

Staff Report



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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.

The strategy programme 2013–2016 set a number of challenging targets for staff policy. The city needed to remain a responsible and equitable employer. The aim was to secure the employment relationships of permanent staff in the event that their jobs were eliminated due to organisational changes or other reasons. The city was to be a model city for managing

diversity, with a goal of increasing staff engagement and participation in decision making.

Development was sought in working life and well-being at work, which would be reflected in reduced sickness-related absences. Further objectives included a higher retirement age, a decrease in early pension payments and a reduction in occupational accidents.

Positive development was achieved towards all of the aforementioned targets during the strategy period, despite the fact that not all of the specific targets were fully achieved. It is nevertheless clear — and important with regard to long-term development — that the strategy programme and its targets guided our operations. The priorities emphasised in the strategy programme were also the actual focus areas of our operations. New operating methods and reporting tools were developed to support the achievement of the targets. In particular, we can be proud of how the city is carrying out the most extensive governance system reforms in its entire history while ensuring that the jobs of its staff will be preserved.

This staff report shows that the city's staff are competent, motivated and their work ability has improved further. We are in a good position to move forward.

Sami Sarvilinna
Chief Executive Officer
City Executive Office

The priorities emphasised in the strategy programme were also the actual focus areas of our operations.

Serving the people of Helsinki with a staff of 38 056 employees



Kuutti teaches upholstery

One of us is Kuutti Kaitila, a carpenter-upholsterer who joined the Pakila Work Centre as an upholstery instructor in September. His job description involves rehabilitative activities for groups such as the long-term unemployed, disabled people as well as people who are receiving substitution treatment for substance abuse, inmates in open prisons and others in vulnerable positions.

Kaitila considers his work important, as it gives him the opportunity to help his customers return to working life and improve the quality of life of people who have been on the fringes of society.

"It's a pleasure to see people pick up new skills. Many of them want to take on more challenging tasks and make a commitment. That's when you know there is genuine learning going on," he says.

Organisational reform will bring together the staff of the Education Department's administrative and support services from different institutions. The reform will not, however, affect the work of teachers. Pekka Harjula, Marjo Latvala and Anu Vainio are getting ready for a new day at Snellman Comprehensive School.



Renewal requires good cooperation

What will our work be like in the city's new organisation? The upcoming shift to our new organisational structure was systematically prepared and discussed, with more extensive cooperation than what is required by the law.

The city's new organisational structure will take effect on 1 June 2017, with the city's departments to be grouped into four sectors: Education, City Environment, Culture and Leisure, and Social Services and Health Care.

We wanted to include our entire staff in the renewal of our organisation. We have emphasised the need to discuss the reforms with our staff at the work community level.

Discussing matters in workplace meetings is a good practice. Naturally, we also arrange official hearings in line with the regulations governing cooperation within undertakings.

The reforms and related cooperation were prepared in several stages. We started with the executive management and moved step by step down the organisational ladder.

To support the reforms, we drafted a cooperation plan for the city and published it in the City in Renewal section of our Helmi intranet. The plan was updated as the preparations progressed.

The cooperation plan ensured that the cooperation procedure was in line with the city's cooperation agreement.

We wanted to ensure that proposals for changes are discussed in a timely manner, involving those who are affected.

The cooperation discussions have covered topics including the reasons for the reforms, the timetable of the preparations, the available alternatives and the effects of the proposed changes.

Various forms of participation have been

offered, ranging from work community discussions to commenting, workshops and development seminars.

The cooperation plan became more concrete when we refined it into cooperation cards for the different sectors of the organisation. The cards include precise schedules and details regarding the preparation of matters, as well as information on what units are concerned.

No dismissals due to the reforms

The city has placed a priority on ensuring that cooperation is implemented as effectively as possible. It is unlikely that anyone within the city organisation can claim they have never heard of the upcoming reforms.

In line with the direction set by the city executives, we implement more extensive cooperation than what is required by law.

The city's organisational reforms will progress layer by layer. In spring 2017, the focus of cooperation will shift to departments and units.

Personal cooperation procedures are initiated if there are substantial changes to an employee's duties, position or assignment. The most significant changes apply to executives and department heads, as the combination of departments will result in fewer managerial positions. While no one will be dismissed due to the organisational reforms, the staff are expected to be prepared for reassignment. For the majority of the staff, work will continue unchanged.

We need effective cooperation in implementing our organisational reforms. The city's staff committee has monitored, and continues to monitor, the progress of the reforms and ensures that they are implemented in line with the city's instructions regarding cooperation.

Same job, different supervisor

For the majority of the Education Department's employees, their work will continue unchanged following the organisational reforms. Teachers, for example, will not see any changes to their duties due to the reforms.

This being the case, why does the Education Department's Head of HR, Tarja Malmivirta, describe the reforms as a major process? One reason is that the administrative and support service staff will be moved from departments, schools and institutions to be under a single administrative and support services organisation.

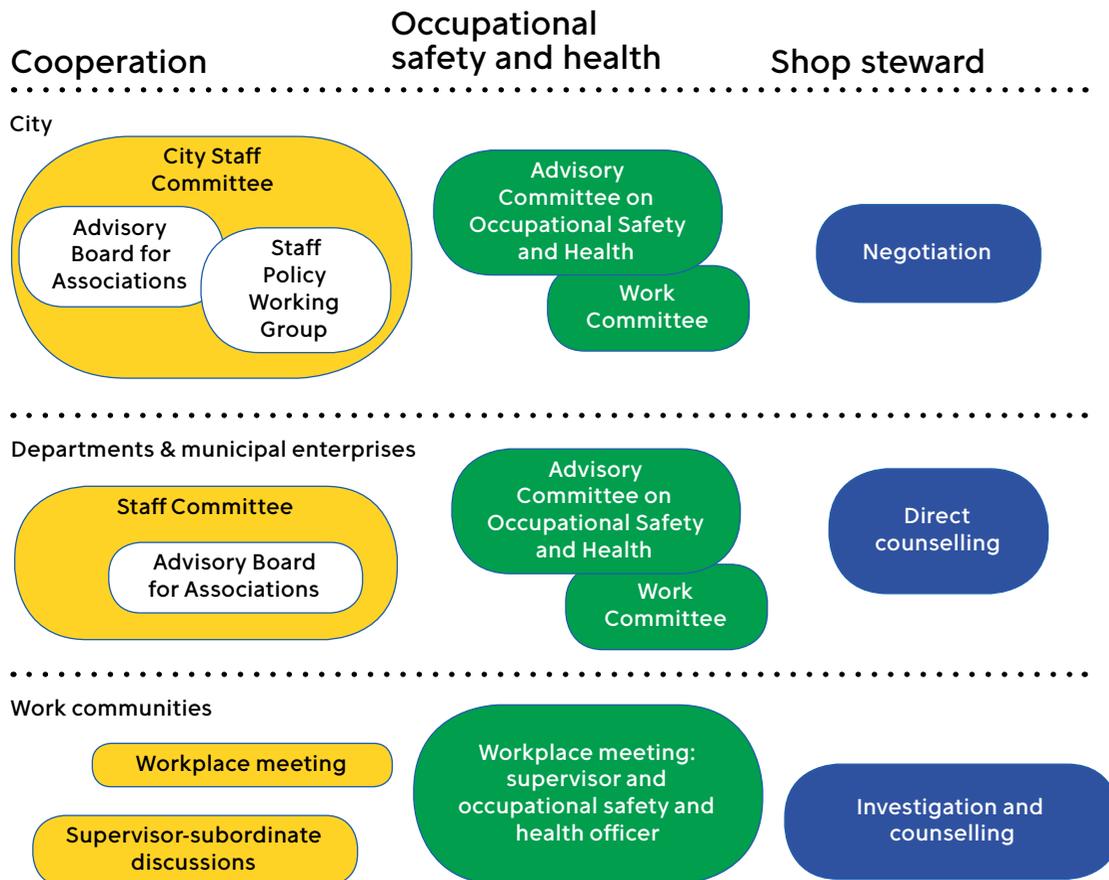
The same goes for more than 100 school secretaries. They will continue to work in the schools, but their new supervisors will be the supervisors of the administrative unit rather than the principals of the schools.

The staff of the Education Department will be moved to the Education sector along with the staff of Finnish-language early education and adult education institutions. The newly established structures will work on developing harmonised operating methods.

A big help in the implementation of the organisational reforms has been the City Executive Office's detailed cooperation programme, which provides a stage-by-stage description of how the process is carried out and put into practice.

Staff information sessions have been used to encourage staff to be actively engaged and share their views. Minutes of meetings or memorandums have been prepared for all cooperation processes.

"The preparations have progressed well and our staff have been kept up to speed. The new organisation is being built up little by little," Malmivirta says.



Being your own boss



“At Ohjaamo, we’ve taken the city’s goal of stronger customer orientation quite far. A lot of things are different here compared to more traditional services. We provide young people with many different services at a single service point,” explain Saana Rantsi, Tiina Forsblom, Sirkku Reponen, Katja Mannerström, Pirkko Pitkänen and Atte Pynnönen. Ohjaamo is a one-stop shop run by the City Executive Office’s Economic Development Division.

Management skills are particularly put to the test in times of change, but the city also has a long-standing emphasis on good leadership and management, including work community-related competencies and self-management. In a way, everyone is their own boss.

The results of the Kunta10 survey indicate that our significant investments in leadership and management have produced good results. We have focused on leadership in numerous programmes and as part of our training days. Some 10,000 people have attended training at Oiva Akatemia, and the average number of training days per year during the strategy period was approximately 30,000 (28,368 in 2016).

“We are preparing for the growing number of changes and challenges the city will face. Good leadership and management is necessary for producing continuously improving services,” says Mirja Heiskari, CEO of Oiva Akatemia. Oiva Akatemia is a municipal enterprise that plans, develops and produces training and development services.

The need to develop leadership has been highlighted by both the city’s strategy and its executive management. Everyone has their own strengths and weaknesses. To influence them, you must first be aware of them. The nature of some changes can also mean that the supervisor needs stronger support.

In our training activities, we have emphasised the importance of preparing for changes. We have provided support for changes in the form of peer support in small groups as

well as individual coaching.

“The crucial factor in successful change is the middle management. They face pressure from above while their own duties are changing. At the same time, they are also expected to implement changes together with their staff. We have specifically targeted middle management with our leadership training activities,” Heiskari explains.

We have received positive feedback on our leadership and management training, particularly highlighting the dialogue-oriented spirit of the training and the importance of working on human interaction skills.

Everyone needs work community skills

In addition to good leadership, successful change requires work community skills as well as the ability to manage one’s own job and oneself. To this end, we developed the Be Your Own Boss virtual tool at Oiva. It also provides tools that support effective change.

We also developed our work through various pilots and experiments. In one of them, the home care team was developed to make it more self-directed: the aim was to give the

staff of home care services more flexibility in making decisions for themselves, which would also make the delivery of services smoother.

Better services for citizens

How successful have we been in managing change thus far? To answer this question, we developed the Pulse of Change online survey at Oiva to monitor our success through the various stages of the reforms. The results have been good.

The overall goal of the reforms is to make citizens' services better and smoother. We are using approaches such as service design to make our services even more customer-oriented.

We are working with a number of service design companies and we have already had 27 different projects in this area.

Among other things, we have used service

design to develop new tools and prototypes for performance and development discussions and the evaluation of work performance in cooperation with department heads. Service design is also utilised in the development of library services.

The library is increasingly like a living room that provides a variety of services. We have participated in the planning of the new Central Library and developed ideas on how to provide services in an even more user-oriented manner.

Kunta10 is a comprehensive national biennial survey focused on working life and well-being at work. A total of 10 municipalities participated in the survey in addition to Helsinki. Some 74 per cent of the city's employees, or 24,494 people, completed the survey. The survey is carried out by the Finnish Institute of Occupational Health.

What is the Pulse of Change?

A short and simple online survey for those undergoing changes at work. The survey evaluates the performance of senior management and immediate supervisors in justifying and communicating the changes. The first results were positive: the staff indicated that senior management and immediate supervisors have done their best. The attitudes among staff regarding the progress of the changes are mostly positive.

Support from Oiva

Change support

- Oiva training for approximately 10,000 people: managers, supervisors, work communities and individuals.

Managers and supervisors in training

- EMBA education organised in partnership with Aalto Executive Education during the strategy period for three groups of 25 participants
- network events focused on change support for middle management with 380 participants
- individual coaching for managers
- group coaching and peer groups for supervisors
- training for a specialist qualification in management
- OVI coaching programme for people preparing for their first supervisory positions
- vocational degree programme for immediate supervisors
- development programme for HR experts.

Going to school together

- training projects in the city departments in relation to changes in customer service and organisational structure; for example, in the Social and Health Services Department, after the handling of income support was transferred to Kela
- ICT training focused on information security, e-services and IT projects
- using service design to develop citizens' services and the city's internal operations in 27 projects in partnership with external service design companies.

Work community skills and self-development

- Be Your Own Boss online tool.

Stara construction worker Jani Räsänen looks after himself by getting physical exercise and adequate sleep. His equipment includes a hard hat, hearing protection, safety goggles, a high visibility vest, safety boots and a harness.



More days at work, fewer sickness-related absences

Work ability improved among the city's staff, with the number of healthy working days being the highest in 13 years. Prevention produces substantial savings and increases productivity.

The city's long-term efforts to promote well-being and good working life have begun to produce results. The factors behind the good outcomes include goal-oriented cooperation with occupational health services as well as the active management of work ability.

We achieved a very significant reduction in sickness-related absences, which increased the number of working days by more than 20,000 compared to the previous year.

Benefits and well-being are created when occupational health services can focus on anticipating work ability risks and the effective management of issues related to work ability. Overall, the positive results indicate that the management of work ability is becoming integrated into the city's management system.

A new model for managing work ability

We want to maintain the work ability of our staff, even in a time of changes. The work ability management model developed during the past strategy period helps us operate in such a way as to maintain the work ability of our staff and make their work feel meaningful. During the year, we focused on spreading and supporting the approaches that constitute our model for managing work ability.

We updated our early intervention materials and produced videos to facilitate discussions on the importance of early intervention in work communities. It is especially important that supervisors act in accordance with the early intervention model and bring up issues before they develop into more serious problems. In addition to supervisors, the members of the work community also play a significant role.

In the Helsinki pilot project led by Keva, we sought to make it easier for people with partial work ability to remain at work as well as develop proactive work ability management. The participants in the pilot included the Department of Early Education and Care, Stara, the Executive Office and Occupational Health Helsinki.

Dedicated groups for employees with pain symptoms

Occupational Health Helsinki has revised its approach to pain management and supporting work ability. It has also produced up-to-date information on pain in various formats.

The high-quality operations of Occupational Health Helsinki are based on increasingly strong empirical evidence. The improvements have significantly reduced sickness-related absences among city employees with pain symptoms and improved our work ability. The guidelines for doctors have generated savings of 2.7 million euros for the city and increased the number of healthy working days by more than 10,000.

Our occupational health services now offer new and more effective forms of support for employees with pain symptoms. We use an electronic pain questionnaire to refer people to the appropriate treatment, such as a direct appointment with an occupational physiotherapist.

Occupational health services have launched pain management groups with good outcomes: the participants learn to understand pain better, their need to use medication is decreased and they see improvements in their mood and sleep. Peer support also helps with coping with work.

Occupational accidents from slipping and lifting

There were approximately 2,000 occupational accidents among our staff. Based on the preliminary statistics, accidents during commuting increased from the previous year.

The number of accidents at the actual workplace seems to be unchanged.

The most typical causes of accidents include slipping, falling and stumbling, lifting and moving things as well as situations involving threats and violence.

The number of occupational accidents has not changed significantly in recent years. However, the length of absences caused by

occupational accidents has decreased. Occupational accidents cost the city approximately 15 million euros per year.

Identifying hazards and stressors

The management of occupational safety was improved thanks to new operating models. The new models we developed addressed areas such as the processing of occupational accidents and safety deviations as well as the assessment of workplace hazards. We supported the implementation of the operating models through training and videos as well as by developing the Työsuojelupakki occupational safety system.

Early in the year, we published instructions to help workplaces better identify work-related hazards and stressors. We also worked with the city's occupational safety and health officers to produce a training video that helps workplaces operate according to the new instructions.

The Työsuojelupakki occupational safety system was improved thanks to changes in the way statistics are compiled, for example. Senior management, supervisors and experts can now obtain better information on

workplace safety and areas requiring further development.

Using a game to improve occupational well-being

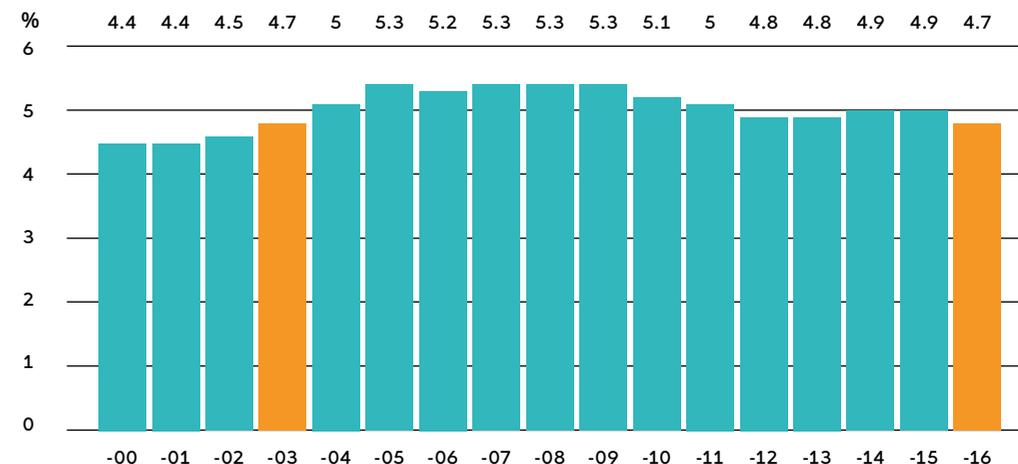
Each year, we use budgetary allocations to support our departments and municipal enterprises in implementing projects that promote well-being at work and occupational safety.

The City of Helsinki Service Centre used our project support to produce a Work Community Skills game and improve practices related to kitchen work.

The city's technical departments implemented a follow-up project focused on new kinds of working methods, while the Department of Early Education and Care developed the handling and prevention of threatening and violent situations.

We allocated part of our budgetary allocations for occupational well-being to support for organisational change. The new organisation's sectors planned joint projects to maintain occupational well-being during the period of management system reform. The projects are focused on areas such as sharing expertise, interaction skills and harmonised working practices.

Significant reduction in sickness-related absences



Stara achieved great results

Sickness-related absences declined by more than 4,000 days over the course of two years, yielding estimated savings of a million euros. Long-term sick leave was also reduced. Sickness-related absences arising from occupational accidents were reduced by half compared to 2011.

How did Stara accomplish this? Stara CEO Timo Martiskainen and Head of HR Eeva Engfelt say the improvement was not the result of any quick fixes. Stara began to systematically improve its occupational well-being a few years ago, and the results are now plain to see.

“You can’t manage occupational well-being by issuing orders to people. You can’t tell people not to get sick or not to have accidents. You need good leadership, clear targets and useful indicators,” Martiskainen says.

The positive results are even more impressive considering that Stara’s field of activity involves working in difficult conditions and there are certain accident risks that are inherent to the construction industry. Martiskainen points out that attitude plays a big role in occupational well-being. Sickness-related problems are reduced when occupational safety and health is taken seriously and when people enjoy coming to work.

Key indicators

During the Helsinki pilot project focused on the development of working life, Stara implemented quarterly HR indicators. The HR indicators cover not only sickness-related absences, but also the use of early intervention discussions as well as performance and development discussions and the accident frequency.

The results guide Stara’s operations and facilitate the management of work ability throughout the organisation. The results are also published on the intranet.

Employees on long-term sick leave were reviewed to assess whether they could be reintroduced to working life or offered some other personalised solution.

New jobs

Attitudes and culture are not easy to change. Engfelt says management must be goal-oriented. Stara introduced group development discussions to increase interaction and engagement.

The organisation began to look at work through the lens of work ability and fitness rather than the job itself. Job rotation was used to even create entirely new jobs. Employees who can no longer cope with their previous physically taxing jobs were offered new duties, such as the confirmation of competence-based qualifications or office work.

“I’ve reminded people that even adding half an additional resource still represents a useful resource. The city pays for the person’s expenses regardless,” Martiskainen says.

Stara also saw its employees’ response rate in the Kunta10 survey increase to 76 per cent from 56 per cent two years earlier. The survey was conducted electronically, which meant that completing it wasn’t easy for everyone: only 500 of Stara’s 1,500 employees have a work computer.

According to Martiskainen, the systematic development of occupational well-being can only be achieved through the involvement of the entire organisation, from senior managers to immediate supervisors and front-line employees. Effective communication in both directions is needed to ensure that employees’ ideas and suggestions can be put into practice.

Powering through in spite of occasional stress

In spite of growing pressures and higher workloads, more and more of our staff are confident that they will make it to retirement age. They also remain prepared to recommend the city as an employer to others.

We participated in the national Kunta10 survey on working life and occupational well-being for the second time. The results indicate that we have improved in several areas. Leadership and management, in particular, have developed over the past two years.

The survey also revealed that the pressures of working life have increased. This was reflected in the responses of our staff. As many as 37.8 per cent of the respondents indicated that their workload has increased to a level beyond what they can endure.

This represents an increase of more than five percentage points, which is cause for concern according to Tuula Oksanen, Chief Specialist at the Finnish Institute of Occupational Health.

“The results show substantial differences between employee groups. Responses

indicating unreasonable workloads were particularly common among those in social and health services as well as education.

While the results indicate that workloads and pressures have increased, perceived work-related stress has not, however, increased since the previous survey.

The work community helps each other cope

Our social capital has increased. It includes many significant components related to the work community and leadership, such as good management and an atmosphere of trust among staff.

Other areas where the results have improved include the atmosphere of our work communities and the support of supervisors

as well as the fairness of treatment and decision making.

In a time of organisational restructuring, employees often have an increased desire to change employers. This has not happened in our organisation, with only 39 per cent of the respondents indicating they have thought about changing employers. This represents an increase of just 0.1 percentage points from the previous survey.

Four out of five respondents are prepared to recommend the City of Helsinki as an employer. More of us than before (75.5%) are confident of their ability to remain at work until retirement age. A growing number (70.3%) also think that they receive adequate additional training.

Less discrimination

Our results in the Kunta10 survey two years ago revealed worrying indications of bullying, discrimination and customer violence. While we have yet to reach our target level of zero tolerance, we are definitely moving in the right direction.

It is gratifying that the results of the latest survey point to a substantial decrease in discrimination. While discrimination was reported by fewer respondents than before (11.1% in 2014), the most recent survey's figure of 8.8 per cent is still too high considering our goals.

The results also indicate that bullying has been reduced by seven percentage points. The sharp decrease does not, however, reflect the full extent of the truth, as the question was reworded. Nearly one out of ten (9.2%) members of staff report being subjected to recurring bullying. This means we have more work to do in implementing our harmony and conciliation operating model and eliminating bullying.

The results of the survey were also worrying with regard to increased experiences of customer violence. Almost one third (31.7%) of our staff report having encountered violence at work. Typically this refers to psychological violence, but nearly 16 per cent indicated they have had objects thrown at them. A slightly

lower percentage report having been struck by punches or kicks.

Customer violence has occurred in, for example, the Social and Health Services Department, the Rescue Department, the Department of Early Education and Care as well as the Education Department. Developing the professional competence of staff is important in anticipating threatening and violent situations.

Get moving!

Good physical fitness is one factor in coping with work:

- We encouraged our staff to exercise by having some 120 weekly instructor-led exercise groups and sporting events. Our staff sports function reached 10,683 users. Physical fitness index testing under the national Journey to Better Fitness road show was participated in by 142 staff members who get little or no exercise.
- As part of the UP! – A More Active Day project, we reduced sitting and made the work day more active. A sports counsellor visited our offices, development day events and meetings. We produced Time for a Break – Get Up, a notification system for computer users that reached 2,880 employees during the year.
- More than 1,400 people received support for developing and maintaining their occupational well-being in the form of kuntoremontti shape-up programmes.
- Some 500 employees start work ability training each year. Follow-up assessments have shown that work ability training that starts with an intense rehabilitation period, combined with follow-up training by occupational health services, has improved the participating employees' perceptions of their own work ability. At the same time, it has reduced work ability-related risks such as perceptions of poor work ability, insomnia, stress, risk of depression and prolonged or multi-site pain.

Systematically preparing for the future

A new approach to career planning: performance and development discussions utilise a board game. We decided to develop a new model after finding that the traditional forms used in development discussions were perceived as rigid. The game involves the employee choosing two cards, corresponding to two topics he or she wishes to discuss with the supervisor. The game has been lauded for making evaluation discussions more interactive.



What kinds of positions do we need to fill with competent professionals in the future, and what kinds of competencies will be needed? Preparing for the future requires systematic planning.

The budget proposals of the City's departments and municipal enterprises include a staff resource plan that anticipates functional changes. At the City Executive Office, we use these plans in the centralised foresight and allocation of staff resources.

During the strategy period, we created a model to support the harmonised planning of staff resources. The model has already been implemented. We also developed a harmonised practice for drafting a staff competence development plan. The new approach makes it easier to anticipate future competence needs.

Support from career guidance experts

The City Executive Office's careers team supports staff who are transferred from one position to another. It is important for us to be able to match existing jobs with staff competencies throughout the various stages of both expected and unexpected career changes. New solutions are sought with the help of career guidance experts, retirement counsellors and training.

In times of organisational change, we expect staff to be prepared to change jobs. We support this through career guidance and coaching.

Career coaching promotes the internal mobility of our staff. We had nine career coaching groups in operation during the spring, with a total of 106 employees participating.

We looked for new jobs or other solutions for 342 employees. Of those who needed a new job, 39 were placed in a new permanent job and nine retired. We organised 36 work trials and 17 people began learning a new profession through apprenticeship training. We organised seven A New Career courses during the year, with a total of 47 participants. We provided retirement guidance to nearly 800 people and arranged six information events for retiring employees, with nearly 450 people participating.

New structure, new positions

The restructuring of the organisation and its management system will have an impact on positions particularly at the executive level. The new positions correspond to the new sector structure.

Newly established executive positions include the position of Chief Executive Officer in charge of the Central Administration, four Head of Sector positions, 13 heads of service areas and four administrative directors.

The City Executive Office's Human Resources unit coordinated the recruitment processes for these positions in a centralised manner and interviewed candidates.

Social and Health Services led the way in recruitment

The decline in the number of vacancies slowed down significantly. The number of vacancies fell by 150 from the previous year. During the previous four years, the number of vacancies had declined by several hundred per year, sometimes even by thousands.

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

We also hired a total of 1,800 young people for summer jobs. The Social and Health Services Department, the Department of Early Education and Care, Palmia and the Youth Department had the highest numbers of young summer workers.

We also offer work to civilian servicemen. Last year, we had 83 people performing their civilian service in units including the City Library, the Social and Health Services Department and the Public Works Department.

Equality, non-discrimination and flexibility in daily life

We are diverse and we respect diversity. Life circumstances vary, which can sometimes require flexibility at work. We are also increasingly paying attention to reconciling work and other aspects of life.

Our strategy emphasises the city's diversity. We aim to be an equal and non-discriminatory work community that promotes the management of diversity.

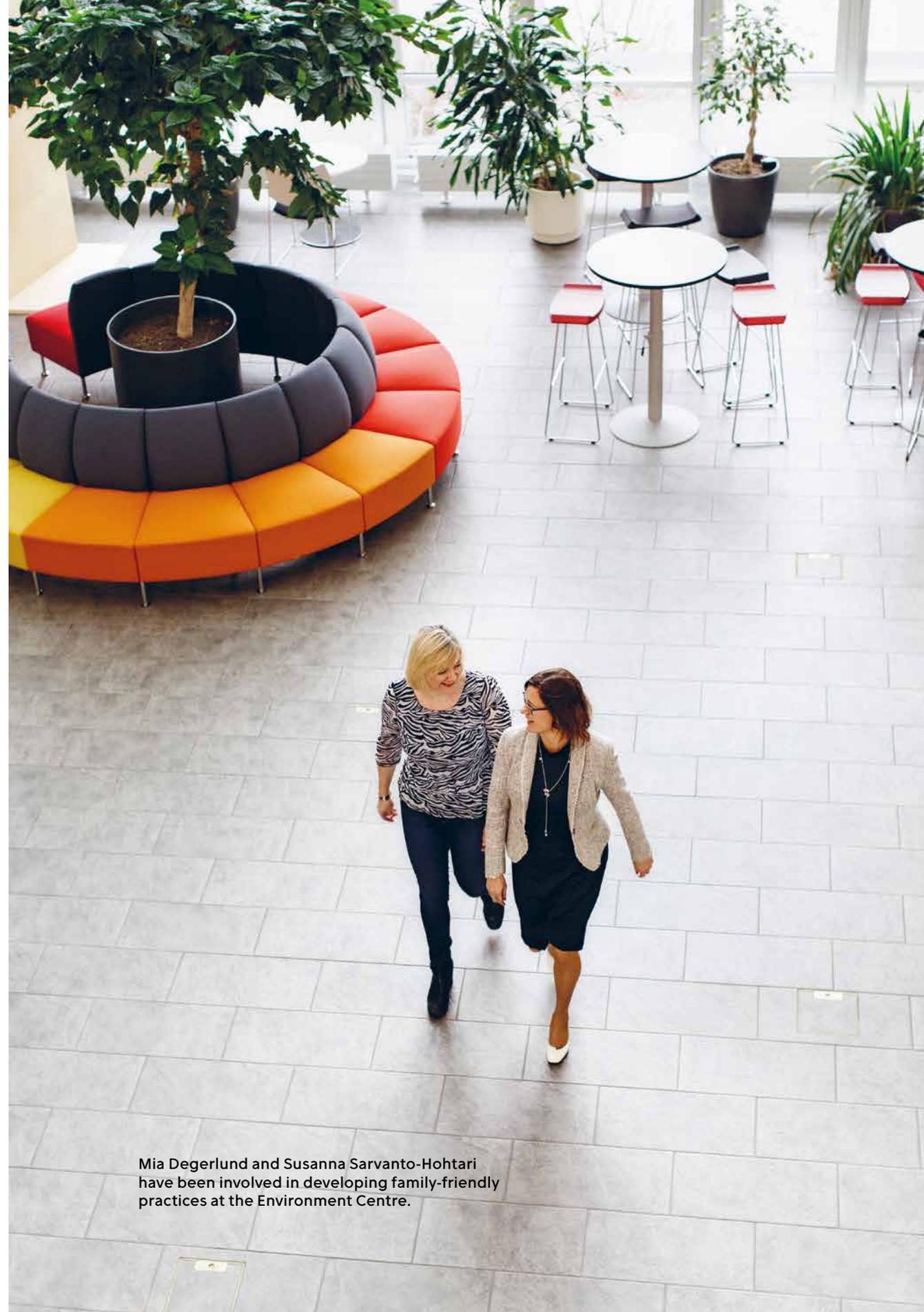
We have systematically promoted equality and non-discrimination. For us, diversity refers to the unique individual characteristics of communities or people, while equality and non-discrimination describe our approach towards diversity.

To increase awareness and influence attitudes, we have discussed diversity in various training events and lectures, in the city's

internal communications and our diversity expert network.

We have supported the management of diverse work communities by providing peer support to supervisors in small groups as well as mediation and conciliation training for resolving conflicts in daily life.

We defined our tools for monitoring equality and non-discrimination. Conducted once every two years, the Kunta10 survey produces important information on the experiences and perceptions of our staff. The results are discussed by our departments and municipal



Mia Degerlund and Susanna Sarvanto-Hohtari have been involved in developing family-friendly practices at the Environment Centre.

enterprises, which also look for methods to develop their work communities.

We also introduced our staff to the concept of gender diversity, which is included in the new Finnish Non-discrimination Act.

Higher proportion of immigrants

In 2013, at the start of the strategy period, the proportion of non-native Finnish speakers among the city's staff was 6.2 per cent. By 2016, this figure had risen to 6.6 per cent. The proportion of non-native Finnish speakers varies a lot from one sector to another.

The proportion of immigrants in the city's employment relationships has increased steadily throughout the strategy period. The recruitment of non-native Finnish speakers has been promoted each year by means of apprenticeship training and language instruction. Nevertheless, much more work remains to be done to bring the proportion of non-native Finnish speakers close to the same level as it is in the population at large.

We also want to have more non-native Finnish speakers in supervisory and expert positions. We consider it important to have effective practices in place in the areas of staff planning, recruitment and performance and development discussions, and it is also important that supervisors recognise the competencies and strengths of their subordinates. We have also experimented with anonymous recruitment.

More women in management

We are committed to promoting equality and non-discrimination in all of our departments. To this end, we utilise equality planning and cooperation with the equality committee.

We have supported women pursuing managerial careers in various ways. For those who had previously participated in these activities as actors and mentors, we organised networking events instead of a new mentoring course. One of the events was arranged in cooperation with the Finland Chamber of Commerce Women Leaders network.

The proportion of women in management positions has seen steady growth since the start of the strategy period. In 2013, the proportion of women in management was 39.3 per cent. In 2016, the corresponding figure was 48.3 per cent. However, it should be noted that the proportion of women in management has been affected by organisational restructuring and certain male-dominated departments becoming municipal enterprises.

In accordance with the Finnish Act on Equality between Women and Men, we extended our pay survey to include discretionary pay components. The pay survey was revised to take into account not only regular monthly salaries, but also incentives and one-off bonuses.

The more comprehensive survey produced information on the remuneration of men and women in practice. The pay survey materials were reviewed in workshops with the city's departments.

The conclusion drawn from the survey was that we must pay even more attention to equal pay in different sectors. Pay equality is also increased by an assessment of the demands of each position.

Bringing the kids to the workplace

In the city organisation, we have focused on the reconciliation of work and other aspects of life. There are ways to accomplish this goal, but more work needs to be done to make them more widely known and used.

One way to strengthen the ties to working life among staff members on family leave is to invite them, along with their children, to the workplace to hear about and discuss current issues. This is one way that we have promoted and supported a smooth return to working life.

The successful reconciliation of work and other aspects of life depends largely on the attitudes of supervisors and work communities.

We are part of a learning network of municipal workplaces that aims to develop working life to make it even more family-friendly. The network is part of the KunTeko 2020 municipal sector working life development programme.

Flexibility at work in the face of various life circumstances

Flexible working hours, opportunities for working remotely and a workplace atmosphere that doesn't make employees feel guilty for going on leave.

These are some examples of the ways the City of Helsinki Environment Centre has made its work more family-friendly. Actually, the term "family-friendly" is inaccurate. Rather, the issue is workplace flexibility that takes various circumstances in private life into consideration.

One employee might be hoping to go on job alternation leave for six months, while another one might want to take leave for studying. Some might need family leave, while another needs to look after aging parents while remaining at work.

The Environment Centre began developing family-friendly practices in 2015, and some of the methods have become quite commonly used. Flexible hours mean that employees are not forced to drive or ride to work when traffic congestion is at its worst. Remote working has become commonplace, and so has discretionary leave.

"We have always placed emphasis on the introductory training of new employees, but now we are also using it for those who return to work after an extended leave. Returnees are paired with an introductory training partner," says Director of Administration Susanna Sarvanto-Hohtari.

They have also focused on how the organisational reforms are communicated. Those who are absent from the workplace receive mail and find out what is going on. Employees who are on partial child care leave, in turn, have shared their experiences in stories published on the intranet.

"Colleagues and substitutes have been very understanding and supportive towards some employees having to be away for a while. We have tried to create an atmosphere where no-one needs to feel guilty about having to go on leave," she adds.

In practice, this has meant making the flow of information smoother, promoting commitment among supervisors and strengthening trust.

Using all channels



Sari Ruusutie, Sanna Karppelin and Maija-Liisa Kasurinen from the City Executive Office's HR communications team have written messages explaining why the city is implementing major organisational reforms.

It is easier to be motivated and committed to a new organisation when you have enough information and understand the justification for the reforms. The new management system was communicated across all staff communication channels in plain language.

"I prefer using understandable words instead of terms like administrative regulations or the organisational levels under each sector's service areas. I have tried to explain all of the relevant terms whenever possible, even at the risk of repeating myself and saying the same thing for the 40th time," says Communications Manager Maija-Liisa Kasurinen from the City Executive Office's HR communications team.

The new management system is a significant undertaking in many ways, including communications. Ensuring the flexible flow of information has been a priority right from the start. It is extremely important that people know what happens in each stage and how the decisions concerning the reforms will affect the city's organisational structure, operations, services and each employee's job. Successful communications can promote commitment and motivation in the new organisation.

Kasurinen drafted the main points of the first communication plan in March. The reforms to the management system and organisational structure have subsequently been elaborated on and explained to not only staff, but also the city's residents and stakeholders.

Presenting the case clearly

Our communication guidelines state that our communications must be human and

approachable. The style must be clear and we must avoid jargon. We want to communicate like one person to another. This is something we have emphasised in conjunction with the reforms the city is working on.

The extent of the reforms is such that the city organisation has never seen anything like it. For the communication function, it is the biggest project it has ever had to plan and implement. The new mayoral model is unique and tailored to Helsinki. We wanted to highlight its uniqueness in our communications.

"The preparations progressed so fast that we didn't have time to work on all of our messages to the extent we would have wanted to. Nevertheless, our communications received good feedback in contexts such as the Pulse of Change survey in August," Kasurinen says.

Keeping a close eye on progress

We communicated the progress of the reforms in quick online bulletins and newsletters posted in the City in Renewal section of the Helmi intranet. In the busiest months, we wrote about two news stories per week on the reforms. More in-depth articles to shed light on the reforms were published in each issue of the Helsingin Henki staff magazine.

We also made use of the other

communication channels available to us, including video blogs and our internal social media platform, Yammer. Staff were also invited to post questions about the reforms in a discussion forum on the City in Renewal intranet page. Considering the significance of the reforms, we also had to communicate on a more individual basis and ensure that the information reaches all of our work communities.

At the Executive Office's communications unit, we are responsible for city-level communications, but it was also important to get managers and supervisors involved. Supervisors play a key role in communication within their work communities. They need to explain the themes and stages of the reforms and discuss them with people. Department-level communications were supported by the Executive Office's communications. Supervisors were provided with not only change-related support, but also communication and presentation materials.

Brand renewal and intranet redesign

We also began to prepare for the roll-out of the city's new brand concept, marketing strategy and visual identity. The guidelines for the use of the new visual identity will be completed in spring 2017. We assembled a group of 22 Helsinki ambassadors from different areas of the city organisation to help put the city's communication guidelines and brand identity into practice.

We will also redesign the Helmi intranet. We disseminated information on the upcoming changes and their timetable. Helmi will be redesigned to correspond to the new organisation and support its operations. At the same time, the Helmi concept will be redesigned to make it more user-friendly and interactive. Helmi will also be among the first services to use the city's new visual identity.

Communication guidelines

- The City of Helsinki's communications are open, up-to-date, honest and interactive. They are methodical and proactive.
- Communications are managed and implemented based on the goals and measures outlined in the city's strategy programme.
- We support Helsinki by engaging in communications on common key themes and services that are significant to all administrative areas. The city's communications are guided by the One Helsinki principle.
- Our communications are goal-oriented. We regularly monitor and measure them and develop them continuously in response to changes in our operating environment.
- In addition to developing its communications, the city develops its city marketing and brand architecture. The goal is a consistent, effective and economical approach to marketing the city and its services.
- Staff communication is part of goal-oriented management and the daily work of supervisors. It supports the preparation and implementation of the City's strategy programme and reforms.
- Active communication in the work community supports staff engagement and motivation.

Rewarding good results

Our reward and incentive system supports the implementation of the city's strategy as well as the renewal of its management system.

Result-based bonuses 2016

Result-based bonuses were awarded to approx.

33,508 people.

The result-based bonus system covers

27

departments and municipal enterprises

The total amount of result-based bonuses was **29,716,628 euros**

(excluding social security expenses)

The average result-based bonus per person was **approx. 887 euros.**

Our reward and incentive system comprises not only a salary, but also supplementary bonuses and staff benefits as well as intangible qualitative factors related to working life, including development opportunities in one's own job and career.

The key objective of remuneration is to support the achievement of the city's strategy and other objectives, which makes it an important aspect of the city's management system. The remuneration of staff also contributes to a positive employer image, which is necessary for attracting talented people to the city.

Remuneration is used to influence staff motivation, commitment, occupational well-being and the city's productivity.

The City Executive Office's HR unit has prepared guidelines for supporting the management system reform with one-time bonuses. One-time bonuses are well suited to supporting change processes and change management. They are an agile remuneration tool that can be used immediately to recognise good performance.

The personnel bank is a highly regarded benefit

The personnel bank has been one of our most popular staff benefits for a long time. It had

15,956 members at the end of the year, of whom 3,910 were pensioners.

The personnel bank's deposits amounted to 118 million euros at the end of the year. Of this total, 82.5 million euros was in checking accounts and 35.5 million euros in fixed-term accounts. Mortgages granted by the personnel bank amounted to 8.2 million euros (down 2.6 million euros from the previous year) and consumer credit was granted in the amount of 5.5 million euros (down 0.5 million euros).

The city also had over 3,000 apartments for employees and they are used to support recruitment. Some 7.8 per cent of the staff live in these apartments. Most of them are from the Social and Health Services Department, the Department of Early Education and Care and Helsinki City Transport.

Paid leave

Anniversary gifts are now more in line with staff wishes. Ethical gifts are still part of the available selection, as are gift holidays. Paid leave was added to the selection. The item and service categories were replaced by taxable monetary gifts to allow future recipients to choose their own gifts.

Conclusion

The past year was characterised by the impending arrival of extensive organisational reforms, so our focus was on making the necessary preparations. The transformation will continue in the coming years, eventually settling into less disruptive development and renewal. Our operating environment is changing, and much of working life will continue to revolve around change management and living in times of change. The expectations related to flexibility and new ways of working challenge us to be agile and try new approaches.

The success of the management system reform will come down to leadership and management. Our goal is that the new operating methods will result in even better services for citizens. The customer experience happens in interaction with our staff. With this in mind, it is essential for the success of our reforms to engage our staff and ensure their commitment to the new ways of working. We want to continue to invest in the systematic development of leadership and management. Emphasising a participatory approach to management and giving staff more opportunities to exercise influence will be among our future focus areas, as highlighted by our occupational well-being survey. In building the well-being of the work community, we want to be mindful of the responsibility of the entire community and its members. In addition to management and leadership, strengthening work community skills and self-management are among the fundamental areas of development in working life. Flexible working hours and methods underline the fact that the responsibility for a work community's operations and results is shared by everyone.

We strengthen effective work communities and their social capital and managerial skills throughout our organisation. Perceived discrimination in work communities and customer violence are problems that continue to warrant action by the employer. We have defined a model for managing work ability in which different managerial levels have different responsibilities. We have already achieved good results in managing sickness-related absences, occupational accidents and retirement. The city's new organisation will facilitate even more effective cooperation and clearer processes, enabling us to improve our results further.

The new organisation will take into effect soon, and the new City Council will approve the new city strategy during the autumn term. The new strategy is likely to reiterate the city's role as a responsible and fair employer that provides meaningful and challenging work to its staff.

To paraphrase the service promise of the Helsinki brand, together we can do things that have a real impact.

Marju Pohjaniemi
HR Director
City Executive Office



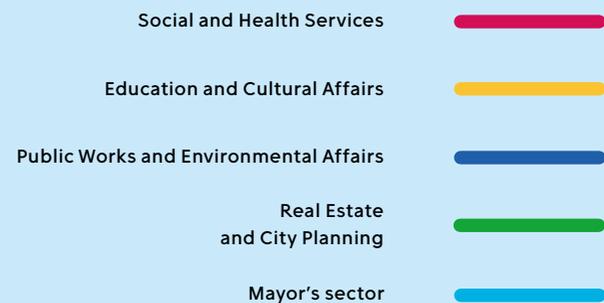
Statistics

An aerial photograph of the Helsinki city center. The Helsinki Cathedral, a white neoclassical building with a prominent green dome, is the central focus. It is surrounded by a dense grid of multi-story buildings with light-colored facades and dark roofs. A large, paved public square, likely Senate Square, is visible in the foreground, with a central monument and several buses parked along the edges. The city extends to the water's edge in the upper right corner.

The statistics indicate, among other things, how the number of staff has changed over the past few years. The city also maintains statistics on the academic qualifications of its staff and the distribution of different native languages among the city's employees.

Social and Health Services employ

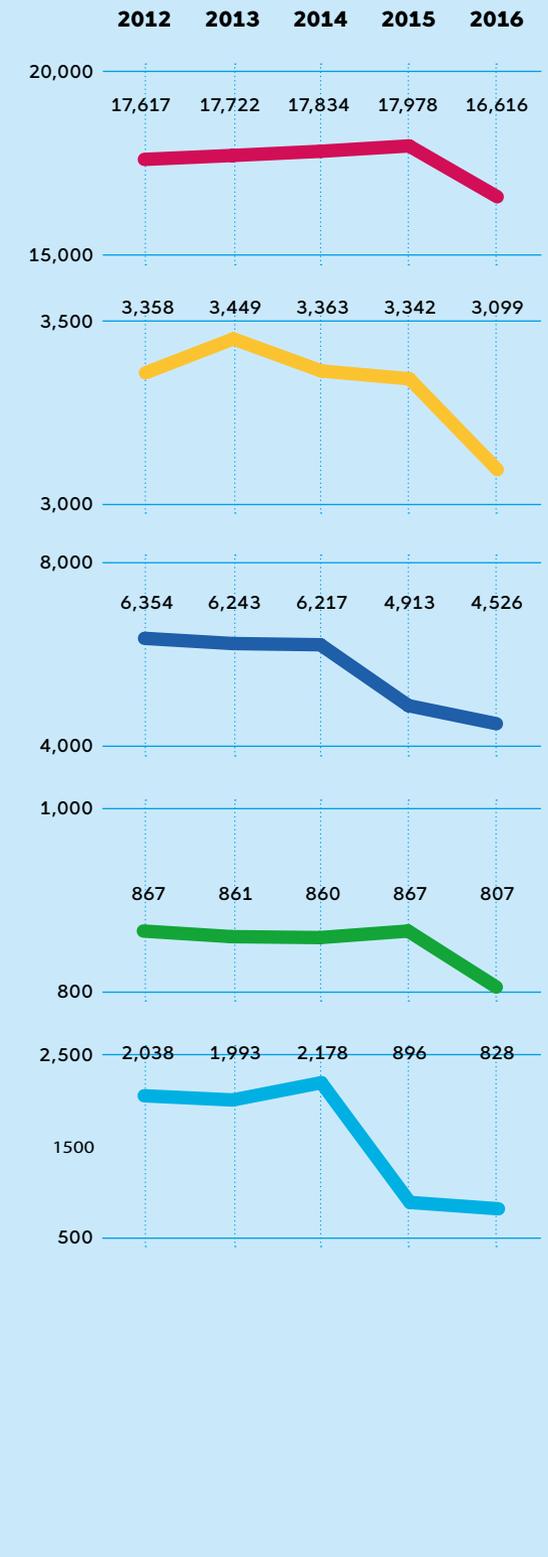
21,792 people.



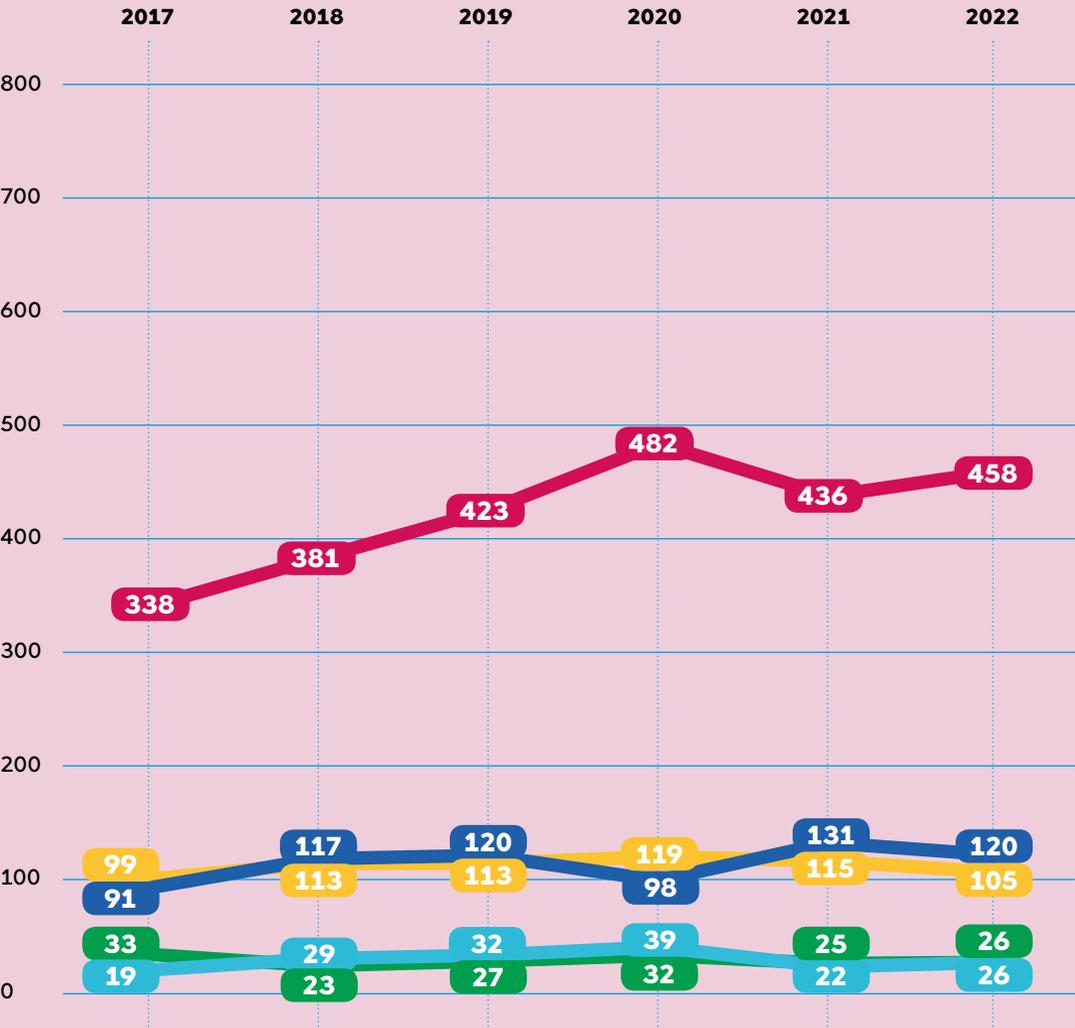
Change in the number of staff



Man-years



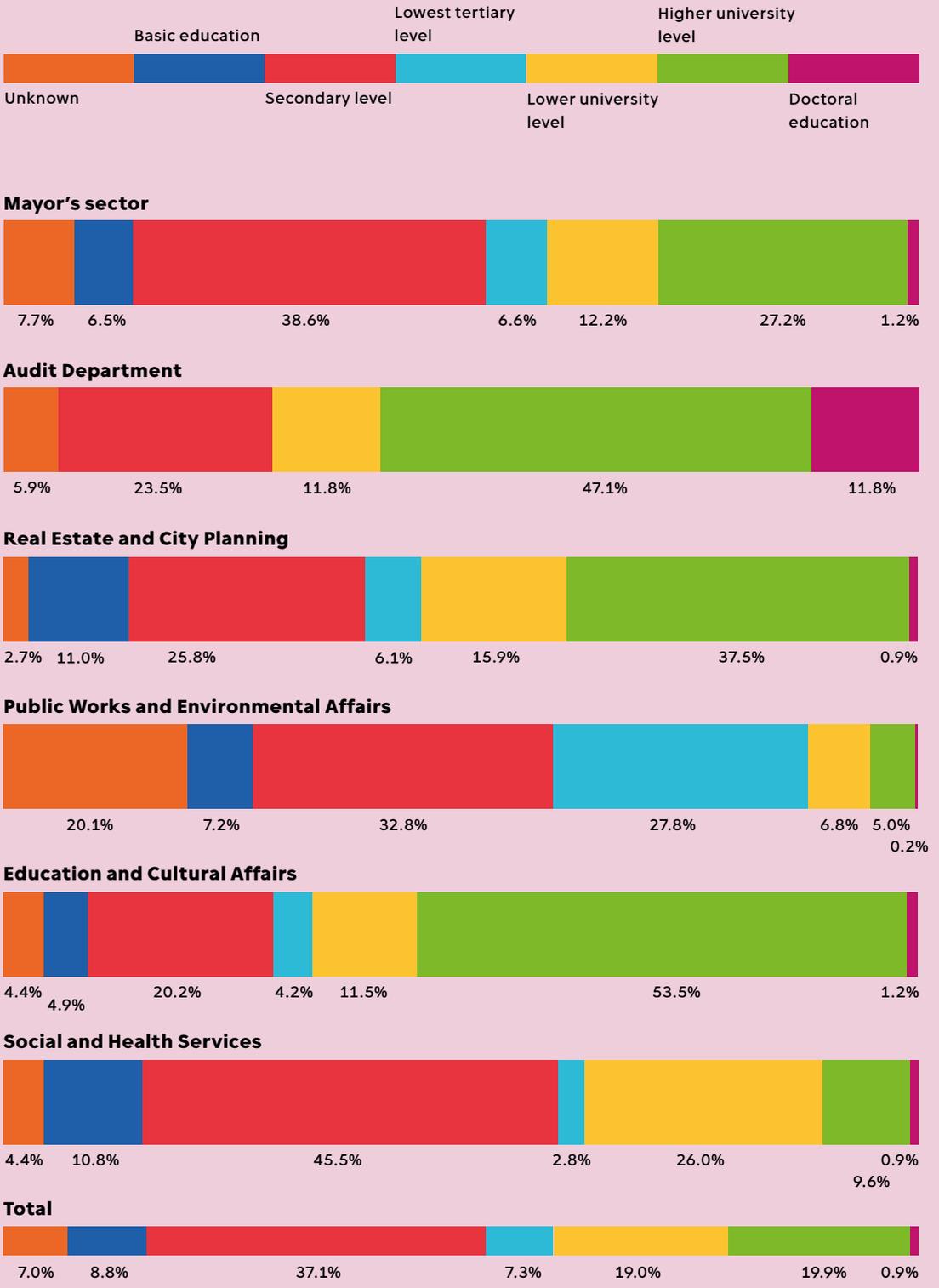
Permanent staff reaching retirement age



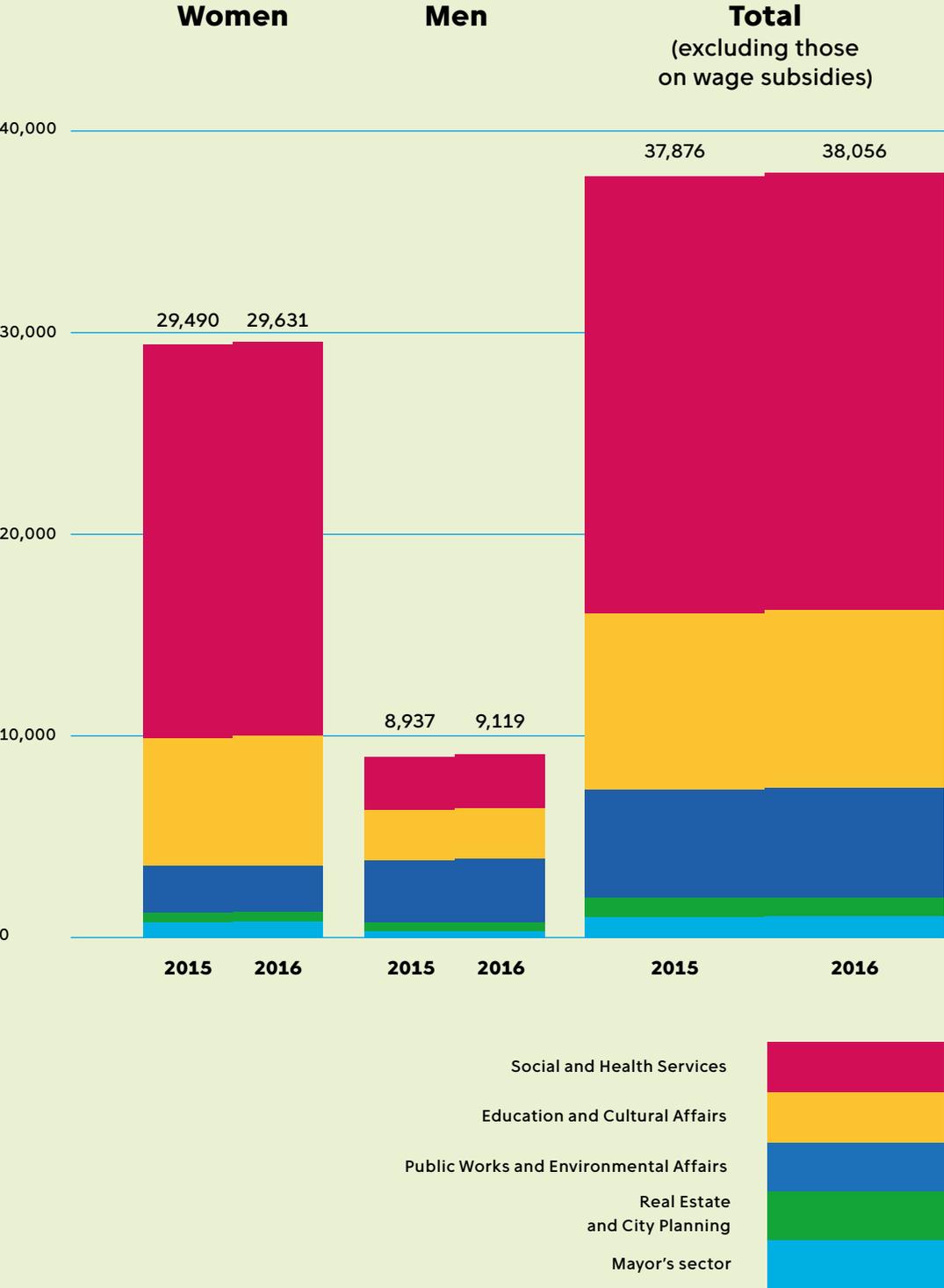
Worked beyond retirement age:
394 people.



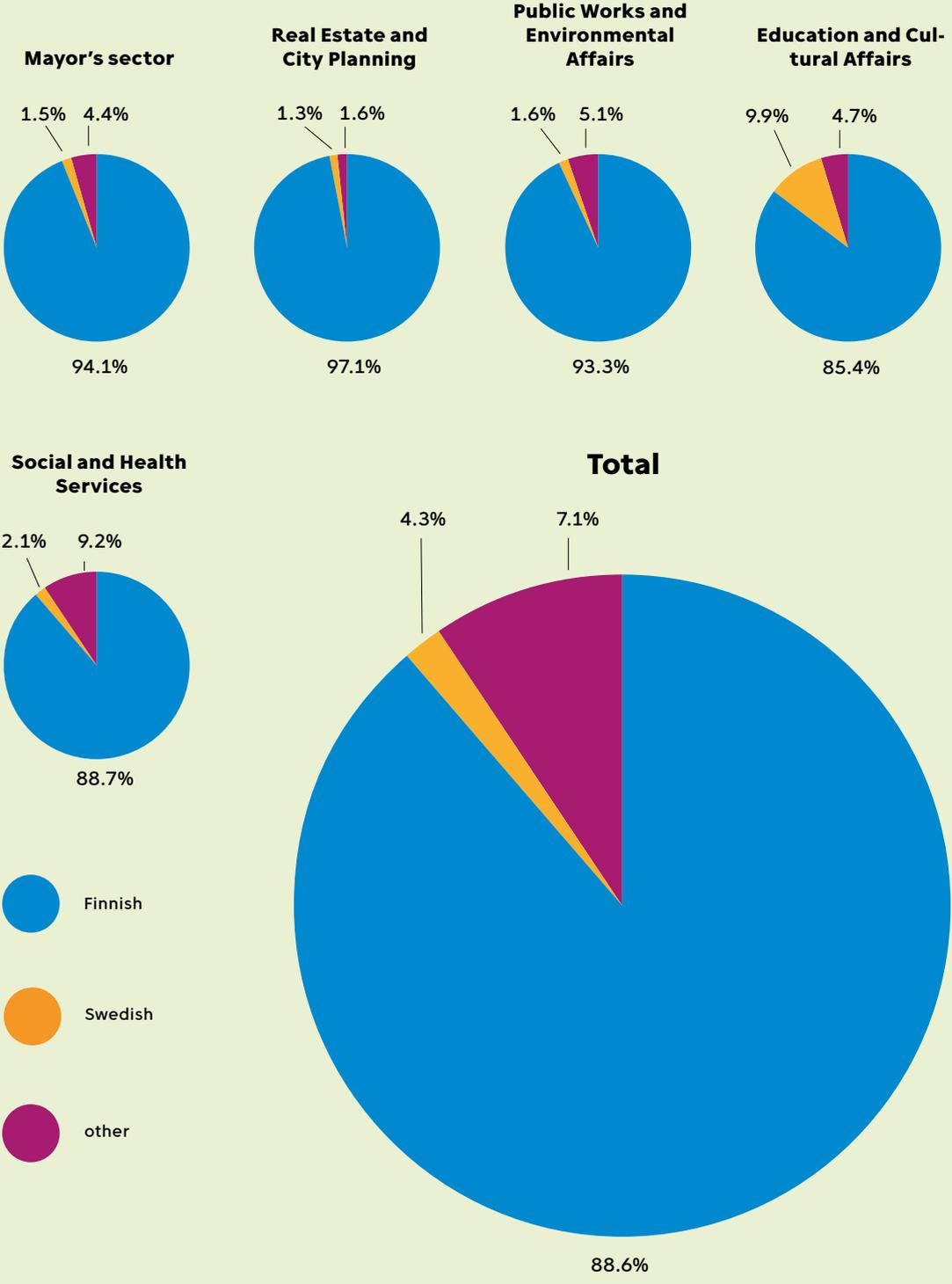
Degrees held by permanent staff



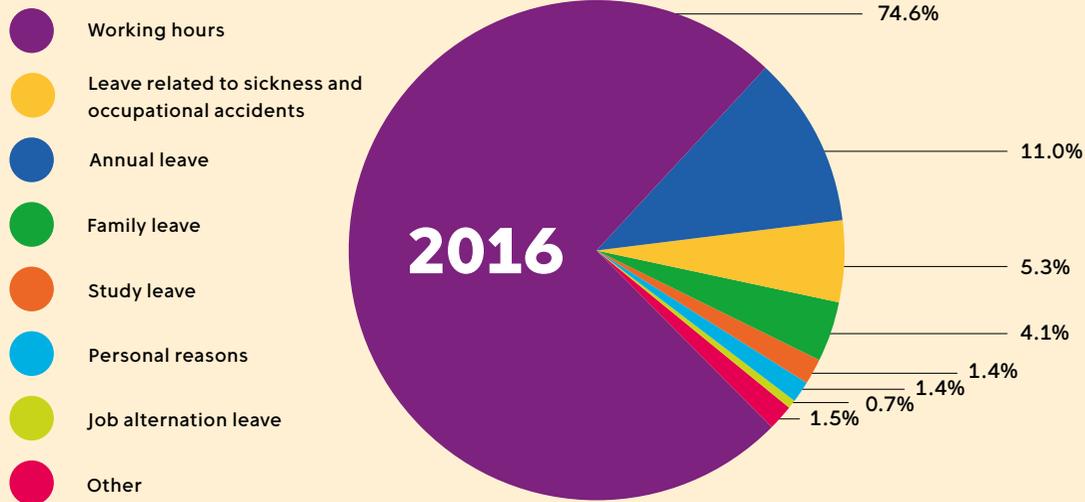
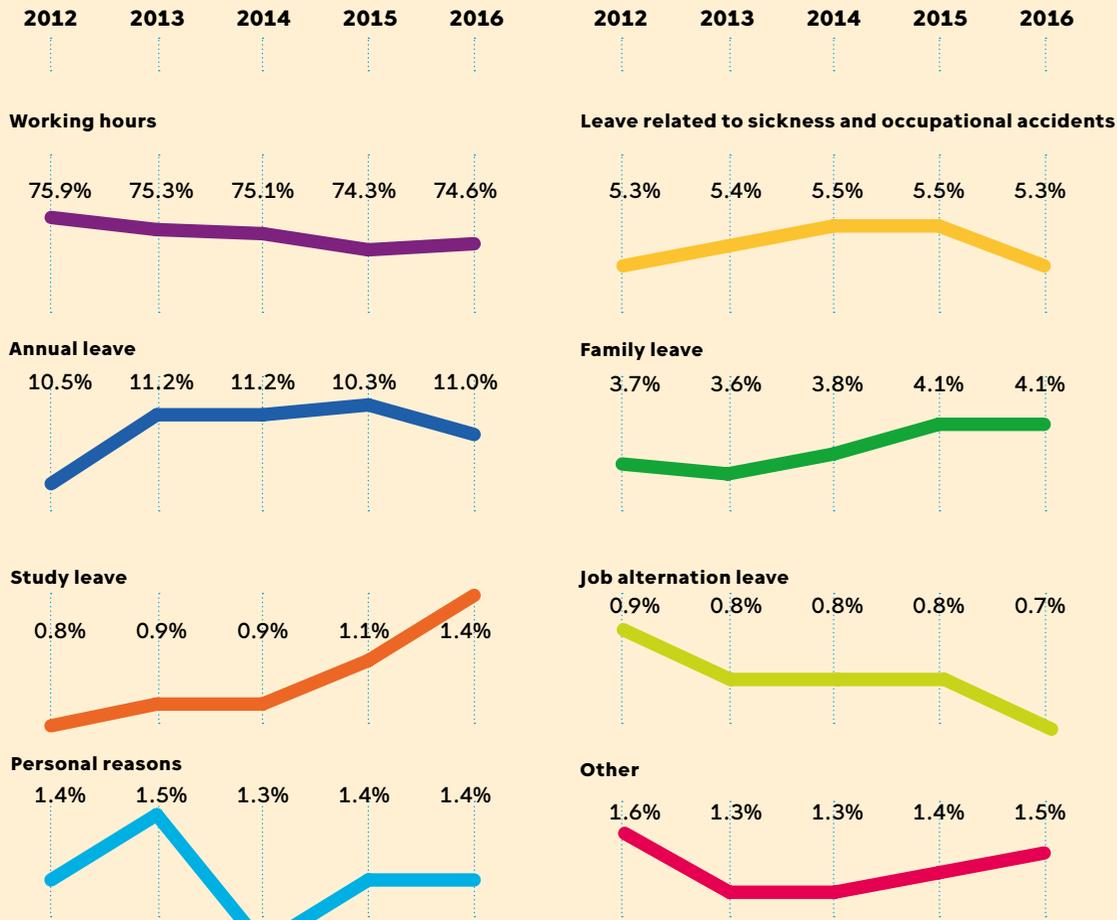
Staff on hourly wages and monthly salaries



Distribution of native languages among staff (all employment relationships)



Distribution of total working time



Announced vacancies and related applications

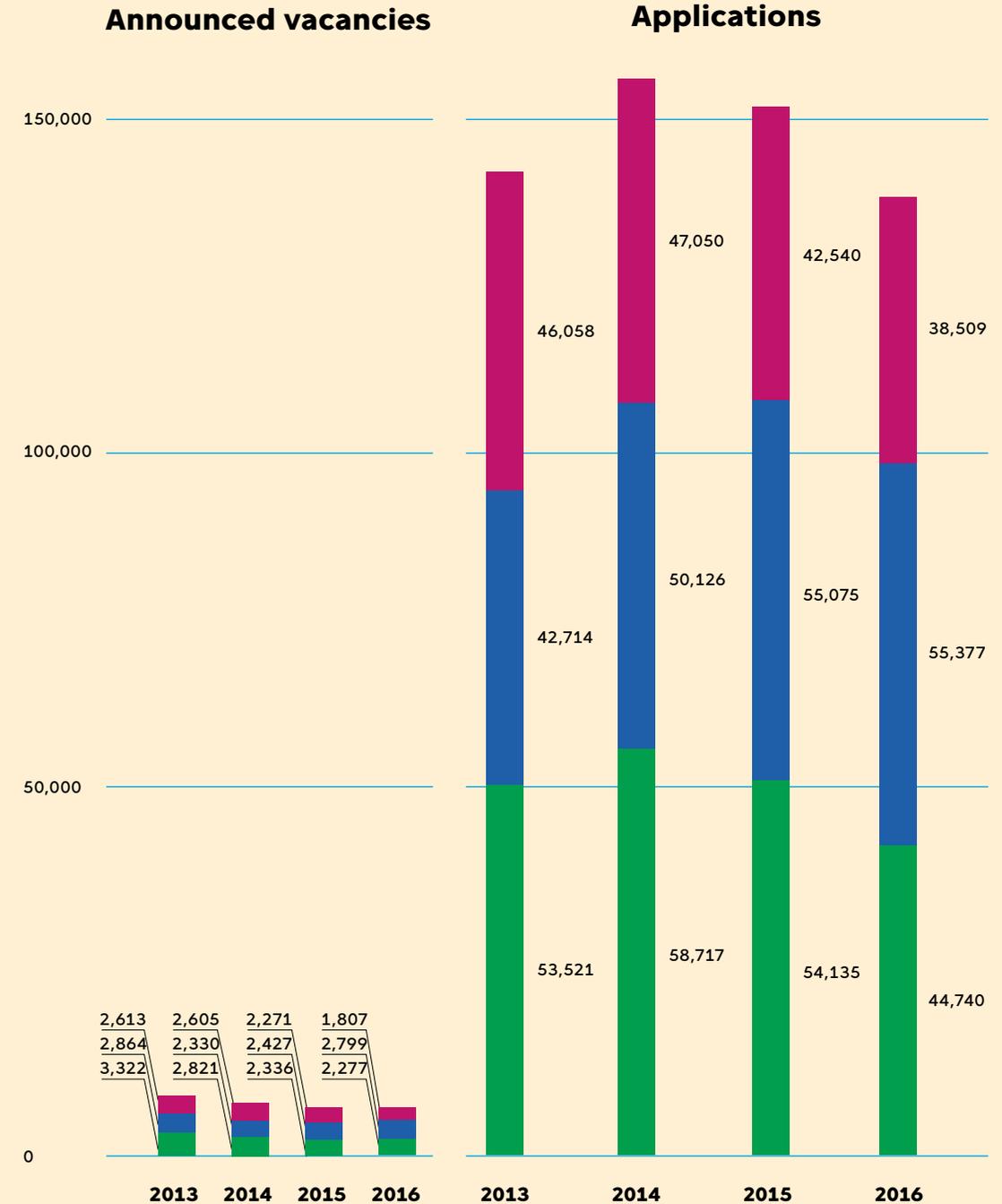




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Page 46	Lauri Rotko

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