

Rules of Operation
of the
Palvelukeskus
Helsinki Enterprise

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1. Operating sector of the enterprise

The service centre enterprise (hereinafter Palvelukeskus Helsinki) takes care of producing service-related support services for the City and Helsinki City Group's communities. Palvelukeskus Helsinki operates under a Board of Commercial Services and is part of the City's central administration. The operation of Palvelukeskus Helsinki is managed by the Managing Director, who is subordinated to the Board of Commercial Services of the enterprise. The Managing Director carries out duties assigned by the Chair of the Board of Commercial Services and serves as the presenting official of the enterprise's Board of Commercial Services.

The basic tasks of Palvelukeskus Helsinki are handled at two business units whose operations are supported by the Financial and Administrative unit. The operations, finances and responsibilities of each unit are the responsibility of the director of business unit.

2. Organisation of Palvelukeskus Helsinki

2.1. Multiservices

The Multiservices unit provides food and cleanliness services for the divisions and enterprises of the City of Helsinki. Food services are provided to approximately 70,000 clients in schools, daycare centres, hospitals, service homes and senior centres and at their lunch restaurants. The unit also delivers meals to home meal clients as well as meal and food products to group family daycare centres, playgrounds and housing and day activity units for disabled persons. Cleanliness services are provided at daycare centres, playgrounds and group family daycare centres. The needs of client groups, nutritional recommendations, official regulations and instructions, and other special needs are taken into account in the planning of menus and products. The food is prepared either completely on site or some components in the meals are delivered mostly from the production kitchen operating in Pakkala in Vantaa.

2.2. Telephone and Wellbeing Services

Telephone and Wellbeing Services provide skilled and solution-oriented customer service to residents as well as the divisions, enterprises and subsidiaries of the City of Helsinki according to the needs of the clients. Every month the unit handles approximately 200,000 contacts, providing services around the clock every day of the year. The unit's operation involves the deployment of new technologies. The key services are services involving information technology that support living at home, such as remote care, security phone and medicine-dispensing device services. Other services include transport intermediation, telephone exchange and different electronic online services.

2.3. Financial and Administrative unit

The Financial and Administrative unit is responsible for support services of Palvelukeskus Helsinki: financial, human resources, data management and administration services, procurements, communication and marketing, sustainability, quality, environmental matters and management of client relationships.

2.3.1 Data management

Data management is responsible for the management and development of data administration at Palvelukeskus Helsinki. Data management's duties include the procurement and administration of software, server infrastructure, computers, licences and peripheral devices used by Palvelukeskus Helsinki; customer-oriented and cost-efficient support and training on the use of ICT equipment, and coordination of development projects in support of the operational units.

2.3.2 Financial services

Financial services are responsible for internal financial reporting and monitoring at Palvelukeskus Helsinki. Financial services prepare financial statements and are responsible for their completion in accordance with the instructions provided. The duties of financial services include coordination of the preparation of budgets and forecasts including schedules, and the required training.

2.3.3 Procurements and tendering

The procurements and tendering team implements, maintains and develops tendering projects, procurements and contractual management at Palvelukeskus Helsinki. The procurements and tendering unit also works in close cooperation with, e.g., the procurements unit of the Helsinki City Executive Office and its other stakeholders. The work done by the procurements and tendering team ensures the availability of products and services on contractual prices and terms obtained through tendering. The procurement-strategic themes of Palvelukeskus Helsinki include impact, responsibility, efficient markets, financial sustainability, and information management.

2.3.4 HR

HR services is an expert service assigned to support the business units with the implementation, coordination and monitoring of the HR plan based on the objectives of Palvelukeskus, including the specification of quantitative and qualitative HR resources and the development of personnel at the enterprise level. HR services is also responsible for providing guidelines on employment relationship matters and for the realisation of good practices related to personnel management at the enterprise. The duties of HR services include contact with authorities on employment relationship matters and other tasks in the role of an employer, such as coordination of payroll administration, negotiations arising from collective agreements, and preparation of decisions.

2.3.5 Communications

The communications and marketing team supports Palvelukeskus Helsinki with the implementation of its strategy and, together with management, sees to communication at the enterprise level to the media, clients, personnel and stakeholders. Communications and marketing supports the business units in service production by communication measures, by making the services familiar to others and by highlighting the expert role of Palvelukeskus Helsinki. The unit's duty, in cooperation

with the entire Financial and Administrative unit, is to strengthen the brand of Palvelukeskus Helsinki and to provide business operations with tools for more efficient service production. Communications and marketing is also responsible for Palvelukeskus Helsinki's communication channels (such as websites, social media, letters to clients), publications and crisis communication as part of management of exceptional circumstances.

2.3.6 Sustainability

Palvelukeskus Helsinki's sustainability work is coordinated and developed by the Financial and Administrative Services unit. The work includes the planning of Palvelukeskus Helsinki's three-year sustainability programme and the related monitoring and reporting. Sectors of the sustainability work also cover the EcoCompass environmental programme, coordination of ecological support work, sustainability communication, expert work on sustainability questions for procurements, and involvement in the City's joint working groups related to sustainability.

2.3.7 Client relationships

The client relationships team is responsible for sales of solutions, development of client relationships, management of sales contracts, and measurement of client experiences. Client relationships promote cooperation with clients and sales of services in the City organisation's various divisions and enterprises. Client relationships are developed in close cooperation with production at Telephone and Wellbeing Services and Multiservices. Client relationships are responsible for all phases in the life cycle of sales contract management. Client experiences are measured using different customer satisfaction surveys, which are reported internally for the purpose of developing business operations and externally to clients of the City organisation.

2.4. Security and risk management

The security and risk management unit is responsible for Palvelukeskus Helsinki's internal and external security, development of security management, tasks related to preparedness planning and continuity management, measures associated with risk management and prevention of the grey economy and corruption, and for Palvelukeskus Helsinki's internal audits and measures relating to internal investigations. The unit is led by the security manager who also serves as the occupational safety and health manager.

Security and risk management is responsible for communications during crises and disruptions and for information security in cooperation with Palvelukeskus' communications and data management.

3. Management of Palvelukeskus Helsinki

3.1. Board of Commercial Services

Palvelukeskus Helsinki's highest decision-making body is the Board of Commercial Services.

The Board of Commercial Services manages tasks assigned to the enterprise's operating sector

referred to in chapter 4, section 3(1) of the Administrative Regulations. Palvelukeskus Helsinki is part of the City's central administration.

The Board has five members. Each member has a personal deputy. Members and deputies of the Board are appointed for a two-year term by the City Board, who also appoint the Board's Chair and Vice Chair.

The general competence of the enterprise's Board is specified in chapter 1, section 11 of the Administrative Regulations.

3.2. Managing Director

The operation of Palvelukeskus Helsinki is managed by the Managing Director, who is subordinated to the Board of Commercial Services of the enterprise. The Managing Director is appointed for a fixed term of seven years at most. The Managing Director serves as the presenting official of the enterprise's Board of Commercial Services.

The general competence of the enterprise's Managing Director is specified in chapter 11, section 2 of the Administrative Regulations.

3.2.1 Financial matters

The Board confirms procurement authorisations for the Managing Director and directors of business units. The Managing Director confirms with a separate decision Palvelukeskus Helsinki's lower-level authorities for procurements and orders, and persons who approve invoices.

According to chapter 11, section 1 of the Administrative Regulations, the Managing Director has the right to decide on pricing of services produced by the enterprise and on contracts for sales of services, and the right to delegate decision-making authority to directors of business units according to the grounds and limits he or she has approved.

3.2.2 Personnel matters

The Managing Director of Palvelukeskus Helsinki is appointed by the City Board. Direct reports of the Managing Director are designated by the Board of Palvelukeskus Helsinki.

Delegation decisions issued by the Managing Director specify decision-making authorities relating to personnel.

3.3. Directors of business units

Directors manage the operations of their units and ensure that the goals set for the units are achieved. Each director of a business unit is the supervisor of the unit's staff who is responsible for the unit's internal organisation, division of work and development of personnel resources. Directors of business units carry out the tasks assigned to them by the Managing Director.

Supervisors are designated for teams and areas who manage their operation and ensure that the objectives set for the teams are achieved. The supervisors carry out the tasks assigned to them by the director of business unit.

3.4. Qualification requirements

Employees' qualification requirements are specified in chapter 23, section 1 of the Administrative Regulations.

The qualification requirement of the Director of the enterprise is a higher university degree, experience of management duties, and excellent oral and written skills in Finnish and satisfactory oral and written skills in Swedish.

Qualifications required from other employees are determined by the person making the selection, who considers the specific requirements prescribed for this.

4. Deputies

If the Managing Director is indisposed, his or her duties are managed by an officeholder designated by the Board. If a director of a business unit is indisposed, his or her deputy is a person designated by the Managing Director. The Managing Director confirms the order of deputies with a specific decision. If another staff member is indisposed, his or her duties are managed by a person designated by the supervisor.

5. Meetings of Palvelukeskus Helsinki's Board and working groups

5.1. Management group

The management group agrees on joint policies and procedures of Palvelukeskus Helsinki. The management group discusses key matters concerning the overall operation of Palvelukeskus Helsinki. The management group hears experts it deems necessary. The Managing Director decides on questions discussed by the management group where his or her decision is required.

Palvelukeskus Helsinki's management group consists of the Managing Director as the Chair, business unit directors, the HR manager, communications manager, and a representative of personnel. The main contracting organisations select a personnel representative and a deputy member to the management group for one year at a time. The secretary of the management group is a person designated by the Managing Director.

5.2. Directors of business units

The operative management includes the Managing Director and business unit directors. Members of the operative management meet regularly at meetings of the directors of business units.

5.3. Operational meetings of units

Operational questions of each unit are discussed at meetings with the unit's manager. The meetings are attended by the director and his or her direct reports and any other persons designated by the director.

5.4. Expert working group

Palvelukeskus can establish expert working groups within or between units.

The operation of each expert working group must be linked to the operational and financial objectives of Palvelukeskus. Working on an expert working group is a duty on which the decision is made by the supervisor.

Each expert working group is always composed so it meets the relevant needs, considering the resources required for this activity.

A decision on the establishment of an expert working group is made by the Managing Director or the business unit director responsible for the matter.

5.5. Personnel committee

The personnel committee discusses matters of cooperation concerning Palvelukeskus Helsinki's employees and services and those relating to occupational safety and health.

6. Cooperation

Matters covered by co-determination procedures concerning Palvelukeskus Helsinki's employees and other matters, instructions and principles concerning personnel are discussed within the personnel committee.

The Managing Director is represented by the Managing Director, directors of business units, the personnel manager and the occupational safety and health manager. Employees are represented by representative named by the main contracting organisations (if the organisation represents Palvelukeskus Helsinki's employees) and Palvelukeskus Helsinki's occupational safety delegates.

A personal deputy is named for each member. A representative from occupational health care and other experts are summoned as necessary.

The chair is the Managing Director and the vice chair is a personnel representative named by the main contracting organisations. The secretary of the personnel committee is a person designated by the Managing Director.

Palvelukeskus Helsinki complies with the City of Helsinki's co-determination agreement negotiated between the employer and the employee organisations.

7. Internal control and risk management

The management of Palvelukeskus Helsinki is responsible for ensuring that Palvelukeskus has efficient risk management and internal control. Internal control secures the achievement of the objectives set, the quality of products and services, and the economic efficiency and productivity of operations.

Internal control ensures that the resources of Palvelukeskus are used in a sensible and economical manner to the benefit of the enterprise, and that its resources are safeguarded against losses arising from mistakes, bad management, waste, abuses, fraud or other activities in violation of the rules and instructions. Internal control ascertains that valid provisions and the decisions, rules and instructions of Palvelukeskus are observed.

Risk management is carried out all levels of the organisation, in various operations and processes, including services outsourced to service providers. Risk assessment identifies risks, evaluates their likelihood and impacts, and recognises the risks whose management must be improved.

The Board of Commercial Services approves the descriptions of Palvelukeskus Helsinki's internal control, risk management and management of contracts.

8. General administrative regulations

These rules of operation are an entity that includes the key points of the laws and the City of Helsinki Administrative Regulations related to its subject matter as such, and the clarifications and additions required by these. It also provides for decisions on duties assigned by the Board and their management at Palvelukeskus.

The rules of operation are a part of Palvelukeskus Helsinki's management system, and they provide for Palvelukeskus Helsinki's organisation; the composition, competence, tasks and term of its administrative bodies, and for other administration of Palvelukeskus.

8.1. Signing of documents

Documents referred to in chapter 24, section 1(4) of the Administrative Regulations are signed by Palvelukeskus Helsinki's Managing Director or an assigned person.

Documents referred to in chapter 24, section 1(2) of the Administrative Regulations are signed by a director of a business unit.

Contracts or orders based on a procurement decision made by the Board are signed by the person who has the right to implement procurements. Contracts or orders based on an officeholder's procurement decision are signed by the officeholder who made the decision on the contract or order or an assigned person.

8.2. Decisions on access to documents

Authority to decide on access to a document according to section 14 of the Act on the Openness of Government Activities is exercised by each director of a business regarding their own area of responsibility.

If the matter pertains to more than one area of responsibility, such authority to decide on access is exercised by the Managing Director.