



MINISTRY OF FINANCE
Finland

New ways of working in Finland

Case Ministry of Finance



Project manager Tiina Keväjärvi

Ministry of Finance, Finland



Work experience

- Project manager of Ministry of Finance Campus Project, 2010 =>
- Communications officer Ministry of Finance, 1997-2010
 - Internal and external communications, web coordinator
 - Managing projects: web strategy construction, communications strategy construction, web site development, ministry's 200th Anniversary celebrations

Education

- Master's degree in Social Sciences, University of Helsinki (communications, political science and sociology)
- Specialist Qualification in Management, Institute of Marketing
- Studies in foreign languages and literature in the University of Jyväskylä



Minister of Finance
Ms Jutta Urpilainen

State Secretary Ms Tuire Santamäki-Vuori

Minister of Public Administration and Local Government
Ms Henna Virkkunen

State Secretary Ms Sari Raassina

Minister of Economic Affairs
Mr Jan Vapaavuori
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Minister European Affairs and Foreign Trade
Mr Alexander Stubb
Issues related to the Budget Council of the EU

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Mr Martti Hetemäki

**Economic Policy Coordinator,
Director General**
Mr Jukka Pekkarinen

Permanent Under-Secretary
Mr Tuomas Saarenheimo

**Director of Administrative
Governance and Development**
Ms Helena Tarkka

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Mr Hannu Mäkinen, Director General

Financial Markets Department
Mr Pentti Pikkarainen, Director General

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Office for the Government as Employer**
Mr Juha Sarkio, Director General

Economics Department
Mr Markus Sovala, Director General

Euro Area Stability Unit
Mr Pekka Morén, Director

Public Sector ICT
Mr Timo Valli, Director General

Tax Department
Mr Lasse Arvela, Director General

Secretariat for International Affairs
Mr Martti Salmi, Director

**Department for Local Government and
Regional Administration**
Ms Päivi Laajala, Director General

Government Financial Controller's Function
Mr Esko Mustonen
Deputy Government Controller-General

Administrative Governance and Development
Ms Helena Tarkka, Director General

Media and Communications Unit
Ms Liinu Lehto, Director



Pressure for change – why Campus project?

- Mariankatu 9 building was in a bad shape – something needed to be done
- Economy - we wanted to improve our space efficiency
- Ministry of Finance is the owner of the Government Premises strategy - we wanted Ministry of Finance to be a pioneer in workplace development - showing the direction to other ministries and government offices
- Our work environment was not flexible – shortage of office rooms and meeting rooms

Pressure for change – why Campus project?



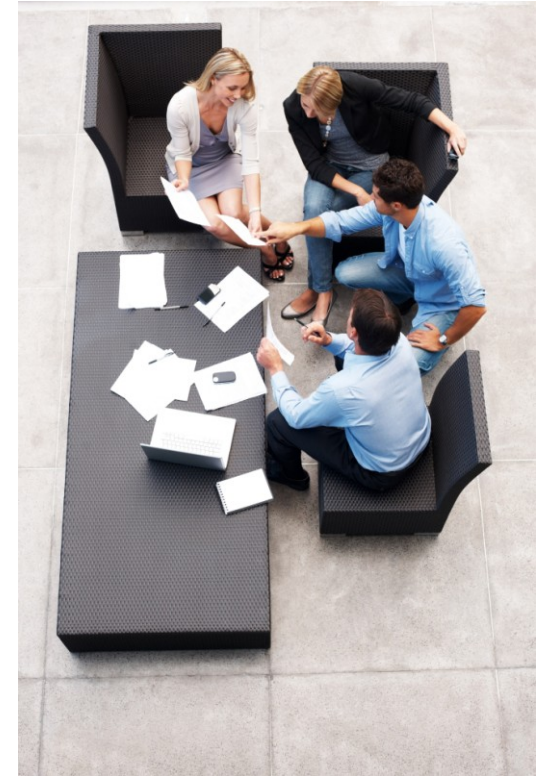
- We wanted to develop and improve our ways of working
- ICT technology changing how we work – staff mobility, virtual work and remote work increase
- Sustainable development – using less paper and less energy
- We needed to improve security
- Employer image and future recruitment

Our workplace goals in 2009

Ministry of Finance provides a productive and inspiring working environment

(Ministry of Finance strategy)

1. We will function in two premises in 2012
– the Government Palace and Mariankatu 9
2. We want to carry out long term workplace solutions
3. We want to create a flexible work environment which improves the co-operation of the work community
4. We want to develop our ways of working in the continuously changing operational environment
 - keywords horizontal cooperation, collaboration and interaction



From 5 to 2 premises in 2012



Mariankatu 9

- built in 1960,
designed by Niilo Kokko
- 6 office floors and meeting centre
- was renovated in 2011-2012
- public administration policy
departments



The Government Palace

- designed by Carl Ludvig Engel
- work on building it began in 1818
- listed building
- will be renovated in 2015-2017,
pilot area built in 2012
- Ministry of Finance economic policy departments
- Prime Minister's Office,
Office of the Chancellor of Justice

Mariankatu 9 activity based office



Mariankatu 9

- renovated in 2011-2012
- built in 1960, designed by Niilo Kokko
- 6 office floors and a meeting centre
- office space efficiency 25 m²
- public administration policy departments of the ministry

Workplace concept

- Activity based office – open office and supportive spaces
- supporting both teamwork and jobs requiring focus and concentration
- everybody has their own desk in open office – 200 desks, about 25 sqm² / person
- plenty of supportive spaces for interaction, concentrated work, confidential discussions
- extended meeting centre used by the whole ministry



PÖYRY ARCHITECTS OY
Arkkitehtitoimisto, Suunnittelutoimisto ja
Konsulttitoimisto

Mariankatu 9 now – activity based office - right place for each task and stage



- 43 desks
- 13 supportive spaces
- 1 meeting room
- 1 creative space
- 1 break out area



Desks in open office



Wardrobe

Supportive spaces





Creative spaces

Forest



Sun



Sea



Cafe



Keys to successful change management



1. Our management was committed to the project
 - Administrative director discussed the project with all the departments well in advance
2. We connected spaces, flexible ICT solutions and changes in ways of working both in actions and communication
 - Made the project more understandable, acceptable and realizable
 - We made clear that our workplace concept offers new and diverse possibilities to work
3. ICT project
 - Our target was to plan ICT solutions that make possible mobile working, working in open office and changes in ways of working
 - Shared electronic ways of working – document administration and filing, everybody has a laptop computer and mobile phone, wireless working system, instant messaging and video conferencing, printing system, rebuilding our intranet

Keys to successful change management



4. Staff was able to participate in the project – project groups, interior design group
 - Project manager informed the departments regularly about the progress of the project
5. The change was concretized – interior design materials, excursions to the building during the renovation
6. Lots of communication
 - Staff briefings, department briefings, intranet, Q & A, newsletter, discussion forum
7. Learning from other organizations' experience – excursions

Keys to successful change management



8. Building a pilot area in one floor before the renovation and piloting during the renovation
9. Creating office rules together with the departments
 - Not too many rules or very specific rules and not "one size fits all" rules
10. Managers were trained to cope with the changes in manager work in the new space and to guide the change process in their own unit
11. After moving back to the building – "clinics" in electronic working
12. Research by Finnish Institute of Occupational Health
 - questionnaire before and after the renovation
 - study of acoustics



Results

- According to our yearly job satisfaction questionnaire 2013 satisfaction in work environment and tools has improved
- Comparative Research by Finnish Institute of Occupational Health (2011 and 2013):
 - the workplace solution seems to be quite successful considering both interior design and functionality
 - in Mariankatu 9 the staff is as satisfied as before and they even think that the work environment functions better than before

How satisfied with your work environment as a whole you are?



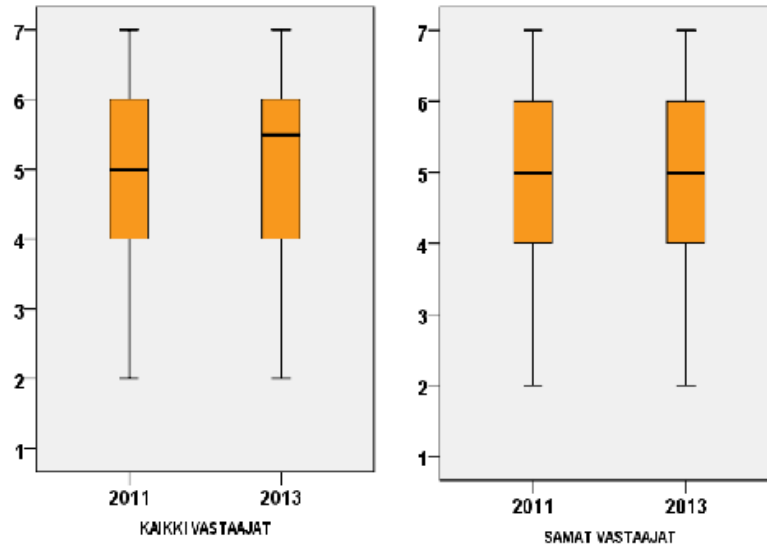
Kuinka tyytyväinen olet työympäristöösi kokonaisuutena?

Kuvassa mediaani sekä ylä- ja alakvartiilit.

50 % vastaajista sijoittuu oranssiin laatikkoon.

Asteikko:

1 erittäin tyytymätön,
7 erittäin tyytyväinen



Comparative Research by Finnish Institute of Occupational Health (2011 and 2013)

Osastojen erot vähäisiä. Korkein tyytyväisyys VWC:ssä, matalin HO:ssa.



Changes in ways of working?

- More team work and working in pairs – less working alone
- It is easier to connect people and matters when people are in the same space
- People come to meetings more and more with laptops
- Decrease in use of paper
- More spontaneous discussions and humour
- Creative spaces have been well accepted and used
- Videoconferencing is increasing

Thank you!



Easy Rider and artist Anssi Kasitonni in Mariankatu 9 lobby

Contact information:

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