

# 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. It reports on the implementation of the city's strategy programme with regard to staff policy.

The strategy programme 2013–2016 includes key targets for staff management. The city aims to be a responsible and equitable employer that operates in a fair, transparent and consistent manner. A responsible employer takes changes in the operating environment into consideration when planning staff volume and competencies. Responsibility also includes the proactive management of work ability and ensuring that well-being at work is maintained. The city also wants to be a model city for the management of diversity, taking into consideration the various

## **We have gained important information on the views and well-being of our staff.**

life situations and backgrounds of its staff. We have also wanted to provide our staff with even better opportunities to participate in decision-making and the development of the city through collaboration.

Our staff policy is aimed at supporting the achievement of these goals. This staff report describes the measures we have taken and the results we have accomplished.

The Kunta10 well-being at work study provided us with a great deal of important information on the views and well-being of our staff. We learned a lot about our strengths, which include our work community and managerial work. By providing reliable comparative data on other employers in the local government sector, the study also gave us greater insight into the areas we need to improve in. Issues such as inappropriate treatment at the workplace will lead to immediate intervention and the elimination of the problem. The past year was characterised by defining Kunta10 development areas and implementing improvement measures.

During the year, a major organizational reform was prepared at the political level that will affect the governance of the entire city. If implemented, the new operating model would significantly change operating methods in most of the city's administrative bodies. While the final decisions have not yet been made at the time of writing, our preparations for changes and change management are reflected in our staff management in many ways. Even as we face potential changes, we will ensure that Helsinki will remain a good employer for its skilled and motivated staff, which will allow it to continue to provide good services to local residents.

I would like to take this opportunity to extend my best wishes to the city and its excellent staff going forward!

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

There are

# 37876

of us

**2792**

Childminder

**2175**

Registered nurse

**955**

Enrolled nurse

**724**

Hospital janitor

**1778**

Caretaker

**368**

Dental nurse

**386**

Health centre doctor

**384**

Tram driver

**853**

Public health nurse

**640**

Social worker

**593**

Office secretary

**373**

Food service employee

**425**

Food service supervisor

**690**

Social welfare supervisor

**1146**

Instructor

**1738**

Kindergarten teacher

**833**

Teacher, full-time

**1354**

Class teacher, basic education

**378**

Special needs assistant

**419**

Teacher

**675**

Teacher, basic education



### One of more than 500

Service coordinator **Heikki Marjomaa** is one of more than 500 people employed by the City Library. He works at the Pasila location as a service coordinator focused on games and media education content. He is also one of the authors of the *Game Educator's Handbook*, which is distributed free of charge online.

"Playing games can be a way to learn many useful skills, such as technology skills, working in a group and also the English language. Having said that, games have value in themselves, aside from being instruments for learning. Contrary to popular perception, the majority of those who play games are adults. The average gamer is well over 30 years old," Marjomaa explains.

Digital games are only just starting to become firmly rooted as a medium of culture and storytelling alongside the more traditional forms.

"It is fascinating to be part of monitoring, planning and supporting the way this new form of culture is adopted by libraries. I am also pleased to note that traditional games are still holding their ground alongside digital gaming."

# We are proud to be diverse

Balancing work and family life, equality and having a variety of different backgrounds — all of this is part of diversity. We want to be a model city for diversity management. We promote diversity through good management.

Virka-info team members on the steps of City Hall. From the bottom: Service advisers Hamed Shafae, Pia Martikainen, Sami Ouarab, Ari Kallinen, Sofia Sato, Marja Heinrichs, Inna Lankinen and Counselling Manager Riitta Lampelto.



# “Diversity is so deeply ingrained in our daily life that we don’t specifically think about it.”

**V**irka-info is an information service located at City Hall, where service advisers provide information on the services offered by the City of Helsinki. It also provides advice and guidance on immigration-related matters. The service advisers are also responsible for the information materials displayed in the lobby and they assist both local residents and tourists in areas such as the use of the computers in the lobby.

“Diversity is so deeply ingrained in our daily life that we don’t specifically think about it,” says **Riitta Lampelto**, Counselling Manager at Virka-info.

This statement is confirmed by nods from Lampelto’s team members. The team — comprising 12 employees including those on fixed-term contracts — speaks eight different languages in addition to Finnish, Swedish and English. The team members are highly diverse in terms of their country of origin, age and life situation.

When they say that diversity and multiculturalism enrich their team, it is clear that they mean it. There are many reasons for this. The more diverse the Virka-info team is, the easier it is for them to answer questions and provide assistance to people.

It all comes down to skills and competencies. The Virka-info team consists of highly competent and experienced members who know the facts of their job. An online chat function has been introduced as one channel for using the service.

Questions regarding immigration are becoming increasingly common.

**Sami Ouarab** is originally from Algeria, **Hamed Shafae** from Afghanistan and **Ahmed Khalil** is from Egypt.

“Dare I say that we have comprehensive

expertise in questions related to immigration,” Hamed Shafae asks and his fellow team members confirm that this is indeed the case.

**Sofia Sato** points out that the Virka-info team doesn’t have to know everything. Their job is to give people the guidance they need to manage their own affairs.

This is not to say that customers don’t receive comprehensive information from Virka-info directly. One such example is a phone call taken by Ahmed Khalil from an immigrant who was interested in studying nursing. Khalil checked with his colleague Sofia Sato, who herself studied nursing in the past, and the caller received a lot of information from a single telephone conversation.

Supporting one another is one of the key strengths of the Virka-info team. They are never too busy to give a helping hand to a colleague. Enquiries concerning skiing tracks, beaches and adult education courses are routine, but questions on topics such as social support and benefits can be complicated to the extent that colleagues need help from each other.

So, what are the languages that the team speaks?

They list them almost in unison: Finnish, Swedish, English, Russian, Arabic, French, Somali, Dari, Persian, Berber and Bulgarian.

## Systematic improvement

The diverse City of Helsinki is an equal and non-discriminatory work community that has a strong focus on improving diversity management. These are goals that we have pursued in many different ways. We have discussed diversity as a theme in supervisor and expert events, our staff magazine and our Helmi intranet, and we have also developed our operating models.

We organised a series of lectures on diversity-related themes to provide food for thought regarding age management, women in management and maintaining a healthy balance between work and family life. The lectures were recorded and made available on the Helmi intranet.

We also organised coaching groups for supervisors to discuss the management of a diverse work community. In addition, we organised mediation and conciliation training to help resolve conflicts in daily life.

One key goal was to identify key practices in staff management that help promote diversity and equality in working life.

We also highlighted the importance of including the diversity perspective as an integral element in staff management practices and the city’s guidelines.

We believe that effective management in itself helps promote diversity.

We will continue this process of integration.

## Work and family — a solvable equation

Family and other dimensions of life outside work must be in appropriate balance with work. We can make it easier to achieve this balance, which in turn improves well-being at work and promotes equality.

We worked together with Västöliitto (the Family Federation of Finland) to develop opportunities for the reconciliation of work and family life.

Västöliitto reviewed city-level guidelines from the perspective of reconciling work and family life. The family-friendliness of three units was also evaluated by means of a Kunta10

survey and interviews with managers. These departments were the City Executive Office, the Youth Department and Stara.

The city’s strengths were identified as staff policy, flexible hours (including the scheduling of vacation time), and relatively low turnover. The areas of improvement identified in the evaluation were equal and individualised solutions in areas such as the use of flexible hours, developing family-friendly management, and the transparency of rules.

Based on the feedback, we decided to start preparing criteria for a family-friendly workplace.

We also carried out a pilot to provide peer support to employees returning from family leave under the Work and Family Life programme of the Finnish Institute of Occupational Health. Employees currently on family leave were invited to meetings discussing experiences and challenges related to the reconciliation of work and family life.

The participants felt the discussions were useful and provided them with support in their new life circumstances.

## Supporting career development among women

We continued to promote equality based on the priorities outlined in the equality plan (2014–2016). The key objectives, such as increasing the number of female executives in senior management, are included in our strategy programme.

The proportion of women in senior management positions was 44 per cent, up from 39.5 per cent in 2014.

We supported the managerial careers of

# Diversity is incorporated into staff management practices and the city’s instructions and guidelines.

women by organising mentoring courses, which were participated in by 40 mentoring subjects and an equal number of mentors. We heard encouraging career stories from the world of corporate management as well as from our own department heads.

The mentoring was aimed at eliminating obstacles to the pursuit of management positions and encouraging women to seek opportunities to advance their careers.

To balance the staff structure, we launched a recruitment campaign in the Rescue Department that led to the hiring of two women for rescue officer and paramedic training and one woman as a fire inspector.

## Equal pay

We revised our annual pay review to include not only regular pay, but also various one-time bonuses.

The basis of regular pay is the same for everyone at the City of Helsinki, and there are no gender-based differences in pay. However, the review indicated that men received more individual bonuses. We have discussed the results of the review and agreed to continue the review process annually.

The rights of sexual minorities were mentioned for the first time in the new Non-Discrimination Act, which entered into force at the beginning of 2015. We responded to our staff's need for information by means of a training video, by updating the diversity chapter of the Good Manager's ABCs guidebook and by distributing information and brochures on the subject.

## Social and health services have the largest percentage of non-native Finnish speakers

Non-native Finnish speakers accounted for 6.9 per cent (2014: 7.0%) of all employment relationships. The change was mainly due to the incorporation of Palmia, which employs a significant number of non-native Finnish speakers. The proportion of staff represented by non-native Finnish speakers varied by sector.

The Social and Health Services Department (9.8%) and the Service Centre (13.3%) had the highest share of non-native Finnish speakers.

Our aim is to have more non-native Finnish speakers also 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. The topics of the discussions also cover development and career aspirations.

We have also promoted the recruitment of non-native Finnish speakers each year by means of apprenticeship training and language training.

In the recruitment of non-native Finnish speakers, we continued to test anonymous recruitment and assessed the usability of that method. Anonymous recruitment is based on the neutral processing of applications.

In the assessment, the method was found to be heavy to use without IT support but, on the other hand, it was seen to increase the quality of the recruitment process. It draws our recruiters' attention to skills and competencies instead of background factors.

## Our aim is to have more non-native Finnish speakers as supervisors and experts.

# Diversity

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.

## Rescue Department sought multiculturalism through a recruitment campaign

The Helsinki Rescue School has traditionally had a good amount of high-quality applicants for its rescue officer and paramedic training. However, the applicants typically represent very similar backgrounds, which is why the Rescue Department hopes that women and people from multicultural backgrounds will be more active in pursuing training in this field. As Helsinki's population grows increasingly diverse, the City organisation needs corresponding diversity and cultural expertise among its staff in order to serve local residents as effectively as possible.

# People and careers

Changes in working life require planning and preparing for the future. We develop our competencies and change management in a continuous and systematic manner.



A total of 24 departments and municipal enterprises produced a competence development plan for 2015.

The choices outlined in the plans guided competence development. The plans were then fleshed out in joint workshops.

We prepare individual competence development plans in conjunction with performance and development discussions. The plans take into account the special characteristics of—and changes in—each job and also cover development.

## Career guidance is helpful in career turning points

It is important for us to match jobs with people's competencies through the various stages of their careers. Where necessary, career guidance experts, coaching and retirement guidance help people find new solutions.

### Many paths to a new career

- We looked for new jobs or other solutions for 349 employees.
- Of those who were reassigned, 56 obtained a permanent job with the city and 16 retired.
- We organised 96 work trials.
- A total of 61 people learned a new profession through apprenticeship training.
- We provided retirement guidance to nearly 700 people and arranged six information events for retiring employees, with nearly 450 people participating.

## Plenty of applicants for vacancies

We are a major employer and we provide diverse work opportunities for professionals in various fields. Staff availability for our vacancies is generally good. We received an average of 21.6 applications per vacancy. The recruitment of doctors, social workers and kindergarten teachers were the most challenging in terms of availability.

The number of vacancies decreased by 700. Compared to the previous three years, however, the rate of decline in the number of jobs slowed down slightly.

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 75 per cent of all vacancies.

## Careful planning of staff resources

We prepare for changes and develop our planning processes to ensure that we will continue to have a sufficient number of competent staff in the future.

The budget proposals of the City's departments and municipal enterprises included a staff resource plan for 2015–2018 and monitoring data for 2013–2014. The plans assess the number of staff, man-years and expenses. They also cover anticipated near-term changes in the operating environment and their impacts on staff requirements.

The incorporation of Helsingin Energia and the Port of Helsinki and the founding of Palmia Oy reduced our number of staff by approximately 2,650 employees. At the city level, the staff growth rate (including fixed-term and permanent staff) was one per cent, taking organisational restructuring into account.

Changes in the number of staff in 2016 are expected to range from a decrease of two per cent to an increase of approximately five per cent in the City's various departments. Based on current plans, the number of staff will turn to a slight decrease in 2017.

## Summer jobs for thousands of people

The City of Helsinki is one of Finland's largest summer employers, and a very popular one at that. Each year, we offer thousands of diverse jobs for young people and students, as well as annual leave substitution opportunities for those with suitable experience.

In total, the City employed nearly 4,000 summer workers and substitutes in 20 departments and municipal enterprises. The Social and Health Services Department, the Department of Early Education and Care had the highest numbers of summer workers and substitutes. Nearly 300 young people and students were employed to ensure that parks, streets, sports facilities



and swimming locations were kept clean.

In addition, various departments and municipal enterprises also offered internships to 80 university-level science students. Several thousand students from vocational institutes and universities of applied sciences also undertook training as part of their studies.

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.

## Development of recruitment channels

The use of the [Helsinki.fi](http://Helsinki.fi) employer website grew, although the rate of growth was moderate compared to the previous year. The website received over 360,000 unique visitors (up 3.1% from the previous year) and more than 675,000 visits in total.

The Helsinki Facebook page, which is used for recruitment campaigns and the marketing of vacancies, doubled its Likes to nearly 8,000 by the end of the year.

More than 23,500 visitors were directed to the [Helsinki.fi](http://Helsinki.fi) website from Facebook. We also continued to use LinkedIn as a marketing channel for managerial and expert positions.

## Surveying the opinions of new recruits and departing employees

We conduct entrance and exit surveys of our employees. Entrance surveys indicate that our new recruits expect interesting work, a good work atmosphere and opportunities for continuous learning. The majority of the new recruits are young.

In exit surveys, the majority of departing employees say they are prepared to recommend their jobs and the City of Helsinki as an employer. We have also surveyed those who continue to work beyond retirement age. They state that they have continued to work because they find their work interesting, they are in good health and remaining at work has helped accumulate more pension.



“By offering summer jobs, we want to promote youth employment and provide valuable work experience. It also gives us the opportunity to familiarise young people with the City as an employer. We are committed to the principles promoted by the Responsible Summer Job campaign. We have been a partner in the campaign for the past five years.”

– HR Director Marju Pohjaniemi

# A pioneer in building a strong employer brand

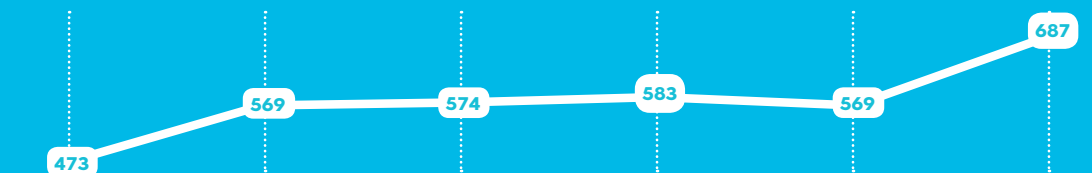
*The City of Helsinki is a major employer that is perceived as having a lot of horizontal opportunities for influencing things. It is also perceived as meaningful; the City plays a prominent role in the daily lives of people. It is clearly a pioneer in the local government sector.*

The above comment was made in Kauppalehti by **Jonna Sjövall** in reference to a study conducted by Universum, a research and consulting company that focuses on employer branding. Sjövall is the company's Country Manager for Finland. The Universum survey saw more than 10,000 highly educated Finns share their views on employers and working life. According to Sjövall, public sector organisations such as the City of Helsinki achieving a high ranking in comparative surveys on employer branding is practically unheard of. She says it is a phenomenon that is not seen in the other 55 countries the survey is conducted in.

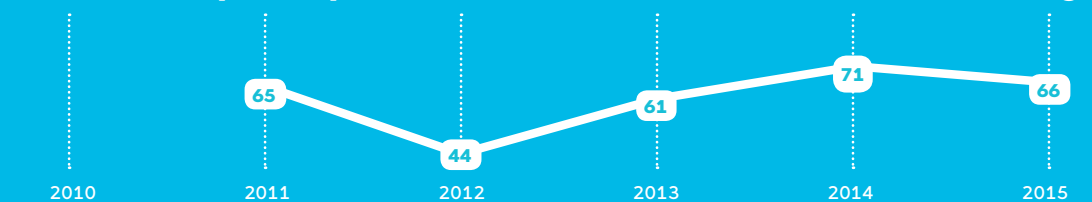
## The number of summer workers and substitutes we hired was nearly

**4 000** of whom young people aged 16–20 numbered more than **1 000**

## Retirement guidance for a growing number of people



## Number of participants in Uudelle Uralle (New Career) training



# Enhancing management and staff engagement

Developing our leadership and management is one of our main goals. We want to engage our staff in our decision-making. Our employees are encouraged to participate and we develop their opportunities for exercising influence.



CEO Timo Martiskainen during a safety walk at a Stara construction site.

Enhancing staff engagement and cooperation is part of our management culture. The purpose of cooperation is to provide opportunities for influencing matters that concern one's work and work community. In addition to traditional representative cooperation, we emphasise direct day-to-day engagement. Staff participate in decision-making and influence the development of operations through various engagement systems.

**City-level cooperation** takes place in the staff committee and the staff policy working group. During the year, cooperation procedures were applied in discussing the budget proposal and related guidelines, several organisational restructuring moves in the City's departments and the reforms of the regional and municipal governance systems, which are still in the preparatory stages.

**Cooperation in occupational safety and health** influences how matters concerning workplace health and safety are handled. In the Advisory Committee on Occupational Safety and Health, we discussed budgetary allocations for the development of occupational well-being activities in the City's departments, the action plan and annual report of

occupational health services, as well as several issues related to strengthening the City's occupational safety and health organisation.

**Shop steward activities** are focused on advocacy for the interests of staff organisations.

## Staff management practices revised

We have assessed our operating methods in staff management and defined the related development areas. Our key staff management practices are as follows:

- Staff planning and recruitment
- Performance and development discussions and the evaluation of work performance
- Introductory training and other training for staff
- Utilising Kunta10 as a monitoring tool.

We developed the City's HR processes further. We reassessed the procurement of a HR information system due to upcoming changes such as reforms in regional governance. We decided to postpone the procurement of the information system to 2016.

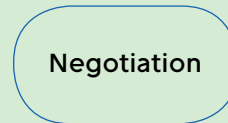
# Forms of cooperation and the parties involved

## Cooperation

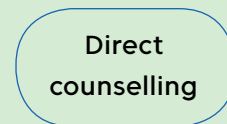
## Occupational safety and health

## Shop steward

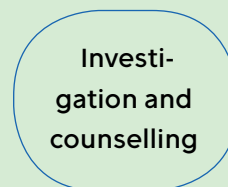
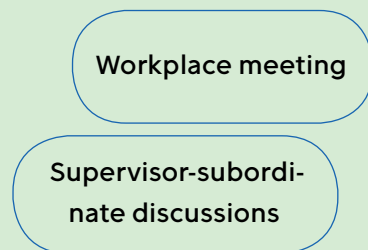
### City



### Departments & municipal enterprises



### Work communities



# Management training for nearly 4,000 people

Oiva Akatemia organised several training and coaching programmes for managers and supervisors during the year.

EMBA education for executive and middle management continued in cooperation with Aalto Executive Education. The second EMBA class graduated and the third class, consisting of 25 participants, began its studies in the autumn.

Nearly 4,000 people participated in centralised training for managers and supervisors, with the number of training days exceeding 9,000.

During the year, we implemented several training programmes related to improving productivity and the Lean approach. The Lean approach focuses on topics such as improving customer satisfaction and quality while reducing costs.

We also planned a vocational degree programme for immediate supervisors.

In total, our training days for the year amounted to nearly 30,000.

## IT competencies developed further

We continued to develop our IT competencies. We chose three new topic areas for training under our new IT programme: the development of Helsinki Smart City, information security and ICT purchasing behaviour.

Almost 2,000 people participated in IT training during the year. The total number of IT training days was close to 3,000.

# We monitor the attitudes towards changes in working life

Since 2007, our occupational health survey has monitored changes in the extent to which respondents perceive their work as meaningful.

The proportion of respondents who expressed negative views on whether their work is becoming more or less meaningful was larger than the proportion of respondents who expressed positive views. There has been a change in this trend in recent years; until 2010, the majority of respondents indicated that their work was becoming more meaningful.

# Communication is part of everyone's job

Staff communication is part of management and the daily work of supervisors. That being said, communication is everyone's job, from senior management to supervisors, experts and communication professionals.

Active communication in the work community supports engagement and motivation. Staff communication is part of goal-driven management and it supports the preparation and implementation of the City's strategy programme and reforms.

In order to ensure that our communications are clear and easy to understand, we must have a discussion-based operating culture. This is highlighted in our communication policy, which received the City Board's approval in October. The policy guides the development and implementation of the City's communications in the next few years.

We want our communications to be clear and easy to understand. This can be achieved by creating a discussion-based internal and

external operating culture along with better communication methods and tools for management, experts and communication professionals alike.

## **New newsletter on staff policy**

We produced communication plans for key strategic projects and also advised and consulted City departments and municipal enterprises.

We added new content to our Helmi intranet. In addition to text, we produced more videos, charts and illustrations than before.

We continued to develop the Helmi concept and organised workshops on the various areas

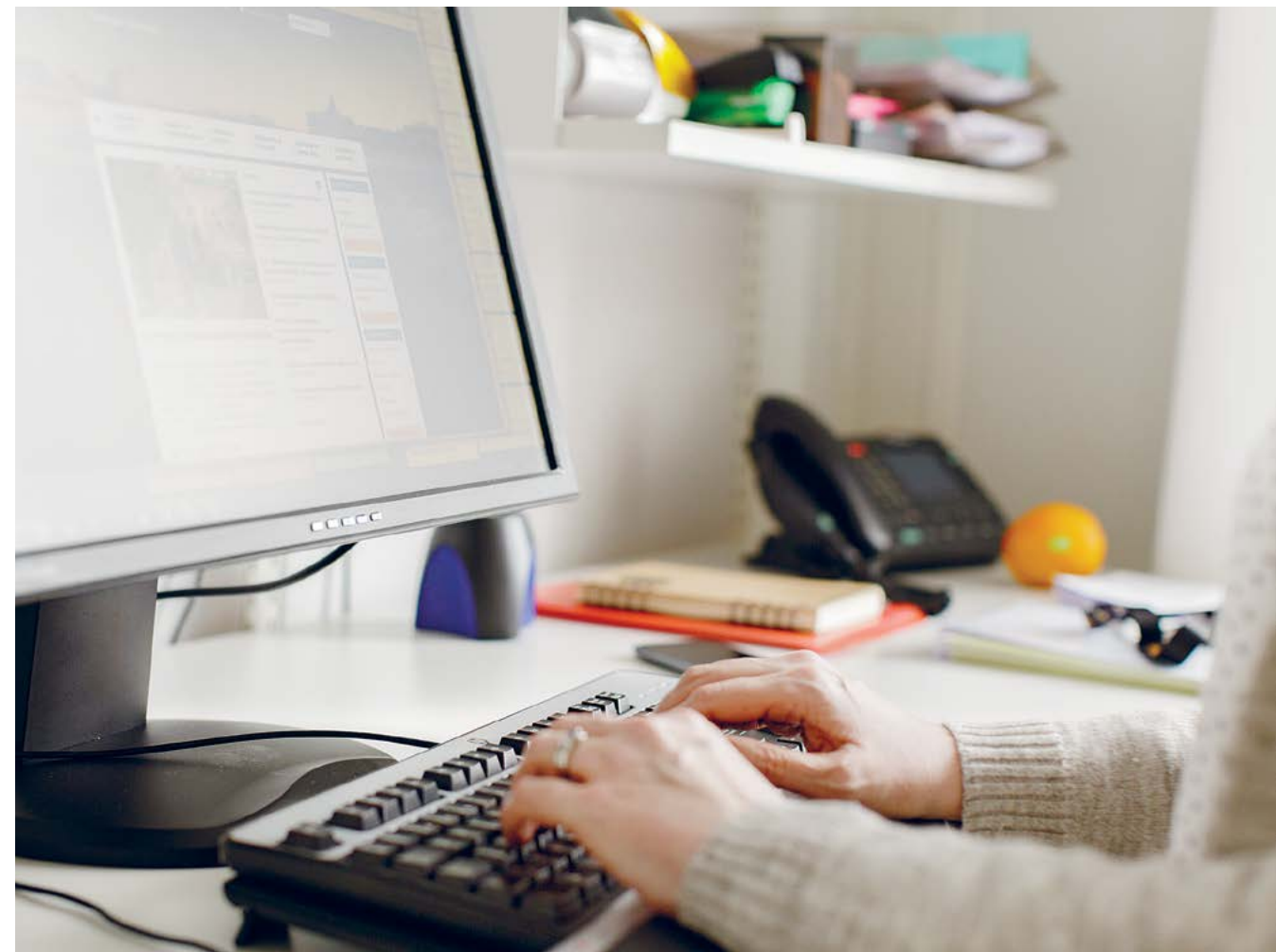
of its redesign. Our aim is to improve Helmi's functionality and usability as well as to develop it more towards social media.

We introduced an HR newsletter to support our communications concerning current issues in staff policy as well as project communications. Two editions of the newsletter were published during the year. The newsletter was extensively distributed within our organisation.

The Helsingin Henki staff magazine was published six times. The magazine provides information on 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.

We maintained our internal social media channel, Yammer, to support communication and operations.

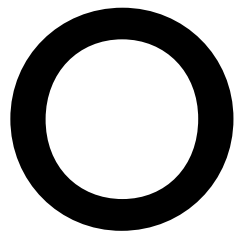
Our communications are open, up-to-date, honest and interactive. We manage and implement our communications based on the goals and measures outlined in the City's strategy programme.





# A variety of rewards and incentives

We have a diverse system of rewards and incentives. In addition to result-based bonuses and individual bonuses, the system includes instructor-led exercise groups, travel coupons for commuting and even subsidies for buying a bicycle.



Our reward and incentive system is diverse, comprising bonuses and staff benefits in addition to the salary. The intangible qualitative factors related to working life,

such as development opportunities in one's own job and career, are also part of the system.

Our remuneration programme defines our practices and criteria for staff remuneration. Supervisors have many tools at their disposal for providing incentives and rewards for good performance.

### Result-based bonuses as a management tool

The result-based bonus system is our most significant instrument for awarding group bonuses. We use it to pay bonuses for achieving annual targets. The system is widely used as a management tool; in 2015, it was used by 22 of the City's departments.

The result-based bonus system is aimed at guiding our operations, improving productivity and results, and implementing our strategy.

We funded the result-based bonuses by increasing the efficiency of our own operations.

The Sports Department, for example, rewarded 490 employees with result-based bonuses for achieving their targets. The department's focus areas included the prevention of occupational accidents, the development of recruitment processes, improving customer service quality, improving employees'

We had

**2,842**

company apartments in use.

Personal increments were awarded to approximately

**15,800**

employees on monthly salaries, totalling some

**2.3**

million euros

The sum is equal to 2.5 per cent of job-specific salaries.

communication and cooperation skills, developing booking procedures for sports facilities and improving the utilisation rate of outdoor sports facilities.

### Small-scale recognition

Individual bonuses are our most common instrument for the individual recognition of good performance. This typically involves small-scale rewards such as tickets to the cinema or a sporting event.

We awarded individual monetary bonuses for excellent results to approximately 5,000 employees, ranging from 100 to 2,500 euros. The winner of the Achievement of the Year prize awarded by the Mayor was from the Social and Health Services Department. Selected as the best out of 21 submissions, the winner was the Naapuruuspiiri (Neighbourhood Circle)

operating model aimed at reducing loneliness among senior citizens.

### Development of staff benefits

Monetary rewards are supplemented by our diverse staff benefits. Travel coupons, for example, were very popular. We expanded the commuting benefit by introducing the option of receiving a subsidy for buying a bicycle instead of travel coupons. The change took effect at the beginning of 2016.

The personnel bank offered its customers a versatile bank account as well as mortgages and consumer credit. The number of members in the personnel bank has decreased somewhat after the incorporation of several municipal enterprises. Nevertheless,

Travel coupons were granted to approx.

**27,020**

people, totalling more than 261,000 coupons.

Sports groups had

**11,000**

participants.

the number of members was still above 16,000 at the end of the year, of whom 3,860 were pensioners.

### We also support physical activity

In cooperation with the staff sports function, we encouraged people to engage in voluntary physical activity by organising 235 weekly instructor-led exercise groups. The total number of instructor-led exercise hours exceeded 3,000, with nearly 11,000 people participating.

We organised nine events related to the Keho&Tasapaino (Body&Balance) testing tour around the Helsinki metropolitan area for the staff of the municipalities in the metropolitan area as well as the staff of HUS Joint Authority.

The "UP! - Aktiivisempi päivä" (UP! - A More

Individual bonuses were awarded last year to some

# 5,000

people, totalling approximately three million euros.

Result-based bonuses were awarded to approx.

# 18,900

people.

The average bonus amount was

# 810

euros.

Active Day) project was implemented in cooperation with the occupational health centre (renamed Occupational Health Helsinki from 1 January 2016 onwards) and the staff sports function. The project was aimed at reducing sitting down at work and increasing the level of physical activity.

The occupational health centre produced diverse and comprehensive occupational health services for the entire staff.

Occupational health services include both preventive activities and occupational health care.

### Wages in line with collective agreements

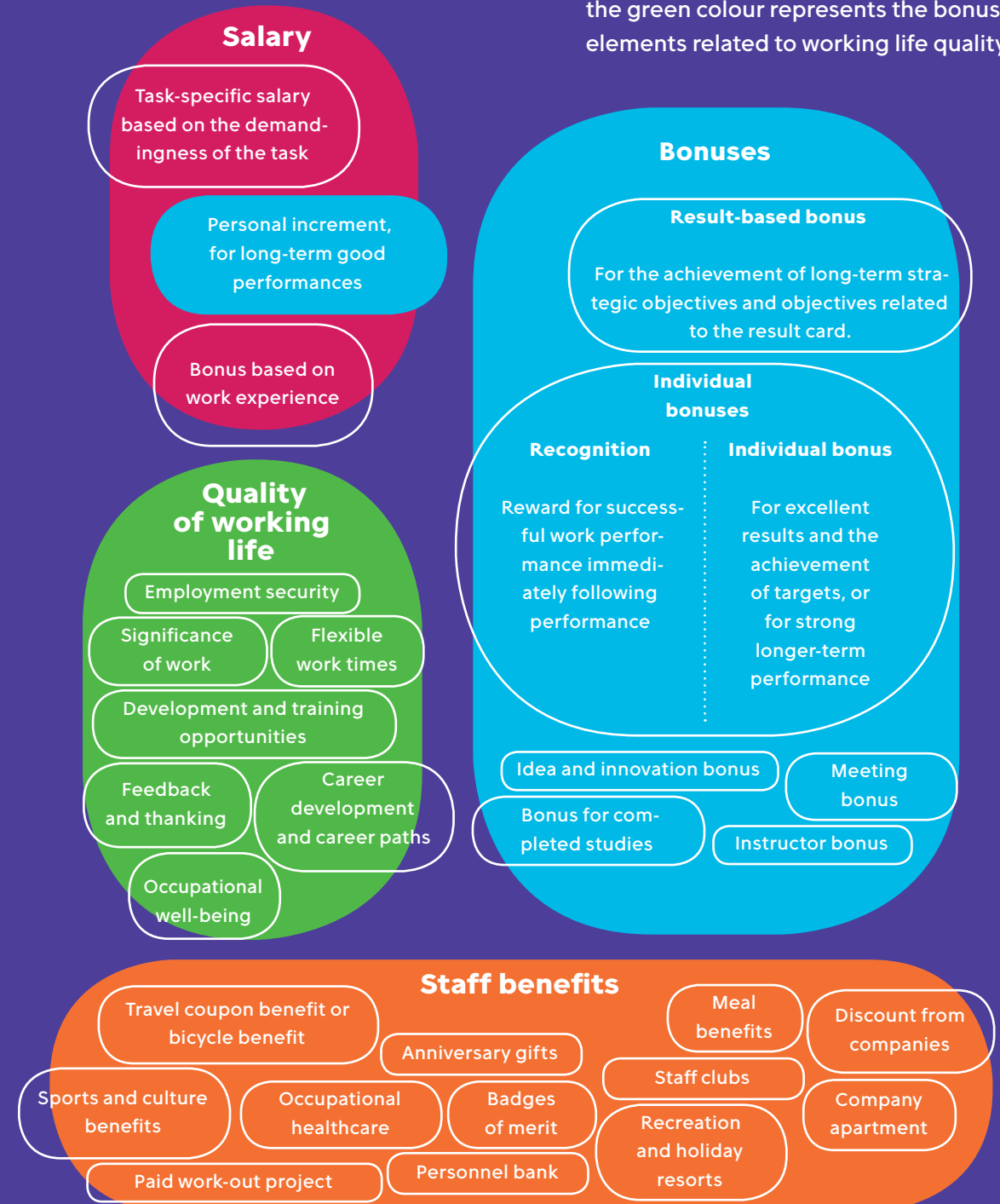
We implemented pay raises in accordance with national collective agreements in the local government sector, and they were based on the national Pact for Employment and Growth.

Across-the-board increases were implemented by agreement sector, and their cost impact was approximately 0.3 per cent of the total amount of wages.

Across-the-board increases increased job-specific wages and personal increments.

## 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.



# Good work ability, smooth services

Our service provision is smooth when we have the ability to do our jobs well. This also helps us avoid unnecessary expenses. We created a dedicated model for the management of work ability.



The objectives outlined in our strategy programme include increasing the retirement age, reducing early pension payments, managing accidents and substantially reducing sickness-related absences. These goals can only be achieved by focusing on and systematically managing work ability.

Over the years, we have developed many different guidelines and models to support work ability, but we have lacked an overall perspective on this subject. Our goal now is to identify the risks related to long-term and permanent disability as well as the causes of disability, to understand the costs involved and to support work ability.

We created a model for the management of work ability. Implemented in practice, the model means that everyone from senior management to individual employees understand their responsibilities related to managing and maintaining work ability.

Our service provision is smooth when we have the ability to do our jobs well. It also helps us avoid unnecessary expenses.

The work ability management model includes a definition of the roles, responsibilities, instruments and metrics for management, employees and supporting parties (HR, occupational health services and the occupational safety and health function). We will focus on the implementation of this model in the coming years.

The work ability management model also supports future changes. In times of change, it is important to ensure that the work ability of staff is maintained and service provision remains smooth. Change management is easier when the current status of the staff's work ability is known, along the available opportunities to receive support.

Senior management must monitor the status of work ability management (such as sickness-related absences and occupational health reports), particularly in times of change.

## Well-being through work ability training

We support our staff in the voluntary and active development of their own well-being by providing them with opportunities. We promote physical activity and healthy habits. A proactive approach helps increase perceived well-being.

The opportunities we offer range from year-long targeted work ability training to one-day events. We also support participation in sporting events, such as the Naisten Kymppi and Pääkaupunkijuoksu running events. More than a thousand employees of the City of Helsinki participated in these events in 2015.

More than 500 new participants started the year-long Voimat haltuun, Tules nyt and Nyt on aika work ability training programmes. We expect that these long-term training programmes will be effective in producing genuine improvements in work ability. We are monitoring their impact, but the results are not yet available as the first full year was only just completed.

Our traditional one-week kuntoremontti shape-up programmes attracted almost a thousand participants. Of this total, 170 were participants in the Hyvä ikä 60+ programme for people over 60 years of age.

Our special theme day targeted at 55-year-olds had more than 240 participants.

We also offered a special two-day training for people aged 25–30, with more than 80 people participating. Supporting the work ability of young people is a challenge that we are still seeking solutions for.

## The number of occupational accidents was unchanged

The number of occupational accidents was largely unchanged from the previous year. There were some 1,900 occupational accidents, of

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**Definition** Work ability is a person's ability to perform work. Work ability is influenced by health, leadership, management, the effectiveness of the work community, the content of work, competencies, working conditions and the work environment. The management of work ability is aimed at maintaining the work ability of employees and ensuring that jobs are productive and meaningful while increasing the number of days spent at work.

**Work ability**



which 500 were accidents during commuting. The exact number will be known in the spring. The majority of the accidents were related to falling over or slipping. Occupational accidents cost the city approximately 15 million euros every year.

## Tools for managing occupational safety

We worked together with the City's occupational safety and health function to prepare guidelines to support workplaces in managing hazards and stressors. The new guidelines will be distributed to workplaces in early 2016. We shot a training video to support the safety walk method developed in the previous year. The video was produced in cooperation with experts from the Finnish Institute of Occupational Health. The video presents the safety walk method and provides motivation for its implementation.

Workplaces also received occupational safety theme cards. Each theme card provides a brief introduction to an operating method related to the management of occupational safety. The theme cards can be used in contexts such as introductory training for new employees as well as workplace meetings.

We trained occupational safety and health officers to produce experts in the Hetipurku method. Based on immediate discussion, Hetipurku provides psychological first aid following a threatening or violent situation at the workplace. It is intended to help the affected employees process the event to prevent it from lingering in their minds.

## Our work ability remains good

In addition to the Kunta 10 occupational well-being survey, we conduct a biennial occupational health survey to assess our work ability, lifestyles and the preconditions for continuing to work. The recurring survey allows us to monitor work ability in a systematic manner. It also allows us to identify the individuals who face risk factors related to work ability, or whose work ability is in danger of being compromised.

Each respondent receives personal feedback on the resources and risk factors related to work ability and health. Those in risk groups are invited to a health check-up.

Our perceptions of our own work ability have remained surprisingly unchanged. The majority of the City's employees again rated their work ability as good (78%).

The occupational health survey also showed signs of positive development. Our lifestyles are healthier than before. The number of non-smokers and physically active people has increased.

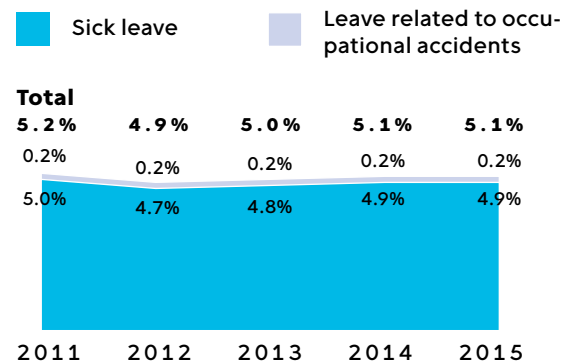
Perceptions regarding changes in working life turned from positive to negative in 2012. This suggests that occupational well-being and work management may deteriorate going forward. Negative perceptions are also an important signal to the organisation, indicating that occupational well-being and work ability need to be supported and promoted.

## No major changes in sickness absences

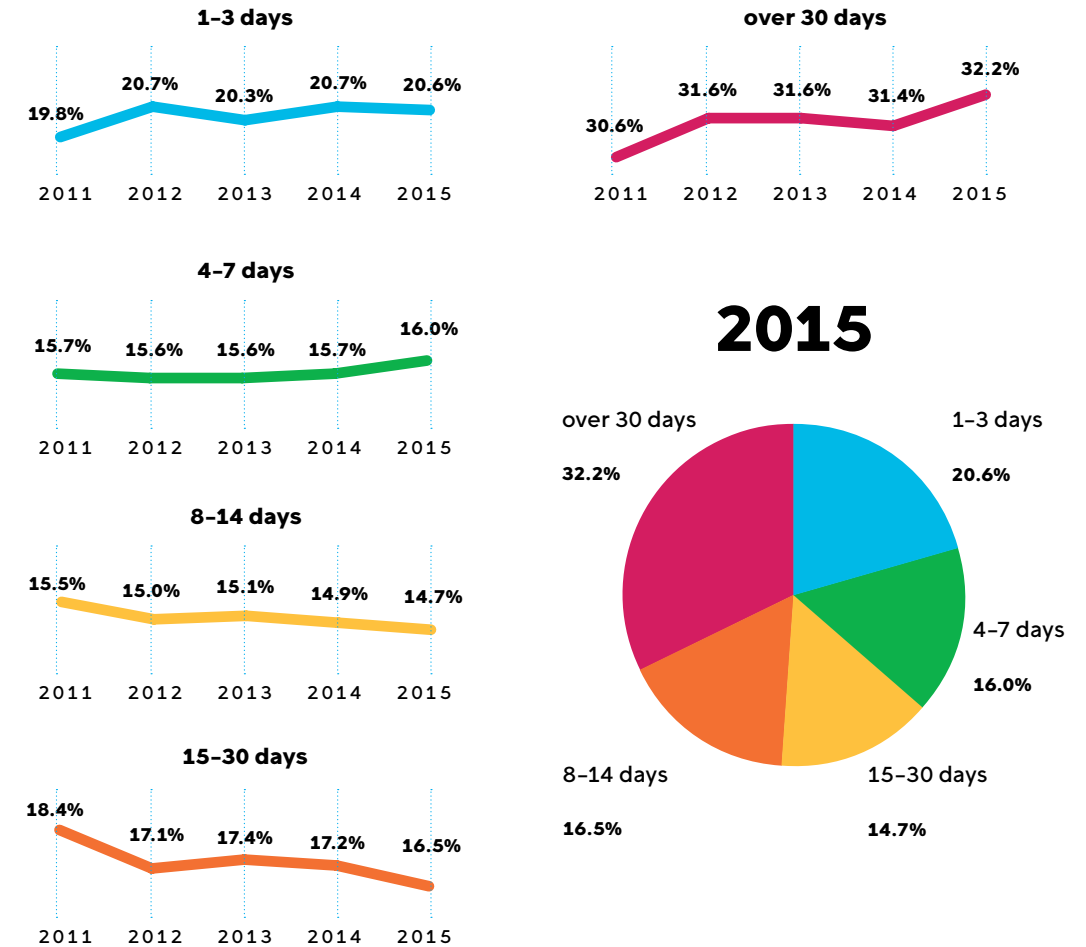
The management of sickness-related absences requires a strong focus on the management of work ability at the organisational level. Work ability support measures are a key component of change management. The need for support related to work ability increases in times of change.

Sickness-related absences among staff were largely unchanged from the previous year. We have not been able to curb the trend of sickness-related absences becoming longer. The frequency of sickness-related absences in excess of 30 days has continued to increase.

## Sickness absences unchanged



## Duration of sickness-related absences



## Systematic support for those suffering from pain

Pain is the most significant symptom that causes disability. Long-term and widespread pain, in particular, involves a significant risk of disability.

Based on our occupational health survey (2013), approximately one in four employees aged 40-60 suffer from chronic pain that has lasted longer than three months.

We have responded to this situation by launching a two-year project called Kipu ja työkyky (Pain and work ability). The occupational health centre (renamed Occupational

Health Helsinki from 1 January 2016 onwards) is the first occupational health service provider in Finland to engage in the systematic and goal-driven development of treatment and work ability support paths for employees who suffer from pain.

Our goal is to complete the operating models and materials in 2016 and to begin piloting them and making them established practices. The effectiveness of these efforts will be monitored as part of the achievement of strategic goals.



Olga Heiskanen's first decision was to be there for her subordinates as much as possible.

# We are committed to our work and take action to address problems

We are committed to our work. The majority of us are confident in our ability to continue to work until retirement age. We turn problems into development areas.

The results of the Kunta10 survey underline the strong commitment of our staff: as many as four out of five are prepared to recommend the City as an employer.

The majority of us are confident that we will be able to remain at work until retirement age. Management is one of our strengths. We hold performance and development discussions even more regularly than the other municipalities that participated in the Kunta10 survey. It also appears that the discussions support the goal-driven nature of work.

Well over half of us think that we receive adequate additional training.

## An attractive workplace

An attractive workplace in the social welfare and health care sector. Favourable to training and development. New ways of working are tested together. Employees' strengths are put to good use. Plenty of positive feedback from customers, their family members and students.

This is some of the praise lavished upon the Malmi 2 home care unit by the Ministry of Social Affairs and Health's Mielekäs ohjelma (Meaningful programme), and the unit also received exemplary scores in the Kunta10 survey.

“You really have to commit to your chosen development area. You have to ask why the results are what they are, and what do they mean for your department or unit. The key to development lies in the responses from work communities.”

— HR Director **Marju Pohjaniemi**

The lauded home care team is led by **Olga Heiskanen**. The team includes 22 positions plus apprentices and employed mobility assistants.

The team has a very low number of sickness-related absences. Employee turnover has decreased, accidents are under control and the employees take responsibility for their work. The team members want to develop their work and they are proud of it.

The positive feedback from customers praises the team's effective cooperation.

How is all this possible in a time when patients in increasingly poor condition are sent home from inpatient units and the tasks of home care providers are becoming even more challenging than before?

According to Heiskanen, when she started working at Malmi 2 in 2012, she decided to be there for her subordinates as much as possible. With regard to working methods, the focus was on foresight and having a planned approach.

She began to systematically encourage people to develop their competencies and take advantage of their strengths: one was good at organising things, while another excelled at preparing written instructions.

She took immediate action to resolve conflicts whenever she observed them, and she began to hold early intervention discussions when she noticed that sickness-related absences were increasing. She also introduced part-time arrangements and job customisation.

The team began to discuss stress management skills and methods together, and development afternoons held by the team included talks from guests such as an occupational psychologist.

“The pace of work has increased, but that has not demoralised us. In surveys, they have indicated that they do not feel like they are left alone to face challenges. We have group

discussions in a proactive spirit to anticipate various situations, which creates a sense of security at work and helps team members deal with difficult situations. There's a solution for every situation.”

Heiskanen says the development of line management took time but it was worth it.

“Once the good practices are learned, people start to show greater commitment and they take on more responsibility. This makes the supervisor's job easier.”

The Ministry of Social Affairs and Health also awarded “An attractive workplace in the social welfare and health care sector” recognition to the Suutarila 1 home care unit.

## Flexible practices help employees cope with work

The general trend is not quite as positive as that of the Malmi and Suutarila units. According to the results of the Kunta10 study, working in the municipal sector is perceived as more stressful than before.

Almost one in four respondents in Helsinki said they experience a lot of work stress, while their sense of control is low. At the same time, the majority indicated that flexible practices in working life help them cope with work.

The most worrying aspects of the results were discrimination, bullying and customer violence. Just over one tenth of the respondents said they had experienced discrimination in their work community and 16 per cent had experienced bullying at work.

Almost one out of three respondents reported having experienced customer violence.

## We learn and we prevent

Both bullying and discrimination appear to be slightly more common in Helsinki than in the other Kunta10 municipalities. Our basic

expectation is that people behave appropriately at work. Inappropriate treatment or bullying is not condoned in any form.

We selected immediate intervention in discrimination, bullying and customer violence as a city-level development area.

To prevent bullying, everyone must be aware of the instructions regarding inappropriate treatment. We hold discussions at least once a year in all of our work communities regarding inappropriate treatment and bullying.

The City's departments and municipal enterprises also selected one or two focus areas for development based on their own results. This information was recorded on the Kunta10 portal. The most important thing was that we processed the results at the department and unit level. There can be major differences between work communities.

“You really have to commit to your chosen development area. You have to ask why the results are what they are, and what do they mean for your department or unit. The key to improvement and development lies in the survey responses from work communities,” said HR Director **Marju Pohjaniemi** when the results were announced.

Customer violence can be reduced by taking a proactive approach. Our departments produce their own guidelines and instructions regarding the prevention and control of threatening and violent situations.

Workplaces define measures intended to prevent threatening and violent situations.

“It is extremely important that, going forward, every threatening and violent situation is reported in the Työsuojelupakki occupational safety tool and jointly discussed. This ensures

that we can learn from each case and prevent future occurrences,” Pohjaniemi added.

Mayor **Jussi Pajunen** also addressed perceived bullying and violence in work communities when the results were announced.

“If the results of a department or unit indicate that there is customer violence, workplace discrimination or bullying going on, the management must take immediate action to intervene in such cases,” Pajunen said.

## Occupational well-being is important in periods of change

Our other development areas include operating in such a way as to reduce harmful work-related stress, make decision-making even more fair and equitable than before, and that we have opportunities to influence things during periods of change. We take occupational well-being into consideration in changes.

Occupational health services, staff services and the occupational safety and health function support immediate supervisors in times of change. The key is to maintain openness, dialogue and cooperation through all stages of change.

A further goal is to increase awareness of existing operating models, such as the Sopua ja sovittelua (Harmony and conciliation) model. In our meetings we agree on the shared rules of the work community.

Supervisors bring up the work community's atmosphere, interaction and bullying (if present) in development discussions once per year.

The next Kunta10 survey will take place in September 2016.

## Kunta10

- The survey is focused on the work of local government employees and changes therein, as well as the impacts of these changes on health and well-being.
- The survey includes six cities with more than 100,000 residents and five neighbouring municipalities of larger cities.
- The surveyed municipalities are Espoo, Helsinki, Vantaa, Tampere, Turku, Oulu, Raisio, Nokia, Valkeakoski, Naantali and Virrat.
- Helsinki participated in the study for the first time in 2014.

# Conclusion

The city's number of staff has decreased slightly due to incorporation measures. Excluding their effect, the number of staff has actually increased slightly. The increase is attributable to the Social and Health Services Department. We have enhanced our monitoring and planning of human resources, as managing the number of staff is increasingly important as we prepare for changes and strive to meet the productivity targets outlined in our strategy. However, it is equally important to ensure that the City has — and will continue to have — the skills and competencies to perform the tasks assigned to it in the strategy.

We have challenging goals related to work ability. The increase in sickness-related absences appears to have stopped, and the number of occupational accidents is continuing to decline. We have not, however, been able to curb the trend of sickness-related absences becoming longer. According to research, the most effective way to manage sickness-related absences is for supervisors to use early intervention when they observe signs of declining work ability. Clarifying the early intervention process and strengthening this operating method are among our most important steps towards maintaining work ability.

**Managing work ability** is one perspective in management. The work ability model allows us to incorporate work ability issues into all of our management, but it is also important to recognise the responsibility each employee must bear. The work ability model brings together many of our existing operating procedures,

instructions and tools. In the coming years, we will emphasise the setting of targets related to work ability and the monitoring of our progress.

Developing our management and giving staff improved opportunities to exercise influence are not new items on our agenda, but their significance is highlighted further as we approach a period of major changes. The fact that we had nearly 4,000 people participate in supervisor and manager training indicates that there is a strong desire to maintain good working life quality. In order to achieve genuine changes, our staff must have the opportunity to participate in development and decision-making. Perceiving one's work as being meaningful is an important factor in occupational well-being, and having an active role as an agent of change makes work more meaningful.

The city has many strengths that we will leverage in managing change and coping with change. Strong social capital and positive perceptions of managerial work are very important. We also have a strong employer image, which is supported by the high degree of commitment among our staff. Perhaps the greatest challenge in staff management is to ensure that employees will continue to perceive their work as meaningful and commitment to the employer will remain at a high level. Managing work ability is also a very high priority. Only by having management and staff with good work ability can the organisation maintain excellent services for local residents while creating a new and even better city.

**Marju Pohjaniemi**  
*HR Director*



# Statistics

How many non-native Finnish speakers do we employ? How has the number of staff changed? In comparing statistical information, it should be noted that Helsingin Energia, the Port of Helsinki and part of Palmia were incorporated in 2015.

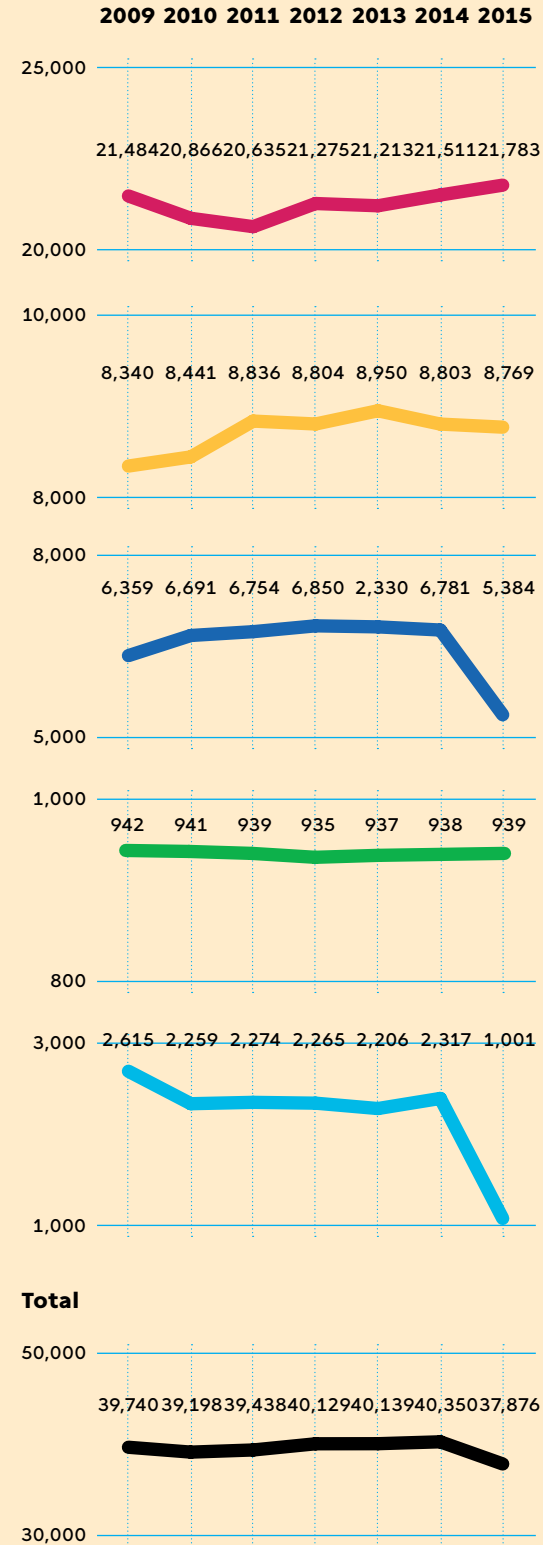


# A total of 2,330

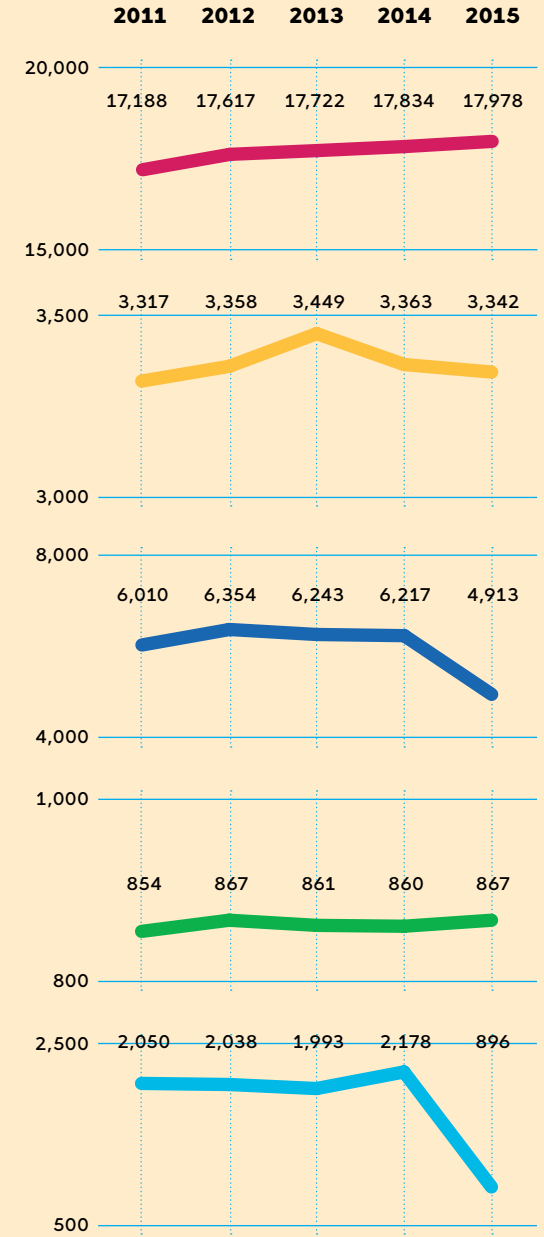
## people were transferred to municipal enterprises.

- Social and Health Services
- Education and HR
- Public Works and Environmental Affairs
- Real Estate and City Planning
- Mayor's sector

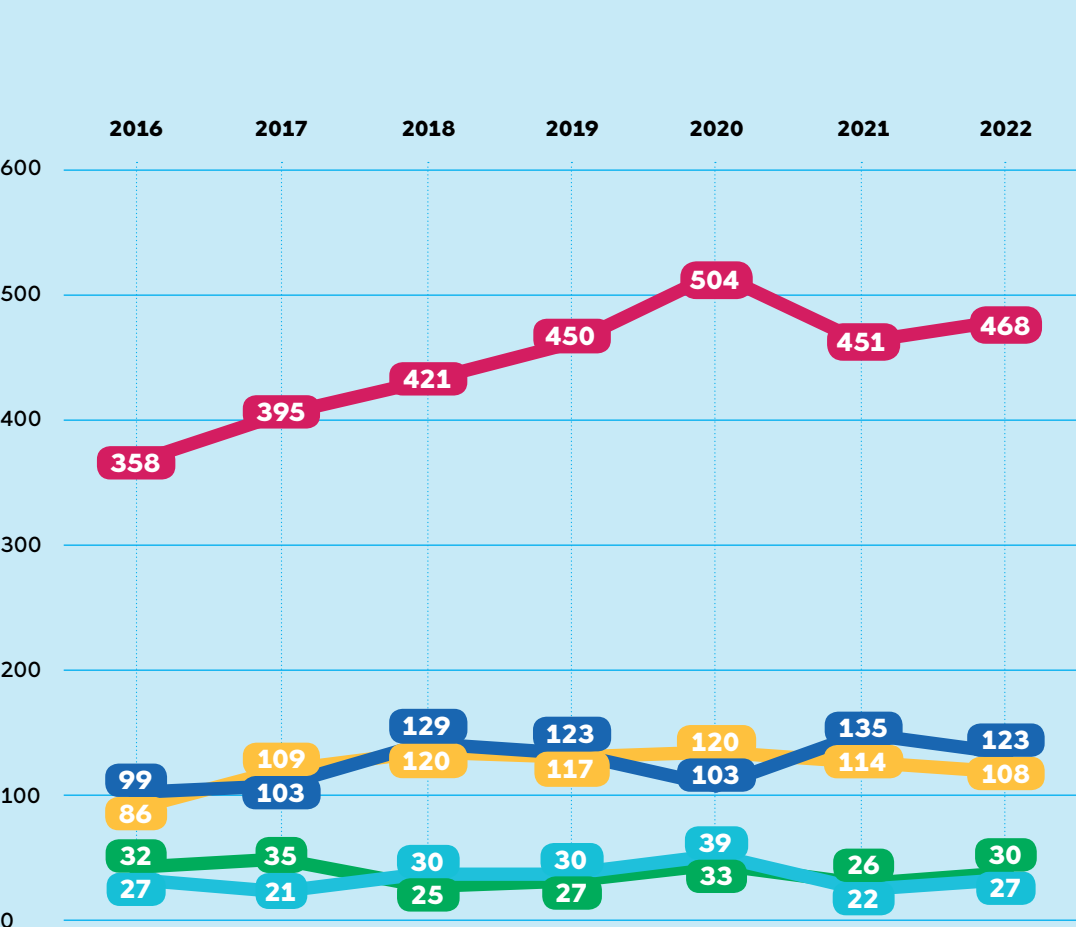
Change in the number of staff



Man-years



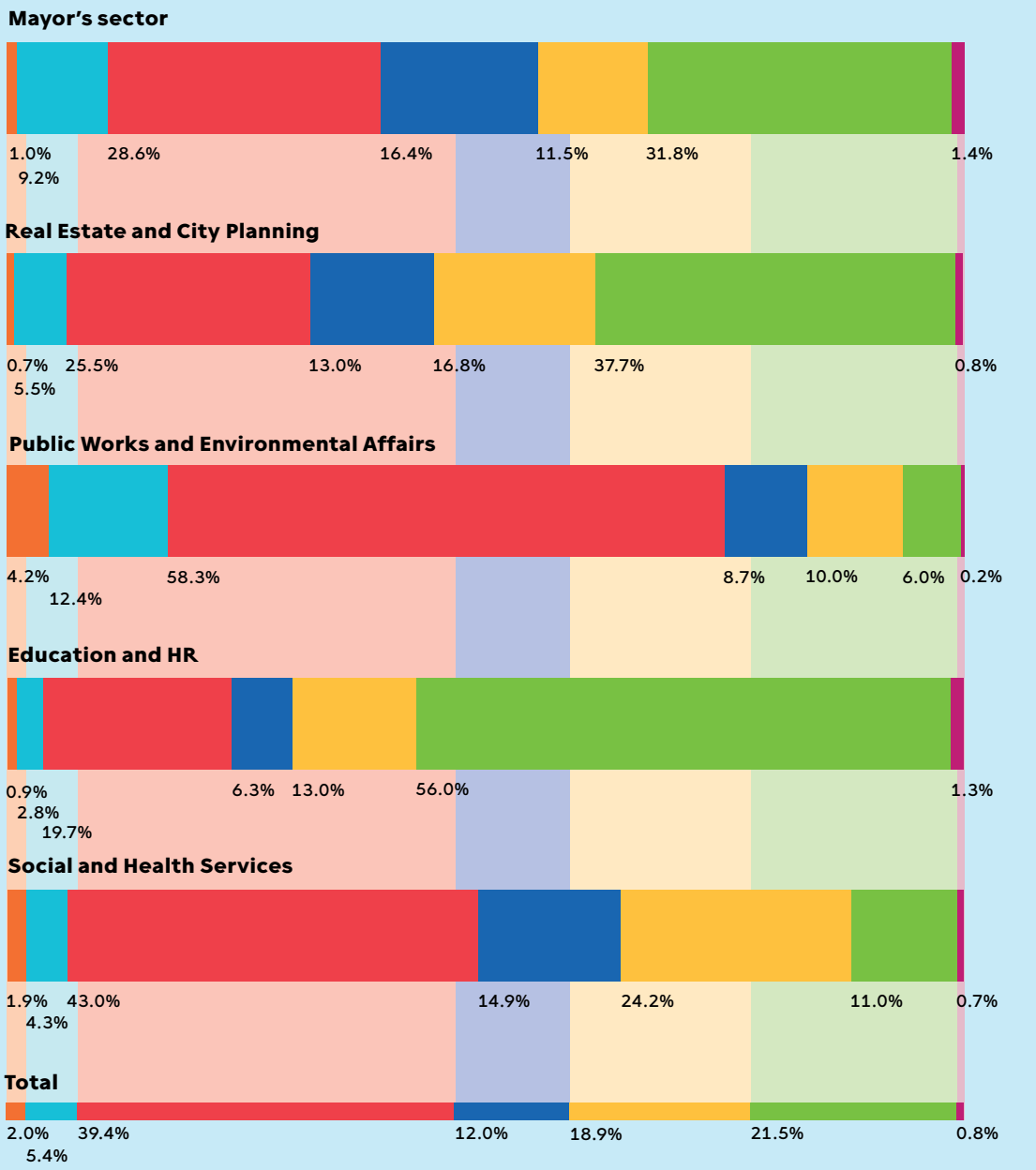
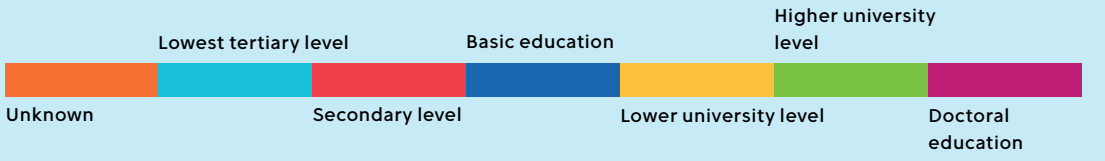
# Permanent staff reaching retirement age



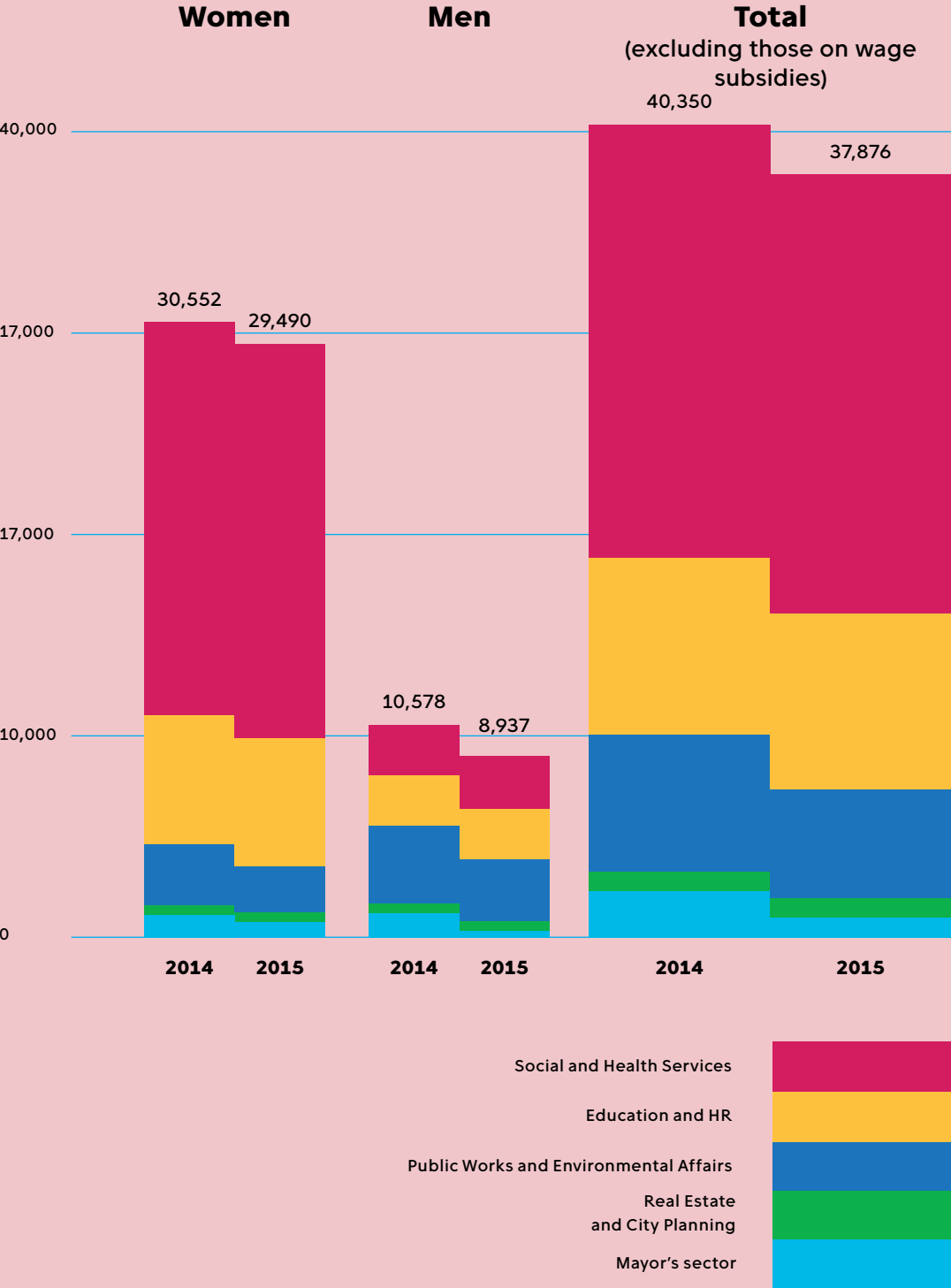
Worked beyond retirement age:  
**353**  
people.



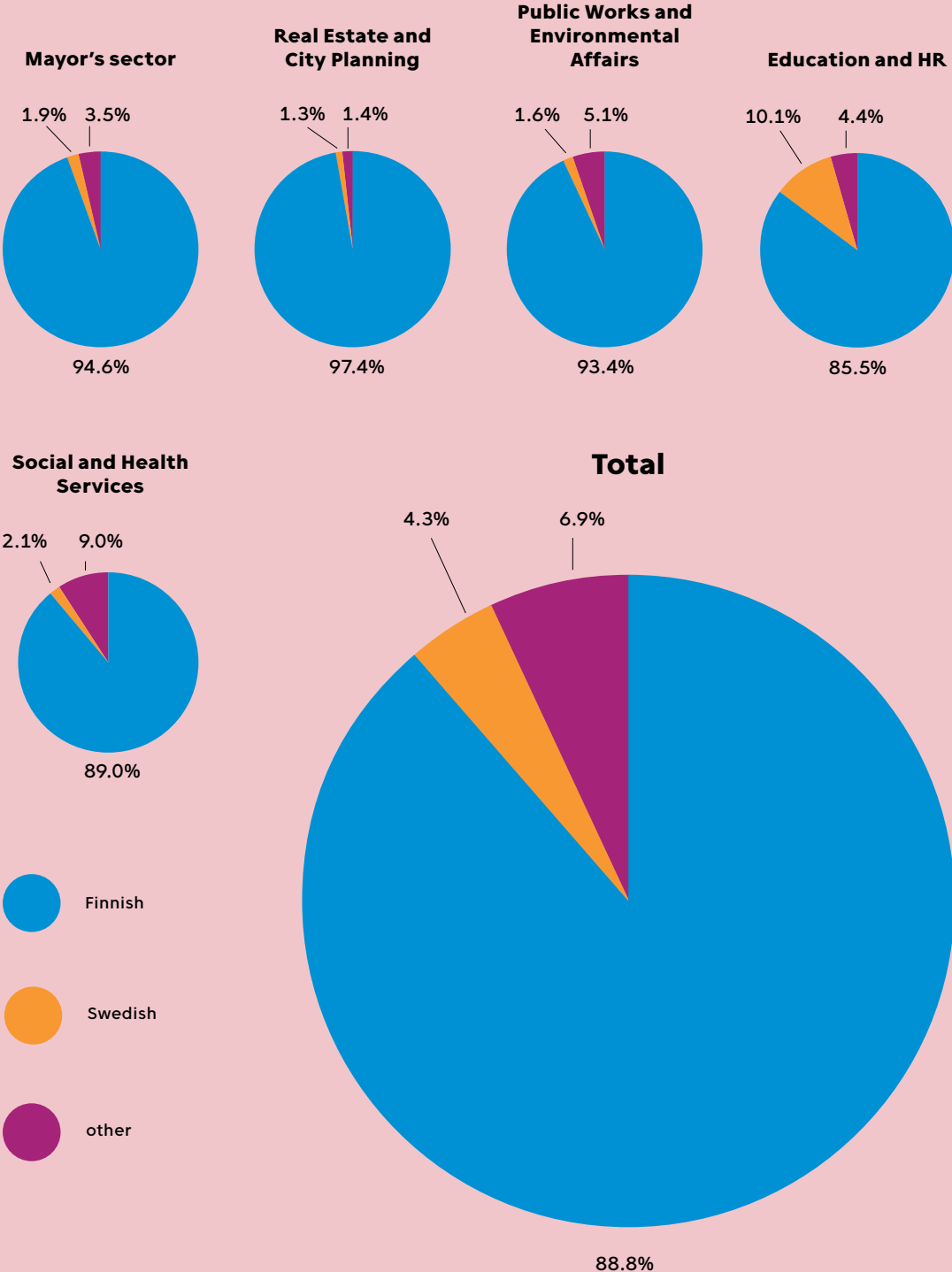
# Degrees held by permanent staff



# Staff on hourly wages and monthly salaries

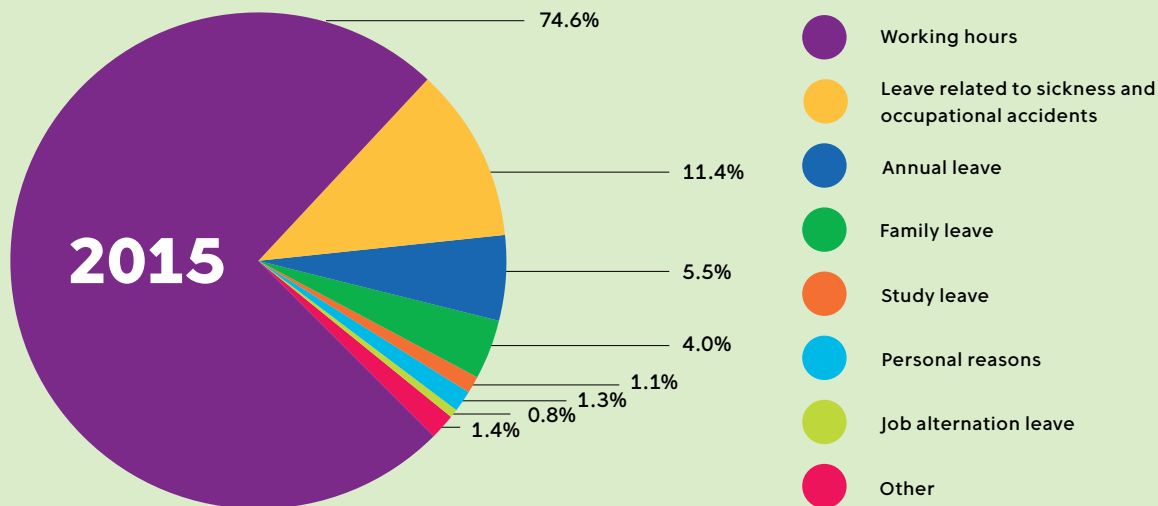
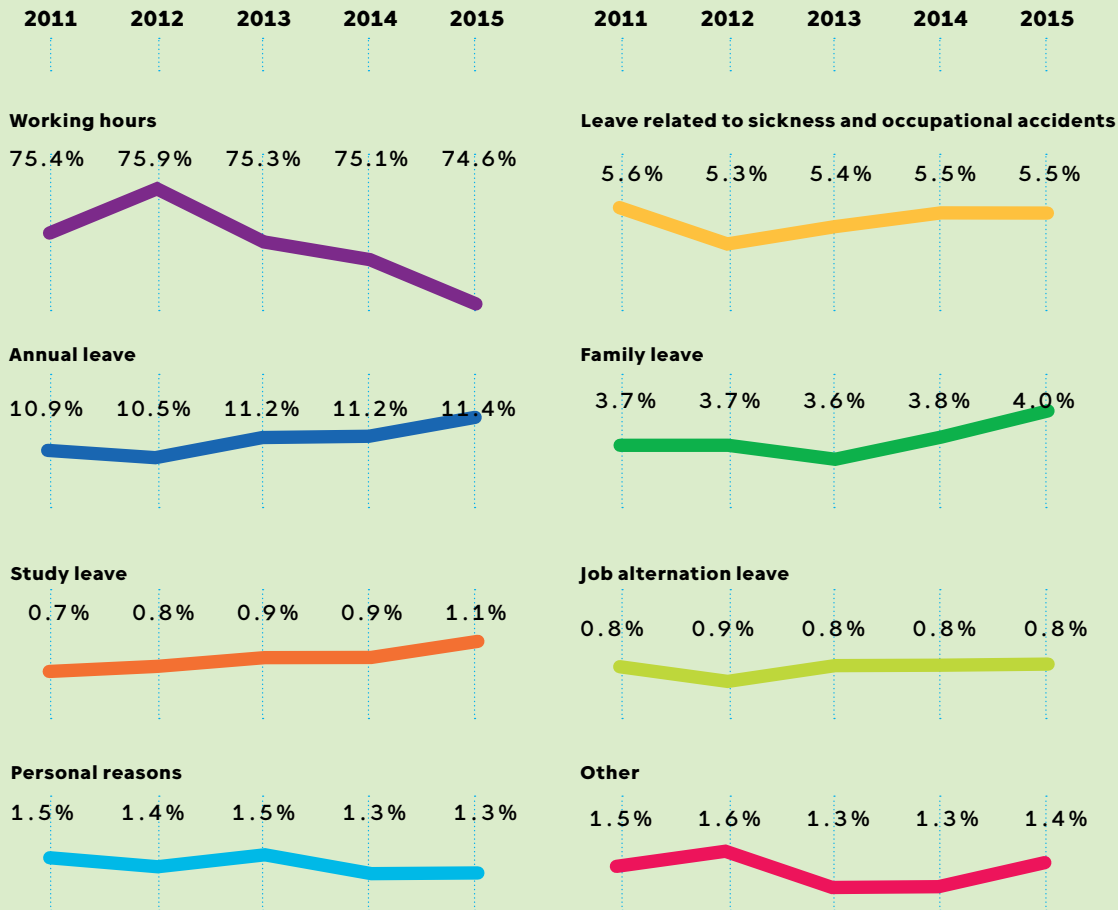


# Distribution of native languages among the City's employees

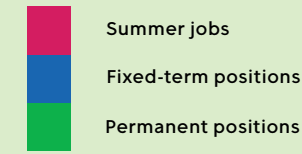




# Distribution of total working time



# Announced vacancies and related applications



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