

Staff report

2023



Helsinki

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Helsinki

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For the reader

In 2023, we started to pay even more attention to the employee experience, and through it, our image as an employer. We believe that the best way to advertise the City of Helsinki as a good place to work is our own employees saying positive things about us as their employer. There are many of us here, and our voices can carry far. The best way to respond to the staff shortage is to build such a good workplace that employees will want to choose Helsinki as their employer out of all options. We will continue and even invest more in this work in the coming years.

Like previous years, we carried out our staff survey, 'Fiilari', this year. We continue to be happy with the meaningfulness of our work and our immediate supervisors. One of

our strategic indicators is the promoter score. In this context, it means employees' willingness to recommend their employer to people they know. After a drop in the score last year, we returned to a better level and approached the good scores we have gained in the past. Presumably, the problems with payrolls last year temporarily influenced the NPS.

Our main focus is stabilising payroll management. We started the stabilisation already in 2022, thanks to which we now knew how to manage the problems. However, this will require hard work. In the spring, we went below the number of new payroll errors encountered in the previous years,

Two of the most important factors in the workplace are meaningful duties and good community spirit.

but too many errors from before still remained, and we were unable to correct the new errors as quickly as required.

However, our determined work to reduce payroll errors continuously yielded results, and in the autumn, we were able to stabilise payroll management to such a level that we can trust salaries to arrive on time and in the right amount. Future payroll errors, which an organisation of this size is bound to encounter, will now be corrected in a few days.

I want to thank our employees for their patience as they have waited for the errors to be corrected and faced difficult situations for almost two years. Numerous City employees participated in the stabilisation of payroll management. They deserve special thanks for their efforts.

Simplifying and digitalising the operating methods for HR management are some advancements that have been hoped for and anticipated. Unfortunately, their development according to the original plan was not possible since we used all available resources on stabilising the payroll management. However, advancements in HR management were prepared all year, and we now have good readiness for new advancements.

We will be able to use simple and modern HR processes and user-friendly tools. They will also make supervisors' work significantly easier and ensure that all of us have access to more functional systems to take care of matters related to our employment relationship. Everyone has the right to good management, and we want to free up supervisors' time for this work.

Mayor Juhana Vartiainen has founded a new strategic programme group to improve workforce availability. He chairs the group personally. In the beginning, the programme group focused on international recruitment, in particular. Since then, we have welcomed nursing staff from the Philippines, and it looks like new international recruitments are coming. We need professionals from abroad to secure services for all Helsinki residents. Our aim is for the City to have new employees who wish to stay in Finland permanently.

According to the Fiilari staff survey, two of the most important factors in the workplace are meaningful duties and good community spirit. Meaningful duties come to us naturally through the important role of the City. Good community spirit is something we create together, and we all have an important role to play in it. It includes having an appropriate and respectful approach towards all our colleagues, taking others into consideration and intervening in problems or bringing them up through the right channels.

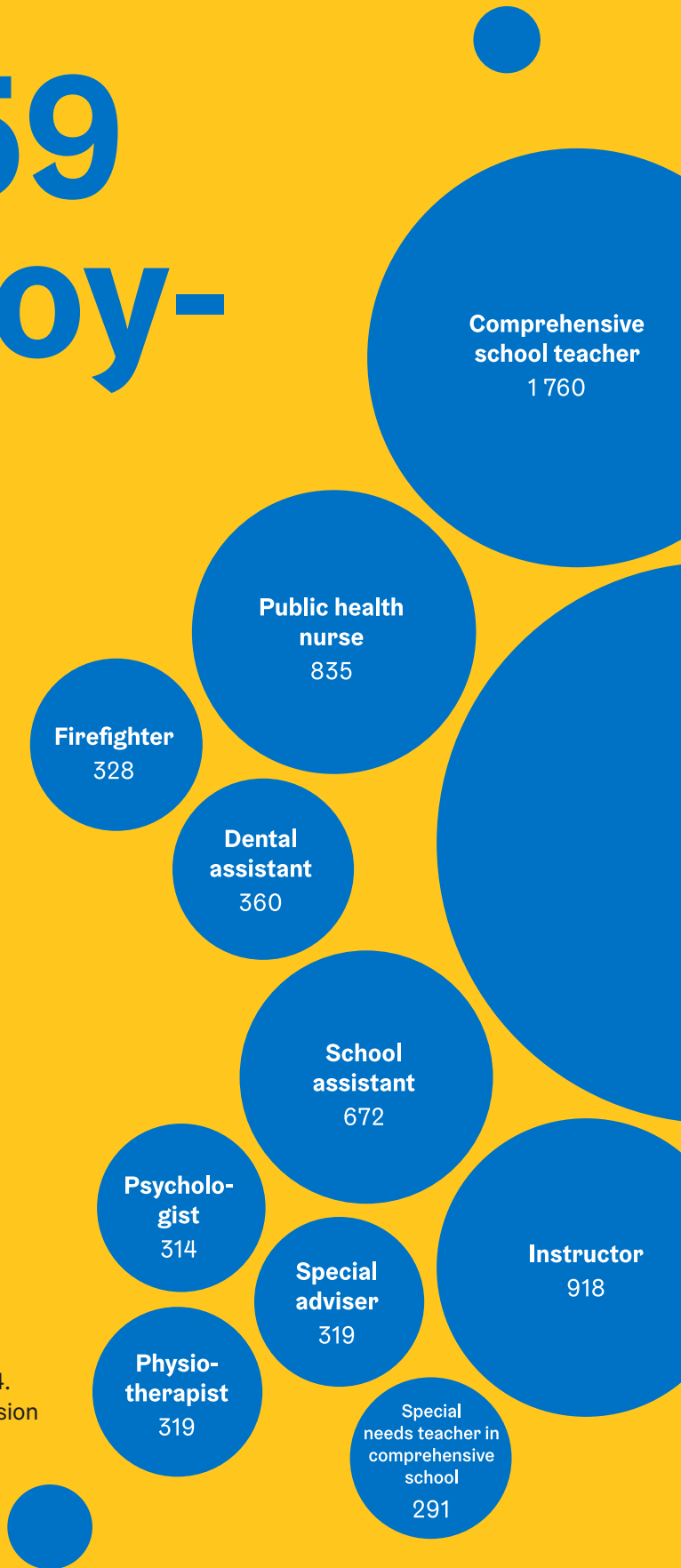
Every day is an opportunity for us to contribute to the atmosphere of our work community.

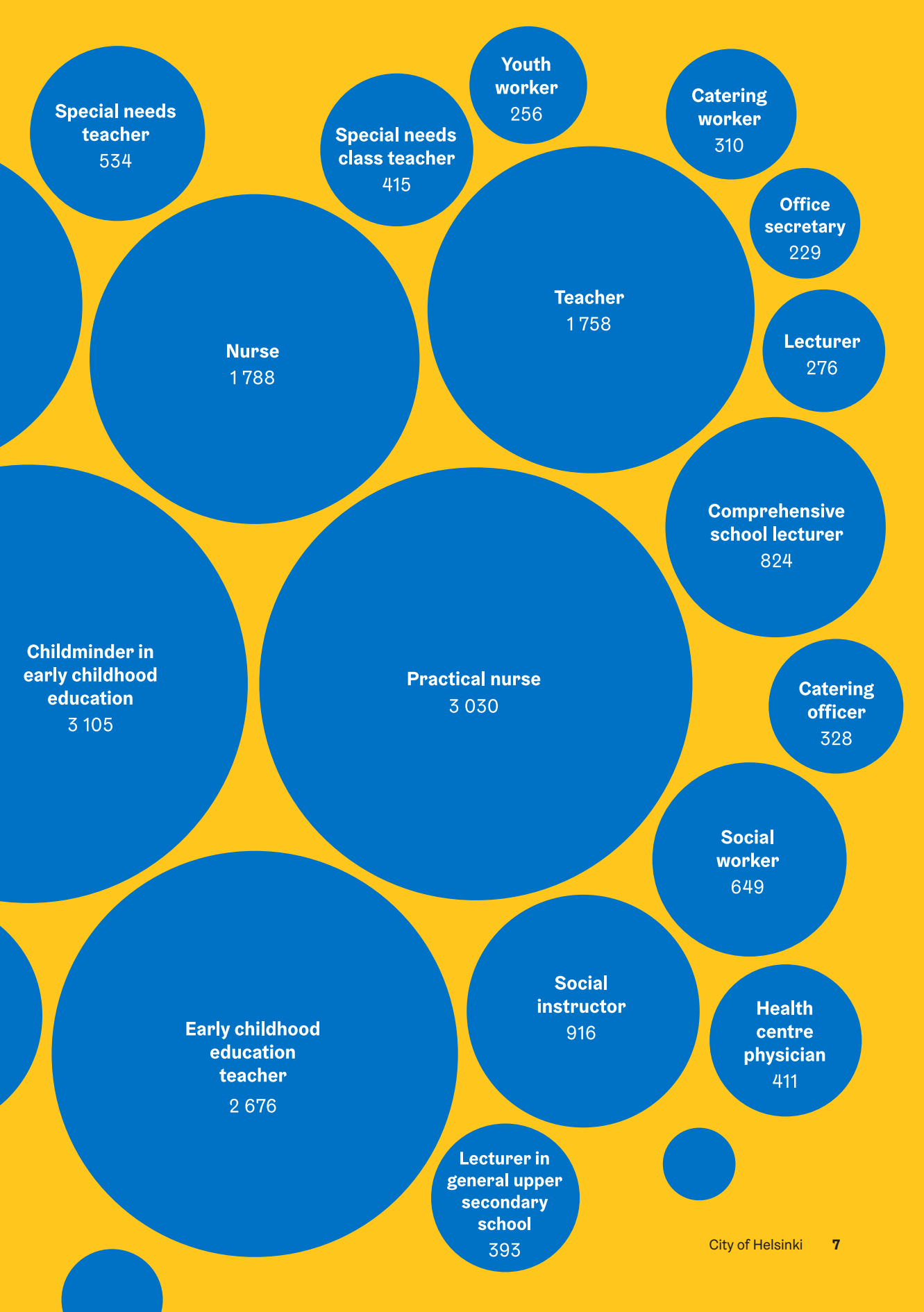
Petri Lumijärvi
HR Director

37,559 employ- ees

Most of the positions within the City are in the Education Division and the Social Services, Health Care and Rescue Services Division.

The figures in the diagram are based on the information on 23 January 2024. Different titles under the same profession have been combined in Sarastia.






RECRUITMENT

We need new ways of responding to the staff shortage

Some ways to relieve the shortage of staff include international recruitment, increase in apprenticeship education and cross-administrative cooperation.



Jenelyn Malana thinks that Finnish employers and her work community in Itäkeskus Service Home are fair.

The shortage of staff, especially in social services and healthcare and early childhood education, continues to be a problem. The sufficiency and availability of skilled workforce are affected by things such as retirement rates, insufficient number of places in education and the reputation of a profession.

The problem is nationwide, but its impact is especially severe on the City of Helsinki, which is the largest employer and service provider in Finland.

International recruitment began

Our new initiative for reducing the staff shortage is recruiting employees from outside of Finland. The first to recruit international professionals was the Social Services, Health Care and Rescue Services Division, to which 82 nursing and care professionals arrived from the Philippines during the year: 39 care assistants who were trained locally, and 43 nurses who had completed their qualifications in the Philippines.

The care assistants are studying to become practical nurses through an apprenticeship contract with the Helsinki Vocational College and Adult Institute. The nurses will receive Finnish nurse qualifications directly from Metropolia University of Applied Sciences, and they will not be directed to be practical nurses, which is a lower educational level.

The Education Division also has a recruitment pilot underway in which a small group of Spanish early childhood education teachers are recruited for Swedish-language early childhood education. They started studying Swedish in their country of origin in December 2023 and will arrive in Finland in August 2024.

Spain was selected as the target country since the content of the early childhood education teacher degree is very close to the Finnish degree.

We want to ensure that international recruitments are carried out ethically. For this purpose, we published the ethical principles on the topic in October.

Support for recruiting immigrants

We also welcome immigrants and foreign-language speakers who are already living in Finland. We want to develop ourselves as an international employer. Our aim is to increase the number of employees who do not speak Finnish or Swedish as their first language to match their proportion of the population of Helsinki.

Helsinki is home to many immigrants whom we recruit and guide towards City positions in cooperation with services such as the employment services.

We have updated the instructions for recruiting immigrants to support supervisors. We also organised a training session on the recognition of degrees obtained abroad and residence permits, among other topics.

We are also offering an increasing number of materials in English on topics such as employment relationships and orientation.

More apprenticeships

We also aim to gain more employees by increasing the number of apprenticeships, as they have proved effective.

We have systematically increased the funding of apprenticeship education, thanks to which we have been able to hire more apprenticeship students compared to the previous year.

For example, 181 students started studying to become childminders in early childhood education through apprenticeships in 2022. Later, this number had increased to 226.

Most students who have participated in an apprenticeship continue to work for the City after their apprenticeship contract has ended.

Closer cooperation

We aim to resolve the staff shortage also through increased cooperation between administrative sectors. Finding solutions was brought up as a critical factor in the interim analysis of the City Strategy. That is why Mayor **Juhana Vartiainen** founded a programme group for workforce availability as the City's fifth strategic programme group. The Mayor is the chair of the group.

The programme group will process topics related to resolving the staff shortage that require cross-administrative cooperation throughout the organisation.

Only positive things to share

Jenelyn Malana arrived in Helsinki amidst a group of 24 Filipinonurses in the spring. She had studied nursing in the Philippines, and she continued them in Finland through an apprenticeship.

When she finished them, she continued to study to become a practical nurse, again through an apprenticeship. She is doing her apprenticeship in the Itäkeskus Service Home and Helsinki Vocational College and Adult Institute.

She has good experiences of working in Finland. Her colleagues are fair and supportive. Another advantage is the amount of time off, of which she has much more in Finland than in her home country. In the past, she would work 12-hour days.

Her colleagues who arrived in Finland in the same group are also happy – so happy that they are encouraging their friends and relatives to come work in Helsinki.

Mira Naakka and **Anna-Kaisa Isokangas** are head nurses in Itäkeskus Service Home. They were positively surprised by the Filipino employees' ability to learn Finnish very quickly.

The new arrivals knew the basics of Finnish when they moved to Helsinki, thanks to the language studies they started before moving. Their vocabulary has expanded quickly alongside their practical studies.

Practical nurse **Petri Virolainen** has worked with the people who moved to Finland, and he praises the cooperation with them. Introducing the new employees to work did not feel difficult; instead, it challenged him to think about why he does things a certain way and if he could do them differently.

He believes it is good for an employee to have to justify their methods even to themselves.

Our ethical principles for international recruitment

The purpose of our ethical principles for international recruitment is to ensure a transparent and fair recruitment process and provide sufficient support for work and settling into a new country. Our foundations for international recruitment are financial and social sustainability.

We treat all our employees equally and fairly and respect the fundamental rights and principles at work (ILO).

We follow the developments and risks in international recruitment actively and constantly work on our own related know-how.

The City of Helsinki recruits employees from abroad – responsibly

We want to ensure a transparent recruitment process

The rights of the person being recruited lie in the front and centre of the process. We are aware that international recruitment may involve labour exploitation or human trafficking.

In all stages of our recruitment process, we want to prevent workers from being treated illegally or inappropriately, being forced to work, or having to pay recruitment fees.

We assess the ethicality of the recruitment process to avoid misuse. We require that any service providers have a written description of the recruitment process they are realising.

We recruit employees from abroad on fair ground

We pay attention to the labour force situation in the country of origin. We follow the principle of sustainable recruitment so that we do not damage the basic services in the country of origin.

When choosing a recruitment partner and managing contracts, we comply with the applicable laws, regulations and guidelines

We require that our selected recruitment partners and their subcontractors follow these ethical principles, laws, terms and conditions of contracts and our other instructions. We monitor the realisation rate.

The City welcomes employees

We give the upcoming City of Helsinki employees accurate and correct information

We ensure that the persons arriving in Finland as City employees receive information about working conditions and workplace practices in Finland and the City of Helsinki as an employer in their country of origin, before leaving for Finland. We ensure that the information we provide is extensive and correct.

An employee has the right to become qualified for work that matches their education and receive pay according to the collective agreement

Employees recruited from abroad have the right to work in a position that matches their education or obtain qualifications for said position. We ensure that employees are paid according to the applicable collective agreement and their education level. People recruited from abroad are entitled to all employee benefits.

Employees are entitled to equal treatment in the work community

Employees recruited from abroad have the right to feel at home in Finland and receive the same services as other members of society. As an employer, we must ensure that employees receive appropriate and equal introduction to work when they enter our service. We facilitate education and career advancement.

We know our responsibilities as an employer and support integration in Finnish society

We take care of our statutory duties as an employer

We comply with the legislation that binds employers and take care of our employer obligations by ensuring the employee's residence and work permits and their competencies and qualifications. We also take care of other employer obligations as required by the Aliens Act.

As an employer, we support arrivals in settling in

We support employees in settling in once they have arrived in Finland. We understand the processes related to a foreign person settling into Finland and direct them to the appropriate authorities as needed.

We agree on the detailed content of any integration, language learning, advisory, etc. services if we acquire them from an external service provider. We support international employees' integration into Finnish society through the City's internal and external networks.

We promote and support unity in work communities that receive members from abroad

We promote and support unity in work communities that receive members from abroad. We promote the readiness of supervisors and work communities to work as teams that will include international employees. We are committed to supporting international employees' learning of Finnish and Swedish.

We promote family reunification

Our principle for international recruitment is that we will promote the employee's opportunities to bring their family to Finland, if they so wish. We are aware of the conditions for family reunification, such as income requirements. We wish to promote the services offered to the partners of employees entering Finland (such as International House Helsinki).

Recruiter Minna Lahti (on the right) and anonymously recruited Rebecca Fennel Alvarez are both in favour of anonymous recruitment.



Anonymous recruitment provided good results

Anonymous recruitment yields more applications for open jobs than conventional recruitment. Our aim with anonymous recruitment is to have applicants progress to the interview stage so that no irrelevant aspects hinder their advancement.

We have been a pioneer in equal recruitment for years. We launched the pilot projects for anonymous recruitment in 2020. A study on the topic by LABORE was launched at the same time.

The purpose of the anonymous hiring process is to give everyone an equal opportunity of getting an interview without influence from any irrelevant factors.

In practice, anonymous recruitment means that all personal data is hidden from a job application – such as the applicant’s name, date of birth, gender, address and first language – until the interview invitations have been sent out.

A study on City recruitments showed that anonymous recruitment yields more applications for open jobs and increases the proportion of female applicants, in particular.

Furthermore, more applicants with a foreign-sounding name are selected for interviews and also hired for the job in question.

The study was carried out by the Labour Institute for Economic Research LABORE and the VATT Institute for Economic Research. A report in English has been prepared on the study, titled ‘Anatomy of An Anonymous Hiring Pilot’.

The number of anonymous recruitment processes has increased in the past few years, and as many as 261 of them were held in 2023. However, there is still work to do,

and awareness needs to be raised, since only a fraction of the 15,022 recruitment processes in 2023 were anonymous.

Show your personality

For supervisors, anonymous recruitment is an opportunity to question their own unconscious bias and methods

Development Manager **Hanna Piira** from the City Executive Office and Helsinki HR has carried out several recruitment processes anonymously. Her experiences have been positive.

“The relevant parts of anonymous recruitment are really no different from conventional recruitment, since the only difference is the applicant’s personal data not being shown to the recruiter. The candidate will still be able to showcase their personality in their application in other ways.”

“The diversity of the work community is something I personally value, and it’s great that we now have a concrete tool for promoting diversity.”

According to her, several candidates have mentioned the process in a positive light during their interview, for example.

“So clearly, it has been seen as an available tool,” she says, delighted.

Head of Unit **Tarja Näkki** hopes that the results of the study encourage supervisors to make use of anonymous recruitment

“When I was analysing anonymous applications, I noticed they were easier to work with.”

more regularly. She is in charge of employer reputation and staff availability at the City.

“We are always hoping that people of different ages and different genders and from language, culture or other minorities would apply for our jobs,” she states.

Almost all processes were anonymous

Service Supervisor **Minna Lahti** from the Palvelukeskus Helsinki service centre has been using anonymous recruitment almost from its introduction in the City, since 2020.

“I am fascinated by the responsible principles of anonymous recruitment, such as its fairness and equality. I don’t wish to behave in ways that discriminate others. After all, the candidate puts effort in their application.”

“Anonymous recruitment helps weed out injustice and pay attention to that what is relevant, such as competencies and qualifications.”

She was nervous about the first anonymous recruitment processes: how would the recruitment work in practice and if she would do everything right. The City’s electronic system was a great help and made the recruitment clear as a whole.

“When I was analysing anonymous applications, I noticed they were easier to work with.”

This was because she was no longer paying attention to irrelevant factors, such as the applicant’s age. She believes that she might not have recruited someone older than 60, even if the applicant had many good years ahead in their career.

These days, she tends to carry out all recruitments anonymously, whether she is hiring service workers, food service workers or catering officers.

From among the anonymous applicants, the ones chosen for interviews are those who feel the most suitable and who meet the education or experience criteria.

The interviews give more information about the candidate’s suitability for the position. Lahti mentions that the interview also helps the recruiter assess how well the candidate would fit in the work community.

Applying is very easy

One of the employees recruited anonymously is service worker **Rebecca Fennell Alvarez** at Palvelukeskus Helsinki service centre, who moved from the UK to Finland. She has worked at Kivelä Daycare Centre for almost a year.

She felt the first stage of the anonymous recruitment process was so easy and flexible that she does not even remember the details. She does remember the job interview vividly because the situation felt pleasant and warm.

“I believe that anonymous recruitment is a good thing. It helps the recruiters to only pay attention to things that matter.”

Minna Lahti recommends anonymous recruitment to everyone participating in recruitment processes. She believes it makes the recruiter’s job easier since they can focus only on what is relevant: in other words, the candidate’s competence.



Work communities have a good community spirit, but people struggle with recovery



The results of the Fiilari staff survey have improved overall, but the respondents believe that there is still much room for improvement in the cooperation between City units. Recovery from work also requires constant attention.

The overall score given in the Fiilari staff survey rose from 7.5 to 7.7. The results of the Fiilari survey are reported on a scale of 4–10 corresponding to the school grading scale used in Finland, with 10 being the highest grade.

We received responses from 23,315 people.

The survey focused on things that influence a person's quality of life at work, for example. According to the respondents, good community spirit in the workplace is the number one aspect influencing their quality of life at work. Almost 16,000 respondents named it as one of the three most important things influencing their quality of life at work.

Many respondents also selected the meaningfulness of work (13,255), good leadership (9,598) and work-life balance (9,030).

The free-form answers related to quality of life at work highlighted good leadership, occupational wellbeing and pay. The respondents hope for managers who feel human, empathetic and fair. They expect a manager to value and listen to employees.

According to the survey, key factors in wellbeing include good community spirit at

work, flexibility, work-life balance and the opportunity to influence your work.

Many responses brought up hopes of better pay and smoother payment processes. Other important factors also include opportunities for advancement and education, and employee benefits.

Meaningful work

The Fiilari survey consists of four areas: work, community, leadership and future. The area of work receives the best score: 8.1

As many as 89% of respondents feel their work is meaningful. Work management and the experience of change have improved.

The score for community rose to 7.7 (7.5 in 2021). The work community has a good spirit: 91% feel that we help each other and succeed together in our work community.

The overall score for leadership has decreased somewhat, to 7.6 (7.7 in 2021). The cornerstones of leadership and a coaching-like approach to management have improved, but awareness of strategy has decreased significantly.

The area of future improved somewhat: the score was now 7.1 (7.0 in 2021). Supervisors' support for development, in particular, was better than before.

Increasingly many would recommend Helsinki

We also use the Fiilari survey to assess the staff's experience of their employer through the percentage of people who would recommend Helsinki as an employer.

Now, 75% of respondents would recommend Helsinki as an employer to a friend. The score has increased significantly

from the Kunta10 survey of the previous year (64%).

“It is great to see that the willingness to recommend Helsinki is increasing again. The challenges that we faced last year clearly damaged employee trust and commitment, which is understandable. We are now returning to normal,” says HR Director **Petri Lumijärvi**.

Similarly, respondents’ willingness to change employers has decreased. Currently, half of all employees have considered changing employers. This number was three percentage points higher in the previous year.

City of Helsinki employees are now showing the same level of willingness to change employers as the entire municipal sector staff showed in the Kunta10 survey last year.

The cornerstones of leadership have improved

The cornerstones of leadership (insight, inspiration, streamlining and executive capacity) are the general guidelines for good management, and we monitor their realisation regularly. The cornerstones of leadership and a coaching-like approach to management have improved.

The strength of supervisors is their increased enthusiasm for leadership. The executive capacity and streamlining are also assessed to have improved significantly.

Of the respondents, 38% were familiar with the strategy. In 2021, at the end of the previous strategy period, the corresponding figure was 52%. Supervisors continue to know the strategy well, but the employees feel that the strategy is known less well. Although the respondents do not feel they know the strategy very well, they are clear on the objectives of their own work (80%).

The survey respondents highlight the fairness of decision-making as an area for improvement for the City. The result has improved, but only less than half (48%) feel that all concerned parties are represented in decision-making processes, that the impact of decisions is being monitored, and that they are being announced.

Challenges with occupational wellbeing

The themes of our working culture are based on the City’s ethical principles. The score for the working culture remained the same as in the Kunta10 survey in 2022.

Cooperation between various City units has been a shared development area for several years, and there is still much to be done. The results are slightly lower than in the previous year. Currently, less than half (49%) feel that cooperation between the City’s units is smooth.

The indicator for occupational wellbeing remains at a fairly low level: the grade for it is 6.4, the same as in 2021. Our survey included the topics recovery, tiredness, stress and the person’s self-assessment of their ability to work.

The perceived stress from work has decreased somewhat from 2021. Recovery and self-assessment of one’s ability to work remained the same from 2021: 67% of respondents feel their ability to work is good (grades 8–10).

However, tiredness has increased from the previous Fiilari survey: 48% of respondents have felt tired at work weekly on one or more days (44% in 2021).

The results for occupational wellbeing highlight both ends of the spectrum. Some of us are doing very well, while others are unwell: 21% of respondents received a grade of 10 for occupational wellbeing, while 37% received a grade of 4.

Of the respondents, 41% feel that they recover from the stress of the working day before their next working day.

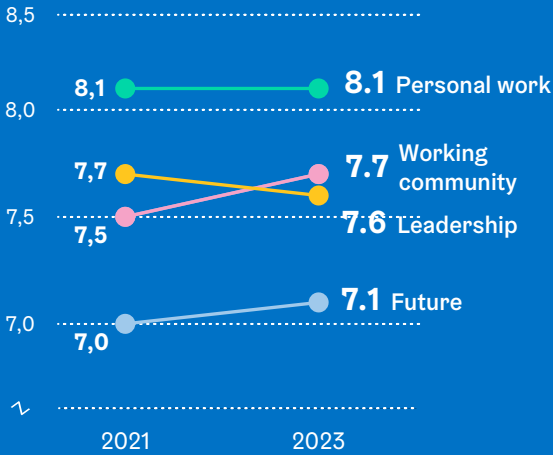
“The number of people not feeling well is worrying. It is important that everyone talks to their supervisor early on if their workload is too stressful or they have challenges with their ability to work. Often, you can find solutions through discussion,” says Manager of the Management, Learning and Working Culture Unit **Sanna-Mari Myllynen**.

“If necessary, we can resolve employees’ challenges with their ability to work together with the supervisor, the HR department and the occupational health services.”

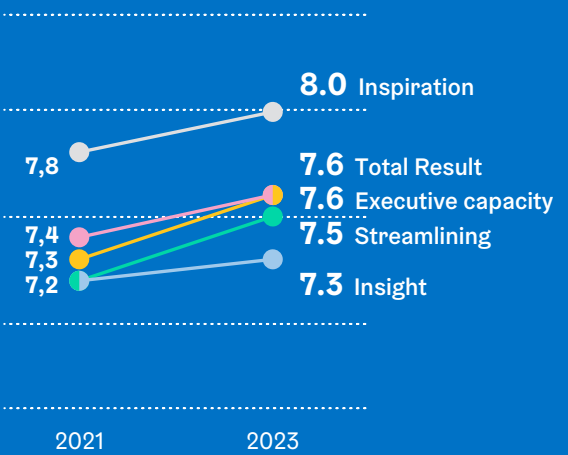
Key indicators from Fiilari 2023

Total result 7.7 ↑

Total result, areas

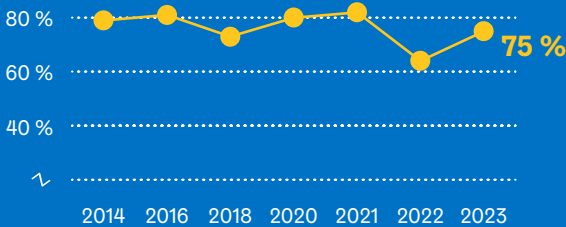


Leadership cornerstones, areas



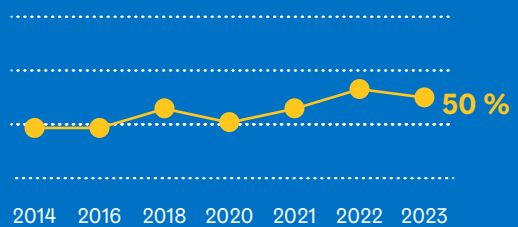
Strategy indicator: NPS

👍 **75%** would recommend their employer to a friend



Willingness to change employers

📁 **50%** is considering changing employers



More responses than before

- The Fiilari staff survey was carried out in the autumn, and it received responses from 69% of the target group (23,315 respondents).
- The response activity increased by five percentage points from the previous Fiilari survey carried out in 2021.
- The results of the Fiilari survey are reported on a scale of 4–10 corresponding to the school grading scale used in Finland, with 10 being the highest grade.
- We carry out the Kunta10 survey of the Finnish Institute of Occupational Health and the Fiilari survey of the City of Helsinki in alternate years. Some of the questions are the same as in the past.

Longer careers for people with partial work ability

Our management of ability to work is changing. For example, we will adopt a new allowance for people with partial ability to work, and supervisors will receive more information about wellbeing, disability and the related costs.

One of our key goals is promoting management for the ability to work. Working ability management contains a large whole we are reforming. The reforms include an allowance for people with partial ability to work, the adoption of which we have been preparing for a while.

The allowance for people with partial ability to work will become one of the tools for responsible management of ability to work. The allowance is intended to support the employment and continued careers of people with partial ability to work. It is also a good way to support a person's ability to work in a timely fashion.

The aim is to support the rehabilitation of those working under the allowance and keep them connected to employment even when their ability to work is reduced. We are developing the allowance model based

on the experiences so far. Another goal is to shorten the periods of disability and prevent permanent disability pension.

We will start using the allowance in 2024.

Divisions and public enterprises decide on the allowance independently in compliance with the City's shared policies.

The reform of management of ability to work also included new wellbeing coaching that we piloted. The coaching aims to support occupational wellbeing and ability to work in early stages. The pilots help us build new coaching sessions on wellbeing and ability to work for the City staff.



The tendering for occupational health services continued

The ongoing tendering process for occupational health services is a part of the management reform for the ability to work.

The City Council approved the budget in December 2021 and confirmed that a tendering process would be held for occupational health services. The tendering would be arranged so that the staff of the occupational health public enterprise would transfer to the partner who wins the tendering.

In February 2023, we had to terminate the tendering process for occupational health services since we did not receive tenders.

The original plan was to launch the occupational health services of the new partner in the autumn.

We analysed the termination of the tendering process and re-launched the tendering in September. The new tendering process will extend to 2024.

The Työterveys Helsinki public enterprise continues to provide the occupational health services of City employees and the employees of some City subsidiaries until we choose a new partner.

Paula Jalo and Miia Kemppe studied the reasons for supervisors' stress in early childhood education.



Let us work in peace, please

Professional life is changing, which is also changing supervisory work and its requirements. We want to keep up with the times, and for a long time we have aimed to identify the mental stress on our employees.

Since risk assessment is traditionally led by the supervisor, the supervisors as a group of their own have been left out of such assessments. This is why we embarked on a mission to identify the factors that influence

supervisors' stress levels in a more systematic manner.

The update to our occupational safety management system, the occupational health and safety toolbox, was completed at the start of the year. At the same time, a separate questionnaire was added to the risk assessment tool to study the work-related stress of supervisors.

We carried out the update in close cooperation with the occupational health and safety representatives and managers of the divisions and public enterprises.

The new tool helps us pay attention to supervisors' stress factors and resources and develop their work and working conditions so that their wellbeing is also supported.

Let us work in peace

“We have weighted mental stress as a part of risk assessment,” say Early Education and Care Director **Miia Kemppi** and HR Partner at the Education Division **Paula Jalo**. They were closely involved in the process of charting supervisors’ psychosocial stress in early childhood education.

The charting aimed to identify, reduce and prevent harmful psychosocial stress experienced by supervisors and the staff as a whole. The team also wanted to identify and increase the positive resources of supervisors and the rest of the staff.

“Psychosocial stress is not discussed much. We wanted to bring it up in public discourse and get people to recognise and talk about it, and finally, do something to improve the situation,” Jalo says.

A notable topic that was brought up in the charting was peaceful working conditions. It is essential to think about what can be done to make working conditions more peaceful. What should be prioritised for everyone to feel that they are able to focus; what kind of a working environment supports concentration?

Kemppi and Jalo say that the answers to the same question were partially different between units, but partially similar. For example, things such as clear goals and rules support peaceful working conditions, as do strict policies for email and meetings. Everyone should be aware when they are expected to react and what kinds of things they should be preparing at a given time.

The charting was a part of an occupational health and safety risk assessment, and it supports the Fiilari staff survey very well.

“Our aim is not to carry out the surveys as separate pieces, but combine them into a whole that will also benefit our occupational wellbeing plan.”

Kemppi thinks about a situation where a unit’s staff is distressed by concerns about customer families. In this case, occupational health and safety representatives, occupational health services and the legal department should immediately come to the staff’s aid. The information gained from the recent

charting can be used preventively as each unit gets to analyse their own stress factors – but also the opposite of stress, their strengths.

The duo point out that the charting will not end here. Risk assessment is a part of regular preventive occupational health and safety measures and the development of occupational wellbeing.

“You’re allowed to slow down”

Which results did the charting yield in practice? The example here is the Laajasuo-Tonttula early childhood education unit, the strengths of which include good community spirit, a sense of humour, and help and support from colleagues. The system is functional and flexible.

The children and cooperation with families also give energy to the staff.

Factors that increase stress include the flood of information and multitasking. There is a lot to do, and the work is interrupted regularly.

In their shared discussions, the unit staff also listed measures through which they aimed to reduce stress.

The unit staff agreed among themselves that you are allowed to slow down. Not everything needs to be ready by the end of the week.

“Often, we create the sense of urgency and stress for ourselves,” the unit mentions in its list.

The teams want to focus on equal distribution of tasks and responsibilities.

The unit staff write down relevant things for the week and for the long term in their plans. This way, the tasks to be done are visible to all employees and easier to keep in mind.

Uncompleted tasks are written in a separate list where employees can pick them up when they have time. When everything is listed clearly, there is no fear of forgetting them, which reduces stress in itself. On top of everything else, crossing off tasks feels rewarding.

The unit staff also agreed to maintain the structures and strengths that work well.

Developing as a leader throughout your career

We have supported the leadership of supervisors through coaching, training sessions and new orientation content. We are also studying the practical everyday work of supervisors to develop better tools for them.

Development of leadership is a part of our City Strategy, 'A Place for Growth', and we aim to respond to this development need in various ways. Our goal is for supervisors to succeed in their work. For this purpose, we have prepared new content for employee orientation, for example.

We offer coaching, training and events aimed at supervisors. We support leadership competencies through the diverse multi-channel course selection of Stadin Akatemia.

The shared coaching selection for supervisors has had a total of 4,800 participants, approximately.

In addition to the coaching courses for supervisors (Stadin esihenkilöksikö, Startti stadin esihenkilötyöhön, Treeni, Stadin Valmentaja and Rohkeasti eteenpäin!), we also implemented a mentoring programme for new supervisors, the specialist vocational qualifications in management and business management, and the vocational qualification for immediate supervisors.

We also started a two-year EMBA coaching group for upper and middle management.

The most participants were attracted by the Johdossa! morning sessions for supervisors held five times during the year,

the semi-annual Tulokaspäivät events for new arrivals, and topical supervisor training sessions and coaching programmes.

Events focused on the use of artificial intelligence, such as the Digipäivät and DigiABC events, were also extremely popular.

Easier administrative work

The City aims to develop its HR management systematically. Our intention is to improve both our appeal as an employer and our employee retention at the same time.

We want to provide the City staff with high-quality leadership service for the staff to succeed in their work. Good management influences the employee experience, which in turn is seen in residents' services and the employer image.

Good leadership is also the aim of the project we call 'the total reform of HR management'. We continued to prepare the matter after the summer, and our goal was to get the City leadership's approval for its continuation.

Through the project, we want to reform HR management in a user-oriented manner and highlight the employee experience.

In October, we started an observation round related to immediate supervisors' routines and work, during which we will observe



Mari Koivukangas says that the specialist vocational qualification in management offered excellent opportunities to think about her leadership and development.

“The training sessions offered excellent opportunities to think about my leadership and development.”

the working days of specific individual supervisors. At the same time, we will interview supervisors and collect information about how the reform project would help relieve the administrative side of HR management.

Reducing administrative work is important to make time for personal interaction and immediate supervisory work.

We will continue to observe the everyday routines of supervisors in spring 2024.

Qualifications from work

Mari Koivukangas completed the specialist vocational qualification in management, for which she recently received her diploma by post. She is the head teacher of Oulunkylä Primary School. During her career, she has worked in schools for over 20 years in total.

She completed the qualification offered by Helsinki Vocational College and Adult Institute through an apprenticeship while working.

“The studies mainly involve learning through work, but we also had joint training sessions with the group. They offered excellent opportunities to think about my leadership and development.”

Koivukangas is interested in HR management and wants to strengthen it. Another topic of interest to her is financial management, on which she completed optional studies for her qualification.

“Completing the qualification while working did not feel too stressful since the studies offered good opportunities to stop and think about my leadership and how to improve it. Pausing inspired me to create something new and come up with ideas for

their work. Studies gave me more energy for work.”

Another good thing about the qualification is the practical side. During her apprenticeship, Koivukangas worked on a financial management spreadsheet for external project funding, for example.

“We also prepared plans and tools that can be useful both for my work and for others.”

Her actual development task for the qualification was her thesis on occupational wellbeing management with the help of structures.

The group of students working towards the qualification also included head teachers of other schools, but also supervisors from other fields. Koivukangas found it rewarding to be able to talk about school-related topics with other head teachers, but management and supervisory work have much in common across fields.

“I am extremely grateful to the City of Helsinki for offering such education opportunities and valuing personal development. To everyone considering applying for the qualification, I would like to say: you should definitely apply!”

Coaching at the right time

Service Manager **Riikka Leskinen** from Kallio Library says that the ‘Introduction to Supervisory Work in Helsinki’ course came in the right moment.

The course includes four practical modules that showcase different perspectives on supervisory work in the City. It helps participants learn about the City’s shared models

Riikka Leskinen says that the best part of the introduction to supervisory work in Helsinki were the face-to-face meetings with other new supervisors.



and tools. Courses are organised several times a year so that everyone who would find them helpful can attend.

“I immediately saw that it was better for me to attend the course than think about difficult things on my own,” Leskinen states.

She worked in her new position for a few months before the course started. Leskinen believes this was a good time, since she was able to get an idea of what she did not yet know but what was important to learn.

She was already familiar with the library sector and the City of Helsinki as an employer, but a supervisory role involved many new elements.

The coaching, which was a couple of weeks long, exceeded her expectations. The training was well-organised. She would complete online studies when work allowed for studying. The course assignments had deadlines, which helped with getting them done, and no module was left uncompleted. The course also included face-to-face meetings, which turned out to be the best part.

“It was fascinating and educational to be able to share my experiences with others. Some participants were as new to being a supervisor as I was, while others had supervisory experience from an employer other than the City.”

We note and reward success at work

Each employee must have the opportunity to succeed in their work at different stages of their career. We can support success and smooth work through leadership and rewards.

We have made the overview of success management clearer and detailed how smooth work and success at work can be supported through management.

An important part of success management is ensuring that each employee has sufficiently clear goals. Equally important is the supervisor's and employee's shared understanding of what should be focused on and what is expected of the employee.

We strengthen the conditions for succeeding at work by ensuring that everyone has the competencies required by their job and the opportunity to learn on the job. Meaningful, smooth and productive work also reinforces wellbeing.

We support employees' ability to work and performance together with HR, occupational health and safety representatives and

occupational health services as necessary. We believe it is important that topics related to ability to work and wellbeing are discussed and any problems are tackled early.

A functional work community supports shared success and each individual's success in their own work.

We monitor the situation in work communities e.g. through the Kunta10 and Fiilari surveys which provide essential information about the strengths and areas for improvement in work communities. We reward success.





Mentoring supports leadership

Our mentoring programme supports new supervisors by offering them support from more experienced supervisors. Similarly, our peer coaching programme allows people to discuss their field and role as a supervisor with a group of colleagues.

New supervisors are offered a mentoring programme that supports, facilitates and accelerates their settling into a new role within the City organisation.

In the programme, new supervisors are actors, while experienced City supervisors and managers are mentors.

Soile Härkönen, Tiina Raitoja and Inka Railo say that the mentoring continues even after the programme has ended.

The mentoring programme consists of six joint group meetings, between which the mentor/actor peers meet one-on-one. The programme includes information sessions and practical exercises that support the mentoring.

To get the most out of the mentoring, we recommend that actors start in the programme with less than a year of supervisory experience.

Support even after the programme

Steward **Tiina Raitoja** and Team Supervisor **Mikko Oranen** joined the programme as actors, while Senior Instructor **Soile Härkönen** and Daycare Centre Director **Inka Railo** participated as mentors.

We shared the story of their participation in the mentoring programme in our previous staff report. What are the participants of the

The coaching pairs have time to talk about the right things for several months, in confidentiality.

pilot programme thinking now that a year has passed?

They say that the support has continued even after the programme, and the actors continue to receive answers to their questions.

“You don’t have to try and reinvent the wheel on your own: You get a clear shortcut to many answers as long as you are patient and use the information and best practices offered by more experienced people,” Raitaoja says.

Similarly, Oranen says that he feels he received great coaching from his mentor on managing a large number of employees. He has also received support from his division. This type of combination works well.

He encourages new actors to join in, share their ideas and actively look for a support network during the mentoring programme.

He believes that starting in a supervisory role may require a lot of effort, especially in the beginning. Taking part in a mentoring programme on top of everything else may feel stressful at times, but both Raitaoja and Oranen felt that the programme supported them in establishing positive everyday routines and getting to know the City policies.

And how does a mentor feel about the programme? For Härkönen, the mentoring programme felt like ‘a fruit of her career’ and added depth to the human experience. As a mentor, you get to explore your own way of being and reflect on your leadership and develop it.

“I would absolutely recommend it!”

Support for peer coaching

Unfortunately, not everyone can find a colleague in their unit with whom to discuss their field and supervisory role. In these cases, peer coaching for supervisors may be helpful.

Peer coaching is independent training provided by Helsinki HR. The coaching has a clear structure that includes an introduction, consideration of themes, scheduled one-on-one discussions and a conclusion date.

In the beginning of the coaching, the participants are paired up and given information and support materials. The Teams ‘clinic’ meetings support a coaching approach and constructive discussions.

Peer discussions last for several months, which gives the pairs time to talk about the right topics in a confidential manner. The starting assignment for the peer coaching ensures that the pairs have scheduled the discussions well in advance.

Peer coaching has received plenty of praise – here are some examples:

“Peer coaching is one of the most important tools for developing your supervisory work and competencies. It gives you immense new perspectives and a good mirror for your perceptions and assumptions. What a great way to learn new things and network with others!”

“Peer coaching sheds new light on your work, gives you a broader perspective and brings you back to earth.”

“The heavy burden of challenges is relieved when you can share them with someone confidentially.”

Career-long learning

The City of Helsinki aims to promote long careers and allow for employees to change positions within the City.

The changes in society and professional life require continuous learning and keeping your knowledge up-to-date throughout your career. The City of Helsinki wants to promote career-long learning, and we support this ideal in many ways in our work communities. The work itself offers everyone constant opportunities for developing their competencies. Thousands of City employees attend training and coaching sessions offered by the City every year. Strengthening continuous learning will be increasingly important in the future as the changes in the labour market are constant and increasingly rapid.

The City charts future competence requirements in connection with the annual operating environment analysis and the competence management model. At the employee level, the competence required for the job is ensured in connection with a success discussion, also called a development discussion. In our success discussions, we ensure that the employee has the opportunity to obtain the competencies required by their tasks.

In order to support future competence needs, Helsinki HR carried out a pilot project where we and the pilot organisations worked on a shared vision on how work has changed or is about to change, and what kinds of competencies the work will require in the present and future. We also planned how these competencies could be developed and chose new learning methods for practical trials. The process and service created based on the pilots are now available for our work communities.

Training for areas with staff shortage; more internal mobility

The City wishes to strengthen practices that support the internal mobility of staff, i.e. transferring from one position to another within the City organisation. We encourage internal mobility through various ways, including guidance services, apprenticeships and support for studies through paid leave for employees training for specific positions. We especially want to support internal transfers to fields suffering from staff shortage. We will continue to support internal mobility by promoting internal applications and raising awareness of internal mobility opportunities.





Support for supervisors in resolving challenging situations

Work communities may encounter situations that are stressful for supervisors, in which discussion support may be beneficial. The new consultation service started supporting supervisors in the autumn.

One of the main goals of the City's occupational wellbeing programme is promoting mental health and supporting supervisors' wellbeing. To promote this, we will strengthen the management support offered to supervisors in various ways.

Supervisory work involves many leadership situations, some of which are difficult and stressful. At the same time, they may have a significant impact on the work community as a whole and its functionality.

Such situations may come up related to the smoothness of work processes, the atmosphere of the work community, any changes and the supervisor's own leadership.

It is essential that a supervisor receives sufficient support for resolving conflicts. When they succeed in their own essential leadership position, the wellbeing and routines of the whole work community are improved.

Structured and individualised discussions

The new consulting service for management and supervisory work started operating in Helsinki HR in the autumn. This strengthens the internal support from divisions and public enterprises for supervisors.

The service may be helpful when a supervisor identifies difficult situations related to HR management in their work and feels that structured discussion on the topic may be useful.

Discussion support is confidential and personalised. It aims to strengthen supervisors' personal resources and help them find ways to resolve situations in the work community.

The service is produced by internal consultants of the City's HR department, including trained coaches, work advisors and psychologists.

Education for using digitalisation

We have reformed our work and operating methods with the help of digitalisation.

Digitalisation offers new opportunities, but we need to be able to utilise it first. As such, we need diverse types of education and training at different levels.

We have supported the use of digital tools through training sessions on the M365 software. For competencies in information management, we offer access to basic and advanced courses. We also supported reporting for information management through several training sessions.

The possibilities and use of artificial intelligence were also a central part of the autumn education selection, as were the methods and management of IT projects.

For our experts, we developed an education programme for digital specialists. Its themes include project management, enterprise architecture, data security and protection and cybersecurity.

For its part, the education programme for data engineers strengthens the participants' basic skills in server environments and programming, the preparation of production pipelines and raw data, data analysis and machine learning.

Both education programmes increase the networking and cooperation of their participants across organisational borders. We carried them out in collaboration with Haa-ga-Helia University of Applied Sciences.

Career coaching services were available to all employees throughout the year.



Online learning is increasingly popular

The Oppiva online learning platform has doubled its number of users. Over the year, there were almost 10,000 logged-in users.

We adopted the Oppiva platform in 2021, and it has since been available to all employees. As the course selection grows, more people will attend online studies.

Online studies are increasingly often an alternative to conventional classroom teaching – or a part of it.

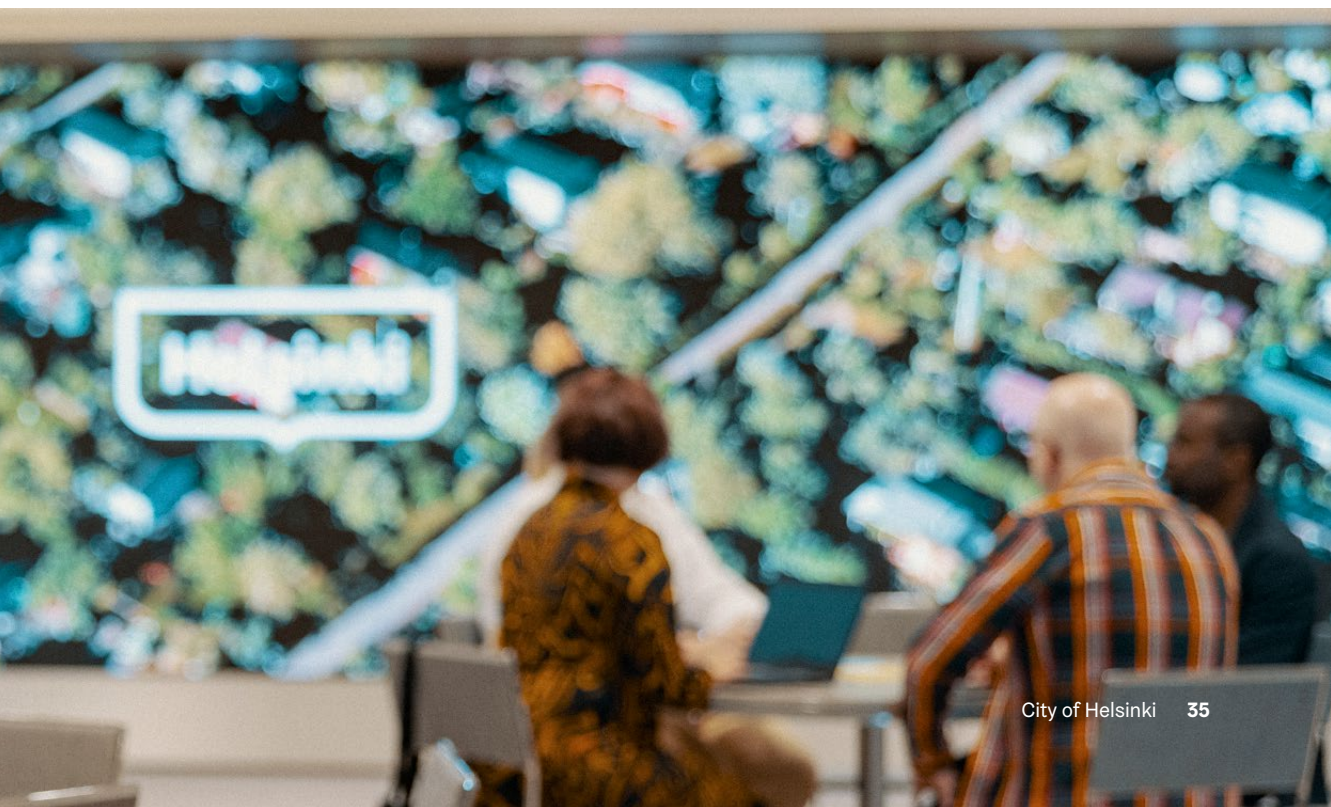
Employees can complete the studies available on Oppiva at their own pace or together with a colleague, for example. The shortest ones only take a few minutes, and even the longer ones can be divided into short sessions.

On Oppiva, we published plenty of basic studies that are important to all employees. The selection includes studies on employee and supervisor orientation, the operating principles of a public organisation, administration and financial processes, and digital skills.

The study materials are produced by the Central Administration and the divisions as internal productions or together with an external partner.

Online learning requires new working methods and changes to the learning culture. Work should be arranged in a way that allows for independent development of competencies in the middle of everyday routines.

When employees and supervisors see continuous learning as a meaningful and important goal, the result is a learning and developing organisation.



REWARDS AND BENEFITS

We are developing our reward systems

Salaries in the municipal sector rose based on the collective agreements. The City has also invested in its own salary trend programme and a system for rewarding success.

As an employer, we want to encourage employees to achieve our shared goals, strengthen the activities of work communities and promote a good working culture by rewarding successes with a one-time compensation.

A one-time grant can be awarded to an employee, a team or a work community. There is no specific time for granting the one-time compensation; instead, supervisors grant them throughout the year.

We spent one per cent of the total salary sum, about 14 million euros, for one-time compensations in divisions and public enterprises in the calendar year 2023.

Since 2022, it has been possible to allocate more funds to one-time compensation if the division or public enterprise meets the financing conditions set for it, i.e. achieves its financial goals. The additional funding was realised in parts of the City organisation in 2022, and in spring 2023, a total of 17 million euros of one-time compensation was paid based on the successes of late 2022.

The City has its own salary development programme that is decided upon every year. The raises in our salary development programme ensure competitive pay for our professionals. In 2023, more funds were allocated to the raises in the salary development programme: a total of 14 million euros.

The City has also been involved in national work on simulating and developing salary systems. The aim is to create more functional

and clear salary systems for the municipal sector.

The collective agreements for the municipal sector will be valid until spring 2025. The set of agreements covers all collective agreements in the municipal sector. The negotiated pay increase was paid in 2023 according to the applicable collective agreement.

The raises in municipalities and wellbeing services counties also took the 'control fields' into consideration. In other words, the labour market decisions of specific private-sector fields increased the raises in the municipal and wellbeing sector higher than what was originally agreed.

Salaries in the municipal sector were raised by a total of 4.1% in 2023, on average. The raises included both general raises (2.2%–2.35%), which directly increased the pay of all employees, and sectoral allowances (1.75% – 1.9%), the allocation of which was negotiated locally.

In 2023, we used the local sectoral allowances to raise position-specific salaries and pay personal bonuses. The aim with the allocation of contract raises was to maintain a just pay structure, secure workforce availability and promote the recognition of good performance.

In addition to these, one-time payments of 120–467 euros were made in summer 2023 based on the collective agreement decisions for the municipal sector.



Success is rewarded

One-time compensations are an important way for us to reward successes of various types. An employee can earn the compensation in various ways: by achieving targets, performing well in everyday work, presenting a feasible idea or working for the good of their work community by helping their colleagues, for example. We are also granting one-time compensation to teams and work communities based on their shared success.

We grant personal bonuses for good long-term performance.

We have strengthened supervisors' ability to assess work performance and reward

successes. The themes have been brought up in supervisor training, but we have also prepared information materials for supervisors. The materials include information about goal-setting, assessment of performance and the reward methods and principles.

We also offered customised supervisor coaching for divisions and public enterprises.

We encourage supervisors to connect positive feedback for good performance with a reward. This turns the rewards into a valid incentive and promotes enjoyment at work in the best possible way.



EMPLOYER REPUTATION

Our advantages: Interesting and meaningful work

We measured the City's reputation as an employer through a survey with potential jobseekers as its target group. The results help us improve our image as an employer.

The City of Helsinki's reputation as an employer was measured for the first time. The aim of the study was to identify the strengths and areas for improvement in Helsinki's employer image.

According to the study, the City of Helsinki's overall reputation as an employer was in the middle level, in the yellow in the traffic light-coded result levels. Highlighted areas for improvement included ideas of the pay level and the workplace atmosphere and management.

The best grades were given to interesting tasks and meaningful work.

The results we gained launched the roadmap, i.e. the development plan, for the City's employer image. Our development plan extends to 2025, and we are preparing it in close cooperation with the HR and communications departments of the City Executive Office – while also listening closely to the divisions and public enterprises.

The best grades were given to interesting tasks and meaningful work.

Preferred by humanities graduates

Which are the ideal employers for students and young professionals? This is studied annually through a survey carried out by Universum Oy.

We placed second in the humanities category, same as the previous year. However, our placement in natural sciences improved, and we rose from fifth place to third place.

In the health and medical science category, we came sixth, same as the previous year. However, our placement in the technical sector decreased somewhat (from 38 to 42).

From meeting to becoming colleagues

We have reformed the digital advertising for our jobs. We opened the fully updated Open Jobs site in the spring, in connection with the hel.fi website reform. We also adopted 'flexible application' as a new feature.

People were also able to meet us at events. We attended six recruitment fairs, the largest of which were Contact Forum and Aalto Talent Expo.

Our goal with attending the events was changing visitors' preconceptions of the City of Helsinki as an employer and increasing their willingness to apply for a job with us.

In February, as summer jobs opened for application, we organised a summer recruitment event for young people in Central Library Oodi. This was our first time organising this event, and our goal was to present City jobs to young people and inspire them to apply. The event reached about 600 young people in a day.

Payrolls returned to normal

We managed to overcome the payroll problems that started the previous year, and we continued to stabilise our payroll management throughout the year.

We worked closely together with the City Executive Office, Talpa Financial Management Services, and the divisions and public enterprises.

The problems originally started when we moved to a new payroll system for the City in April 2022. Thanks to the stabilisation efforts, the number of payroll errors turned downward at the turn of the year 2022–2023.

However, we encountered too many payroll errors at the start of the year, and the number of uncorrected errors still remained high. Many employees had to wait for their salaries to be corrected for far too long.

We developed measures to ensure that the information influencing an employee's salary are correct throughout their journey from signing the employment contract to the City accounting. This ensures that employees receive their pay in the correct amount and at the right time.

We improved Talpa's performance by reorganising its operations and adopting a service management system for processing customer contacts.

We also intensified our cooperation with the system provider to accelerate the system development and ensure that the service level would meet our needs in a better way.

New services to support supervisors

As a part of our stabilisation measures, we launched a new guidance service for supervisors in February. In the guidance service, an expert helps the supervisor with the tasks performed in the Sarastia system step by step.

The guidance service team also carried out other support tasks for the divisions to ensure the quality of payroll management. The service, called 'Sarastia form guidance', received extremely positive feedback from the start. Users of the service rated it at no lower than 4.75/5 throughout the year.

We also founded a temporary Sarastia secretary team to support the Education Division and daycare centre directors, in particular. The team signed temporary employment contracts and took care of the administrative work at the end of temporary employment relationships.

Both the guidance service and the secretary team have played a significant role in reducing payroll errors.

Information and guidance on taxes

Corrections to salaries made retroactively in the income register affected the information on some employees' pre-completed tax return and tax decision. We worked closely with the Tax Administration throughout the year to reduce the impact on our employees as far as possible.

From February onwards, the City and the Tax Administration communicated the impact of the payroll situation and the income register corrections on taxation. We also instructed our employees in checking their income information.

The guidance service and the secretary team have played a significant role in reducing payroll errors.

We organised events for sharing information and answering questions. We offered guidance and instruction via the intranet, extranet and as printouts in workplaces.

Back to normal from September onwards

At the start of the year, we directed our contributions to ensuring the system updates required by the social and healthcare services reform, which had already begun in late 2022. After the social and healthcare services reform entered into force, payroll management went well, taking into account the large amount of payslips, and no extensive errors were detected.

As the summer approached, we prepared to pay raises, one-time compensation, COVID-19 compensation and compensation for election officials. It is also typical of the summer season that there are a large number of substitutes and summer workers.

In the spring and summer, the salaries of City employees were about to see an exceptional number of raises. We also paid one-time compensation, COVID-19 compensation and compensation for election officials.

Thanks to comprehensive preparation, the payroll situation continued to improve throughout the summer as well.

We reached one milestone in September when we declared that the payroll and customer service situation had returned to normal.

However, an organisation as large as the City of Helsinki will never reach completely error-free payroll management. However, by September, as many as 98% of the 63,200 payslips were correct and salaries were paid on time.

However, payroll errors from the summer and the early autumn are still pending correction. However, new errors no longer put undue strain on the payroll management. Any shortcomings were remedied quickly, and the queue of previous errors was shortened.

Towards the end of the year, the situation with payrolls and customer service remained good. By the end of the year, we managed to correct the payroll errors reported by the end of October, as we had planned.

Employees' trust is recovering

The payroll problems continue to stir up discussion and distrust towards the employer. We communicated the situation openly in the staff information events held by the project management throughout the spring.

We continued releasing news on the situation on the intranet and on the City website throughout the year.

The problems with payrolls largely hurt the City's image as an employer. The failure in switching payroll systems continued to attract a lot of media attention, understandably. However, the improved situation in the autumn was largely ignored by the media.

The Fiilari staff survey carried out towards the end of the year showed that employees' trust in their employer was slowly starting to recover. Of the respondents, 75% would now recommend Helsinki as an employer to a friend, whereas the percentage had dropped to 64% in the Kunta10 survey of autumn 2022.

The work to develop the methods of HR management and payroll services and regain employees' trust continues.

Zero tolerance for discrimination and harassment

We carried out a survey on how our employees see equality being realised in their work community. The survey also helps identify potential discrimination.

As an employer, the City of Helsinki wants to promote equality and prevent any discrimination based on gender, gender identity or gender expression. The City has zero tolerance for any forms of discrimination or harassment.

An employer also has the legal obligation to promote equality and prevent any discrimination based on gender, gender identity or gender expression.

We carried out an anonymous survey on equality for the City staff in April. In our survey, we studied if employees felt their workplace promoted equality, if they had experienced discrimination, and how impactful they felt our measures for equality were.

The survey was available in Finnish, Swedish and English, and 4,630 of our employees responded.

Staff surveys are one way to assess and receive information about the realisation of non-discrimination and gender equality. They also help identify potential cases of discrimination in City workplaces.

Work-life balance

Work-life balance is one of the key factors in work-related quality of life. It helps us ensure that our employees manage and feel well and are able to offer good services.

A large majority of the respondents (80%) felt that they had managed to balance their work and personal life well or moderately well. However, this percentage was smaller among gender minorities: only 62% felt that they are able to balance their work with their personal life well or moderately well.

Of language minorities, those speaking English as their first language felt that their work-life balance was the weakest. In this group of respondents, factors hindering work-life balance included, in particular, the attitudes in the workplace (66%) and the difficulty of their tasks (68%).

However, when interpreting the results, it should be remembered that the number of respondents who do not speak Finnish or Swedish as their first language is relatively low.

When looking at family leaves, 7% of male employees and 5% of female employees reported having taken family leave in the past two years. Family leaves were distributed evenly among genders, which suggests that the use of family leave is at a good level in the City. Family leaves were also distributed evenly between male and female employees.

The nature of their employment relationship did not affect the results.

Almost one in four have experienced discrimination

In our survey, we also studied experiences of discrimination in the workplace. Almost one in four respondents (23%) reported having experienced workplace discrimination.

Workplaces in the municipal sector have been found to involve more discrimination based on the employee's family situation and

pregnancy, and health and limited functional capacity.

The experience of workplace discrimination was identical between female and male employees: 22% of both reported having experienced discrimination in the workplace in the past two years.

The most discrimination had been experienced in work communities and everyday situations at work. Only 10% of respondents reported that they had not brought up discrimination in discussions. The most discussions about perceived discrimination had taken place with a colleague (30%) and with a supervisor (28%). The least discussions on the topic were had with an employee representative (5%).

Of the respondents, 43% reported that bringing the topic up had been helpful. Non-binary respondents felt that bringing the topic up had been less helpful.

Divisions and public enterprises processed the results related to their respective operations and prepared development measures in their staff committees. The City's staff committee has also processed the development measures.

It is important that topics related to diversity will continue to be discussed in work communities, moving forward.

Continuing partnership with Pride

As in previous years, the City staff celebrated the Pride pre-party week in the beginning of June. During the week, employees were able to participate in various training sessions and events related to LGBTQ+ themes. Work communities were invited to move in the spirit of 'We Walk with Pride', and many communities found their own ways and schedules for physical exercise.

We also organised an art workshop for the Queer Helsinki network, which offered them the opportunity to express their identity and reflect on their experiences of working for the City while representing a sexual or gender minority.

Employees also had the opportunity to attend a discussion event where business experts shared how we can make our working culture truly inviting and inclusive.

We also organised a training session led by the Pride manager for our staff. The themes of the training included an LGBTQ+ glossary and a diverse work community where everyone feels well.

The month culminated in the Pride parade where our employees also participated.





The City employs 37,559 people

The number of employees rose from 2022 to 2023 by a total of 753 people, by ca. 2%.

The statistics in the 2023 Staff Report are not directly comparable to the statistics in the 2022 report. The figures shown for 2022 in this report are also different from the figures presented in the 2022 report. However, the figures for 2023 and 2022 presented in this report can be compared as they have been defined and restricted in the same way. Details on the restrictions of the statistics from the 2022 Staff Report are not readily available to allow for comparisons between the 2022 and 2023 figures. Furthermore, the deployment of the Sarastia data system on 1 April 2022 required that the figures for 2022 had to be combined from two different systems.

This Staff Report looks at the official number of City of employees, which is defined by the following criteria:

- The person's employment relationship must be in effect on the last day of the month.
- The duration of the person's employment relationship period must be 30 days, at the minimum.
- The combined working hour percentage of employment relationships is 50%, at the minimum.
- Only one primary employment relationship is included for one person.

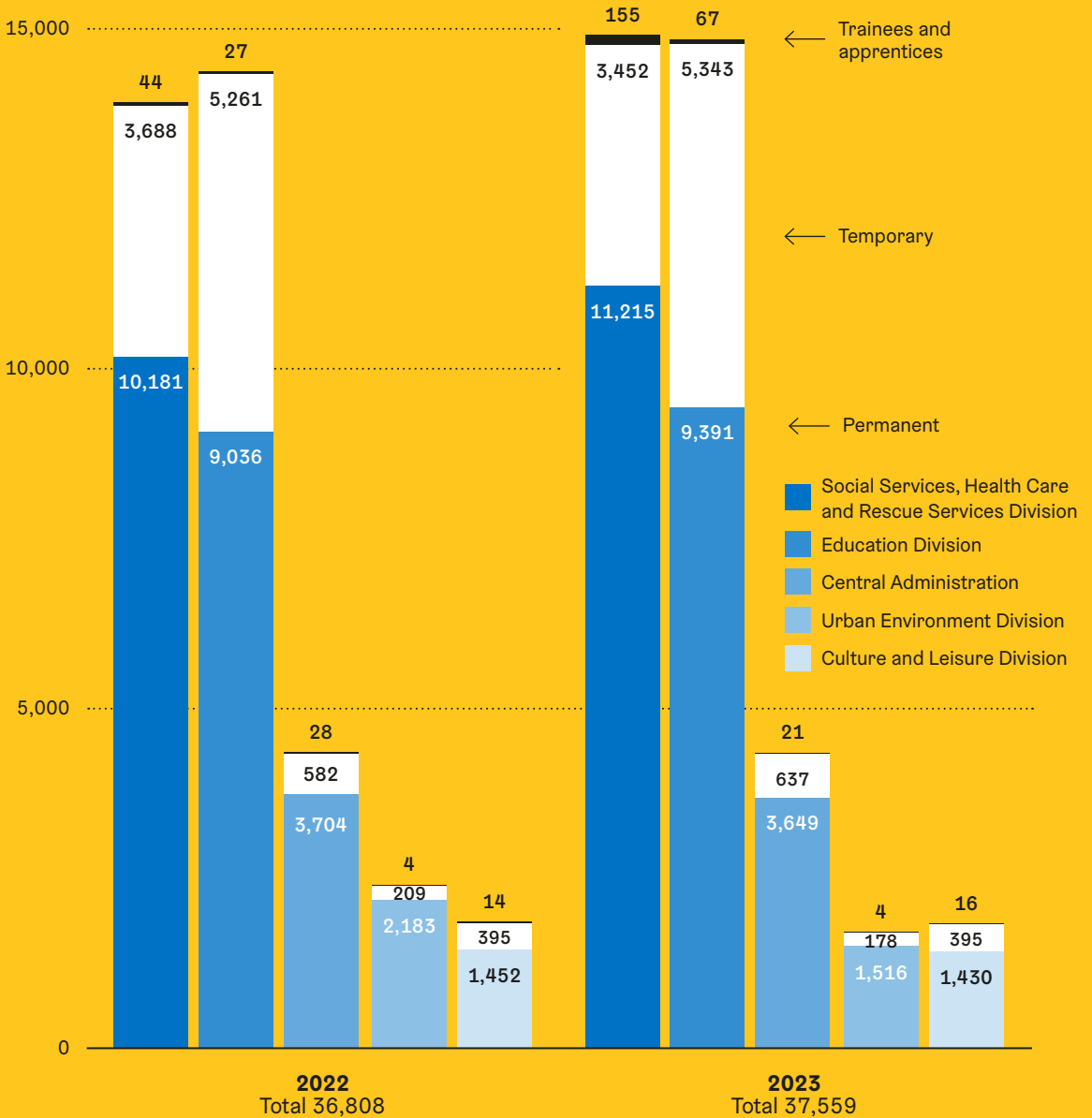
- The employment relationship must not be labelled with an active absence code 600 or 610 (undertaking other duties).
- The employment relationship is present, dormant or partially dormant.
- The staff only includes employees in a contractual or public-service employment relationship, not e.g. contractors or those covered by social wages.

In the following statistics, the divisions and Central Administration also include the public enterprises and agencies. The Mayor, fee recipients, elected officials, the City Board and the City Council are excluded from the statistics. The Rescue Department moved to the Social Services, Health Care and Rescue Services Division on 1 January 2023 as a part of the social and healthcare services reform. In 2023, the Central Administration included the City Executive Office, Stara construction services, Palvelukeskus Helsinki service centre, Talpa Financial Management Services, the Audit Department and Työterveys Helsinki occupational health services.

The statistics in the Staff Report are based on the information effective on 31 December 2023. The data for 2023 was frozen on 1 February 2024, after which the data for the year in question are transferred to historical data and will not be changed. The information presented in the report will be official historical information recorded from 2023.

Changes in employee numbers

Permanent and temporary staff



The number of employees increased from January 2023 to December 2023 by 753 people in total, by ca. 2.0%. Starting from 2023, the official number of staff will also include trainees and apprentices who were not included in the Staff Report 2022.

Average age of employees

Official number of staff

The average age of employees rose by 0.5 years from the previous year. (from 45.6 to 46.1). On average, temporary employees, trainees and apprentices are 6.7 years younger than permanent employees. Female employees are 1.4 years older than male employees, on average.



- Permanent
-○ temporary employees, trainees and apprentices

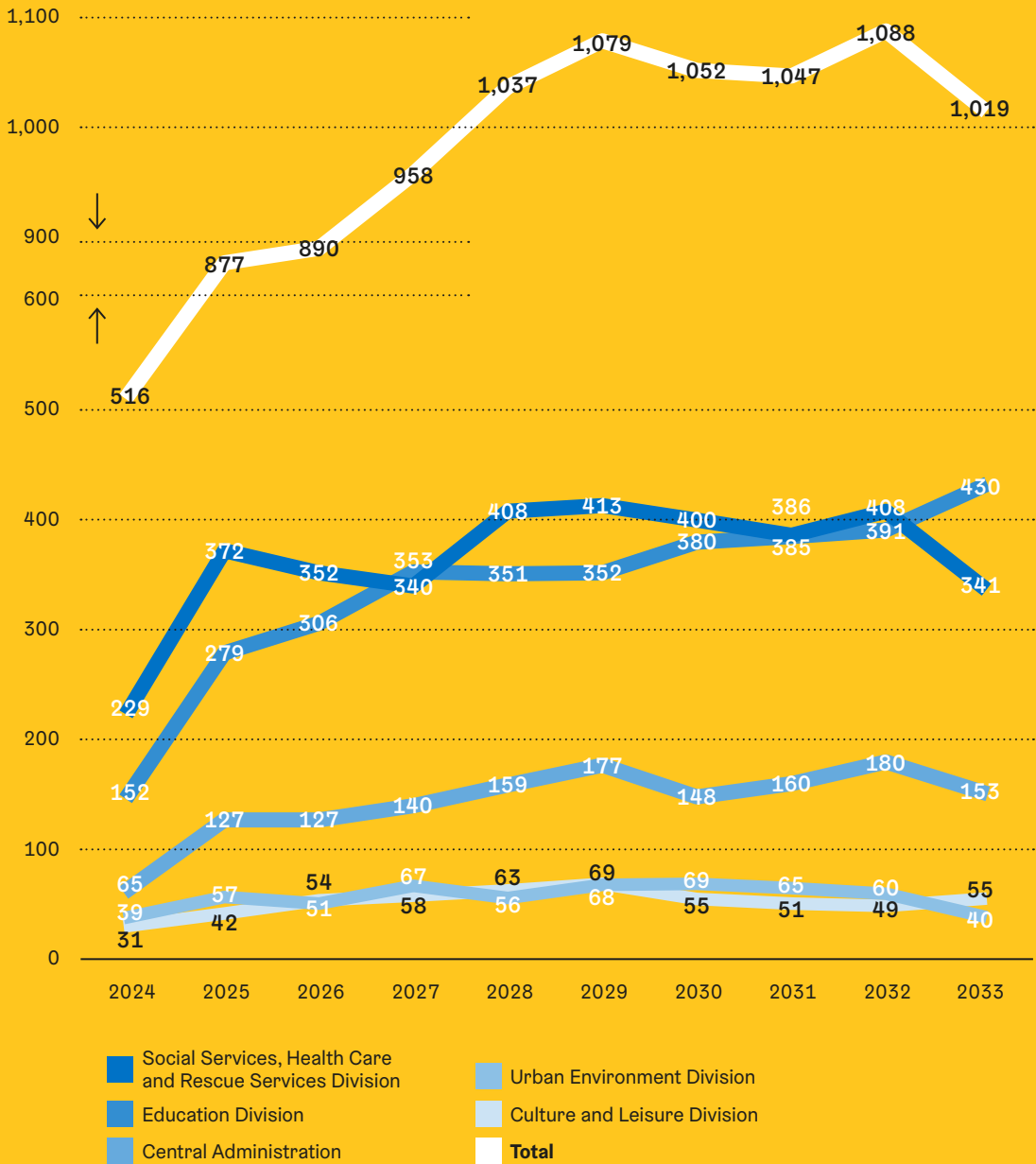
The average age of the entire staff is

46.1

years.

Permanent employees reaching the age that entitles them to receive old age pension (65 years)

Official number of staff



The statistics show the number of everyone turning 65 each year as of 31 December 2023. In 2024, about 516 people turned 65. The ageing of the population can also be seen in the age structure of Helsinki.

The number of employees who will reach the age entitling them to old-age pension is expected to increase to over 1,000 persons per year from 2028 until at least 2033.

Person years

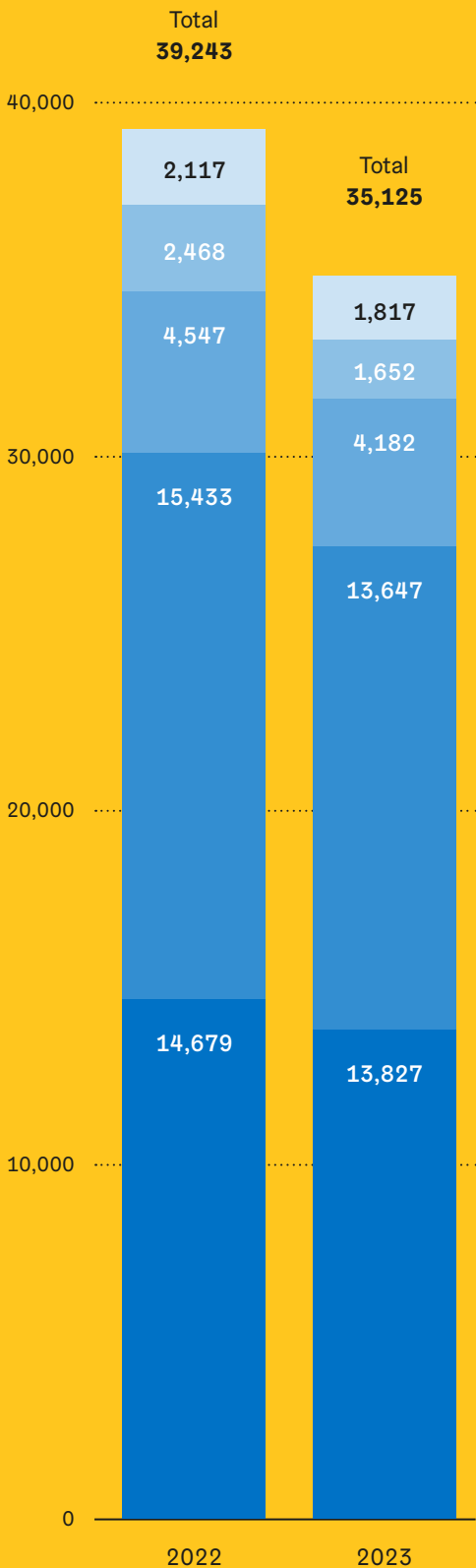
Total staff in 2022

Official number of staff in 2023

The number of person years varies due to changes in the number of staff. Before 2022, person years were calculated by subtracting all absences, except for annual leave, from the service days of all permanent and temporary employees and by dividing the result by 260.7143. Since 2022, the new calculation formula is the following:

$$\left(\frac{\text{Number of salaried employees' days in service in calendar days}}{365} \right) \times \left(\frac{\text{Part-time \%}}{100} \right)$$

The number in question (HTV2) is defined by the Local Government and County Employers, and it describes the average paid work contribution. The person years of 2022 and 2023 are not directly comparable, since the number for 2022 is the person years of the staff as a whole while the number for 2023 is the person years of the officially calculated staff only.



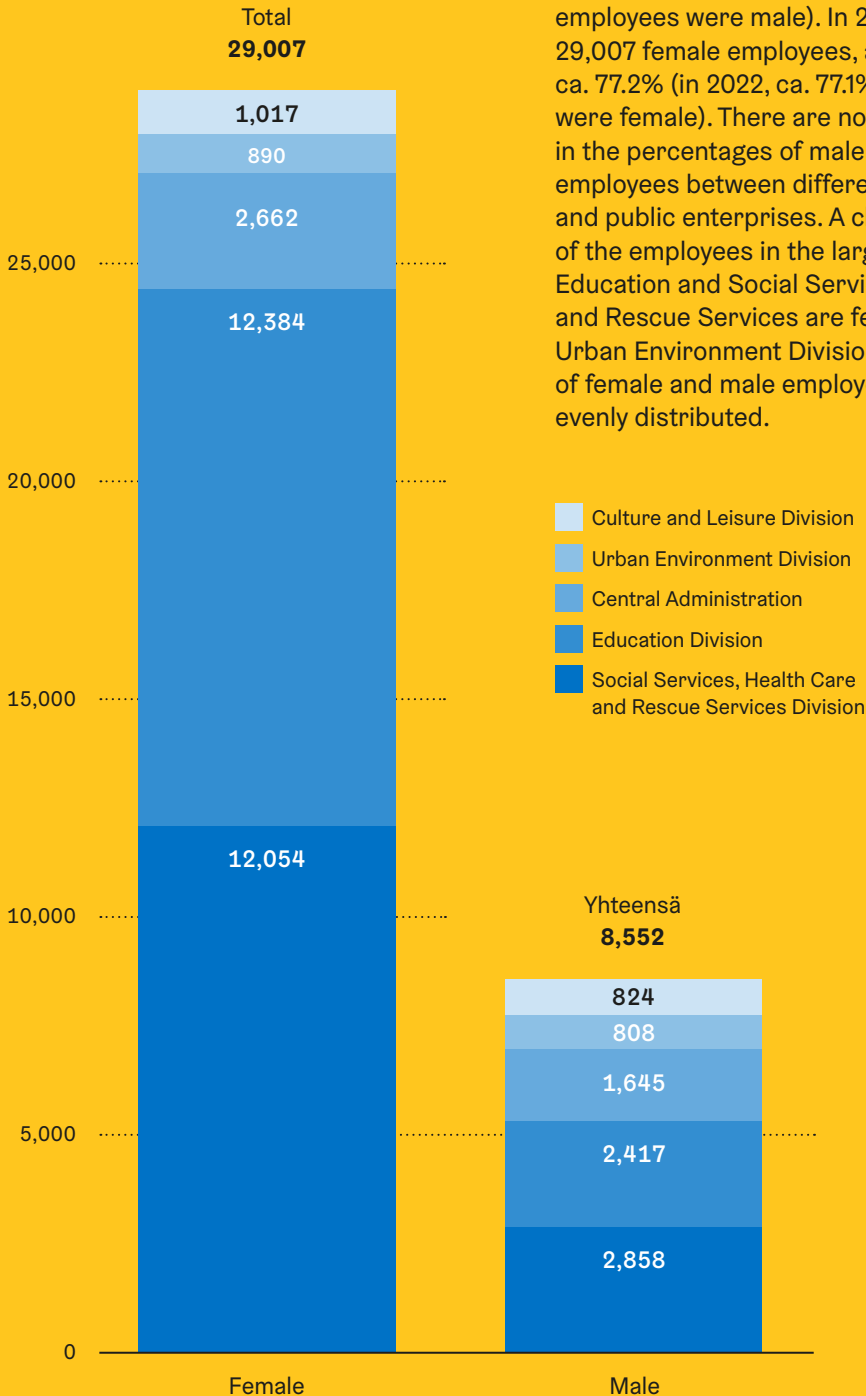
- Culture and Leisure Division
- Urban Environment Division
- Central Administration
- Education Division
- Social Services, Health Care and Rescue Services Division

Total

35,125

Staff by gender

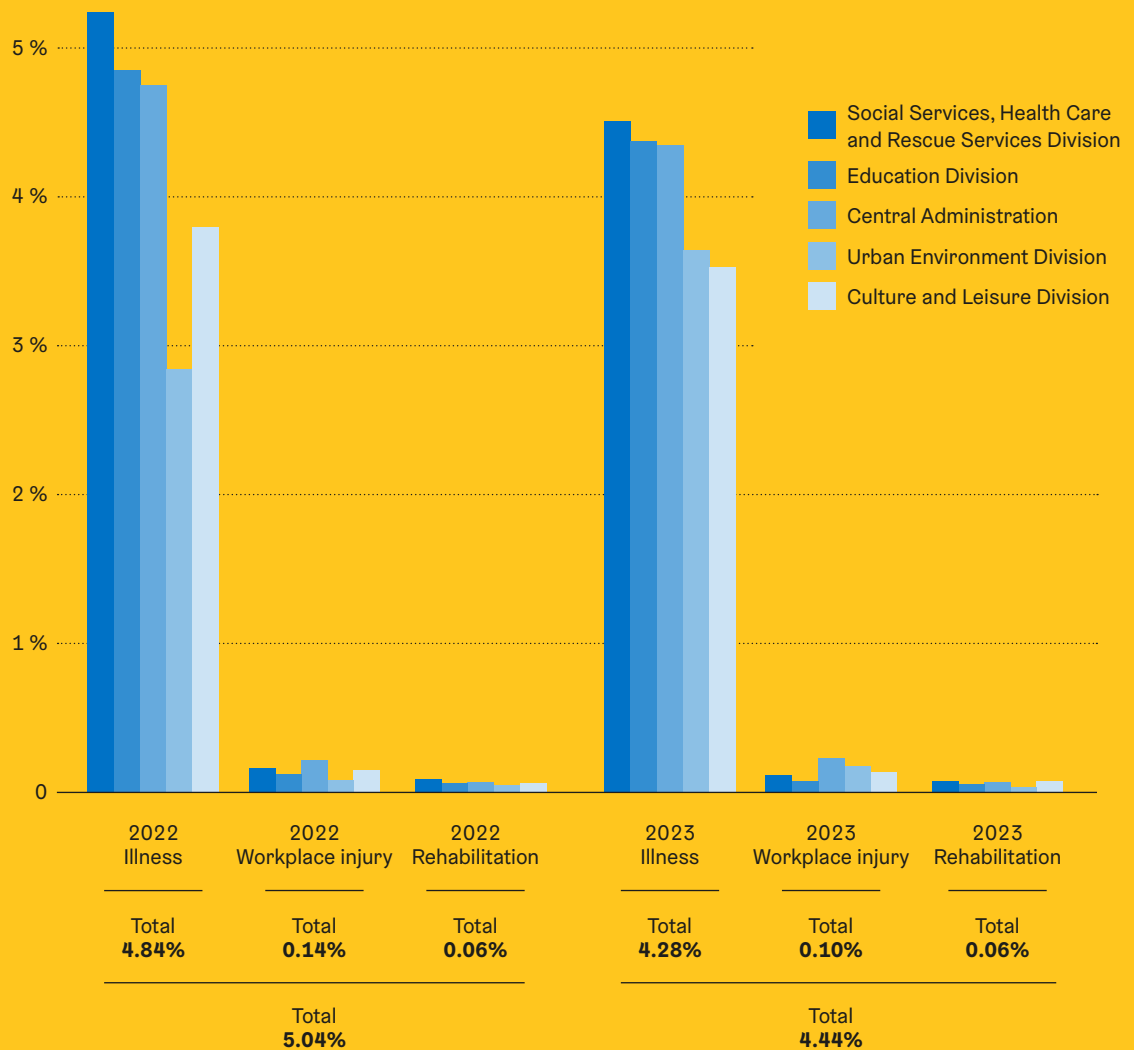
Official number of staff



In 2023, the proportion of male employees was 8,552, or 22.8% (in 2022, ca. 22.9% of employees were male). In 2023, there were 29,007 female employees, accounting for ca. 77.2% (in 2022, ca. 77.1% of employees were female). There are notable differences in the percentages of male and female employees between different City divisions and public enterprises. A clear majority of the employees in the large divisions of Education and Social Services, Health Care and Rescue Services are female, while in the Urban Environment Division, the proportion of female and male employees is the most evenly distributed.

Trend of absences due to illness or injury

Official number of staff



When looking at the numbers from 2022 and 2023, it is good to remember that the development of the formula for calculating absences is still underway after the changes in data systems. The absence rate for 2022 was calculated by dividing the days of absence by person workdays, while the absence rate for 2023 was calculated by dividing the days of absence by calendar days. When calculating

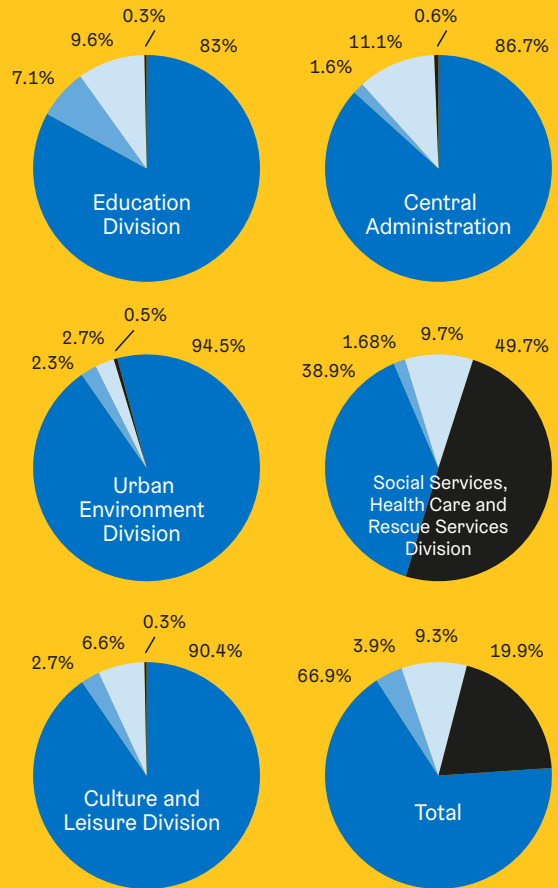
by person workdays, the absence rate is slightly higher than by calendar days. Both models involve challenges, and the actual absence rate is somewhere between the calculation formulas presented here. We will continue our development work in 2024 to get as close as possible to the calculation of absence rate defined by the Local Government and County Employers.

Staff by first language

Official number of staff

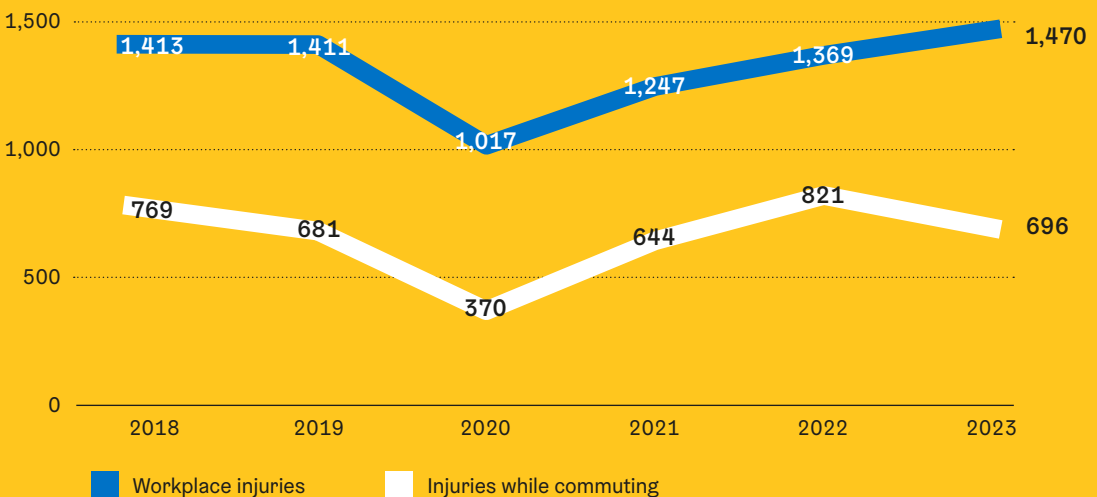
Of the official number of staff, the proportion of people whose first language is not Finnish or Swedish is 9.3%. The proportion of foreign-language employees decreased somewhat from 2022 (by 0.4 percentage points). The Social Services, Health Care and Rescue Services Division is most likely to have the largest number of foreign-language employees. The Division in question has a significant number of employees (49.7%) whose first language is not recorded in the Sarastia system.

● Finnish
 ● Swedish
 ● other
 ● unknown



Change in workplace injuries

Workplace injuries and their trend in 2018–2023



As for workplace and commuting injuries, the number of individual injuries during 2023 is reported.

City of Helsinki Staff Report 2023

Publisher

City of Helsinki, City Executive Office
Staff statistics: julkaisut.hel.fi/en

Layout and information formatting

KMG Turku

Linguistic editing

Sanakanava

Photographers

Laura Oja: cover, pages 12, 15, 22, 25, 29,
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Printing by

Grano, 2024

Publication numbers

City of Helsinki, publications of the Central Administration 2024:7
ISBN 978-952-386-421-4 (paperback)
ISBN 978-952-386-422-1 (pdf)
ISBN 978-952-386-418-4 (html)
ISSN-L 2242-4504
ISSN 2242-4504 (printed)
ISSN 2323-8135 (online)



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