

Staff report

2022



Helsinki

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Helsinki

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For the reader



The year was marked by unfortunate issues with the introduction of the payroll system. The payroll problems that started in the spring are simply inexcusable. We worked hard to correct them throughout the year, and the work continues. Payroll errors have caused unacceptable nuisance for some employees.

Our reputation as an employer has also suffered, as reflected in the results of the Kunta10 survey. Our employees are not as proud of their employer as in previous surveys. On the other hand, leadership and commitment to the work community have strengthened. The Kunta10 survey revealed that the staff finds our immediate supervisor work and coaching leadership have improved. The actions of immediate supervisors are considered just and fair.

Leadership improved despite the extra workload for supervisors.

Our systematic development of leadership is bearing fruit. We have emphasised the importance and significance of high-quality leadership both in speech and action. The HR partnership model has been in use for a couple of years, providing middle management and supervisors with better HR support and sparring.

During the year, we piloted a new supervisor recruitment tool with the aim to find the most suitable supervisors for each position and, thereby, promote good leadership. We recruit some 200 supervisors every year, so recruitment support is no small matter.

Staff availability was promoted by establishing a city-level steering group with the goal of improving the conditions for the recruitment of foreign nationals. We must be able to identify any internal barriers hindering the hiring of non-Finnish speakers and understand at the operational level the practical impacts of the declining population.

For some time now, I have suggested that we create “language pockets” or teams in the work communities where knowledge of English would suffice.

We are also considering and planning to identify the retraining and upgrading of qualifications and apprenticeship training that could alleviate staff shortages in the sectors where the situation is most critical.

Nowadays, people no longer retire from the job they start with. The City of Helsinki, however, can provide its employees with many different careers and opportunities to develop and educate themselves in a great variety of fields. Working in new settings can revitalise your everyday work.

We actively use performance discussions, the Fiilari survey and other opportunities to ask the staff for their willingness to participate in job rotation.

It is great to see our employees come up with ideas to work in their current capacity in a different unit or another post in their current unit and have them stay with us for a long time. Even though we are looking to hire new people, we certainly do not want to lose any of our current experts.

We also want to promote a good employee experience and commitment by developing more performance-based rewarding. We want to reward good performance at the appropriate time. The supervisors have received coaching and new tools to this end.

Improvements in leadership are particularly welcomed considering the extra burden on supervisors due to, for example, the payroll issue. Our supervisors deserve a big thank you for their success.

Good leadership and everyday working atmosphere will be even more important going forward, with the competition for experts becoming even more intense. We must also invest significantly in supporting well-being at work.

Nina Gros

Chief People Officer

37,531 employ- ees

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

Psycho-
logist
303

Compre-
hensive
school class
teacher
1 374

Social
worker
662

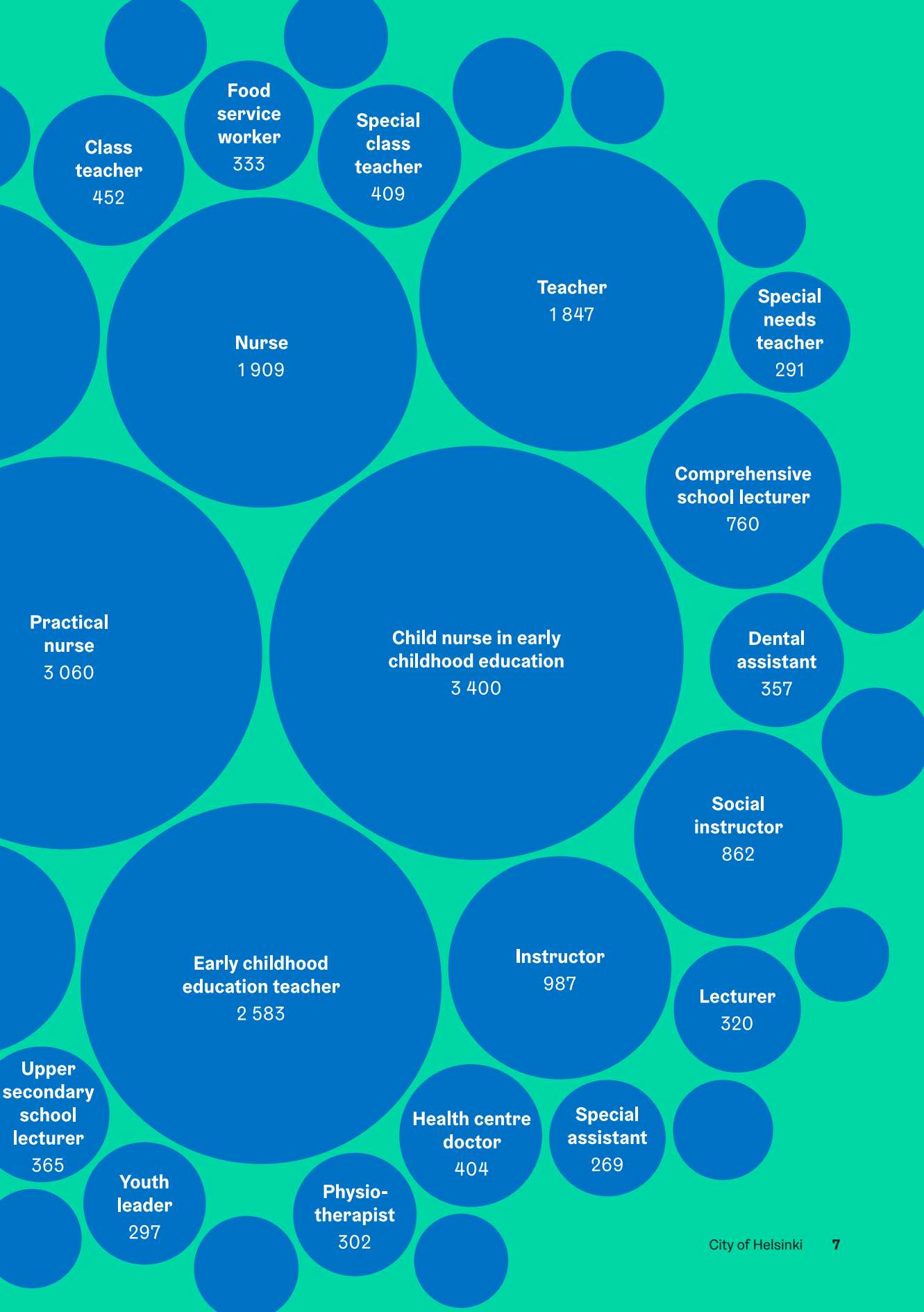
Food
service
officer
338

Classroom
assistant
601

Firefighter
329

Public
health
nurse
907

Office
secretary
266



City of Helsinki 7

New payroll system disrupted salary payments

The introduction of the Sarastia system did not go smoothly, with an exceptionally large proportion of the staff having errors in their salaries. We underestimated the scope of the change.

The year started with preparations to replace the more than 30-year-old payroll system and adopt new employment contract lifecycle procedures. We introduced the Sarastia payroll system in April.

Sarastia serves as a temporary personnel information system. Besides the payroll administration and HR, it is used by the supervisors and staff.

The staff can now apply for holidays and absences and report changes in their data using mobile devices. Likewise, supervisors can use mobile devices to accept absence applications and perform other HR management tasks.

For the first time, we also have a system that indicates the persons acting as supervisors.

The information is mostly correct

The introduction of the new system did not go smoothly. Errors in wages began to increase shortly thereafter.

Most of the staff received their pay correctly. Still, there was an exceptionally large number of smaller or larger errors:

come payday, some did not get paid at all, and others got too much. There were also errors in the number of holidays indicated in the system.

We underestimated the scope of the change.

Additional recruitments to payroll

The payroll services focused their efforts on correcting errors and checking future payroll runs.

To correct further payroll errors as quickly as possible and reduce the backlog accumulated during the year, we recruited more personnel for payroll services and customer service, improved the methods for contacting customer service and worked closely with the system provider, Sarastia.

We also revised payroll services' working methods according to the situation and obtained external consultancy assistance from Deloitte Oy.

New project to help

In the autumn, we launched a separate stabilisation project to help solve the payroll problems with the primary goal of ensuring the correctness of the payments and earnings payment data provided to the authorities. The project also aims to develop the system to meet our needs, normalise the operations of the Department of Financial Management Services (Talpa) and change the procedures to ensure a smooth payroll process.

For a smooth payroll process, the city must have uniform processes and sufficiently competent payroll employees, supervisors and HR personnel.

Hundreds of people have participated in solving the payroll problems.

We organised training for all the parties involved in the payroll process before the commissioning in the spring and again in the autumn.

The stabilisation project especially focused on organising support measures for city supervisors. We intensified cooperation across organisational boundaries to identify, correct and prevent errors as well as to streamline the division of duties.

We are an active partner to Sarastia Oy in developing the Sarastia payroll system based on the MepcoPro system.

We have agreed with the system supplier on a road map and schedule for the system reforms we need.

Thanks to effective measures, progress has been made in correcting payroll errors and reducing customer service congestion. Still, the number of errors at the end of the year was too high. Therefore, the stabilisation project will continue.

Delays will be compensated

We have expressed our sincere apologies for the unacceptable payroll errors and their impacts on the everyday lives of our staff.

It has been a priority for us as an employer to take care of all our obligations regarding the late payment of wages.

In addition to late-payment interest, we decided to pay an additional late payment compensation. The employees can also provide us with receipts to receive compensation for the economic losses caused by the payroll issues.

Hundreds of people involved

Hundreds of people have participated in solving the payroll problems. Besides reporting on the progress of the work to city management, we have communicated regularly with the staff, published external news releases and informed the media, which has naturally been very interested in the subject.

We want to do everything we can to ensure smooth salary payments and be a good employer for our employees.

We cannot afford to lose skilled and professional workers.

Digitalisation is necessary

To achieve our goal of being a smart city, we must continue the important and ambitious work to digitalise services and procedures. Digital renewal requires a systematic approach and long-term commitment.

Based on recent experiences, we will evaluate and plan future steps more thoroughly. We still aim to introduce an overall HR system to facilitate supervisory management work, after which Sarastia will only be used by the payroll services.

We want to do everything we can to ensure smooth salary payments and be a good employer for our employees.



Employee ambassadors Tuukka Tonteri, Riikka Leskinen and Eveliina Junkkari are happy with the coaching provided. They will utilise the campaign work as an ambassador also in the future.

RECRUITMENT

Combating shortage of experts on a wide front

Helsinki Metropolitan Area's job advertisements received over

1,170,576

views.

There were

17,661

vacancies.

There were

95,500

job applications for the vacancies.

There is increasing competition for skilled labour. We have responded to this challenge by, for example, developing extensive cooperation with our partners.

The Helsinki Metropolitan Area suffers from an increasing labour shortage in many fields. We have to compete for experts with other employers.

The shortage particularly affects early childhood education, social services and health care, and Palvelukeskus Helsinki.

The Urban Environment Division and Culture And Leisure Division also have occupational groups with a shortage of professionals.

There are many ways to recruit new professionals. As a key measure, we intensified cooperation with the employment services. Unemployed jobseekers have been directed to seek employment with us through recruitment training and the like.

There were info sessions for jobseekers, and we had joint meetings with experts in employment services.

More apprenticeships

We want to increase the number of apprenticeships. The Social Services and Health Care Division and the Education Division have been especially successful in this. We provided training path descriptions for pay-subsidised apprenticeship training for the divisions. The descriptions are utilised in recruitment events and activities by HR actors and employment services experts.

The Education Division and the Social Services and Health Care Division also have a pilot to promote a model to increase the weight of a supervisor's recommendation in the selection process for those moving from a pay subsidy period to apprenticeship training. This way, we get potential experts in apprenticeship training without delay.

Besides pay-subsidised apprenticeship training, we have increased the number of self-financed opportunities. We also revised the apprenticeship guidelines.

We had 20 apprenticeship agreements aiming for a practical nurse, 12 for a care assistant and 181 for an early childhood education childminder's qualification.

Participating in recruitment events

To reach new professionals, we participated in several recruitment events and fairs covering various fields, including the Contact Forum fair in January, the Aalto Talent Expo fair in November and the Metropolia University of Applied Sciences' real estate and construction trade fair in December.

The cities cannot solve the staff shortage alone.

Upon starting the summer recruitment process in January, we also participated in the Aalto Summer Job virtual fair. The divisions participated in several field-specific trade fair events, including Physicians Days, Nurse Days and the Educa Fair.

We want to offer Ukrainians who have fled the war to Finland the opportunity to find employment here. We have updated the recruitment guidelines for Ukrainian and other international professionals and improved the language training model.

International recruitment will be a special development focus in 2023.

Attention to job-related housing

We have a strategic goal to be an attractive employer. To support the labour shortage sectors, we have developed our recruitment and employer visibility and launched a labour availability project.

We have emphasised the efficient use of the approximately 2,200 job-related housing opportunities that we have on offer. The apartments are considered expensive and have not been fully utilised.

In June, the City Board decided to introduce a new rent determination model effective as of September because the rent level has not been competitive in the rental market. The change decreased the apartments' rent level by an average of ten per cent.

September saw a rise in allocated housing, and housing offers were rejected slightly less often than before.

Ambassadors help

We introduced employee ambassadors to improve employer visibility. The 12 employee ambassadors selected from different sectors started their work after a joint launch event and social media coaching.

The ambassadors shared positive stories about our job opportunities during June, July and October on Helsinkirekry's Instagram and Facebook accounts. They took over the canals for a week in turns.

The feedback from the employee ambassador campaign was positive.

Government support needed

We also want to promote staff availability through lobbying in the coming years. The work includes influencing the number of starting places in educational and higher education institutions.

To this end, our lobbying sought to influence the objectives of the Government Programme. For example, we appealed together with the cities in the Helsinki Metropolitan Area for an increase in the number of starting places in higher education for early childhood education.

We reminded the government that the current levels are not enough to sufficiently relieve the situation and that resolving the human resource paucity in early childhood education should be one of the main objectives of the next government.

Mayor **Juhana Vartiainen** stated in a joint petition that the cities are committed to solving the staff shortage. However, the shortage cannot be solved by means of the cities alone.



University studies have provided Sini-Mari Kuusela with a solid theoretical basis as well as knowledge to support her previous skills in early childhood education.

Various training paths for early childhood education

We have many training paths to alleviate the staff shortage in early childhood education.

Our city strategy calls for the continuous development of personnel to alleviate labour shortages. The city encourages the continuous development of skills, job rotation and diverse career paths.

We also strive to improve staff availability by developing cooperation between educational institutions. We established a cooperation network for educational institutions to share information and best practices.

More staff is needed, especially in early childhood education. There is a nationwide shortage of early childhood education teachers.

We support city employees taking multiform training courses in the 1000+ programme to become early childhood education teachers. Employees accepted for the studies are allowed 74 days to study during working hours.

Paid work leave can be granted for employees who work in a daycare centre and are not already qualified early childhood education teachers. The employees must also commit to working for the city as early childhood education teachers for two years after the training.

Completing a qualification while working

Sini-Mari Kuusela applied to study to become an early childhood education teacher after a period as a substitute teacher opened opportunities to more demanding duties.

“I have worked at Daycare Toivo in Lato-kartano as a childminder for several years. A few years ago, I substituted for an early childhood education teacher when no qualified, permanent staff was available. I liked the work immediately, but I soon noticed that despite the long work experience, I was not fully qualified for it. I lacked the theoretical background.”

Sini-Mari asked the supervisor for permission to apply to study in a programme at the University of Helsinki. The supervisor encouraged her and was happy for her when she was accepted into the programme.

Sini-Mari has learned to reconcile her work, study and free time.

“I study on certain evenings and dedicate one day of the weekend to studying. This way, I also have time for leisure and family.”

She continues to work at the daycare centre, but the employer must occasionally allow for some flexibility due to contact teaching days and evening lectures.

“Studying has been very rewarding. I have gained a solid theoretical basis as well as

knowledge to support my previous skills. It has also been interesting to share experiences with other students in the same situation and field of work. There have been a lot of aha-experiences.”

“I would definitely recommend multiform studying for anyone in a similar situation. I have recommended the option to colleagues who have worked as a substitute teacher for a long time. You can complete basic studies at the Open University according to your own schedule.”

Diverse support

We invest significantly in the development of staff competence. Besides the 1000+ training, we support employees studying for a bachelor's degree in social services or to become an early childhood education special needs teacher.

We also support childminders taking basic education courses at the Open University.



Sini-Mari says that there is no need to be afraid of studying. Students are encouraged and supported in their studies.



Equal and non-discriminating human resources policy requires active measures

Helsinki is a prominent campaigner for equality and non-discrimination.

Helsinki wants to be a city where human rights are realised comprehensively and no one is harassed or discriminated against.

Responsibility and sustainable development are integral to all our operations. We are committed to promoting gender equality, non-discrimination and human rights in everything we do.

Each employee can promote non-discrimination and gender equality through their individual actions.

In February, the City Board approved the equality and non-discrimination plans for the city personnel and services for 2022–2025. The plans serve as a key framework for the promotion of gender equality and non-discrimination in our work communities and services.

The divisions, enterprises and departments draw up their detailed implementation plans based on the joint gender equality and non-discrimination plan for the personnel.

Besides active communication, we have coaching programmes at all organisational levels to ensure that the gender and equality perspective is considered in the staff and work community activities and management, supervisory work and decision-making.

We are committed to promoting gender equality, non-discrimination and human rights in everything we do.

Our work community is built on diversity. All city employees deserve equal supervision and treatment regardless of gender, gender expression or identity.

Helsinki Pride on the streets

After a two-year break due to COVID-19, Helsinki Pride again featured prominently in the street scene. We were one of the main partners supporting the event for equality and non-discrimination.

This time, the theme was ‘encounters’, highlighting the importance of communality.

For the first time, Helsinki Pride was celebrated throughout June. In the first week of June, city personnel had the opportunity to tune into the Pride spirit by celebrating a pre-Pride Week organised for the work communities under the theme *We walk with Pride*. It allowed the employees to show their support for the non-discrimination and equality of LGBTI people.


The patron of the pre-Pride week was Mayor **Juhana Vartiainen**.

The staff could also participate in a discussion event on diverse work communities and Pride training.

The month culminated in the Pride parade, in which city personnel participated by walking or riding on a truck bed.







Minna Viljamaa and Pia-Mari Relander know that team members can help in a quandary.

TRAINING, COACHING AND MANAGEMENT

Better work culture through cooperation

Successes, smoothness of work and ethics are prominent in our work culture. We support them in many ways.

We want the work to continue smoothly also in the midst of changes and systematically remove any obstacles to smooth working.

Our smoothness of work model aims to strengthen a good management culture and improve the work community's ability to adapt to changes.

The model also strives to promote a proactive approach to tackling any challenges to smooth working as early as possible.

The workflow assessments included in the model aim to strengthen and clarify mutual understanding and expectations. The initiative for the assessment can come from the employee or the supervisor. The assessments are recorded in our Onni information system.

We used our internal channels to publish material for the staff to support a smooth workflow.

We provided supervisors with individual and group coaching on ensuring a smooth workflow and consulted the management and management teams.

The common goal is to create a work community that is considered just and promotes well-being and fairness for all.

A better discussion culture

The team at the Kontula Senior Centre knows that even a small innovation can improve the workflow.

Chief instructor **Minna Viljamaa** has decided to invest in developing the discussion culture. From the very beginning, Viljamaa has believed that it makes working smoother, and she has been vindicated.

And her conviction has made working a joy.

"It is good to come to work in the morning knowing that we can always find solutions to any work obstacles," Viljamaa says. The team uses an annual schedule to help plan smooth operations also during the holidays.

The team holds weekly meetings where you can bring up any topic. The meeting practices were developed a great deal over the year. A written agenda and memorandum are drafted for each meeting, and everybody gets to participate.

If you have been absent from work, you must read them to see what has been discussed in the meantime. This is one way of ensuring the work goes smoothly and keeping everyone equally informed.

The goal is to create a work community that is considered just and fair, promoting well-being and fairness for all.

Ethical principles at the forefront

Ethical principles are at the core of responsible operations, healthy work culture and well-being at work that form our ethical value base. By observing the principles, the city ensures a good working environment and that our operations comply with the relevant laws, regulations, guidelines and standards.

Updated in 2019, our ethical principles are still valid. At the time, we encouraged work communities to review the ethical principles to determine what they actually mean in their specific community.

The staff material for reviewing the ethical principles includes Helvi sessions on ethical principles. The sessions guide the teams to discuss the principles and determine the ones most relevant to their work.

About 700 teams have held Helvi sessions by September.

The ethical principles were also the main topic of the Johdossa! supervisor event in November, where ethics was discussed with respect to ambitious climate goals in particular.

We also used the event to remind people of the Helvi tool and work community discussions. The discussions with the city supervisors will continue already in early 2023.

Overall management approach

Our management approach is based on the following four cornerstones: vision, enthusiasm, coherence and implementation capability.

The cornerstones serve as a mirror to help supervisors think about what to focus on in their leadership. They manifest in

different ways across the various managerial duties and organisations.

Key objectives and assessments

Our supervisor coaching and performance discussion-themed events have emphasised the importance of goals for determining success in work. Work performance assessments are another actively discussed tool.

We have offered tailor-made supervisor coaching sessions on goal-setting, performance assessment and rewarding.

Our info material and coaching on one-time rewarding have especially highlighted the importance of rewarding individuals and teams that have achieved their goals with flying colours.



Occupational Health Helsinki put out for tendering

In December 2021, the City Council approved the budget and financial plan confirming the competitive tendering of Occupational Health Helsinki in 2022. The tendering requires a business transfer, including the transfer of the Occupational Health Helsinki staff to the service of the winning tender.

The Council decided on the tendering at its June meeting, and the market dialogues started already in the same month.

After publishing the contract notice in September, we negotiated with three interested companies at the end of the year.

Based on the negotiations, we will publish an invitation to tender at the beginning of 2023.

Occupational Health Helsinki has continued its operations during the tendering process despite the challenging staff situation. Some of the staff have changed jobs, and others have retired. The number of staff decreased by approximately 21% during 2022. The labour market in the sector is generally challenging. Still, new people have also been recruited. We adapted occupational health services by limiting and prioritising their duties.





Tiina Raitaoja, Inka Railo and Soile Härkönen participated in the mentoring programme. They find the programme very useful for the actor and mentor.

Good management services for the staff

Supervisors can develop their managerial skills in various programmes. We have paid special attention to the coaching of new supervisors.

One example of the support to improve the leadership and everyday implementation capability of new supervisors is the mentoring programme to help them settle into their respective roles easier and quicker.

New supervisors participate in the programme as actors. The mentors consist of experienced city supervisors and managers.

Estate steward **Tiina Raitaoja** and team supervisor **Mikko Oranen** have participated in the programme as actors and leading instructor **Soile Härkönen** and daycare centre director **Inka Railo** as mentors.

Oranen, a team supervisor at Helsinki Art Museum HAM, describes the programme as being very useful for a new supervisor, including just the right amount of the appropriate content.

We focus on managerial skills and orientation to duties already in the recruitment stage.

“I am a supervisor myself, with 30 subordinates. For me, one of the most important insights from the coaching was that, for my supervisor, I am also a member of the team.”

Oranen’s insight brought a new perspective to working and made everyday tasks easier.

Raitaoja, who works at Haltiala Farm, says that expanding your perspectives also enables you to see the work in a new light.

“I wanted to work for the city to develop myself and learn how a large organisation works. I learn by doing and appreciate learning from another’s experience. Therefore, the mentoring programme was a perfect fit for me.”

For the mentors, the programme provides the opportunity to get to know and talk to a stranger about leadership and humanity and reflect on your leadership and personal development.

“Mentoring requires stepping out of your comfort zone with a stranger – and that is the best thing about it,” Härkönen says happily.

Railo, who works at Daycare Aapiskukko-Kotinummi, has noticed that mentoring also allows you to get to know yourself more deeply.

“If you want, you can learn something new from every encounter,” she says.

Both the actors and the mentors found the programme empowering and fresh.

Important management services

We want to provide good management services to allow the staff to succeed in their work. Positive employee experience will reflect in the services and service experience to city residents.

We developed leadership and supervisory work in many ways, focusing on managerial skills and proper orientation to duties already in the recruitment stage.

We adopted a Supervisor’s successful first steps operating model to harmonise the integration of new supervisors into the city organisation and to support supervisory work in accordance with the cornerstones of management.

The lightweight testing piloted to support supervisor recruitment has been helpful.

We have strengthened the onboarding journey and harmonised its content. We offer all new supervisors a kickstart to supervisory work through the ‘Startti Stadin esihenkilötyöhön’ coaching.

We have updated our comprehensive service offering for managers to support development in line with the strategy. The offering is now more versatile, supporting continuous learning through webinars and online content on the Oppiva platform.

The number of supervisor coaching participants has increased significantly compared to last year.

Based on the Kunta10 survey, the city’s immediate supervisor work is successful, and the supervisors are doing good work. The long-term investments in management and supervisory work are bearing fruit.

Need for continuous development

The better we learn to identify, develop and manage competence, the greater the benefits in the form of meaningful careers, personal development, well-being at work, productivity and employer attractiveness.

The world is changing and working with it. It is important to anticipate and develop the skills needed in the future.

Our strategy, A place of growth, emphasises continuous investments in skills. Therefore, the city encourages continuous development, job rotation and diverse career paths.

We want to develop our expertise systematically and proactively. The aim is to create the preconditions for a culture that supports continuous learning and to strengthen our ability to renew ourselves in a changing operating environment.

We have promoted management and the development of competence, identifying any blind spots in cooperation with the HR networks of the various divisions and enterprises.

We introduced a common operating competence management model to help identify and collect key targets for strategy-based competence development.

Based on the identified targets, we built a city-wide competence development offering, including training, coaching and other competence development measures.

Learning in everyday work

We also promote continuous learning. The networking events and webinars aim to increase the knowledge and understanding of continuous learning as well as the importance of competence development.

We wanted to consider together how learning can be incorporated into busy everyday work and how we can share experiences about the tools and means of learning at work.

Through continuous competence development and learning, we ensure the ability to renew with changing work and increase predictability, the ability to adapt, and opportunities to develop according to our individual goals and motivation.

Learning at work means that you learn as you work.



Marko Pietiläinen, Krista Luoto and Jari Kyngäs have found learning at work easy and useful.

Stara staff as an example

Stara employees know that learning at work means that you learn as you work. At best, you can end up with a degree that opens new job opportunities. Site supervisor in charge **Jari Kyngäs**, workplace instructor **Marko Pietiläinen** and driver **Krista Luoto** are familiar with the concept.

Kyngäs says that the employees have been eager to learn as they work.

“Participants have been satisfied with the learning outcomes that have expanded their job description. Besides personal development, it encourages their desire to further develop the work,” Kyngäs says.

Luoto says that she received a good introduction to driving and working with trucks and machinery. She has started to apply what she learned in her everyday work.

“You get these aha moments when you get to practice what you have learned on your own and reflect on what you are doing and how to do it,” Luoto describes.

Road grader driver and workplace instructor Pietiläinen encourages on-the-job learners to ask questions by saying that there are no stupid questions, only stupid answers.

“I try to instil enthusiasm for learning in the learners,” Pietiläinen says.

Tia Jokinen has returned to her actual work at Oodi. She strongly recommends that you try working in a different role, even if only for a short time.



Learning new things in a different role

We encourage our employees to participate in rotation and pursue diverse career paths. We aim to be a workplace where you can change jobs without having to change employers.

Service administrator **Tia Jokinen** substituted her colleague at Itäkeskus Library for nine months. Her actual job is at Oodi, where she has worked throughout its four-year history.

In total, she has been employed with city libraries for about 30 years.

When Itäkeskus Library's service administrator took a study leave, a substitute was needed at short notice.

"I thought a temporary transfer would be a nice change. The decision was also helped by the fact that I could find a substitute for myself easily from here at Oodi."

Previously, she participated in a two-month supervisor exchange programme at the Pasila Main Library, working for shared library network services.

"The latest experience at Itäkeskus Library was very pleasant. I was very well received and got help whenever I needed it. You always need some time to get to know the new work community and the people there."

Service administrators work as supervisors, mentoring, supporting and

helping the staff. The work also involves administrative duties.

The substitute position was also attractive because of the opportunity to get acquainted with the libraries in the eastern region and the team model there.

"It was also great to meet new colleagues and staff. After a while away from my normal work environment, I noticed I was able to have a broader perspective on my actual work and compare different kinds of practices. There are many ways to work."

Jokinen considers networking another benefit of job rotation and substitute work.

"I have never heard any negative feedback from anyone who has tried it. You gain more than you lose."

With 30 years of experience, Jokinen says that it would be impossible for her to imagine a career doing one and the same thing. Opportunities to develop and learn new things make work interesting.

"The world is changing so fast that it would feel strange to keep doing the same tasks the same way."

We want to offer flexible careers and opportunities to learn new things.

New internal mobility model

One of the goals of our strategy is to be an attractive Helsinki. We offer the possibility to build a diverse and distinctive career path.

We created an internal mobility model to enable and support different kinds of rotations. The support mechanism aims to facilitate and encourage mobility to further lower the threshold for internal mobility and learning new things.

Internal mobility refers to a goal-oriented and systematic operating model for professional development that enables a brief, fixed-term, partial or permanent relocation to another task or work community.

Internal mobility allows us to utilise the expertise of our multi-professional organisation by learning from the good practices and operating methods of others and sharing them.

We aim to be a workplace where you can change jobs without having to change employers. Besides offering flexible careers and possibilities to learn new things, we want to provide the staff with opportunities to improve their expertise and motivation to try different tasks.

Internal mobility is based on the employees' desire to develop their skills and well-being at work. It also allows the employer to temporarily transfer employees where the need is greatest.

Rotations can be implemented by switching roles with another employee, short introductory periods, partial participation in projects or longer fixed-term transfers.

Mobility can take place from one unit to another, within the service entities, across division boundaries and by training paths.

New info site

To support internal mobility, we launched the 'Ura kaupungilla' (A career with the city) intranet site. The site describes the different mechanisms for mobility and offers support for career planning.

The divisions already have internal mobility piloting under way, and we will continue to develop the operating model.

The Skills Bank will also continue.

New tasks and retraining and upgrading of qualifications will also be offered as necessary if your specific role is discontinued.



Multi-locationality as a norm

The COVID-19 pandemic changed our work methods and culture and accelerated the incorporation of digital tools.

As the pandemic eased in the spring, we could carry out hybrid and live coaching, training, meeting and workshop events.

The new methods have become standard practice. The technical side has worked fine. We have continuously learnt more about the opportunities that various digital tools can provide and ways of engaging and interacting.

Multi-locationality is increasingly evident in meetings, with some people participating on mobile devices while on the move.

Working methods and culture are changing.

Data security expertise strengthened

The supervisors were provided with a 'Mahdollisuksien 365' (Opportunities with 365) coaching package to support them in the use of new working methods and digital tools. The coaching aims to increase the understanding and discussion of the new methods and digital tools in the work communities.

Training on tools focused on the M365 programmes. Cloud services require a new kind of expertise in privacy protection and data security, which was provided by an open to all DigiABC online coaching pilot started in the spring and continued in the autumn.

Multi-locational work and the use of the associated tools were also supported by both brief and comprehensive Teams training.

COPING AND WELL-BEING AT WORK

Meaningful work, functional work communities



Immediate supervisor work is at a good level, and the supervisors have succeeded in their work. However, the Kunta10 survey indicates that, as a recommendable employer, the city has room to improve.

The Finnish Institute of Occupational Health conducts the Kunta10 survey every other year in 11 municipalities. The survey monitors things like employee commitment, positive attitude towards change, social capital, opportunities to influence and leadership.

Of the city employees, a total of 20,714, or 65% of the target group, completed the survey.

The response activity decreased, as it did in the other municipalities.

The previous Kunta10 survey in 2020 was completed by a record number of Helsinki employees, 75%.

The Finnish Institute of Occupational Health has harmonised the reporting of working life surveys. The changes should be considered when comparing with the previous results.

Good work by the immediate supervisors

The staff finds that immediate supervisor work has improved, and coaching management has developed for the better.

More respondents feel supported by their immediate supervisor in their work (72%) and encouraged to cooperate (74%). The immediate supervisor's actions are also considered just and fair (78%).

Coaching managers show genuine interest in the employees and promote their continuous development and the realisation of opportunities. Coaching leadership empowers and entrusts responsibility to the employees.

Performance discussions are becoming commonplace, with 78% of the staff having participated in one. This represents an increase of 5 percentage points from the previous year.

However, the discussions are not perceived to be quite as useful as in the previous survey. Only half (50%) of the participants considered the discussion useful.

The Kunta10 survey has found that the discussions can help improve the experience of just and fair leadership that is important not only for the health and well-being of employees but also for the results of work.

“In terms of immediate leadership and work community support, the situation is good. Especially the immediate supervisors have committed to excellent and people-oriented leadership, which is of tremendous significance,” says Mayor **Juhana Vartiainen**.

“The long-term work to develop leadership is evident in the survey results. Difficult times increase the significance of supervisor skills. I would like to thank each and every one of our supervisors for their important work,” says Vartiainen.



Work community as a resource

The experience of meaningful work has remained high, with 69% of the respondents finding their work meaningful.

Meaningful work is sufficiently challenging, impactful and rewarding. It also means that the employees experience a sense of control over their work. According to the Finnish Institute of Occupational Health, meaningful work fulfils basic psychological needs and promotes motivation to work.

Based on the survey, the work community is a permanent resource. Seventy per cent of the respondents found the social capital of the work community at a good level.

In the Kunta10 survey, social capital refers to communality, mutual trust and solidarity at the workplace. In many ways, the social capital of the work community is linked to better health.

In the surveyed municipalities, the social capital of the work community has increased since the beginning of the 2000s.

Drop in recommendations to friends

Sixty-four per cent of the respondents would recommend Helsinki as an employer to a friend, representing an 18 percentage point drop from the top result of the Fiilari survey a year ago.

The decrease is particularly evident in the Education and Social Services and Health Care divisions.

The results concerning recommendations as an employer serve as a strategy indicator.

“Experiences of the challenges in implementing the Sarastia system were not asked directly in Kunta10, but it is likely that the payroll problems are reflected in the staff experience,” Vartiainen points out.

“The problems have been unacceptably persistent, with the work to correct the situation continuing every day. The reduction in staff availability also affects leadership and job satisfaction. Solutions to the challenges are sought in cooperation with the staff. Still, reforms are also needed at the national level – and have been needed for a while.”

Fifty-three per cent of the respondents are considering changing employers, representing an increase of 11 percentage points. The same phenomenon can be seen throughout the municipal sector, with an increase of 7 percentage points (previously 50%).

Firefighters, doctors and teachers at lower comprehensive school grades and early childhood education are the most prone to changing employers.



The share of those with positive attitudes towards changes in work decreased by 4 percentage points (34%) from two years ago.

The staff with the most positive views can be found in the Urban Environment Division (52%) and the City Executive Office (48%). Forty per cent of the immediate supervisors and 50% of the middle and top management had a positive view of changes in their work.

Making it easier to tackle discrimination

The opportunities to tackle discrimination are improved by a new setting of the related question. This year, the question concerning discrimination in the Kunta10 survey did not include a preliminary definition for the term. Different forms of discrimination were provided in a drop-down list.

Based on the results, the number of people who have experienced bullying at work has continued to decline. However, 18% of the respondents reported experiencing discrimination, 33% of whom felt discriminated against by their employer.

Inappropriate behaviour and harassment affect the work motivation, job satisfaction and work performance of co-workers and the work community as a whole.

“The City of Helsinki does not accept discrimination in any form from anyone. Experiences of discrimination are taken very seriously, and measures to eliminate them must be further intensified,” says **Sanna-Mari Myllynen**, the head of the management, success and well-being at work unit at the City Executive Office.

“The new internal reporting channel is an important step to make it easier to report experiences of discrimination. We expect it to bring more visibility to the issue.”

Processing of the results

We discuss the results of the Kunta10 survey at all levels of the organisation. The supervisors are responsible for the processing in the work community using, for example, the Helvi tool for personnel surveys.

“The most important part of a work community survey is making a joint plan with the community. Too little attention is often paid to this at the workplace. I hope that all supervisors will allocate sufficient time to discuss the matter with the work communities,” Myllynen says.

Concrete ways to support well-being at work

We have developed common models to support well-being at work and the management of work ability. After further development, the divisions have good experiences with them.

The city's occupational well-being programme aims at systematic and proactive management of occupational well-being, occupational safety and health and work ability, including practices and culture to support mental well-being.

Besides strengthening the well-being of the staff, we also support the supervisors to ensure they are well equipped to lead their teams' everyday work.

We will create activities to strengthen city-wide well-being at work during the four-year programme period. Divisions and enterprises will also actively develop their day-to-day operating methods.

Clinic to support work ability

How could work ability support clinics promote well-being at work? This has been tested at the Urban Environment Division or Kymppi, where supervisors have been regularly invited to hear and discuss various occupational well-being themes since the autumn.

HR expert **Marjukka Kolehmainen** says that supervisors have been provided onboarding for years already, but now the idea was to divide the extensive thematic packages into smaller parts to make them easier to assimilate. The discussions also touch on topical everyday phenomena.

The themes of the clinics are announced before the meetings that go through the city's operating models in different situations, including anticipation of the need for early support, sick leave policies and themes for performance and quarter-hour discussions.

"We discuss ordinary everyday tools and perspectives. The aim is to make the participants realise that sometimes even small work and schedule modifications can significantly affect the workload."

There is no feedback procedure. Still, judging by the number of contacts with HR after the clinics, there is a need for such events.

"Supervisors report that after participating in a joint event, they have realised that they can do with support in resolving specific situations."

Kolehmainen is always happy to find a willingness to tackle stressful situations systematically and, preferably, at an early stage.

The clinics have touched upon, for example, tangled situations, the reasons for which are difficult to identify. Sometimes supervisors are simply lost for words to start untangling such cases.



Kymppi provides supervisors with help through the work ability support clinics. Pictured are Kymppi HR employees Lea Petäjäaho-Pekkanen, Marjukka Kolehmainen, Hanna Kasenberg and Helka Rytönen.

“I always encourage honesty and openness. You can always say how you feel about something and discuss it if the others do not agree with you.”

She thinks that supervisors benefit from encouragement. Giving constructive feedback is not always easy, and for each situation, you need to think about how to bring the matter up.

“You have to be sensitive. I very much hope that supervisors could be able to give the employees the opportunity to come up with solutions themselves.”

Stress is common to supervisors, and HR matters are one contributing factor to that. The work ability support clinics are an important tool in providing support and reducing the stress.

Kolehmainen has always sworn by the importance of peer support, and the clinics are no exception. It is often of great help to be able to talk about things confidentially with others in a similar situation.

In the spring, Kymppi personnel get to participate in well-being breaks discussing themes like sleeping, physical fitness, psychological recovery and pacing of work.



Heli Silvennoinen knows that dedicated theme sessions can support well-being at work.

Dedicated well-being at work sessions

Stara provides a good example of locally refined well-being at work processes. The supervisors and employees of the City Engineering's Maintenance service unit have held work well-being sessions for about four years now. The themes have ranged from work community atmosphere, ethical principles and the digital leap to the basic duties and meaningfulness of the work.

Project planner **Heli Silvennoinen** says that she got the idea to develop occupational well-being tools from occupational safety tools, such as the notification for occupational safety deviations.

“By instilling positive practices in the community, we also prevent problems.”

She incorporated themes of well-being at work into the tried and tested tools.

The work well-being sessions have shaped the common work community culture. The staff is heard when choosing the themes. Silvennoinen has used materials from the city, the Finnish Institute of Occupational Health and the Finnish Work Environment Fund.

She compiles an A4 page for each theme for the supervisors to discuss with their employees during, for example, a task assignment in the morning. It only takes about 15 minutes unless the leads to further discussion.

“The material is intended to support the topic, and the theme can be discussed jointly or with a co-worker next to you.”

For example, discussing the basic duties can include considering the benefits of having a clear assignment and committing to it.

Work well-being sessions make it easier to deal with difficult issues in a neutral manner without finger-pointing.

“By instilling positive practices in the community, we also prevent problems.”

Besides the common thread of the sessions, coping with change, the supervisor could introduce another topical issue as a theme.

The supervisor records the work well-being sessions in the reporting table. Monitoring the number of entries, the occupational safety and health group has noticed that there have been quite many sessions during the autumn.

The unit also publishes the ‘Ylläri’ (Surprise) newsletter for the employees, which also discusses themes related to well-being at work.



New occupational safety and health period

A new occupational safety and health period started at the beginning of the year with 16 new occupational safety and health representatives, who were elected in the occupational safety and health elections in autumn 2021.

In total, we have almost 40 occupational health and safety representatives.

New representatives were introduced to their duties through the occupational health and safety learning path and by their division- and enterprise-specific occupational health and safety working groups.

The representatives are tasked to help employees and supervisors in matters such as well-being at work, a safe and healthy work environment, and conflicts and changes related to the work community and working life.

Occupational safety and health representatives cooperate extensively with various city actors, developing and promoting safe operating practices.



REWARDING

One-time rewarding will be promoted

One-off bonuses can be granted in all work communities. The aim is to have supervisors reward employees as soon as possible after successful performances.

We paid one-off bonuses worth approximately EUR 14.2 million from the one per cent basic allotment. The number of individual bonuses granted was about 44,000, with the average one-off bonus amounting to over 300 euros.

One-time rewarding is an important way of rewarding our staff for good work. Similar to previous years, we allotted one per cent of the sum of wages and salaries for regular working hours in the performance budget for one-time rewarding.

We also introduced a new model by which it is possible to increase the amount for one-time rewarding by up to a maximum of 1.5% of the sum of wages and salaries after the turn of the year 2022 if the division, department or enterprise can allocate additional rewarding funds in connection with the financial statements.

Any additional one-off bonuses will be paid in spring 2023.

We replaced the previous performance bonus scheme by increasing the possibilities for one-time rewarding.

Days off as a bonus

We paid one-off bonuses worth approximately EUR 14.2 million from the one per cent basic allotment. The average amount of the 44,000 bonuses granted was over 300 euros.

A one-off bonus can also be granted as days off or recognition from the work community. The about one thousand vacation days granted as one-off bonuses amounted to 200,000 euros. The work community recognitions in the form of coffee and lunch events amounted to about half a million euros.

Additional one-time rewarding was awarded by the Education Division,

Urban Environment Division, Social Services and Health Care Division, City Executive Office, Audit Department and Palvelukeskus Helsinki. At the city level, approximately EUR 16 million of additional funding was allocated to one-off bonuses in 2022.

Digital rewarding tool

We have developed a salary and rewarding tool to facilitate the one-time rewarding process and handling of salary and title changes.

The tool is used by almost all the divisions, departments and enterprises. We aim to have all divisions incorporate the tool and the electronic processing it offers during 2023.

Suggest a colleague!

The goal is to have supervisors reward employees as soon as possible after a successful performance.

We also encourage and hope that employees tell about a colleague's success to the supervisors.



2022 general increases

The collective agreements that ended at the end of February were renegotiated at the national level. Significant salary increases were agreed for this three-year contract period.

Based on the collective agreements, salaries were increased by a general increase (2%) at the beginning of June.

The centralised arrangement instalment in the collective agreements was distributed as a general increase (0.5%) in October.

The next extensive salary increases based on the collective agreements will take place in the summer of 2023.

Collective agreements

- The new collective agreements for municipal personnel (KVTES) will be valid until 30 April 2025. The agreement package covers all collective agreements for municipal personnel. The challenging negotiations emphasised the importance of achieving labour market peace.
- Collectively agreed pay raises were paid in accordance with the applicable collective agreement.
- As of June, task-specific salaries were increased by a general increase of EUR 46, but at least 2%. The personnel bonuses were increased by 2%.
- The centralised arrangement instalment was implemented as a general increase as of October. The increase was 0.53%, of which 0.03% was used centrally for the family leave reform.
- After the family leave reform, the paid pregnancy leave is 40 days. Each parent receives 32 days of paid parental leave. Earlier, one of the parents received 12 days of paid parental leave.
- The provisions of all collective agreements for municipal personnel are applied equally to all families. The new collective agreements for municipal personnel grant adoptive parents the same right to paid parental leave as biological parents.
- Salary structures and remuneration systems will also be reformed with a separate development programme 2023–2025/2027, with an average annual collectively agreed pay rise of one per cent. The development programme is mainly implemented through local arrangement instalments. The city's salary development plan (2023–2027) can also be used to respond to local labour shortages and any need for salary reforms.
- We are developing a remuneration system with 15 other municipalities involved in the simulation of the KVTES pay level model to come up with a simpler system. In the pay level model, the pay determination criteria is primarily the combination of competence and responsibility required in the position. The simulation will continue at the end of January 2023.

Salary development plan supports staff availability

The aim is to ensure effective remuneration that supports staff availability and commitment. The city's salary development plan raised the wages of nearly 2,600 people.

The salary development plan is the city's long-term plan to increase the city's attractiveness as an employer. It also helps to implement systematic pay raises, especially in key occupational groups with staff shortages and challenges in salary competition.

The plan is based on an assessment of salary increase needs and the employer's needs to ensure the availability of a skilled workforce. We identified the most critical occupational groups in cooperation between the management and HR professionals of the divisions, departments and municipal enterprises and the City Executive Office.

In particular, we wanted to improve the availability of qualified early childhood education staff in specific daycare centres. The daycare centres were identified and selected to prevent regional inequalities in early childhood education or based on a particularly difficult recruitment situation.

We granted increases to eligible special assistants, early childhood education child-minders, teachers, special needs teachers and daycare centre managers in these daycare centres for a fixed term of two years at a time.

Eligible special needs class teachers also received an increase.

In the Social Services and Health Care Division, the increases were targeted to those working in demanding and specialised

child welfare institutional care units, reception units for children and young people and round-the-clock family assessments.

We also allocated money to social services and health care to be used as a lump sum to increase the commitment of a separately specified group of doctors.

We also allocated increases to youth leaders with the Culture and Leisure Division, service and food service officers with Palvelukeskus and service coordinators, payroll secretaries and payroll clerks with Financial Management Services.

People working with various architectural tasks within the divisions also received increases.

The city's salary development plan raised the wages of nearly 2,600 people. The increases came into effect at the beginning of November.

We allocated about EUR 5 million to the increases in accordance with the plan. The figures include the employer's social security expenses.



The city employs 37,531 people

The number of personnel decreased from 2021 to 2022 by a total of 1,724 persons, or 4.4%. The majority (about 1,200 people) of this is due to the incorporation of Helsinki City Transport.

The biggest key change in the statistics for 2022 is the new information system, Sarastia, which was introduced on 1 April 2022. It caused changes to the calculation of many key figures, due to which 2022 is not fully comparable with the previous years. The time series are disrupted. The 2022 statistics are also challenged by the information system change in the middle of the year, necessitating the data to be manually combined between the new and the old system. During 2022, we also adopted Local Government and County Employers KT's person year and sick leave percentage calculation methods. It also impacts the comparability of the figures. The year 2023 will be the first full Sarastia year for Helsinki.

In the following statistics, the divisions and Central Administration also include the municipal enterprises and departments. The Mayor, reward recipients and the City Council are not included in the statistics. The Urban Environment Division included the

Rescue Department until the end of 2022 and also, as a rule, Helsinki City Transport (HKL) in 2021. For 2021, Helsinki City Transport statistics have been collected from their system through HR.

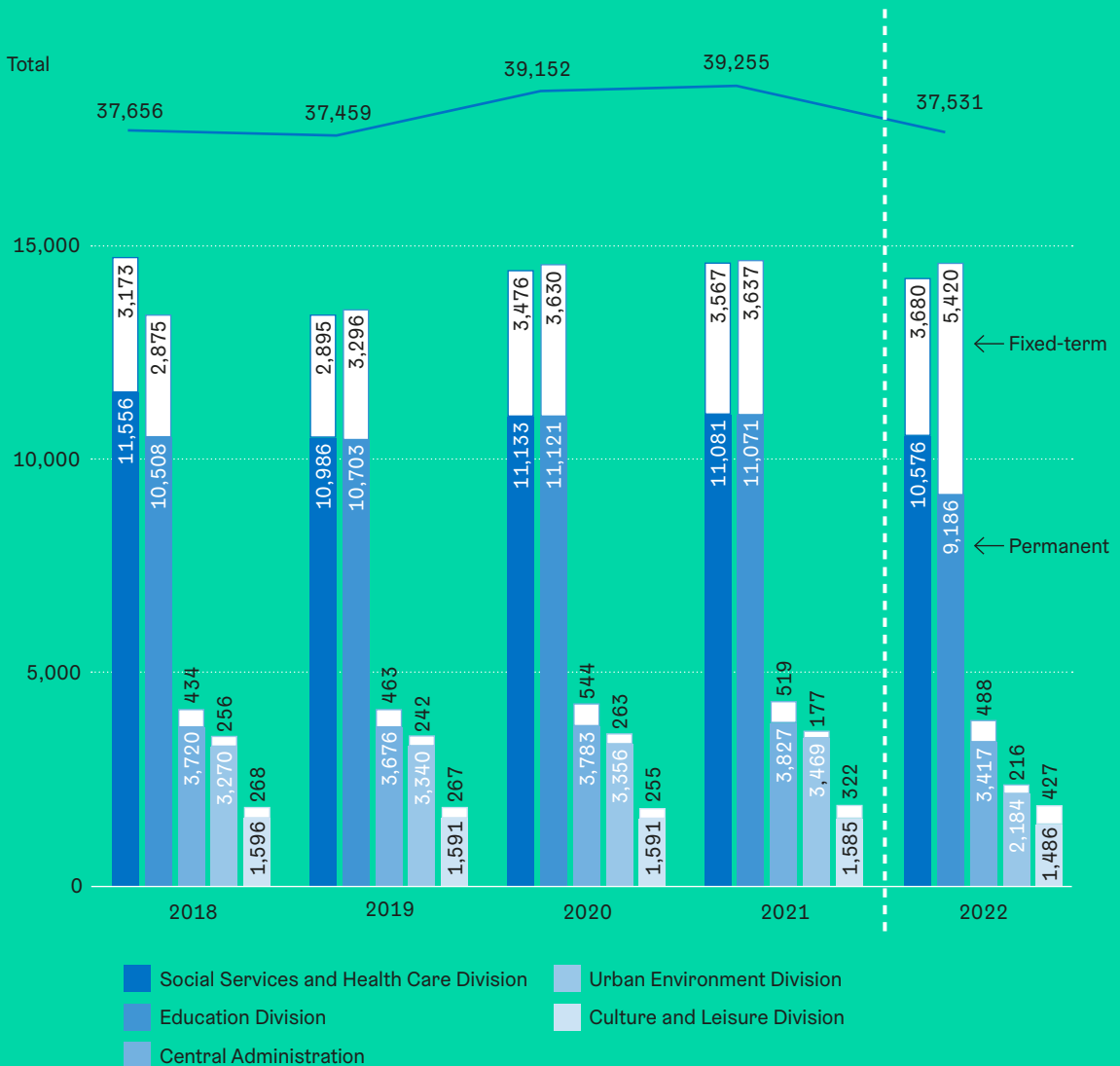
The Mayors, elected officials and the City Board have been filtered out for 2022. As a result of the health and social services reform, the Rescue Department transferred under the Social Services, Health Care and Rescue Services Division on 1 January 2023. For 2022, Central Administration comprises the City Executive Office, Stara, Palvelukeskus Helsinki, Financial Management Services (Talpa), Audit Department and Occupational Health Helsinki. In Sarastia, the Audit Department and the Financial Administration Services are in the organisation as separate parts. Still, they have been considered under Central Administration in applicable graphs.

The statistics are based on data from 4 January 2023 except for absences due to health reasons that are based on 10 March 2023 data. The delay is due to the absences being recorded in the system retroactively. Some figures are updated after the compilation date, so small changes are possible.

Changes in employee numbers

Permanent and fixed-term employees

System change complicates comparison



The number of personnel decreased from December 2021 to December 2022 by a total of 1,724 people, or about 4.4%. The majority (about 1,200 people) of this is due to the incorporation of Helsinki City Transport. Due to the information system change, also

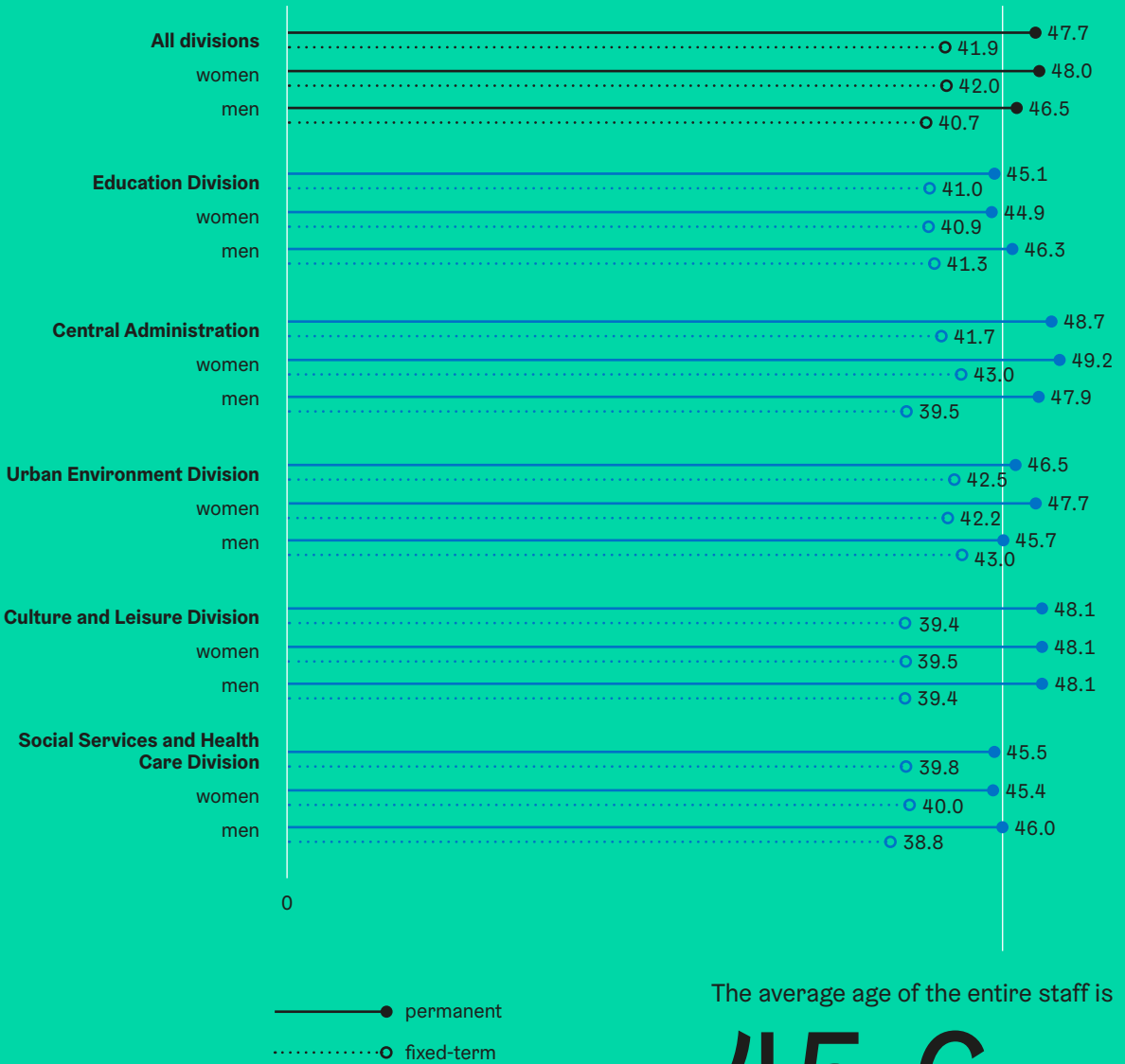
the way in which permanent and fixed-term employees appear in the system changed. Therefore, the figures between the new and the old system are not directly comparable. From 2022 onwards, the time series will begin to form again.

Average age of staff

Permanent and fixed-term employees

The average age of the employees rose by about one year from last year (from 44.8 to 45.6). Fixed-term employees are still younger than permanent employees. On average, women are slightly older than men.

Comparison between permanent and fixed-term employees in 2022 and 2021 is not practical due to the information system change that changed the way permanent and fixed-term employees appear in the system.

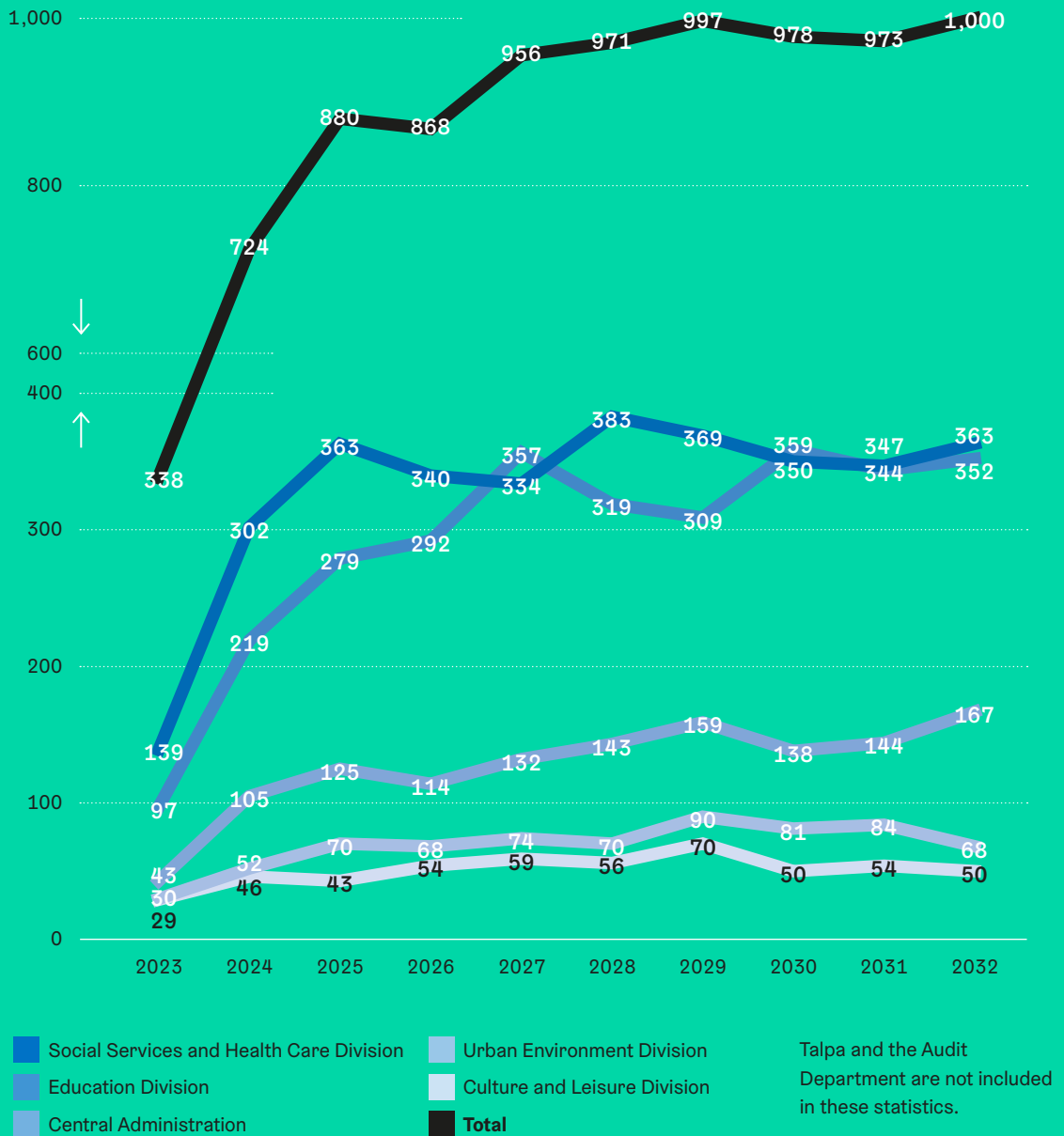


The average age of the entire staff is

45.6

years.

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



The statistics show the number of people turning 65 for the year in question based on current data. For 2023, the estimated number of people over the age of 65 is 338. The ageing of the population is also

reflected in Helsinki's age distribution. From 2027 onwards, the number of employees who reach the age that entitles them to old-age pension is predicted to rise to over 900 persons per year for two years.

Person years

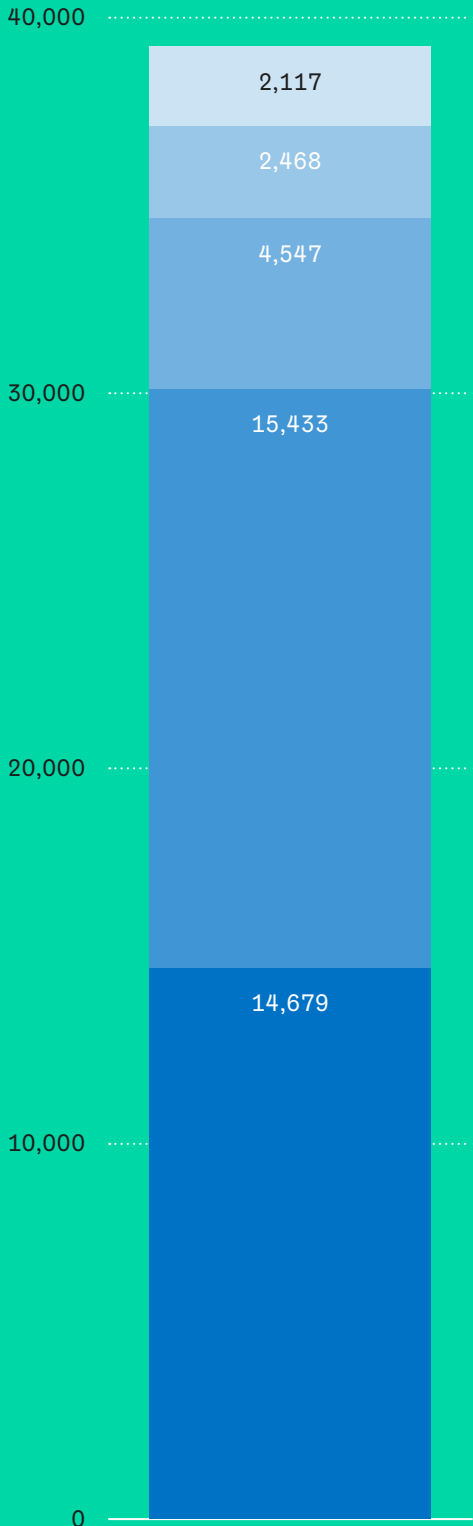
All personnel

The number of person years varies with changes in the number of personnel. Previously, person years were calculated by deducting absences other than annual leaves from the employment days of the permanent and fixed-term employees and dividing the resulting figure by 260.7143. The new calculation method as of 2022 is as follows: the number of days of paid employment in calendar days / 365 * (part-time percentage/100).

The figures between the systems are not comparable. From 2022 onwards, the time series will begin to form again.

Total

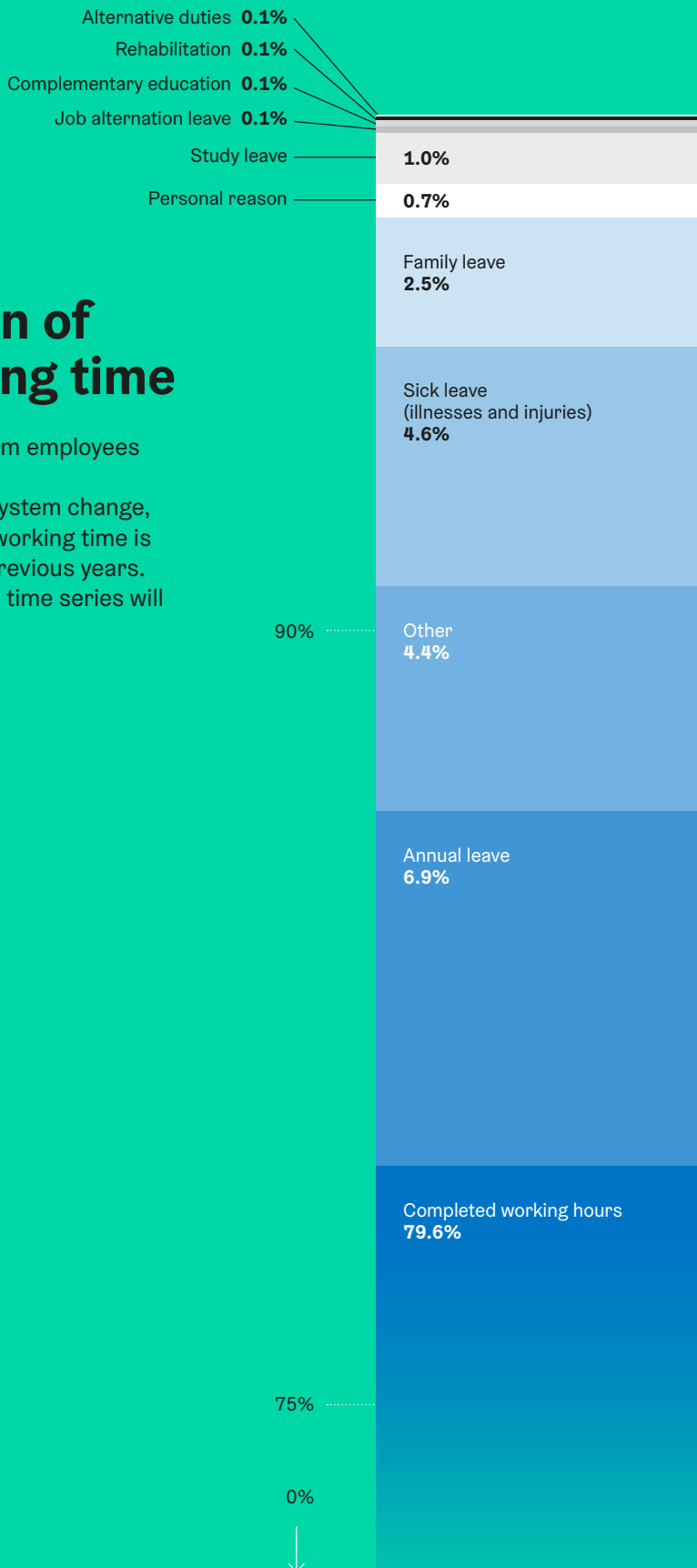
39,243



Distribution of total working time

Permanent and fixed-term employees

Due to the information system change, the distribution of total working time is not comparable to the previous years. From 2022 onwards, the time series will begin to form again.

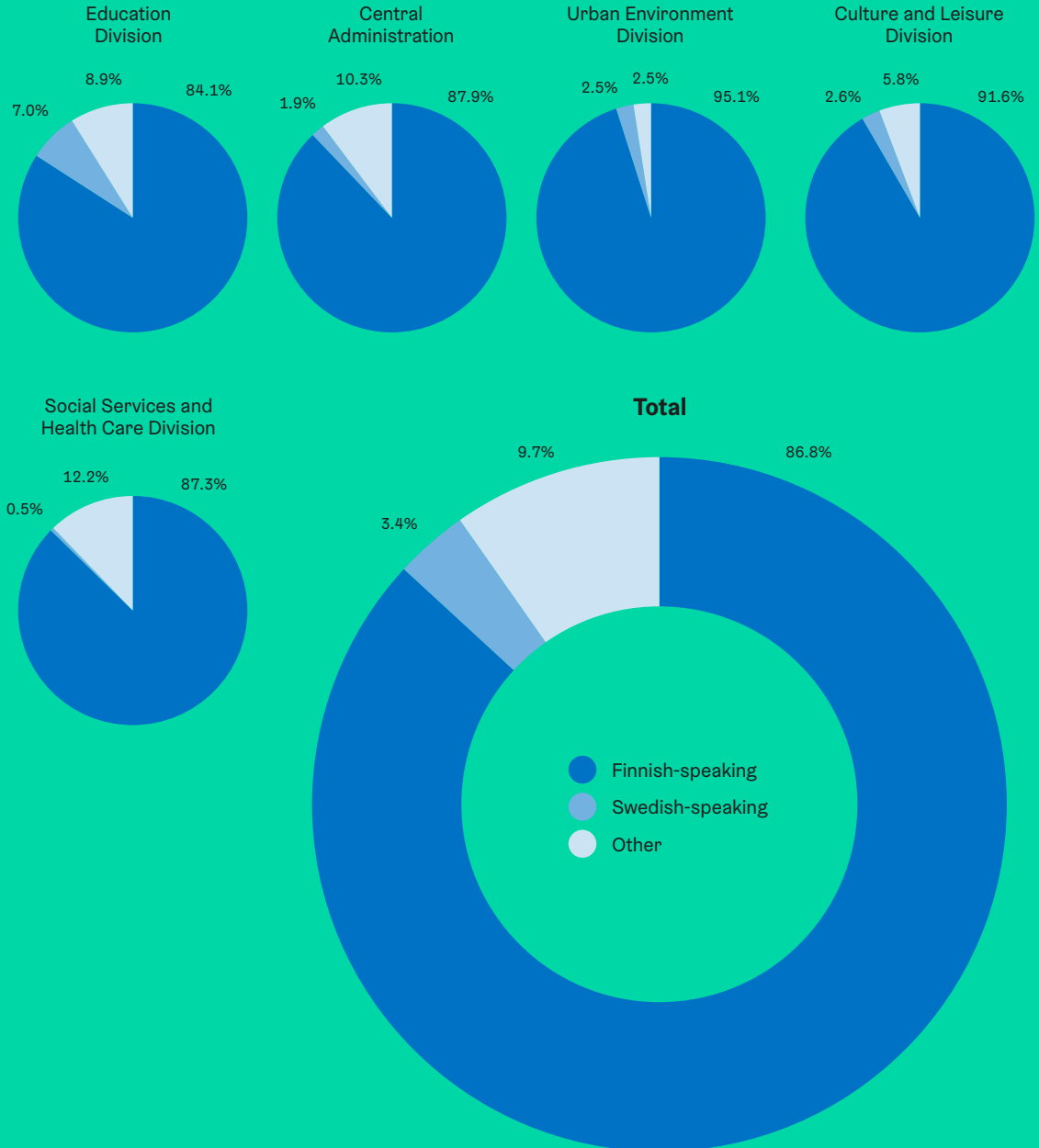


Personnel by the first language

Permanent and fixed-term employees

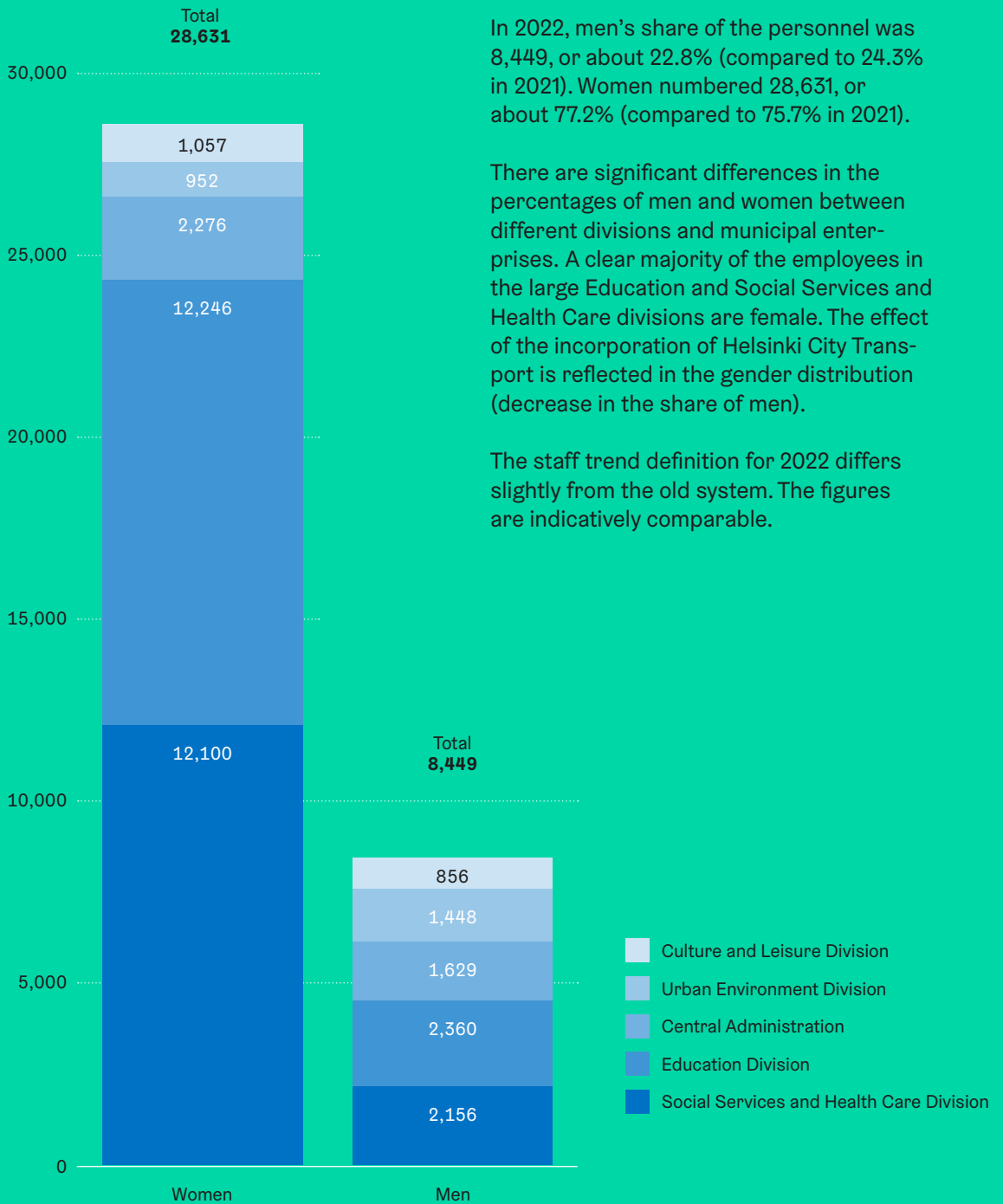
Of the official number of staff, 9.7% were native Finnish or Swedish speakers, representing a slight increase (0.5 percentage points) from the previous year. Short-term employment contracts are not included in the official number of staff.

The Social Services and Health Care Division employed the largest share of foreign-language speakers (12.2%). The share of foreign-language speakers in Central Administration has risen to 10.3%. The figures are rounded to one decimal place.



Personnel by gender

Permanent and fixed-term employees



In 2022, men’s share of the personnel was 8,449, or about 22.8% (compared to 24.3% in 2021). Women numbered 28,631, or about 77.2% (compared to 75.7% in 2021).

There are significant differences in the percentages of men and women between different divisions and municipal enterprises. A clear majority of the employees in the large Education and Social Services and Health Care divisions are female. The effect of the incorporation of Helsinki City Transport is reflected in the gender distribution (decrease in the share of men).

The staff trend definition for 2022 differs slightly from the old system. The figures are indicatively comparable.

Trend of absences due to illness or injury

Permanent and fixed-term employees



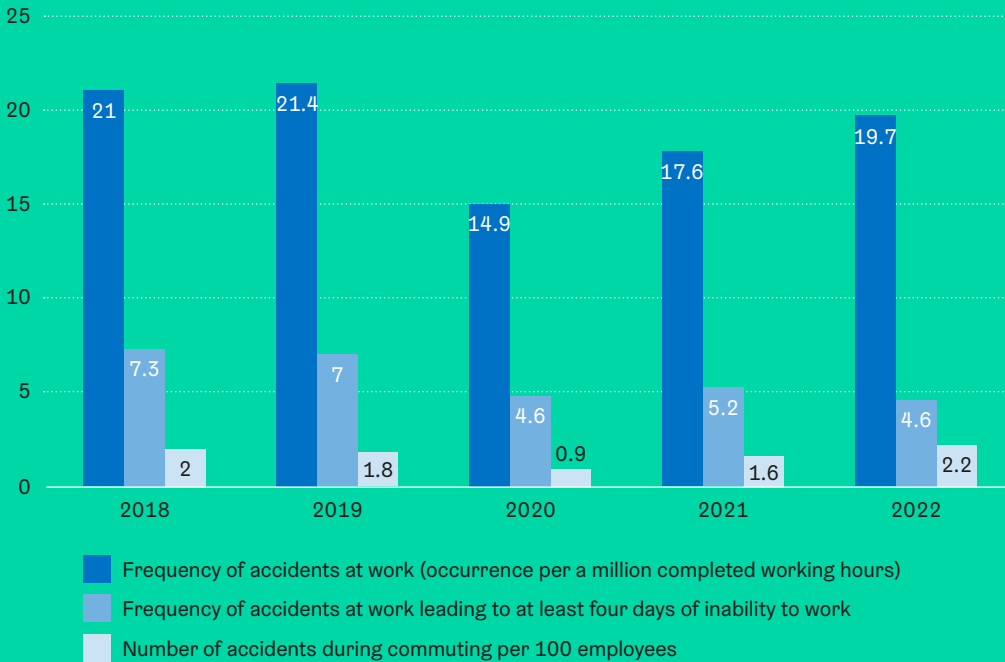
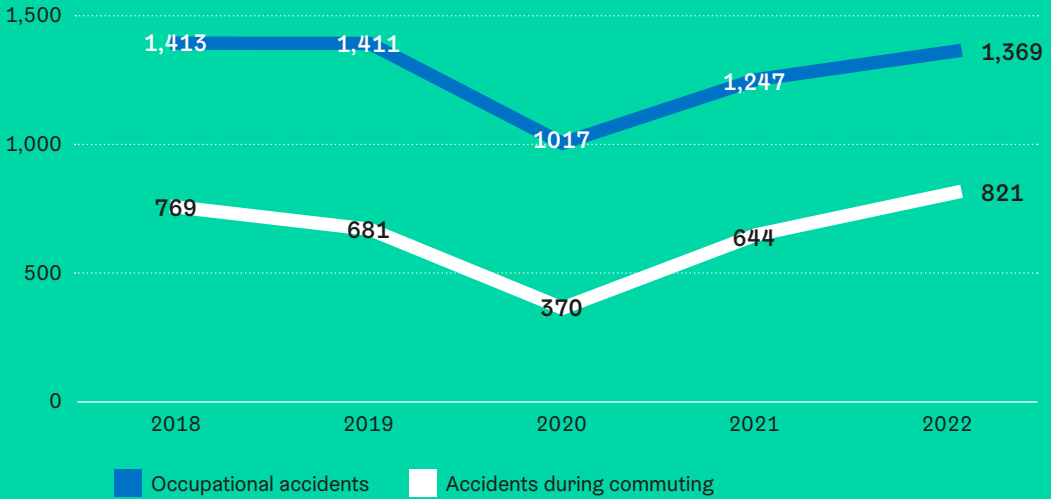
Due to the information system change, the sickness and accident figures are not directly comparable. However, the absence figures allow indicative parallel comparison.

Before 2022, the absence percentage was calculated using the following formula: [days absent / total employment days] (a calculated figure in the old system). The absence

percentage for 2022 and subsequent years is calculated using the following formula: [days absent / all person days]. Person days are also calculated differently as of 2022 (see Person years). The new system entered into force on 1 April 2022, so absences for the first half of the year have been combined manually, which affects the calculation. From 2022 onwards, the time series will begin to form again.

Change in accidents at work

Numbers of accidents at work and their trend 2018–2022



Due to changes in the calculation of the number of employees and completed working hours, the figures are not fully comparable to the previous years.

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