

# Staff Report



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# To the Reader

The staff report describes the condition, volume and structure of the City of Helsinki's staff and reports on the most significant staff development procedures and results.

The most important staff management views are included in the city's strategy programme. The city wants to be a responsible and fair employer acting in a coherent, open and equal manner. A responsible employer checks the effects of the operational environment on staff requirements and competence. Proactive control of work ability risks is also part of responsibility.

Improved working life quality and well-being at work may prevent sick leaves and early retirement. In this way, they contribute towards the city's productivity targets. Working life quality also includes a homogeneous and uniform staff policy in all parts of the organisation.

The city wants to be a model city for the management of diversity, taking into consideration in management operations the various backgrounds and needs of their employees related to life and family situations. By managing diversity, we aim to increase equality in the city regarding gender, native speakers of languages other than Finnish and people whose ability to work is limited.

The city is facing major changes that will affect the entire municipality in ways that are currently still hard to predict. With good management, the city will be able to protect working life quality amidst the changes as well and provide its citizens with good and relevant services.

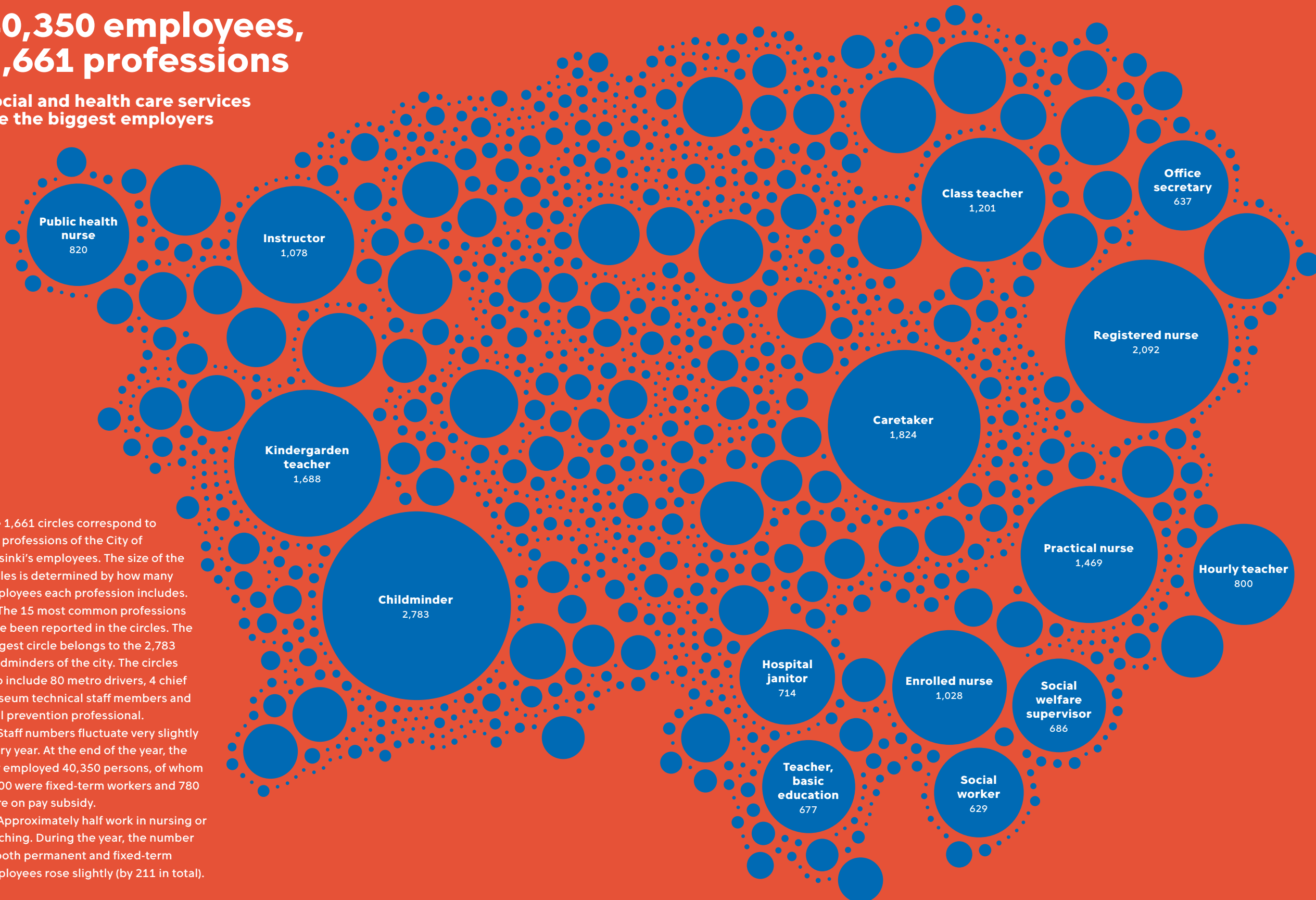
**Tapio Korhonen**  
*Chief Executive Officer*  
*City Executive Office*

**The city wants to be a responsible and fair employer acting in a coherent, open and equal manner.**



# 40,350 employees, 1,661 professions

Social and health care services  
are the biggest employers



The 1,661 circles correspond to the professions of the City of Helsinki's employees. The size of the circles is determined by how many employees each profession includes.

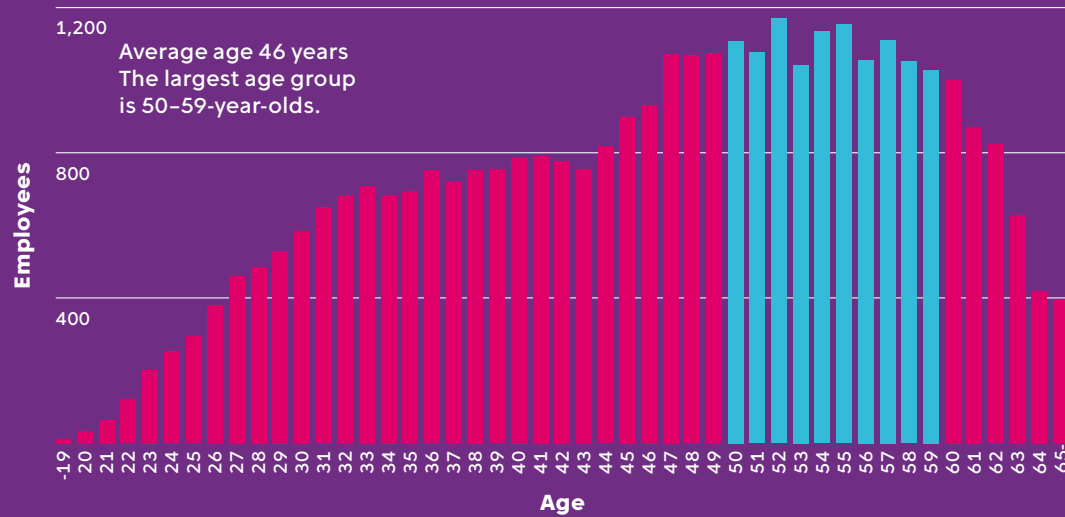
The 15 most common professions have been reported in the circles. The biggest circle belongs to the 2,783 childminders of the city. The circles also include 80 metro drivers, 4 chief museum technical staff members and 1 oil prevention professional.

Staff numbers fluctuate very slightly every year. At the end of the year, the city employed 40,350 persons, of whom 6,500 were fixed-term workers and 780 were on pay subsidy.

Approximately half work in nursing or teaching. During the year, the number of both permanent and fixed-term employees rose slightly (by 211 in total).

# Key figures on the city's staff

## The age profile of permanent staff 2014



The average age of the city's employees was 46 years, the same as last year. The biggest age group consisted of 50-59-year-olds.

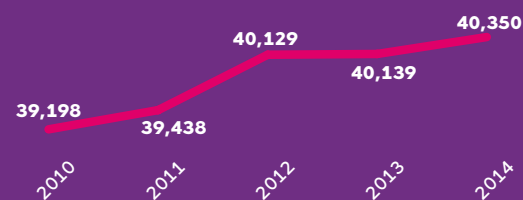
Secondary level education is the most common among the staff (39%). 7 per cent of the employees had only basic education, and the number had decreased. On the other hand, the number of employees with university level education (lower, upper and doctoral) increased.

The average retirement age of permanent employees was 63.6 years. In the previous year, the age was 63.3 years.

A total of 833 employees retired, which is approximately 2.5 per cent of the permanent staff. Some of the employees who have reached pension entitlement age start an early retirement pension or a disability pension before they reach their personal retirement age, and some employees continue to work after they have reached this age. The city employed a total of 336 persons over the age of 65.

**49.9%**  
of permanent staff are  
**54 years old**  
or older.

## The change in the number of staff in 2010-2014



The proportions of women and men remained similar to the previous year.

Women constituted

**74.5%**

and men

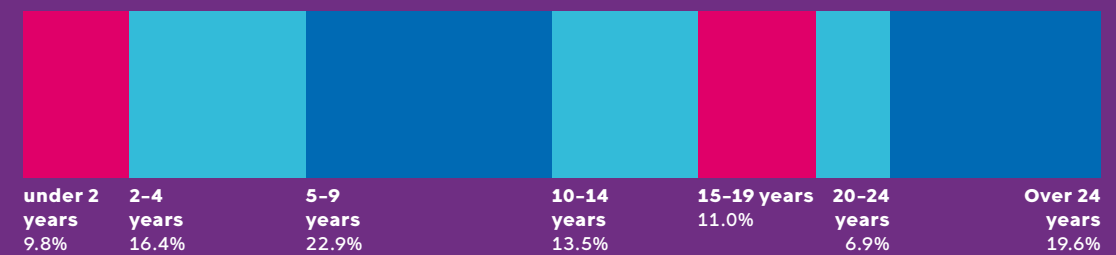
**25.5%**

of the total staff. The changes are minor but the trend is that, in predominantly female professions, the number of men has increased and vice versa.

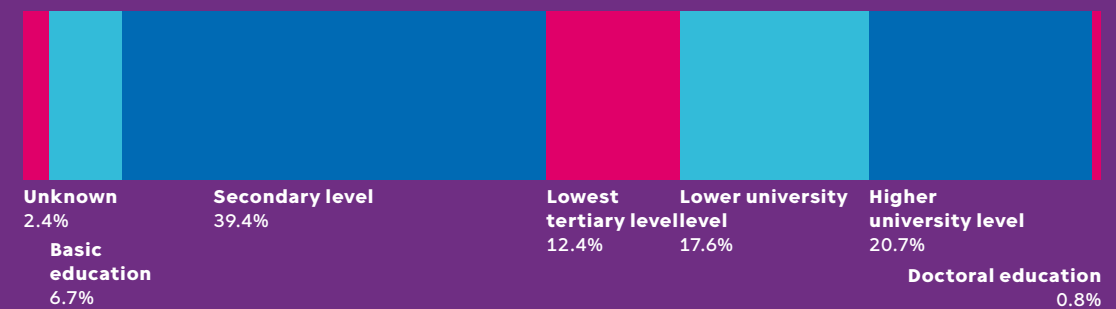
## Mother tongue



## The distribution of employment period



## Level of education







# Healthy economy & competent supervisors

– Managers must always have the city's interests in mind. My training reminded me of this simple but important aspect, says Silja Hyvärinen, Office Manager at the Street and Park Division of the Public Works Department.

**Balanced economy and good management are the focal points of the city's strategy programme. This means that productivity and well-being at work are developed in the city simultaneously. Supervisors play an important role in this.**



– Even with managerial tasks, you must retain your connection to real everyday life. At least that is what I think, says **Silja Hyvärinen**, Office Manager at the Street and Park Division of the Public Works Department.

Hyvärinen lists as good examples the department's management group's site visits and, for instance, the recent meeting with active cyclists.

She thinks it is possible to learn management and supervisory work. It is advisable to continuously develop these skills along with the daily work.

– I have been active and participated in various trainings. These offer unique opportunities to develop your own skills and, for instance, to reflect on your own everyday situations with the others.

She says the city is an excellent employer, providing new work challenges for those who are actively looking for change and development. So there is no need to change employer when you need new challenges.

– Our investment in the development of competence and supervisory work is exemplary.

At the moment, the most recent training that comes to mind is the EMBA programme, which included the strengthening of productive management, and training that aims to develop Helsinki into an even greater city through collaboration.

She is certain that without self-development and the current trainings, she would not be in her current position.

*The EMBA programme is organised in cooperation with Aalto University. It aims to strengthen strategic thinking and productive management, to develop the participants' personal managerial skills and train managers to develop the city. A total of 25 persons have completed the EMBA programme and a further 50 supervisors are currently on it.*

## Intense training

The managerial and supervisory staff were trained in different programmes organised by the Oiva Academy in cooperation with the City Executive Office and various city departments.

The training focused on, for instance, change management, the management of productivity, economy and well-being at work as well as the development of procedures and processes.

Training sessions for immediate supervisors, managerial and supervisory peer groups and managerial group trainings were organised as department-specific projects.

Changes and uncertainty in the operational environment require change management skills and training-oriented management in order to allow work communities to reform, develop and innovate. Management also affects the city's attractiveness as an employer.

Skillful management is flexible but, at the same time, purposeful and goal-directed. It must take greater account of people's individual needs and requirements related to the sense of community and the significance of the work.

## Everyday assistance from HR guidance

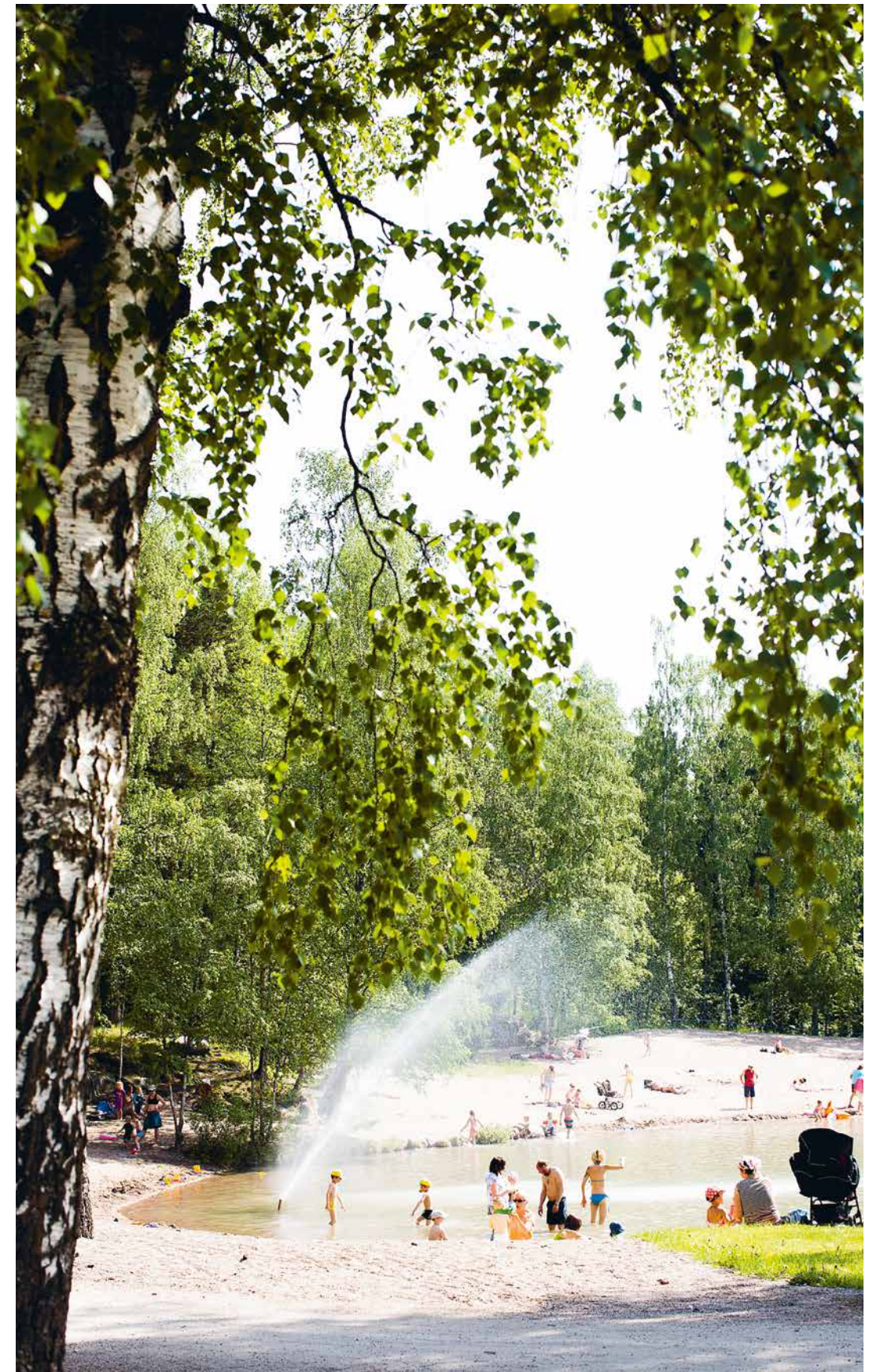
HR guidance established its position in its second year of operation. It offers guidance to the supervisors of departments and municipal enterprises on daily human resource matters and strengthens the supervisors' position and responsibility in HR management.

The guidance has provided assistance in, for instance, matters related to working times, the start and termination of employment, various leaves and staff benefits. In addition, it trains and guides supervisors in HR-related matters.

## Staff voices are heard in collaboration

Collaboration between the employer and the staff is based on the instructions and the collaboration agreement of the city. The most essential aspects of collaboration include listening to the staff, examining the grounds and effects of decisions and searching for potential alternatives.

The direct everyday collaboration is





manifested in the work communities in, for instance, meetings in the workplace. At the department and municipal enterprise level, the collaboration bodies include staff committees and expanded management teams.

The city's staff committee is the highest collaboration body and it deals with broad questions covering the entire city. These include metropolitan governance, the municipal distribution report of the metropolitan area and the Local Government Act reform.

The staff committee delivered its report regarding all wide and internal decisions, such as the financial plan and the financial estimation report for the following year, the staff equality plan and organisational changes.

The achievement of the staff policy objectives of the strategy plan will be discussed in a collaborative manner in the staff policy working group. The working group will hear experts and can also take a closer look at questions that do not require a staff

committee statement.

The renewal of HR management data systems continued. The aim is that, once the project has been completed, the city will have clear, relevant and coherent HR services and processes in use as well as a supporting data system.

The aim of the new data system is to support managerial work by, for instance, updating reporting and removing overlapping tasks.

The acquisition of the HR data system had to be postponed, however.

The number of staff in the future must be estimated for the system provider tender and this, on the other hand, depends on the outcome of the social welfare and health administration SOTE reform.

If the SOTE services are transferred to the joint municipal authority, the city's personnel will fall by almost half in the next couple of years.

## Supervisors in training

- The training programme for middle management was completed by 75 persons.
- Programmes aimed at immediate supervisors had almost 2,600 participants.
- The first mentor programme began. It will support women in their managerial careers.

## Development programme

- The HR master class continued. It is a central HR development programme that aims to implement the changing HR role in the city. Its themes include relocation, task demand evaluation and recruiting.

# The staff would recommend its employer to others as well

The Kunta10 study replaced the well-being at work questionnaire. The study supervised by the Finnish Institute of Occupational Health includes ten other municipalities in addition to Helsinki. The study is carried out every two years and aims to investigate the well-being, work, working life changes and management of municipal employees.

The Kunta10 study's parameters describe well-being at work in four sections work, the work community, management and staying at work.

According to the results of the Kunta10 study, working in the municipal sector is perceived as more pressurised than before. Almost one in four respondents in Helsinki said they experience a lot of work stress while the sense of control stays low. In spite of this, four out of five would recommend Helsinki as an employer. In addition, a majority says flexibility at work supports occupational well-being.

## Work community skills could improve

Previous studies show that work community skills, positive atmosphere and social capital increase occupational well-being.

Nevertheless, just over than a tenth of the respondents in Helsinki said they had experienced discrimination in their work community and 16 per cent had experienced bullying at work.

Another worrying aspect that becomes clear from the results is customer violence directed at staff: nearly one third said they have been involved in a violent situation in the past year.

Based on the results, managerial aspects are one of Helsinki's greatest strengths. The respondents feel they are treated fairly and that they receive support from their supervisor.

Development discussions are held more regularly than in other municipalities covered by the study. The discussions seem to direct the goal-orientedness of work. Over 65 per cent feel they receive enough top-up training.

Even if the work communities and the results could be improved, three out of four feel that they will be able to work until retirement age.

The study results are the basis for the development of occupational well-being in the city, its offices and work communities.

Development discussion has been completed by

78%

over 79%

would recommend Helsinki as an employer



# Sense of unity and tools for discussion

## Staff communications supports the implementation of the city's staff policy by consulting and guiding offices and municipal enterprises.

Communications plans were created for the principal staff policy and employer operations projects, such as the Kunta10 well-being survey, the HR data system project, the work life quality and occupational well-being development project and the equality plans for staff and services.

Along with the new department, the City Executive Office, the strategic planning of the city's communications launched in the autumn. The fusion central authority and the founding of the new department were supported by change communications.

The city's central staff communications channels are the Helmi intranet, the Helsingin Henki (the Helsinki Spirit) staff magazine and the Kaupunki työnantajana (the City as an Employer) website on the city's external web pages. All of these were developed and

updated. In addition, the City Executive Office got its own intranet, Kanava (Channel).

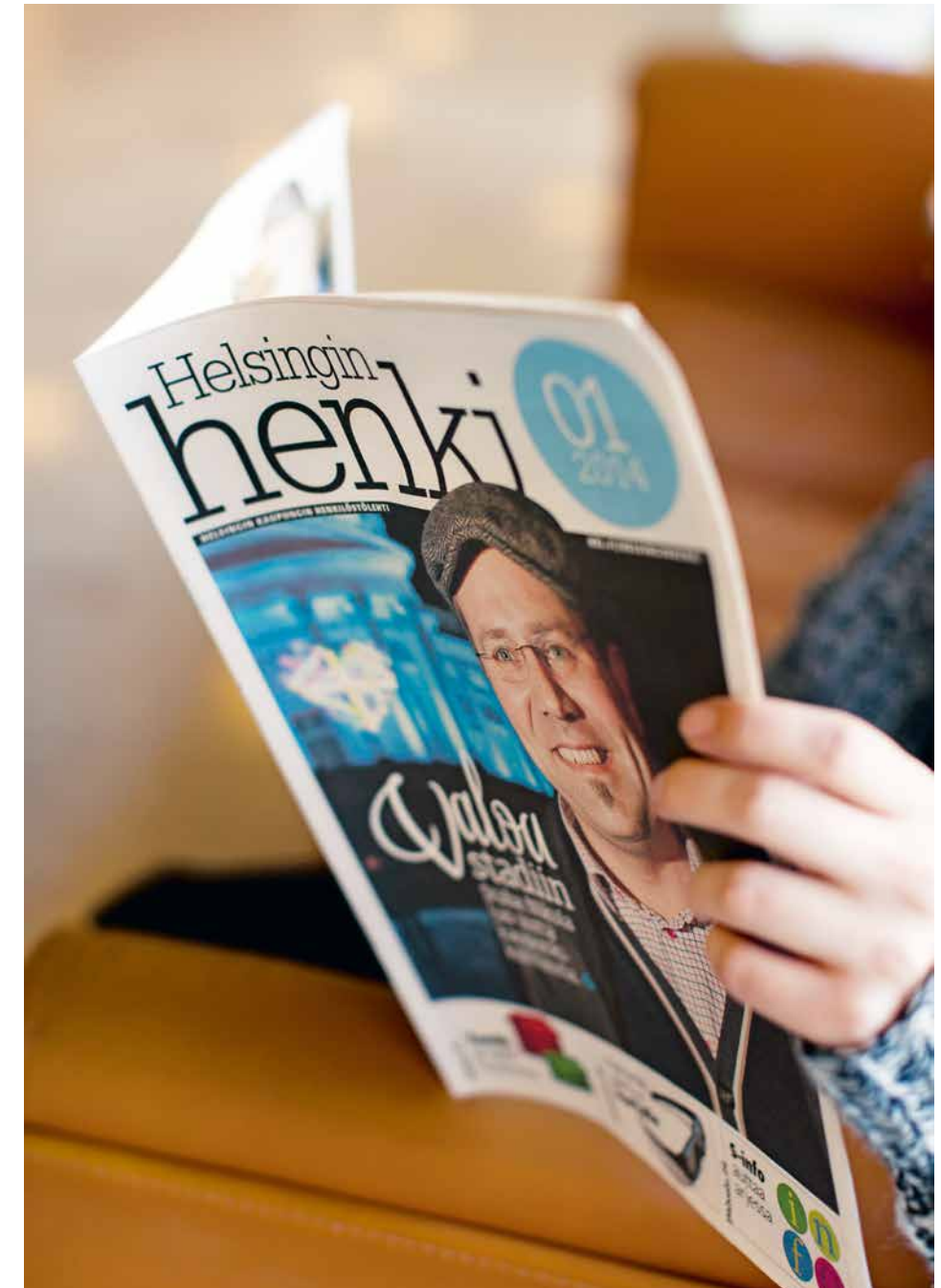
The renewal of the four-year-old Helmi intranet was initiated. The aim is to improve its functionality and usability and develop it from a social media perspective.

The internal discussion Yammer was piloted in the City Executive Office's IT and communications department.

The Helsingin Henki staff magazine was published six times. The magazine informs staff about the city's plans, goals, operations and strategy and provides background regarding these matters. The magazine also aims to contribute to the development of the city as a work community and promote the sense of unity by providing information and material for joint discussions.

*The City Executive Office communications produced nearly 350 news articles in the city-level Helmi and the City Executive Office's Kanava. A total of 240 Helmi news articles were published along with 105 Kanava articles.*

The Helsingin Henki magazine discussed topics such as the city's operations and economy as well as service reforms and municipal plans.



# Difference is Helsinki's strength



**The objective of the strategy plan is to develop Helsinki into a model city of diversity management. The objectives also include equality and parity. In order to achieve these, diversity management will be developed in all departments and municipal enterprises.**

For the purposes of diversity management, a steering group coordinated by the City Executive Office's HR department was founded, bringing together members from the city's various units.

Diversity was also promoted with a development plan that divided the operations of the strategy period into four categories. These are equality between the sexes, native speakers of languages other than Finnish, people whose ability to work is limited and people of different ages.

In order to achieve mutual understanding, the concept and content of diversity management were also determined. The objective is to increase awareness of the fact that the different characteristics of individuals are a strength and that by using this strength, the city can survive in continuously changing circumstances and achieve its goals.

## **Work communities and supervisors are supported**

Supervisors' skills have been improved by supervisory training and they have been supported in managing diverse work communities by using, for instance, the coaching method. In addition, the work community settlement pilot has been continued with the aim of providing help in solving conflicts. The feedback has been positive. Starting a discussion about difficult matters has become easier and openness has increased.

## **Reconciliation of work and private life**

Work life flexibility has been improved in order to support the coordination of work and private life, occupational well-being and longer careers.

Work time flexibility often requires changes to the old methods and a new way of perceiving work organisation. The supervisors have been supported in this.

In order to support those returning from a family leave, the city participated in the Finnish Institute of Occupational Health's project Työ ja perhe-elämä regarding work and family life and planned peer groups for those returning from a family leave.

In addition to these, the need for the city to create criteria regarding a family-friendly workplace was identified.

## **Equality work in Helsinki**

The staff equality plan for 2014–2016 was created in cooperation with HR organisations and the members of the equality working group nominated by the City Board. The plan lists over ten procedures that aim to promote gender equality.

The equality working group focused on supporting and monitoring the equality plan of the City of Helsinki's services for 2013–2016 in the departments.

The proportion of women in senior management is 39.5 per cent. A managerial career requires support and encouragement. Therefore, the objective of the new mentor group has been to encourage women to pursue a managerial career and to accelerate the progress of female talent into the city's most senior positions. Mentoring has been very popular and it will be organised in the coming years as well.

## **Non-native Finnish speakers as supervisors and experts**

One of the objectives listed in the strategy plan has been to increase the proportion of non-native Finnish speakers in supervisory



and expert positions. Essential for the career development of non-native Finnish speakers is language training, which has been organised every year. The portion of non-native Finnish speakers has grown and was 6.6 per cent at the end of the year.

Anonymous job seeking has been used in individual recruitments. The experiment aimed to develop competence-based and person-neutral recruitment.

The diversity project aims to affect attitudes and to improve the identification of people's strengths during the recruitment process and in career planning.

Monitoring the diversity development has been challenging so far because no reliable information regarding the placement of non-native Finnish speakers in supervisory or expert positions can be retrieved from the city's personal data system at this stage.

The monitoring procedures will be developed during the strategy period.

## Work life and persons with only partial ability to work

Collaboration with the occupational health centre has been developed. Among other things, efficient collaboration aims to control long sick leaves and decrease the risk of losing work ability.

New principles have been developed for the use of partial sickness allowance in order to accelerate the return to work. It is essential to learn to identify persons with limited ability to work and to guide supervisors in work ability management. Working life must also be flexible in order to achieve longer careers.

## People of all ages are needed

Management of people with varying ages is good and skillful management. Employees of different ages and in different life situations are a strength for the city from the standpoint of, for instance, continuous learning, competence and competence sharing. Skillfully managed staff are also productive,

have less sick leaves and longer careers.

The Finnish Institute of Occupational health has evaluated the content and results of the programme regarding the management of people of various ages. At the same time, the strategy of management of people of different ages and procedures in relation to the set goals were evaluated. According to the report, the programme adequately takes into consideration employees of various ages in different career phases.

The city has a wide range of tools with which to support the employees throughout their careers and lives. One of the most important tools is the development of the supervisors' staff management skills. For instance, supervisors are trained to support the employees' work ability and to put their skills to use. The supervisor's role in the early support of work ability will be emphasised in the future as well and they will be supported in this.

All departments and municipal enterprises have created their own plans for the management of employees of various ages. The network of the management of people of various ages covered the good practices of the Education Department, the data centre and Palmia regarding the management of employees of various ages.

In their plans, they have combined the management of people of various ages with operations supporting the entire careers of the employees. These include introductory training, taking care of work conditions, training, making use of the flexibility of work, result and development discussions and the use of early support and return support models. In the future, the network of the management of people of various ages will be combined with the diversity network.

In practice, the challenge is the broader and more active roll-out and use of the existing good practices in the city's workplaces and work communities. According to the Finnish Institute for Occupational Health's report, development topics include identifying and supporting employees who are carers for their family members.

# What does diversity mean to us?

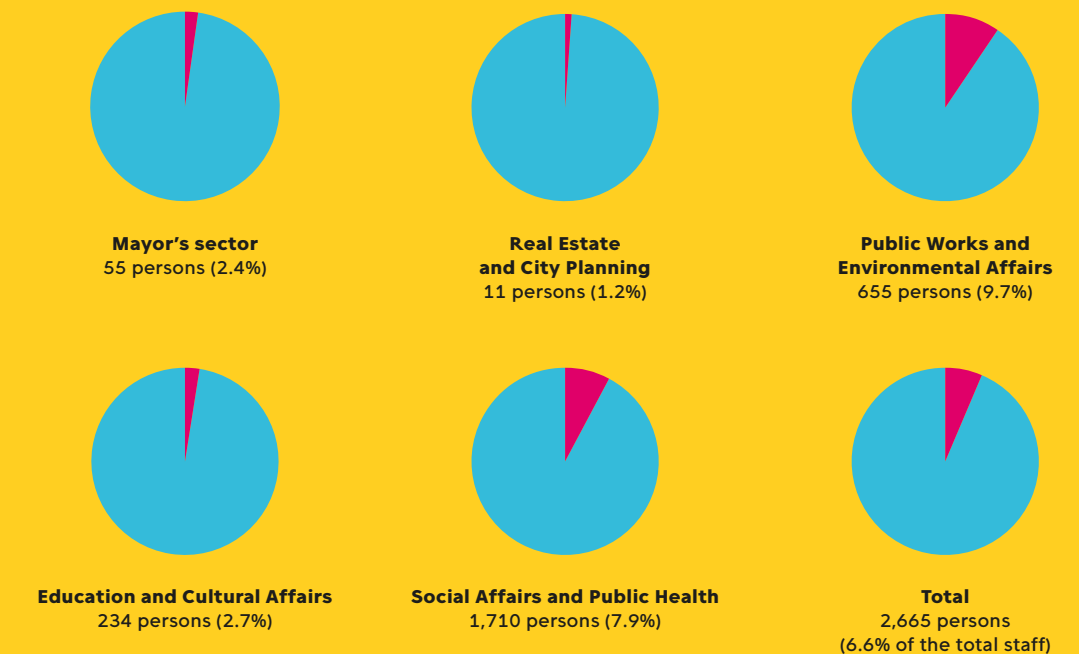
The diversity of Helsinki, its citizens and staff is one of our strengths, which enables continuous reform and a more productive and attractive city.

Age, gender, language and cultural background, health, physical characteristics, family relations, lifestyle, skills, experience, sexual orientation, values and needs – these are some of the aspects that make us different from each other.

It is this diversity that we take into consideration in our managerial practices and in all of our operations that are directed for the good of the customer.

The City of Helsinki wants to be a model city for diversity management. We want to promote open and fair work community and urban culture in which each employee, resident and collaboration partner can participate and feel valued.

## Employees who are native speakers of languages other than Finnish or Swedish by sector



Staff management procedures affect the development of diversity. These include:



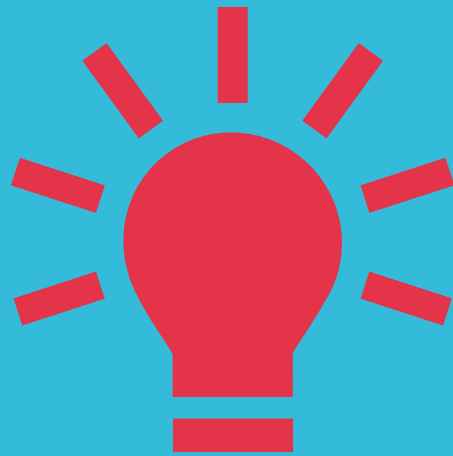
result and development discussions and work performance evaluation



staff planning and recruiting



occupational well-being



training and development

Strategy focal points: integrity, fairness, equality and openness

Helsinki citizens enjoying well-being

- Room for young people to be heard and shine
- The elderly are taken care of
- Helsinki is strongly bilingual
- International Helsinki - immigrants as active citizens
- The well-being and health of Helsinki residents improves, health differences decrease
- Helsinki residents exercise more

Vibrant Helsinki

- An internationally known and vibrant city
- The most business-friendly city in Finland
- Competitiveness by reforming
- Joy and appeal from culture
- A city of skillful people

Functional Helsinki

- City districts develop as vibrant and attractive
- Improved city structure enhances accessibility and smoothness
- Smooth and integrated services for residents
- City operations are durable, effective and efficient
- Diverse living alternatives in a growing city

Balanced economy and good management

- The economy gains balance and productivity improves
- The Helsinki City Group is managed comprehensively
- Skillful management and competent staff
- Efficient and functional support services

Democracy and participation improve

- Open and participating Helsinki



# Multiple paths of working

## Changes in the urban environment also affect work tasks. Staff requirements are estimated and competence improved by anticipating changes.

Career moves also require personal activity and readiness to transfer from one task to another. Sometimes support is needed when looking for a new job.

**Kati Kainulainen** is trained as an assistant nurse. Because of her back, she could not work in home care even if her tasks were lightened.

After multiple phases, the decision came that she is not fit for home care work.

A new job was looked for in the office sector. The last time Kainulainen had applied for a job was in her youth and, therefore, she was directed to the Uudelle Uralle (New Career) training programme, where she received tips and training for job seeking.

The first office work experiment was interrupted because of her back problems. She was given a place in a back rehabilitation group. It became clear in the group that she could not continue with office work. Another workplace trial was organised in a playground but that, too, was too much for her back.

The story has a happy ending, as she applied for the vacancy of an instructor independently and got the job. Now she has a

permanent position as an instructor with employment services, which suits her health condition.

A new person has been hired for her old job and Kati instructs and trains this person.

The relocation was successful because Kainulainen was herself active in looking for the new job. The relocation contact person also contributed to the success, due to the organisation, monitoring and evaluation of the work trials.

Persons relocated in the Uudelle Uralle training programme will receive encouragement and support from other group members, in addition to job seeking training.

Because of the successful relocation, the city saved approximately 85,000 euros in employer's early retirement costs in this case.

Finding the right job for the right people is important in all career stages. If necessary, the relocation contact persons, Uudelle Uralle training and retirement guidance will assist in finding new solutions.

## Competence is the key factor

Services and staff must be developed in a way that takes into consideration the changing demands of the resident and customer structure.

Departments and municipal enterprises

Kati Kainulainen is currently working as an instructor in employment services.



created competence development plans. The plans were based on the information gathered regarding the service needs of the future and described the focal points of competence development.

The supervisors will use the competence development plans when organising results and development discussions. The discussions address work objectives and evaluate the skills that are required in order to achieve the objectives.

According to the Kunta10 survey, 67.5 per cent of the staff have discussed their development alternatives with their supervisor.

## Helsinki is an attractive employer

As a large multidisciplinary employer, the city is an attractive workplace and open vacancies receive a lot of applications. For instance, administration, management and technical tasks raise a lot of interest.

On the other hand, doctors are hard to find, as are people who are suitable for some of the tasks in social welfare and early education. In healthcare, the availability of nursing staff, such as registered nurses, has increased slightly compared to previous years.

The online recruitment system had approximately one thousand fewer open

vacancies than the previous year. Over the year, the number of applications registered in the system rose by 13,600 applications.

The number of applications increased for permanent positions in particular. Of the city's departments, the Social and Health Services Department, the Education Department, the Department of Early Education and Care and Palmia made the most recruitments. The proportion of these was 85 per cent of all vacancies.

## Internet speeds up recruitment

Online job marketing was further increased. A trial for the online service LinkedIn was initiated as the marketing channel for the city's supervisor and expert positions.

The use of the city's [helsinkirekry.fi](http://helsinkirekry.fi) website increased. The pages received nearly 350,000 individual visitors (28% growth compared to 2013) and the pages received over 650,000 visits in total.

Helsinkirekry's Facebook page got nearly 2,300 new likes and the number of likes increased five-fold from the previous year.

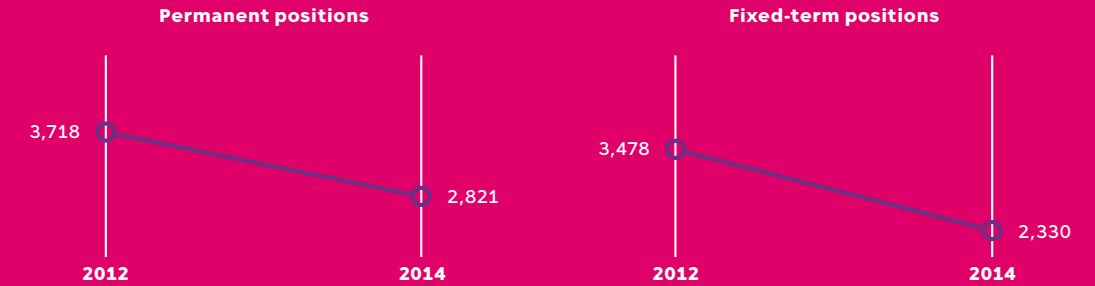
Over 15,000 visitor were directed to the [helsinkirekry](http://helsinkirekry.fi) website from Facebook, which was nearly four times as many as the previous year.

## Many paths to a new career

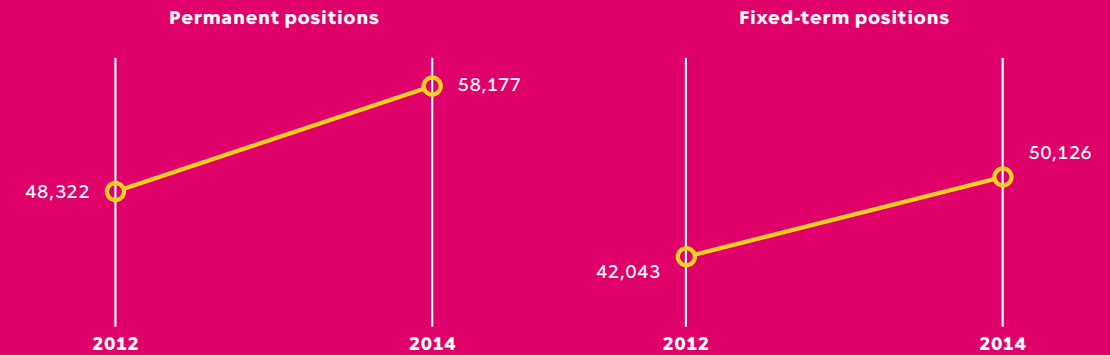
- Every year, a new job is looked for for approximately 230 employees.
- Of the people relocated, 57 got a permanent job with the city and 16 retired.
- A total of 94 work trials were organised, 50 persons had an apprenticeship contract in order to learn a new profession.
- Retirement guidance was given to approximately 600 persons and six guidance events were organised for retiring employees and these events had approximately 440 participants.

# The number of job applications is growing

## Open vacancies in 2012-2014



## Job applications received 2012-2014



## Quality and productivity with proper plans

- Planned development of staff competence improves the quality of services and work productivity.
- The amount of staff and related costs are planned as part of the budget.
- Department-specific plans predict the staff implications of the changes taking place in coming years.



# Youth recruited by the city for the summer

**The city promotes the summer job opportunities of 16–17-year-olds. Nearly 900 young people worked in 15 departments and municipal enterprises.**

The Social and Health Services Department, the Department of Early Education and Care, Palmia and the Youth Department recruited the most young people. As in the previous year, the city organised the Siisti Kesä! (Tidy Summer!) campaign for 16–20-year-olds, in which the young people are responsible for the tidiness of parks, plazas, streets and sports and swimming facilities.

Departments and municipal enterprises recruited a total of 4,315 summer employees. All in all, the city had over 5,500 summer employees, assistants and substitutes.

By offering summer jobs, the city promotes youth employment and provides work experience. The objective is also to make

young people aware of the City of Helsinki as an employer. This is also supported by the Vastuullinen kesäduuni (Responsible Summer Job) campaign, in which the city participated as a partner, just like in the previous year.

Departments and municipal enterprises also offered internships to 75 university-level science students. In addition, several thousand students from vocational institutes and polytechnics performed training and work life learning included in their studies in several units of the city.

Every year, hundreds of students from the 8th and 9th grades also become familiar with the city as an employer during their TET (work practice programme) periods.

The city also offers work to persons completing their civilian service and, last year, these people worked, for instance, in the City Library, with office tasks in the Social and Health Services Department and in assistant tasks the Cultural Office.



The city had over 5,500 summer employees.



Marja Airos worked as a summer assistant in the event and marketing unit at the City Library.

# Rewards inspire and develop

Rewards play an important role in the city's management system and support the achievement of the city's strategy and other objectives. In addition, rewards encourage employees to perform well and develop themselves, whilst strengthening the city's image as an attractive employer.

The reward system is a diverse entity, comprising bonuses and staff benefits in addition to the salary. Also, the immaterial quality factors related to working life, such as development opportunities in own work and career, are part of the reward system.

## Demandingness determines the salary

Salaries in city jobs are determined by national collective agreements. Nearly all agreement sectors were covered by the overall increase totalling 20 euros.

Task-specific salaries are determined on the basis of task demand evaluations. The difficulty level of different tasks is systematically and objectively evaluated, leading to as fair a salary system as possible.

Last year, Helsinki developed a uniform evaluation process and demand categorisation especially for tasks covered by the general collective agreement for municipal personnel (KVTES) and the collective agreement for technical personnel (TS). A new demand category was created for several supervisor, design and expert roles.

## Rewards linked to performance

The most central tool for group rewarding, the result-based bonus system, is used to reward employees who have achieved their annual result targets. Result-based bonuses are self-funded, and they are paid for by streamlining operations. In addition to department and municipal enterprise-specific targets, the system was used to support the achievement and development of multi-sector processes.

For instance, the Youth Department was able to pay a result-based bonus to approximately 370 employees because they achieved their targets. The Youth Department's objectives included the number of visits, increased youth group activities, improved utilisation rate of youth centres and enhanced working life skills of young people.

## Versatile staff benefits

Versatile staff benefits supplement monetary rewarding. For instance, travel coupons were very popular.

The personnel bank remains one of the most valued staff benefits, even though the number of deposits has decreased slightly from past years. The personnel bank continues to offer its customers a versatile bank account as well as mortgages and consumer credit.

In addition, the city has over 3,200 apartments for its employees and these are

# The reward scheme as a whole



In the image, the red colour represents the basic salary irrespective of work performance, the blue colour indicates the performance-related increment or bonus, the orange colour stands for the benefits that everyone is entitled to and the green colour represents the bonus elements related to working life quality.



used to support recruitment. A total of 8 per cent of the city's employees live in these apartments. Most of them are from the Social and Health Services Department, the Department of Early Education and Care and the Helsinki City Transport.

One of the staff benefits is occupational healthcare, which produces versatile and comprehensive occupational health services for the entire staff. Occupational health services include both preventive activities and

occupational health care.

Also, the development opportunities in the employee's own work and career are an important part of the reward system. People who work for the city have excellent opportunities to develop themselves career-wise without changing employer.

The reconciliation of work and private life has been supported in various different ways. Working time flexibility in particular has been improved.

### **Discretionary increments and individual bonuses**

- Individual rewarding included individual bonuses and personal increments.
- Individual bonuses were granted for excellent performances and achieved results.
- Approximately 5,600 employees received an individual bonus totalling approximately two million euros.
- Personal increments based on long-term excellent performance are monitored by each agreement sector.
- Over 16,000 monthly salaried employees received a personal increment totalling approximately 2.5 million euros. The sum is equal to 2.41 per cent of task-specific salaries.

### **Result-based bonuses for employees**

- Result-based bonuses were used in 26 departments and municipal enterprises.
- The average result-based bonus was approximately 1,000 euros.
- Nearly 20,000 employees received a result-based bonus.

### **The city's staff benefits**

## **Company apartment in use**

# 3,244

## **The number of customers in the personnel bank is approximately**

# 17,000

**Travel coupons were granted to 32,242 employees, totalling approximately**

# 271,800

Ready for the next assignment: firefighter and paramedic Jarmo Ikonen, chief firefighter Jarmo Qvickström, firefighter and paramedic Antti Hallikainen and project manager Taisto Hakala.



# In good condition up to the retirement age

**The most important aspect of this strategy period is to develop working life and occupational well-being projects. The objectives are set by politicians and the city Board monitors their progress.**

The retirement age must be raised, but can a firefighter over the age of 60 cope with the more physical tasks? The Rescue Department has been looking for solutions to this question, because the retirement age for firefighters has been raised from 55 to 65 years.

The change is a dramatic one because, at the beginning of the 21st century, only a small percentage of firefighters were over the age of 55, while in the 2020s, the figure is estimated to be 30 per cent. When older employees' work ability becomes more limited, the younger staff members must perform an increasing proportion of the physically demanding tasks.

The city and the Rescue Department decided to launch their own development project in 2011, and the project is now progressed to the implementation phase.

## **A long list of improvements**

The project manager **Taisto Hakala** says that the results will not be immediately visible

in the staff members' health or work ability, but rather as a continuous improvement of operations. The list of improvements is a long one: management, planning, competence, health, ability to perform, career planning.

In practice, the new operational method is already visible in, for instance, the specification of staff management responsibilities and increasingly systematic treatment of the physical condition of personnel.

Career planning takes place right from the firefighters' training stage. The objective is that by slowly expanding new job descriptions, the risk of disability pension decreases.

For older but competent experts, there are career paths in, for instance, rescue and paramedic support tasks and accident prevention.

## **Occupational well-being monitored by an indicator**

The city implemented an occupational well-being indicator which is used to monitor both the quality and cost factors related to occupational well-being. Departments and municipal enterprises are required to monitor the indicator results and set targets based on it.

The idea is that managing and developing occupational well-being in the long term will keep costs at bay.



## Achieved objectives – energy for everyday life

Year-long work ability training programmes were used to support the staff's work ability. The training is aimed at employees who are at risk of deteriorated work ability. Their aim is to permanently maintain and improve the work ability of the participants.

Positive experiences have been received from the *Elintärkeitä elämäntavat – Nyt on aika* (*Vital habits – Now is the time*) work ability training implemented earlier. The same one-year-long model was implemented in the autumn for employees suffering from musculoskeletal symptoms and mental strain as well.

The new work ability training programmes were named *Tules nyt* (*Come on now*) and *Voimat haltuun* (*Get your power back*) and went down very well with participants. The project's effectiveness can be evaluated once it has been monitored for one year.

Work ability and physical fitness maintenance inspired the staff. The long work ability training received active participation –

these processes gathered a total of 450 participants.

## The amount of sick leave is rising

In the past two years, the amount of sick leave has risen. Both short absences lasting for 1–3 days and very long absences are becoming more common. According to Keva's statistics, prolonged sick leaves are typical for Helsinki.

## Musculoskeletal diseases are the most common

When comparing sick leaves to previous years, the changed rules on annual leave must be taken into consideration: an employee who falls ill during annual leave can postpone the annual leave from the first day of illness.

The majority of the sick leaves reported in occupational healthcare (42%) are a result of a musculoskeletal issue. An increasing number of employees go on sick leave due to mental problems (24%).



In the Hakasalmi park, a yoga session was organised attracting people who are interested in yoga.

# Sick leaves back under control and decreasing

The aim is to decrease work disability costs and to support work ability. Last year, the sick leave percentage was 4.9 of the total working time. The occupational health centre filtered all the employees who had been on sick leave for more than 60 days in 2013. The filter identified 2,170 employees. The situation of 350 of these has been investigated and a preliminary rehabilitation plan has been created. 70 per cent of these have returned to work and the rest are mainly on sickness allowance or rehabilitation benefit.

When investigating the backgrounds of the employees in the report, the lack of collaboration between the supervisor and occupational healthcare became evident. Only one in four had occupational health negotiations. Also, the supervisors had contacted occupational healthcare very rarely.

The report shows that, in the current work situation, it is difficult to create suitable work conditions for a person who is only partially able to work (for instance, part-time work, replacement work, modified work tasks) or work trials.

The sick leaves of individual employees showed surprisingly often an attitude that a healthy employee is at work and a sick employee is at home. Nevertheless, few of us are entirely one or the other. Work ability changes over time and according to the situation.

Work ability can be supported and work can be modified in various ways. If the amount of sick leaves diminishes, everyone wins: the employer, the supervisor and the employee. The ability to continue working affects the entire organisation. In practice, the operations of the supervisor are the key factor.

Courageous discussion initiatives and active contact to occupational healthcare are required.

## Cooperation with Keva

In order to control sick leaves, the city also participated in Keva's one-year-long rehabilitation survey for 150 sick days. The invitation to participate in the survey was sent to a total of 541 permanent employees who had been on sick leave for at least 150 days over the past two years.

The development targets determined in the project were earlier medicinal and professional rehabilitation survey, improved collaboration between Keva, occupational healthcare and relocation as well as earlier and more active use of the rehabilitation entitlement policy.

In the future, Keva will enable a professional rehabilitation survey for all employees who have been on sick leave for either 60 or 90 days if the occupational healthcare doctor recommends it with a statement.

## Exercise from commuting

The Kilsat kasaan (Collect your kilometres) commuting exercise project was a inter-administrative two-year-long project organised in collaboration with the City Executive Office, the Sports Department, the Environment Centre, the City Planning Department, the staff sports unit, the Helsinki Region Transport and the Kunnoosa Kaiken Ikää (Physically fit no matter what age) programme.

The project reached over 13,000 city employees.

## Staff sports inspired employees to exercise

- by organising approximately 100 weekly instructor-led sessions
- with gym activities
- with events aimed at the entire staff
- by supporting the entrance fee of the Pääkaupunkijuoksu and Naisten Kymppi running events.
- These moved a total of over 16,500 employees.

## One in ten received work ability support

- A total of 825 people participated in Kela-supported work-out projects. The number of participants has decreased because the intention is to target work ability support activities to those who benefit from it the most.
- Over 2,500 people participated in all processes and events supporting work ability. Supported sports events, such as Naisten Kymppi and Pääkaupunkijuoksu, received over 1,300 participants.
- Overall, nearly 4,000 employees participated in the city's centralised work ability support activities, constituting approximately ten per cent of the entire staff.

## The strategic occupational well-being objectives

**The evaluations of the Kunto10 survey regarding management improve.**

**Sick leaves decrease by 0.5 per cent.**

**The number of occupational accidents decrease.**

**The early retirement pensions paid by the city decrease.**

**The average age of people leaving on old-age retirement increases.**



## Support at the start of a career

The occupational health centre organised two Työuran alun tuki (Support at the start of a career) pilot groups. The groups were gathered from the childminders working at the Department of Early Education and Care who has been working career for less than three years. The aim was to proactively support work control and prevent work-related stress.

The feedback from the participants regarding the group activities was very positive. The participants felt their professional role had become clearer and their professional self-esteem had improved. Tips for concrete solutions and peer support were deemed important.

It is recommended that the operational model created in the pilot groups be rolled out to other sectors as well.

## Immediate discussion for mental first-aid

Hetipurku (immediate discussion) refers to an operational model in which an employee can give mental first-aid to colleagues for immediate handling of minor threatening situations. Even mild security breaches or risks, such as threatening customers or inappropriate behaviour, can stay in the affected person's mind for a long time. This may lead to lowered ability to perform and cause anxieties in cooperation.

The Hetipurku project piloted the operational model, trained the members of the work community and evaluated the immediate benefits of the operational model. A total of 40 support persons were trained from different departments.

The participants deemed the training clear, easy to learn and necessary. The project will continue in 2015. Workplaces are used to and prepared for serious risk situations, but handling minor deviations inside the work community is not yet familiar to the workplaces.

## The number of accidents at the workplace decreased

There were approximately 1,900 occupational accidents which were compensated for by an insurance company. The exact number will be known in the spring. The number of accidents both at the workplace and while commuting decreased compared to the previous year. The majority of the accidents were related to falling over or slipping.

Occupational accidents cost the city approximately 15 million euros every year. For the past three years, the number of occupational accidents has decreased slightly.

Instructions for handling occupational accidents and security breaches were created as well as an supporting educational video. The new instructions will be delivered to departments in 2015. The departments also received joint policies regarding the prevention and control of threatening and violent situations. With the new policies, the departments can update their own instructions regarding threatening and violent situations and, at the same time, make sure that the workplace-specific instructions are in order.

The development of the safety round policy initiated in the previous year was continued in collaboration with the City Executive Office, the Real Estate Department, the Education Department, the Purchasing Centre and the Department of Early Education and Care. It will help in identifying risks at the workplace and determine the safety level. The aim is to also implement the safety round in other departments and municipal enterprises of the city in the future.

A project was initiated with workplace safety managers and safety officers, creating occupational health and safety theme cards that can be used, for instance, in workplace meetings and introductory training for employees.

The Työpaikka turvallisiksi (Make your workplace safe) campaign, which helped to support workplaces in making and processing security breach reports, was completed.

The Hyvä ikä 60+ (Good age 60+) courses that support employees over the age 60 to carry on at work received

# 140

participants

The one-year-long work ability trainings received

# 450

participants

All trainings and events supporting work ability received

# 2,500

participants

# Conclusion

The number of permanent staff of the city remained almost the same, because only the Social and Health Services Department and the Department of Early Education and Care showed slight increases. Human resources planning will be streamlined even more as part of economic and operations planning.

Work life and occupational well-being development have focused on identifying the greatest threats to work ability and decreasing the amount of long sick leaves. In spite of the many ways that have been used in order to decrease the amount of sick leaves, the number has increased in the past two years. This requires the reasons behind the increased number of sick leaves to be investigated and potential new tools to be developed.

It is a well-known fact that the role of the supervisors is significant in maintaining work ability. The early support model is useful in this, and under this model, the supervisor can intervene in abundant or prolonged sick

leaves. Collaboration between supervisors and occupational healthcare will be further improved and, at the same time, supervisors will be assisted in intervening in other symptoms predicting work ability risks.

In the attempt to be a model city for diversity management, one of our focus areas is the coordination of work and family life.

We facilitate the return to work from family leaves and participate in the creation of family-

friendly workplace criteria. We must continue to develop work life flexibility and support work communities in this, especially in the professions that experience the most challenges.

The city has a zero tolerance approach to all discrimination and bullying as well as clear operational methods to respond to these kind of situations. We will react to alarming information regarding the frequency of threatening and violent situations as well as bullying and discrimination.

The supervisors have the opportunity to participate in several training sessions at various stages of their supervisory career. Management training will continue, but we should make this more systematic and ensure that all supervisors are appropriately covered by the training scheme.

The city has many strengths and these must be cherished. We have implemented major organisation reforms and other changes in the past years. The staff have mainly found the changes positive, but in some cases, personal influence opportunities are not considered to be very high. We must focus on this and improve the change management and control preparedness in the work communities. Genuine staff participation and ensuring collaboration procedures continue to be important in the future as well.

**Marju Pohjaniemi**

*HR Director*

**We facilitate the return to work from family leaves and participate in the creation of family-friendly workplace criteria.**







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