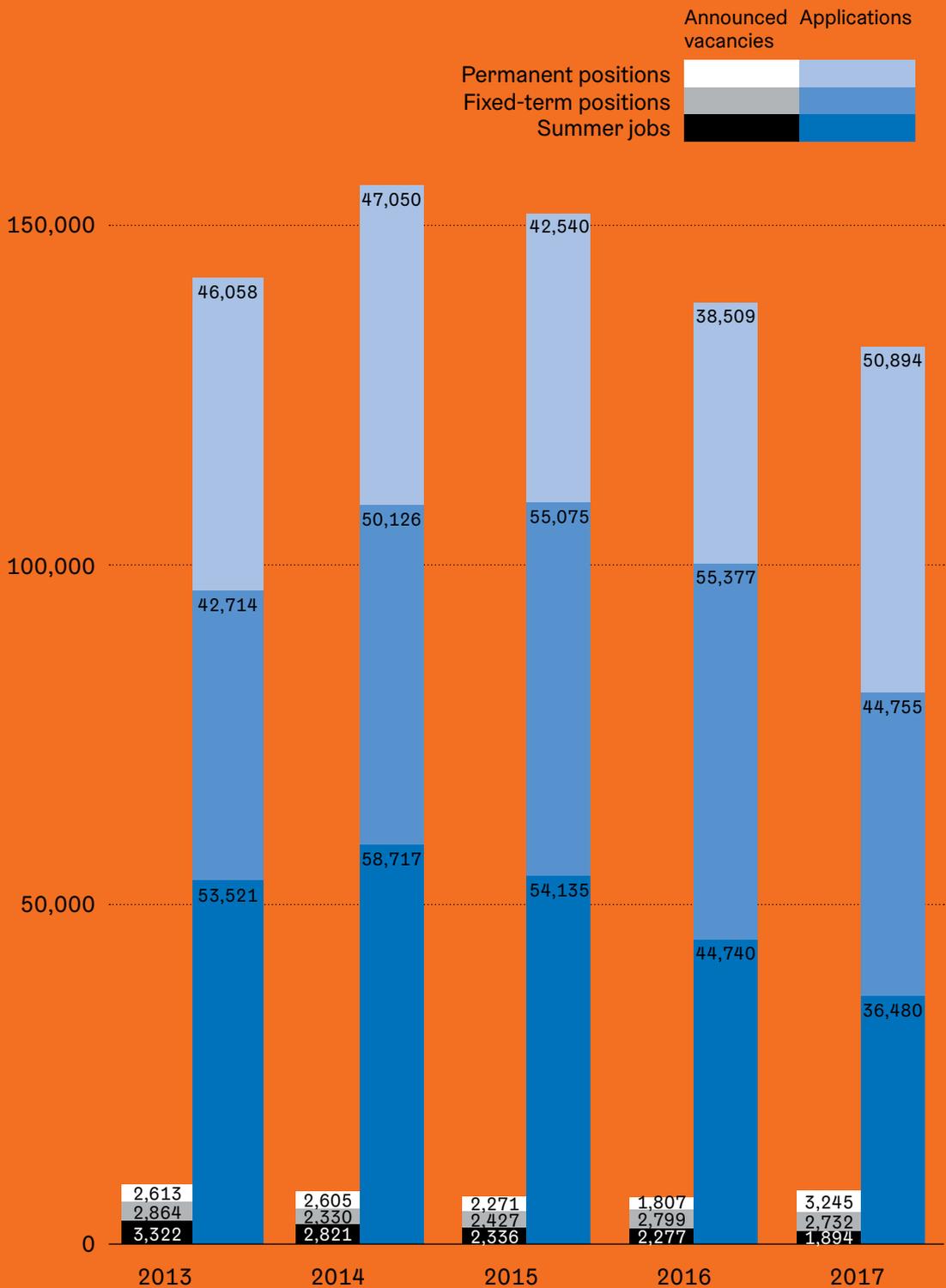
per cent



Distribution of total working time



Announced vacancies and related applications



City of Helsinki Staff Report 2017

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