

# Staff report

2021



Helsinki

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# For the reader

Our goal is to make it easier to move into new careers.

**During 2021, we focused on** three strategic and big personnel themes: management and well-being at work, availability of personnel and digitalisation in the utilisation of personnel potential and in the career cycle.

At the beginning of the year, we introduced the cornerstones of management: vision, enthusiasm, coherence and implementation capability. They are also the basis for supervisors' performance discussions. Additionally, we developed supervisor coaching and induction for new supervisors.

An important goal of the performance and quarter-hour discussions is to enable the personnel to succeed and the work to run smoothly. Supervisors and staff were also provided with a handbook in which we listed the city-wide practices to promote smooth work.

**We have not yet got rid of the coronavirus**, although vaccinations have brought hope of overcoming the epidemic. Especially in the Social Services and Health Care Division and in the Education Division, stress increased with the pandemic.

The stress on telecommuters has also increased: their working days lack porosity, as the calendar is filled with unvaried virtual meetings. The increasing stress was also evident in our new Fiilari personnel survey.

We want to support the well-being and coping of our personnel systematically and at a low threshold. Well-being at work has been incorporated into our performance discussions. Everyone must have the opportunity to discuss the elements of work and, for example, the prioritisation of activities with their supervisor. On the other hand, supervisors must also be able to bring up difficult issues – and do this with respect for the other person.

We want to strengthen a caring culture in which issues are raised before they become problems.



**The shortage of experts in healthcare and social welfare** and early childhood education did not subside. The availability of personnel has been made one of the focuses of our new city strategy. A new steering group will also seek solutions to the shortage of experts.

From apprenticeships to conversion training, we are introducing a number of methods in an increasingly systematic way.

The intention is also to redirect workers from our own staff to the sectors in need. We had good experiences with the job shifters from the Skills Bank set up during the COVID-19 crisis. Our aim is to create mechanisms that make it easier to move into new careers.

**We are harnessing digitalisation** more and more systematically to help human resource management. With the new pay system, we will move into a new era, and we have clear plans for how the digitalisation of personnel processes will proceed next. For example,

we will bring more functional and mobile tools to the use of supervisors and staff. We will use them to improve transparency and knowledge-based decision-making.

Knowledge-based management helps us to make better use of our employees' expertise and potential. The ongoing HR system project will ease the burden on supervisors, as the way the work is done is streamlined.

**As a city employer, we want** to provide our employees with high-quality management services and ensure that everyone has the opportunity to succeed in their work and improve their experience of mastering the work. We support supervisors in coping and succeeding in their tasks, even in exceptional times.

**Nina Gros**  
Chief People Officer

# 39,255 employ- ees

Most of us work in  
the services of the  
Education Division.

**Special  
assistant**  
300

**Class  
teacher**  
1,528

**Comprehensive  
school  
lecturer**  
697

**Special  
class  
teacher**  
364

**Full-time  
lesson  
teacher**  
689

**Auxiliary  
nurse**  
315

**Instructor**  
1,124

**Health centre doctor**  
442

**Upper secondary school lecturer**  
337

**Classroom assistant**  
538

**Nurse**  
1,976

**Lesson teacher**  
940

**Lecturer**  
327

**Social instructor**  
806

**Practical nurse**  
3,271

**Child nurse in early childhood education**  
2,977

**Food service worker**  
366

**Social worker**  
681

**Early childhood education teacher**  
2,515

**Public health nurse**  
890

**Firefighter**  
321

**Dental assistant**  
372

**Food service officer**  
386

**Office secretary**  
272

**Youth leader**  
278

**Psychologist**  
293



COPING AND WELL-BEING AT WORK

# Towards a new normal



## We have our own program to help us recover from the coronavirus epidemic. With it, we ensure the realisation of the city strategy and recovery from the crisis.

The coronavirus pandemic challenged the entire city organisation and, in one way or another, affected every city employee. Although there were hopes of returning from the exceptional circumstances to more stable daily work, the situation at the end of the year was comparable to the end of the previous year.

The prolonged pandemic was also reflected in the fact that the different nature of the work offered by the city became more evident. While almost everyone's work was done at the workplace in the past, some of the staff started working at home during the pandemic. Others, in turn, continued their work at the workplace in demanding exceptional circumstances.

The development was reflected in employee well-being at work. Some of the staff feel better than before, others worse.

### Model for multi-locationality

We prepared strongly for the future so that we could include the best lessons of the pandemic as part of the future working culture.

One of these is the model for multi-locational work. In June, the City of Helsinki

introduced a new guideline for multi-locational work. According to the guideline, the work tasks will define the workspace in the future. Some jobs will be done in a classroom and some in a health centre, while others can be divided between the home and the office.

The effects of the new guideline are the greatest for the personnel group who did a lot of remote work during the pandemic.

After the pandemic, the work communities, led by the supervisor, will jointly agree on the moments when everyone will physically meet at the workplace. On the basis of this, individuals can decide for themselves, within the agreed rules, where they should work on each day.

The common practices of multi-locational work were discussed in the work communities for a few months in the autumn before the new remote work recommendation.

The joint discussions and agreed practices provide an excellent basis for the future beyond the exceptional period.

### Three themes for recovery

The city developed a comprehensive program for recovery from the coronavirus pandemic. With it, we want to ensure the realisation of the city strategy and recovery from the crisis. The recovery programme is based on three themes: citizens' activity and trust, boosting enterprises and entrepreneurship and evolving and sustainable city organisation.

The last of these, evolving and sustainable city organisation, focuses not only on balancing the economy but also on the city staff and their work.

## Recovery programme



We prepared an action plan for each theme, which we followed closely throughout the year. The city's HR network (human resources management of divisions and enterprises, led by the City Executive Office's Human Resources Unit) formed HR targets for staff recovery, which are summarised in four main points:

- 1.** The City of Helsinki is an attractive employer that offers versatile career paths for its current and future employees. The employees are committed to the city, and the supervisors encourage mobility between the divisions and units to ensure smooth customer service and smooth everyday life for the customers.
- 2.** The supervisors ensure the well-being of the staff and their success in work. The city and management create the conditions for success in management. The staff receive support in maintaining and developing their well-being at work.
- 3.** The city's working culture and competence development support the ability to cooperate and network as well as the opportunity for multi-locational work. The digital competence of the staff is strengthened, and the realisation of communality is supported regardless of the work location.
- 4.** The city is preparing for the digitalisation of HR and more systematic HR knowledge-based management, which supports the production of the city's services and the smoothness of work.

In addition to these four objectives, we created more specific measures, which we promoted throughout the year in HR management.

## HR targets for staff recovery

1

The city offers attractive career paths. The availability and mobility of the personnel ensure the customer's services and the smooth running of everyday life.

2

The supervisors ensure the well-being and success of the staff. The city and management create the conditions.

3

The city's working culture and the expertise of its staff support multi-locational work and cooperation.

4

The digitalisation of HR and knowledge-based management support the production of the city's services and the smoothness of work.



# Exceptional times placed a burden on the mind

The second exceptional year in a row was reflected in Occupational Health Helsinki as weaker recovery of the city's personnel and especially as exhaustion of the younger age groups.

"It is quite clear that we had a second exceptional year," says **Ritva Teerimäki**, Unit Manager of Occupational Health Helsinki.

Spring was a time of strict COVID-19 restrictions, and treatment capacity was expected to be overloaded in March.

"We were in close contact with occupational health and safety and more generally with HR. Instructions for personnel protection had to be updated in phase with the coronavirus."

Towards the end of the spring, the situation began to improve, and in August, the atmosphere was still hopeful as the vaccinations progressed. The exit from COVID-19 seemed to be around the corner, and Occupational Health began to run down the coronavirus treatment chain. At the same time, we wanted to be able to address the backlog in care that had arisen during the epidemic.

During the autumn, it became clear that the coronavirus was not disappearing. Occupational health had to prioritise tasks more and more.

"Although the year was unusual and demand for services increased, we can, however, be glad that customer satisfaction remained at a good level."

## Mental ill-being, especially in young people

Even before the pandemic, mental health absences were increasing, not only at the city of Helsinki but also more generally in Finland. They are particularly emphasised in younger age groups.

In 2020, Occupational Health Helsinki started a study with the Finnish Institute of Occupational Health to find out what is meant by mental ill-being among young people and what consumes their resources.

"The assumption is that sick leave is much more than just morbidity. Is it, for example, related to professional identity issues, or has education changed so that it does not prepare people for practical work as before?" Teerimäki ponders.

The results of the survey will be completed in 2023.

The burden on supervisors has increased further. In order to support them, Occupational Health has developed a new operating model in which supervisors are actively contacted and asked if they need help.

"We have received good feedback on our model."

Social and health care professionals were again particularly hard-pressed, as their workload continued to grow.

Some of those who moved to telecommuting felt it was a good practice, while others





were burdened by long working days full of Teams meetings.

“At Occupational Health, we have seen a reduction in the opportunities for recovery. Remote working days are intense from morning to evening, and recreational opportunities, for example, are reduced or unavailable. Resources have diminished.”

Uncertainty also affected those whose work was reduced or even temporarily stopped as a result of the restrictions. Relocations to other tasks were easier for some, while others felt under pressure from a new kind of daily work. At the end of the year, little was known about the new virus variant, omicron.

### **More and more digitally**

Teerimäki is glad that, despite everything, the development of digital services proceeded according to plan. The development plan is ambitious, and it involves the digitalisation of all core occupational health processes.

Occupational Health already makes use of digitalisation in, for example, the guidelines for writing sick notes. Pre-employment health examinations are also becoming electronic,

as is the process of many statutory professional permits.

The digitalisation of occupational health is carried out partly alongside the reform of the city’s HR system.

At the end of the year, the future of Occupational Health Helsinki was still open, as the tendering procedure of the Occupational Health Centre municipal enterprise is included in the budget proposal. The City Council is due to address the issue of outsourcing in spring 2022.

**In 2021, the proportion of absences due to sickness, accidents at work and rehabilitation fell from 4.9% to 4.8%. The share of accidents at work and rehabilitation absences rose slightly, but the share of sickness absences decreased from the previous year.**

Simo Sajama has returned to his work at Savoy Theatre.



# Skills Bank continued its operations

During the COVID-19 epidemic, the Social Services and Health Care Division in particular has needed workers for short-term assistance, but our personnel also worked in municipal elections during the exceptional period.

**Simo Sajama**, the lighting engineer at Savoy Theatre, has worked outside his field during the pandemic. When performances at Savoy ended due to the worsening of the coronavirus situation, the city started to look for new temporary jobs for the theatre staff.

“I didn't know in advance what kind of tasks I would find myself in, but I was enthusiastic,” Sajama says.

His job moved from Savoy to Ympyrätalo in Kallio, where he was employed as an infection tracer. He received training for his work, after which he worked for more than three months.

“I had to learn a lot about the computer programs of healthcare and social welfare. Normally, I don't work with a PC but a light table. At first, I was wondering if a 60-year-old like me could learn all the new things, but I think I did all right.”

Sajama's job included calling the infected people and trying to find out as precisely as possible who they might have exposed to the virus. He says that 95% of the people were well involved and tried to help in contact tracing. For a small minority, the situation was tough.

“There were language problems with some of them, but here, too, the arrangement

was well managed. There was a team of tracers who could help with different cultures.

Sajama praises the group of infection tracers gathered from different divisions. Although everyone had a background of completely different jobs, no one was complaining at why the job suddenly changed. On the contrary. Besides Sajama, other people were also thankful that the city did not terminate their employment but arranged other jobs after their work ended.

“The employee management in healthcare and social welfare was wonderful. As supervisors, we had head nurses, who were very gentle and nice people. Being empathetic people, they understood our completely different backgrounds.”

**“We were thankful that the city did not terminate our employment but arranged other jobs after our work ended.”**

## Skills Bank coordinates transfers

We already established the Skills Bank last year, and we continued to use it for coordination of transfers of personnel across municipal enterprises. The operation of the Skills Bank continued especially during January–June.

After the summer, the number of staff transfers decreased, and in the autumn, there were only a few dozen of them.

During the year, there were staffing needs especially in the Social Services and Health Care Division in contact tracing at the Epidemiological Operations Unit and at coronavirus vaccination stations.

A need for resources that was short in duration but large in volume was the deputy personnel for the municipal elections. Through the Skills Bank, we also supplied employees for other resource needs.

The number of job shifters was highest in the Culture and Leisure Division.

The search for job shifters became more challenging during the year, since most of the city's service activities were carried out normally and it was not easy to leave one's duties.

## Appropriate transfers

We collected feedback from our employees, their supervisors and the HR network on the Skills Bank activities. Based on the feedback, the transfers were considered to be appropriate.

Most of the transferred employees saw working in new positions as a positive opportunity. Room for development was identified in the communication of the implementation of transfers and in the orientation to the new work.

## Volunteering in the municipal elections

Economic planner **Pipsa Hartikainen** says that she had been considering volunteering with the elderly for some time. When the city was looking for volunteers to help with the voting at home during the municipal elections in the spring, she signed up.

In particular, more staff were needed in contact tracing and at coronavirus vaccination stations.

“I think it is very important that people who cannot get to the polling stations can vote at home. It is great that we are offering them this opportunity.

During the pandemic, home voting was also possible for those who had been placed in quarantine. Otherwise, home voting applies to those whose ability to move or function is restricted.

Hartikainen says that on the day of the election, she and other volunteers gathered at Töölö sports hall, where they were divided into pairs. The pairs got lists with the names of the people who vote at home.

Hartikainen and her partner had less than ten places to go to and a time range during which they were waited at each address.

The lists of candidates and ballot papers were given to those voting at home. After the voter wrote the number, the ballot paper was folded in half. It was then stamped and sealed in an envelope.

“The experience was very pleasant. We were given a warm welcome. The home voters had chosen their candidates beforehand, and some of them had put on their Sunday clothes because they felt that voting was so important.”

After the day's round, the ballot envelopes were taken to Töölö sports hall.

“I was nervous beforehand, but then I felt like I was doing something good.”



## Staff transfers in 2021

	Internal transfers	Transfers between divisions	Transfers to municipal elections
Helsinki City Transport	0	8	0
Executive Office	0	13	26
Education Division	18	28	18
Urban Environment	0	8	23
Helsinki Service Centre	4	4	1
Culture and Leisure Division	48	143	21
Social Services and Health Care Division	207	0	0
Stara	0	1	0
<b>In total</b>	<b>277</b>	<b>205</b>	<b>89</b>

### Notes

- In the Social Services and Health Care Division, 84 transfers from 2020 continued.
- 28 transfers between divisions continued. These are not included in the figures in the table.
- In addition to these, other internal task arrangements were made without an administrative transfer decision. Instead, the tasks were agreed upon by other supervisory orders.



# More support for well-being at work

We are satisfied with our work and recommend the city as an employer to others. However, the experience of stress has increased. The strength of work communities is the culture of helping and appreciation. This is what the results of the new Fiilari personnel survey tell us.

The city's new Fiilari employee survey included follow-up questions on the Kunta10 and Pulse of Renewal surveys, but it also included completely new topics and questions.

All in all, Fiilari has around 60 questions divided into four main areas: own work, work community, management and the future.

In the future, Fiilari will be conducted in odd years and Kunta10 in even years.

## Independent work

According to the results of Fiilari, the city's employees are satisfied with their work and recommend the city as an employer.

From 2020 to 2021, the Net Promoter Score rose by two percentage points, and the city is now recommended by 82% of the respondents.

The personnel feel that the competence is good. They can use their strengths in their work and work independently. Usually they are satisfied with their own immediate superiors and work community. The strength of work communities is the culture of helping and appreciation.

## Recovery from work is weak

Based on the results, the greatest challenge is personnel well-being at work. Although the perceived ability to work had decreased only

slightly compared to the year before, recovery from work is weak and the experience of stress has increased.

The same challenges in well-being at work were visible throughout the city organisation, but most of all among professionals in the social and health sector and in education.

Supporting personnel well-being at work and recovering from exceptional times will be at the heart of the development in the coming years.

## Supervisors provide support

As part of the Fiilari personnel survey, supervisors received feedback on how the personnel see their leadership through the cornerstones. The cornerstones are vision, enthusiasm, coherence and implementation capability.

According to the results of the Fiilari personnel survey, immediate supervisor work and the coaching management approach are still among the strengths of the city. The personnel feel that the supervisors provide support for the work and that the supervisors enable the personnel to succeed.

However, supervisors were asked to provide more feedback and visibility into what the future brings. Due to the coronavirus epidemic, the future has looked foggy in many



parts of the organisation. However, the new city strategy creates an excellent framework for supervisors to start creating a picture of the future as the pandemic fades.

Supervisors are supported by performance discussions which, according to Fiilari's results, are of excellent help in creating a vision for the future.

For HR and supervisors, we organised about 20 themed events on the service paths of bringing things up in an appreciative way and work progress.

The appreciative interaction webinar was aimed at the entire staff.



## Performance discussions were renewed

The City of Helsinki's shared cornerstones of management were established in 2020.

Since then, we have been able to focus on establishing the cornerstones in our daily life.

We have integrated the cornerstones into supervisor coaching and the assessment of supervisors' performance.

Based on the city's cornerstones of good management, we renewed the content of the supervisors' performance discussions. The supervisors' discussions highlight how the supervisor promotes the implementation of the strategy.

Among the cornerstones of management, for example, the success of

the management of implementation is assessed from the perspective of customers, the economy, renewal and personnel experience (results of the Fiilari survey).

We organised several open and division-specific themed events on supervisors' performance discussions. The divisions also received webinar material.

The project on the smoothness of work produced the manual *Kun työ ei suju* (When work does not go smoothly) for supervisors. The smoothness of work was discussed both in the context of the performance discussions and at separate themed events.



# Well-being at work is part of everyday management

We clarified the practices of managing well-being at work, strengthened the competence of supervisors and developed new solutions to support personal well-being.

We continued our project for managing well-being at work, which started in autumn 2020 and aims to define uniform city-level practices for managing well-being at work.

Managing well-being at work is not a separate activity but part of good everyday management and success management, in which the immediate supervisor and the employee play a significant role.

It is important that there are common practices and processes to support good management and that everyone has a clear understanding of their own role and responsibilities.

In order to create common practices, we compiled a draft of the model for managing well-being at work. The common practices will be further developed and put into practice in the coming years.

## Coaching supports well-being

We strengthened the competence of supervisors in managing well-being at work by creating a manual for promoting the smoothness of work. The supervisors' skills in discussing things related to the smoothness of work with appreciation developed during the themed events for appreciative speech.

Every employee also has the opportunity to affect their own well-being and ability to work. To support people taking care of their own well-being, we launched a new kind of online pilot coaching, which aims to strengthen well-being habits in everyday life and support work capacity.

The themes of the Hyvinvoiva Stadi (Healthy Helsinki) coaching are active everyday life, well-being from nutrition and healthy mind. The six-month coaching is carried out in cooperation by Occupational Health Helsinki and Liikkuva Suomi. Through a web application, the participants receive material, inspiration, support from the network and encouragement to take care of their own well-being.

In addition, the responsible coaches from occupational health care meet participants both in groups and individually and support the achievement of their well-being goals.

There are coaching groups for employees and supervisors. After the pilot coaching,



which continues in 2022, we will receive information on the effectiveness of the coaching.

### **Substance abuse and addiction programme expanded**

We updated the city personnel's substance abuse and addiction programme to comply with the national strategy of the Ministry of Social Affairs and Health.

The programme strengthens the spirit of Helsinki: we want to take care of our employees and provide an opportunity to recover from addictions without harm to anyone's employment relationship.

The priority is to intervene at a low threshold and to provide assistance. The situation review is always carried out by Occupational Health, which primarily advises and assists in understanding the situation and, if necessary, refers people to the right services by drawing up a treatment and rehabilitation plan.

In addition to the addiction to alcohol, drugs and medicines used for intoxication, the substance abuse and addiction programme also includes gaming and internet addiction. The programme also takes into account addiction to nicotine and e-tobacco products.

The aim is to create a safe work and service environment for both the city's employees and those who use the services.

### **Mental well-being added to the new programme**

During the autumn, we created a new well-being at work programme for the new strategy period. Work on the programme involved various divisions and municipal enterprises, Occupational Health, occupational safety and human resources.

The main themes of the programme are the management of well-being at work as part of success management and the promotion of mental well-being.

The programme also includes a statutory occupational health and safety action plan. On the basis of the city-level programme, the divisions and municipal enterprises draw up their own well-being at work plans.



## **Occupational safety delegates for the new term**

During the autumn, we organised occupational safety elections in cooperation between personnel organisations and the employer. In the occupational safety elections, occupational safety delegates and deputy delegates were elected for the divisions, municipal enterprises and departments for the years 2022–25.

Occupational safety delegates represent employees in occupational health and safety matters and develop the safety and healthiness of work together with the employer.

All employees and superiors had the opportunity to stand as candidates. In areas where there were more than one candidate, electronic voting was held.

Forty occupational safety delegates were elected for the city, of which 16 are new.

# Good management promotes well-functioning services

Good supervisory work and management promote the functionality of the city and our services. We supported management with numerous coaching and training sessions.

**Tarja Sainio**, Director of the Kustaankartano senior centre, participated in the middle management coaching and warmly recommends it to her colleagues around the city.

“On the whole, the training was really good. It stirred up a lot of thoughts, but it also gave me tools for developing my own work,” says Sainio.

The coaching included assignments, and we could hear interesting discussions. The themes emerged from the city’s cornerstones of management: vision, enthusiasm, coherence and implementation capability.

“During the training, I started to make an action plan for the strategy of Kustaankartano. At the city, we have a lot of different documents and performance reports that I gathered together for Kustaankartano.”

This is how Kustaankartano started its own programme, which is monitored and according to which the operations are developed in all units of the senior centre.

The uniform programme also supports peer learning. When something new and

functional is invented in unit, this information is very systematically disseminated to other units for trying out. Also inspired by the training, Kustaankartano has its own strategy day agreed upon.

Sainio has worked for the city for four years, and only during the training did she form an overall understanding of the city’s operations. In her opinion, a wider awareness of the whole organisation makes it easier to work within it and makes people committed in the operations.

The training also gave rise to Kustaankartano’s project for managing well-being at work.

Sainio says she is wary of management bursts arising from training or coaching, which tend to wane soon.

“At Kustaankartano, we strive to develop our work on a long-term basis, and I try not to get involved in these bursts. We have a really good management team. The head nurse and service manager of the team are well involved in long-term development.”

Moderation and perseverance do not exclude enthusiasm. The best thing is when the entire chain from the management to the employees is inspired by example.

Sainio says that the management must show by its own example that it works as well as possible, i.e. leads in the best possible way. The professionals know their own work and know how to do it best.

When the employees of Kustaankartano send a message that they are running out of beds, the situation is reacted to immediately and more beds are arranged.

“People must be able to trust that things will happen and they will be taken forward.”

Head nurses Eveliina Rantala and Tarja Kuvaja and Director Tarja Sainio say that humour helps when more flexibility is required from everyone due to the coronavirus situation. The three of them took the masks off their faces for the photograph.



### Coaching involves networking

With the coaching of the management and supervisors, we supported the implementation of the city strategy and the city's joint management, as well as the renewal of the operating culture.

The key elements of the development of the competence in management and supervisory work were the cornerstones of management, the good supervisory work and management in accordance with them, the development in the supervisory role and the management of working methods.

In addition to human resources management, the coaching and training sessions included management related to the organisation's objectives, customers, services, operations, finances, climate change and renewal.

The coaching promoted networking and cooperation between participants across organisational boundaries.

### Diverse coaching

The target groups of the coaching were potential supervisors, immediate supervisors, supervisors and middle management.

The coaching sessions included Stadin esihenkilöksikö, Startti esihenkilötyöhön, Treeni, Stadin Valmentaja and middle management's Rohkeasti eteenpäin!

In addition to these, the coaching included the specialist vocational qualification in leadership and business management (JET) and the further vocational qualification in first-level management (LAT).

Two two-year EMBA coaching teams were under way for senior and middle

## Good lessons and practices about virtual work remain alive even when returning to in-office work.

management. The EMBA 4 group graduated in December, and the EMBA 5 group will complete its studies next year.

Both groups have participants from all divisions.

In addition to centralised coaching, staff participated in organisation-specific supervisory coaching and development projects.

### Virtual and hybrid coaching

During the coronavirus epidemic, we have carried out entirely virtual and hybrid coaching and training. The method of implementation has been selected in accordance with the COVID-19 recommendations.

The new methods of implementation have worked technically well, and we have learned more and more from them.

Work and working methods change when working – good lessons and practices about virtual work remain alive even when returning to in-office work.

In support of virtual supervisory work and management, we implemented several online courses on online and hybrid management. They covered staff meeting and engagement, trust building and communication, virtual meeting practices and work management practices in the virtual and hybrid model.

In addition, coping and well-being at work when working remotely have been among the main themes of the courses.



## Data closely involved

We developed our expertise in data utilisation and machine learning with a one-year Helsinki Data Science Certificate training programme tailored to the city's needs. We implemented it in cooperation with Aalto EE.

As part of the programme, the participants completed a total of 10 credits of Aalto University's programming, artificial intelligence and machine learning courses. In addition, they made four projects in groups and solved a challenge in an industry by using the right data from start to finish.

Twenty experts of different fields from the city's divisions and municipal enterprises participated in the programme. The participants included ICT project managers, software developers and researchers, who learned to promote the use of data and machine learning to solve problems.

Based on the digitalisation programme, events were organised for the management, supervisors and experts about data, data utilisation, data analytics and information management.

The service offering of the agile development (Kehmet) training package widened with the addition of online training. Project management expertise was included in several IT courses.

## Support for remote working

Through the training, we supported the skills of the entire staff in the use of new digital tools. Information sessions and

Teams training supported teleworking and the competence in using teleworking tools.

We supported communication and media management skills with media and performance courses, where participants received information in addition to practical situational exercises.

The themes of the e-learning courses for the entire staff were accessibility, time management, facilitation and the ability to change and withstand pressure.

# HR-Näkymä to help management

The better we learn how to utilise and manage employee information, the more significant benefits we get. By HR knowledge-based management, we can increase the personnel's well-being at work, productivity and the employer's attractiveness.

Helsinki's city strategies The Most Functional City in the World (2017–2021) and A Place of Growth (2021–2025) emphasise the possibilities of knowledge-based management. The city's ambitious data strategy also emphasises the importance and usability of information.

Alongside HR system reforms, we pay attention to our ability to implement HR knowledge-based management.

We started to increase our knowledge-based management skills in Human Resources Management (HR). When HR understands the opportunities and benefits of utilising human resources data, it is possible to begin to move from simple one-way reporting to more comprehensive HR knowledge-based management.

In autumn 2020, we launched a strategic HR knowledge-based management network called HR-Näkymä. Together we formulated the purpose of HR-Näkymä view as follows:

The purpose of the HR knowledge-based management network is to contribute to the city's common vision of knowledge-based management and to integrate more comprehensive use of HR information into supervisory work and management at all levels.

In addition, the network provides a platform for sharing information and know-how and for co-creation.

## Enhanced cooperation

The participants of the new network mainly consist of HR partners of the divisions, HR experts of the municipal enterprises and the heads of unit and experts of Stadin HR (the City Executive Office's Human Resources Unit).

The network is led by project manager **Jaana Saramies**, who is responsible for HR knowledge-based management, and the entire HR knowledge-based management team from Stadin HR participates in the network.

"The cooperation has been rewarding but also challenging. We are only at an early stage in the field of knowledge-based management," says network member **Anna-Maria Johansson**, HR Planner at Helsinki Service Centre.

"We have progressed consistently from describing the current situation to defining goals. I also think it is important that we defined the expectations and needs of HR knowledge-based management in the new overall HR system," says **Hannele Pitkänen**, HR Partner at the Social Services and Health Care Division, who participates in the network.

She points out how interest in developing knowledge-based management has spread even more widely in healthcare and social welfare.

"We have found that in order to achieve our goals, we need close co-operation



## Speedy digitalisation

with, among others, our IT Administration. Cooperation with the financial sector has also intensified.

### New culture arising

During the year, the new network has explored the development of knowledge-based management both at the city level and in the activities of the divisions and municipal enterprises.

In addition, HR-Näkymä has, for example, suggested ways to promote HR knowledge-based management before the implementation of the overall system.

In HR-Näkymä, it has been felt necessary to work on a wide range of themes. At the same time, it has become concrete how large the entity is.

It is important to involve the management's and supervisors' needs of HR information in the development of HR knowledge-based management. They are able to demand information to support the development and management of operations.

“It has been fun to note that when we have produced information on the availability of personnel, for example, it is of great interest and generates a discussion that creates new needs. A culture of HR knowledge-based management is arising,” says Pitkänen.

The identification of HR information needs and the development of HR-Näkymä support the goals of knowledge-based management in the city strategy and, thanks to knowledge-based management, the personnel's well-being at work, productivity and the employer's attractiveness.

“When information is produced on the availability of personnel, for example, it generates a discussion and creates new needs.”

The triple leap of HR digitalisation is progressing. The first leap was to prepare for the digitalisation of the life cycle processes of the employment relationship and the deployment of the personnel information and pay system Sarastia in spring 2022.

During the year, we carried out, among other things, system specifications, tests and the first trial run in the Sarastia deployment project.

Preparations for the second digital leap began as well. The tendering material for the overall HR system was completed in December. Before that, we had an in-depth market dialogue and an internal discussion within the city. In addition, we defined the needs and aim.

The overall HR system is intended to be available to the entire city alongside Sarastia after the deployment project in 2023.

The management of HR processes will be transferred to the overall system, and Sarastia will continue as a payroll engine.

The overall system will provide system support for almost all HR processes after the third digital leap, i.e. the second phase of the deployment.







# Strengthening the skills of HR professionals

A key task of the city's HR network is to support supervisors in their management work. We strengthened the HR network by working together across organisational and unit boundaries, harmonising HR practices and increasing the competence of HR professionals.

The HR network met regularly to learn and share knowledge at joint themed events on knowledge-based management, learning culture, communication, multi-locational work and agile HR.

At regular meetings, we created a description of HR services and HR career paths for HR managers and HR partners. We also addressed strategic HR themes, such as the digitalisation of HR and the management of success and competence.

We shared examples of good HR practices and operating models. We also prepared for the forthcoming strategy term.

HR partners received induction, training, occupational guidance and coaching.

## **Dedicated network for competence development**

The competence development network of Stadin HR started operating in the autumn. The purpose of the network is to strengthen supervisors' and HR professionals' competence and its development.

Competence development processes are becoming more and more systematic. We develop training, coaching and competence development methods together.

All divisions and municipal enterprises have an appointed HRD (Human Resource Development) partner consultant at the City Executive Office's Human Resources Unit.

Thanks to the partnership, we have succeeded in strengthening cooperation in the development of competence, operations and operating culture as well as management and supervisory work.

The HRD partner consultant participates in development projects, produces coaching and brings the perspective of divisions and municipal enterprises more strongly into the development and renewal of services.



# Powered by e-learning

The city introduced a common e-learning platform called Oppiva, which enables us to develop competence agilely regardless of time and place.

E-learning is becoming increasingly important. We aligned common practices for the city's learning platform, agreed on the quality criteria for the platform and planned a pilot course on how to make an online course for the learning platform.

In April, we launched the Oppiva Stadi (Learning Helsinki) webinar series for all those interested in the learning platform.

The aim of the deployment project was to get the system up and running in June. However, the construction of the interfaces delayed the schedule.

We launched the platform in August at an event called Verkkoppimisesta virtaa – tule tutustumaan Oppivaan! (Powered by e-learning – get to know Oppiva!).

There were almost a hundred participants, and based on the feedback, the event was clear and gave a good overview of the Oppiva platform. Expectations for and interest in Oppiva increased.

## Functional new tool

Oppiva has aroused interest especially in the Social Services and Health Care Division, where there is a great need to develop the competence of the staff also by offering e-learning opportunities.

**Ulla Väisänen**, Human Resources Development Manager at Human Resources and Development Services in the Social Services and Health Care Division, says that Oppiva acts as an addition to training, a tool for self-study and a way to learn new things.

A concrete example is an online course on how to interact with different people.

The Social Services and Health Care Division has added many self-management online courses in Oppiva and utilised Oppiva in many other online courses.

Väisänen says that the Social Services and Health Care Division has tried both to make its own courses and to buy courses that support the work of the healthcare and social welfare professionals.

The purpose is to strengthen and support the development of a learning culture by encouraging the use of Oppiva and the creation of courses. Thoughts and ideas about Oppiva's uses develop at the same time.

# Many good reasons to develop induction

Systematic induction is part of good supervisory work and supports the well-being of the entire work community. We introduced a new induction tool.

Successful orientation enables the employee to start working and become part of the work community in the best possible way. An employee who enjoys working and being a member of the working community is also committed to the employer, feels well at work and is productive.

Orientation also improves productivity, as staff turnover decreases and the city avoids unnecessary new recruitments.

The importance of induction has become even more important in these exceptional times, when we have done more remote and multi-locational work than usual. During the pandemic, many people have temporarily moved to other tasks either within the division or in another division.

Remote induction has also been organised. In this case, more attention must be paid to interaction.

## Onni, a new tool for induction

To support induction, we added an induction section in the Onni information system. It includes the city's joint induction plan, which is used by the participants in the induction, i.e. the employees being inducted, the supervisors and the designated induction providers.

Onni's induction plan offers a model for induction. To support induction, there are

links to the intranet, which makes the material easy to use in conjunction with induction.

The employee being inducted can also be given the task of previewing the material and conducting a discussion based on it. The intranet site is easy to return to afterwards.

The induction plan is paired with a study path intended for self-study for the employee being inducted. We introduced the study paths of supervisor and employee orientation. In addition, we piloted the construction of study paths for induction for divisions and municipal enterprises.

The introduction of a new function will require time, so the work will continue.

## Training for supervisors and induction providers

We organised *Perehdytä taitavasti* (Skilful induction) coaching for induction providers in the spring and autumn. The coaching focuses on the different aspects of the tasks of the induction provider, i.e. the organisation and planning of the induction, the promotion of the learning of the person being inducted and development as an induction provider.

Part of the coaching is formed by the *Opi perehdytyksestä* (Learn from induction) online course, which was used in the preliminary and intermediate assignments in the coaching.

It is possible to complete the online course as such, without any other coaching.

We collected feedback on the induction through a feedback survey. In addition, the employees on the induction study path were interviewed about their experiences and further development needs. We will use the feedback in the future.



## RECRUITMENT

# Stronger action to overcome labour shortage



## We continued to work on improving the availability of staff and tackling labour shortage. We need more diverse solutions and coordination at the city level.

We work in many different ways to ensure the availability of personnel. The availability of personnel is also one of the priorities of our new city strategy.

In order to achieve this strategic objective, we prepared a labour availability project for 2022–2024. One of the goals of the project is to find more effective ways to improve the availability of labour and to support the formation and maintenance of a situation picture.

### **Municipal pilot started**

In promoting the availability of personnel, we also support employment. The municipal pilot on employment started in March. At the end of the year, approximately 460 people worked in the municipal pilot organisation.

The city organised recruitment training and apprenticeship training in various positions, especially in sectors with a labour shortage. There were, for example, training sessions for the duties of care assistant, practical nurse, children’s instructor and food service worker.

In the Women to Work project, we organised training for foreign-language classroom assistants. During the year, 106 apprenticeship training courses with pay subsidy were organised. The challenge has been to get enough suitable candidates for the training.

Language training is also provided for participants in recruitment training and apprenticeship training. The Social Services and Health Care Division, the City Executive Office and Helsinki Vocational College and Adult Institute designed tailor-made Finnish language training for implementation at the workplace. Tailor-made language training will be piloted in January 2022.

The recruitment training working group monitored the implementation of the measures and planned their development and objectives for the following year.

Cooperation with Helsinki Vocational College and Adult Institute and the employment services continued. The aim is to further strengthen cooperation and market training places in an increasingly systematic way. In addition, the aim is to describe the employment and learning paths leading to the city’s positions.

We strengthened the pay subsidy employment competence of supervisors and HR. The City Executive Office’s Human Resources Unit and the City’s employment services co-organised four training courses on employment with pay subsidy. The target groups were the city’s supervisors and HR professionals. The training covered the basics of employment with pay subsidy, work trials and pay-subsidised apprenticeships. The training courses will continue.

## **Making it easier to recruit foreign-language speakers**

For several years, the city's goal has been to increase the share of foreign-language personnel and to develop the recruitment of people with an immigrant background.

Together with the divisions, municipal enterprises and departments, we defined measures that would facilitate the recruitment of foreign-language staff.

Some of the measures are quicker to introduce, such as the translation of key forms. Some require more planning, such as the support for the development of language skills at the city level.

The work will continue and improve. We have defined the goals in the road map for work, study and entrepreneurship-related immigration completed at the end of 2021 (Helsingin työ-, opiskelu- ja yrittäjyysperusteisen maahanmuuton tiekartta 2021–2025).

## **International students as trainees**

The City Executive Office once again granted annual funding to divisions and departments to hire foreign-language trainees who are studying for a master's degree.

The city participated for the second time in the Helsinki University International Talent Programme, where different units of the city organisation received a group of international students to mentor.

The students are very interested in the work and traineeship opportunities offered by the city. In the future, it will be necessary to invest in recruiting more foreign-language university trainees for the city.

The City Executive Office's Human Resources Unit agreed to cooperate with Plan International in hiring foreign-language summer employees for 2022.

We are marketing summer jobs in the city through Plan International for young immigrants. If necessary, Plan offers support, training and visits to workplaces.

We also offered the divisions and municipal enterprises the opportunity to join the job shadowing experiment. In the experiment, the young person gets acquainted with the job with the help of a professional, either remotely or on site.

**In the future, it will be necessary to invest in recruiting more foreign-language university trainees for the city.**



Oliver Laine, Santeri Laukkanen and Eero Lahtinen are ready to guide other pupils in career choice at Helsinki Rekry's mini-company at the Business Village.

## Making work at the city known to young people

Predictive recruitment is already targeted at schoolchildren and young people. We offer different summer jobs for as many people as possible, and at the Business Village, sixth graders get to know different professions.

We are building our employer image with, for example, proactive recruitment, and summer jobs are one of the key tools for proactive recruitment. The city employed 3,524 summer employees.

All those who have completed comprehensive school and turn 16 or 17 during the calendar year can apply for summer jobs for young people. Last summer, however, even those who turned 18 during the employment were able to apply for summer jobs at the city.

In the communication about summer jobs, we emphasised that the city aims to offer

summer jobs to as many people as possible. If necessary, summer work can be tailored to the young person's competence and physical ability to function.

We were able to experiment with virtual platforms and services with open mind at recruitment and career events.

Virtual encounters require strong pre-planning and preparation of different materials, but we decided to participate not only in well-established but also in the most recent virtual implementations.

We got to meet young people and talk about career opportunities at the city at an event organised by several partners. The Employment Services of the Economic Development Division were also involved in organising their own applicant info.

We have not reached as many visitors virtually as in traditional face-to-face events. The city, however, also invested heavily in its presence in virtual implementations.

At the beginning of November, we were able to physically participate in Aalto Talent Expo for the first time in a long while.

Where is the customer served best? We will find out when Mayor Leevi Somersaari discovers the voting result.



## Chef or traffic engineer?

Please spin the career wheel and tell us which profession the arrow stops at – Helsinki Rekry will tell you what the profession includes!

We are currently at the Helsinki-Vantaa Business Village in the Museum of Technology, where the sixth-graders of Siltämäen koulu get to know society, working life and the economy in the Business Village's mini-society. They take care of its operations themselves.

The City of Helsinki is the official employer partner of Business Village in the period 2021–23. The city has its own department in the Business Village, where a sixth-grade pupil acts as a career instructor, supported by career cards in presenting the professions. Do you want to hear about

the work of a chef, landscape architect or, say, traffic engineer?

Each student gets their own profession in the Business Village, and a sixth-grade pupil acting as an early childhood education teacher, for example, can already tell the content of their work fluently – and is happy to do so.

At the City Hall of the Business Village, **Mayor Leevi Somersaari** is calculating voting results from a poll on which of the Business Village's stalls provide the best customer service.

All of the city's sixth-grade pupils participate in the Business Village, one of the purposes of which is to offer positive experiences of working life. During the autumn term, Enterprise Village attracted 3,550 pupils.



Helsinki's job advertisements received over

**1,140,998**

views.

There were

**15,059**

vacancies.

There were

**101,840**

job applications for the vacancies.

## Human resources planning renewed

We have made the link between human resources planning and the budget more visible. We anticipate personnel changes and emphasise the possibilities for internal mobility.

We created a common model for human resources planning that anticipates the number and quality of personnel needed in the coming years. We are also prepared for changes in operations through human resources planning.

In the past, we compiled data on human resources planning by division and municipal enterprise with slightly different definitions. Now we have harmonised the human resources data used in the preparation of the budget.

In January, we organised a workshop for those responsible for human resources

planning and addressed the topic in various forums. We made visible the link between human resources planning and budget work.

In the city's recovery plan (more on page 8–10), internal mobility has been highlighted as one of the key factors. Internal mobility refers to the temporary or permanent movement of staff from one position to another within an organisation. The movement can be a part-time or full-time change of duties and equalisation of resources.

During the pandemic, internal mobility has been carried out, especially with the help of the Skills Bank, by temporarily moving staff to other positions.

We also improved the discoverability of internally available positions on the intranet.

In addition, we analysed what the promotion and growth of internal mobility means for each division and municipal enterprise.

Promoting internal mobility is part of the city's strategy, and we will develop this more widely during 2022.

We compiled information about internal mobility on the HR planning intranet site.

# Recruitment is improved through competitive tendering and partners

Recruitment processes must be smooth, but staff availability is also supported by good job advertisements and job interviews.

The extent of the City of Helsinki's recruitment is enormous. During the year, 15,059 vacancies became open and a total of 101,840 applications were received.

Smooth recruitment processes and good candidate experience are key factors in promoting staff availability, as well as the quality of recruitment methods and tools available to supervisors and HR.

We have developed recruitment, especially through competitive tendering of partners and training.

We got new city-level partners for headhunting and employer marketing. We use headhunting for challenging individual recruitments.

For construction, ICT and other supervisory and expert tasks, we now have familiar headhunting partners who are familiar with the city's operating methods. In the future, we want sparring from them at the beginning of challenging recruitment processes.

Visibility of job advertisements is critical to the success of recruitment. To ensure this, we got new recruitment marketing partners through competitive tendering, who can help us gain more visibility in a wide range of ways and carry out campaigns.

## **Better advertisements and interviews**

We have invested particularly heavily in developing the recruitment competence of supervisors and HR. We developed old basic and advanced training courses in recruitment skills and implemented new ones.

The intention is that in the future, as many supervisors as possible would be able to develop their skills, for example, in successful job advertisements and job interviews.

Stadin HR's recruitment service team handles all senior management recruitments and other key recruitments at the city level. During the year, we recruited three executive directors.

**We develop our expertise in the recruitment of personnel so that, for example, job interviews are successful.**









# Becoming a pioneer in diverse working life

The largest employer in Finland has the responsibility to be at the forefront of promoting the diversity of working life in various ways. Our recruitment is increasingly fair and equal.

We need diverse personnel to understand the diverse customer base and to be able to provide high-quality services to all Helsinki residents.

When recruiting new employees, it is important to consider diversity.

The diversity of personnel refers to differences among employees in terms of, for example, age, gender, ethnicity, sexual orientation, family situation, disability, language, religion, beliefs and educational background.

During the year, we modelled the entity of fair and equal recruitment. We told about the entity on a new site on the city's intranet.

## **Anonymous recruitment is of interest**

We started surveying the opportunities for diverse and equal recruitment by diving into the city's current recruitment process and practices.

We aim to identify how the processes and practices enable and, at the same time, create challenges for the realisation of fair and equal recruitment.

This was an important phase, as the creation of new things requires a precise

understanding of the strengths and challenges of the current situation – in this case, specifically from the point of view of fair and equal recruitment.

The purpose of anonymous recruitment is to lower the threshold to be invited to a job interview and to avoid any discrimination on grounds that are irrelevant to the selection.

Anonymous recruitment was piloted in 2020, and after a successful pilot, the approach was extended to the entire city.

To support anonymous recruitment, the functionality of the Helbit recruitment system was introduced in February (in November in the Social Services and Health Care Division).

We organised information sessions and training on anonymous recruitment for supervisors and HR professionals. 139 recruitments were made in the system as an anonymous process during the year.

The work we have done is of interest to other people as well. We have introduced the new approach to different actors and stakeholders, and it has also been of interest to the media.

The experiences of superiors and job-seekers with anonymous recruitment were surveyed in a thesis. Based on the results, the process was mainly considered to be smooth.

The Labour Institute for Economic Research monitors the impact of the anonymous recruitment process on selection decisions and the diversity of personnel. The first monitoring results are expected in February 2022.

## Equal rights

Positive discrimination aims to ensure that everyone has access to equal rights in practice. In a recruitment situation, positive discrimination means that if two candidates have the same competence and experience, the selection decision can be made in favour of an under-represented group.

We examined the possibilities and conditions for the use of positive discrimination in the city's recruitment, for example, in workshops in the spring and autumn.

A preliminary study for the piloting of positive discrimination was carried out as a thesis collaboration. The thesis was named *Positiivisen erityiskohtelun soveltaminen rekrytoinneissa osana monimuotoisuutta, inklusiivisuutta ja yhdenvertaisuutta* (Application of positive discrimination in recruitment as part of diversity, inclusiveness and equality).

With the help of piloting, we gained experience of the practice of positive discrimination in recruitment and understanding for further development. However, the pilot recruitment did not give rise to a situation where positive discrimination was used in the selection decision.

## Accessible recruitment

In November, we organised a training course on accessible recruitment. It is appropriate to develop accessibility of recruitment so that applicants from as diverse backgrounds as possible are encouraged to apply for a job at the city.

Over the course of the year, work was also carried out on opportunities for young

**Recruitment should be developed so that applicants from as diverse backgrounds as possible are encouraged to apply for a job at the city.**

people in need of special support to get a summer job or a university traineeship.

In the autumn, we clarified the so-called diversity clause for job advertisements. Now all job advertisements of the city include the following remark:

The City of Helsinki actively promotes equality and non-discrimination and values the diversity of its personnel. We would like applicants to be people of different ages and genders, as well as people belonging to linguistic, cultural or other minorities.

## Recognition for equality and non-discrimination

Helsinki participated in the Pride Week by organising a varied programme and by flying Pride flags all week around the city.

At the beginning of June, the city staff were able to get into the Pride spirit during the We walk with Pride week, the planning of which involved the city's Queer Stadi network and experts from the divisions and municipal enterprises.

The week invited the city's work communities to walk and show their support for the city as an employer that respects the principles of equality and non-discrimination.

During the week, many work communities moved in a manner and schedule suitable for them, in the spirit of Pride.



The staff had the opportunity to participate in training on the LGBT vocabulary and LGBT-sensitive customer encounters, as well as in a panel discussion on the realisation of equality and non-discrimination in working life.

In July, the city received the *Ylpeys muuttaa maailmaa* (Changing the world with pride) commendation from the Helsinki Pride community for its commendable work in promoting equal interaction with sexual and gender minorities.

According to the community, the city has demonstrated through its Pride partnership that it wants to be the most functional city in the world for everyone. The Pride community praised how the city, as Finland's largest employer, has made exemplary efforts to take into account LGBT specificity through its work on equality and non-discrimination, both towards residents and its own staff.

The city continues its long-term work to promote equality and non-discrimination in working life.

During the year, the next plan for staff equality and non-discrimination for the years 2022–2025 was prepared. The planning involved representatives of the staff of all divisions and municipal enterprises, the management, supervisors, occupational health and safety and various stakeholders.

The new plan will be submitted to the City Board for approval in early 2022.

SALARY AND REWARDING

# Digitalisation to help with rewarding



## In salary increases, we paid particular attention to nursing staff and childminders. The entire staff received a one-off sports and cultural benefit as a mobile application.

In early childhood education and pre-primary education, rewarding is always important, regardless of the personnel situation, but now it has become even more important.

This is the view of **Ulla Lehtonen**, Deputy Head of Early Childhood Education, who is in charge of early childhood and pre-primary education services.

In her opinion, rewarding means that people are appreciated and the appreciation is made visible. Rewarding is used to highlight good work.

There is an acute personnel crisis in early childhood education and pre-primary education. Lehtonen says that this is no surprise, as the situation has been known for years. One of the reasons for the staff shortage is the lack of training of early childhood education teachers.

“In such a crisis situation, it is important to both attract and keep talent. We want qualified people to come work for us, but we also want to keep the experts working for us.”

Plenty of work was already carried out on the availability of personnel during the previous strategy period. The situation is now being tackled with even greater tenacity.

In personnel surveys, rewarding been one of the suggested means of alleviating the situation.

The city has decided that, as of 2022, new early childhood education teachers receive a reward when starting work and another reward after a six-month trial period.

In addition, there is a reward for finding an expert. When a city employee finds a new early childhood education teacher to work for the city, the employee is paid a bonus.

Staff already on the payroll are not forgotten. In Finnish-language early childhood education and pre-primary education, more than two million euros have been reserved for one-off bonuses in 2021.

The immediate supervisor can reward an employee immediately when the employee succeeds at work. Success can mean many different things. For example, the person to be rewarded may have received good feedback, created a good atmosphere or done more than is necessary for their own task.

There are clear guidelines for rewarding. They place particular emphasis on taking the strategy forward. Solving the situation in early childhood education and pre-primary education is part of the city’s strategy.

Lehtonen gives an example from the autumn, when early childhood education was criticised in public due to the staff shortage.

“Two early childhood education teachers contacted me and told me that they were upset about the public madness. In their daycare centre, everyday life worked well and the customers were satisfied. They wanted to highlight this side.”

At Daycare Livornonkatu, one-off bonuses are in active use. The photo includes Marika Jansson, Emmi Laine and Irfan Sheikh.



## Employees have also been rewarded in situations where they have moved to another unit to share their good professional skills and develop its pedagogy.

They suggested podcasts that could be used to highlight the positive things that happen in everyday life. Communication came along, and we started to make podcasts.

The early childhood education teachers who made the proposal received the one-off bonuses right away.

Lehtonen gives another example, where a regional manager told her that they had set up a new unit quickly. The unit uses new ways of organising substitutes.

“The regional manager also received a one-off bonus right away.”

The one-off bonus can be a cash reward or a paid leave of up to seven days.

### Agile one-off bonuses

“It is fantastic that the city has developed its reward system and included the one-off bonus,” says daycare centre director **Marika Jansson** from the Pajalahti-Veijari early education unit.

She says that she makes active use of one-off bonuses and considers it important that staff can be rewarded flexibly throughout the year.

“Employees may be rewarded, for example, if they have performed a particular task particularly well or been more flexible than usual. We have good reward practices, and I try to be vigilant for a quick reward.”

The daycare centre director may award a one-off bonus ranging from approximately €100 to nearly €500.

“I think carefully about the grounds and amounts of the rewards and make sure that we use the appropriations budgeted for us.”

Rewarding is transparent, and both the people rewarded and the grounds for rewarding are presented to the personnel.

“When I started the one-off rewards, I was concerned about how I could be fair. Rewarding has, however, proved to be a good way of thanking and encouraging employees who have taken responsibility and shared their knowledge.”

“I want to be open, and I think it is important that everyone knows why a colleague is being rewarded.”

In some work communities, it has been decided to reward, for example, a good colleague. At the same time, the criteria for a good colleague have been recorded and a vote has been taken on who the title belongs to this time.

Jansson says that a one-off bonus is also a good way to motivate people to take on additional tasks, such as an individual project or a responsibility that affects the entire daycare centre.

Employees have also been rewarded in situations where they have moved to another unit to share their good professional skills and develop its pedagogy.

Jansson thinks that rewards can also affect well-being at work and hopes that one-off bonuses will remain in the city’s reward system in the future.

### General pay increases and salary arrangements

We increased all salaries in April with a general pay increase in accordance with the national collective agreements and collective bargaining agreements. At the same time, the salary arrangement increases in accordance with the official and collective agreements entered into force, which were negotiated between the employer and the employees’ representatives.

Approximately **43,000 one-off** bonuses were paid, a total of approximately **€14.3** million. The average one-off bonus was over **300** euros.

The salary arrangements raised either the task-specific salary according to how demanding the task is or the personal bonus based on the long-term success in the job and good work results.

In addition to the general increases, we directed approximately €13.2 million to increases in line with the employees' salary arrangements.

We assess the competitiveness of our salaries through a multi-year salary development plan. The salary development plan is the City of Helsinki's own long-term plan, the purpose of which is to increase the attractiveness of the city as an employer and to systematically raise salaries, especially in key occupational groups with staff shortages and challenges in salary competition.

We identified the most critical occupational groups in cooperation between the management and HR professionals of the divisions, departments and municipal enterprises and the City Executive Office.

### **Attention to nursing staff**

With the salary development plan, we wanted to pay particular attention to the nursing staff, whose availability was made even more difficult by the epidemic. Another large personnel group were childminders.

In the plan, we also took into account the registrars of the Helsinki Hospital, firefighters and leading firefighters of the Rescue Department, sports and youth instructors of the Culture and Leisure Division and the permit architects of the Building Control Department.

Increased job-specific salaries came into effect at the beginning of May.

Part of the appropriation was used for one-off bonuses, which were allocated to doctors working at health centres, maternity and child health clinics and school and student health care. The aim was to make doctors committed to the City of Helsinki in a constantly challenging recruitment situation and thereby ensure the functionality and accessibility of important services for the residents.

We directed approximately €4.5 million to increases in accordance with the city's own salary development plan. The figures include the employer's social security expenses.

### **One-off bonuses for successes**

With performance-based one-off bonuses, we strengthened praise and appreciation when an employee or work community succeeded in their goals or performed excellently in an unforeseen situation.

The one-off bonus highlights the development and successes of the work culture, but it also supports the management work of supervisors to achieve expectations and goals.

We have wanted to keep the one-off bonus decisions close to work communities and immediate supervisors. This way, rewarding is fast and timely. There is a clear link between success and reward, which strengthens work motivation and encourages good work performance.

Co-workers can also inform their supervisors about their colleagues' successes.

In order to facilitate one-off bonuses, we piloted a new digital salary and rewards tool for supervisors in the City Executive Office and Culture and Leisure Division.



Approximately **600** days of leave ( **€150,000**) were granted as one-off rewards, and acknowledgements, such as joint coffee hours and lunches to raise the work community spirit, were granted for approximately **€500,000**.

According to the supervisor's feedback, the tool was perceived to be easy to use, guiding and, above all, time-saving.

Towards the end of the year, we launched a project to deploy the tool throughout the city. The work continues in 2022.

### **Performance bonuses not paid**

A performance bonus is paid if the common objectives of the division, department or municipal enterprise and the funding conditions are met.

Due to the coronavirus epidemic, the year was financially challenging, as was the previous year.

Despite the epidemic, there were many successes at the city, but performance bonuses could not be paid. The reason for this was that the expenditure targets set for the performance bonus scheme were exceeded and the funding conditions were not met.

Only Talpa, which provides financial management services, paid performance bonuses.

### **Digitalisation of employee benefits**

To support well-being and recreation in the coronavirus situation, we offered our staff a one-off sports and cultural benefit. The benefit was worth €200 for the employee. The employees were free to choose whether to use the benefit for culture, sports or both.

The one-off benefit can be used until the end of May 2022.

The one-off sports and cultural benefit was the first employee benefit that was only

distributed digitally to the staff through a mobile application.

The staff welcomed the mobile benefit and its versatile opportunities for recreation and hobbies.

### **Employee benefits unchanged**

In other respects, our versatile employee benefits remained unchanged despite the financial situation.

We have our own sports service for the personnel, which offers versatile opportunities for exercise in Helsinki.

The variety of sports is comprehensive and includes group exercise classes, gym activities, time slots for ball games and introductory sessions, as well as individual guidance, campaigns and events.

Other employee benefits include city bikes, employer commuter benefit or support for purchasing a new bicycle, reasonably priced lunch, employee consideration and anniversary gifts, recreational facilities, employee housing and theatre and concert discounts.

We also support recreational activities through staff clubs, which aim to increase participation in joint leisure activities and thereby improve work satisfaction and the sense of community.

We continue to explore the opportunities offered by digitalisation to make it easier for employees to use their benefits in their daily lives.

## IN BRIEF

# The health and social services reform also requires preparation in Helsinki

The health and social services reform enters into force in 2023. In Helsinki, unlike elsewhere in Finland, the health and social services reform is implemented in accordance with a separate arrangement. Unlike in the rest of the country, the personnel covered by the health and social services reform are not transferred to the wellbeing services counties, but the city's personnel remain employed by the city. The health and social services reform also requires preparation and implementation measures in Helsinki. The aim is to transfer the personnel covered by the health and social services reform to a new division.

During the year, we launched cooperation and human resources planning. We prepared human resources matters in cooperation with the Social Services and Health Care Division, the Rescue Department and the Education Division HR.

## Big changes to Stara

The project for the development of the technical service strategy and Stara will cause significant changes in Stara. The amount of work done at Stara will decrease.

According to the current city strategy, the City of Helsinki will not dismiss or lay off employees in change situations, when the person is prepared to move to new tasks that correspond to their skills and experience.

The reduction in work will mean working arrangements and, in all likelihood, the relocation of staff may be necessary.

In order to reduce relocations, Stadin HR's representatives have regularly cooperated with Stara's HR. Together, we want to anticipate the effects of changes and prepare for them.













# The city employs

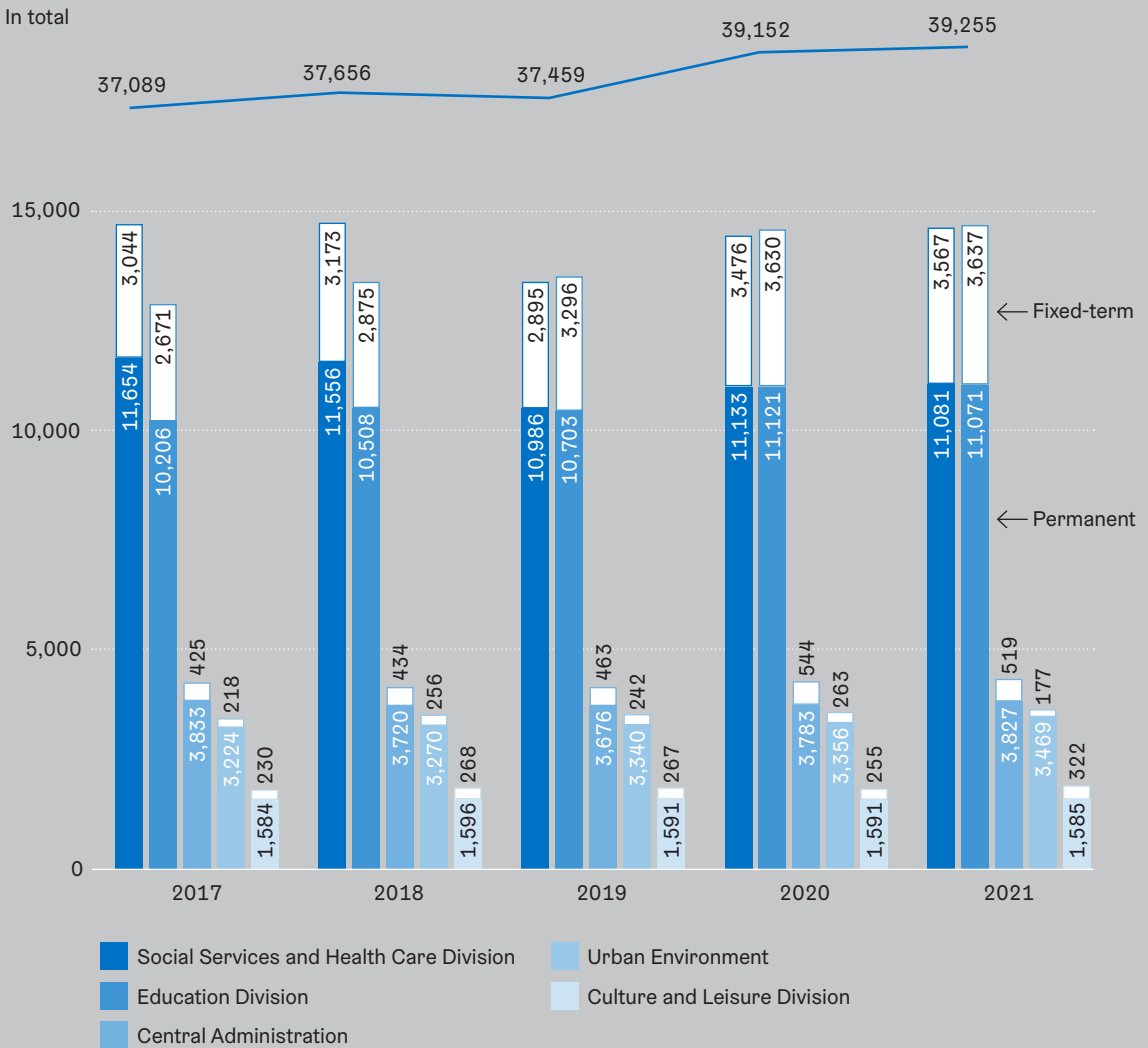
39,255

people

In the following statistics, the divisions and Central Administration also include the municipal enterprises and departments. The Urban Environment Division includes the Rescue Department and, as a rule, Helsinki City Transport. Central Administration comprises the City Executive Office, Stara, Helsinki Service Centre, Financial Management Services, the Audit Department and Occupational Health Helsinki.

During the year, Helsinki City Transport gradually moved to its own personnel information system. For reasons related to the change of information systems, Helsinki City Transport personnel are not included in all personnel statistics. If Helsinki City Transport personnel are not included in the statistics, it is mentioned in connection with the statistics in question.

# Changes in employee numbers



The number of personnel increased from December 2020 to December 2021 by a total of 103 persons, or 0.26%. Therefore, there was no significant change in the overall picture.

The number of permanent staff increased from 30,984 to 31,033, i.e. by 0.16%. The number of fixed-term employees increased from 8,168 to 8,222, i.e. by 0.66%. The amount of pay-subsidised employees increased from 571 to 614, or 7%.

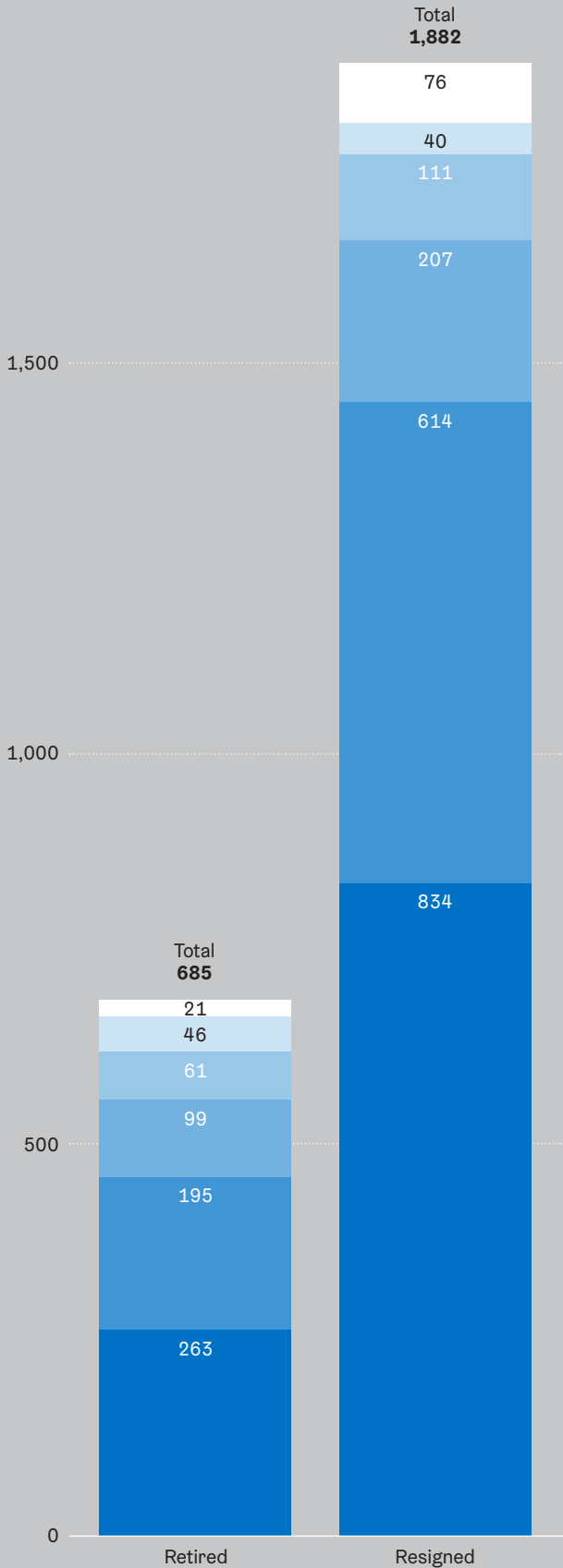
# Turnover of permanent staff

The turnover of permanent staff increased clearly from the previous year. A total of 2,550 people left, compared to 2,178 in 2020. The share of people who retired remained unchanged, but the share of resigned persons increased clearly. The turnover rates were higher than previously in the Social Services and Health Care Division and the Education Division.

The number of employees leaving was

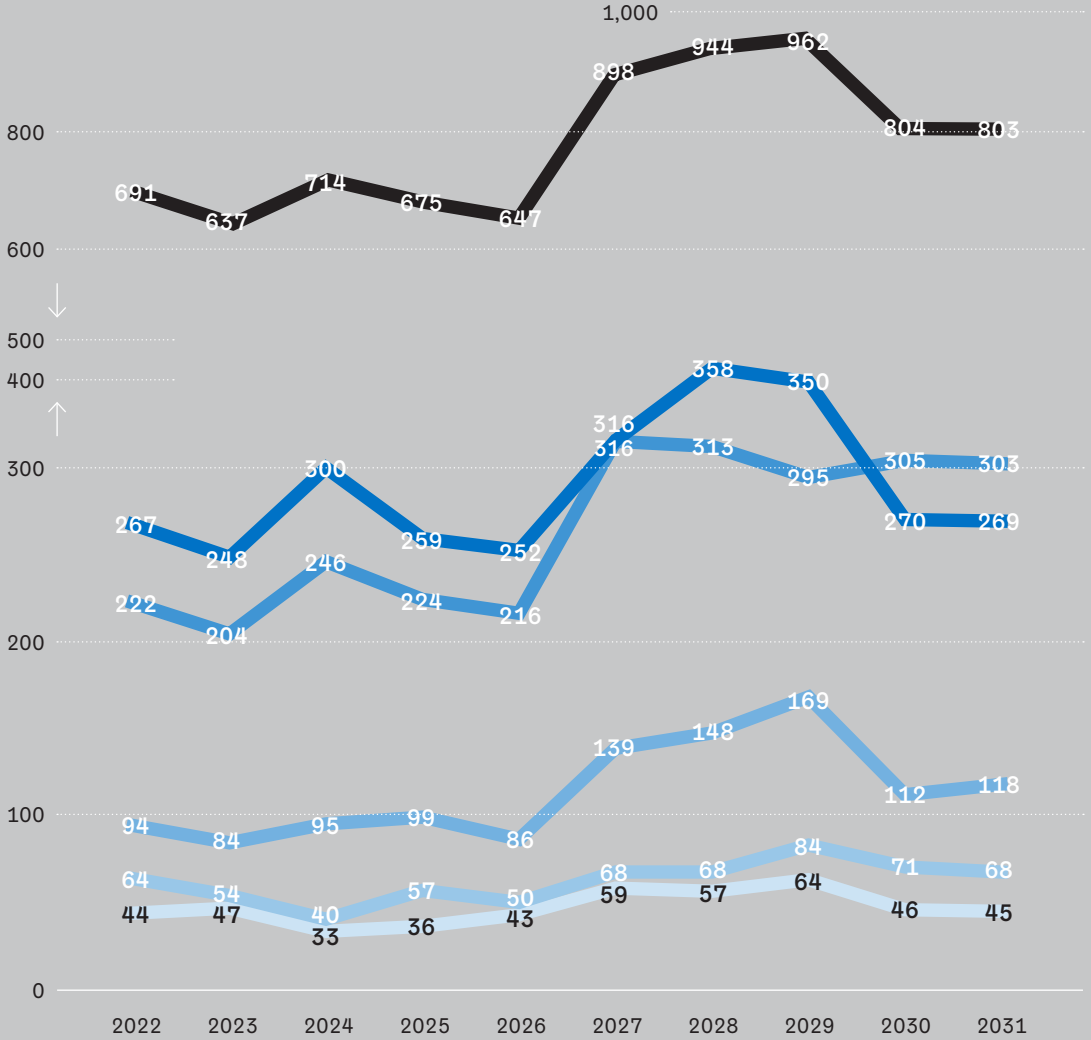
# 2,550

In 2020: 2,178



- Social Services and Health Care Division
- Education Division
- Central Administration
- Urban Environment
- Culture and Leisure Division
- Helsinki City Transport

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



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

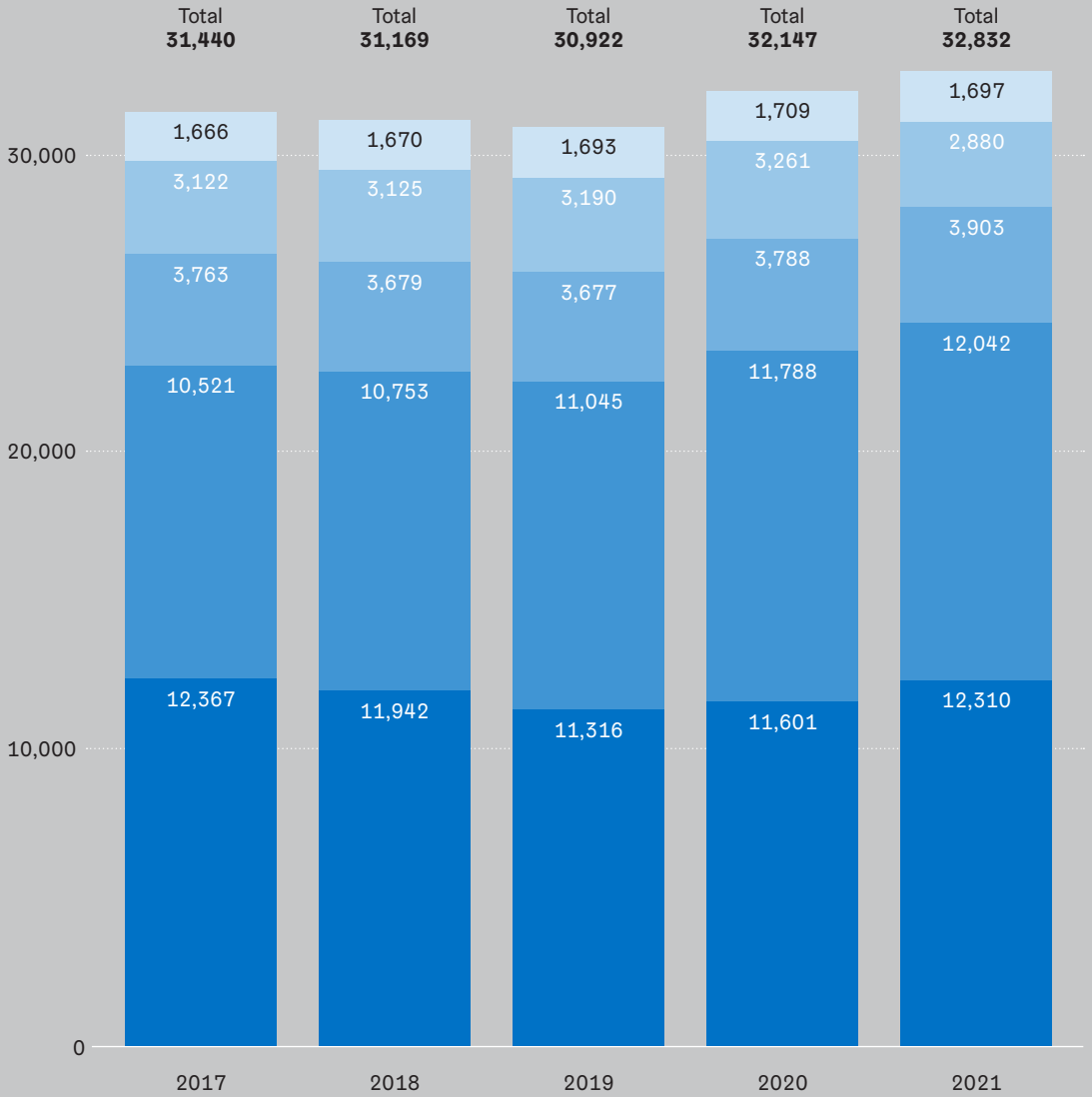
After the retirement age, 513 people continued. Helsinki City Transport personnel are not included in these statistics.

In 2022, an estimated 691 people will retire. From 2027 onwards, the number of employees who reach the age that entitles

them to old-age pension is predicted to rise to over 900 persons per year for two years.



# Person years



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

Helsinki City Transport personnel are not included in these statistics for 2021.

The increase in the number of staff resulted in a clear increase in person years as well. Person years are calculated by subtracting all absences, except for annual holiday,

from the service days of all permanent and fixed-term employees. The resulting figure is divided by 260.7143.

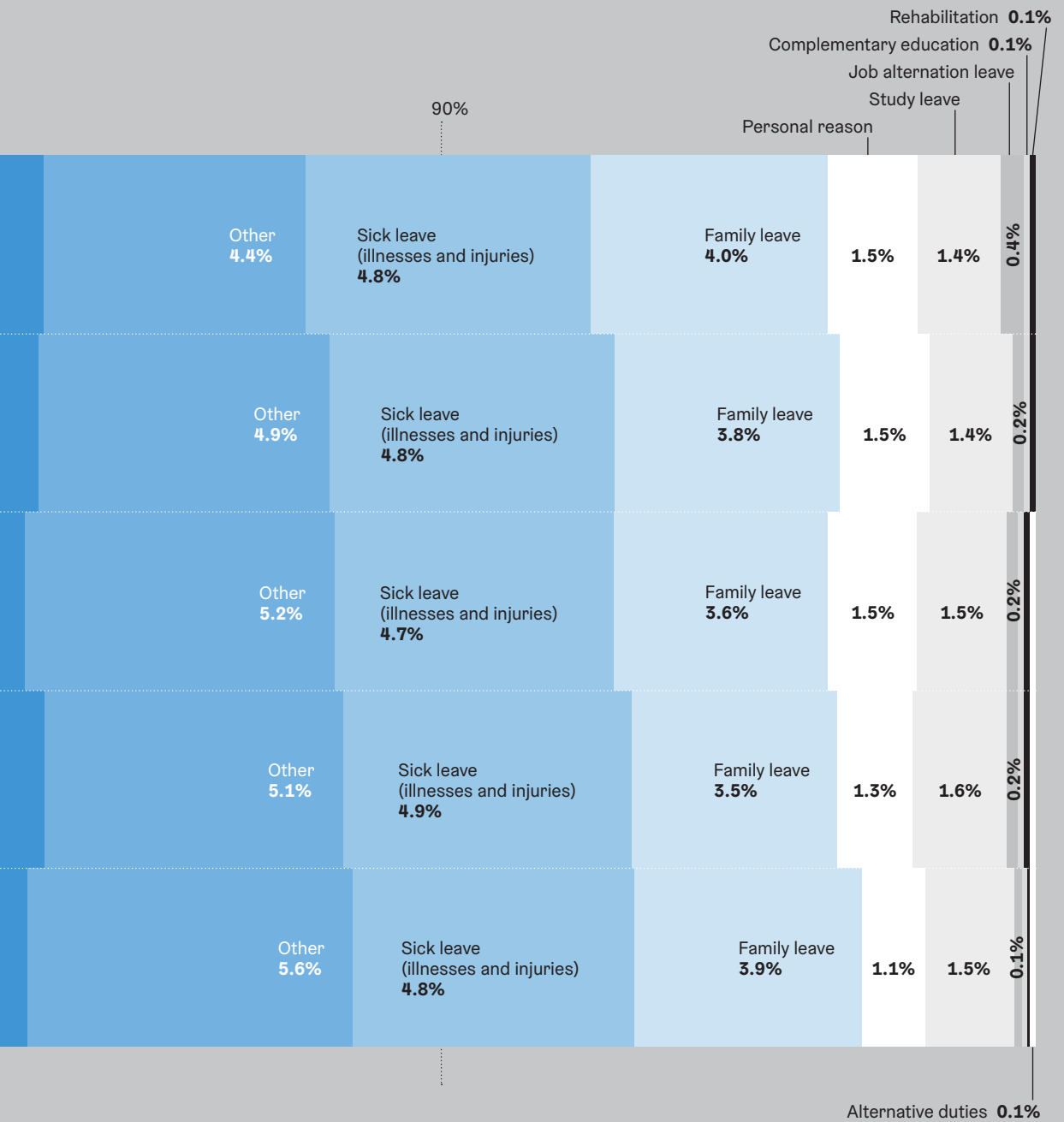
# Distribution of total working time

Permanent and fixed-term employees (excluding pay-subsidised employees)



The percentage of completed working hours remained unchanged from the previous year. The share of family leave grew, but the share of annual holidays was smaller. Alternative

duties are here considered an absence from an employee's actual role, even though they continue in the same role, only with a lighter workload.

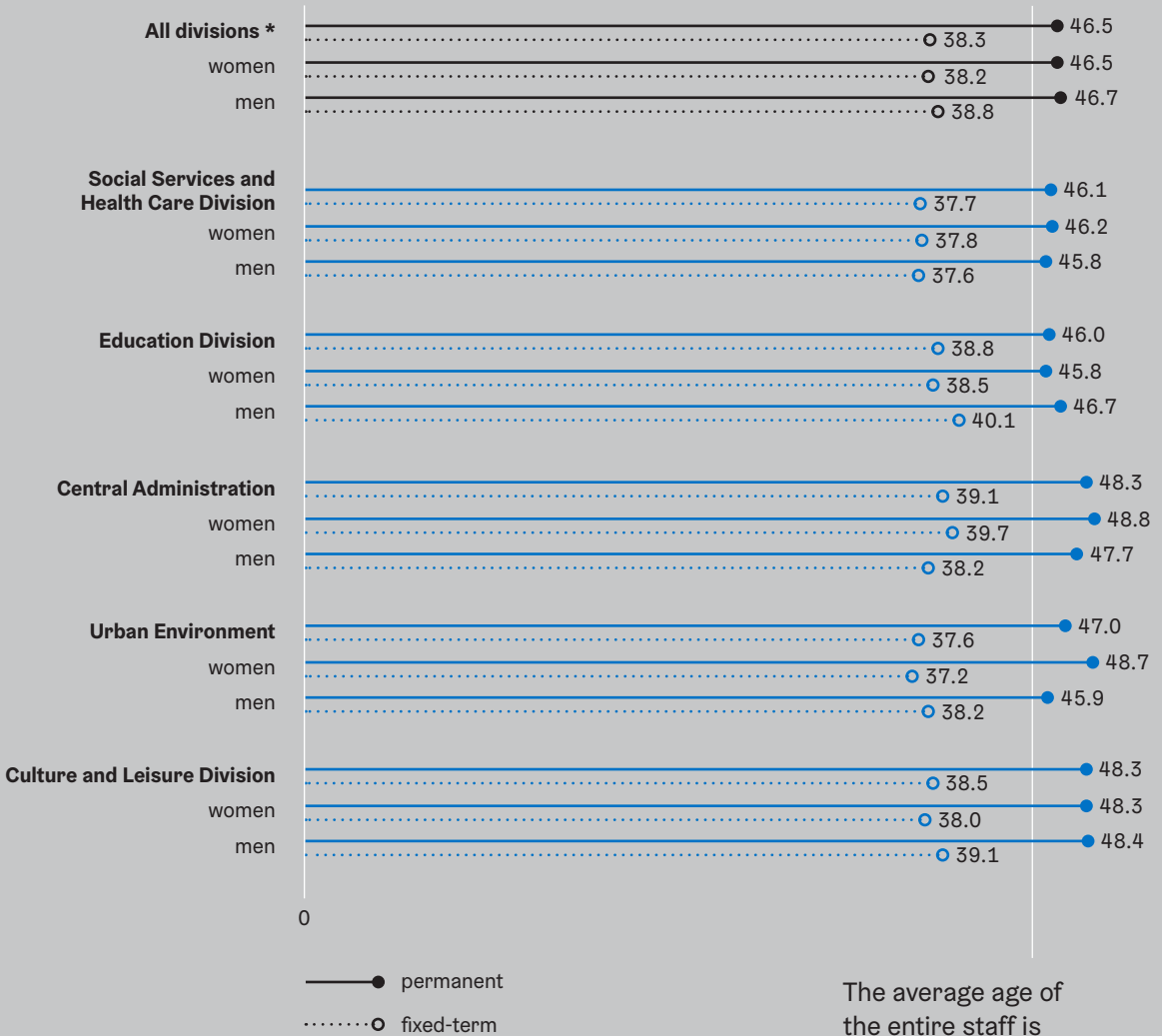


Helsinki City Transport personnel are not included in these statistics for 2021.

# Average age of staff

The average age of the staff members remained almost the same as in the last five years. In 2019, the average age rose slightly to 44.8 years but fell back to 44.6 years in 2020. At the end of 2021, the average age was again 44.8 years. The average age of

permanent employees was 46.5 years and that of temporary employees 38.3 years. On average, women tend to be slightly younger and men slightly older. The age gap between women and men is larger among fixed-term employees.



**44.8**  
years.

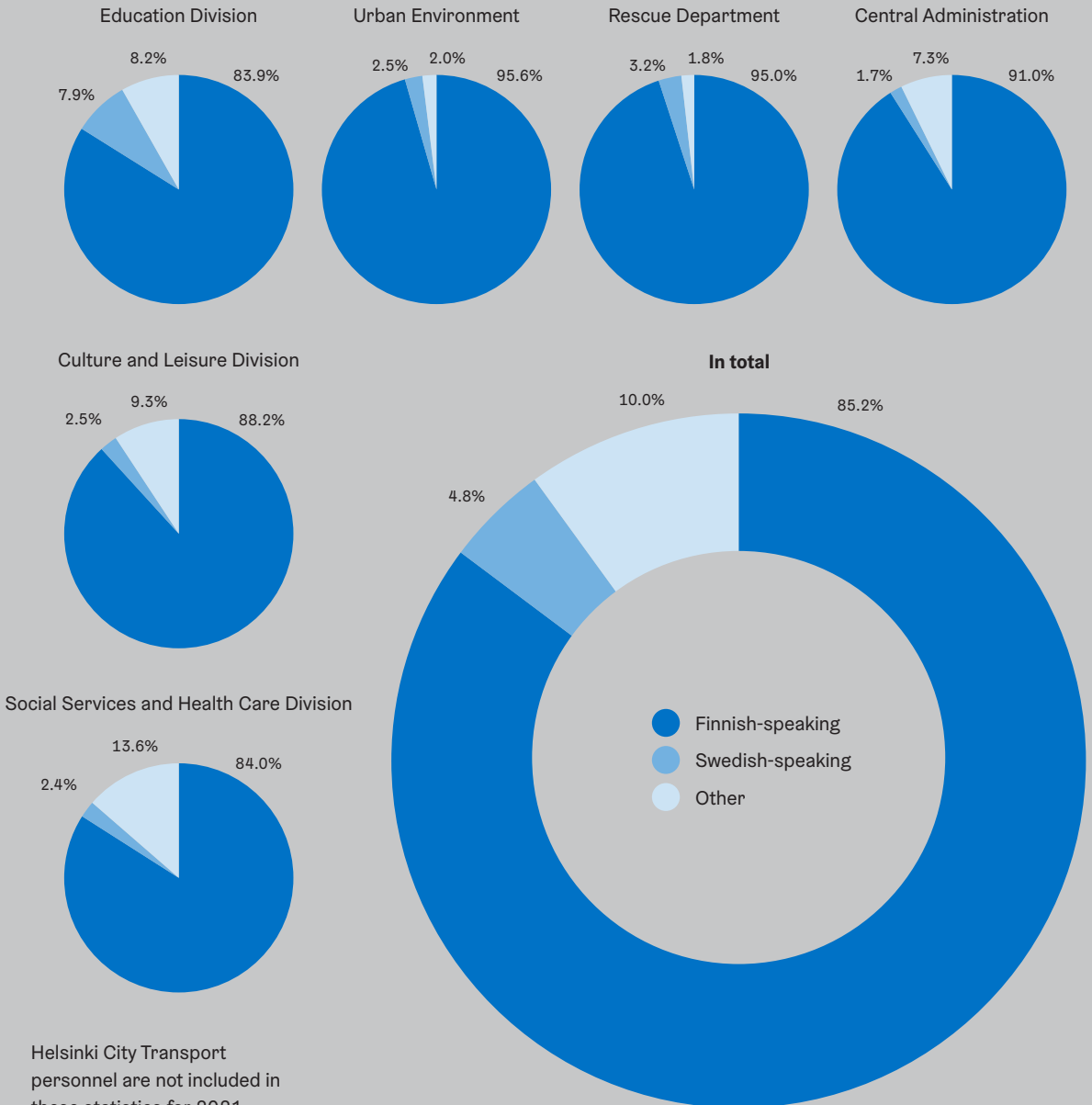
\* Helsinki City Transport personnel are not included in these statistics.



## Personnel by first language

Of all the staff members, 10% speak a language other than Finnish or Swedish as their first language. The share of foreign-language speakers increased clearly from the previous year. Of the official number of staff, 9.2% were foreign-language speakers. Very short

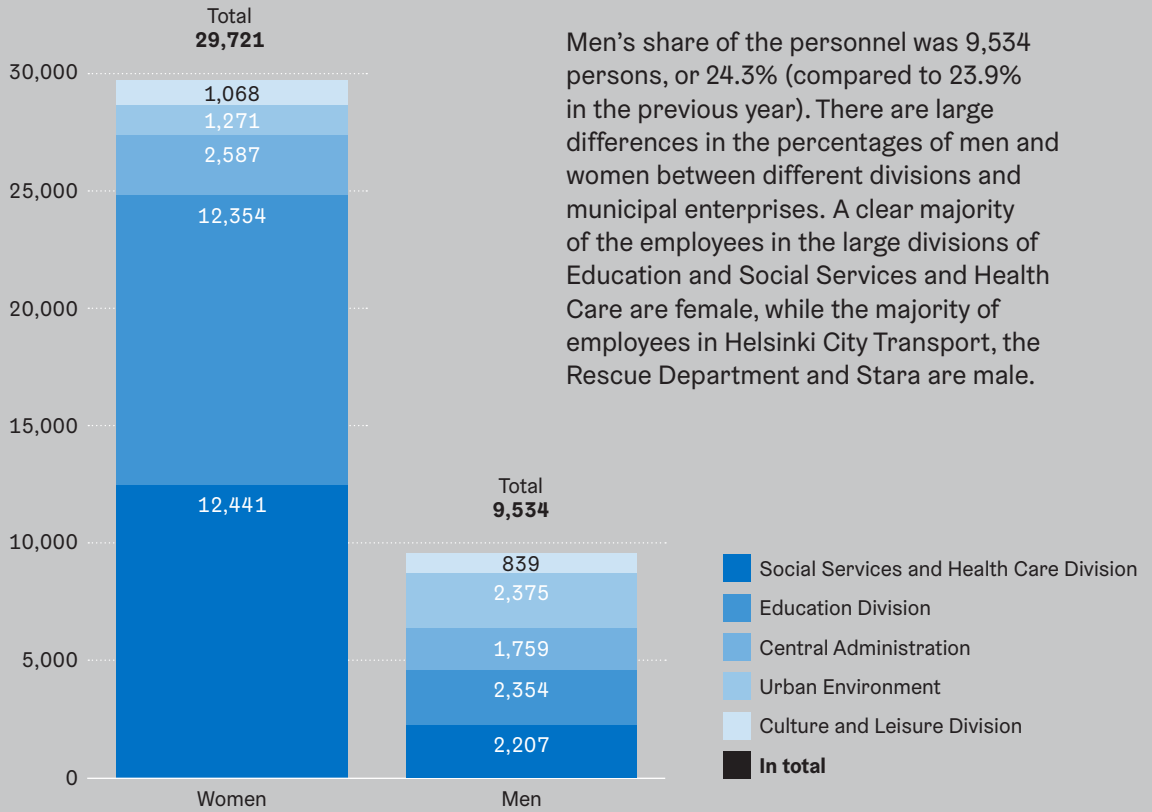
employment contracts, among other things, have been subtracted from the official number of staff. The Social Services and Health Care Division continues to have the largest proportion of foreign-language speakers, at 12.6%.



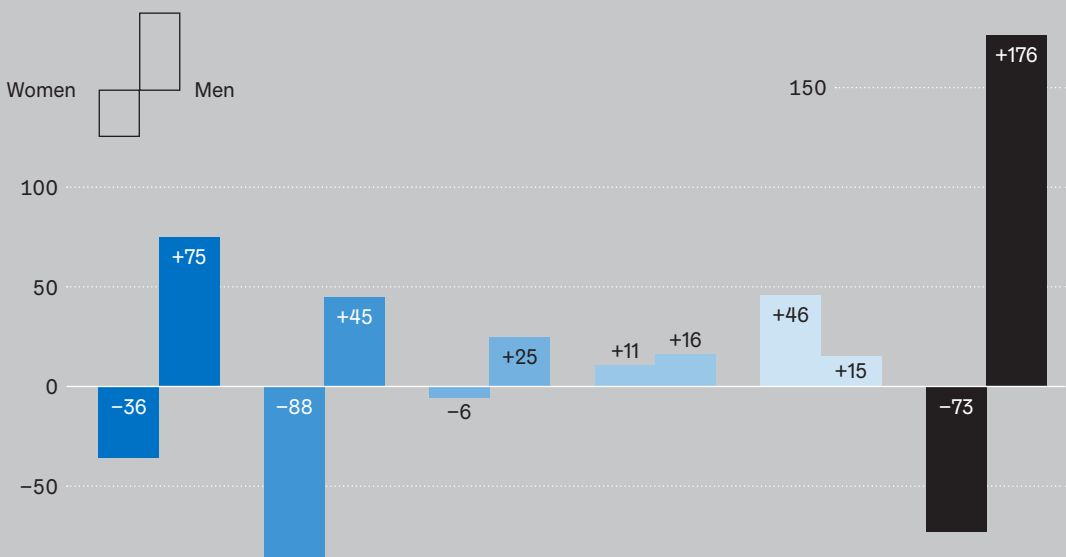
Helsinki City Transport personnel are not included in these statistics for 2021.

# Personnel by gender

Monthly and hourly paid employees (excluding pay-subsidised employees)

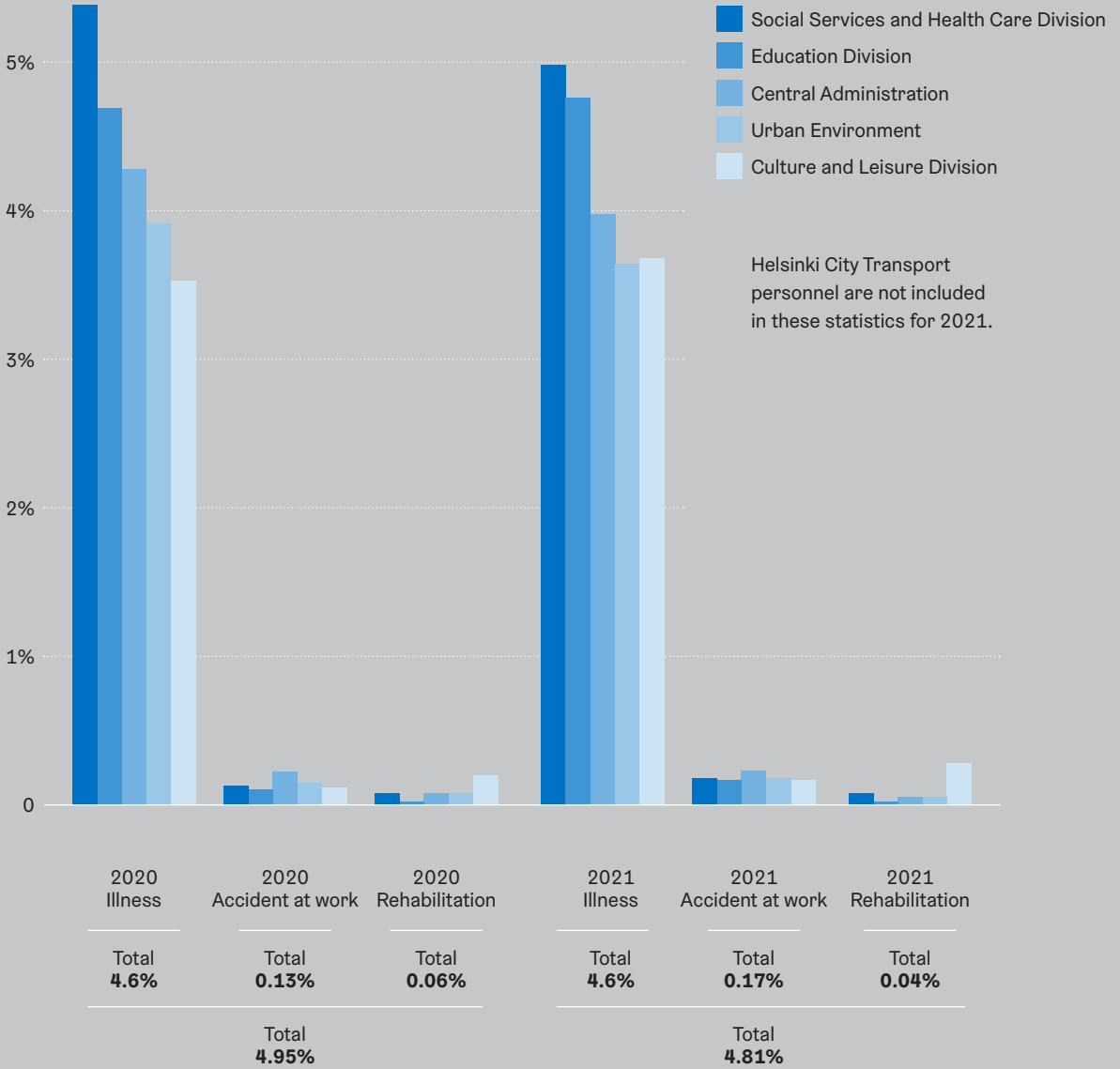


## Change from 2020



# Trend of absences due to illness or injury

Permanent and fixed-term employees (excluding pay-subsidised employees)

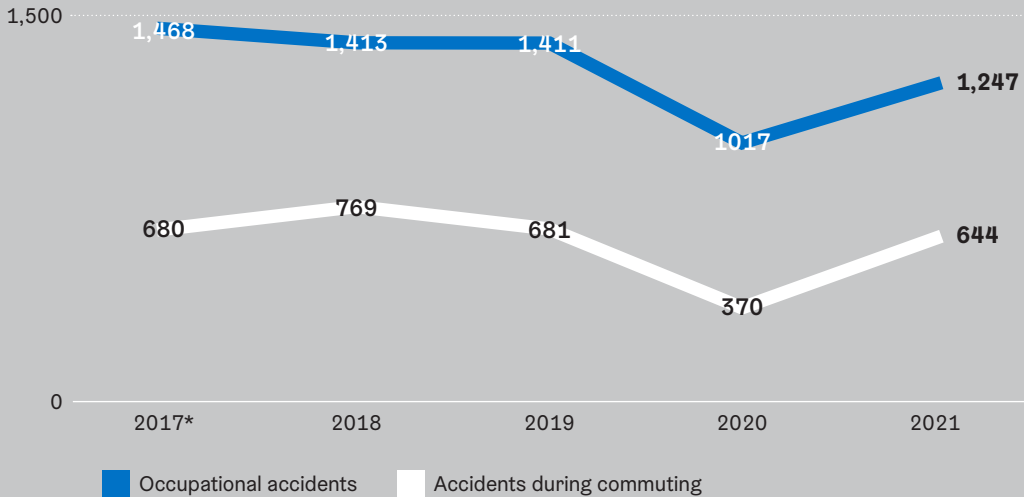


In 2021, the proportion of absences due to sickness, accidents at work and rehabilitation fell from 4.9% to 4.8%. The share of accidents at work and

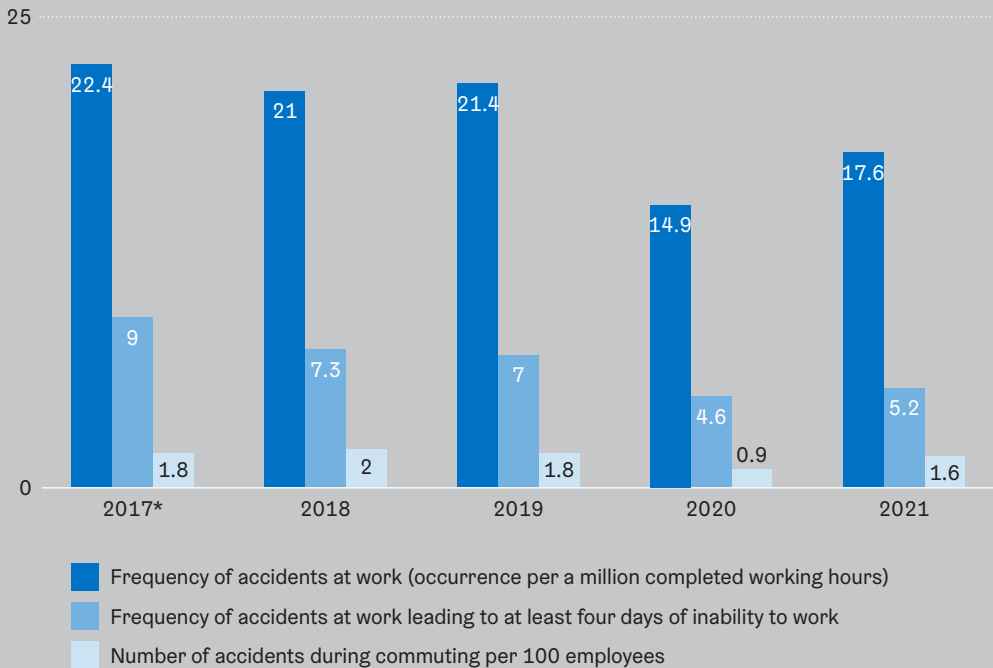
rehabilitation absences rose slightly, but the share of sickness absences decreased from the previous year.

# Change in accidents at work

Numbers of accidents at work and their trend 2017–2021



\* The principles of recording workplace injuries were changed in 2018, and the figures from 2017 have been updated to facilitate comparison.



In 2020, the number of accidents was exceptionally low. In 2021, the number of accidents increased but remained lower than in 2019 before the coronavirus epidemic.



# City of Helsinki staff report 2021

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The logo for Helsinki, featuring the word "Helsinki" in white text inside a white outline of a speech bubble or a stylized bracket shape.

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