

Staff Report

2018



Helsinki

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To the Reader

Year 2018 was time for stabilisation in our city organisation, at least when compared with the previous turning point year. In the middle of the previous year, we were faced with the entry into force of a historically extensive organisational renewal as well as the new Helsinki City Strategy. After that, we have worked actively to adjust to the changes and have progressed successfully.

The brisk growth rate of the City has affected the staff and demand for staff already for some time. This is reflected in the growth of service needs. We must ensure that we keep up with the pace. Our city welcomes 8,000 new city residents every year, which is more than the entire population of many Finnish cities. We need an ever-growing number of new teachers, childminders, social and health care professionals and many other experts.

The Salary Development Plan, which determined the salary raises for, for example, daycare centre teachers, directors of the daycare centres, childminders and social workers, represents a new opening in our HR policy. One of the aims of the Salary Development Plan is to ensure the availability of skilled workers.

Last year, we involved the city residents more closely in the planning and constructing of the city by implementing participatory budgeting. This is a new method for cooperating with the residents. We also want to involve our staff more actively. We will launch a staff participation project that aims involving everyone in developing one's own work and improving management and leadership.

Our aim is to be one unified organisation. We want people to feel that they are working

Our aim is to involve everyone in developing one's own work and improving leadership.

for the city instead of a division or operational unit. We progressed towards this aim last year, but the unity will be more visible in the future – both for the residents as well as for the city visitors. This has also been emphasised by highlighting the unified image of the city.

Visible signs of our great joint efforts are, for example, the last year's summit between the presidents of Russia and United States in Helsinki and the completion of Oodi. These both achievements required close and extensive cooperation. We, the entire city, succeeded well.

We know that we are heading in the right direction in building the most functional city in the world when the users of our services feel that everything is working and their experiences continue to improve. There is no ranking list for the most functional city in the world, but the top can only be reached through the experiences of city residents.

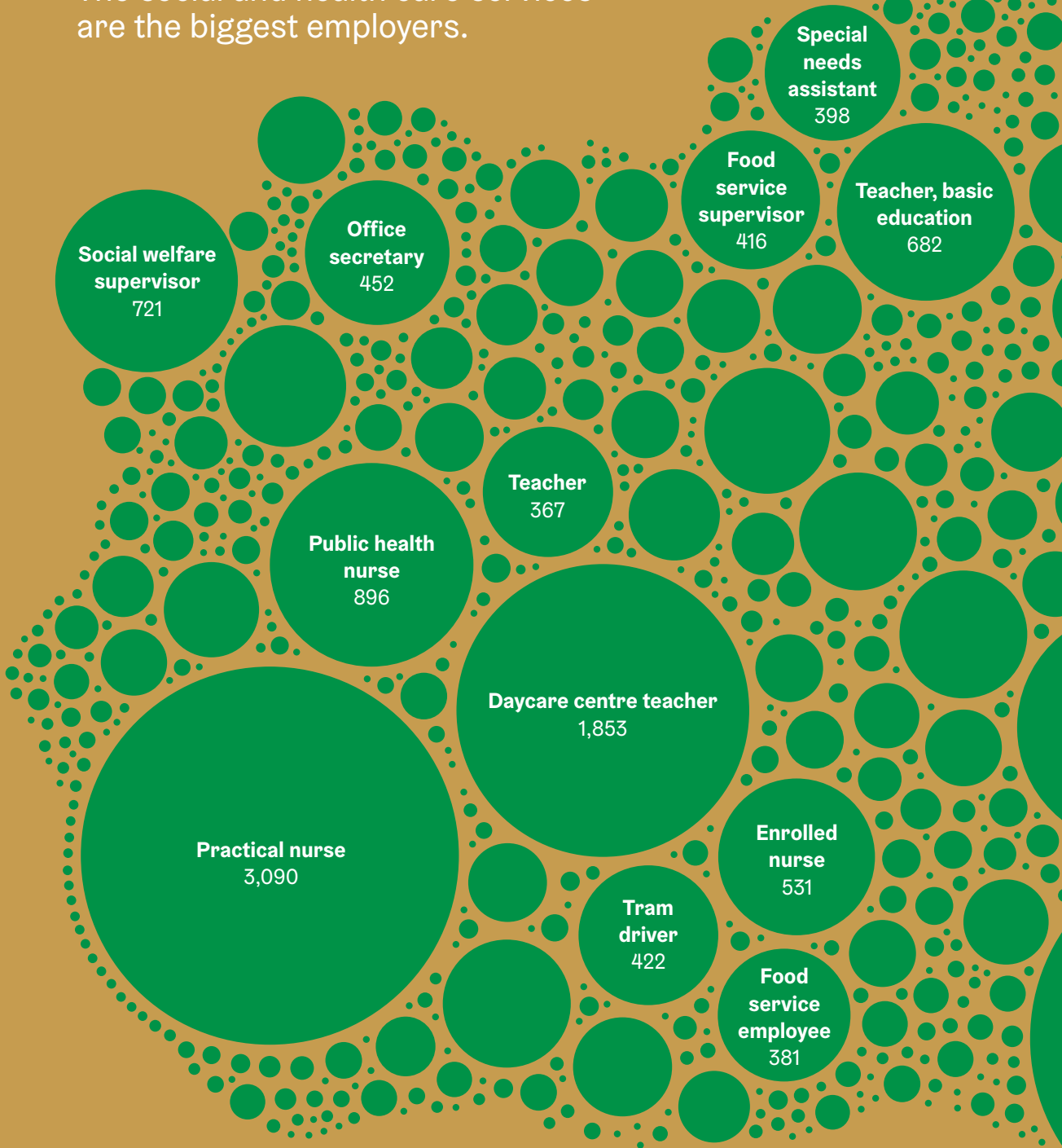
Our staff has definitely experienced some difficult days during the times of rapid change, but we can be proud of our work and results. Our city might already be the most functional city in the world!

Sami Sarvilinna
City Manager



37,656 employees, 1,197 professions

The social and health care services
are the biggest employers.





My work is important

Alexandra Erlund has been employed by the city since August 2015. She is currently working as a social welfare supervisor for families with children in Swedish services. Before this, she used to work as a daycare centre teacher in a Swedish-speaking daycare centre.

Erlund tells that her working days vary a lot. Her working days consist of supporting families with children and guiding them in different everyday challenges and situations.

“I provide the families with early support, and my work includes, for example, home visits and arranging group meetings,” says Erlund.

She finds her job meaningful. The best feedback is received from families who tell that their everyday life has become easier and want to thank for the support.

“In practice, this means, for example, that their baby sleeps better or the everyday life with a defiant child has become easier. It is great to see that the parents are coping better.”

In spring 2019, Erlund’s office will be moved to the Kallio Family Centre. Discussions on the new ways of working in the Kallio Family Centre started well in advance last year.

“It might take some time to get used to the new ways of working, but, all in all, I look forward to the move.”

Social worker
607

Class teacher
1,528

**Health
centre
doctor**
415

Caretaker
388

Instructor
1,209

**Registered
nurse**
2,260

Childminder
3,263

**Full-time hourly
teacher**
924

A career path is a learning path

Employees are in charge of their own careers. This central idea also means that everyone should consider what kind of work they would like to do and how that could be realised during their careers.

The transformation of the operating culture is emphasised in the Helsinki City Strategy, which will also affect the HR policy. Working life is changing, and so are the customer needs and ways of working.

A career in the modern world means the developing and deepening of competence – a career path is a learning path. Career development no longer means just moving up within the organisation.

The city has responded to this challenge by launching various programmes. The development of one's own career can be discussed, for example, in *Minun urani* (My Career) online training course or *Uramuotoilu* (Career Design) online course. These courses help to identify one's own strengths and career anchors as well as to process future career plans.

In career design, it is essential that employees draft alternative plans and test new things on a small scale or, for example, create new ideas by talking to each others.

A new support method including a group of supervisors and experts who were trained as career coaches was tested. Their support rapidly became very popular.

The performance and development discussion cards also remind the employees about the career planning. One of these cards is the Career Card.

The question “What will I be when I grow up?” was also discussed in the career design workshop. The workshop offered the participants an opportunity to deepen their working profiles during the workshop that lasted more than two days.

One of the participants of the workshop was **Tero Lahti**. Lahti works in the external communication of the City Executive Office in the fields of digitalisation and area development communication and statistics and research communication.

Lahti feels that he is privileged and wants to thank his employer for providing the opportunity to concentrate on his own work and clarify his thoughts during the workshop: What kind of a work profile would satisfy me best? What kind of conditions are needed for implementing this work profile? Where do I want to see myself in five years?

In everyday working life, there is no time to stop and to reflect deeply what one really wants and finds meaningful.

“These questions helped me to both explore my working identity as well as create new paths for achieving my goals.”

Lahti says that he experienced aha moments during the workshop and realised what kind of tasks he should pursue. He does not enjoy routines but wants to innovate new things.

We received extremely positive feedback from the workshop. Among the satisfied participants were **Jenni Ahtiainen** from Helsinki Zoo and **Taina Markkanen** from Financial Management services. They felt that this kind of career pondering would help everyone.

Tero Lahti, Jenni Ahtiainen and Taina Markkanen were happy to get the chance to ponder their development in work and career opportunities in the career design workshop.



Many ways to develop management and leadership

Improving management and leadership work is emphasised in the Helsinki City Strategy. One example of management and leadership and supervisory work trainings is the OVI training that supports new supervisors.

Would I like to advance to supervisor tasks during my career? This is the key questions in the OVI trainings that the city has arranged over the past five years.

It takes nearly a year to complete the OVI training. The training includes ten contact teaching days and preliminary assignments between them. The programme also includes mentoring and voluntary group coaching.

The training offers versatile information on the management and leadership and city organisation. The participants get an opportunity to familiarise themselves more closely with, for example, the Helsinki City Strategy, communications and occupational well-being. Consultation both from the city experts as well as from external specialists are heard during the training. The trainees choose their own mentors with whom they continue to deepen the supervisor theme.

The programme offers an opportunity to consider what it means in practice to change

the role and professional identity of an expert into those of a supervisor.

The OVI trainings have become extremely popular. You can apply for the OVI training by raising the issue with your supervisor, or the supervisor may also notice your potential and recommend that you apply for the training.

When planning the programme, we will make sure that the used methods are inclusive. Issues are discussed in small groups, using also gamification.

Analysing own strengths and boundaries

A total of 24 trainees participated in the training in 2018, including **Riikka Henriksson** from the City Executive Office, **Matti Aukia** from the Social Services and Health Care Division and **Kirsi Rantama** from the Urban Environment Division.

Aukia found this training especially important, since he had started to work as a supervisor at the beginning of 2019. Rantama started to substitute her supervisor – to her surprise – already during the training.

Henriksson says that this course strengthened her opinion that management and leadership in general is very interesting. However, she still considers whether she is interested in taking a supervisor role.

“This training has, first and foremost, been self-exploration and self-examination for me. It has helped me to analyse my strengths and boundaries,” says Henriksson.

Matti Aukia, Riikka Henriksson and Kirsi Rantama experienced the mentoring and work in small groups as especially productive. Knowledge was also needed, and received from the experts.



Matti Aukia, Riikka Henriksson and Kirsi Rantama received a summary of information on the city organisation and management and leadership during the OVI training. During the last training session, they received a training certificate.

Management and supervisor trainings – supporting good management and leadership

- OVI training for potential supervisors: learning immediate supervisory work and supervisor skills
- A good supervisor's ABCs online course: developing immediate supervisory work, mastering supervisory work methods
- Starting supervisory work: strengthening supervisory skills and developing competence related to HR issues
- Vocational degree programme for immediate supervisors (LAT) and Oiva Valmentaja training: developing immediate supervisory work, mastering supervisory work methods
- Oiva Treeni training: developing immediate supervisory work in all areas
- Individual and group coaching for the management: for the middle management and supervisors
- Specialist qualification in management Oiva JET: developing management and leadership, mastering management tools and methods
- IT Leadership training: for information management managers and ICT development managers
- Development programme for HR managers: for HR managers and other managers
- EMBA: managing the changes related to the city of the future and career development of the future leader
- Current theme events

HR role to be strengthened

Working life changes challenge the HR structures and cooperation methods. The line management has expressed the wish that the HR would take a stronger role, for example, in developing rewarding and promoting career development as well as increasing diversity, equality and gender equality. HR has become an important supporting party and partner for the management in the developing of these issues.

We launched the HR Stadi 2020 programme in August. This programme aims to develop the skills of the HR managers and experts and to create a functional shared network for the HR professionals.

In addition to the joint network meetings, the programme included becoming acquainted with practices of organisations external to the city organisations. The programme also contained projects that aim at promoting other themes to be developed in the division.

Approximately 100 people participated in the programme, and it will continue at least until the end of 2019.

This network operates as an enabler and partner in producing the best staff and customer experience in the most functional city in the world taking full advantage of digitalisation.

Cooperation system structure

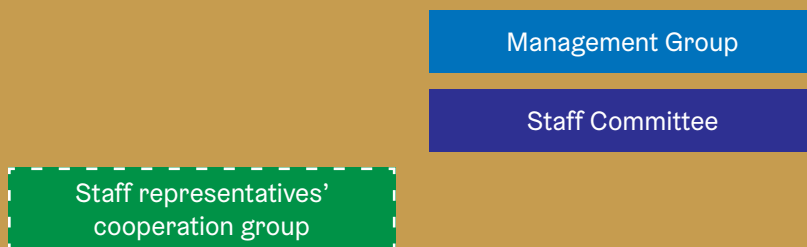
City level



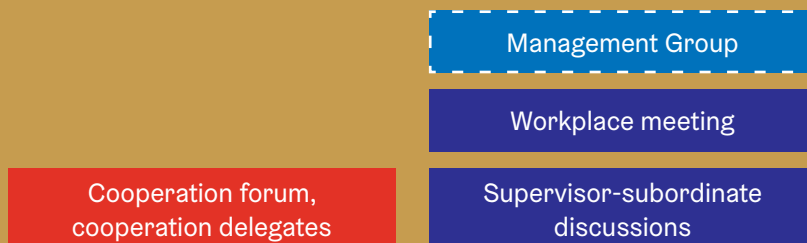
Division



Service category



Service



The city's cooperation agreement defines how matters related to staff and cooperation are handled and promoted. The goal is to engage the participation of staff as early as possible in all matters that concern the city's employees.



Helsingin osallisuusmallin teemat

- Miten meidän palveluamme kehittäminen edistää kaupunkilaisten osallistumista ja osaamista toiminnan ja palvelujen kehittämisessä?
- Miten kehitämme palveluja yhdessä käyttäjien kanssa?
- Miten kaupunkilaiset voivat osallistua asuinalueita koskeviin asioihin suunnitteluun ja päätöksentekoon?
- Miten kannustamme ja tuemme kaupunkilaisista lähtöisin olevaa toimintaa?
- Miten palvelomme asiakkaista?
- Miten osallistumisen ja vaikuttamisen mahdollisuudet kasvavat? Meidän verkostomme?

The staff has been engaged, for example, with gaming activities. Featuring Urban Environment Division employees.

PARTICIPATION

Active development of one's own work

The recently published survey showed that the staff wants to participate in and contribute to the development of their own work more than they do now.

Our aim is to engage the staff to participate more actively in the development of their own work and improvement of management and leadership. This aim is implemented, for example, with the project called Active engagement of the staff to participate in the development of the organisational culture and service, which will continue throughout the strategy period.

The working group appointed for the project investigated the experiences of the employees concerning their participation in the development of their own work and division as well as preparations for change with an electronic survey.

More than 3,000 city employees responded to the survey. The results of the survey, the more than 5,000 open responses among other things, showed that the staff wants to participate in and contribute to the development of their own work more than they do now.

More than 60% of respondents feel that they are already participating in the development of their work community very or rather actively. More than half of respondents would like to participate more in the development of the organisation and its shared practices.

Support from electronic platforms

We processed the survey results in workshops together with divisions and municipal enter-

prises by means of service design. We also selected the key ideas to be further developed. One of the key ideas was the development and deployment of electronic platforms supporting engagement.

The development of the electronic platforms was started by designing the Ideapaahtimo (a platform for ideas) for the staff. Ideapaahtimo aims at activating the entire staff to put forward ideas concerning the city development, and it will be taken into use during 2019. Furthermore, we are developing everyday encounters, such as development days and work community meetings.

According to the respondents, engagement and participating in the development of one's own work are promoted, for example, by the supervisor's support, an atmosphere that encourages development and allocation of sufficient time.

Comprehensive planning of the staff engagement, which would take into account, for example, the clarity of the aims and considering only matters that can be affected, was proposed in several responses. Furthermore, different influencing opportunities should be considered and the scheduling should be proactive.

The responses revealed that the one crucially important element is that the executive management takes the staff opinions into account when making the decisions. Furthermore, the upper management should allow open dialogue and different opinions.

According to the respondents, the supervisors are the enablers of engagement and influencing.

These ideas will be further developed during this year.

WORK ABILITY

**Strong
work ability
supports
daily
well-being**

Work ability should be supported and strengthened in different ways before the employee gets exhausted.

The work ability trainings of the city have been so successful that they have attracted attention all around the world. Occupational Health Nurse **Miira Korjonen** from Occupational Health Helsinki says that when the trainings and results were introduced in the ICOH (International Commission on Occupational Health) Congress in Dublin in the summer of 2018, the colleagues were amazed: You have really smart trainings! And your proactive approach to problems saves so much money.

Work ability trainings are targeted at the entire staff of the city. Employees can apply for the training, for example, through occupational health care when they feel that they are running out of steam.

Daycare center director **Anu Sauso-Fjäder** from daycare centre Nestori noticed

recently that the accelerating pace of change started to strain her mind.

“I was pondering whether I can keep up with the pace. I noticed that I was tired although I’m in good physical health.”

Sauso-Fjäder participated in the Work-out project arranged by the city 15 ago, which motivated her to start exercising actively. The training was a positive experience for her. She would now like to have support in taking pauses, prioritising and being present.

“With children, one must be able to concentrate on the moment, to be fully present.”

She says that she received new tools for coping with work and peer support in the Voimat haltuun work ability training programme.

“It was important to notice that I’m not alone.” The group sought for concrete solutions for everyday life situations that are often similar regardless of the work and division.

Sauso-Fjäder wants to thank her employer for this kind of trainings that help people to move forward.

“It is cheaper for the employer to arrange this kind of trainings than to deal with employees who are suffering from burnout. I have coped at work although there has been challenging times during my career.”

Teacher **Johanna Berlin** from Drumsö lågstadieskola has also good training experiences. She participated in the general Voimat haltuun work ability training programme. Berlin feels that her work is extremely significant and this work is her vocational calling. Therefore, she thinks that it is her obligation to take care of herself. The teacher is a role model for the pupils.

Peer support is an important part of the training, and many groups have created a WhatsApp group to exchange thoughts after the training.

“Groups of children face different problematic situations and emotions are strongly present. It is important to take a pause and reserve time to analyse one’s own work.”

Berlin says that it is important to ensure that this valuable work will not mean simply pushing through and coping. In order to avoid this, teachers must have the opportunity to reflect their values regularly.

After all, teachers are working quite alone. During the training, Berlin wanted to ponder, among other things, how to support the work community and how to approach colleagues in a constructive and solution-oriented manner.

“I have also analysed how I could utilise and share my experiences.”

Recreation and reinforcement

Miira Korjonen tells that the common theme in the work ability trainings is to provide recreation and reinforcement as well as concrete tools for coping at work. The trainings include exercises concerning, for example, stress management, taking micropauses, emotion regulation, superior-subordinate relationships and distancing oneself from matters that are not worth worrying about.

For many, it is worthwhile to reflect their own attitudes, since often things should not be taken personally. Lifestyles are also analysed: for example, what will happen if you constantly sleep too little or poorly and what can be done about it?

“It is not always clear that individuals are responsible for their own well-being,” reminds Korjonen.

Some participants want to discuss whether to participate in work rotation and whether

it is possible to start working reduced hours after a long career.

Peer support is an important part of the training, and many groups have created a WhatsApp group to exchange thoughts after the training.

The training lasts one year and includes one rehabilitation institution period and four joint meetings. The feedback has been positive. Usually the participants score their work ability with four or five on a scale from 0 to 10 at the beginning of the training. At the end of the training, the score is usually nine or ten.

1,200 participating in trainings

The planned well-being and work ability training programmes have been implemented almost in full. Support in occupational well-being development and maintenance was received by 1,200 participants.

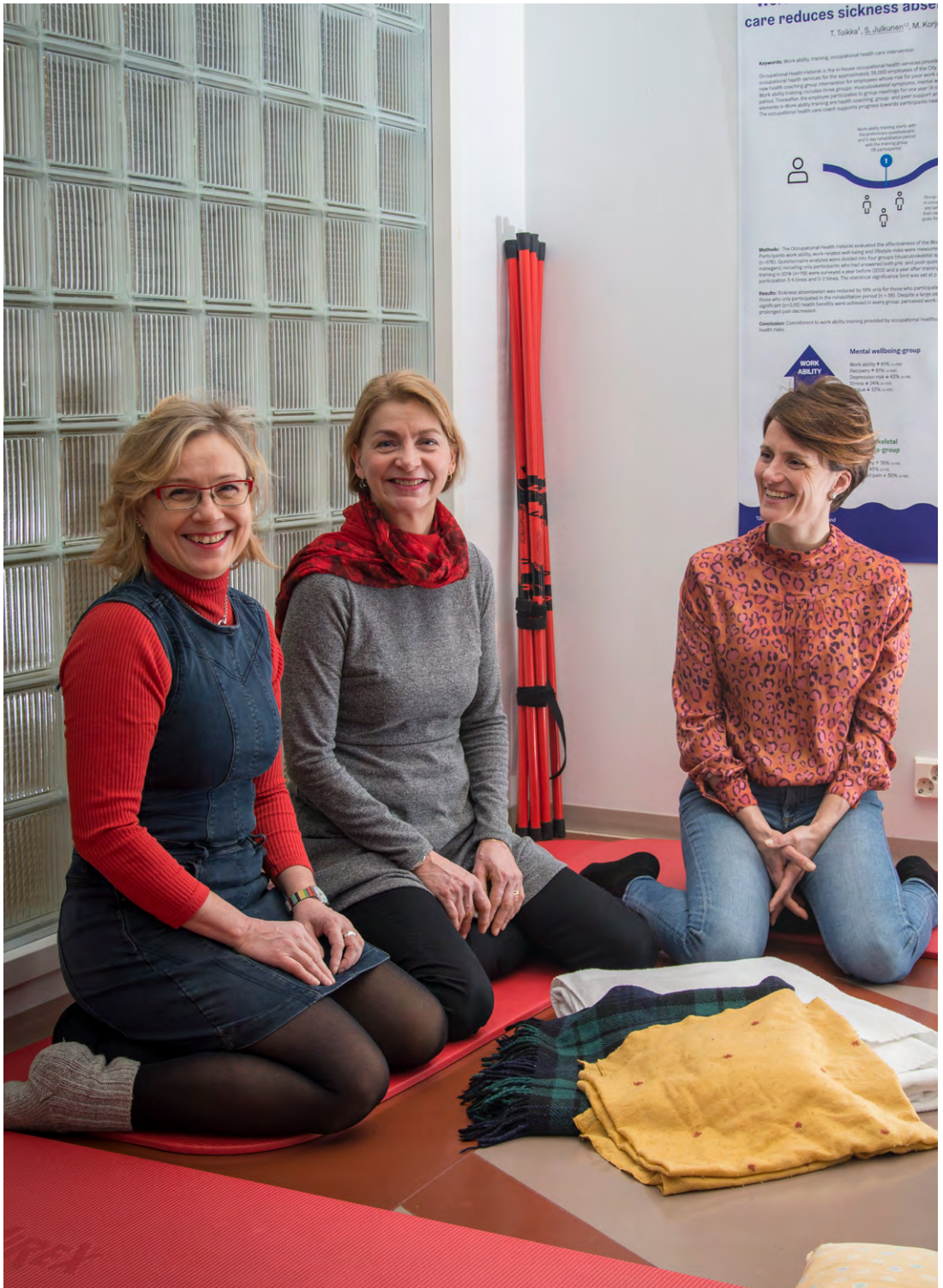
Well-being trainings that started with a rehabilitation period and related remote trainings brought about changes to lifestyles.

On the whole, the work ability training results were positive. The participants’ experience on their work ability improved during the work ability training and the follow-up training.

Supervisors are supported in work ability management

HR specialists were appointed for all the divisions and municipal enterprises to support the supervisors in work ability management. The objective of this change is to focus on proactive work ability management.

Our support system for persons with only partial ability to work includes a wide variety of services, means and benefits that support



Work ability trainer Miira Korjonen from Occupational Health Helsinki is happy about the training feedback. Anu Sauso-Fjäder and Johanna Berlin are satisfied with the training, and especially grateful about the peer support.

Replacement work can be done in a situation in which the employee is temporarily unable to fully perform his or her own work but is able to carry out his or her own work tasks in a modified form.

work ability and employment. However, the service package as a whole is fragmented and lacks coordination in some cases. The centralised career guidance focused previously more on individual guidance of customers instead of supervisor support and guidance.

The tasks of the HR specialist playing the work ability trainer role include the supporting of supervisors in work ability management and providing work ability support and guidance for individuals. The operations of the joint network of employees acting as HR specialists has got off to a good start and has become established. The work ability trainers met ten times during the year.

The divisions and municipal enterprises have understood the significance of the work carried out by the HR specialists acting as work ability trainers in proactive work ability management. In the future, the aim is to further strengthen the cooperation between the work ability trainers across divisions, increase the competence of the trainers and to support supervisors.

The replacement work practice was extended

We made preparations to introduce the replacement work practice. The strategic objective of the City of Helsinki is to support the staff's work ability and decrease the amount of sickness absences. By promoting the use of replacement work, the need for sick leaves will be reduced and the threshold for returning to work will be lowered. This prevents disability.

Replacement work instead of a sick leave is the first alternative when the employee

is able to work. Replacement work can be done in a situation in which the employee is temporarily unable to perform his or her own work due to a sickness, related symptoms or an accident but is able to carry out his or her own work tasks in a modified form.

The replacement work arrangements are based on the negotiations between the employee and supervisor and the availability of replacement work opportunities. The employee and supervisor agree together on the replacement work and its practical implementation.

The occupational health care always examines the possibility to carry out replacement work when there is a need for a sick leave.

The replacement work operating model was extended to cover situations in which the sickness absence has not yet begun as well as situations in which returning from a sickness absence period is supported with replacement work.

The replacement work model will be gradually introduced by the end of 2020. Supporting material, which helps the work communities to discuss the themes, has been produced.



Training for a new position

- We organised group-based career training for employees who must be transferred to a new position due to their health. The City Executive Office's Human Resources unit implemented the training in the spring.
- The career training was a process that lasted a total of three days, and meetings were held approximately once a week.
- The aim of the training was to boost the own activity of an employee needing a new position in the planning of his or her own future.
- The training addressed issues such as dealing with the change and living the change, self-awareness and own expertise, preparing job seeking documents, job interview exercises and paying attention to different job seeking channels.
- Three of the four groups planned for the spring were organised, since one of the groups was cancelled due to a small number of participants.
- A total of 40 employees from different divisions, HKL, Stara and the Service Centre participated in the trainings during the spring. Helsinki Vocational College and Helsinki Vocational Adult Institute participated in the implementation of the autumn trainings.

Individual career guidance

- Helsinki Vocational College organised also individual career guidance upon the employee's request.
- These trainings were participated by a total of 23 employees from different divisions, Stara and the Service Centre.

A good work community helps to cope with changes

Working for the city is inspiring, although pressure and stress at work are increasing. This was shown by the recent Kunta10 survey.

The City of Helsinki has previously participated in the national Kunta10 survey two years ago. After this, a lot has happened in the city organisation, such as the largest organisational renewal of the city's history.

The results of the Kunta10 survey will be utilised in the measuring of the employee experience. Helsinki would be recommended as an employer to a friend by 73.3% of respondents. The figure is high, but has nevertheless clearly decreased from the previous measuring.

The Kunta10 survey shows that pressure and stress at work have increased in the entire municipal sector. The results of the City of Helsinki are very similar to those of other municipalities: pressure at work and work load have increased. More than 43% of our staff feels that their work load has increased and become unbearable. At the same time, 68% of respondents feel inspired and energised by their work and feel that they are immersed in their work.

Work is more meaningful than before

Although the work loads and pressure have increased, work is nevertheless experienced to be more meaningful than before. Employees are satisfied with the challenging nature, meaningfulness and independence of work.

This is partly caused by the perceived improvements in management and leadership and supervisory work. After all, the significance of the work communities and immediate supervi-

sor work is emphasised when the pressure and stress at work are increasing. Nevertheless, 43.5% of respondents feel that they cannot influence on the changes at work and only 35% feel that the changes at work have been positive. The employee perceptions of the degree of control over their own work has also slightly decreased.

The support offered by immediate supervisors has increased in particular. Activities of the immediate supervisors and entire organisation are perceived as being fairer than before. Up to 71.6% of respondents feel that the supervisors encourage them to develop their competence. The supervisors encourage employees both to increase cooperation as well as independent working. The work communities also support supervisory work slightly more than before.

Supervisory work is significant, since almost half (49.1%) of respondents say that they are often forced to ponder ethically strained situations.

A good work community also helps to cope. Work communities are more cooperative and innovative than before. Furthermore, employees are more satisfied with the atmosphere and communal spirit in the workplace. Social capital protects occupational well-being during changes.

Zero-tolerance for harassment

Although the respondents reported that the atmosphere in the work communities has improved, employees are nevertheless experiencing more bullying and discrimination. Slightly more than 11% of respondents had experienced bullying or discrimination last year. Discrimination was experienced mainly due to opinions but also due to the position, age and gender.

Sexual harassment in customer situations within the last 12 months was reported by 5.8% of respondents. Furthermore, 0.8% of respondents say that they have experienced sexual



Service Managers of Helsinki Central Library Oodi Laura Norris and Kari Lämsä participated in the project that creates tools for preventing and controlling violent situations.

harassment at work and 0.2% have encountered harassment during work tasks and at work.

Employees below the age of 30 experience harassment more often than others. Women experience harassment more often than men, and the employees who have experienced harassment usually work in the caring industry; as doctors, social workers or special needs teachers. Of all the employees who have experienced harassment, 36.8% told their supervisors about it.

There should be zero-tolerance for harassment. Our operating model is clear: all harassment incidents must be discussed and customer cases recorded in the Työsuojelupakki occupational safety tool. The work community should discuss how similar customer cases could be avoided in the future.

If you experience sexual harassment at work, you must report it to your supervisor. Sometimes it is easier to talk about the harassment to a person outside the work community. Therefore, we are training special contact persons for harassment. You can contact these special contact persons in situations in which you cannot talk about the harassment to your own supervisor.

The Sopuisasti Stadissa (Coexisting in Helsinki) guide, published at the beginning of 2019, provides clear operating models for dealing with bullying and harassment.

Common operating models for customer violence situations

Almost half (45.7%) of respondents have experienced customer violence within the last 12 months. Violent and threatening situations were encountered at least once a week by 13% of respondents, and women have been subject to violence and threats more often than men. The experienced violence is mainly psychological violence but also physical violence, such as throwing things, hitting and kicking, was reported.

Employees working with children and young people are often faced with customer violence. Violent or threatening situations were encountered at least once a week by 41.6% of special needs teachers, 46.3% of special needs assistants and 23.2% of childminders.

The social and health services employees also experience more customer violence than others. Violence was experienced at least once a week by 28.4% of practical nurses and caretakers. Drivers also experience violence

frequently. Violent situations were encountered by 58.6% of drivers within the last 12 months.

Operating models related to threatening and violent situations are developed in cooperation. Recognition, prevention and support must be ensured. Sufficient skills to deal with difficult customer situations must be ensured in professions in which these problems occur. In other words, more training is needed.

More support for employees at the start of their careers

When examining the situation of the young respondents, the working life seems even more demanding. Almost half (48.2%) of respondents under the age of 30 say that work load has increased and become unbearable. Most of the young respondents (63.6%) say that they have experienced threatening and violent situations, one-fourth of them weekly. Young people experience customer violence clearly more often than other age groups.

Their experiences were also presented in the Kunta10 survey, Helsinki Health Study and occupational health surveys. Therefore, a decision was made to pay special attention to young people as their own group in the city's Occupational well-being programme. The planning of support measures has already begun.

Furthermore, the well-being and work ability trainings starting next spring offer two groups especially targeted at employees under the age of 35.

Survey results have been published

The results have been published and available for the staff in the Kunta10 portal. The supervisor are responsible for the processing of the results. In connection with the result processing, it is particularly important to agree on how the well-being will be promoted and maintained in the future.

Kunta10 in a nutshell

Kunta10 is a comprehensive national biennial survey focused on working life and well-being at work. A total of ten municipalities participated in the survey in addition to Helsinki. Some

Similarly to the previous years, working communities requiring special support based on the Kunta10 results will receive tailored support. The personnel services, occupational health care and City Executive Office provide support for the development work.

The number of occupational accidents was unchanged

There were approximately 2,182 occupational accidents among our staff. Accidents during commuting accounted for approximately one-third of the total. The number of accidents at the workplace decreased somewhat from the previous year (2017: 1,468 accidents, 2018: 1,413 accidents), but the number of commuting accidents increased clearly (2017: 680 accidents, 2018: 769 accidents).

The most common occupational accidents were falling and slipping. Other common causes of occupational accidents included lifting and moving objects as well as customer violence.

Oodi's own project

Helsinki Central Library Oodi and the Finnish Institute of Occupational Health launched a co-operation project that aims at creating tools and operating models for preventing and controlling threatening and violent situations.

The participants of the project identified the most common difficult customer situations encountered in libraries and discussed together how the employees should act in such situations, among other things. Oodi's staff participated in the developing of their own occupational safety in the workshops.

Staff trainings taught the employees how to prevent and deal with difficult customer situations by means of interaction. The project will continue in 2019, and its results will be widely utilised at the city's workplaces.

73% of the city's employees, or 23,560 people, completed the survey. The Kunta10 survey is carried out every two years by the Finnish Institute of Occupational Health.

Occupational well-being programme of the city

The new Occupational well-being programme (2018–2021) guides the staff development. The programme was implemented in cooperation with the divisions, departments and municipal enterprises. The objectives of the Occupational well-being programme are:



We take a proactive approach to managing work ability.



We anticipate and manage occupational safety risks.



I take responsibility for my own occupational well-being.



As a supervisor, I work to improve my leadership skills.



Together we are more – we strive to be an effective and diverse work community.



We pay special attention to those who are just starting their careers and those who are affected by changes in the organisation.

Work ability and occupational safety measures are emphasised in operations. Divisions, departments and municipal enterprises prepare their own occupational well-being programmes based on the city-level programme. The Occupational well-being programme of the city includes the statutory occupational safety action plan. Both the city-level programme as well as the implementation of division and municipal enterprise plans will be monitored in the occupational well-being expert table.

Employee experience

73.3%

would
recommend
the employer
to a friend.



-7.8 pp
from
2016

43.5%



-0.1 pp
from
2016

No possibilities to influence
on the changes at work

3.63/5



-0.01 pp
from
2016

Work management

35%

same
as in
2016

Finds the changes at work
positive

3.75/5



+0.02 pp
from
2016

There is social capital in the
work community

50/100

same
as in
2016

Staff satisfaction in
leadership/supervisory
work

3.15/5



+0.01 pp
from
2016

Decision-making is
considered to be fair

6.4%

Has experienced sexual
harassment

1.9%



+0.8 pp
from
2016

Has experienced
discrimination based on sex

A more active everyday life

We support physical activity strongly according our strategy. One example of this support is The action plan on physical activity project, which integrates physical activity into everyday life.

The Helsinki City Strategy states that Helsinki will create the cooperation structures needed for promoting health and well-being and is setting out to highlight increased exercise as a pilot project in its promotion of health and well-being.

Well-being and health prevent and reduce poverty, social exclusion and other social problems. They also support planned allocation of resources and promote residents' capabilities.

Therefore, we aim at increasing the physical activity of residents of all ages. This aim is implemented, for example, with the city's The action plan on physical activity project.

The action plan on physical activity project encourages city staff to be active in their everyday life and reduce the time spent sitting. The programme aims to ensure, for example,

that the staff is sufficiently physically active from the perspective of health and capabilities and takes breaks from prolonged sitting.

We also aim at integrating physical activity into everyday practices in different divisions. Physical activity supports the maintenance and development of work ability.

Planned actions include, for example, a break exercise program for the entire staff, new service paths of physical activity counselling, the Active workplace activities and a supporting competition.

From kettlebell to dance classes

Study Secretary **Airi Lappalainen** from Helsinki Vocational College and Helsinki Vocational Adult Institute tells that she is into team sports and prefers group exercises. She actively participates in staff sports and also sporting events.

"I have had the exercise card for many years now and sometimes I participate in the lessons daily," says Lappalainen.

She has tested a wide range of different kinds of sports. She has tested the kettlebell, stretching as well as cardio classes. Nowadays, she is especially interested in exercises involving dancing.

She is about to go on a mountain climbing holiday, which motivates her to exercise. She wants to be in a good shape before the holiday.

Lappalainen praises the city for providing plenty of opportunities for physical activity. She has been using this staff benefit for at least 20 years.



Airi Lappalainen exercises regularly and praises the staff benefits that include versatile opportunities for physical activity.

SICKNESS ABSENCES

Sickness absences unchanged

Sickness absences remained unchanged at the city level, and a smaller number of employees left on old-age retirement compared with previous years.

Sickness and accident absences remained unchanged at 4.8% at the city level. Most of the sickness absences, 23%, were short-term absences of 1–3 days.

At the city level, sickness, accident and rehabilitation absences have remained at last year's level (4.9%). Rehabilitation absences include well-being and work ability trainings which the city provides as a preventive measure for its staff. These trainings were participated by 1,200 employees and the city offered a total of 6,374 rehabilitation days.

Sickness absences will gradually change so that the employee can be absent from work for a maximum of one week with a permission from the supervisor after a work ability discussion between the employee and supervisor. This 5+2 model will be adopted by the entire Education Division and most of the Social Services and Health Care Division. The entire organisation will adopt the operating model by the end of 2019.

Usually the adoption of this model decreases the number short absences, but this kind of development is not yet shown among the operators who have already adopted the model.

The number of musculoskeletal disease-related absences decreased

The total number of sick leave days prescribed by the occupational health care remained at the same level during the two previous years. The proportion of disabilities based on musculoskeletal diseases was clearly smaller than last year. This is the first time when the occupational health care prescribed more sick leave days due to

mental disorders than due to musculoskeletal diseases.

A smaller number of employees left on old-age retirement compared with the previous years. This is a general trend in the entire municipal sector that is mainly caused by the increase in the retirement age.

The number of employees receiving rehabilitation benefit remained at the same level, but the number of employees who have been granted a partial disability pension decreased slightly.

The employee and supervisor can together agree on a maximum of one week sickness absence without a doctor's certificate.

EQUALITY AND NON-DISCRIMINATION

A workplace where everyone can prosper

Equality and non-discrimination are key values in our work. We have zero-tolerance for discrimination and harassment in all its forms. These are significant principles also in the equality plan that we are planning.



Helsinki is a good place to work, states the Helsinki City Strategy. We promote equality and non-discrimination in all our activities. We want to be a leading workplace where everyone is welcome and where everyone can prosper.

As an employer, we expect appropriate and respectful attitude towards all the members of our work community and our customers. We have zero-tolerance for discrimination and harassment in all its forms.

The staff equality and non-discrimination plans guide our equality and non-discrimination work. We are preparing a new equality plan. The preparations have been participated by representatives from the staff organisations, occupational safety organisation, occupational health care, HR management and line management as well as members from the city's sexual and gender minority network. The equality working group of the City of Helsinki has also commented on the measures of the plan.

The equality plan includes measures for increasing gender equality as well as preventing discrimination based on sexual identity and gender expression. The plan includes jointly agreed measures aiming at promoting equal recruiting, development at work and career development, salaries and rewards, reconciliation of work and private life, work communities supporting equal working life, leadership and supervisory work as well as practices, tools and support promoting equality.

Female managers accounted for 54.5% of all managers, including the executive management of the city's divisions, departments and municipal enterprises as well as the managers in charge of the divisions' service areas, including the City Executive Office division heads.

We expect appropriate and respectful attitudes towards other people from everyone.

Bringing children to work

We participated actively in the national Bring Your Child to Work Day. Divisions and municipal enterprises motivated and encouraged their staff to bring their children to work.

The aim of the day was to show children what their parents are doing at work and, for once, bring the child to work.

The Queer Stadi network launched

The city employees belonging to a sexual or gender minority launched their own network in the spring of 2018. The aim of the Queer Stadi network is to encourage the members of the minorities and, on the other hand, promote more equal and non-discriminative HR policies.

Every employee has the right to come to the workplace and perform their duties as they are without being afraid of bullying or discrimination.

We have supported the organisation of the network, and we have noticed that there is a clear demand for the network. The network has met several times during the year, and there was a great number of participants of different ages and professions from all divisions and municipal enterprises already in the first meeting.

An international city needs an international staff

Our staff has good language skills and is thereby able to serve the residents of our internationalising city. We ensure that our staff is international in several different ways.

Helsinki is becoming more international quickly. At the beginning of 2018, the proportion of Helsinki residents of foreign origin was 15.5%. The proportion of people with foreign backgrounds born abroad, thus the first generation of people with foreign backgrounds, was 82%. The proportion of people with foreign backgrounds born in Finland, thus the second generation of people with foreign backgrounds, was 18%.

We use different means to ensure that the city staff in all sectors has good language skills and can serve their residents. The proportion of non-native Finnish or Swedish speakers in the city's employment relationships was 7.8% at the end of the year (7.5% in the previous year). The proportion in the Social Services and Health Care Division continues to be the largest (10.9%).

Education in Finnish

We support the Finnish skills of our staff in order to facilitate their career development. The Finnish skills requirements vary according to the sector.

We have supported the Finnish as a second language training in the Social Services and Health Care Division. This training was participated by approximately 30 employees with fixed-term contracts and approximately 15 with permanent contracts. The training was arranged by Helsinki Vocational College and Helsinki Vocational Adult Institute.

The competence and labour market status of the Finnish as a second language training participants was examined with a survey ordered from the Finnish Institute of Occupational Health. The participants felt that the developing of Finnish skills was extremely important in developing own skills and promoting employment. They hoped that the city would invest in the development of the competence of employees with foreign backgrounds and support qualification in different tasks.

The training was extended and developed further based on the survey. We are planning on continuing to offer these trainings.

Smoother qualification

According to our strategic goals, we participated in the Deploying Competence in Finland Project. The project creates career paths for qualifying nurses from EU/EEA countries and daycare centre teachers who have received their education abroad.

Universities of applied sciences and the University of Helsinki participate in the project. Qualification paths for nurses and daycare centre teachers will be piloted during the project. An education model for sectors facing a shortage of workers will also be created to satisfy the future staff needs of the city.



Helsinki is becoming more and more international due to tourism, and the city is marketed actively.

Support for supervisor as well

Diverse work communities are supported with different supervisor trainings. Supervisors have had the chance to participate in the coaching of diverse work communities and in the training called Mediation skills for diverse work communities.

Supervisors had the chance to discuss supervisory work in peer groups and, at the same time, share the best practices. Participants came from all divisions, and the training received good feedback from the supervisors.

The proportion of non-native Finnish or Swedish speakers in the city's employment relationships was 7.8% at the end of the year.

Taking full advantage of digitalisation

The City of Helsinki aims at being the most functional city in the world taking full advantage of digitalisation.

The Helsinki City Strategy states that Helsinki increases the staff's understanding of artificial intelligence and other technologies currently changing our world, as well as of the opportunities that this development opens up for the city. The strategy also states that the city will provide tailored training in artificial intelligence and new technologies to leading officials and key planning staff.

Digitalisation means in practice that the city develops, for example, effective and accessible services with a human face together with its residents. Our processes are smoother, interfaces easier to use, data more up-to-date and easier to use than before.

A new working group and Chief Digital Officer

A digital working group, led by the new Chief Digital Officer **Mikko Rusama**, promotes the ambitious digitalisation goals.

We are systematically increasing our staff's understanding of the changing technologies. Training and events concerning these themes have been arranged for leading officials according to the strategy.

Several digital workshops of 50–70 employees, led by the Chief Digital Officer, were arranged. During the workshops, we searched for focal points for the future digitalisation programme of the city together with different division managers and experts. We also developed the HR processes and information systems.

HR information system projects

- A new recruitment system, to be deployed in the summer of 2019.
- Competence and performance management: includes early support discussions, performance reviews and development discussions as well as competence management processes.
- Information system version update of the real-time HR management: basic HR processes and payroll administration, deployment at the beginning of 2020.
- Reporting development: staff reporting will be renewed to utilise new data content and structures. A new data warehouse to be built on the background that will facilitate data-driven management, for example, by combining data in a new way.
- A new pilot project in analytics.
- The plan also includes increasing of eLearning in the city's training offering and further development of HR processes and systems.





The city arranges and participates in recruitment events. Pia Vaajakallio from Guidance Centre Ohjaamo helped Aada Valtonen in drafting her CV in an event arranged in Oodi.

Welcome to work for us!

Encounters and discussion with current and future experts are important for the city as an employer. We develop our employer image actively.

The city had 4,612 permanent and 3,912 fixed-term positions last years. The city is an attractive workplace, since there were 51,300 applications submitted for permanent positions and 44,222 for fixed-term positions.

Competition for skilled employees is accelerating, and the city wants to be a good employer in the future as well – also in terms of its reputation. This challenge has been tackled actively and in a practical manner. We develop our employer image both in the City Executive Office as well as in all divisions.

One good example of the activity of the divisions is Child Welfare Services, in which the staff availability and retention have been developed actively. A concrete result of this work is, for example, the employment advocacy operating model with appointed university-specific employee advocates.

Our message is visible in the city

We actively participate in different professional and recruitment events. Helsinkirekry coordinates the largest recruitment and institution events.

In addition to joint events, the divisions and municipal enterprises attend dozens of professional and recruitment events targeted at their own sectors. These events offer us an opportunity to discuss with the participants and tell them what it is like to work for the city and what kind of tasks we offer for professionals and students of different sectors.

We advertise our open positions in places where residents move around. Our marketing is more visible in the cityscape, since Helsinkirekry focuses its advertising especially on public transport modes and other digital and traditional billboards in the city.

City Manager Sami Sarvilinna welcomed the new summer workers with a personal letter: **“Helsinki wants to be the most functional city in the world where impactful actions are created together. We are the enabler of the most advanced everyday life in the world each day of the year.”**

Meaningful and responsible summer jobs

The city offered work for more than 4,000 summer workers and substitutes during the summer season between May and September. The Social and Health Care Division and the Culture and Leisure Division had the highest numbers of young summer workers.

The city participated in the Responsible Summer Job campaign. According to the campaign goals, the city strived to ensure that each summer worker had the chance to do meaningful work to which they received introductory training and guidance.

We arranged two traditional Newcomers Days for the city’s new employees and these events were participated by approximately 400 people. Helsinkirekry introduced its event activities for the new employees and we invited the newcomers to the events as Helsinki ambassadors.



Questions asked in the recruitment events

- Why should I apply for a city job?
- My Finnish is not very good. Do you have something for me?
- What kind of tasks does the city offer?
- Is the city a good employer?
- Is it possible to work remotely?

10,682

open positions during the year (including permanent, fixed-term and summer jobs). In quantitative terms, recruitment activity was highest in the Social Services and Health Care Division and the Education Division. These accounted for 76% of all vacancies.

4,117

summer workers employed by the city. There were 1,270 summer workers under 20 years of age and 987 under 18 years of age. The Social Services and Health Care Division and the Culture and Leisure Division had the highest numbers of young summer workers. Furthermore, the city employed 15 summer workers through the Nordic labour market exchange programme Nordjobb.

57

persons completing their civilian service employed by the city. Most of them (45) worked in the Culture and Leisure Division, and the most common title was librarian (36). The number of persons completing their civilian service has remained at the last year's level (58).

Impactful actions in cooperation

We create together impactful actions that will benefit the world and create well-being in the future. This goal requires systematic work in which branding and active communications are integral parts.

The strong brand of the city increases the resident satisfaction and strengthens the positive employer image. With the Helsinki branding work, we increase our civic pride and create together the future image of our shared Helsinki.

We hope that the city brand and reputation will attract companies and tourists to Helsinki. However, the significance of the city brand is just as important to our own community.

The City Marketing unit of the City Executive Office supports and trains city employees to join forces in the Helsinki Ambassadors network. The ambassador meetings that are open for everyone and tailored brand workshops help the employees to become parts of the big picture and share their experiences about the daily reputation work.

The theme of the brand workshops is how to increase the city reputation through our own work: how can I promote impactful actions and operating culture development?

We organised five ambassador meetings and eight brand workshops during the year. They attracted a total of approximately 350 participants.

Importance of communications is increasing

We need high-quality and effective communications on our journey towards being the world's most functional city. The importance of communications has increased and will continue to increase. The city is increasingly present and in interaction with its residents, companies, communities, media, tourists and everyone interested in the city.

The Helsinki City Strategy states that the city invests in the communications. We develop our communications systematically and train and coach our staff to participate in active dialogue.

Communications is developed in cooperation with the city marketing and brand development.

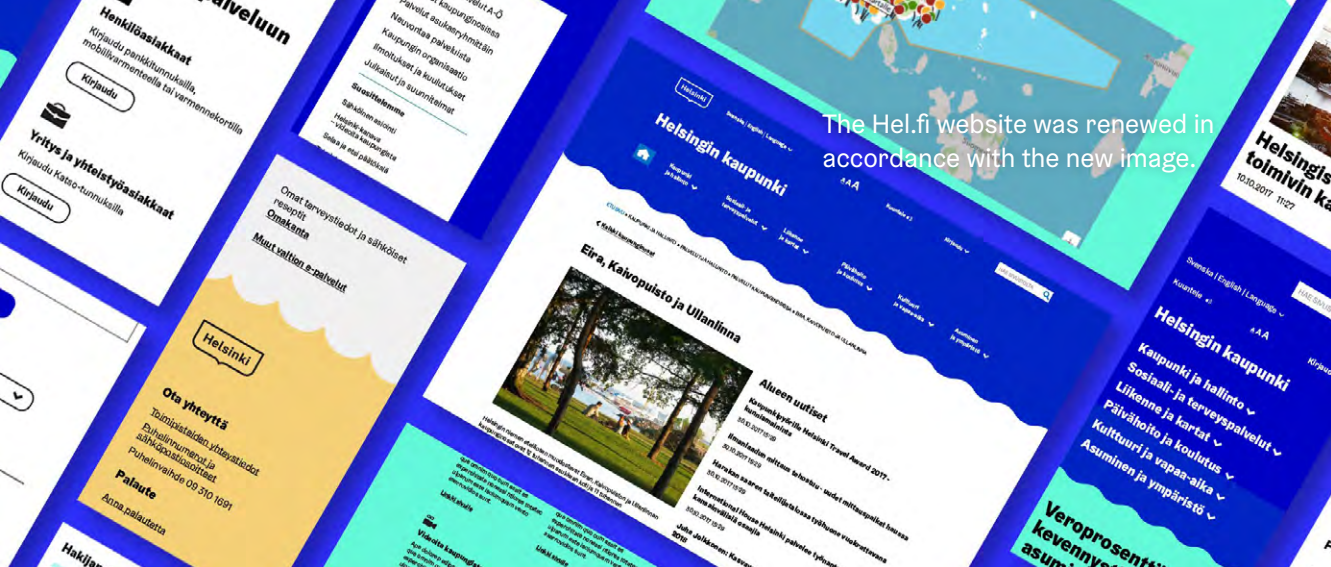
Managerial communication and making the difference

The communication training online course Manager as an influencer started in the autumn. This training is targeted at the executive management and key experts.

The participants receive training in, for example, how to follow consistent main messages, deal with media and stakeholders and perform. Managerial communication of influencing is also discussed in the trainings.

A clear crisis communications model

We have developed our crisis communications and organised related trainings during the au-



The Hel.fi website was renewed in accordance with the new image.

tumn. The city is not facing any special threat scenarios, but we need a clear crisis communications operating model, for example, due to the communication environment that has changed during to the social media era.

The core group of the crisis management consists of communication units of the City Executive Office and divisions, safety and emergency preparedness unit as well as managerial assistants.

The city is not facing any special threat scenarios, but we need a clear crisis communications operating model, for example, due to the communication environment that has changed during to the social media era.

City Executive Office’s communications department was renewed

- The City Executive Office’s IT and communications department changed into the Communications division during the City Executive Office reform at the beginning of June. The new organisation of the Communications division was prepared at the end of the year.
- The Hel.fi website got a new design in accordance with the renewed image of the city. The main pages with a new outlook were published at the end of November.
- The impact of the city’s citizen newspaper Helsinki-info was studied with a reader survey conducted by Prior Oy and the concept renewal of the newspaper was partially carried out based on the survey. The name of the newspaper was changed into Helsinki newspaper in connection with the renewal.
- The renewal of the City Executive Office was supported, for example, by the City Executive Office is reforming website on the City Executive Office’s Helmi intranet.

We are developing our salaries

The Salary Development Plan aims at ensuring the availability of competent labour force.

The long-term Salary Development Plan was launched according to the City Board decision. The Salary Development Plan identifies the development needs of different staff groups and aims to ensure the availability of competent staff and salary competitiveness.

According to the Salary Development Plan, task-specific salary raises will be targeted, for example, at daycare centre teachers, directors of the daycare centres, childminders and social workers.

Furthermore, we earmarked nearly one million euros in the Salary Development Plan to be used for paying annual personal bonuses for good performance. A part of the salary raises will enter into force on 1 September 2019.

Locally agreed salary raises were discussed

The city negotiated nationally agreed salary raises that entered into force at the beginning of this year and their allocation for the municipal sector. Locally agreed salary raises are used to remedy salary injustices and react to changes in task requirements. They were implemented according to the main policies negotiated with the staff organisations. Everyone also received a salary raise due to the overall increase in May.

Approximately 10 million euros of annual locally agreed salary raises are paid to city employees covered by, for example, the general collective agreement for municipal person-

nel (KVTES), which is the largest agreement sector.

One-time bonuses

Approximately 34,000 employees are covered by the results-based bonus system. The average results-based bonus was approximately 1,350 euros.

Slightly more than three million euros were paid as one-time bonuses based on good performance. More than 6,000 employees received the bonus and the average one-time bonus was approximately 500 euros.

We developed the result-based rewarding during the Palkki project and the new result-based bonus system principles were completed in the autumn. Based on them, we prepared the result-based bonus plans entering into force this year in such a way as to provide even greater support for the implementation of the Helsinki City Strategy. Accordingly, 60% of the goals are directly derived from the Helsinki City Strategy and common for all the divisions and municipal enterprises. We developed the one-time bonus package as well as one-time rewarding and idea rewarding, and we will continue to develop them during 2019.

Good availability of employee apartments

The city has nearly 2,700 apartments for employees that we utilise to support recruitment. The majority of those who live in these employee apartments work in the Social Services and Health Care Division and the Education Division.

The availability of employee apartments has been good, and nearly 7% of the staff live in employee apartments. Apartment leases are for a fixed term (five years).

Employee apartments

- There are 2,653 employee apartments.
- Employee apartments support recruitment.
- There are 90 fewer apartments in employee apartment use than in the previous year. One of the reasons for this situation is that some social and health care operations and staff were transferred from the city to the HUS Joint Authority.



Conclusion

We are building the most functional city in the world.

No one knows for sure what kind of changes we will be facing in our work in the future. Our entire operating culture will change in addition to the ways of working. It is extremely important that the members of the city organisation will discuss the transformation of work with our different partners. Which are the areas that will be affected by the changes in the public sector organisations and what means will be used to implement reforms?

The Helsinki City Strategy emphasis service development through digitalisation. Digitalisation helps us to reform our services, but also create an even more impactful city.

We provide our staff with increasingly systematic support in digital skills. We have worked hard to develop competence over the years, so we are used to learning new things.

We are building the most functional city in the world. We will actively involve the city residents in the development of Helsinki according to our strategy. We must listen to the residents very attentively and involve them already during the planning stage. It is important to notice how much knowledge we have among us.

We emphasise the significance of the customer experience and want to reinforce the resident satisfaction. The staff experience is strongly related to the customer experience. The staff experience includes, in addition to the actual work-related issues, for example, goals of the work, competence, roles, responsibilities and experiences of participation. Essential factors are also equality and non-discrimination and, above all, a functional work community.

The Kunta10 survey from last autumn offered us up-to-date information on the development of the staff experience. The results of the Kunta10 survey help us to identify development needs and ensure that our staff experience continues to develop strongly also in the future.

The significance of a good staff experience is highlighted further as the competition for competent and professional employees increases. Our employer reputation, recruitment skills and HR process management play a key role in all our activities. HR is a significant partner for the management.

Our multidisciplinary organisation is our strength that offers versatile development opportunities. It is also essential to perform work that has meaning.

Asta Enroos

Acting HR Director



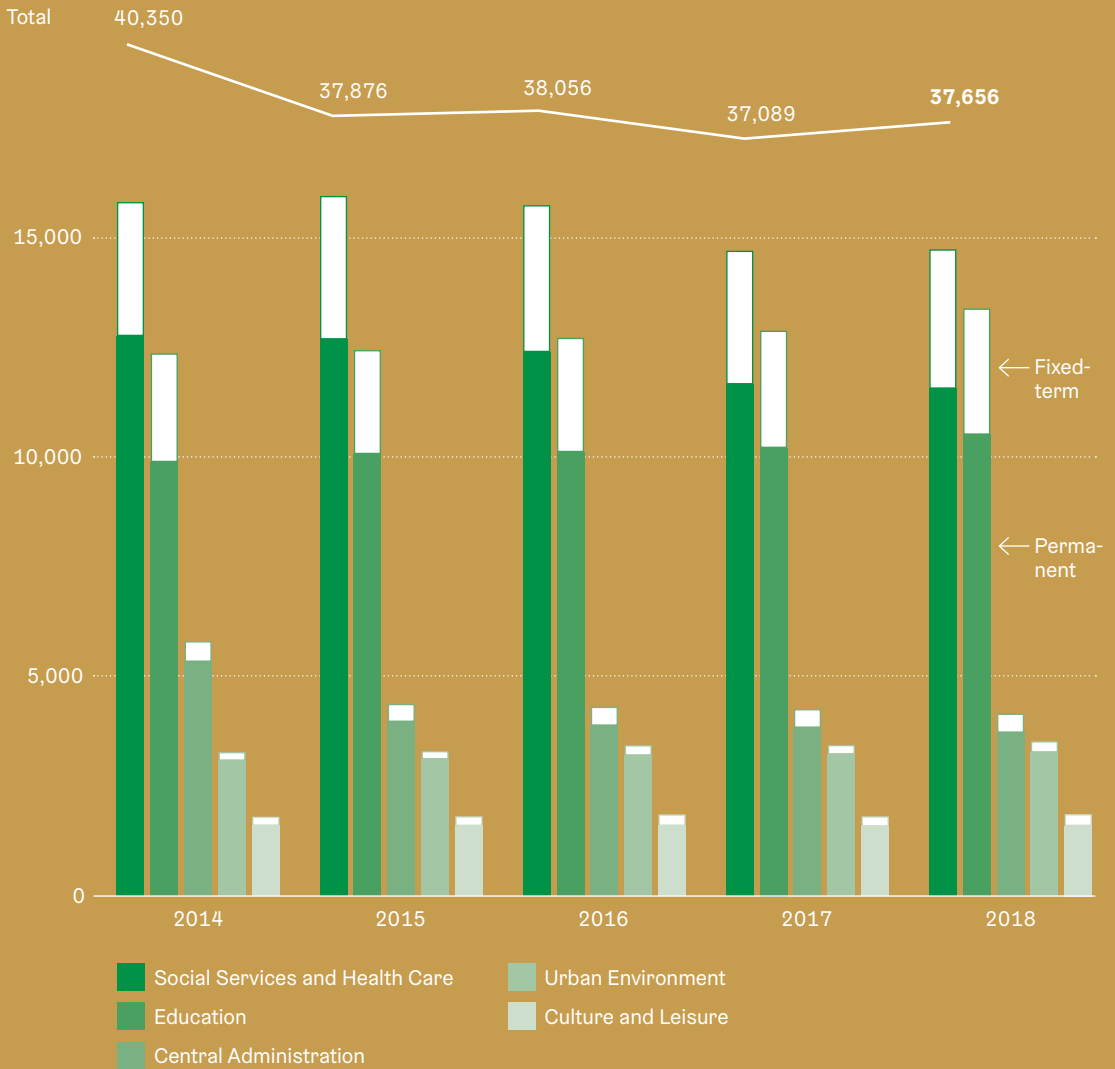


37,656

people are employed by the city

In the following statistics, the divisions and Central Administration also include municipal enterprises and departments. The Urban Environment Division includes the Rescue Department and Helsinki City Transport. The Central Administration entity includes the City Executive Office, Helsinki City Construction Services, Helsinki City Service Center, City of Helsinki's Department of Financial Management, Audit Department and Occupational Health Helsinki.

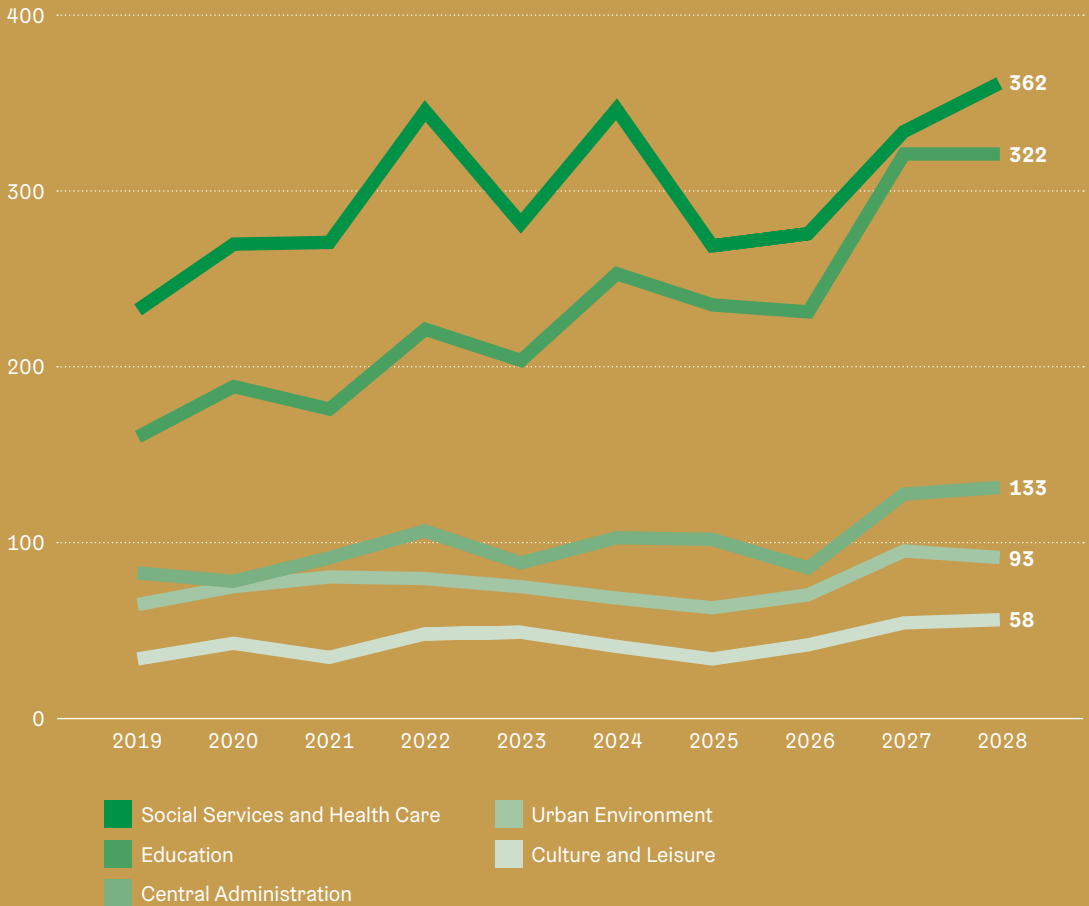
Change in the number of staff



At the end of December, the city had 37,656 full-time employees (not including employees on pay subsidy) of whom approximately four-fifths were permanent employees and approximately one-fifth fixed-term employees. The number of city employees increased by 567 persons (1.5%) compared to the end of the previous year. The growth of the number of

employees is mainly attributable to the growth in the number of employees in the Education Division staff (506 employees), which is caused by the increased number of services required by the growing population. During 2015, the number of city employees decreased due to the incorporation of Helsingin Energia, the Port of Helsinki and Palmia municipal enterprise.

Permanent staff reaching retirement age

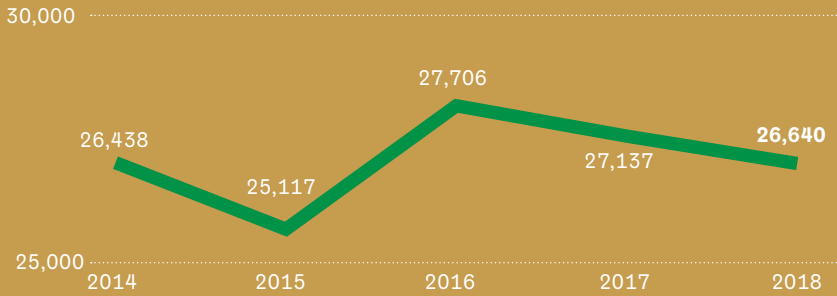


The number of permanent employees reaching the old-age retirement age will increase in the future. In years 2022 and 2024, nearly 800 employees will reach the retirement entitlement age. In 2027, the number will increase to more than 900 employees. This is due to the fact that the largest age group of the employees is 50 to 59-year-olds. In 2018, 654 employees worked beyond the retirement age, which is 42 employees fewer than in 2017.

654

employees worked beyond the retirement age.

Man-years



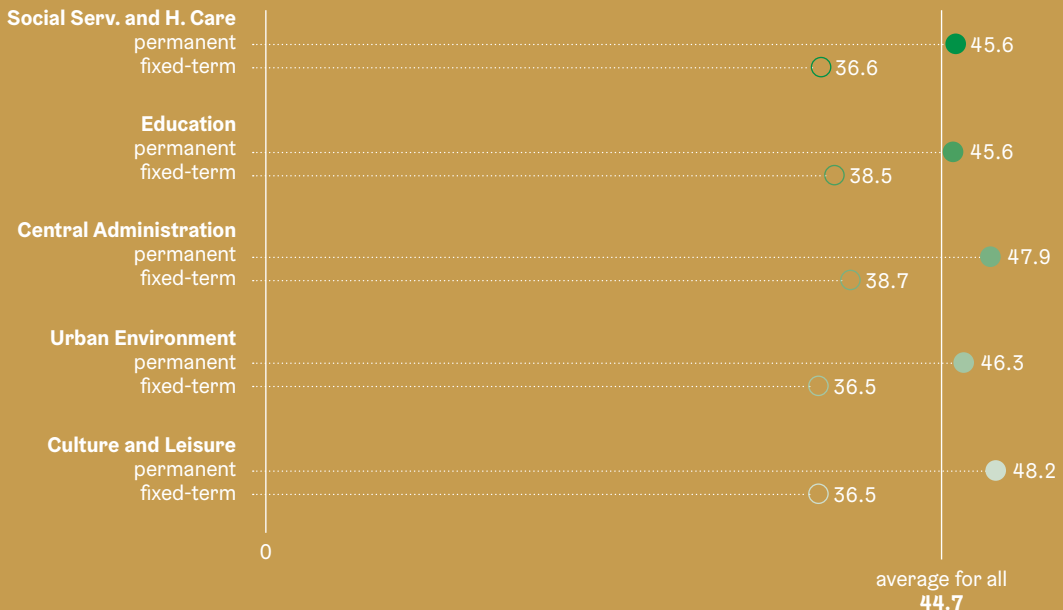
The number of man-years has decreased despite the change in the number of staff. The man-year calculations do not include teachers from the Education Division in which the staff growth has been the highest.

The man-years are calculated by deducting absences other than annual leaves from the employment days of the permanent and fixed-term employees. The obtained figure is divided by 260.7143.

Average age of the employees

The average age of the entire staff has remained at 44.7 years. Men are on average slightly older than women: the average age of men is 45 years and women 44.6 years. Fixed-term employees are younger than per-

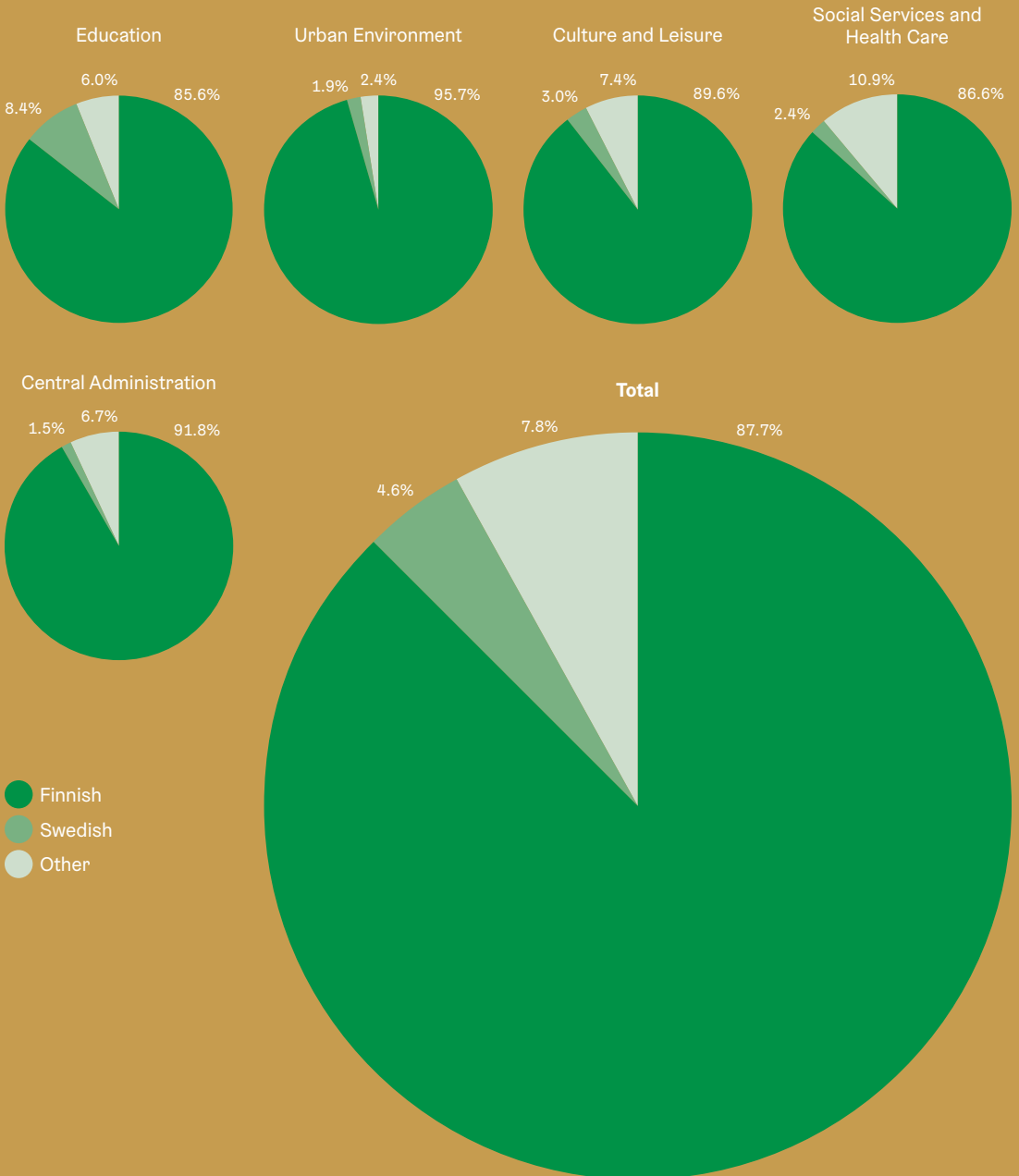
manent employees: the average age of fixed-term employees is 37.5 years and permanent employees nearly nine years more than that, 46.4 years.



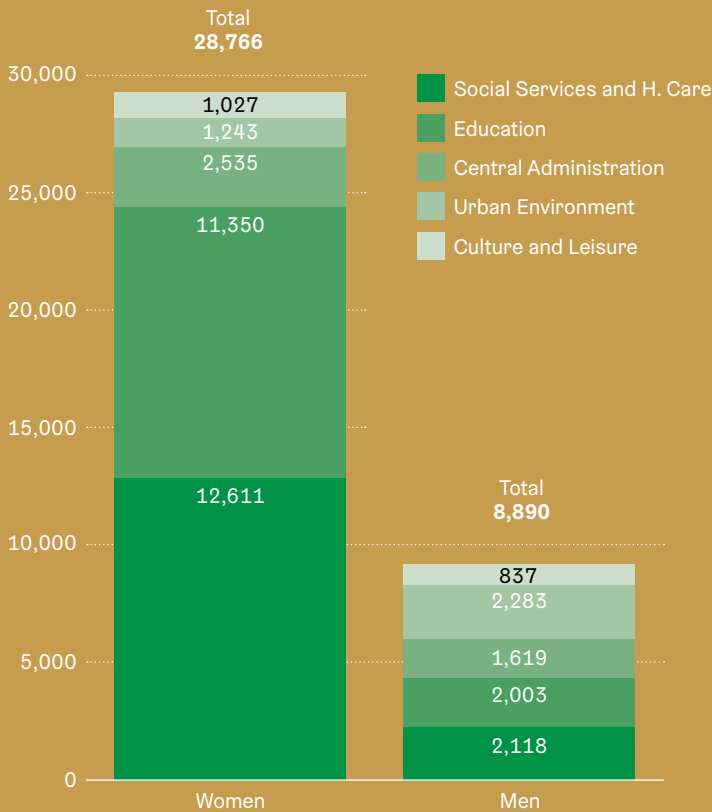
Mother tongue of the staff per division as percentages

The proportion of employees whose mother tongue is not Finnish or Swedish among the entire staff was 7.8%. The proportion of these employees constitutes 7.2% of the official number of staff. The proportion of staff represented by non-native Finnish speakers has increased by 0.3% from the previous year. The division with the highest number of

non-native Finnish speakers was the Social Services and Health Care Division, 10.9%. The official number of staff calculation includes the number of employees included in the trend number. The trend number is a calculated agreement which is used to filter out, for example, extremely short employments.

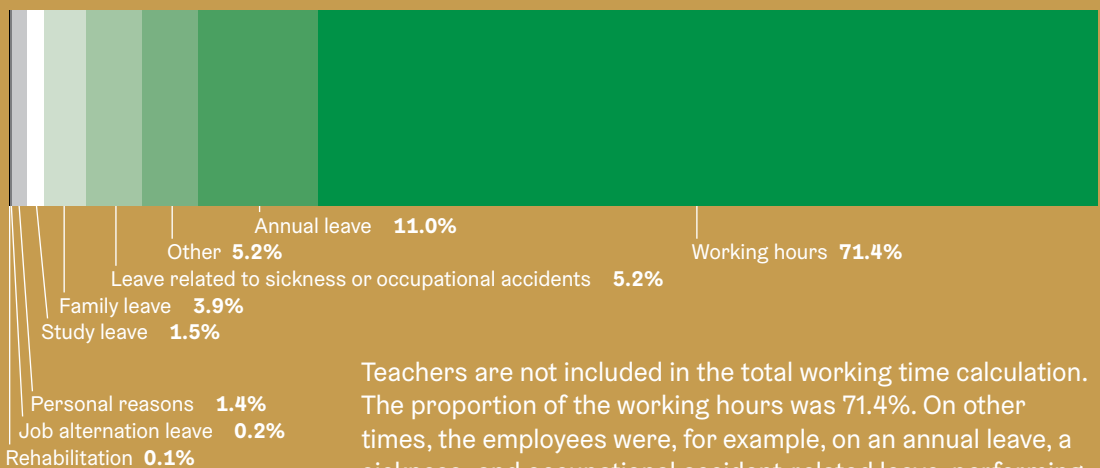


Staff by genders



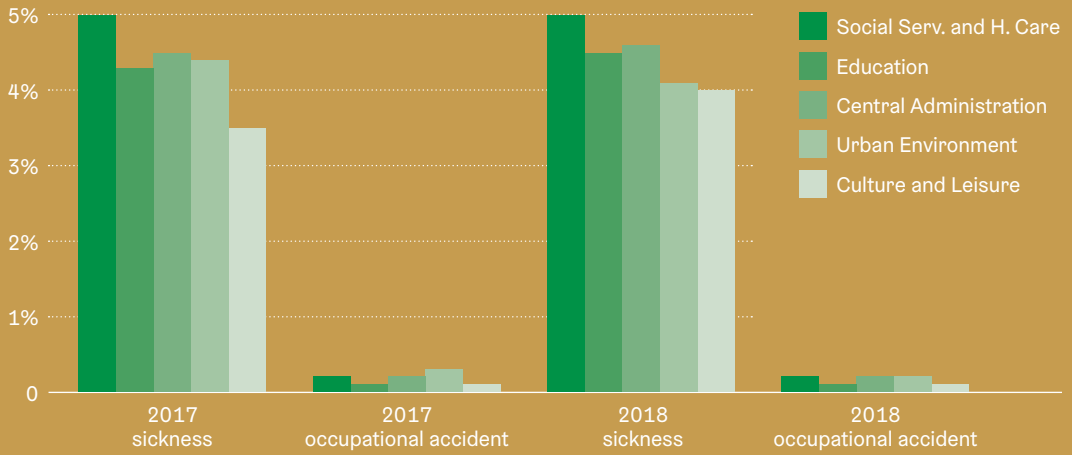
In the HR management statistics, gender is specified either as a man or woman. Women form the majority in our staff, which is typical for the municipal sector. In our staff, the proportion of women was 76% and men 24%. However, the proportions of men and women vary greatly between divisions and municipal enterprises. In large divisions, for example, in the Social Services and Health Care Division and Education Division, women represent a clear majority. In the Culture and Leisure Division, women represent only a very small majority. In the Urban Environment Division (including municipal enterprises), men are in the majority.

Distribution of total working time



Teachers are not included in the total working time calculation. The proportion of the working hours was 71.4%. On other times, the employees were, for example, on an annual leave, a sickness- and occupational accident-related leave, performing another duty in the city or on a family leave. Note! The statistics are not comparable to the statistics of the previous years.

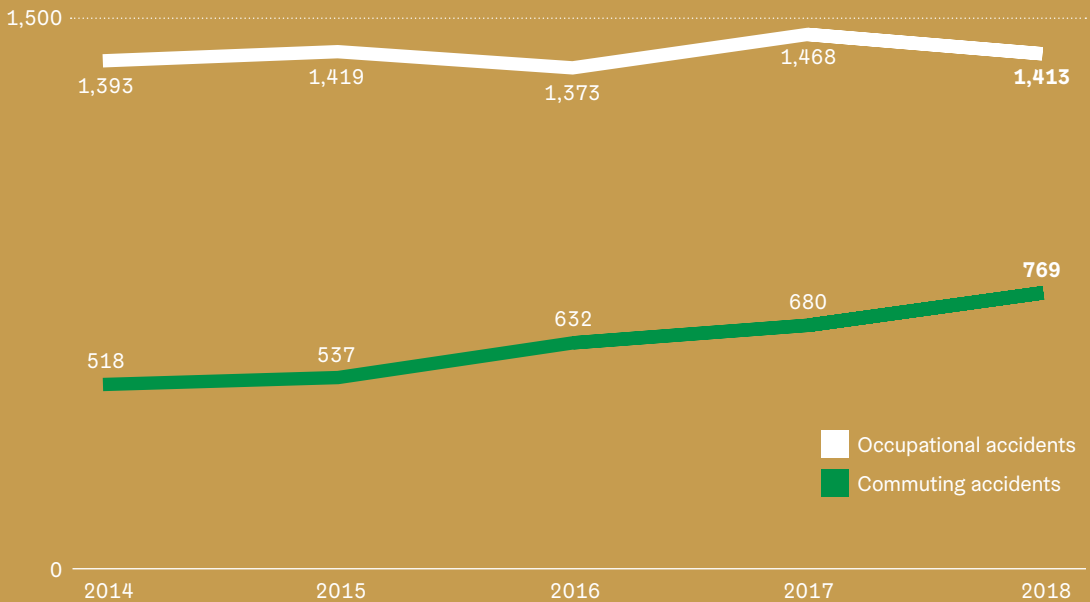
Sickness and accident absences development



At the city level, sickness and accident absences remained unchanged at 4.8%. The proportion of accident absences is 0.2% and sickness absences 4.6%. Most of the absences were short-term absences of 1–3 days. Without

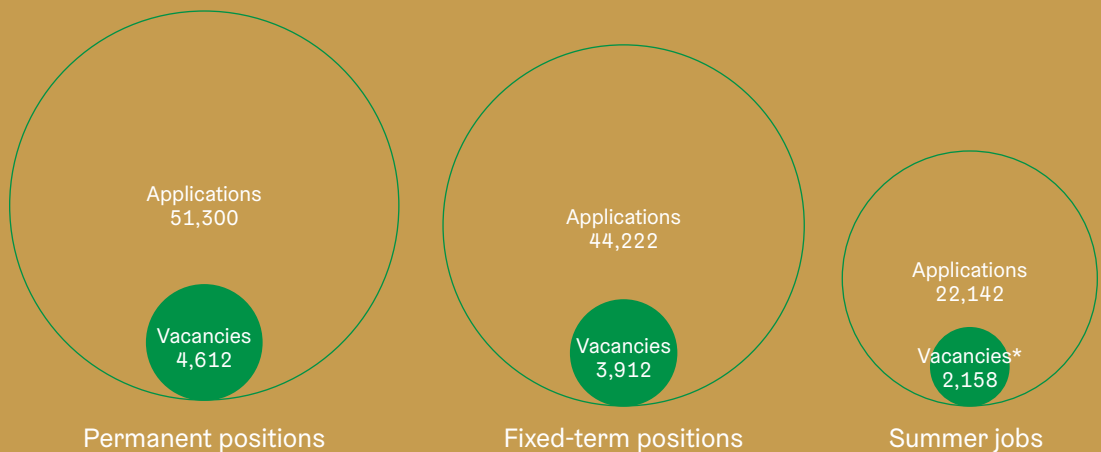
the proportion of teachers, the sickness and accident absence percentage is 5.2% at the city level. The compilation of absence statistics was changed in 2018, so the statistics are not comparable to the statistics of the previous years.

Change in the number of occupational accidents

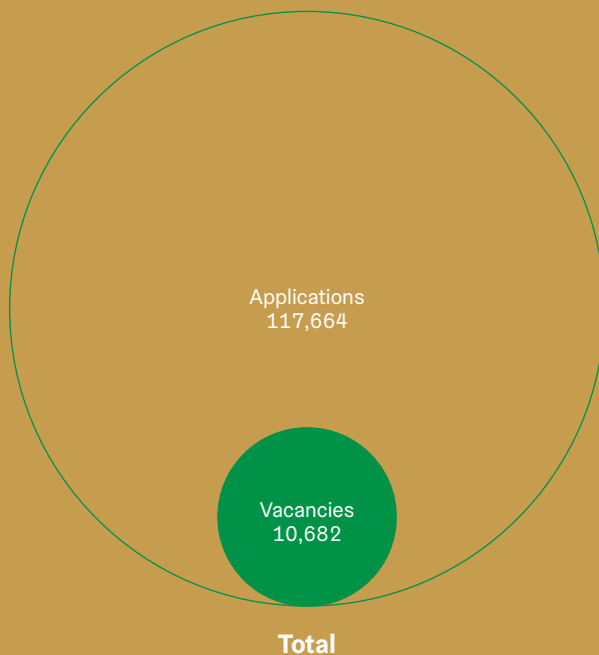


The number of occupational accidents has remained unchanged. There were approximately 2,182 occupational accidents among our staff. Accidents during commuting accounted for approximately one-third of the total.

Announced vacancies and related applications



*The city also employed approximately 2,000 summer workers, for example, as annual leave substitutes.



There were 10,682 open positions during the year, including permanent, fixed-term and summer jobs. In quantitative terms, recruitment activity was highest in the Social Services and Health Care Division and the Education Division. These accounted for 76% of all the open positions.



City of Helsinki Staff Report 2018

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Publisher

City of Helsinki, City Executive Office
Staff statistics: www.hel.fi/henkilostoraportti

Layout and information design

Merkitys

Language

Sanakanava

Photo credits

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Printing

Edita 2019

Publication codes

Publication of the City of Helsinki's central authority 2019:20

ISBN 978-952-331-583-9 (print publication)

ISBN 978-952-331-584-6 (online publication)

ISSN-L 2242-4504

ISSN 2242-4504 (print publication)

ISSN 2323-8135 (online publication)



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