

Monitoring data on the staff of the City of Espoo from 2021

City of Espoo, 30 March 2022

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Summary

Summary of the most important staff data at the City of Espoo from 2021 (1/2)

- The COVID-19 pandemic continued, as did its effects on the city staff. New operating methods introduced and implemented in the previous year, such as hybrid teaching at schools, staff transfers and the related use of a resource pool to secure basic services, prolonged remote working in many places and the use of electronic operating methods, also continued in 2021 in accordance with the varying severity of the pandemic.
- The number of city staff increased, especially since temporary staff were recruited to basic services due to pandemic measures. Staff costs increased, as did the costs of using agency contract workers. The use of agency contract workers increased to an even higher level than before the pandemic. The number of summer employees hired was nearly the same as in 2019, significantly more than the year before.
- However, during 2021, the challenges related to the availability of labour became even more significant in many basic service professions.

Summary of the most important staff data at the City of Espoo from 2021 (2/2)

- Some 70% of the respondents to the city's own enquiry into workplace satisfaction would recommend their work unit to their friends and acquaintances. This figure also corresponded to the target level at city level. Within one year, the enquiry into workplace satisfaction produces regular information on the development of the employees' occupational well-being.
- The staff's health-related absences decreased compared to 2020. The number of sick days due to musculoskeletal diseases continued to decrease significantly, whereas sick leave taken due to mental health disorders was more common than previously.
- The staff's average retirement age remained unchanged. The proportion of employees who retired due to reduced work capacity to all employees who retired decreased significantly.
- The number of accidents at work and during commute increased from a clearly lower level in 2020 back to the level of the most recent 'normal year', which was 2019.

City Staff Structure and Staff Resourcing in 2021

Total staff: 15,360

- During 2021, the number of staff increased by 409 employees.
- The number of permanently employed staff was 11,241, whereas that of staff with fixed-term contracts was 4,119.
- The number of staff increased in the city's basic services in the Sectors of Growth and Learning as well as Welfare and Health.



Information on staff structure

- The number of women within the staff was 12,221 (79.5%) and that of men was 3,149 (20.5%).
- The turnover of permanent staff increased clearly (6.7% → 11.6%), but this is partly due to the fact that in 2021, the turnover not only included those who left the service of the city, but also those who permanently transferred to other duties within the city.
- The proportion of employees from an immigrant background continued to increase (7.2% → 7.5%).
- Some 85.2% of the staff spoke Finnish and some 7.3% Swedish as their mother tongue.
- The staff's average age was 44.5 years (the average age of permanent staff was 45.8 years, whereas the average age of staff with fixed-term contracts was 39.6 years).



Changes in staff structure

- During the year, 258 employees retired, which is 44 more than the year before. Some 79.1% of the employees who retired were women and 20.9 % men.
- On average, employees retired at the age of 63.8.
- The proportion of those who retired due to age increased (87.9% to 93.8%).

Number of employment relationships by sector 2017–2021

Date	Welfare and Health Sector	Growth and Learning Sector	Urban Environment Sector	Mayor's Office and Audits	Western Uusimaa Rescue Department	Vitality Unit	Total
31/12/2017	3,725	7,796	1,369	353	761		14,004
31/12/2018	3,714	8,008	1,365	439	756		14,282
31/12/2019	3,844	8,207	1,351	619	605		14,626
31/12/2020	3,983	8,363	1,359	633	613		14,951
31/12/2021	4,086	8,028	1,359	578	672	637	15,360
- women	3,655	6,991	657	435	126	347	12,211
- men	431	1,037	702	143	546	290	3,149
Change: 20/21	103	-335	0	-55	59	637	409

Employees who retired in 2017–2021

Gender	2017	2018	2019	2020	2021	The average age of employees who retired 2021
Women	199	179	157	179	204	63.9
Men	61	52	52	35	54	63.7
Total	260	231	209	214	258	63.8

Most common job titles for staff in 2021

Title	Total
Early childhood education child carer	1,524
Early childhood education teacher	1,302
Comprehensive school class teacher	1,032
Comprehensive school lecturer	743
Practical nurse	696
Nurse	652
Full-time teacher	567
Classroom assistant	336
Special-needs class teacher	291
Public health nurse	271

Availability of Labour in 2021

Plenty of jobs available, number of applicants decreasing

- During the year, the city looked for employees for 5,743 vacancies for permanent or long-term substitute positions.
- Nearly 41,000 applications were received. The number of applications remained at the previous year's level, but as the number of vacancies increased, the number of applications per vacancy decreased.
- The number of applicants meeting the qualification requirements also decreased, remaining below four per vacancy.
- During the second summer of the pandemic, the city offered 733 summer jobs. The number of summer jobs increased significantly from the previous summer, and the number of summer job applications also increased by nearly 25%. A total of 11,226 summer job applications were submitted to the city.
- The city employed approximately 1,560 trainees.

Challenges related to the availability of labour continued

- The city had particular difficulties in recruiting staff in the following sectors:
 - Growth and Learning Sector: Swedish-language education and early education, Finnish-language special-needs education, Finnish-language early education teachers and special-needs teachers.
 - Welfare and Health Sector: doctors, psychologists, social workers, nurses and home care practical nurses. The COVID-19 situation and its fluctuations during the year also contributed to the challenges faced by these sectors in terms of availability of labour.
- In addition to public application processes, direct contact is used as an aid in recruiting professionals in fields with labour shortage. With the aid of direct contact, the city reached out to social workers, nurses, practical nurses and doctors.

Anonymous recruitment continued and resource pool was maintained

- The starting point for anonymous recruitment is to increase equality and non-discrimination in the job search phase. Anonymous recruitment means that the applicant's name, gender, age, address or mother tongue are not revealed in the job search phase.
- The city recruited 138 people to its service through anonymous recruitment.
- Due to exceptional circumstances, the resource pool method was also used in 2021 to transfer labour in cooperation with the sectors. The city-level resource pool made it possible to transfer city staff from elsewhere in the organisation into those functions whose maintenance is critical.
- The city's recruitment system was used as an aid in creating the resource pool. A total of 76 vacancies were filled in 2021.

Staff Finances in 2021

Staff and agency contract work costs increased

- Staff costs amounted to MEUR 725.2 and they increased by a total of 5.4% in 2021.
- Agency contract work costs amounted to MEUR 37.9 and they increased by 29.5% from the year before. Seure Henkilöstöpalvelut Oy's proportion of agency contract work used was 72.4% (MEUR 27.4).
- In total, the staff and agency contract work costs increased by 6.4% during 2021 compared to the year before.



Staff costs/population in 2017–2021

Year	Salaries €	Indirect staff costs €	Total of staff costs €	Population	Salaries/ Resident €	Staff costs/ Resident €
2017	491,826,843	127,402,926	619,229,769	279,284	1,761	2,217
2018	512,781,538	128,664,632	641,446,170	283,944	1,806	2,259
2019	539,757,100	132,681,736	672,438,836	289,735	1,863	2,321
2020	553,421,199	134,569,265	687,990,464	292,913	1,889	2,349
2021	583,328,053	141,905,328	725,233,381	297,354	1,962	2,439

Employment and Cooperation Matters in 2021

Staff by collective agreement in 2021

Collective agreement	Proportion of staff (%)
Municipal General Collective Agreement (KVTES, Kunnallinen yleinen virka- ja työehtosopimus)	33.8
Collective agreement for teachers (OVTES, Kunnallinen opetushenkilöstön virka- ja työehtosopimus)	30.9
Health and social services sector agreement (SOTE agreement)	22.5
Collective agreement for technical staff	9.3
Collective agreement for doctors	2.3
Collective agreement for hourly wage workers	0.8
Collective agreement for musicians	0.3
Collective agreement for family day-care providers	0.1

Flexible worktime practices and electronic worktime management services were developed

- As part of the Economically Sustainable Espoo programme and the flexible worktime practices aimed at integrating work and leisure, the use of the working hours account was extended to the city staff more comprehensively. The working hours account converts the accrued compensations for working hours into time off. As a result of a local agreement negotiated at city-level, all sectors are covered by the working hours account system, with the exception of teaching staff and staff working on an hourly wage.
- At the beginning of the year, the city introduced a new payroll system (Sarastia), whose development continued throughout the year.
- The introduction of the worktime management system, Nepton, was extended to cover the remaining sectors in accordance with the implementation plan.
- In 2021, it also became possible for employees other than those covered by the collective agreement for doctors in the municipal sector to exchange holiday bonuses or some of it for time off.
- As the severity of the COVID-19 pandemic varied throughout the year, the employer instructions were maintained and updated following national guidelines.

Changes to collective agreements and collective bargaining agreements in the municipal sector and salary adjustments

- The structure of agreement system in the municipal sector changed substantially on 1/9/2021, when the social and health-care staff were transferred from the general municipal collective agreement and collective bargaining agreement to the new one, the so-called SOTE agreement. Early childhood education teachers, special-needs teachers and heads of day-care centres were also transferred to the collective agreement and collective bargaining agreement for teaching staff. The transfer also applied to teachers working in family day-care when specific conditions were met.
- The national agreements in the municipal sector included an across-the-board increase, which entered into force as a rule in 1/4/2021. Furthermore, the agreements included a local arrangement margin.
- In connection with the arrangement margin, task-specific salaries were increased, for example, for early childhood education teachers, classroom assistants, special-needs assistants, several titles within social welfare, certain public health nurses and persons working in emergency support services, as well as property maintenance operatives, sports facility caretakers and fire chiefs.

Remuneration and Staff Benefits in 2021

Remuneration in 2021

- The system of one-time bonuses is used to support the implementation of the Espoo Story. A supervisor can remunerate employees for their excellent work in promoting the Espoo Story and the goals derived from it at work.
- The amount of money reserved for remuneration was 0.4% of the full-year wage sum, i.e. a total of MEUR 2.294 (2020: MEUR 2.188).
- The sectors remunerated evenly. At least 93% (94.4% in 2020) of the earmarked funds were used.



Staff benefits in 2021

- The COVID-19 pandemic also continued to impact the use of and possibilities of using staff benefits, but overall, they were used more in 2021 than the year before.
- The staff was offered EUR 100 in sports and cultural benefits, but also free of charge swimming pool visits and partially supported sports groups, attendance at which could be continued via online guidance.
- Furthermore, staff hobby clubs were supported, a break exercise application for mobile devices and a EUR 120 commute benefit were offered.
- Lunch support was available for mobile devices in accordance with the tax authority's maximum, and a delivery option was also quickly added to it.
- The cabins at the Furuholm recreational area could be rented for personal use.
- Staff appreciation with service gifts.

Development of Staff and Management in 2021

Training at city-level in 2021

- **Expert lectures:** The themes were current perspectives, such as *Future Skills*, *Remote Facilitation*, *The Magic of Uncertainty*, *The Future of Well-being*, *Health and Technology* and *The Brain and Working*. The total number of participants was 780.
- **Orientation at city-level:** The event *Where Are We at, Espoo?* (*Missä Mennään Espoo*) was organised twice: the number of participants was 121.
- **Digital skills:** The diverse content of the online school *Office365 Webope* was offered as well as, for example, remote training sessions. Some 1,237 participants took advantage of the opportunities offered at city-level.
- **Language training:** Professionally oriented Finnish-language training had 82 employees attending, whereas the city-level English-language training had 20 employees. The city has an agreement with *Omnia* involving language training, which the units of the city can utilise for their own needs.
- **Emergency first aid** in client work was organised 10 times, with 157 participants.
- Some 80 people participated in **Instructor training for traineeships**.
- Staff's voluntary training was supported with money granted from the mayor's **scholarship fund**. In 2021, the scholarship money was granted for training 301 employees.

In the Virtual Supervisor Arena, the theme was Restart Espoo and leadership during exceptional circumstances

- **The Supervisor Arena** was held virtually in May 2021. Some 766 supervisors and experts attended the event, which was hosted by the mayor. The themes were *Experiences of leadership during exceptional circumstances* and *Restart Espoo – Rise from COVID-19*. In the joint discussions, the participants got to reflect on, among other things, what things leadership has taught them and strengthened during these exceptional times. The comments emphasised, among other things, flexibility, adaptation to uncertainty, digital operations, self-management, security, communication and the importance of cooperation.
- The **Aalto EE Executive EMBA** programme was launched for the fourth time in October 2021. In December, 25 participants graduated from Espoo's third EMBA group.
- The **Specialist Vocational Qualification in Leadership and Business Management** was completed by 24 people and the **Further Vocational Qualification in First-Level Management** by 13 people. Two new groups related to both qualifications were also launched in 2021.
- In 2021, the organisation began flexibly using a gender neutral term for **supervisor** in Finnish instead of the old, gender-specific one.

Development of performance management tools

- The city's new supervisors are the target group of the **Making Espoo management your own** leadership training. In 2021, 84 supervisors participated in the coaching events. In the joint discussions during the three-day training, matters such as the challenges of human resource management in fields with labour shortage and the different situations in performance management were brought up. The supervisors got to learn about the cornerstones and good practices of Espoo management.
- In autumn 2021, a **network management** coaching session took place with 24 participants, as well as **hybrid management coaching sessions** with a total of 76 participants.
- **The Suuntaamo service for supervisors** was completed and approved in December 2021. Suuntaamo is a measure related to the Economically Sustainable Espoo programme. Suuntaamo includes instructions and tools for **performance, expertise and work capacity management**.
- Throughout the year, supervisors had the opportunity to receive **coaching, consultation and management team training**. Furthermore, the units of the city have used external experts, such as work coaches, to support leadership and work communities.

Occupational Well-being

Occupational well-being surveys in Espoo, utilisation of the Kunta10 survey (1/2)

- The Kunta10 follow-up study of the Finnish Institute of Occupational Health was carried out in autumn 2020. The study was used to survey the work of municipal employees, changes taking place in their work as well as the effects of working life on staff's health and well-being. Some 73% of Espoo's staff responded to the study.
- During 2021, the work communities discussed the results of the studies and reflected on ways to utilise the results in developing their own work community. In connection with discussing the results, it was also recommended to examine other available data and key figures (e.g. risk assessment, sick leave and client satisfaction surveys) in the appropriate selection of development targets. Support material was produced for supervisors to process the results.
- Some of the work communities were involved in projects linked to the Kunta10 study and the projects were launched in 2021:
 - The #Appropriate Workplace Research Project: Ways to prevent bullying and violent situations at work, Finnish Institute of Occupational Health.
 - The Climate Nudge Project (CLIMATE NUDGE): More commute exercise, fewer emissions, University of Turku and the Finnish Institute of Occupational Health.
 - The Kuura Project: The use of work-related rehabilitation to extend careers, Jyväskylä University of Applied Sciences, the Finnish Institute of Occupational Health, Oulu University of Applied Sciences, The University of Oulu and Keva.

Occupational well-being surveys in Espoo, Enquiry into workplace satisfaction (2/2)

- The enquiry into workplace satisfaction is a pulse survey with six questions, which is sent to the staff on a quarterly basis. The survey complements the Kunta10 study, which is carried out every two years. In 2021, the survey was carried out three times.
- The purpose of the enquiry is to provide regular information on the staff's workplace satisfaction to management and work communities. The city monitors the recommendation figure in its interim reports. In work communities, it is possible to discuss one's own group's results.
- In December 2021, 35% of Espoo city staff (5,219 respondents) to the enquiry into workplace satisfaction. Some 70% of the respondents would recommend their work unit to their friends and acquaintances, which is also the city's target level.
- The respondents experienced minor improvements in support and encouragement received from the work community (6.5 -> 6.6) and in support and encouragement from the supervisor (6.3 -> 6.5).

The number of absences decreased

- The staff's health-related absences (including all sick leave, rehabilitation allowances and absences due to accidents at work) decreased compared to 2020.
- The sick leave load in 2021 (the average number of health-related sick days per person) was 13.5 and in the previous year, 15.4.
- Musculoskeletal diseases and mental health disorders are the two main diagnostic groups that threaten one's capacity to work.
- Due to a decrease in musculoskeletal diseases, the number of sick days decreased significantly (-10,000 sick days). The number of sick days, however, will increase somewhat (+2,000 sick days) due to an increase in mental health disorders. The nationwide trend in mental health diagnoses has also been increasing for several years.

Changes in causes of absences

- Some 40% of sick leave (29% in 2020) were due to mental health disorders and 25% (26% in 2020) due to musculoskeletal disorders. Some 10% of sick leave (12% in 2020) were due to injuries and 3% (9% in 2020) due to respiratory diseases.
- Adjusted work was done 145 times (175 days in 2020) and, as a substitute for sick leave, 2,287 times (3,301 days in 2020).
- Vocational rehabilitation was utilised as part of working capacity management, and the cooperation between the organisation and occupational health services was good. This was evident as a reduction in disability pension costs compared to costs in 2020.

Accidents at Work and Occupational Health Care in Espoo in 2021

Observations on accidents 1/3

- In 2021, the number of accidents returned to the level of the peak year, which was 2019.
 - A total of 1,663 accidents occurred.
 - The total number of compensation days occurred was 7,803.
 - The total amount of direct compensation was MEUR 1,232.
- Compensation days for commutes between home and work doubled compared to the year before. The total number of compensation days was 3,116.
- Some 13 occupational diseases were diagnosed, most of which (10) were caused by COVID-19. These resulted in a total of 307 compensation days.
- A total of 109 severe accidents occurred that caused more than 20 days of absence. These resulted in a total of 5,730 compensation days, which was 73% of all compensation days and 61% of all compensation paid.

Observations on accidents at work 2/3

- Some 1,214 accidents at work occurred.
- Nearly every third (31%) accident at work was caused by a person falling over or falling down. These covered 44% of the compensation days (2,077 days). The accidents had occurred, for example, while going to the client in the dark, while lifting a heavy bundle manually, while moving from one work building to another, or in the grounds of the workplace.
- The second highest number of accidents was due to sharp objects (18%), physical stress (17%) and violence/upsetting situations (13%).
- The accidents due to violence that led to absences were caused by people with memory disorders, special-needs pupils, psychiatric patients, children in early childhood education or clients' relatives.
- One notification that did not lead to any compensation was submitted to the remote work insurance provided by the employer.

Observations on accidents between home and work 3/3

- Some 445 accidents when commuting between home and work occurred.
- The majority of them were dislocations and sprains (55%) or wounds and superficial injuries (30%).
- The limbs (55%) or the entire body (26%) were the places most commonly injured.
- Half of all accidents during commute (273) occurred to pedestrians. This number corresponded to 55% (1,725 days) of the compensation days, i.e. an average of six absences per accident.
- Some 23% (103) occurred to cyclists, which covered 26% (805 days) of the compensation days, i.e. an average of eight absences per accident.
- Four accidents occurred on an electric scooter, which resulted in a total of 66 compensation days, i.e. an average of 16.5 absences per accident.

Recommended measures against accidents

- The accidents and costs caused by them can be addressed with a responsible safety culture, where the aim is to prevent and learn from accidents by investigating them. To this end, the city has drafted investigation instructions for accidents. **The investigation instructions for accidents must be put into practice at the workplace.**
- **Risk assessments** must be carried out systematically and comprehensively at the workplace every year.
- **Employee orientation** must include information related to workplace safety (e.g. risk assessment, possible violent situations, emergency procedures, meeting point, reporting safety observations, etc.). The orientation must be in plain language.

Pandemic management kept occupational health services busy

- The second year of the COVID-19 pandemic continued to impact occupational health work significantly.
- COVID-19 vaccinations began right at the start of the year and 15,004 vaccines were given to 7,345 employees during the year.
- Only 36% of planned workplace surveys could be completed due to workplace restrictions, employees working remotely and COVID-19 restrictions taking up a lot of time.
- Working capacity matters could, however, be dealt with, as well as statutory health examinations.
- Due to recruitment challenges, contacts with doctors and occupational health psychologists were slightly fewer than the year before. There was no substantial change in the contacts with occupational physiotherapists, but the contacts with occupational health nurses continued to increase due to COVID-19 vaccinations.



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