

Staff report

2020



Helsinki

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Helsinki

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City of Helsinki
staff report 2020

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For the reader

It was fantastic to witness how quickly a large-scale city organisation was able to reorganise itself and manage its service provision so well under such unprecedented circumstances.

The coronavirus crisis posed a challenge for our operations throughout the year and had a considerable impact on the way we all work. For some of our staff members, it meant an increased workload, while others began working remotely or were left without any duties. However, it was fantastic to witness how quickly a large-scale city organisation was able to reorganise itself and manage its service provision so well under such unprecedented circumstances. We centralised our decision-making to a coronavirus team, and the City's top management was constantly provided with up-to-date information about the prevailing situation. Both internal and external crisis communications received plenty of positive feedback from residents and the City's staff. Furthermore, the results of a staff satisfaction survey, carried out in the autumn, improved despite the pandemic, and leadership in particular had become better.

A good example of our flexibility was the launch of a talent pool, which allows us to allocate our HR resources to areas in need of workforce. When certain duties disappeared due to the crisis, others were arranged, sometimes very quickly. Hopefully we will be able to take advantage of the labour mobility within the organisations and between different divisions in the future as well, even when we are no longer forced to do so due to a crisis. It is important for everyone to find a role that allows them to be successful. A person's first job may not be the right one, and nor might the second one. Therefore, if we can make it easier for our employees to find the right fit with us, we will not lose them to other operators. At the same time, we will be able to respond to workforce demand.

Even during the coronavirus pandemic, we were able to make progress on our strategic projects. One of these is the joint leadership approach throughout the City, which we first determined together with our senior management level and then began implementing in our operating principles and training. Our approach to management is to mentor our employees, and in its implementation we use success discussions and brief, 15-minute talks. We have also implemented a tool called Onni, which will provide support for success discussions. Unfortunately, due to the pandemic, we have been unable to carry out these discussions systematically and regularly face-to-face, which is our goal.

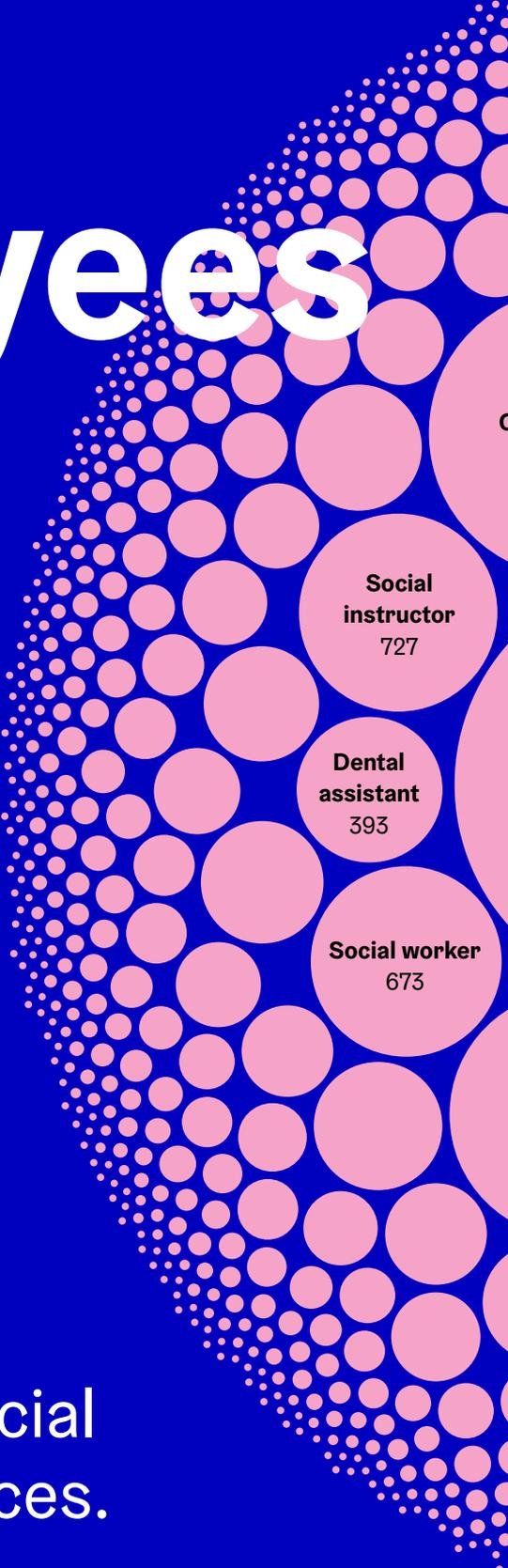


The crisis has shown us that we require more information about our staff: the type of talent we need, the well-being of our staff members and the ways in which we should further develop our skill sets. This has given a boost to our HR system project. The project serves a dual purpose: We will launch a new mobile financial management system, which will have significantly more automated features and reporting functionalities. At the same time, we will also work on a new HR system, which will help us gain an overall understanding of our staff and provide seamless support to our most important HR processes. The areas included in this are hiring, induction, success discussions, rewarding and skill development.

As the period of remote work went on, we came up with new ways to operate that will inevitably have an effect on our future practices. However, as we continued to work remotely, week after week, we began to miss face-to-face interaction with our colleagues and spontaneous exchange of thoughts. Both are needed to invent and discover new things and to create innovations together. Because remote work has already become an established part of the way we operate, we will be better able to utilise both options in the future, regardless of where we carry out our work duties. When it comes to physical contact with others, at least one important theme is familiar to us from previous years – we work together in order to serve the city’s residents. So how can we, by working together, incorporate their perspective into our work even better than before?

Nina Gros
Chief People Officer

39,152 employees

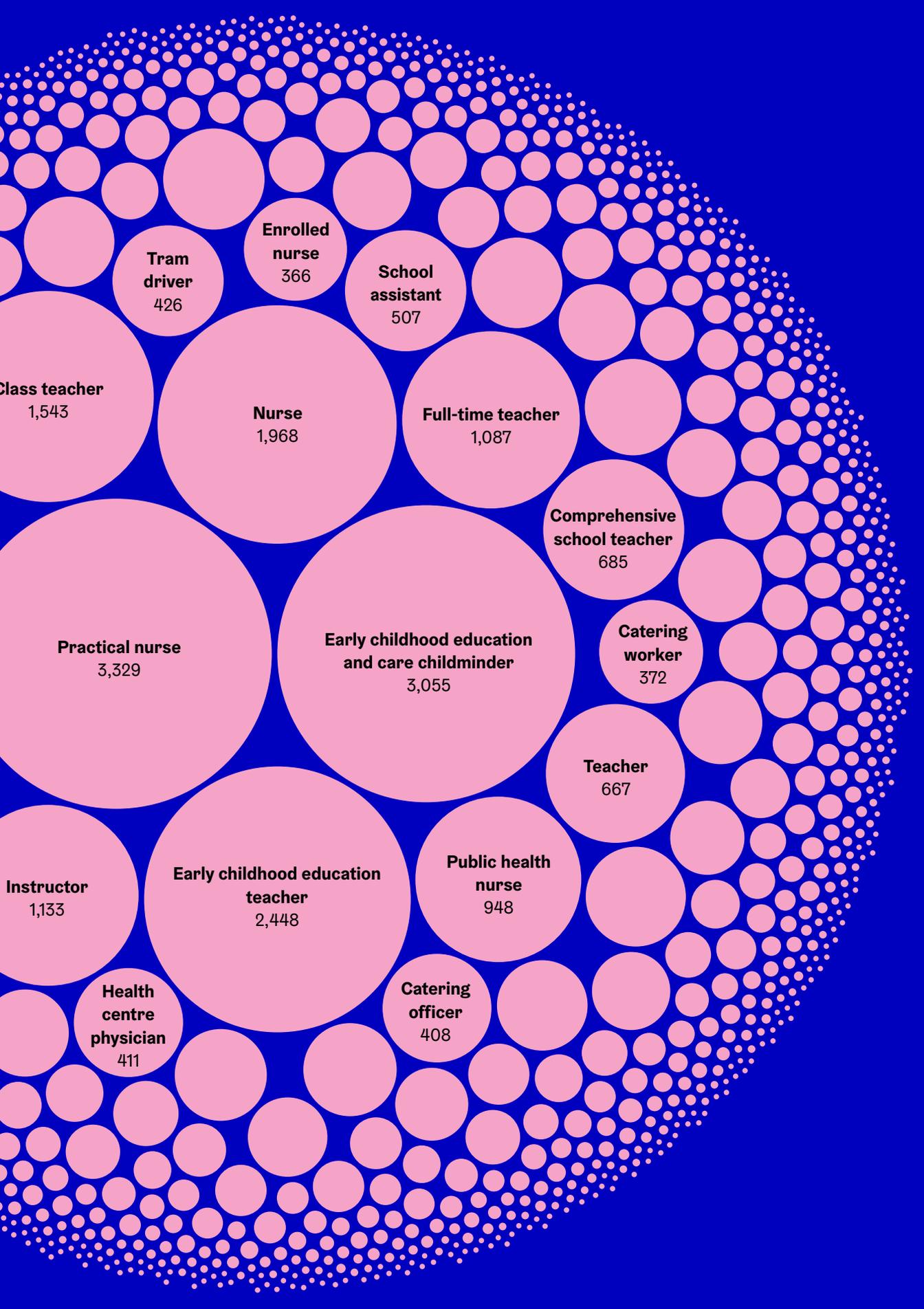


**Social
instructor**
727

**Dental
assistant**
393

Social worker
673

Most of us work in social
and health care services.



Class teacher
1,543

Tram driver
426

Enrolled nurse
366

School assistant
507

Nurse
1,968

Full-time teacher
1,087

Comprehensive school teacher
685

Practical nurse
3,329

Early childhood education and care childminder
3,055

Catering worker
372

Teacher
667

Instructor
1,133

Early childhood education teacher
2,448

Public health nurse
948

Health centre physician
411

Catering officer
408



THE CORONAVIRUS YEAR

The pandemic revolutionised the way we work

The coronavirus year was a time of great changes. The pandemic had a tangible effect on Occupational Health Helsinki, where illness prevention and work ability promotion among the staff were put on the back burner.

Unit Manager **Ritva Teerimäki** from Occupational Health Helsinki describes the year as a tsunami, which made it necessary to reform several elements, including the management system.

‘The pandemic started a whole new life for us. We were contacted via different channels at nearly double the normal rate, and all the contact channels, including our chat, quickly became swamped.’

The first thing was, therefore, to ensure sufficient capacity. The chat received a separate line for assessing people’s need to get tested. The testing volume had to be increased fast and testing extended to workplaces as well. Moreover, some services had to be outsourced. During the worst phase, 11–12% of the people tested were testing positive.

Those infected by the virus also needed access to medical care, and therefore a separate coronavirus clinic with a separate entrance was required as well. The 20-member occupational health care coronavirus team supported the epidemiology work of the Social Services and Health Care Division, and the occupational health care services began operating seven days a week.

Less resources were spent on their main duties, i.e. preventative medicine and promotion of people’s ability to work.

When summer arrived, the situation calmed down, but the following autumn the pandemic picked up pace again. By that point, some of the coronavirus patients from the previous spring, suffering from long-term symptoms, were also seeking treatment. Teerimäki says that some of the City’s employees have had severe symptoms, which may impact their future ability to work.

However, she praises the city organisation for taking such quick action and using knowledge to manage the processes. The units’ coordination teams were fast to assess the situation, and new management structures suitable for a period of crisis were quickly developed.

‘The main thing was to ensure, right from the start, that people could continue to work safely and that the City’s services would remain operational. If the entire staff had fallen ill or had had to quarantine, the work would have been left undone.’

Initially, the situation was made worse by the lack of information about the virus. The guidelines needed to be changed several times as more information became available. At the end of the year, the next big step was to kick off the vaccination scheme, and some of the staff members in the social services, health care and rescue sector were able to get theirs before the year was out.

‘The pandemic has highlighted the importance of support from supervisors. Many people felt distressed when the first cases occurred: what needs to be done, who can continue to work and how should the information about the cases be passed on? This put a lot of strain on the supervisors.’

However, Teerimäki believes that the co-operation with the Social Services and Health Care Division epidemiologists was very good.

Increased self-management

The whole country, including the City of Helsinki and Occupational Health Helsinki, took a big step forwards in digitalisation. Remote appointments became commonplace, even though some remained – and continue to take

place – face to face. Teerimäki predicts that the digitalisation boost caused by the pandemic will have a lasting effect on our operating culture. This is also necessary, because the coronavirus has resulted in a huge backlog in social and health care, which can be tackled by digitalising some of the work processes.

Furthermore, the exceptional times proved how well people are able to manage their own work. As the supervisors' workload increased, others began to shoulder more responsibilities, helping them remember things that needed attention, for example.

'It was nice to notice that there was always someone keeping their eyes open. No one tried to assign any blame if the supervisors were in too much of a hurry to spot absolutely everything.'

Teerimäki emphasises the importance of caring for people's well-being, because the exceptional circumstances are not yet over. The demand for mental health services has skyrocketed, and this trend was evident even

before the pandemic. That is why occupational health care has increased the number of low-threshold mental health services it offers.

'Everyone must care for their own well-being and be aware of their personal capacity to cope. Many hobbies will remain on hold for a while longer, so what other ways can we find to enjoy life and introduce variety?'

In addition to the Social and Health Care Division, the staff of the Education Division faced some challenges during the pandemic. The management had to be on a constant state of alert as events unfolded.

However, despite the pandemic, the number of sick leave days only increased in certain areas. When the more extensive shift to remote work took place, the reduction in sick leave days became a nationwide trend.

In comparison to the previous year, however, the amount of sick leave taken increased to 4.8 per cent by the end of the year.

'The best reward for having endured these exceptional times is for everyone to stay healthy.'



Hand hygiene, social distancing and testing are important factors for work safety

The coronavirus pandemic has highlighted the importance of workplace health and safety. We followed various authorities' guidelines meticulously to protect our staff from the virus.

The key elements of workplace safety are largely the same that apply during our time off from work: good hand hygiene, social distancing and, if symptoms appear, staying at home and getting tested. In addition to these, workers whose roles allowed them to work remotely began doing so in the spring.

The necessity of wearing PPE was determined based on the risk of catching the virus when carrying out specific duties.

As we gained a better understanding of the virus's spreading mechanisms and the rates began to accelerate, we installed plexiglass safety screens at our customer service desks, restricted the number of customers and employees in public facilities and started recommending wider use of masks.

In the spring, workplaces updated their risk assessment protocols to meet the needs introduced by the pandemic. This allowed us to ensure that the work could be carried out safely, with minimal risk of infection.

Persons liable for non-military service

The city employed 50 persons liable for non-military service over the course of the year. This number was slightly lower than in the previous years (2017: 58; 2018: 57; 2019: 58).

Education Division

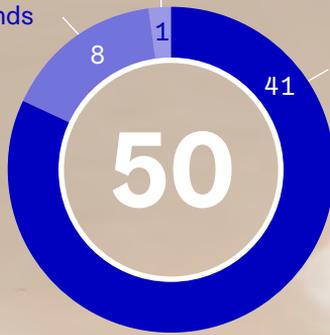
Provides assistance at schools and other educational institutions, carries out organisational duties, maintains and lends digital devices.

Stara

Assists in recycling, takes part in picking up goods, organises stocks, etc.

Culture and Leisure Division

Customer service, advice, logistics.



More opportunities to work remotely

The extensive remote working made it easier for many of our employees to combine work and other aspects of life. We also increased worktime flexibility, so that workdays could be split into segments, where necessary.

Remote work brought on a number of new phenomena. In the spring, schools began providing remote schooling and daycare centres encouraged parents to care for young children at home. Therefore, many employees had to manage not just their work duties, but children of various ages at home.

We increased worktime flexibility to enable our employees to split their workdays into segments, their roles permitting. This helped them better juggle the schedules of different family members.

Working remotely improved occupational well-being and opportunities for the staff to influence their own work. However, remote work also carries a risk in terms of work ergonomics. In order to combat this, we tried to remind our employees about ways to ensure ergonomics in the best way possible when working remotely.

Furthermore, taking breaks is important during remote work too, and people should remember to move and change positions sufficiently often. In fact, an old adage states that the ergonomically best position is always the next one we are about to change to.

42% worked remotely

A report by municipal employers, published in April, was still urging the public sector to take advantage of remote work in a more diverse and extensive way. According to this report, without such measures the sector would be left behind.

However, according to the Kunta10 survey, 42% of the staff had worked remotely at some point over the year.

The coronavirus pandemic resulted in sudden, major changes in some of the basic components of work. Since March, many of us have been carrying out our duties full-time outside of our actual workplaces. Facilities have been almost empty, and those few present have been keeping their distance and wearing masks.

We quickly learnt to operate in a digital world, where encounters are mainly virtual. We became efficient at holding meetings, and the boundaries between work and leisure time became muddled.

More opportunities to work remotely

Up until the pandemic, the possibilities for working remotely varied between different sectors and divisions. Under the current circumstances, people in some roles where remote work was previously impossible have been able to carry out certain tasks from home.

The pandemic boosted and accelerated a natural trend towards a more varied working life. The new approach with work that can take place at multiple locations will substantially change our professional lives and subsequently the entire society. Among other things, remote work has an impact on management.

Studies and experience have shown that remote work has a positive effect on efficiency, workforce availability, occupational well-being and ability to combine work and other aspects of life.



Among other things, Kati Immeli-Vänskä teaches home economics. One of the home assignments she gave was to do something nice for other family members,

Therefore, once the pandemic is over we should stop and consider the sort of normal we want to return to. For example, what will the new hybrid model for working life look like, combining the benefits of remote work and work at a workplace?

Last autumn we agreed that we would continue to improve the remote work approach even after the pandemic has ended.

Functional technology helped with digitalisation

Teacher **Kati Immeli-Vänskä** from Jätkäsaari Comprehensive School feels that schools managed the remote schooling period during the coronavirus spring well. She herself had used electronic learning environments in various ways before, and therefore remote schooling and learning felt familiar to her.

However, the rapid shift to remote schooling was not as easy for everyone. Immeli-Vänskä served as a tutor teacher, and together with her colleagues she arranged support for using computer software. The teachers also received help in this from the Education Division and the city organisation more generally. Google

and Teams tools also helped with gaining these skills.

Modern technology can facilitate a lot of things, and the teachers used it to share pedagogic solutions that they themselves had come up with. One special needs teacher compiled proposals about what to do if a pupil is not doing their homework.

Exams were held via Meet, and if a pupil could not be reached, Immeli-Vänskä would keep trying to contact them until things started to improve. If a pupil was absent a lot, these absences were discussed together at the school, wearing masks and adhering to the social distancing rules.

Among other things, Immeli-Vänskä teaches home economics. One of the home assignments she gave was to do something nice for other family members, which the pupils seemed to enjoy. The list of positive acts performed by the pupils included making breakfast or lunch for their families, cleaning their homes and arranging a film night.

Immeli-Vänskä never felt like she had to face this novel situation alone, as information and feelings were actively and collectively shared

NEW ROLES

A talent pool balanced out the workloads

When the coronavirus restrictions were applied to services in the spring and later towards the end of the year, many of our employees no longer had work. However, through our talent pool we were able to transfer them temporarily to other duties, which also allowed us to avoid furloughs.

In the spring and at the end of the year, the City suspended many of its services, causing some of the staff members to experience a temporary reduction in their duties. However, at the same time, new services were being created and more employees were needed to provide these services. Therefore, we launched a talent pool, which helped us allocate staff members to areas with the most critical needs. This allowed us to avoid furloughing our staff.

For example, the Social Services and Health Care Division required more employees, because the City had introduced new coronavirus health stations and an extensive track and trace service. The City also had to prepare for a significant increase in patient numbers.

Furthermore, the need for added resources also became apparent in the City Executive Office, when paying out subsidies for the self-employed and organising mobile coronavirus advice, as well as in the Service Centre, when providing remote care.

Joining the Helsinki-apu service

In the spring, the amount of work available reduced in the Culture and Leisure Division in particular, and staff from there transferred over to Helsinki-apu. As a matter of fact, this division, together with Helsinki Parish Union, played a key role in the newly-founded Helsinki-apu service.

This service allowed us to reach elderly residents of Helsinki and offer them help with shopping.

The number of children attending daycare was also significantly reduced in the spring, due to which we reallocated daycare centre staff with qualifications in the social and health care sector to help out with the sector's work with the elderly.

Towards the end of the year, staff members from the Culture and Leisure Division were reallocated to the track and trace service, assistant roles in the care sector, and daycare centres, in particular. The Social and Health Care Division in particular saw a lot of internal transfers.

Over the year, the total number of transfers was 1,637, and most of the people were reallocated to duties within their division, municipal enterprise or agency. The number of staff members reallocated to other organisations was 382.

Thanks to our talent pool, we were able to redistribute some of the workload in the critical areas. The exceptional times also provided staff members who were transferred to new duties with an opportunity to learn about the City's operations in another unit, thereby increasing their skill sets and knowledge of the City.

We gathered feedback on the talent pool over the summer and made some changes the following autumn. In the spring, we collected

Staff transfers in 2020

| | Internal transfers | Transfers between divisions |
|--|--------------------|-----------------------------|
| Education Division | 0 | 230 |
| City Executive Office | 0 | 17 |
| Urban Environment Division | 3 | 3 |
| Culture and Leisure Division | 375 | 116 |
| Service Centre | 30 | 11 |
| Social Services and Health Care Division | 847 | 5 |
| Total | 1,255 | 382 |

information about the staff members to be transferred from the staff themselves, while in the autumn the information came from the supervisors.

For the most part, the transfers took place according to the rights granted to supervisors by the collective agreements, which meant that new contracts were not signed and instead the employees were temporarily reallocated to alternative duties.

Focusing resources makes sense

Rasmus Ruismäki transferred from early childhood education and care to Laakso Hospital and told us about his experiences in the summer:

‘I am glad that the City of Helsinki offers the option of alternative duties. I think it is prudent to focus nursing staff where they are needed the most.

‘I received a good induction to being a practical nurse on an infectious diseases ward, and I have been able to use my skills in acute medicine that my paramedic studies and work experience have given me.

‘At Laakso Hospital, there are always doctors, nurses, physiotherapists and other professionals around, and help and guidance is available whenever you need it.

‘My role involves basic patient care, wound treatment and, due to the pandemic, plenty of dressing up in PPE.

‘The situation is new and challenging for everyone, but despite that the staff work extremely well together.

‘While carrying out alternative duties, I have learnt a lot about various illnesses and their treatment. The things I am learning here will help me with my future studies in the social and health care sector.’

The situation is new and challenging for everyone, but despite that the staff work extremely well together.



Rasmus Ruismäki received a thorough induction and was able to use his paramedic studies to carry out his alternative duties.

New opportunities to change roles

Our employees need new or modified duties if their usual work ends or they are unable to continue in their normal role due to health reasons. The pandemic afforded opportunities to relocate.

New alternative duties were tailored for transferring employees, because the pandemic resulted in new roles, such as lobby workers, at the social and health care provision locations.

What did this mean in practice? **Jaana Berg**, **Carita Lindbom** and **Virpi Lindfors** with their thermometers are ready to welcome new customers in the lobby of Vuosaari family, health and well-being centre.

Vuosaari is the first place in Helsinki to have lobby workers take customers' temperature when they enter the centre. The work is easy to do with ear and forehead thermometers. These devices display the results immediately.

All three women transferred to their new roles in August through reallocation.

Previously, Jaana Berg and Virpi Lindfors worked in a kitchen, but both began to suffer

from back problems. Carita Lindbom used to work as an office secretary.

The three ladies are visibly happy with their temporary jobs during the pandemic.

Lobby workers make sure that none of the people arriving at social and health care units have coronavirus symptoms and advise them about test sites, if necessary. Even in their sleep, they would know to ask new arrivals whether they have a sore throat, a cough, a runny nose or stomach problems, and whether their sense of smell and taste are normal.

'This is genuine customer service. Generally speaking, our customers probably understand our role, and I have become familiar with people who come here often,' Lindfors says.

Agile HR policies

A good example of agile and innovative HR policies is the hiring of these lobby workers. It also shows how well a large organisation is able to act quickly when necessary.

The lobby workers' supervisor, **Arttu Teivainen**, says that most of the lobby workers are people who have been reallocated, but when more were needed at roughly 30 of the City's units, lobby workers were also hired from outside the city organisation. By the end of the year, their number stood at 54.

'Overall, the hiring has gone really well, and we have found fantastic people to work in our lobbies,' Teivainen says.

In addition to health stations, family centres and dental clinics, lobby workers welcome customers to health and well-being centres, coronavirus testing sites and, since the end of last year, vaccination centres.

Jaana Berg, Carita Lindbom and Virpi Lindfors transferred over to lobby workers through reallocation.



A virtual job offer café

We offer our workers new work opportunities through reallocation if their duties end or if they are no longer able to carry out their usual duties due to health reasons. Our Helbit recruitment system contains a job application database for transferring employees, and over 100 staff members have already used the system to apply for a new job.

A work ability network, launched by HR experts who manage the transfers, enhanced its operations and started a so-called job offer café, a virtual meeting place on Teams.

At this virtual café, suitable talent is identified from amongst the transferring people to fill the available roles. The aim is to find talents

from within our own organisation, across all divisions and municipal enterprises.

The idea for the café came from the work ability coaches, who manage the transfers and serve as HR experts. The first person to take responsibility for running the café was **Lea Laitanen-Juslin** from the Social Services and Health Care Division.

Approximately 300 people are transferred annually, and 127 of them in 2020 were actively seeking a new job.

OCCUPATIONAL WELL-BEING

Occupational well-being is managed with knowledge

Managing occupational well-being is part of the supervisors' work, but everyone is in charge of their own occupational health and managing their own work. The focal point in our new project is leadership through knowledge.

In this project that began in the autumn, we have started to improve our occupational well-being management, and this work continues. The aim of the project is to make the occupational well-being management cohesive throughout the entire organisation, and enhance cooperation between HR, worker protection and occupational health care, providing support to the administration and supervisors.

The main focus in the project is on knowledge management. In the workshops held in the autumn, the development team discussed the goals and indicators of occupational well-being management. Among other things, we asked the team members about their thoughts regarding the significance of occupational well-being management and how this form of management should be further developed?

The project will continue in spring 2021. At that time, the themes will include roles and responsibilities, work communities and an occupational well-being tool box for supervisors.

Everyone is responsible for occupational well-being

'In order to provide residents with high-quality customer- and resident-centric services, it is imperative that our employees feel well. Therefore, occupational well-being must be seen as part of the everyday work,' **Riitta Pimiä** says emphatically. She works as a service manager at Occupational Health Helsinki and took part in the project workshops.

'In many sectors, we are competing with private service providers for workforce. However, our main strengths include our good management procedures and supervisor work, as well as a work community that invests in staff well-being. Our salaries are rarely competitive compared to those of private enterprises, but instead our meaningful roles, continuous learning, investments in training, as well as job and workplace well-being may provide an edge to the public sector.'

Pimiä reminds us that every employee is responsible for occupational well-being.

'Occupational well-being management is a big part of the supervisors' work, but it is equally important for all employees to shoulder responsibility for their own occupational well-being and managing their work.'

Occupational well-being and managing it form a whole that consists of several elements, and everyone should be aware of these. All employees should think about the goals that their individual roles have.

Other important questions include: what was my induction like, do I have sufficient skills, have I got enough resources and time to do my job well, is the atmosphere open and interactive and can I get support when I need it? What about how I am feeling? What should I do if my ability to work deteriorates? What should I do if I become concerned about a colleague?

New tools for leadership

Ilkka Konola believes that occupational well-being management should involve more than just indicators and staring at figures. Konola works as an occupational safety and health representative in the family and social services.

'Occupational well-being management is about interacting with employees, i.e. people, and supporting them. Unfortunately, there is not enough time to do this.'

He believes that in addition to schemes, guidelines and indicators, what is needed is promotion of workplace well-being. Furthermore, investments far above the current level should be made in the supervisors' skills and support.

He thinks that the occupational well-being development project is important and has high hopes for it. He would also like to see the project result in new occupational well-being management tools for employees' immediate supervisors and middle management.

Staff experience

79.6%

would
recommend
the employer
to a friend.



2019: 77%, which
was 3.7% percent-
age points less than
in 2018.

37.8%



2018: 43.5%, which was 0.1% less than in 2016.

No ability to influence work-related changes

3.65/5



2018: 3.63%, which was 0.01% less than in 2016.

Work management

37.9%



2018: 35%, which was the same as in 2016.

Feel that the work-related changes are positive

3.84/5



Occupational health survey 2019: 3.89, which was 0.14 more than in the 2018 Kunta10 survey.

The workplace community is a social asset

58/100



2018: the score was 50/100, the same as in 2016.

Staff satisfaction with supervisors' work and leadership

3.3/5



2019: 2.94, which was 0.21 less than in 2018.

Decision-making is thought to be fair

5.2%



2019: 5.5%, which was 0.9% percentage points less than in 2018.

Have experienced sexual harassment

1.7%



2018: 1.9%, which was 0.8% percentage points less than in 2016.

Have experienced discrimination based on gender



Increasingly good management

Management was not easy during the exceptional conditions, but regardless of this our leadership has improved, according to two surveys. Similarly, positive developments have taken place in occupational well-being.

The staff experience with management has improved notably. We assessed our staff members' feelings regarding the City's reformation and occupational well-being through two surveys, the Pulse of Renewal and Kunta10.

Although the year was an exceptionally challenging one for our management, the staff experience of the quality of the leadership and the supervisors' work improved notably. In particular in the Kunta10 survey, the coaching leadership index rose significantly from the previous survey level (68.8 → 73).

It should be noted, in particular, that the results of all divisions and municipal enterprises – even those most affected by the coronavirus crisis – improved.

This was because of the work we have tenaciously been carrying out for the past few years throughout the city organisation. At the same time, we can be proud of the passion and motivation with which our supervisors safeguarded our staff members' well-being and ability to cope during the pandemic year. This will form a solid foundation for our future success.



Occupational well-being improved clearly

In addition to the leadership indicator, all the other renewal and occupational well-being ones improved in the staff surveys. Our employees are more engaged than before, they feel that their work is more meaningful and would increasingly recommend the City as an employer.

This positive trend is built on the fact that our work has meaning and is based on values: we work every day of the year so that Helsinki's residents can feel good.

The number of sick leave days increased somewhat. However, recovery from work is better than before, there are fewer experiences with harassment and discrimination, and an increasing number of people believe that they will be able to continue working until they reach the pension age.

What is particularly positive is that despite the difficult pandemic year, the results remained good even amongst those employees who were transferred to new roles. Furthermore, remote work increased work satisfaction significantly.

One discussion, big impact

Despite the positive results, we still have plenty of work to do. The cross-organisational collaboration needs to be developed further, and this is something we can all influence.

When it comes to occupational well-being, special attention must be paid to the stress experienced by employees under 30 and their ability to recover from work. We must also remember that the success discussions have a notable, positive effect on how well people understand our strategy and are able to enjoy

The cornerstones of leadership are vision, enthusiasm, consistency and implementation ability.

their work, and, ultimately, how meaningful our employees think their work is.

One of the key elements of success management is staff induction and competence. Therefore, we have reformed our induction processes and implemented new induction tools as part of the Onni system.

Together with our divisions, we have identified the areas in which we still need to improve our skills. We chose digital competence and customer-centred service competence for piloting our new processes. The pilot will continue until the beginning of February 2021.

Ethical principles as a basis for our workplace culture

The reformations in the divisions have slowly become a normal part of life, and we were able to focus better on things that bring coherence to leadership and the work culture in the entire city organisation.

In particular, we wanted to promote a uniform staff experience and, ultimately, customer experience. However, we kept in mind that work and management can take different forms in various parts of our organisation.

At the heart of our workplace culture was the City's ethical principles and the related workplace community discussions. In order to



Development discussions transformed into success discussions

discuss our ethical principles, we developed a tool called Helvi, which helped work communities discuss a theme and create a household code on things that matter to them specifically.

Ultimately, these ethical principles will form the foundation for the entire City's workplace culture, and even just the act of talking generates a culture revolving around ethics.

Shared cornerstones of leadership

Several divisions have determined the type of leadership that is required in order for them to be successful. We began to gather these division-specific themes to identify similarities in the ways in which the City is being run.

The City employs approximately 2,000 supervisors, and management methods vary widely. However, certain basic elements of leadership are found in different organisations.

The four cornerstones of the City's management are vision, enthusiasm, consistency and implementation ability. These cornerstones are based on a strategy, best practices, staff expectations and the latest research.

In other words, they mean that elements such as building a future Helsinki, a willingness and enthusiasm to lead others, openness and consistency, and, ultimately, decision-making and assessment of the outcomes from the city's residents' perspective, are highlighted in the management.

We published these cornerstones at the City's first joint Johdossa! supervisor event in November. Over the coming years, they will serve as the spearhead elements of the supervisors' success management, training and communications.

The goal and development discussions that were in use for a long time are now history in our organisation. They have been replaced by success discussions between supervisors and employees about the individuals' objectives, development and support that they need to do their jobs.

The success discussions are complemented by regular 15-minute discussions, the purpose of which is to support employees and encourage them to achieve their goals.

The success discussions are an important part of success management. The aim is to enhance the culture of talking in the organisation and promote a proactive approach instead of a reactive one.

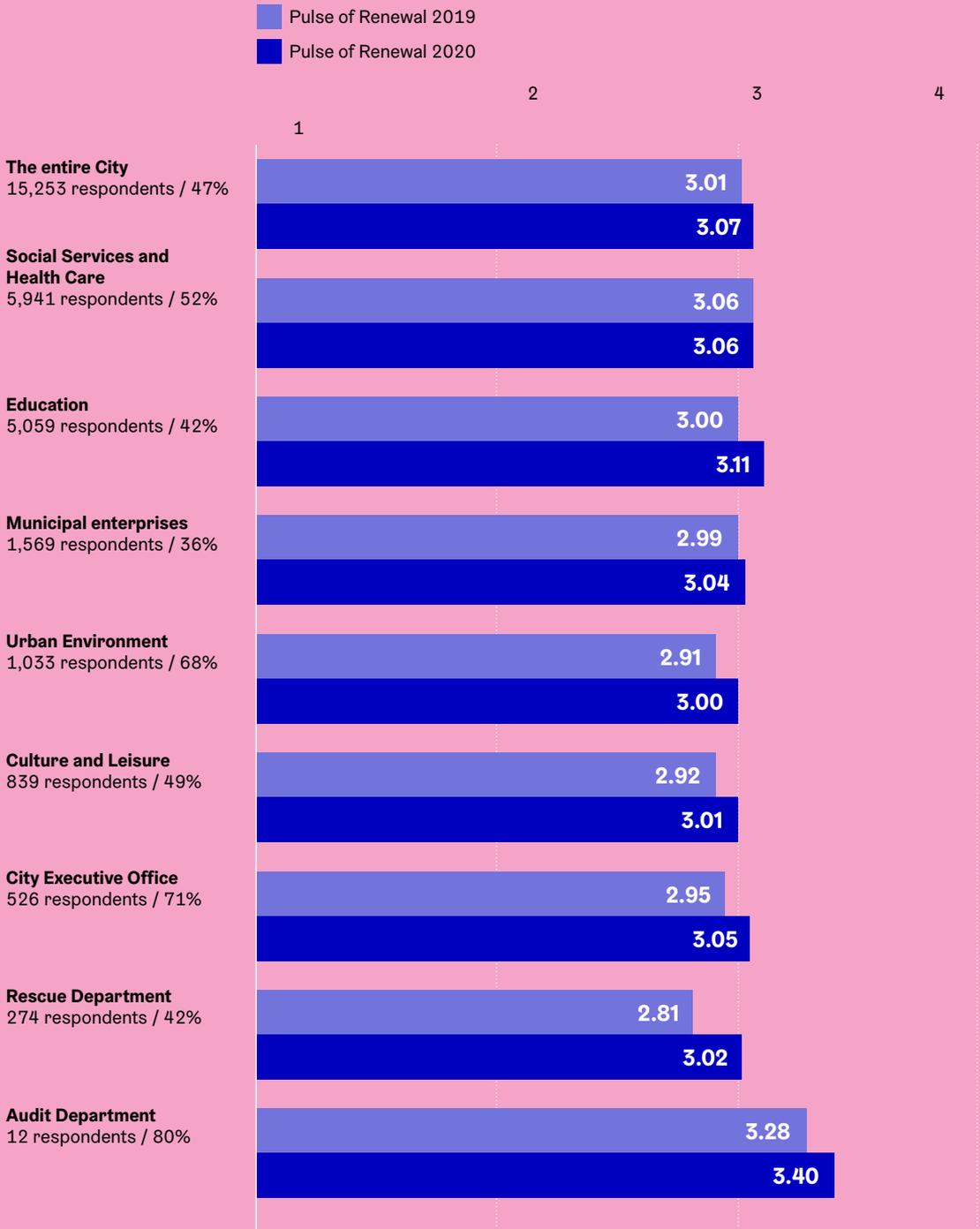
Furthermore, the aim of success discussions is to steer the work in the right direction and ensure suitable conditions for the work in a correctly timed fashion.

The Onni system that was implemented at the start of the year helps document these discussions. Report templates are available for different types of discussions, which makes it easy to record them and find the reports at a later date, all in one place.

The Onni system is used by the whole staff body.

The overall result from the Pulse of Renewal

The Pulse of Renewal shows that the staff members feel more positive about the City's regeneration than before. The overall results have improved slightly. Moreover, the results have not deteriorated in any division.





A new HR system collects an increasing amount of information

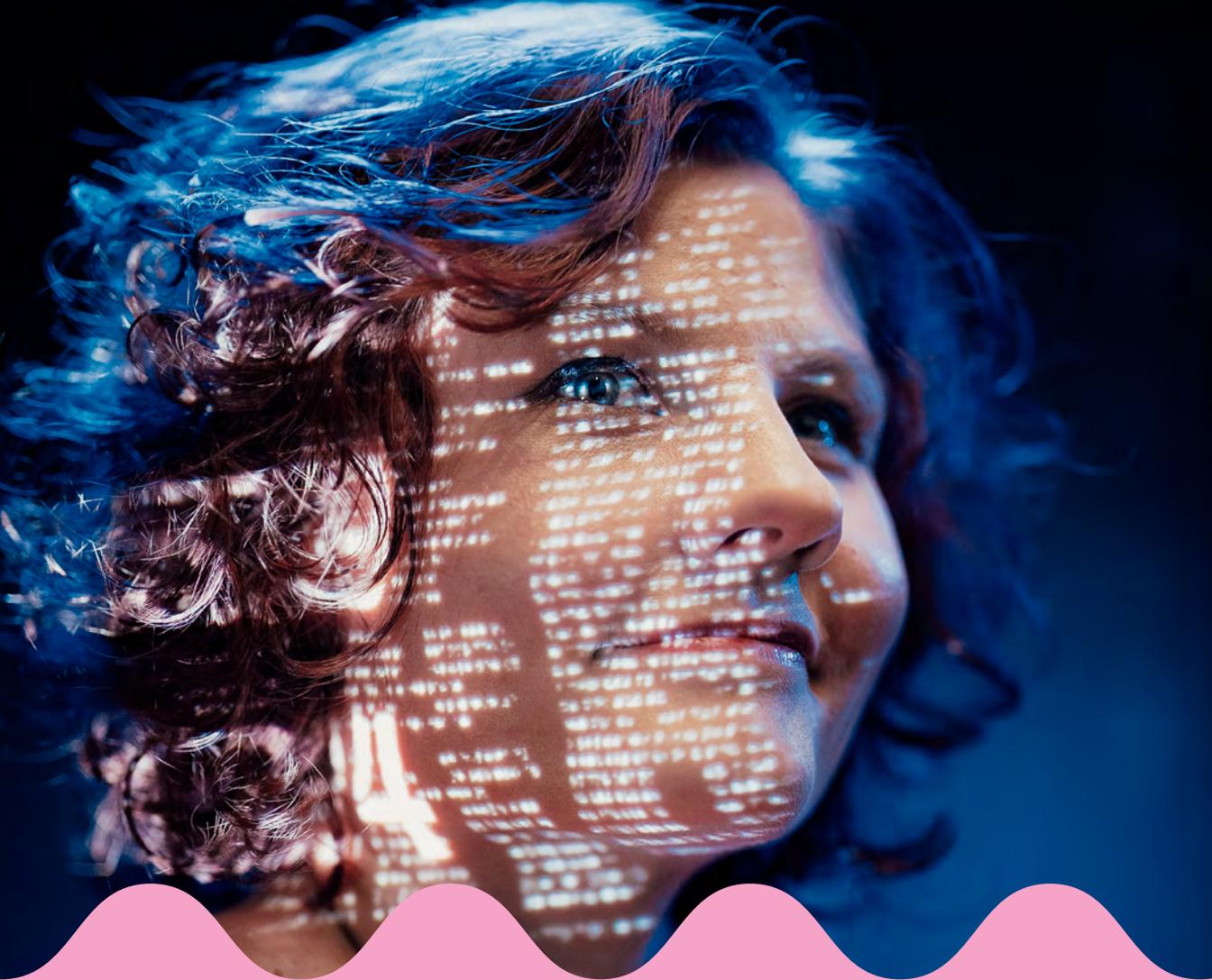
As part of creating a digital roadmap for the HR systems, we also acquired an HR and financial management solution, Sarastia365, which includes functionalities required in the lifecycle management of employment contracts and payroll services.

The preparations for the system's implementation began in November. Initially, it served as an HR and financial management solution. It will remain as our payroll solution alongside a more extensive HR management system, which will be introduced later.

The current system, HIJAT, will stay in use until Sarastia365's launch.

We have been further developing the success management system Onni, commissioned at the start of the year, when providing induction and utilising the skills across the entire City.

The Service Paths of Supervisors' HR Work project assessed the supervisors' daily routines and needs with regard to HR management, and, based on these, identified elements in the HR systems and the work in general that require urgent improvement, as well as formulating a vision for the development work.



DEVELOPING LEADERSHIP AND SKILLS

Training continued online

We provided our entire staff with support in the use of digital devices through training, and most of the supervisors' coaching moved online.

From March onwards, we carried out our training and coaching as either virtual or hybrid courses, the latter meaning that some participants attended in person while others studied remotely via Teams. We continued this approach the following autumn, in accordance with the recommendations.

The new approaches have worked technically quite well, and we have continuously learnt more about the opportunities that various devices can provide and ways of engaging and interacting. As work progresses, the work and the way we carry out our duties evolve.

Some of those who have participated in numerous remote meetings, courses and training stated that they would also like to have face-to-face events. In fact, the participants in coaching organised face-to-face in August wanted to stop having remote meetings, de-

spite the pandemic. However, others enjoyed remote coaching and remote work.

In the spring, we ran several online courses titled *When Leadership Moves Online* as support for virtual supervisor work and management. Their themes included virtual encounters with and engagement of the staff, building trust and keeping in touch, virtual meeting procedures and management procedures. Further course themes included coping with remote work and occupational well-being.

Furthermore, we have provided support for working remotely and using the related devices through Teams and Office 365 training.

Plenty of training for supervisors

Good supervisory work and management promote the City's effectiveness and high-quality municipal services. Through our supervisor training that spanned across the entire City, we promoted the City Strategy's shared management principles, as well as the reformation of our operating culture.

The key in the development of leadership and supervisory work skills included our ethical principles, cornerstones of leadership and, in accordance with the latter, good supervisory practices and management, self-improvement as a supervisor and a thorough understanding of the methods involved.

In addition to HR management, the training and coaching included management work in connection to objectives, customers, services, operations and finances.

The target groups for the training included all potential immediate supervisors, their supervisors and the middle management.

We provided several forms of training: The ABC of Good Supervisor Work online course;

We have an enormous amount of data, but even more important than that is maintaining dialogue.

OVI; Helsinki's Supervisor Unit's training; An Introduction to Supervisor Work; Treeni and Stadin Valmentajat training; and courses providing vocational qualifications, including the JET management and business management programme; and immediate supervisor's LAT training.

The fourth two-year EMBA coaching group for senior and middle management is currently running, and the fifth group began in October. Among other things, the coaching aims to promote the City Strategy's goals and cooperation between the divisions.

The fifth group received 52 applications, and 25 applicants across all the divisions were accepted.

In addition to the centralised coaching events, we carried out organisation-specific supervisory training and development projects, whose themes ranged from coaching leadership, enhancing supervisors' role, and reforming work and cooperation methods.

Some of the training took place face-to-face, but we also promoted city-wide goals through online courses on coaching leadership and an improved, customer-centric service provision. Other online course themes included the basics of accessibility.

The digitalisation programme continued

Our digitalisation skills improved, thanks to our digitalisation programme. The leadership, supervisors and experts took part in events revolving around data, data utilisation and data analytics, in accordance with the data strategy.

For our financial management experts, we organised a Business Controller course, the main goal of which was to increase the participants' skills in utilising data and analytics. The participants conducted a project in small

groups, creating operating models for utilising data and data analytics in their own divisions or municipal enterprises.

The AI and Us training programme provided online training on artificial intelligence throughout the year, while our agile development programme (Kehmet) focused on developing a clear range of services and increasing online training on this theme. Furthermore, several information management courses helped participants improve their project management skills.

Different roles, shared themes

The work of supervisors varies dramatically. Their duties at construction sites differ from those at daycare centres, which in turn are distinct from senior homes.

However, the City wanted all of its roughly 2,000 supervisors to attend its shared Johdossa! supervisor event. This was the first such event, and due to the pandemic it was held online.

'One of the event's purposes was to help supervisors understand each other's work better,' says Special Planning Officer **Susanna Snellman** from the City Executive Office.

Over the course of one morning in November, the participants had a long discussion about leadership and how their work has a lot in common regardless of the division or job title. Other important themes included cross-divisional cooperation, engaging others and the ability to implement decisions.

The event received plenty of positive feedback. Among those who found the event useful was **Varpu Sivonen** from the Education Division.

'Mutual interaction and reciprocity are key. We need to look at things from various angles if



The first Johdossa! supervisor event was held online. The event was such a great success that similar virtual events will be organised again.

we truly want to improve our city. I would like to see more of these shared supervisor meetings,' she wrote in her feedback about the live event.

Getting hearts to beat for Helsinki

The event involved many beneficial discussions that all the participants were able to comment on. Here are some excerpts from that morning's discussions and comments:

'We have an enormous amount of data, but even more important than that is maintaining dialogue. Data alone is not enough, and instead we need ideas resulting from this data. We must learn to ask the right questions across divisional boundaries, which will allow us to make better choices day by day.

'Our biggest duty is to get people's hearts to beat for Helsinki. In the future, we will need an increasing number of people to be Helsinki fans, and our chances of achieving this are good, because more attention is being paid to meaningful and responsible approaches.'

People have the right to be heard, even if they do not all think the same way. Super-

visors' work also involves work on personal views. Information can be googled, but our thought processes develop through experiences and interaction with different people.

It is important that the City has talented employees, but equally or even more important is retaining that talent. People come to work for the City because they want to do something worthwhile, and if they decide to leave they often do so because of a boss.

The basic elements remain the same, year after year: children go to daycare or school. The biggest impact on our operating culture comes from the way that our supervisors carry out their duties – empowering others and encouraging them to achieve something wonderful.

Snellman would like to see the playfulness and excitement highlighted during the event to spread into the work teams. Johdossa! supervisor days will continue to be held online in the future for all supervisors.



In the future, summer employees may become the talents that the City needs. Jonathan Engman and Tatu Puttonen worked as quality monitors in the summer.

Various ways to tackle the demand for new talent

We have been working hard, searching for solutions to our high demand for new talent. Several options exist, and by implementing these we are aiming to ensure efficient hiring processes in the years to come.

In order to improve staff availability, we founded a new unit, which began operating as part of the City Executive Office at the start of the year. The unit coordinates city-wide operations, for example by improving the employer's image, applicant experience, skilled recruitment processes and staff availability in sectors with high demand for new employees.

The unit's hiring service team began work in March. By the following autumn, the team had grown to include five recruitment experts.

Improving our hiring services and developing new hiring concepts are the first main goals of the team. The City Executive Office HR department has taken part in the hiring processes for senior management in the divisions and municipal enterprises.

Now, we want to expand the service, and therefore the HR department has been made a regular part of all senior management recruitment. Help and support with both an entire hiring process or a specific part of it, depending on the situation, is available for the recruitment processes of key employees and service managers.

This will help conserve HR resources. Simultaneously, we are able to take advantage of the knowledge regarding applicants and functional hiring methods in all our divisions.

Help from modern tools

Hiring requires various tools and methods in order to be successful, at their best providing the process with critical support.

In order for the right applicants to see a job advertisement, it must be made visible to the target group with the right type of recruitment marketing. However, challenging application processes and management level jobs often require further measures. A great help comes from a so-called sourcing service, which actively approaches desirable talents. The divisions and municipal enterprises can request this service from the City Executive Office's recruitment service team.

Other means of facilitating an easier hiring process include using video interviews, and these have now been implemented as part of the Helbit hiring system.

Help from interest representation

At the beginning of the year, we, together with the divisions and the City's interest representation unit, determined the key influencing objectives and needs that could help resolve the lack of workforce in various areas. This was done to improve staff availability, both by promoting employee interests and working actively together with universities, for example.

One of our first measures to promote staff availability was to redetermine the basis for allocating homes arranged for employees by the City, in order to promote hiring in sectors with high demand for new staff.

In the summer, we launched a project dubbed Root Causes for Lack of Workforce, in which we studied these causes in various sectors using service design methods. The project will continue in 2021.

The City has a particularly high need for new, competent early childhood education and care staff. In order to improve the situation, the Mayor appointed a special task force team in the spring, and one of its duties is to gain an overall understanding of the situation and working conditions in this field, and to propose suitable measures.

Despite the pandemic, our work was active and goal-oriented. The City's active interest representation and cooperation bore fruit, as the University of Helsinki decided to increase the number of new early childhood education and care students with the help of funding made available by the government's amending budget.

Hiring foreign-language speakers

As part of the Osaaminen käyttöön Suomessa ('Utilising existing skills in Finland') project, the City took part in the SIMHE (Supporting Immigrants in Higher Education) cooperation programme. The project's methods continue to be used, which promotes the employment of staff with immigrant backgrounds in care work and early childhood education.

Thanks to two projects (Osaaminen käyttöön Suomessa and Sote-silta), we managed to hire over 30 nurses for internships in the Social Services and Health Care Division, and 20 of them were offered permanent positions at the end of their internship period.

Because of the coronavirus pandemic, hiring people from abroad was difficult. Therefore, we focused on improving the recruitment of foreign-language speakers who were already in Finland. We have identified factors that hinder or stop foreign-language speakers from being hired by the City.

The City is taking part in the Helsinki University International Talent Programme, run for the first time, in which different city organisation divisions receive a group of international

students for mentoring. The programme will continue until spring 2021.

In addition to this, we have identified the divisions' wishes and options for increasing international students' internship opportunities, and improved our skills in recognising qualifications gained abroad. This work will also continue.

The City's supervisors and HR staff responsible for hiring received training on diversity in workplace communities.

3,700 summer employees

Developing proactive recruitment means is vital for promoting staff availability in the longer run. Over the course of the year, the City hired approximately 3,700 summer employees. Their overall number decreased from the previous year by about 200 people.

In the summer, we carried out a summer entrepreneurship programme for young people together with 4H and Talous ja nuoret TAT, and the programme helped nearly 130 young people find employment and try out their business ideas in practice.

The nature of employment fairs and student events changed drastically, as nearly all participation took place in virtual environments. The city organisation reacted to this by developing more online participation options and events.

A good summer job

Since 2010, we have been taking part in the Responsible Summer Jobs campaign. Based on a campaign survey, young people feel that we have succeeded in improving the City as a summer job provider, because we scored better than before in almost all the categories.

As part of the World's Most Functional City programme, we carried out our first summer job project – an idea originating from the Mayor – in which the City hired 25 residents to monitor the functionality of roadwork arrangements and the City's services, as well as areas needing improvement.

We also launched a trainee programme in the City Executive Office HR department, and this work will continue and expand.



Job applicant experiences identified increasingly well

A positive applicant experience has a significant effect on the employer's image and subsequently on staff availability. In May, we introduced an applicant experience survey, which helped us assess the experiences that applicants who have undergone the City's hiring process have.

Applicant experiences are largely shaped during the application period based on the actions of people taking part in the process (supervisors and HR people). The survey allows us to analyse applicants' experiences regarding job advertisements, communications during the application process and any interviews. We also ask applicants to make an overall assessment of their application experience.

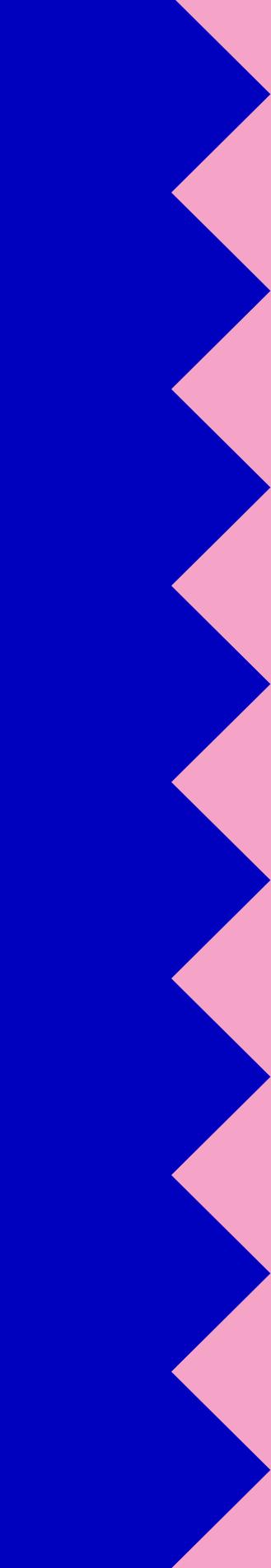
We review the results quarterly and identify any development needs in our hiring skills

based on these results. If any areas need improvement, we arrange training and coaching.

The aim is to learn together and become an increasingly attractive employer through well-managed hiring processes.

We went over the survey results acquired by the end of autumn in our steering committees. We learnt that our strengths included appealing job advertisements and their adequate information content. On the other hand, the list of areas requiring improvement included communicating with applicants from the very start of the process and informing them of the application process's progress. In 2021, we will improve our communication with job applicants with new communication material and by factoring in this communication when planning recruitment skill training.





Diverse forms of hiring

We need many types of talent to carry out our work. We initiated an anonymous hiring process, and the results have been so good that we are aiming to expand its use.

By diverse hiring, we refer to the various means and measures that we utilise to provide numerous options for becoming employed by the City. This also helps us ensure staff availability in a number of ways simultaneously.

Our aim is to give everyone an equal opportunity to use their skills to benefit the city. This form of hiring is also high in quality.

Discrimination based on a characteristic of an applicant or their loved one, or any assumptions, is forbidden when it comes to recruiting.

Therefore, we have continued to improve our hiring process, so that it promotes equality and parity, and have invested in these same elements in promoting our recruitment skills. Our aim has been to ensure, for example, positive applicant experiences and, above all, equal opportunity and treatment amongst the candidates.

An anonymous recruitment process pilot

At the start of February, we launched an anonymous recruitment process pilot, which continued until the end of the year.

The purpose of the anonymous hiring process is to lower the threshold for getting an interview without influence from any irrelevant factors.

This means that all personal information, such as an applicant's name, date of birth, gender and age, is redacted in the applications. In other words, applicants are selected for interviews based on the skills and work experience that they describe in their applications.

We tested the anonymous process in all of our divisions, the City Executive Office, HKL and Service Centre Helsinki with 12 different job titles and roles.

For example, the Education Division anonymously hired playground instructors, the Culture and Leisure Division hired youth instructors, and the Social Services and Health Care Division hired office secretaries.

By the end of the year, the number of people recruited through an anonymous process was 48.

Based on the results of the pilot, anonymous hiring is an important part of diverse recruitment. Moreover, it has a positive impact on the employer image and encourages different types of people to apply for the City's vacant positions.

The anonymous hiring process helped the recruiting supervisors to focus on the applicants' skills and competence.

The willingness to continue this form of hiring is widespread. We have therefore de-

cide to implement this functionality as part of our general hiring system, thereby expanding the method's use to cover more recruitment processes.

Anonymously recruited into a media workshop

Emilia Mäkinen started working as a trainer in youth workshops' Media Spa at Helsinki Vocational School in October. At the time, schools were able to offer face-to-face instruction despite the pandemic, and she had time to get to know her new colleagues and the young people in person.

Mäkinen got her job through anonymous hiring. Applying for a job without revealing your name, age or gender is such an unusual phenomenon that the City's anonymous hiring process and Ms Mäkinen ended up in the national news around the end of the year.

'In my job application, I had to give a description of myself that could not be used to identify me. In practice this meant that I listed my educational background and work experience. That was not particularly difficult, but I did have to think a bit more carefully about what I would write in the free-form section, what sort of an image it would convey and how it was likely to affect the impression that the person reading my application would gain of me.'

The job advertisement contained enough information about the vacant position. In addition to that, Mäkinen was already familiar with working in workshops.

'The hiring process left me feeling positive and happy to be starting in this job. The anonymity indicated to me that the employer was

genuinely trying to avoid discrimination based on name, age, gender or any other such factor.'

The work has met her expectations. Mäkinen works with unemployed young people who come to the workshop from all walks of life. Some need more structure in their daily routines, while others have already decided what they want to do for a living. In a workshop, everyone can freely and safely try out work in the audiovisual sector.

'I really enjoy my work,' Mäkinen says.

Involving people with disabilities and those with a partial ability to work

We have helped people with disabilities and those who are partially able to work become employed in roles offered by the City by clarifying our operations and identifying some of the structural obstacles that make it difficult for people to become employed. We have assessed these factors in expert workshops and through targeted interviews.

We propose that the measures we have put forward be included in the next staff parity plan.

'In my job application, I had to give a description of myself that could not be used to identify me.'

Emilia Mäkinen, one of the people who took part in the anonymous hiring procedure, became something of a celebrity when she described the process to YLE news.



Becoming an attractive city with jobs that matter

Our image as an employer changed. The aim is for us to be the number one choice for job applicants in a number of fields.

We improved our employer image through extensive collaboration with our divisions and municipal enterprises. Our goal was to create a vision, shared by the entire organisation, for how people imagine us as an employer. The re-invented employer image is crystallised in the City-wide slogan: Helsinki. Work that matters.

In addition to the shared slogan and uniform visual appearance, we developed tools, structures and new abilities for increasing the City's appeal as an employer. We moved from recruitment marketing to creating ourselves a more extensive employer image in order to find the best talent.

The City aims to be the top choice amongst applicants in key sectors, attracting them to apply for jobs with the City. This is strongly influenced, among other things, by our staff members' experience of us as their employer.

According to the Kunta10 survey, 79.6 per cent of our staff would recommend the City as an employer. This figure has risen by 3.7 percentage points since the 2018 survey.

Guidelines in a shared manual

The employer image manual encourages and instructs the divisions and municipal enterprises to find their own ways to be appealing and discover employer stories for their target groups to be used in their job advertisements, social media channels and internal communications.

The manual lists concrete influencing measures for improving both the external and internal employer image. Furthermore, it provides guidelines for achieving coherent recruitment communications while taking into account the special features of each division and municipal enterprise.

We created our employer image slogan and the supporting material together with communications agency Milton.

In the autumn, we held a theme event for our HR and communications staff on our employer image. The event's workshops resulted in a list of further development needs, including cooperation with education providers, employee ambassadorships and encounters with applicants during virtual events.

We have begun to work systematically towards including effective career stories in the City's social media channels. In addition to that, we have been providing training on how to plan effective encounters and on the special aspects of virtual events.

Over the course of the year, the City had a total of



12,261

positions open for application.

The number of applications submitted was



108,456

Our job advertisements were viewed



1,324,386

times.

The number of downloads on the Helsinkirekry job advertisement pages was



4,522,999



Award-winning and responsible work

We have been working long and hard to promote diversity and parity, and this has not gone unnoticed.

The City is a workplace for everyone. Fair and respectful treatment of all people and the staff members' equal opportunities of demonstrating and utilising their skills is vital in order for the City to be a top employer and, subsequently, the most functional city in the world.

The staff equality and parity plan's annual measures promote these elements in practice. We factor in parity and equality in all of our operations, from hiring to rewarding, from work communities to the supervisors and senior management, and from finding harmony between work and other aspects of life to promoting career equality.

Our perseverance was rewarded when we received an award (Vastuullisuusteko 2020) for being a responsible operator, as part of the Responsible Employer campaign organised by the job advertisement service Oikotie Työpaikat.

The campaign's jury of experts granted the City the award for its effective, long-term and extensive promotion of diversity and parity.

In its assessment, the jury noted the City's virtual equality and parity training platform Helvi, intended for the entire staff body. The purpose of the platform is to help participants consider what parity and equality mean and how to incorporate them in the recruitment, work communities and the City's services increasingly well.

Furthermore, we arranged a briefing on diversity, inclusivity and unconscious biases for our supervisors and experts. Additionally, we have taken the equality aspect into account on our other courses, such as supervisor training on how to hire and reward employees.

The proportion of foreign-language speakers is on the rise

The proportion of foreign-language speakers in Helsinki at the start of 2020 was 16.2% (15.7% in 2019). Likewise, the proportion of foreign-language staff members continues to grow, and reached 9% of all employees at the end of the year (8.5% in 2019). These figures were at their highest in the Social Services and Health Care Division, 12.6% (12.2 % in 2019).

Gender-biased roles

When it comes to occupational roles, those mainly occupied by women (over 70% women; assessment includes roles held by more than 50 people) include family daycare providers, group family daycare providers, speech therapists, public health nurses and dental hygienists (please see a longer list in the statistics appendix).

Roles typically occupied by men (over 70% men; assessment includes roles held by more than 50 people), on the other hand, include senior fire fighters, firefighters, tram maintenance mechanics, carpenters and equipment maintenance mechanics. Roles, such as cooks, lecturers, team managers, mental health nurses and youth instructors, tend to be occupied more evenly by women and men (at least 40% women and 40% men). We are unable to gain information about the proportion of gender minorities in different roles.

The quality monitors were tasked with observing in practice how well the City Strategy's objectives were being met. Anna and Isabella Nyström were among those carrying out this work.



REWARDS

Recognising everyday successes through rewarding

One-off bonuses promote the development of our workplace culture and recognition of success. We paid a total of approximately €13 million in one-off bonuses.

We are building Helsinki, the most functional city in the world, by being successful in our day-to-day work. This requires input from all the City's employees. Workplace communities and employees can earn a single-payment monetary reward based on performance.

The focal points of these rewards include ideas and changes that increase efficiency and productivity and are closely linked to the duties of the community or employee in question. Throughout the year, the City granted these rewards in a quick and targeted way, despite the pandemic, in recognition of work communities' and employees' performance excellence. When the connection between success and reward is clear, it boosts work motivation and encourages continued good performance.

We asked our staff to let their supervisors know of any colleagues within their immediate work communities who deserved to be rewarded. In these instances, the criteria typically included improving cooperation, assisting colleagues and actively promoting mutual interests.

A total of approximately €13 million was paid out as performance-based one-off rewards. The number of individual bonuses granted was 40,000, and their average amount was €300. In addition to that, about a 700 days of leave were granted as one-off rewards. At the end of

the year, the Social Services and Health Care Division was granted a 0.5% amending budget to cover the one-off bonuses, so that the division remained able to reward its staff for their excellent performance during the pandemic year.

Performance-based bonuses are paid to everyone if a division, agency or municipal enterprise meets its shared goals and the funding criteria are met.

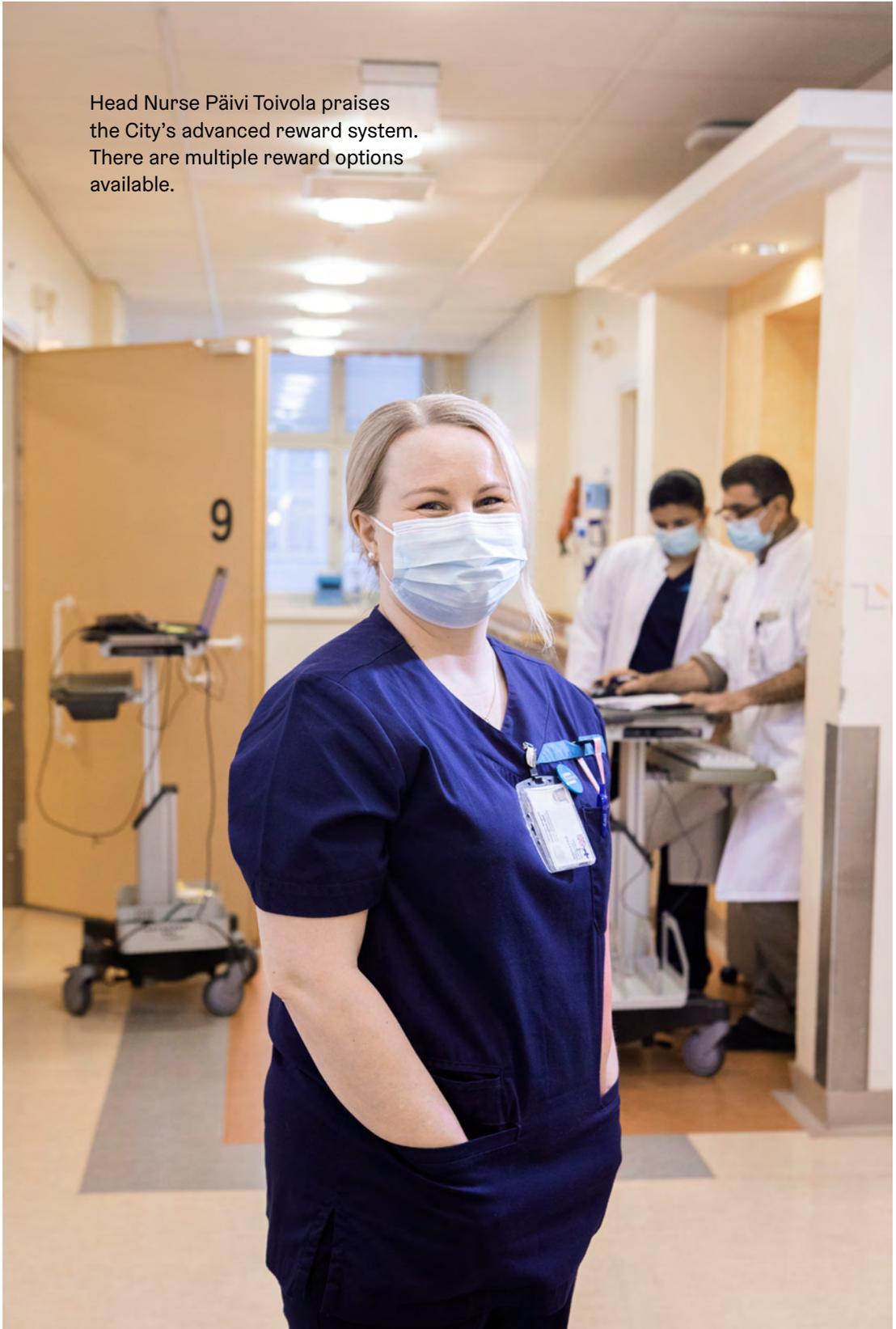
We changed our performance-based bonus system's funding to a city-wide model, which gave the different divisions and agencies more equal opportunities to receive these bonuses. This is a self-financing system, i.e. performance-based bonuses are funded from the amount left over from the entire City's target operating cost, and no separate budget exists. The funding of the municipal enterprises' performance bonuses remained the same.

For the first time, this bonus system included all of the City's staff. We linked our result objectives increasingly closely with the implementation of the City Strategy, so that the objectives could steer us towards actions that promote positive customer experiences, productivity trends and service renewal.

In addition to that, we set our supervisors a management goal that made the expectations regarding their work more tangible and created a uniform leadership culture throughout the City.

The unprecedented conditions brought on by the coronavirus pandemic were also financially challenging. Therefore, our performance-based bonus system's funding was not achieved according to plan, and we were unable to pay out these bonuses in the divisions and agencies. In addition to that, the funding criteria in the municipal enterprises were generally not met.

Head Nurse Päivi Toivola praises the City's advanced reward system. There are multiple reward options available.



The Social Services and Health Care Division recognised flexibility and promotion of community spirit

Head Nurse **Päivi Toivola** from Laakso Hospital's Ward 6 believes that one-off bonuses are a meaningful way of rewarding staff members for good work performance.

'What makes rewarding so important is that it serves as personal recognition. It makes clear to an employee why they specifically are being rewarded, and makes their good performance visible.'

During the pandemic year, Ward 6 granted rewards for several different reasons. They included being flexible during a pandemic, having good work community skills, boosting the general mood, shouldering responsibility, improving elements of hygiene, improving the induction process in connection to pharmaco-

therapy, providing guidance to students and receiving good feedback from patients.

Toivola points out that spontaneously thanking someone is valuable too, but being able to reward a person for their excellent work with a cash bonus is fantastic. Often, these cash bonuses amount to several hundreds of euros.

'As a supervisor, I feel that we now have ample means of rewarding our staff. The City's reward system has come a long way.'

These days, we are able to give recognition to people who go the extra mile or expand their skills. The ability to reward employees has been particularly important during the pandemic, especially since our work changed so rapidly last spring.



Strong support from the management

Executive Director **Juha Jolkkonen** from the Social Services and Health Care Division says that the City's policy – even before the pandemic began – was for the one-off bonus sum to equal one per cent of the salary.

'In the Social Services and Health Care Division, this amounts to roughly €5 million, which is no small potatoes,' Jolkkonen says.

Initially, these funds were not intended for work involving the coronavirus, but Jolkkonen believed that it would be a reasonable gesture on the employer's part to reward staff for their flexibility and a challenging year.

Before Christmas, the City's steering committee proposed to the City Council that the one-off bonus amount in the Social Services and Health Care Division in 2020 be increased to 1.5%. Jolkkonen thought that the increase would be a clear indication that the employer under-

stands the pressure that the division's staff are under.

He says that it is important for the decisions on these bonuses to be made close to where the actual work is being carried out. After all, it is the units and teams that know best whose performance has been exceptionally good.

According to Jolkkonen, the rewards are appropriate because they come as an immediate response to meeting a goal.

'A reward leads to joy over a success. I believe that a fair reward system has an effect on motivation, the ability to cope at work and the willingness to commit. In addition to that, immediate verbal praise, whenever appropriate, is also required.'

The Social Services and Health Care Division's HR committee, as in the other divisions, monitors the reward system and the way that bonuses are distributed. All rewarding measures must be transparent and based on certain criteria.

Moreover, financial aid is available for those who want to buy a bicycle, and this option is an alternative to the commuter tickets.

Toivola thinks that feeling concerned for her own staff's ability to cope made the pandemic year particularly challenging.

'Wearing all that PPE while working was hard in itself, but on top of that, emotions were initially running high, because we did not yet know much about the virus. In addition to the changes in our work, we were worried about falling ill ourselves, spreading the virus from work to our loved ones and infecting our patients.'

Toivola says that the staff members were highly flexible when it came to their working hours: they agreed to do longer days, rescheduled their annual leave and quickly responded together to new situations as they arose.

Focus on critical roles

As in the past years, we reviewed the competitiveness of our salaries with the help of a salary development plan that spans across several years. The salary development plan is the City of Helsinki's long-term plan, the aim of which is to increase the City's appeal as an employer and systematically increase salaries of those roles in particular where the City lacks experienced staff and which the City wants to make more competitive in terms of pay.

We reviewed the most critical professional groups in cooperation with the divisions, departments, managers of public enterprises, HR professionals and the City Executive Office. We wanted to focus on the work of health stations' doctors and care providers; doctors at hospitals, rehabilitation units and care services; various types of early childhood education and care providers; and certain roles in the afternoon activity provision for the intellectually disabled. The increased role-specific salaries became effective at the start of the year.

We also increased all salaries as part of a general pay rise, starting from August

in accordance with the national collective agreements. Furthermore, we also began the negotiations for local salary arrangements, included in the national agreements, even though the actual pay rise will not come into force until April 2021. These local arrangements will result in a permanent and targeted rise in either role-specific salaries, based on how demanding a role is, or personal bonuses, based on long-term work success and good performance.

In accordance with the City's own salary development plan, we allocated approximately €5 million to the pay rises in certain areas. This figure includes the employer's secondary personnel expenses.

Commuter tickets and sports vouchers

Our staff members enjoy a variety of perks. The most popular ones are the commuter tickets and lunch vouchers. Another notable benefit is company housing, which the City can use to attract new talent, particularly to sectors with a high demand for workforce.

Furthermore, we encourage our staff to exercise by providing them with the City's own sports services for the staff, such as instructed group classes, discount tickets to gyms as well as indoor and outdoor swimming pools, and Elixia Online remote sports.

Moreover, financial aid is available for those who want to buy a bicycle, and this option is an alternative to the commuter tickets. In addition to that, those of the City's employees with contracts at least six months in length receive a city bike season pass free of charge. We also support staff clubs that organise hobby groups and leisure events.

We began to develop our staff perks further, and our aim is to continue to improve the employee experience through these perks as well.





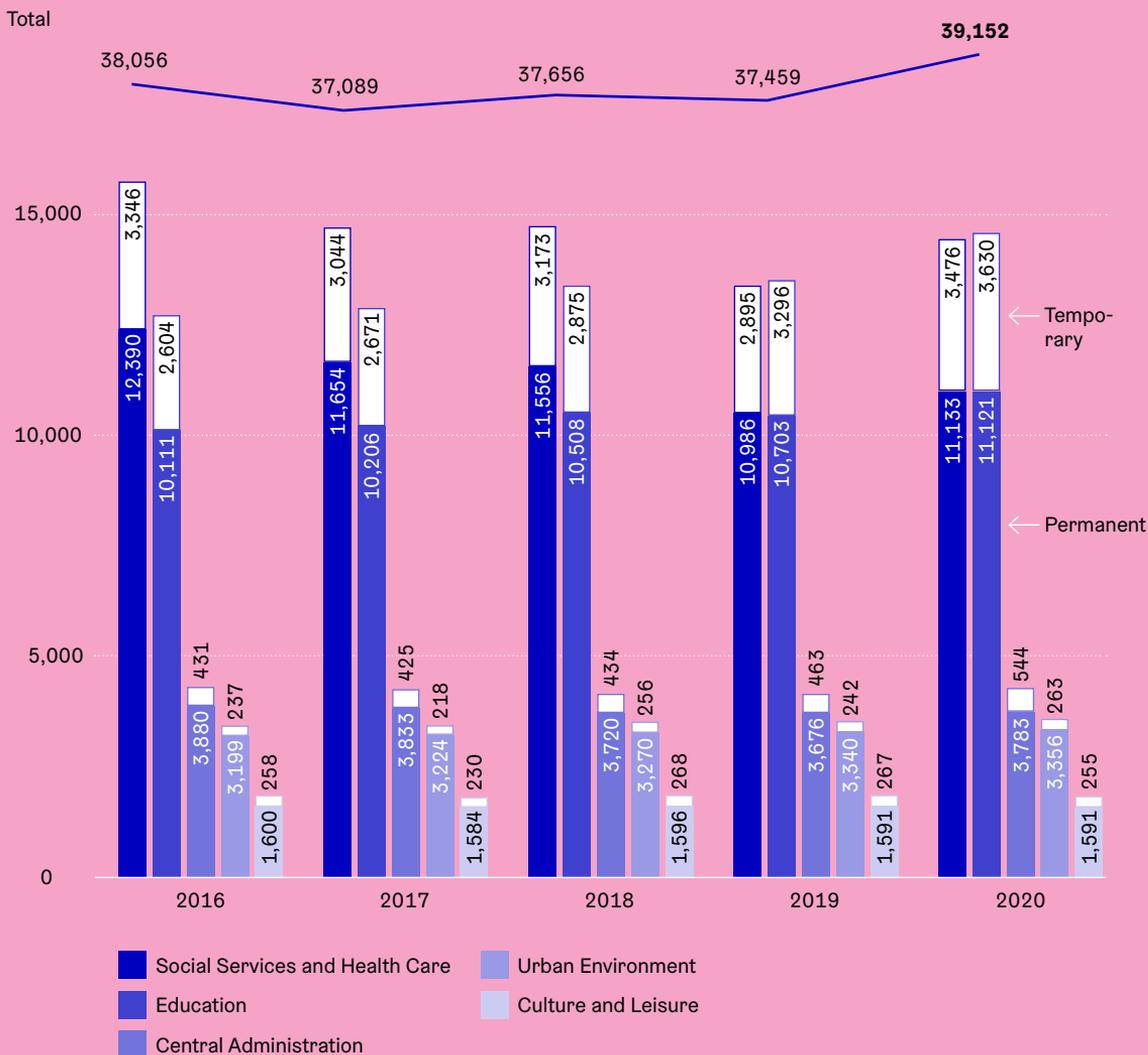
The City employs

39,152

people

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

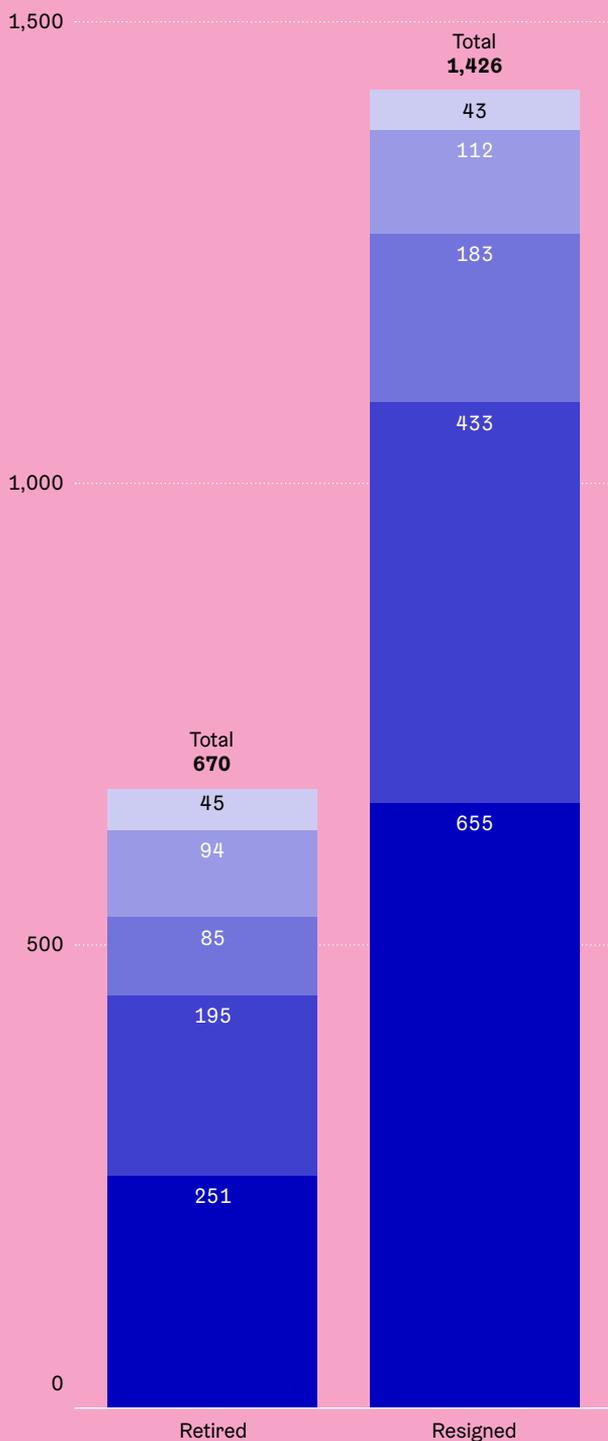
Changes in employee numbers



At the end of December, the City had 39,152 employees. The number of employees increased by 1,693. In the Education Division, the number of employees increased by 752 people, and in the Social Services and Health Care Division by 728 people. The

Central Administration and the Urban Environment Division increased their number of employees too. However, the number of staff in the Culture and Leisure Division decreased slightly.

The turnover of permanent staff



The turnover of permanent staff remained at the previous year's level. The number of people who retired increased slightly, while the number of those who resigned decreased somewhat. The turnover rates were at their highest in the Social Services and Health Care Division and the Central Administration's municipal enterprises, Service Centre and Financial Management Helsinki. The lowest turnover rates were found in the Culture and Leisure Division, the Education Division and Stara, which is also part of the Central Administration.

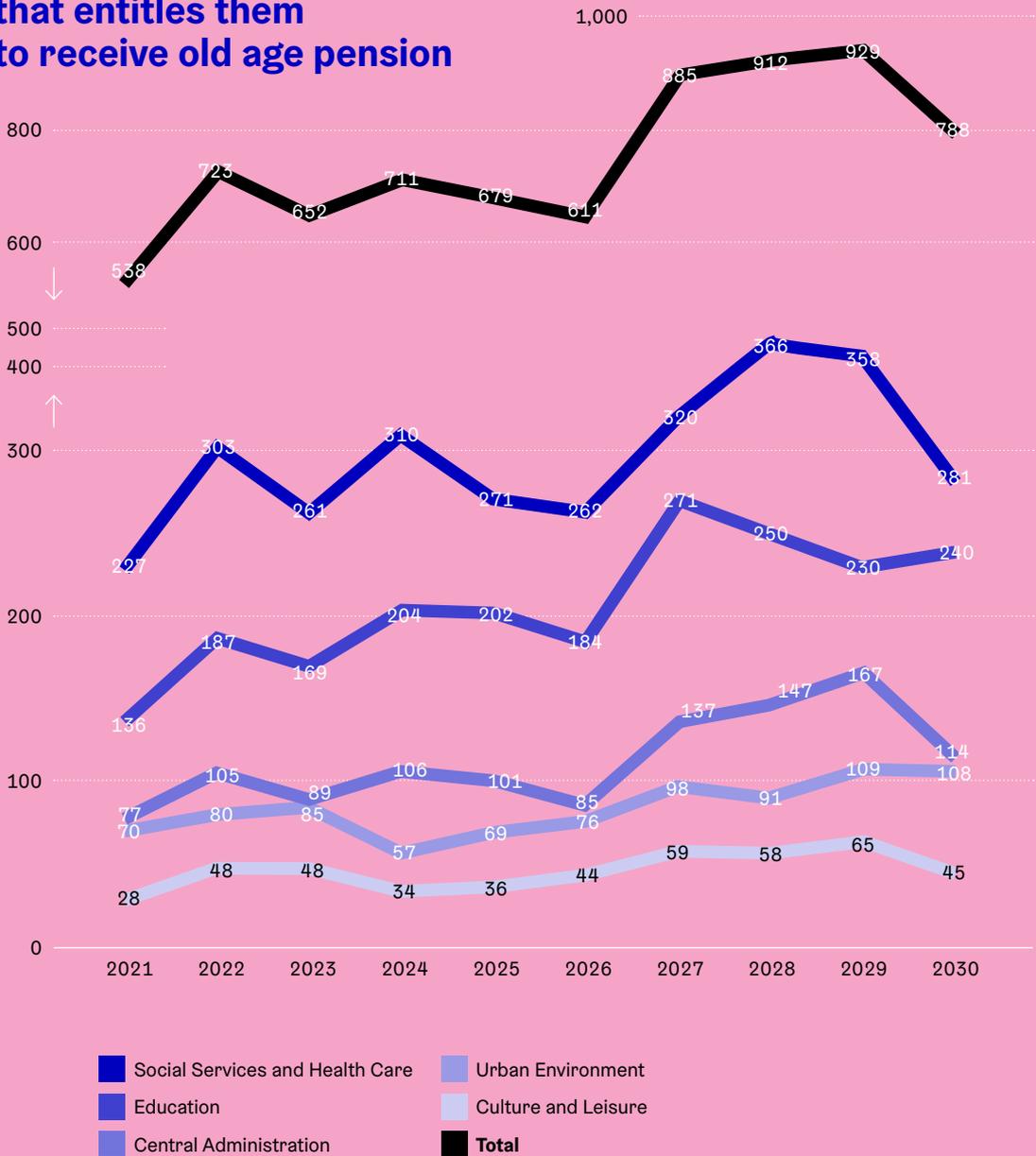
The number of employees leaving was

2,178

i.e. **6.41%** of the entire personnel body.
In 2019: 2,173/6.46%

- Social Services and Health Care **7.42%**
- Education **5.39%**
- Central Administration **7.13%**
- Urban Environment **5.98%**
- Culture and Leisure **5.38%**

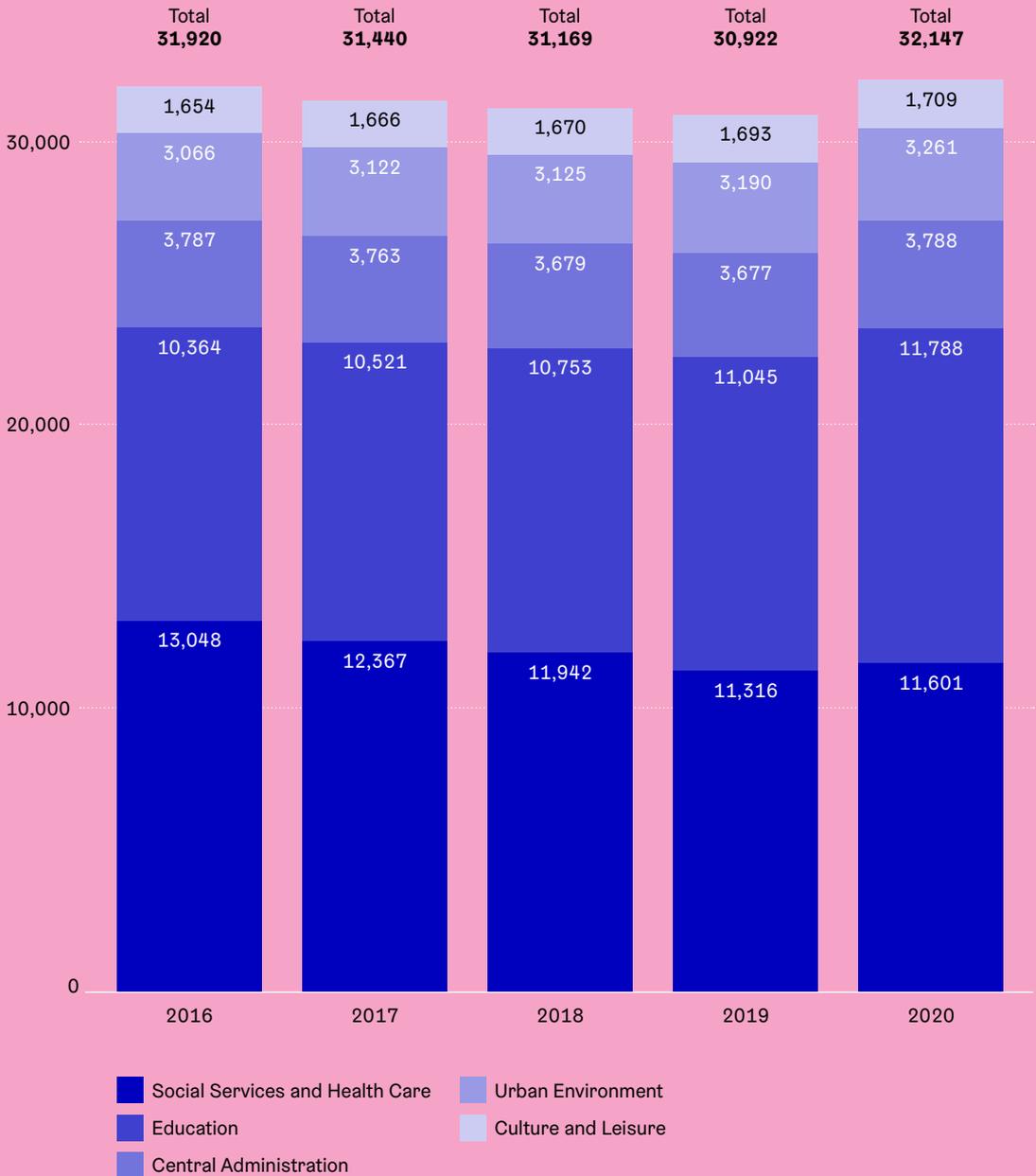
Permanent employees reaching the age that entitles them to receive old age pension



In 2021, an estimated 538 people retired. The number of employees who will reach an age entitling them to retire from 2022 onwards is predicted to rise by a few hundred people over

the next four years. From 2027 onwards, the number will increase to close to 900 people annually for the following three years.

Person years



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

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

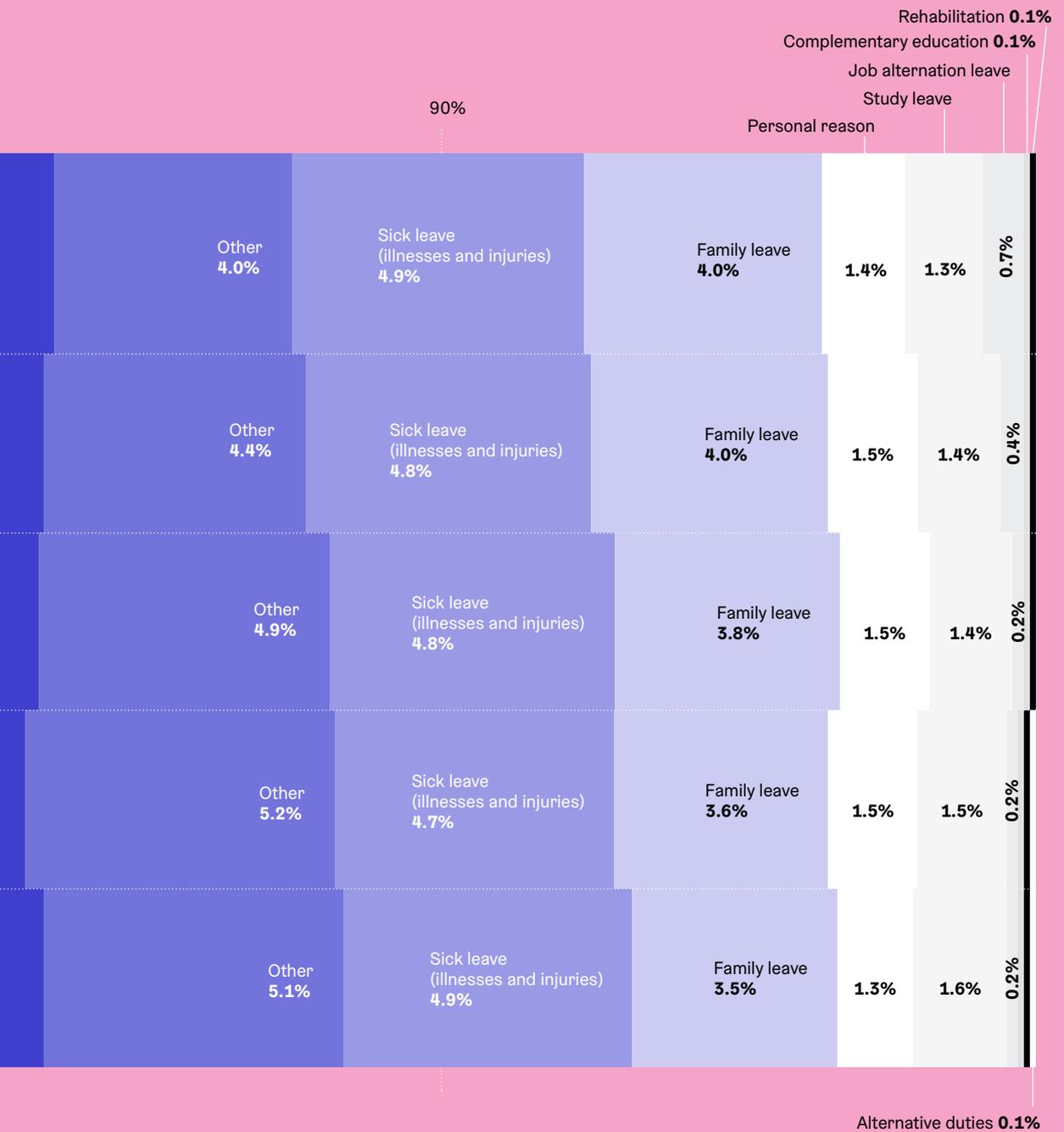
Distribution of total working time

Permanent and fixed-term (excl. wage-subsidised workers)



The percentage of completed working hours rose slightly. This was due to a reduced number of annual leave and family leave days. Additionally, there were fewer absences due to personal or other reasons. On the other hand, the number of sick leave days due to illness or

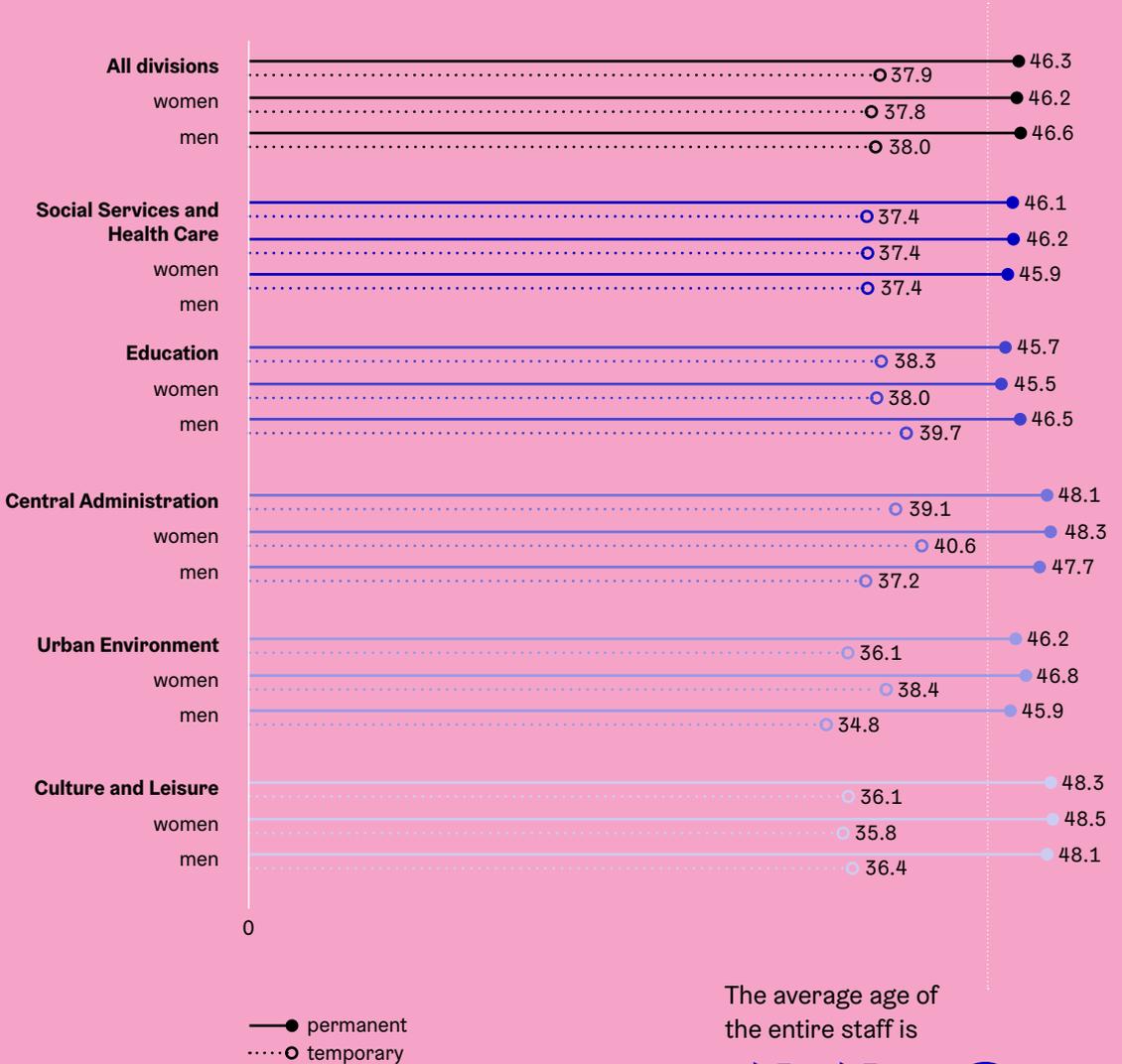
injury increased, as did the proportion study leave accounted for of all absences. In these statistics, alternative duties are considered an absence from an employee’s actual role, even though they continue in the same role, only with a lighter workload.



Average age of staff members

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 returned back to 44.6 years in 2020. The average age of permanent employ-

ees is 46.3 years, while the figure for temporary employees is 37.9 years. On average, women tend to be slightly younger and men slightly older.



The average age of the entire staff is

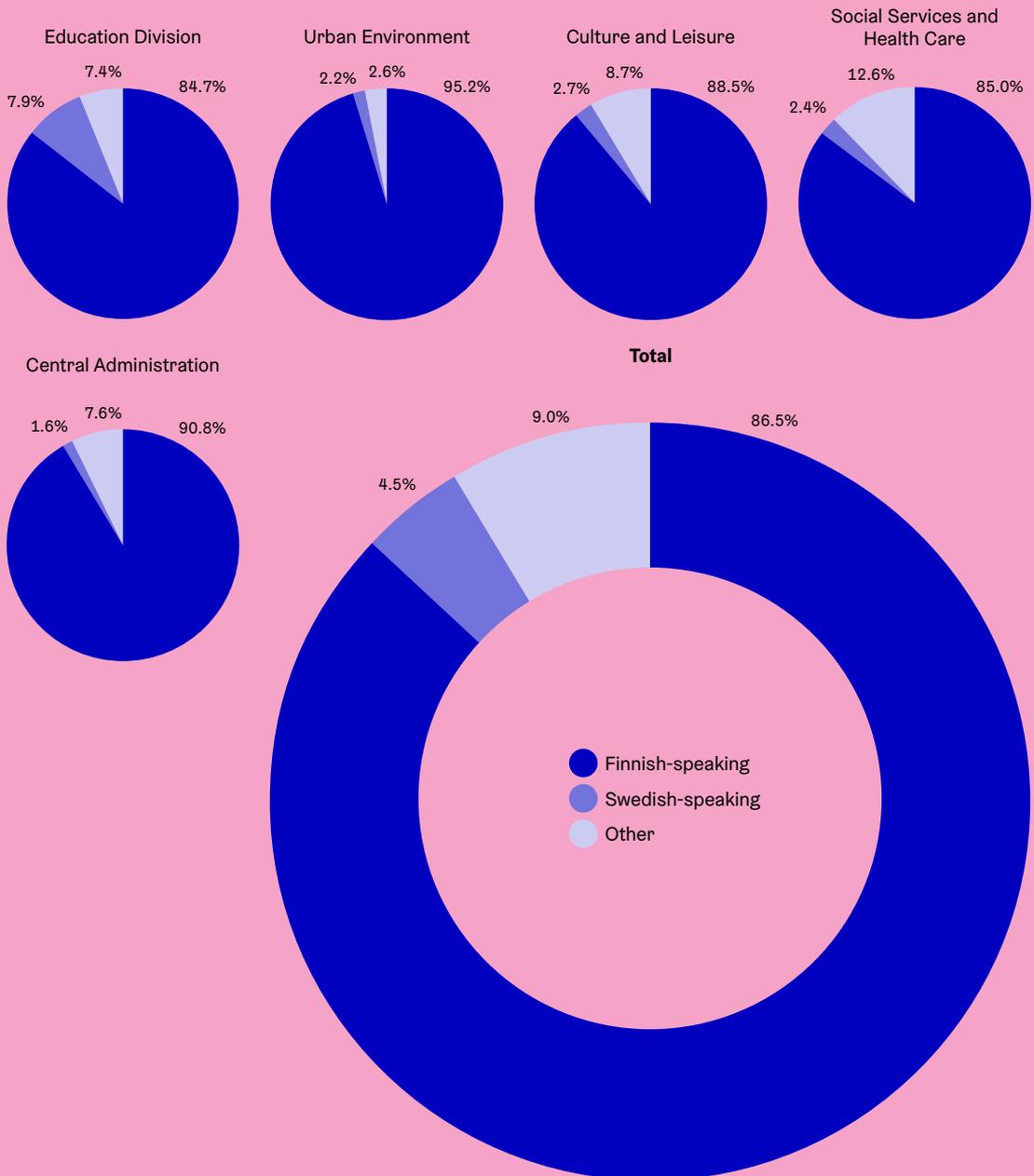
44.6

years.

Personnel by first language

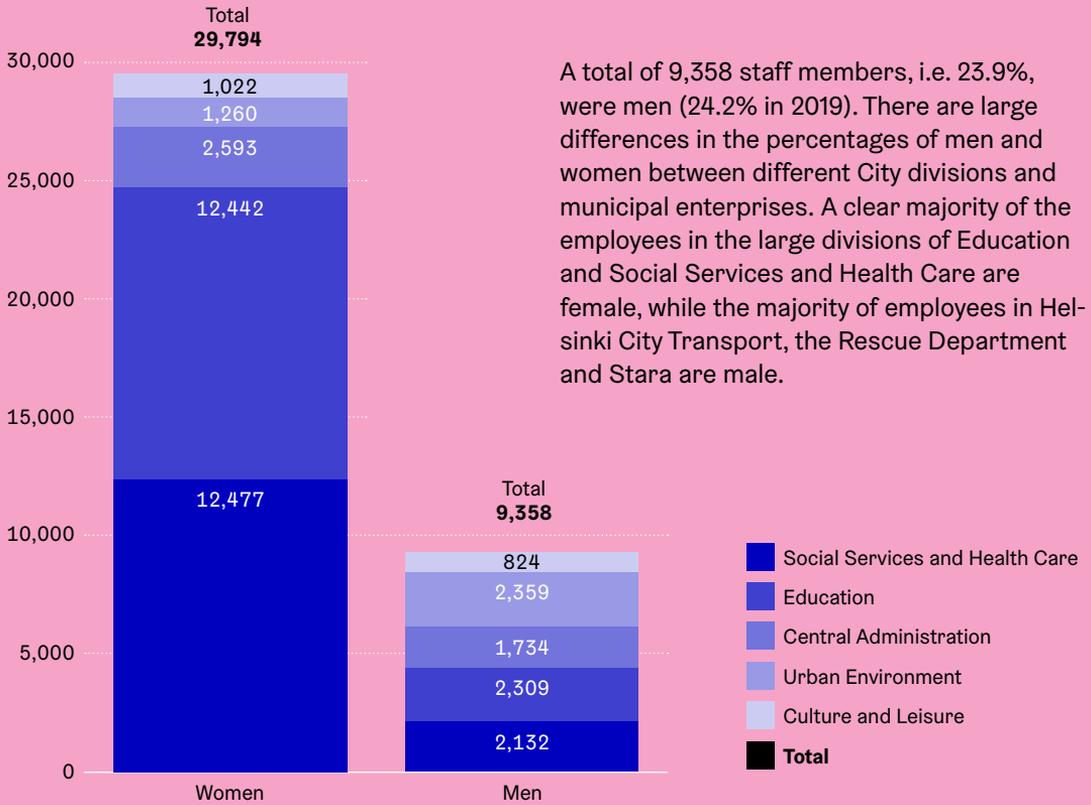
Of all the staff members, 9.0% speak a language other than Finnish or Swedish as their first language. This figure increased by half a percentage point from last year. The Social

Services and Health Care Division continues to have the largest proportion of foreign-language speakers, at 12.6%.



Personnel by gender

Monthly and hourly paid employees (excl. wage-subsidised employees)



Change compared to 2019



Trend of absences due to illness or injury

Permanent and temporary employees (excl. wage-subsidised employees)

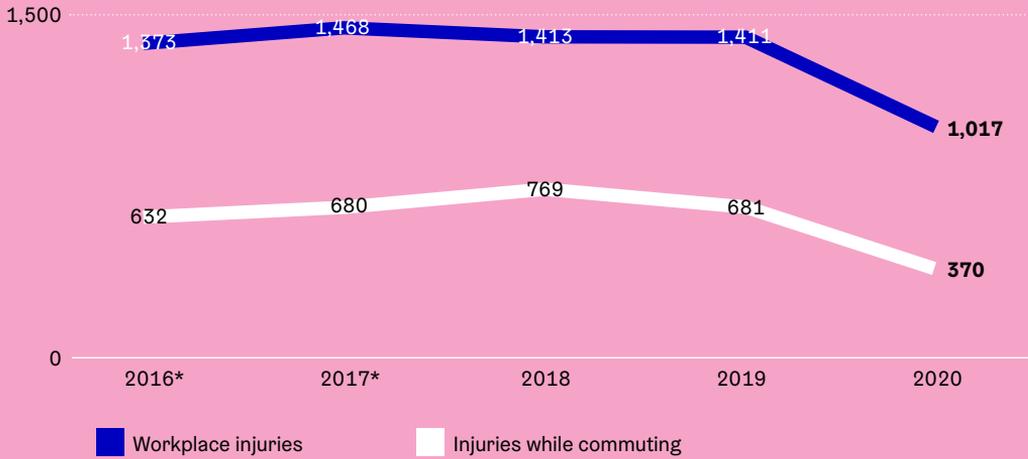


In 2020, the proportion of absences due to illness or workplace injury increased from 4.7% to 4.9%. The proportion of rehabilitation leave remained at 0.1%. The percentage of workplace injuries decreased from 0.2% to 0.1%. There was some increase in the number

of 4–14-day sick leaves, but fewer sick leaves that were shorter or longer than this were taken. The increased remote work and new absence procedures caused by the pandemic were probably the reason behind the reduced figures.

Change in workplace injuries

Workplace injuries and their trend in 2016–2020



* The principles of recording workplace injuries were changed in 2018, and the figures from 2016–2017 have been updated to facilitate comparison.



The number of workplace injuries decreased significantly in comparison to previous years. The main factor behind this positive change was the notable increase in working remotely.

Remote work meant that people had significantly fewer falls and lost their footing less often during work and commuting.

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