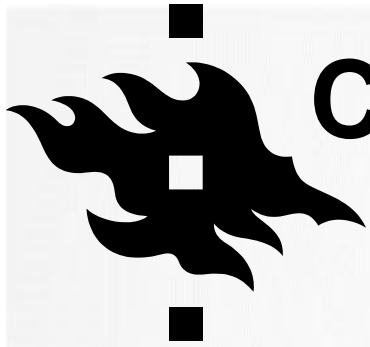


# CHANGE PROGRAMME IN HELSINKI

Esa Hämäläinen  
18.4.2018



# CHANGE PROGRAMME 2016-2020

- **New government's policy programme May 2015**
  - UH budget / up to 106 Me by 2020, w 50M drop in 2016
  - Tuition fees for non-EU, top ups for fundraising, profiling, admin
- **Change programme to balance economy**
  - How to cut expenditures (facilities, procurements, outsourcing, redundancies)
  - How to increase income (intl reserach funding, fundraising, partnerships)
- **Ongoing transformations processes**
  - Educational reform, campus reorganisation, professional services



# OBSERVATIONS

- **Clear strategy and goals with follow up**
- **Urgency and ongoing transformations overlap – embedding, postponing, canceling, adjusting**
- **Goal orientation important, but adaptiveness crucial**
- **Uniform communication crucial but does not substitute support by superiors**
- **From crises management mode to future building**
- **Impact comes in waves w slashbacks and on several fronts**
- **How to take care of leaders in charge?**

# UNIVERSITY SERVICES IN A NUTSHELL

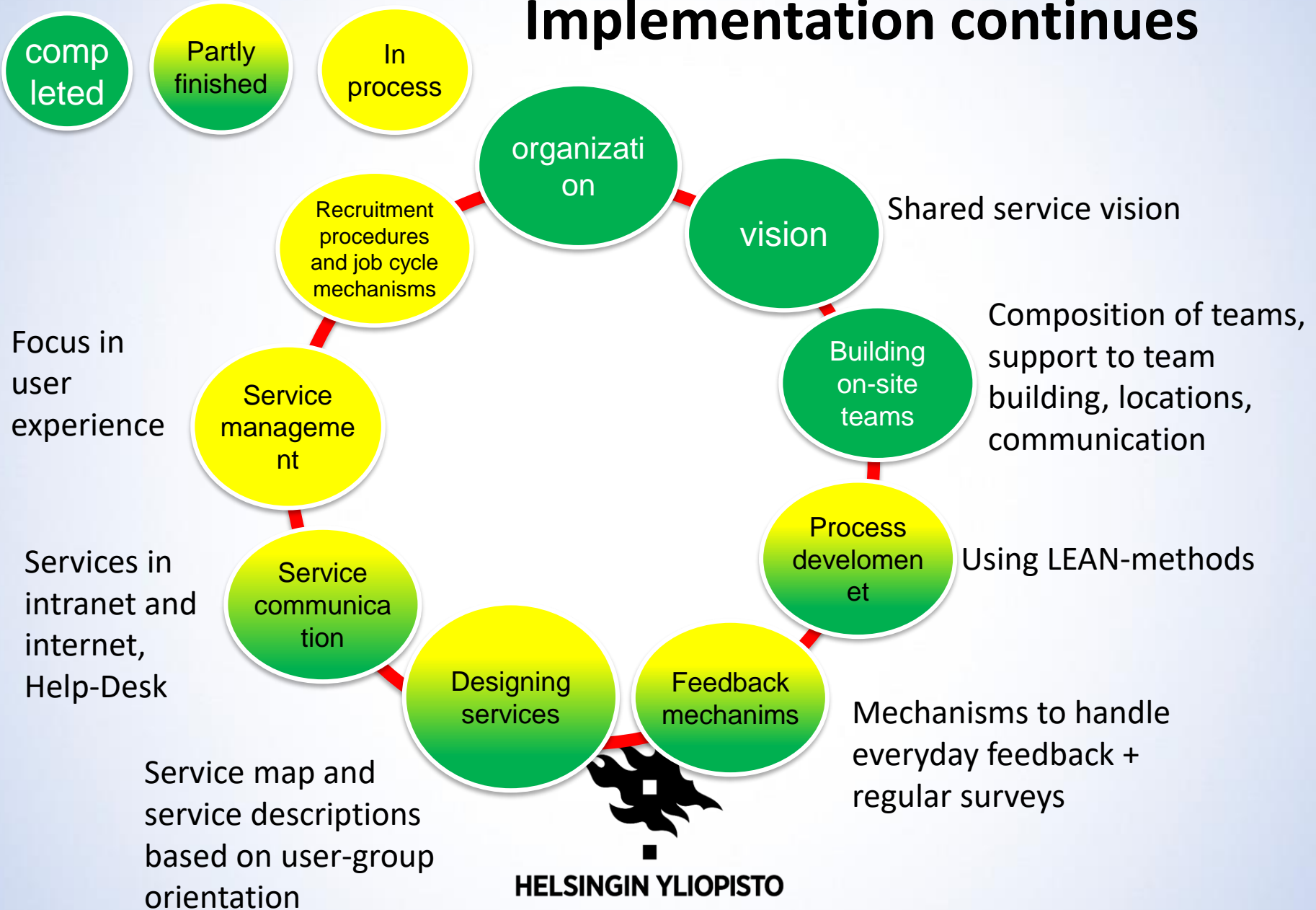
What:

- From 55 Offices integrated to 1 with on-site service units
- From three-level office to sectorial line management with matrix
- From multiprofessional employees to multiprofessional teams
- From 1100 down to 800 employees

Why:

- to ensure sufficient on-site services for the units.
- more comprehensive use of staff competence
- more flexible use of resources
- cooperative development of processes and services
- collegiality of administrative staff and common service culture
- efficiency and reduced administrative costs
- user-oriented services
- increased ability to response future demands

# Implementation continues



# CONCLUDING REMARKS

## Overall picture

- University Services was created alongside other big reforms and changes.
- University Services in relation to Faculties
- Cultural change – learning and unlearning takes time
- Looking forward: University Services as a platform – increased ability to response future demands
- During the process:
  - Supporting the middle management
  - Co-operation with Deans essential
  - Importance of openness, dialogue and communication
  - Staff taking part in planning



HELSINGIN YLIOPISTO