

[Demand for equality and equity in recruiting]

[Case: Amos Rex]

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<p>Anonymous recruitment has been a common topic of discussion in Finland, but so far it has mainly been used in state and municipal organizations. In the field of arts and culture, the themes of equality and equity have been featured in abundance, but anonymous recruitment not as much.</p> <p>This qualitative case study examines which themes and aspects should be taken into account when introducing an anonymous recruitment process. It also produces additional information for the evaluation of the upcoming anonymous recruitment pilot by defining an archetype of previous job applicants and the recruiters' experiences and views on recruitment and its development.</p> <p>The research questions are answered through the thematic framework and by conducting empirical research through document analysis and online survey. Through document analysis, the typical job applicants of the case organization are defined, and the current status of the equality and equity situation of the recruitment process is clarified with an online survey. With the combined results of these methods, a view is formed on what should be accounted in the introduction of anonymous recruitment in an art organization.</p> <p>The case organization's applicants corresponded well to the general image of museum workers, which can be considered to mean that discrimination in the museum industry is deeper than in just recruiting. The recruitment process, when asked from the recruiting personnel, turned out to be in a good state from the point of view of equality and equity, but it was seen that there is need for development to make it even more non-discriminatory. On top of these, the following issues emerged as the most important considerations in the introduction of anonymous recruitment: anonymous recruitment alone is not enough to guarantee non-discriminatory recruitments, more attention should be paid to linguistic accessibility and jointly shared procedures to reduce the uncertainty of recruiting personnel when carrying out recruitments.</p>	
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1 Introduction

1.1 Background of the research

In Finland, there is a strong image that Finland is a model country of equality. In this description of Finland and Finns, it is often highlighted how women in Finland were the first in Europe and the second in the world to get the right to vote in 1906, and how women have a comparatively high level of education, how they actively participate in working life and how strongly they are also involved in politics. (Kantola, Koskinen Sandberg, & Ylöstalo, 2020, p. 7.) One could say, it is no wonder anonymous recruitment has received a lot of attention in Finland (Thibault, Daniel, Salmani, Boopathi & Taimela, 2022, p. 47.), so it was not that surprising the topic also popped up in the equality survey of Amos Rex in 2022.

This research was ignited by my own interest towards the development of organizations and processes as well as equality and equity issues. As I have an employment relationship with Amos Rex, I have also been a member of the museum's equality workgroup in the years of 2022-2023. The workgroup conducted an equality survey in 2022, which brought forth Amos Rex's personnel's specific wish for an anonymous recruitment process for the museum to be more accessible to different employees in the future. So, in addition to my own interests, one of the triggers for the research was Amos Rex's need to generate more information for the piloting and implementation of anonymous recruitment. At the end of 2023, I decided together with Amos Rex's HR coordinator to implement this thesis by delving deeper into the matter. Therefore, this thesis works as a preliminary study for the implementation of the anonymous recruitment process at Amos Rex.

The Act on Equality between Women and Men (8.8.1986/609) and the Non-discrimination Act (1325/2014) prohibit discrimination based on gender, age, ethnic or national origin, citizenship, language, religion, belief, opinion, health status, disability, sexual orientation or other personal characteristics. Both direct and indirect discrimination are prohibited. These laws form the basis of Amos Rex's equality and non-discrimination plan, which was updated based on the equality survey conducted in 2022. These laws also serve as the basis of this thesis.

In this thesis the goal was to research the topic of equality and equity in Amos Rex's recruitment process further before the organization implements a pilot on anonymous recruitment. This research seeks to answer what the aspects that should be taken into consideration are when implementing anonymous recruitment and to provide more information about Amos Rex's job applicants and about the views of the personnel carrying out its recruitments from the point of view of equality and equity. The research focuses on Amos Rex's Public programs unit, which covers more than half of the museum's entire staff.

My initial thought in the beginning of the process was that anonymous recruitment is not the only and most important action that most art organizations should focus on when aiming for a more equal and non-discriminative recruiting processes. I assumed, based on what I had read, that there are many other aspects that art organizations must consider in order to achieve true equality and equity in their recruiting processes. I also estimated that for arts organizations, which are relatively often quite small operators in Finland, taking these other aspects into account may be even more important than adopting a single method such as anonymous recruiting.

Anonymous recruitment has been researched quite a lot and recently it has emerged as a topic in various theses, for example by Sara Immonen (2023) and Suvi Marjanen (2023). However, the matter has not been studied much in the field of Finnish art and culture. This research brings out current perspectives through one case organization and thus increases the understanding and discussion of the art industry on a topic that is currently being talked about a great deal in Finland. Perhaps the results of this research can even prove to be somewhat useful for other similar art organizations and act as a starting point for discussions and more equal and non-discriminatory recruitment processes elsewhere in the Finnish art scene.

Finnish museum industry

The vast majority of Finland's 151 professionally managed museums are maintained by municipalities and foundations, exactly 129 out of 151. Of all the Finnish museums, 124 museums receive statutory state aid, including Amos Rex, the case organization of this thesis (Statistics card, 1/2022, p. 1-2). In 2022, the number of person-years in

professionally managed museums in Finland was a total of 2,709. A total of 2,010 permanent, full-time employees worked in museums in person-years, of which a total of 1,215 were full-time museum professional employees in person-years. (Statistics card 4/2022, p. 1).

In 2018, 738 people who had worked at a museum for at least six months answered to the Museoväki survey. In this latest survey (2018) as many as 88 percent of the respondents had a university degree and 71 percent had a higher university degree. Five years before, in 2013, the figures were 82 and 62 percent, and fifteen years ago, in 2003, 73 and 53 percent. As many as 60 percent of the university graduates at art museums had studied art history. Other popular subjects were history (22%) and ethnology (17%). (Kallio, 2018.)

When it comes to matters of age and gender, female and ageing could be the words to describe the museum industry. According to this same Museoväki survey (2018) 79 % of the workers of museum industry in Finland were female. 19 % were male and 1 % expressed their gender as "other". The survey also showed that there is a pensions bomb awaiting in the field as 31 percent of the workers in the industry were over 55 years old. (Kallio, 2018.)

The Museoväki survey (2018) also found that 12 percent of women under the age of 40 and five percent of all museum workers had experienced sexual harassment during the past two years. Two percent of those over 40 had experienced sexual harassment, regardless of gender. In the museum field, harassment is especially evident in public work, and the perpetrators are mainly outside the working community: representatives of various cooperation agencies, customers and museum visitors. In the museum sector, only 31 percent had reported the harassment they had experienced, compared to 42 percent in a survey conducted from other fields by Taloustutkimus. (Kallio, 2018)

The museum industry is an industry where people work for a long time and is considered attractive because of the values it represents and the content it produces. One significant factor in job satisfaction is the high level of education of the employees and the corresponding work tasks that require creativity and independence. (Suomen Museoliitto, 2018.)

1.2 Research objectives and questions

The main purpose of this thesis is to explore anonymous recruitment in the Finnish art and culture field. The goal of the research is also to produce additional information about the issues to be considered when introducing anonymous recruitment in an art organization, so that the results and actual need of such a process can be evaluated. This is done by analysing the job applicants of the case organization Amos Rex in 2023 and by conducting an online survey for the organization's recruiting staff to find out the current status of the recruitment process in the light of equality and equity.

At the end of this research, results are presented on what kind of applicants Amos Rex typically receives in its recruitments and how and if the applicants differ from the current employees of Amos Rex and from the museum workers in general in Finland. Finally, an evaluation of the views of the recruiting staff about the current recruitment process and their thoughts on developing it in the future is presented.

Main research question

1. What themes and aspects are important to consider when implementing anonymous recruitment in an art organization such as Amos Rex?

Supporting research questions

2. What are the archetypes of job applicants in Amos Rex?
3. How does the recruiting staff see the equality and equity situation of the current recruitment process and what are their thoughts on developing it?

To answer these research questions, this thesis consists of two important parts: literature review and empirical research. The literature review will create a picture of recruitment, especially anonymous recruitment, and the current perspectives of equality, equity, and discrimination in today's working world. In addition to this, empirical research is carried out using document analysis and electronic survey as its methods.

1.3 Amos Rex

The case organization in this study is Amos Rex, a private art museum situated in the middle of Helsinki's city center. The museum, opened in 2018, presents mainly new and often experimental contemporary art. Amos Rex hosts two main exhibitions as well as various other exhibitions each year. Amos Rex employs a total of 115 employees and in 2023, 253,000 museum visitors visited its exhibitions. Amos Rex is owned by the Föreningen Konstsamfundet association. (Amos Rex, 2023.)

In its values, Amos Rex states that it does not discriminate against anyone and works actively to be a fair and equal employer. The museum also prohibits all kinds of discrimination. On top of this the organization states to represent an international and multicultural world. (Amos Rex, 2023.)

1.3.1 The equality survey

The equality survey conducted in Amos Rex, by its equality workgroup, in December 2022 was based on the 2020 report by the previous (2020-2021) equality workgroup. 29 employees answered the survey in 2022, which was quite a small number of respondents. However, based on the results of this survey, the following measures among few others, were recommended to be implemented in Amos Rex during 2023-24 (Amos Rex, 2023.):

- An examination and report on whether Amos Rex receives applicants of different ages from different genders, different linguistic and cultural backgrounds and minorities in its recruitment processes.
- Piloting the anonymization of Amos Rex's recruitment processes for applicants and adding the following sentence (or equivalent) to job advertisements: "Amos Rex welcomes applicants of different ages from diverse genders, linguistic and cultural backgrounds and minorities".

The results of the survey sparked a lot of discussion in the workgroup, and it felt, as if the generally shared idea in Amos Rex, and more broadly also in the whole museum field, was that museums are quite homogenous workplaces that are poorly accessible for far too many people. It seemed that the archetype of a museum employee is a white, highly educated woman. This idea is supported by the Museoväki survey (2018).

1.3.2 Personnel

In my experience, Amos Rex is a relatively open work community compared to any of my other employers, and I would dare to say that its staff is more aware of societal discussion and change than a group of average employees from an average Finnish organization, in many issues related to equality and equity. Employees of Amos Rex very actively highlight areas for development and in most cases, they are also addressed firmly and rather quickly at management level.

The following figures 1, 2 and 3 describe the current situation and distribution of Amos Rex's personnel according to age, gender, and unit. Other equality and equity attributes such as origin of name, nationality, native language and educational background are not reported in Amos Rex.

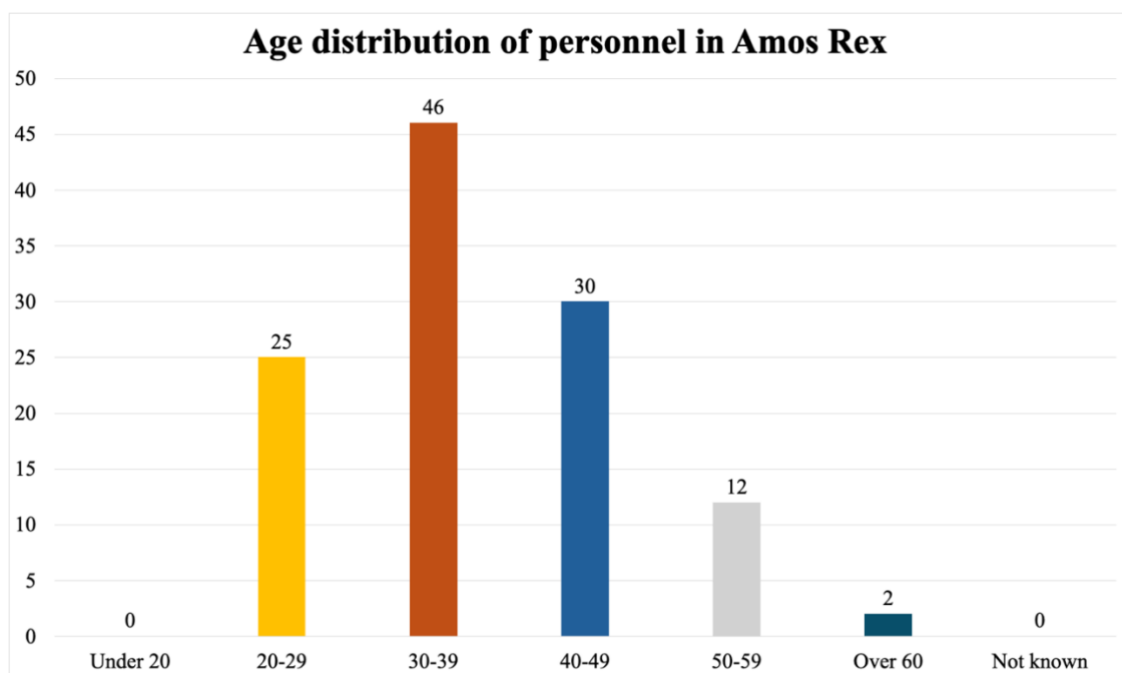


Figure 1. Age distribution of personnel in Amos Rex. Report period 1.1.-31.12.2023. (Amos Rex. 2023.)

From the age distribution of Amos Rex, it can be stated that the museum's staff is relatively young compared to the general museum industry in Finland, where up to 31% are over 55 years old according to the Museoväki survey (2018). At Amos Rex, only approximately 12% of the employees are over 50 years old. In the age range, the majority settles between 20 and 50 years with 88 % of the employees. Employees between 20-29

years represent 22 % of the employees whereas employees between 30-39 years represent 40 % of the whole bunch, leaving 40-49 year old employees with 26 %.

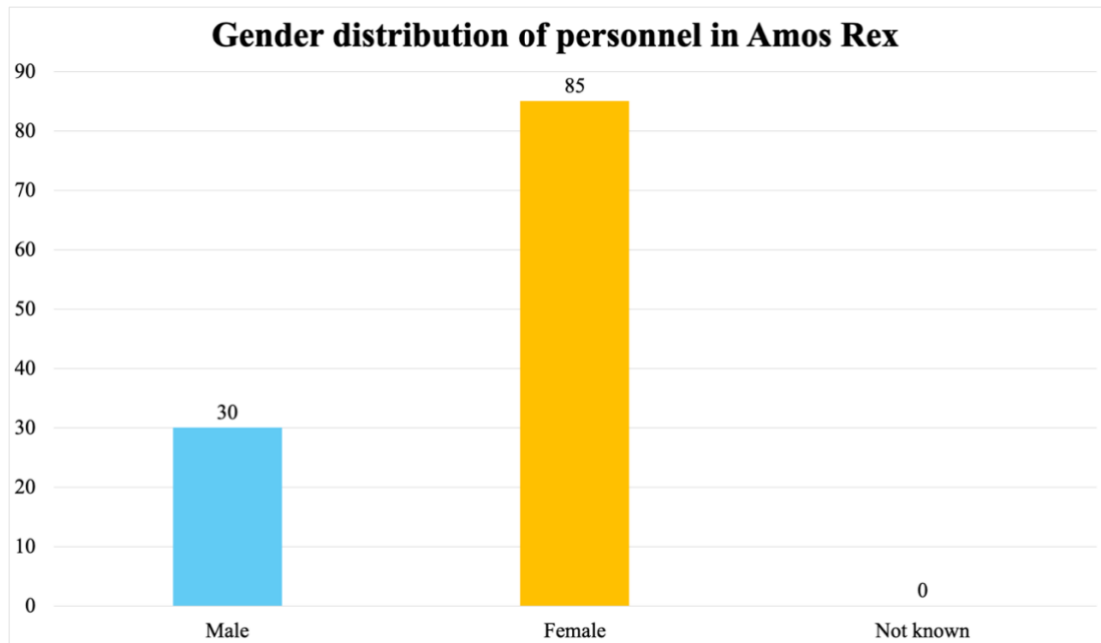


Figure 2. Gender distribution of personnel in Amos Rex. Report period 1.1.-31.12.2023. (Amos Rex. 2023.)

On the other hand, when it comes to the gender distribution of the case organization, it can be stated that it corresponds well to the general situation of the museum industry. 74% of Amos Rex's employees are women, while the number of women in the museum industry as a whole is 79% according to the Museoväki survey (2018). The gender distribution of Amos Rex is purely based on the gender defined by the employees' personal identification numbers and therefore does not necessarily represent how all of the employees experience their own gender identity.

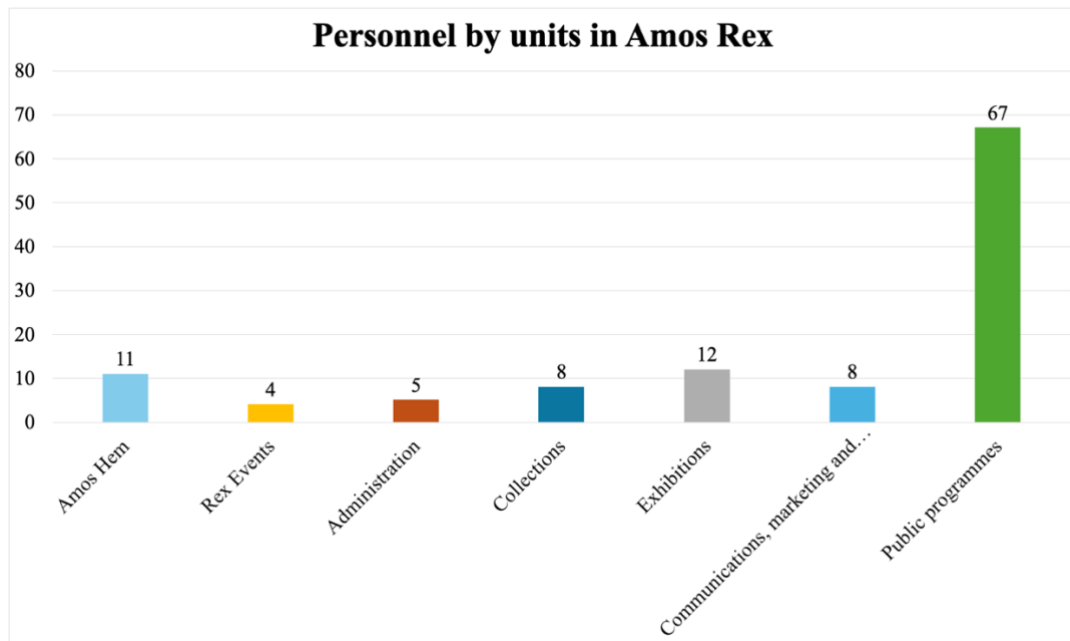


Figure 3. Personnel by units in Amos Rex. Report date 4 Mar 2024. (Amos Rex. 2024.)

As shown in the figure above, most of the museum's employees are placed in the Public programs unit, its personnel covering 58% of all the museum's employees. In addition to the personnel of Amos Rex, the graph also shows the personnel numbers of the Amos Hem -museum and Rex Events. These units work in close cooperation with Amos Rex and are owned by the same entity. However, if we only focus on the staff members of Amos Rex's own units, the staff of the Public Programs unit covers up to 67% of the employees of the entire museum. The reason that the unit is so much bigger than other units is that the entire museum guide and customer service staff works under the unit in question, in addition to the team working in the office.

1.3.3 Current recruitment process

Amos Rex has been a strongly growing organization in its first years of operation, the staff increasing significantly since the museum's opening in 2018. In the opening year, fifteen people worked in the museum's office, and now the number is around forty. There has also been a significant increase in the customer service staff, which means that a large number of different recruitments have been carried out in the museum over the past few years.

Currently, in addition to the Museum Director and Chief Operating Officer the museum's HR Coordinator and the managers of the person to be recruited are responsible for the museum's recruitments, the distribution varying slightly depending on the person to be recruited. Amos Rex has identified four main points in its recruitment process, which are further divided into smaller subcategories as follows:

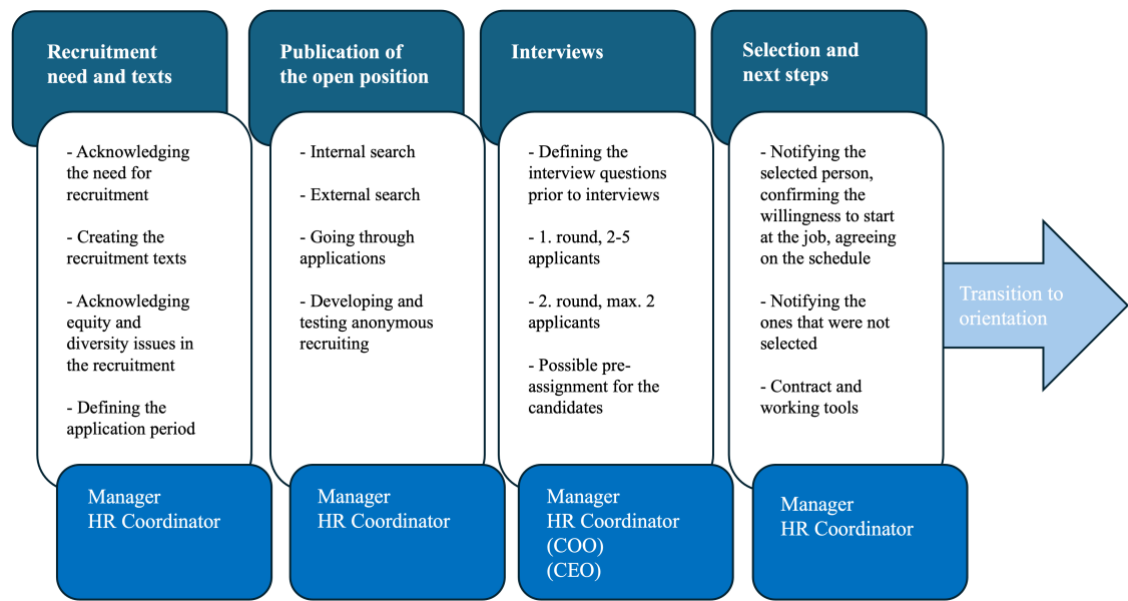


Figure 4. The current recruitment process of Amos Rex. (Amos Rex, 2024.)

Equity and diversity have been mentioned in the first stage of the recruitment process as something to be recognized and acknowledged in a way that fits the museum's other equality and diversity goals. However, the museum has not specifically defined what the pursuit of equity and diversity mean in recruitments specifically and concretely. Anonymous recruiting and its development and testing have been brought up in the second stage of the recruitment process.

It is clear from the diagram and outline of the recruitment process that equality and equity issues are being discussed in the organization and that the organization is ready to invest in their development. On the other hand, it also shows that the development work is just beginning.

2 Thematic framework

In this chapter, I discuss the thematic framework of the thesis, which consists of four main themes: recruitment, recruitment discrimination, anonymous recruitment, and equality and equity in working life. These themes have been chosen to create a clear overall picture of the researched topic, i.e. recruitment, and more precisely, anonymous recruitment. In addition, an overview of the current equality and equity situation in working life is provided, so that it is possible to better understand and evaluate the operational environment in which the anonymous recruitment process will be implemented. The themes are discussed from a more thematic point of view instead of a strong theoretical one, because the task of researching the case organization's means of implementing an anonymous recruitment process is also rather practical. In this way, the reference framework also better supports the goals of this thesis.

The thesis also has three themes, or more precisely words, which are *equality*, *equity*, and *positive action*. The words used are partly difficult to define completely unambiguously, because their use differs depending on who uses them and in what context. Translating words from Finnish into English is also not completely unambiguous, as the words are used differently between these language groups. In addition, it is described why exactly these are the terms that have been chosen for use in this thesis.

Equality

In Finland, where this thesis is published, equality between women and men is most often referred to by the word *equality*. Because of this, equality in this research is used to describe solely gender equality. Also, The Act on Equality between Women and Men (8.8.1986/609) is separated from other equality matters, as the name of the law indicates making it a somewhat justified choice to adopt it in use this way.

Equity

All other matters concerning diversity than gender, are referred in this thesis with the word *equity*. These are attributes such as age, ethnic or national origin, citizenship, language, religion, belief, opinion, health status, disability, sexual orientation, and other

personal characteristics. There is a separate law prohibiting discrimination based on these issues in Finland called The Non-discrimination Act (1325/2014) and this is why the word equity has been chosen to describe these attributes in this thesis.

Positive action

The Non-discrimination Act (1325/2014) determines positive action as follows: “Such proportionate different treatment, the purpose of which is to promote the de facto equity or to prevent or eliminate disadvantages resulting from discrimination, is not discrimination.” In Finland and the Finnish language, it’s perhaps more common to use the term *positive discrimination*, but since there are more contradictions and ambiguity in the translations and uses of this word than in positive action, it was decided to use the latter in this thesis.

2.1 Recruitment

Recruitment is the first contact point between employers and employees on the path of hiring people and applying for jobs. This thesis examines recruitment specifically from the point of view of equality and equity and as a part of the HR process, where recruitment is widely described as the first point of contact in the joint journey. The following process picture is Hanna Fontana's (2019) description of the HR process and its progress, which has served as an example process for this thesis.

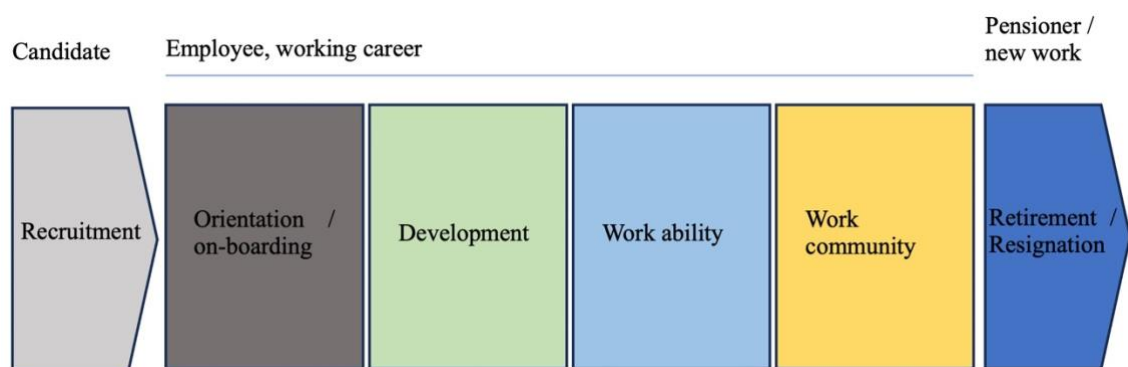


Figure 5. Human resources management process according to Hanna Fontana (2019).

According to Stoilkovska, Ilieva and Gjakovski (2015, p. 284) a lot of people usually consider recruitment as purely a set of administrative functions which involve coordination of the jobs, managing the data of the applicants as well as the potential

applicants etc. As Amos Rex's plan is to develop the recruitment process from the perspective of equality and equity, it seems necessary to open up the concepts of strategic recruitment a little, so that the results can be reflected in recruitment more broadly, and not just from this particular selected point of view. It feels especially important as, strategic recruitment is much more than a set of administrative functions as described by Stoilkovska et al. (2015, p. 284). Recruitment is a part of employee resourcing strategy and according to Armstrong (2011), the components of such strategy are (p. 219-234, 236-237):

Workforce planning

- determines the human resources required by the organization to achieve its strategic goals
- based on the belief that people are an organization's most important strategic resource

Employee value proposition

- a statement of what an organization has to offer for people that they will value, such as: financial factors, attractiveness of the organization, responsibility, respect (diversity & inclusion), work-life balance, opportunities for growth

Resourcing plans

- analysis of future requirements
- internal and external resourcing
- indicates what steps need to be taken to appoint people from within the organization and what learning and development programs should be planned
- establishes how many people will need to be recruited

Retention strategy

- aims to ensure that key people stay with the organization
- analysis of why people stay and why they leave

Flexibility strategy

- finding alternatives to full-time, permanent staff
- outsourcing
- multiskilling so that people are able to switch jobs or carry out any of the team's tasks

Talent management strategy

- based on a belief that those with the best people win
- process of identifying, developing, recruiting, retaining, and deploying talented people

Griffin, Bennet and York state in their Leveraging promising practices -report (2020), which deals with improving recruitment, hiring and retention in diverse and inclusive faculties, that there are several strategies that can be helpful as institutions seek to revise their recruitment strategies. Based on their literature review, they make a note that firstly, it is important to acknowledge that recruitment is not a one-time event. There are several matters institutions need to acknowledge such as long-term efforts to build a pool, identification and selection of candidates and encouraging selected candidates to accept an offer. (p. 11)

In this report, Griffin et al. (2020) also bring out that according to Bilimora and Buch (2010) institutions have indeed found success with moving from short-term hiring strategies to longer-term, ongoing recruitment using centrally created materials to ensure that consistent messages are sent to potential candidates. The report also points out that

it's been highly recommended that when faculties begin the hiring process, they determine how the commitment to diversity and inclusion will be a part of the selection process. In this report they also state that according to different studies scholars have found that when search committees include a clear and explicit statement about the importance of diversity and its value to the institution and identify a commitment to diversity in the job description, it increases the number of applications from and the likelihood of hiring women and men of color. (p. 11)

Testing the diversity-promoting recruitment

The diversity-promoting recruitment experiment was described in the Diversity promoting recruitment report by Rask, Nykänen and Teräsaho (2021) of the Manifold More project, which was carried out in the fall of 2020. In this recruitment experiment, five diversity-promoting recruitment methods were tested, which were: 1) the use of a diversity clause in the job advertisement, 2) critical assessment of the Finnish language skills required for the position, 3) an anonymous sample text, 4) communicating about the job advertisement visually and through networks, and 5) investing in recruitment communication. The practices of this experiment were evaluated from the perspectives of the employer and the job applicant. (p. 1)

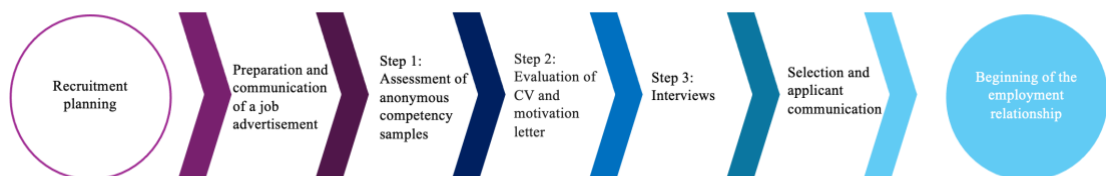


Figure 6. The process of the diversity-promoting recruitment experiment by the Finnish Institute of Health and Welfare as part of the Manifold More project. (2021, p. 11)

Experiment from the employer's perspective:

From the employer's perspective, the diversity-promoting recruitment methods were successful in increasing the diversity and number of applicants, thus improving the chances of finding the best expert for the job. The use of the diversity clause in the job advertisement was a simple way of communicating the values of the employer to potential applicants. Lowering the Finnish language proficiency level required for the role did not mean lowering the demandingness of the job but did succeed in improving the standing of immigrant applicants in applicant comparisons. The

anonymous sample text, which in this case was an anonymous one-page research idea attached to the application, was a good way to assess the competence of applicants against predefined assessment criteria. The job description for the project researchers was published in the valtiolle.fi system and on the Finnish Institute of Health and Welfare's website. In addition, the positions were advertised in social media using visual advertising images. The applicants were informed bilingually, in both Finnish and English, about the stages of the recruitment process and the selection criteria.

Experiment from the applicant's perspective:

According to the applicant survey, the diversity clause had a positive impact on the applicants' views of the employer. Applicants felt that the diversity clause lowered the threshold for applying for the open positions. Requiring only basics of Finnish language was a significant motivating factor for applying for the position. The anonymous sample text was considered suitable for demonstrating competence and it was considered to reduce the risk of discrimination in the recruitment process. Almost one third of the applicants had received information about the job vacancy via Facebook. The visual image improved visibility on social media. Applicants appreciated communication about the selection decision and the reasons for it.

2.2 Discrimination in recruitment

According to Kanninen, Virkola and Lilja (2022) discrimination in job seeking is a significant problem in working life in Finland, but it is difficult to form an overall picture of this, because information on discrimination is fragmented and rarely fully comparable. However, based on the current situation analysis, there is very widespread discrimination in job seeking based on different discrimination grounds. There are also significant differences in the amount and quality of information available by discrimination basis (p. 122-123). This is something that Amos Rex's employees seem to have also clearly recognized as their hope has been for the organization to further develop Amos Rex's recruitment processes in a more equal and non-discriminative direction.

In Finland, The Act on Equality between Women and Men (8.8.1986/609) obliges the employer to act in such a way that both women and men apply for open positions. In addition to this, the employer must promote the equal placement of women and men in various positions (Finnish Institution of Health and Welfare, 2023). The Non-discrimination Act (1325/2014) in turn states that when announcing a vacant job, post or task, the employer may not unjustifiably require the applicants to have the characteristics

or facts referred to in this particular law. These include age, ethnic or national origin, citizenship, language, religion, belief, opinion, health status, disability, sexual orientation or other personal characteristics. When the research started, these didn't seem like things that would be a problem with Amos Rex.

Employment discrimination is a problem in Finland, state also Tolkki and De Fresnes (2023). According to them, by the beginning of September 2023, the Non-Discrimination Ombudsman had received 262 contacts regarding employment discrimination. That was more than during the entire year of 2022 combined. According to the Finnish Institution of Health and Welfare, awareness of discrimination in working life and recognition of one's own preconceptions reduce biased recruitment decisions. That's why it's important for a recruiter to know how to separate their own assumptions when making choices (2023). My own personal assumption at the beginning of the research has been that Amos Rex's staff is quite aware of their own prejudice, but the understanding of the overall picture should be visible not only to the staff's individuals, but also to the organizational and process level as the working life discrimination is a known fact.

Kanninen et al. examined (2022) discrimination in job seeking and ways to prevent it based on research literature. According to them, the literature clearly showed that several groups are discriminated against in recruitment, although the literature is most focused on ethnicity, gender and age. According to them, at least one of the reasons for this is in the current structures and practices of the labor market. According to their analysis, recruitment discrimination can be caused by many reasons, such as institutions, risk aversion or discriminatory preference (p. 119). The institutional position and the risk aversion are probably the aspects that should be evaluated for Amos Rex as well. In their report, Kanninen et al. (2022) also point out that 40 percent of the Finnish Eurobarometer respondents estimate that gender can put the applicant in a weaker position in a job search situation when two applicants have equal skills and qualifications (p. 118-119). This is an interesting point of view for an organization such as Amos Rex, whose personnel is clearly focused on women.

Based on the Age discrimination in working life -research by Taloustutkimus, age-based discrimination is experienced the most when applying for a job. According to this research

those over 55 experience the most age discrimination related to job hunting, and the least was experienced by those aged between 25–44, state Kanninen et al. (2022, p. 118-119).

As part of this thesis also examines the perspectives of Amos Rex's recruiting staff regarding recruitment discrimination, it is interesting to note that in the Diversity Barometer (2020) Bergbom, Toivanen and Väänänen asked HR-professionals if they had detected discrimination in recruitments in their own companies. 11 percent of respondents said they had observed discrimination and 13 percent did not know if discrimination had occurred, as the figure 7 shows.

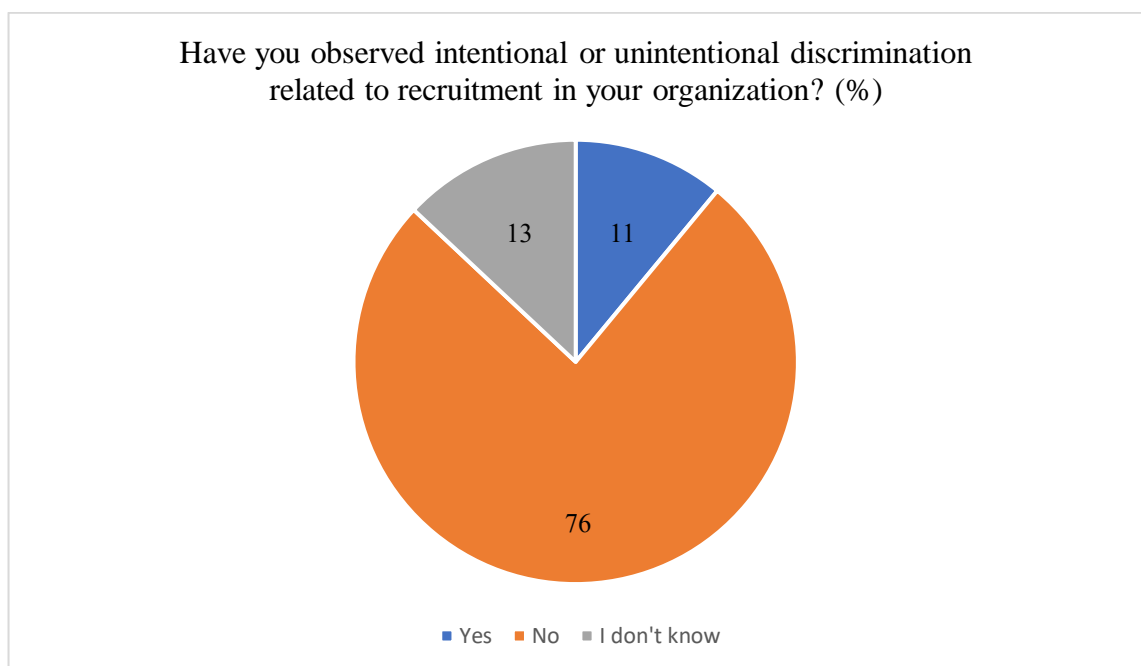


Figure 7. Detecting discrimination in recruitment according to HR-professionals in Diversity Barometer 2020. (Bergbom et al., 2020, p. 59)

Those who had observed discrimination in recruitment in their own organization were asked to tell what kind of discrimination it had been. The most frequently observed discrimination was related to immigrant background or female gender. Other grounds for discrimination mentioned were age, ability to only work part-time, abnormality and "personal chemistry" in internal recruitment. (2020, p. 59)

One particularly interesting consideration regarding the prevention of recruitment discrimination is, also in Amos Rex, Kanninen, Virkola, Lilja and Rask's notion that based on current knowledge, there is an obvious gap between the scope of recruitment discrimination and the effective tools in use. This means, the temptation to "do

something" can arise without knowing the effects of the measures. Visible action may also improve, for example, companies' reputation in the public eye without reducing discrimination itself (2022, p. 120). This research will hopefully help the case organization to better assess whether anonymous recruitment is producing the desired results and actually reduces recruitment discrimination.

Kanninen et al. also state that no clear single tool that would work systematically to reduce recruitment discrimination in different situations can be found in research. The effects of anonymous job searching have been studied most extensively, and the results vary significantly from study to study. In some studies, promising results have been obtained, in others even negative. So it is possible that in anonymous recruitment processes, discrimination only takes place after the interview, because people are invited to interviews anonymously. (2022, p. 120.)

2.3 Anonymous recruiting

In the Employer's Diversity Guide (2022), written by Thibault, Daniel, Salmani, Boopathi and Taimela, DEI-expert Sara Salmani asks: "Is someone who is a "culture fit" hired because it's nice to work with such an employee? Or would it be more important to hire someone who adds value to the company and is a "culture add?" (p. 38). Since it has been decided at Amos Rex in the name of equality and equity to explicitly pilot anonymous recruitment as a means of preventing discrimination, let's dive a little deeper into this theme and tool.

Anonymous recruitment, which has received a lot of attention in Finland, may encourage representatives of minorities to apply for a job, states Thibault et al. (in Behaghel, 2014) in the Employer's Diversity Guide. The reason for this public consideration in discussions is the potential benefits of anonymous recruitment. (Kanninen & Virkola, 2021, p. 23.) However, anonymous recruitment is not a miracle cure that can solve all the equality and equity challenges faced in job recruitment (Thibault et al., 2022, p. 47), and at least according to Suvi Marjanen (2023), this tool has been tried in Finland mainly at the municipal and state levels. The new Museum of Finnish Architecture and Design Museum is an exception in the culture and art field by using such method. (p. 17)

The idea behind anonymous recruitment is to limit the recruiter's opportunities to infer the job seekers' personal characteristics, such as gender or ethnicity. This can be done by omitting such information from the job application that could tell about the person belonging to a certain minority group. (Kanninen & Virkola, 2021, p. 23)

Although anonymous recruitment has been studied the most as an anti-discrimination recruitment method according to Kanninen et al, it's interesting that according to Amisäätiö (2023) still relatively little research has been done on it. But Amisäätiö also agrees that the results on anonymization in recruitment are partly contradictory. The benefits and disadvantages of anonymization were studied for the first time in Finland as part of the 2020 anonymous recruitment pilot of the city of Helsinki. The research project was carried out in cooperation between Labore and VATT. (Labore, 2023.) The results indicate that anonymous recruitment can be an effective tool to reduce discrimination. However, anonymization does not yet prevent discrimination, especially if the choice of method is voluntary for the person in charge, shows the study done by Labore and VATT. (Amisäätiö, 2023.)

The results of the study show that people with a foreign-sounding name have a higher probability of being hired in recruitments where anonymization is used. The study compares persons with a foreign-sounding name to persons with a Finnish surname. Because of anonymization, the difference in the probability of being hired between these groups clearly decreases. A possible disadvantage of anonymization can be the hiring of candidates who are less suitable because the information the supervisor receives about the applicants is limited. In the study, this was measured as effects on the duration of the working period and wages. The recruitment method was found to have no effect on these variables. Anonymizing the gender of the recruited persons also had no effect. The anonymous recruitment process increased the number of applicants, and the proportion of female applicants in particular increased. (Labore, 2023.)

The City of Helsinki piloted anonymous recruitment in a total of 48 recruitments in all its divisions, as well as in Palvelukeskus Helsinki and the City Transport (HKL). The feeling after the pilots was that anonymous recruitment clarified the recruitment process, as it required more detailed recruitment planning and schedules to ensure, for example, the anonymity of the applicant. Anonymous recruitment was also reported to help hiring managers focus on the applicants' actual skills and work experience and make choices

about interviewees based on this information. (Lääkkölä-Pyykönen, 2021.) From the beginning of 2021, the Helsinki city's supervisors have had the voluntary opportunity to use anonymous recruitment in all work tasks. Anonymous recruitment can help in finding the best possible employee, but it is not without problems. (Tolkki & De Fresnes, 2023.)

When it comes to the methods of implementing anonymization, in a study conducted by Kraus, Rinne and Zimmerman (2012), anonymization was done in four different ways. The methods used were a standardized anonymous application form, editing of an existing application form, copying the applicants' anonymous information to another document and censoring identification information from the original applications. According to the study, the use of a standardized anonymous application form was the most effective, while censoring identification data from the original applications was a time-consuming and error-prone method.

In anonymous recruitment, it is essential to pay attention to how the anonymization is implemented. Presumably, the greatest effectiveness is obtained in situations where the recruiter has unconscious prejudices (Labore, 2023). This is an interesting subject to examine, because according to my own preliminary assessment, Amos Rex's recruiting personnel are mostly quite aware of their own prejudice. However, according to Labore, it is uncertain whether such persons with unconscious prejudice would adopt anonymization if its choice was voluntary. In addition to anonymous recruitment, it would also be important to get reliable information about other effective anti-discrimination measures. (2023)

2.3.1 Strengths and weaknesses of anonymous recruitment

With anonymous recruitment it is important to note that it is not only a passing trend but could be a significant driver of change in the future. Anonymous recruitment offers a practical way to improve equality and equity in a growing group of interested organizations (Tikkala, 2023), such as Amos Rex. According to Krause et al (2012) anonymous recruitment has been perceived as positive by recruiters because it directs the focus to the applicant's qualifications and skills, guides them to reflect on their own recruitment practices, and can have a positive impact on the company's image.

This kind of recruitment method was also felt to have a positive effect on the applicant experience and the city of Helsinki's employer image when the pilot took place. Anonymous recruitment had left applicants with a good experience and a feeling that the employer really wants to avoid discrimination based on, for example, gender or age. (Lääkkölä-Pyykönen, 2021)

There are also weaknesses in the method, the most obvious of which is probably the impossibility of conducting job interviews anonymously in majority of recruitment processes (Kanninen & Virkola, 2021, p. 23-24). Kanninen and Virkola also say that anonymous recruitment does not necessarily promote equality in a situation where there is wide inequality between different population groups in society. This could easily be the case in Amos Rex too, as the museum field is very much populated by highly educated women.

If belonging to a certain population group correlates with lower productivity in society, due to, for example, the population group's lower access to quality education, processing job applications anonymously does not necessarily lead to a more equal situation in the labor market than the normal job search. Similarly, if applicants belonging to the minority group have, on average, less work experience than those belonging to the majority group, due to previous discrimination in the labor market, anonymous job search cannot make applicants belonging to the minority and majority groups equal in the recruitment situation. (Kanninen & Virkola, 2021, p. 24)

It is worth noting that, according to Kanninen and Virkola (2021), it is also possible that for these reasons described above, anonymous recruitment actually ends up harming the very groups it is supposed to help. This is because, in their view, anonymity makes positive action by employers impossible. On top of this, anonymous recruitment is only one way to increase the equal and non-discriminatory opportunities of job seekers in a more diverse recruitment package, states Lääkkölä-Pyykönen (2021).

In a normal recruitment, employers may, for example, interpret the lesser work history of a job seeker belonging to an ethnic minority as the result of discrimination he or she has faced in the past, in which case they consider a lesser work history as a less important signal when evaluating minority applicants. (Kanninen & Virkola, 2021, p. 24)

Mika Tikkala points in his Hirmu-blog that while anonymous recruitment offers many benefits, it also comes with some challenges. It can, for example, prevent prejudice in the early stages but discrimination can manifest itself in later stages, such as job interviews. There are also some technical issues, as many organizations do not yet have HR systems to support anonymous recruitment. On top of these, the lack of information employers may have about the applicants can make the final selection more challenging. Especially these technical issues Tikkala points out also concern the case organization in this research as there is no recruitment system in use, which would enable the anonymization of the recruitments easily and without further investments (2023).

In fact, the Employer's Diversity Guide states that according to the book *Diversity at Work*, anonymous recruitment contributes little to diversity. Ethnic minority candidates were only 2.4% more likely to be recruited and had only an 8% higher chance of being invited to their first interview than they were without anonymous recruitment. By contrast, the possibility for majority representatives to get a job interview increased. The guide also found that anonymous recruitment works best if the intention is to hire white women (p. 47). If we look a little further back, according to a 2000 study by Goldin and Rouse, women's odds of being hired by an American symphony orchestra through anonymous auditions increased by as much as 30 percent (p. 715-74). Instead, the first study by Kraus et al. (2012) found that anonymization reduced women's chances of getting an interview by almost 40 percent. But what would this mean for an organization such as Amos Rex, where female employees are overrepresented?

In the latter study by Krause et al, the effects of an anonymous search on economists with PhDs were investigated, and the result is probably best explained by the fact that the research institute that participated in the study practiced positive action towards women when inviting them to job interviews even before the study was conducted. Kraus et al. emphasized that, based on their research, the effect of anonymized job search on the chances of women and minority groups to get a job interview largely depends on the starting situation of the organization implementing the search (2012, p. 441-444).

Since my assessment before starting the research was that Amos Rex's recruiting personnel are quite well versed in equality and equity issues, it is interesting that also a 2014 study by Behaghel, Crépon, and Barbanchon reinforces this effect of positive action,

just like the study by Krause et al. In fact, the result of Behaghel et al. was that anonymous job search even reduced the probability of those belonging to the minority to get a job interview and be hired. Conversely, the experiment therefore increased the opportunities of the majority, so the difference between majority and minority job seekers in recruitment increased. According to the researchers, the result is probably explained by the fact that anonymization prevented positive action from employers.

Logically, Krause et al. found when analyzing the effects of introducing anonymous job applications, that anonymous hiring can reduce discrimination but only if discrimination is present beforehand. It may also have no effects if no discrimination exists initially. Perhaps the most interesting statement by Krause et al. was that anonymous recruitment can even prevent the employer from applying measures such as positive action. Any discussion about anonymous job application should therefore, according to Krause et al., be based on the understanding that the effects crucially depend on the starting situation of the organization (2012, p. 18).

Last, but not least, anonymous job applications may eliminate important productivity potential for companies and society if more standardized application forms will start being used. This would mean fewer opportunities for creative individuals to expose their productive credentials (Krause et al., 2012, p. 18.), which seems like an important perspective to consider in a creative industry organization like Amos Rex.

2.4 Equality and equity in working life

The central topic of discussion in working life nowadays is DE&I, the letters deriving from words diversity, equity and inclusion (Tikkala, 2023). Dictionary.com (2023) explains DE&I as ‘a conceptual framework that promotes the fair treatment and full participation of all people, especially in the workplace, including populations who have historically been underrepresented or subject to discrimination because of their background, identity, disability, etc’. According to McKinsey & Company (2022), diversity refers to who is represented in the workforce, whereas inclusion refers to how the workforce experiences the workplace. Equity in turn refers to fair treatment for all people. These three are closely linked values held by many organizations to help meet the needs of people from all walks of life. Often grouped together, diversity, equity and

inclusion are interconnected and the combination of these three is where the true impact emerges.

The importance of DE&I is increasingly emphasized and according to Mika Tikkala (2023), diverse teams can make better decisions in a global market and this is why DE&I is not only a moral obligation, but also a business asset. So increasing diversity is a business advantage on top of being an ethical obligation. Tikkala says that ‘diverse teams are more innovative and better able to solve complex problems’, which can help organizations to stay competitive in a changing business environment.

It is noteworthy that a private company, such as Amos Rex, does not necessarily have incentives to reduce discrimination if it does not directly affect the company's operating results. There are a considerable number of different anti-discrimination practices in place at workplaces, but there is relatively little evidence of their effectiveness. These include, for example, equality clauses, structured job interviews, presentation of the job advertisement text in a neutral format, diversity management and a mandatory equality plan. (Kanninen et al., 2022, p. 120.)

An action plan was published in 2023 by the Ministry of Education and Culture to promote diversity specifically in the field of arts and culture. According to the plan, latest reports and studies in the sector show that immigrants and minorities still face many challenges in adapting to the Finnish society. These challenges include society’s capacity to receive immigrants, discriminatory societal structures, questions related to language learning, difficulty in finding employment and a lack of representation. (p. 8)

At the end of 2021 Finland's immigrant population rose to around 470,000 people according to this same action plan (2023). Most of these people live in the largest cities. One out of four foreigners live in Helsinki, and around one half of this group lives in the Helsinki Metropolitan Area, making it around 233,000 people. Most of these people who have migrated to Finland are of working age, whereas the majority of people with a foreign background who were born in Finland are children and young people. However, at the end of 2021, already 12,500 of those belonging to this second generation of immigrants were over 20 years old and 7,224 (58%) of them lived in the Helsinki Metropolitan Area (p. 12). This is an interesting fact considering the location of Amos

Rex which is central both on the scale of the whole of Finland and the capital region. This is why it is important to also pay attention to what kind of population lives in the vicinity of the museum, especially from the point of view of equality and equity as new measures are planned to be implemented.

The employment rate of those who speak a language other than Finnish, Swedish or Sámi as their native language has improved, but is still 20 percentage behind those who speak their native languages. The employment rate of Sámi speakers has risen to the same level as Finnish speakers, and the employment rate of Swedish speakers is the highest of all (Kanninen et al., 2022, p. 118). The employment rate of Swedish speakers is particularly interesting for Amos Rex, a museum owned by a Swedish-speaking foundation which strongly emphasizes knowledge of the Swedish language and supports Swedish-language newspapers and magazines.

In Sutela, Pärnänen and Keyriläinen's (2019) research on working conditions, it has been found that discrimination against women has decreased over the past 15 years or so when asked of both female and male employees. The same research also found that the proportion of discrimination based on young age has remained at 6–8 percent, while discrimination against old age has slightly decreased in a two-decade analysis. In the Diversity Barometer (2020) on the other hand, 16 % of HR professionals estimate that age can be an obstacle to achieving a superior position in their organization.

In addition, it was found that discrimination based on nationality or skin color has been observed by four percent of employees in the 2010s and three percent in the 2000s. Discrimination based on insufficient knowledge of the domestic language seems to have become more common in workplaces. In 2008, 5 percent had noticed it, while in 2013 the figure was 6% and in 2018 7% of all employees (Sutela et al., 2019).

The Finnish Institution of Health and Welfare (2023) has prepared an equality checklist for the workplace which is as follows:

- Assessment of the state of equality and diversity in the workplace
- Clear and non-discriminatory task description and evaluation criteria
- Diversity clause in the job advertisement
- Versatile recruitment channels and networks to reach potential applicants

- Partially or completely anonymous recruitment
- Diverse recruitment team
- An equal and non-discriminatory interview situation
- Making a choice without discrimination and with clear selection criteria
- Guidelines on the recruitment process that promotes equality in use at the workplace

The Art, Culture and Diverse Finland -action plan (2023), a very relevant report for an organization such as Amos Rex, promotes diversity in the field of arts and culture and lists measures to promote cultural diversity in national art institutions such as the Finnish National Theatre, the Finnish National Opera and Ballet and Ateneum Art Museum. The Finnish National Theatre promotes diversity for example by publishing its job ads in English to an appropriate extent. The recruitment advertisements are also distributed consciously in different networks and in as many channels as possible. The Finnish National Theatre also searched for and hired Finns born abroad to its “Communities and Inclusion” unit. The theatre is also looking to employ an increasing number of employees with a foreign background to other units and aims to have an increasingly diverse group of actors (p. 47). The Finnish National Opera and Ballet, on the other hand, takes cultural diversity into consideration in recruitment, but the concrete measures are not stated (p. 44). Also, according to this action plan, Ateneum Art Museum will hire a community producer and develop a visiting program for underrepresented groups in the period of 2023–2026, which also applies to groups with an immigrant background (p. 45). The actions of these institutions also create some kind of reference framework for what kind of actions in Amos Rex might be worth considering in addition to anonymous recruitment.

The Working Group for Cultural Policy, Immigrants and Promotion of Cultural Diversity proposed that the increasing diversity of the Finnish population needs to be mainstreamed into the planning and decision-making procedures in arts and cultural policy. The working group outlined three principles, and attention should be paid to their implementation in all work in the field of art and culture. First, it must be ensured that equality and non-discrimination are realized at the level of both principles as well as practice. Second, it is important to acknowledge that Finnish cultural heritage has always been diverse and evolved over time in an interaction between cultures. Capabilities for recognizing and acknowledging diversity should be improved, and dialogue between cultures should be further strengthened. Third, the working group highlighted the importance of education

and competence as the foundation for the success of Finnish society. Regardless of their background, everyone must have the opportunity to increase their knowledge and skills and to utilize them and their creativity in their work and leisure time (p.9).

2.5 Overview of the thematic framework

This chapter has briefly explored the themes relevant to this research regarding recruitment, recruitment discrimination, anonymous recruitment, and discrimination in working life, and presents the perspective from which this case study concerning Amos Rex has been researched. The purpose of the thematic framework has been to outline the matter so that it's possible to evaluate and critically examine the implementation of Amos Rex's anonymous recruitment pilot from the perspective of equality and equity.

This thematic framework highlights the fact that anonymous recruitment is only one measure among a large number of measures promoting equality and equity in recruitment, and therefore alone does not guarantee a reduction of discrimination in recruitment processes. The disadvantages of anonymous recruitment were clearly highlighted in this framework because much of the studied material also supported this kind of division. For an organization that utilizes anonymous recruitment to really benefit from it in the desired way, it must recognize its starting situation and precisely and concretely define the things it is aiming for with anonymous recruitment. Otherwise, it's possible that anonymity ends up weakening the equality and equity situation in the organization. The means of strategic recruitment, as well as knowing the operating environment from the point of view of equality and equity, help here.

The most important considerations related to the subject area concern the means of strategic recruitment, the challenges of anonymous recruitment, the practical tips already available for organizations that are aiming towards more equal and non-discriminative recruiting and the operational environment in which Amos Rex operates in a central location in the capital region. These are discussed in relation to the results in the analysis section of this thesis.

3 Research design and methods

This thesis is a qualitative case study, and the research is carried out by analyzing Amos Rex's job applications from the year 2023 and conducting an online survey for those who carry out recruitments in the organization. According to Denzin and Lincoln (2018) qualitative research aims to make sense of a certain phenomenon so we can understand the studied subject better and strive to find depth in these cases (Blaxter, Hughes & Tight, 2010).

The goal of these methods chosen was to define the organization's current situation in terms of equality and equity amongst job applicants and to form a picture on what kind of applicants Amos Rex attracts based on last year. In addition to this, the intention was to create a description of the current state of the recruitment process and on the recruiting personnel's views, skills, and willingness in relation to a more equal and non-discriminative recruitment process.

Amos Rex also wanted to implement a pilot project on anonymous recruitment, because this was also defined in the latest equality plan of the organization. At a relatively early stage, it became clear that it is not meaningful to implement this section as part of this thesis, because its preparation would have required more time than was available. Amos Rex hoped that the anonymization would not have to be done manually, but since there was no recruitment system in use yet that could have done the work automatically, it was concluded that it was not meaningful to take the pilot as part of this research.

Partly because of this, it was also decided to find out what the current state of the recruitment process from the point of view of the recruiting personnel was. After all, the idea of anonymous recruitment came from an anonymous personnel survey carried out by the organization's equality workgroup, which meant that the wish did not necessarily correspond to the views of those responsible for recruitments, let alone the views of the entire staff. It seemed meaningful to find out if the recruiting personnel also had a similar desire, or perhaps other desires, concerning anonymous recruiting what was brought up in the equality survey in December 2022.

Carrying out the research and collecting the data was relatively easy, because of my personal employment relationship with the organization. This research was carried out during my study leave granted by the same organization. However, receiving the material was delayed from the planned schedule because it took more time than expected to collect the job applications and my wish was to carry out the online survey only after I had a small idea of what kind of material the job applications were presenting. I did not have much need to justify access to any of the data, because this had already been agreed on before I started the research. The versatility of job applications was perhaps a bigger challenge, because job applications had not been stored systematically and in the same way throughout all recruitments.

The document analysis and the online survey was created based on the thematic framework, and Amos Rex's equality plan, so that it would be easy to compare and further analyze the data with the framework. And on the other hand it was done, so that the collected material would answer the research questions in the best possible way, the purpose of which was to find out the equality and equity situation from the point of view of job applicants and thus determine a typical Amos Rex job applicant (document analysis). In addition, an online survey was used to find out the current equality and equity status of the recruitment process from the point of view of recruiting personnel (online survey). This was done to generate additional information to support the personnel developing the recruitment process and implementing the anonymous recruitment pilot. The questions of the survey were prepared based on the thematic framework. As a joint product of these, I wanted to find an answer to the main research question, the purpose of which was to find an answer to which themes and issues are important to consider when implementing an anonymous recruitment process.

3.1 Case study

This research was conducted as a qualitative case study because the research needed to be done for one specific organization, Amos Rex, and it was a well-known fact before the start of the research that the research data would be too small to conduct a quantitative study. In case studies it is more important to get a lot of information from a small matter than vice versa (Ojasalo, Moilanen & Ritalahti, 2014, p. 52-53), which was exactly the case with Amos Rex's recruitment process. It is characteristic of a case study to produce

detailed and intensive content about a single case according to Saarela-Kinnunen and Eskola (2010, p. 190). The use of a case study has also been seen useful, especially when the object of study is a phenomenon linked to a certain period and to be studied in its real environment (Yin, 2003, p. 13). In this case the subject of the research was the recruitment process of Amos Rex which needed to be studied from the perspective of equality and equity, because the organization is striving to develop its recruitment process in an increasingly non-discriminatory direction by the means of anonymous recruitment.

In addition to this, the subject for development, anonymous recruitment, was clearly defined in advance, but still required further clarification. As Ojasalo et al. state (2014) about case studies, it is possible that as the development work progresses, the original development task is no longer important (p. 54). Something along these lines also happened in this study, although it cannot be directly said that the development task was no longer important. However, it can perhaps be stated that as the work progressed, it became clear that anonymous recruitment was no longer the only important thing to focus on.

Case study is a very typical research strategy in the field of Arts Management which suits well as an approach to developmental work when the goal is to produce development suggestions and ideas. A case study produces deep and detailed information about the case organization which makes it possible to understand the case fully in a realistic environment. A case study allows to give the needed space to understand the diversity of the matter at hand without simplifying it too much (Ojasalo et al., 2014, p. 52-53). For these reasons, the research was decided to be implemented as a case study. Described below is the case study process by Ojasalo et al. which was used in this research as follows.

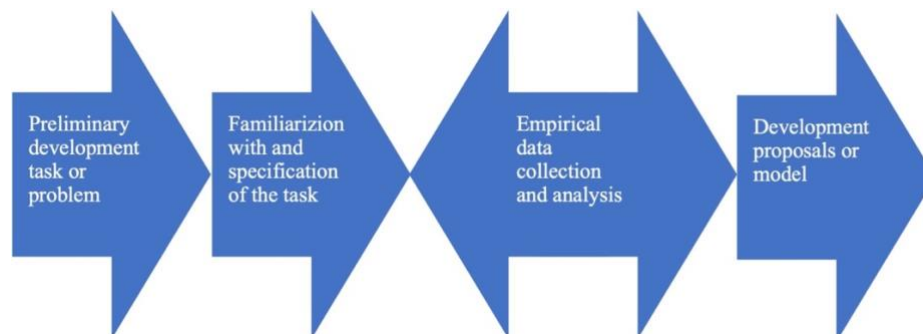


Figure 8. The steps of the case study according to the view of Ojasalo et al. (2014, p. 54.)

At the beginning of the research, it was known that to carry out the research, information about Amos Rex's job applicants and additional information about anonymous recruitment was needed. Regarding the anonymous recruitment process, it was necessary to find out what the important points to be considered for this organization would be.

At the very beginning of the research, however, it became clear that the upper management of the organization was somewhat skeptical of anonymous recruitment. On the other hand, there was a sense that anonymous recruiting was worth some serious thought, especially as the initiative had come from the personnel. This same skepticism is supported by literature, according to which the challenges observed in anonymous recruitment processes are precisely those that could prove to be a disadvantage specifically in Amos Rex's recruitments. One of these examples is that anonymous recruitment often favors white female applicants, of whom there is currently an oversupply at Amos Rex. So, according to the first estimates, the anonymous recruitment process was not the action that would best meet the organization's needs when the hope is to develop the recruitment process specifically in a more equal and non-discriminatory direction.

Although Amos Rex's equality plan specifically listed that anonymous recruitment should be piloted, it seemed reasonable to find out first how the people carrying out the organization's recruitments see the current recruitment process from the perspective of equality and equity. This was also seen to be useful information for piloting anonymous recruitment. After all, the idea of anonymous recruitment had only come from a few anonymous employees in an equality survey. In addition, the HR coordinator of the organization wanted to explore anonymous recruitment in terms of expectations before implementing the actual pilot.

Regarding this case study, it was therefore decided to carry out a two-phase research, in which I first found out what kind of applicants the organization received in its recruitments in 2023 and secondly, what the recruiting staff's views on recruitments from the perspective of equality and equity are at a current moment.

3.2 Document analysis

To carry out the research, information was needed on what kind of job applicants there had been in Amos Rex's recent recruitments, to create a clearer picture of how well Amos Rex reaches job applicants from diverse backgrounds through their job advertisement. It was decided to carry out this part of the study by document analyzing job applications from the year 2023.

Document analysis is a method in which conclusions are drawn from material that has been put, for example, into written form. Among other things, the subject of inspection can be, for example websites, photographs, reports, and other written materials. The goal of the research method is to systematically analyze the material and create a clear description of the matter to be interpreted and developed (Ojasalo et al., 2014, p. 136.). This in mind, it seemed like the best way to deal with the application material systematically.

Amos Rex distributed a total of 132 job applications as part of the research, which were analyzed using document analysis methods. This data was analyzed by systematically organizing the applicants into the same categories in an Excel table. In Excel they were easy to compare, and larger groups of applicants could be formed. By doing this, it was easier to draw conclusions and analysis from the data. In this document analysis, I decided to focus on the following points in the applications:

- Origin of name
 - Regarding the origin of the applicant's name, the applicants were divided into three categories: Finnish in origin, Swedish in origin and foreign in origin. However, the origin of the names was not investigated more deeply, the division was only made by concluding whether the origin of the name is from the home country or from abroad.
- Age
- Assumed gender
 - Since gender can only be determined by the person themselves, in this study gender was determined only by assumption, based mainly on names

and pictures. Only a few applicants had directly stated in their application which gender they represented.

- Assumed nationality
 - The definition of nationality was also created based on assumptions, because very few applicants mentioned official citizenship in their applications. Conclusions were made e.g. based on native language, place of residence and places of education.
- Native language
 - In most of the applications, information about the applicant's native language was easy to find, but in some cases, assumptions were also made. In some of the applications, the applicant had not stated their native language, in which case the language that the person had said was the strongest from the point of view of competence was marked as the native language.
- Education
 - The comparison of educational background turned out to be more difficult than expected, because the applicants' way of expressing their educational background was quite nuanced. This meant that the educational backgrounds could not be directly compared, which is why they were divided into the following categories: doctoral training, higher university degree (art), higher university degree, lower university degree (art), lower university degree, higher university of applied sciences degree (art), higher university of applied sciences degree, lower university of applied sciences degree (art), lower university of applied sciences degree, vocational education and training, secondary school graduate, basic education, and unknown.

Before the document analysis was carried out, it was decided whether to analyze the material's manifest or latent content. (Ojasalo et al., 2014, p. 137.) In this study, manifest content was interpreted, even though many things regarding manifest content also had to be calculated based on assumptions. In document analysis, two key methods of analysis can be distinguished, the combination of which has been used in this study. According to Ojasalo et al. (2014), the content can be analyzed and separated. Analyzing means an attempt to describe the content of documents verbally, and separation means a quantitative

description with, for example, numbers. For this study, it was important to be able to present the results in numbers, for example when telling how many people from different gender groups were among the applicants, but at the same time to also be able to verbally describe the information that was conveyed from the job applications or perhaps above all what was not conveyed.

A total of 39 applications from three different recruitments were analyzed for this research. In addition to this, 93 open job applications that the museum received during 2023 were analyzed, in which case the total number of analyzed applications was 132. There was a total of 188 applications delivered, but among these were, in addition to the actual job applications, also internship and civil service applications in the following amounts, which were not analyzed as part of this thesis:

- Internship applications: 32
- Civil service applications: 3
- Summer job applications: 2
- Job shadowing applications: 1
- TET-applications: 15
- Work trial applications: 3

The number of analyzed job applications was lower than expected because the job applications were not consistently saved for data security reasons and common practices had not been created in the organization regarding where and for how long the received applications are stored. Job applications were also managed by different people in charge of certain recruitments in each of their own work files, and all these files were no longer accessible. However, the results of the analysis give a somewhat good indication on what kind of job applicants have sent their applications to Amos Rex in 2023.

It is worth noting that all the applications that were sent for the three recruitments analyzed in this thesis, came for the tasks of the museum's Public programs unit. In these three recruitments, two were for searching for museum guides and one for a Curator of education. Therefore, only one of the recruitments analyzed in this study concerned expert positions in the organization, and thus the results of this study cannot be directly applied to the recruitment of specialist positions at Amos Rex.

The purpose of the document analysis was to find out the distribution of job applicants applying to Amos Rex in the following areas: origin of name, age, assumed gender, assumed nationality, native language, and educational background to the extent it is possible to identify them and thus create a picture of what a typical Amos Rex job applicant is like.

3.3 Online survey

An online survey was prepared for the management team, HR personnel and museum's employees in charge of recruitments. The aim of this survey was to find out the views on the current recruitment situation in Amos Rex and the need, willingness, and capabilities of the target group to take over a more equal recruitment process in the near future.

The survey of the recruiting personnel was carried out using Google Forms and it was semi-structured. With this semi-structured survey, I wanted to ensure an easier comparison of the answers, but on the other hand, to enable the open answers of the respondents, so that it was possible to get more in-depth information about them for this qualitative study. The survey was sent to sixteen people, who had carried out recruitments in the organization during the last two years. Eight people out of sixteen answered the survey.

Collecting the answers to the survey required two rounds of reminders for me to get enough respondents. This is quite typical for such surveys, and was expected for this survey as well, because it was a hectic time at the museum during the implementation of the survey as the museum director had recently changed and at the same time the exhibition exchange period had started.

In addition, the survey was designed in such a way that its structure would be logically progressive, and comprehensive enough, but on the other hand of a reasonable length so that the answer percentage would not be lower due to the need to invest considerable time. In the accompanying words of the survey, an attempt was made to briefly define the background of the research, so that the respondents could easily understand what it is related to and why I was implementing it, even though recruitment is not part of my job description in the organization. The accompanying words also defined the terms used in

the research and survey and their justifications and told which laws the survey was based on.

For the online survey, the results were analyzed regarding the ready-made answer options by looking at how the answers were distributed among the respondents and what kind of answer options received the most support. Regarding the open answer options, the focus was especially on looking for possible points of convergence and similarities between the answers. This method of operation was used to examine whether the organization already has some unspoken methods of operation or ideas about equality and equity issues as part of recruitment and whether any special development targets emerge.

A survey is a largely used data collection method, and its advantage is that it can be used to collect a large research sample, where people can be asked many things at the same time (Ojasalo et al., 2014, p. 121). The time window of this research work was quite limited, and information had to be obtained from a relatively large group of people, which is why the online survey, was selected as the research method.

Perhaps atypically for this research method, it was possible to reach almost the entire core group, i.e. the people responsible for recruitment at Amos Rex. Although the survey is primarily a form of quantitative research, its use in this study seemed justified. Also, the core group with which the questions had to be asked was relatively large and busy compared to the time window of the research. And in addition to qualitative information, it was also important to get quantitative information from them on how often and which ways discrimination had been observed in recruitments and how big of a group supports different and more equal recruitment methods in the future (Ojasalo et al., 2014, p. 121).

3.4 Critical reflections

As the research progressed, it was clear that the chosen research methods met the needs of the research questions well. However, I occasionally found myself questioning my choice to implement an online survey for recruiting personnel instead of the actual anonymous recruitment pilot project or interviews. For example, through interviews, I could have gotten more in-depth information about the views of the people recruiting. Of course, then the group of respondents would have been smaller. Also, by implementing

the anonymous recruitment pilot as part of this thesis, it would have been possible to compare the results right at this stage. In that case, however, the views of the recruiting personnel would have been overshadowed.

Towards the end of the research, my original idea about the need to create a perspective on the views of the recruiting personnel became stronger, after all, these views on the current situation are quite a relevant point of view when developing the recruitment process. And since so many studies showed that in an organization like Amos Rex, anonymous recruitment does not necessarily produce the desired results as the only measure, it seemed important to investigate the matter a little deeper and generate additional information to support the recruitment pilot and further development. This was also supported by my personal thought that in development projects there is rarely any harm in getting to know things from several angles.

In my opinion, the research process meets the needs of the case organization relatively well, but there can probably be many opinions about its general validity. The results in themselves do not provide any easily generalizable data for wider use in the cultural field, although it can certainly give reason to think about and support the development processes of other organizations as well.

3.4.1 Researcher position

My position as a researcher was biased, as I am an employee in Amos Rex and work as a full-time producer in the organization. As a researcher, I also present the white educated female museum employee. However, as a producer I am not involved in the organization's recruitment processes, so in this sense my position can be considered, to be somewhat outside the research topic. The period of this research also does not extend to the year 2021, when I had been a job applicant in the organization myself.

As I am an employee of Amos Rex, I have inside and tacit knowledge of the case organization. This can be seen as an advantage, since presumably I enjoy greater trust in the organization than an outside researcher. It is also likely that I will be able to grasp things faster and interpret the results of the study more unambiguously, because I already understand the culture of the organization. As I have also been a member of the equality workgroup of Amos Rex, I'm familiar with the equality and equity issues of the

organization from the very beginning. This thesis only continues and deepens the work I have already done for my employer earlier.

On the other hand, as a committed employee, I run a greater risk of presenting results as better than they are, because the organization being studied has a position of power over me. That is why it was particularly important that Amos Rex, as the case organization, and I, as a researcher, agreed from the very start of the research how the results will be presented, because the thesis was made public in the end of this process. In terms of research transparency, it is important to be able to present the results as they are, but on the other hand, the presentation of the results had to also consider the interests of the case organization and the conflict between the two, especially in a situation where the results contain internal and/or sensitive issues about the organization.

In the end, I found my own role as a researcher to be quite easy, even though I am also a representative of the organization under study. Of course, from time to time I found it difficult to bring out my critical views about some issues concerning the organization, but I believe that I have been able to bring these points up in a constructive way.

At times I found myself also thinking about my own needs in relation to the needs of the organization under study. This reflection was emphasized perhaps precisely because I am an employee of the organization. I considered e.g. what is best for me from a learning perspective, after all, one of the reasons I started doing this research was my own desire to develop my own personal knowledge further on HR issues and organizational development tasks. At the same time, I thought about what kind of information the organization would firstly need and how this is related to my own opportunities to carry out the research and, on the other hand, to my own development needs. In the end, I believe I have found a solution that at least mostly satisfies both.

My own experience of the role of a researcher is probably just a curiosity when we consider that I represent white female museum workers, who are generally considered to have a dominant position in the field. This naturally puts me in a privileged position where I was not necessarily able to look at things in the best possible way from a minority perspective. It would have been interesting to discuss these experiences, views, and

results further with representatives of underrepresented groups. I believe that this would have brought more depth and insight into the research.

4 Results and analysis

In this chapter, I present the results and analysis of the study. The chapter is organized according to the two research methods, document analysis and online survey. As the research progressed, its focus shifted a little surprisingly to dealing primarily with Amos Rex's Public programs unit, because the majority of the job applications were specifically related to the tasks of this unit. In addition, the online survey emphasized Public program unit's answers, as 3/8 of the respondents were representatives of this unit. The shifted focus was not a problem, because the unit's personnel cover 58% of the entire Amos Rex personnel. However, it is good to take this fact into account, because the unit in question employs both office and customer service employees. Therefore it can be said that the results of this research are not directly attributable to the recruitments that are carried out for the museum's specialist tasks in the office.

4.1 Document analysis

The document analysis of this research was carried out by analyzing 132 applications of which 39 were from three different recruitments carried out in the year 2023 and 93 were open applications sent to Amos Rex in the same year. The three recruitments, from which 39 applications were analyzed, concerned the recruitments of a conversation guide, curator of education and a Swedish-speaking guide. The tasks of the guides are customer service tasks of the Public programs unit, and the curator of education task belongs to the tasks of the office side of the same unit.

Information was gathered on the origin of the applicant's name, age, assumed gender, assumed nationality, and native language. In addition, information was also collected about the educational background of the applicants, which, however, was not directly comparable. The applicants' way of expressing their education was very variable and therefore difficult to compare clearly. Because of this, it was decided to compare educational backgrounds on a more general level, comparing university degrees in the

field of art, which were assumed to be overrepresented in applications, to education in other fields.

In connection with the document analysis, no external tools were used to clarify any parts of the collected categories in more detail, such as the origin of the name or the applicant's official degree title. For all analyzed sections, the research relied on the information that the applicant had brought up and was easily available or easily deduced from the applications. At some points, it was also mandatory to rely on assumptions, such as gender and nationality, because very few applicants brought these things up directly.

Since the number of applicants for the three recruitments that were dealt with in this study were quite small, they are not detailed here separately. However, the results can be found in the appendices and the following can generally be stated: In the recruitments and the results collected from these applications, no significant observations emerged when they were compared to the overall result of all applicants. Naturally, however, when recruiting a Swedish-speaking guide, the origin of names and the native language were both mainly Swedish. In addition, the female gender and higher arts related university degree was emphasized more among employees applying for the position of curator of education than among other applicants in general. This result was to be expected and supports the idea that the results of this study can be considered to specifically tell about Amos Rex's customer service and guide duties, because only this one of the analyzed recruitments concerned recruitment for an expert position and the number of analyzed applications was quite small.

4.1.1 All applications

When all 132 applications are combined, the results show that majority of applicants applying to Amos Rex are female applicants with a Finnish name in the age group of 20-29. More precisely about 72% of the applicants were female and 32 % of the applicants belonged to the age group 20-29 years old. 70 % of the applicants had a name that sounded domestic, meaning Finnish or Swedish sounding names. When separating the two, Finnish names accounted for 56% of all applications and Swedish names for 14%.

Perhaps the most surprising and interesting results were that 48% of the applicants did not report their age at all and that only 22 % of the applicants had the higher arts related

university degree that is overrepresented at the museum field according to the Museoväki survey (2018). I believe this may indicate that, in general, people in Finland are becoming quite aware of age discrimination, and applicants therefore no longer consider it necessary to report their age. I also believe that the issue related to the level of education is linked to the fact that the majority of the applications analyzed were directed to the museum's customer service and guide positions. It can be considered that there are, for example, more students who have not yet finished their studies than in an average group of job applicants, in which case they apply for part-time jobs alongside their studies, of which there are more in these customer service and guide positions than in the museum's other positions.

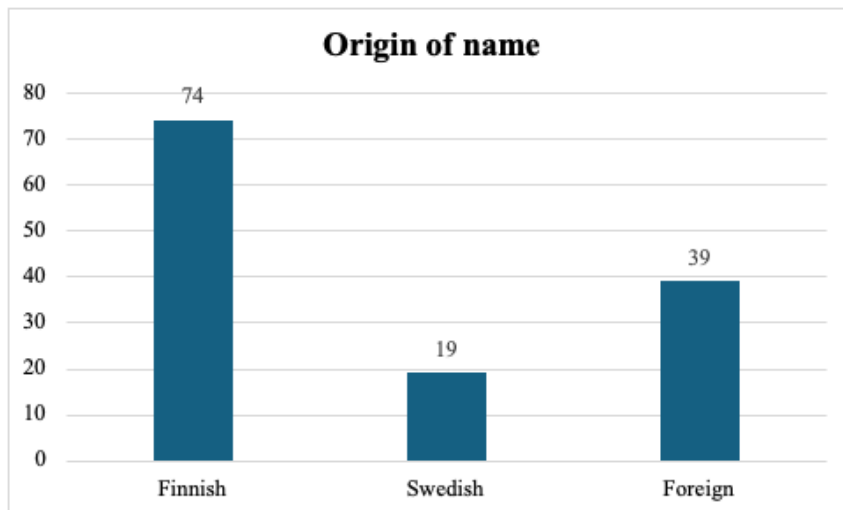


Figure 9. Origin of the names of the job applicants of Amos Rex in 2023.

When investigating the origin of the applicants' names, no major surprises emerged, as the majority of the applicants' names (56%) represented Finnish origin. These combined with the Swedish sounding, meaning of all the domestic, names the percentage rises to 70 % leaving the foreign sounding names with a 30 % representation. The number of names with a foreign background is not particularly low, but since no direct comparative value was found for this number, it is difficult to say whether the number is generally low or increased.

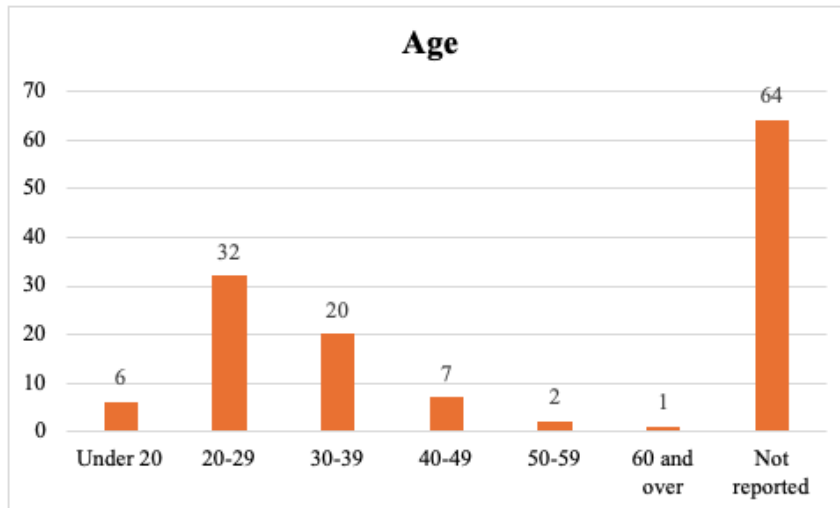


Figure 10. Age distribution of the job applicants of Amos Rex in 2023.

Looking at the age distribution, the biggest surprise was the number of applicants (48%) who did not report their age. In addition to this, the age distribution can be said to be lower than the average of museum workers. According to the Museoväki survey (2018), almost 31% of employees in the museum field are over 55 years old. When interpreting this result, however, it should be considered that applications for customer service and guide positions were highlighted in the applications analyzed in this research, which may partially explain the result. If the data had included more applications from people applying for specialist positions in the office, the number could be very different. Of course, it's also good to note that Amos Rex's staff is also generally younger than the average group of employees in the museum industry which might indicate that the younger generation is eager to apply to work at Amos Rex. This would not be a surprise, because one of Amos Rex's most important target groups are young people, which may also affect the fact that younger people apply to work in the organization.

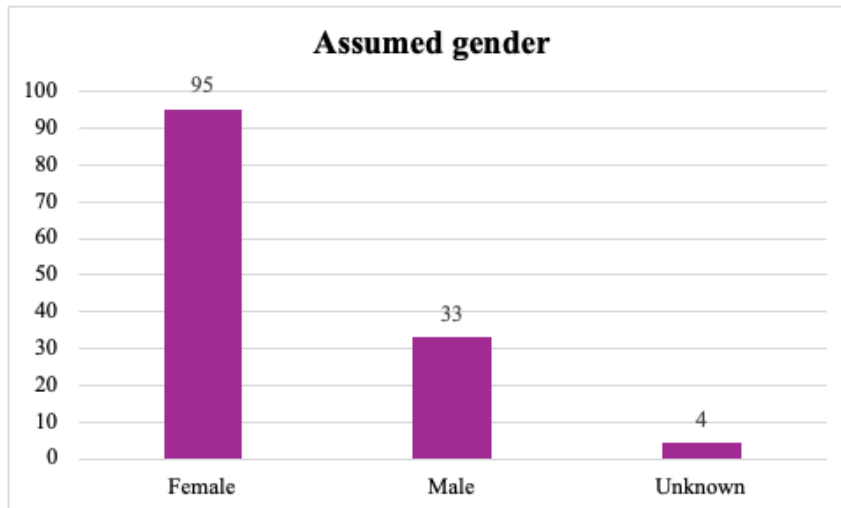


Figure 11. Assumed genders of the job applicants of Amos Rex in 2023.

According to the Museoväki survey, 79% of museum employees in 2018 were women, while at Amos Rex the corresponding figure in 2023 was 74%. The gender distribution of job applicants at Amos Rex can be said to follow the general gender distribution of the museum industry and especially Amos Rex as 72% of applicants are women.

Regarding gender, the numbers are based only on stereotypical assumptions, and the section where gender is not specified (unknown) tells the number of applications where gender could not be evaluated using these stereotypical metrics such as name and picture. This is good to keep in mind if the results of the future anonymous recruitment pilot are compared to these numbers, as non-binary people are one minority group that should benefit from the more equal and non-discriminatory recruitment processes.

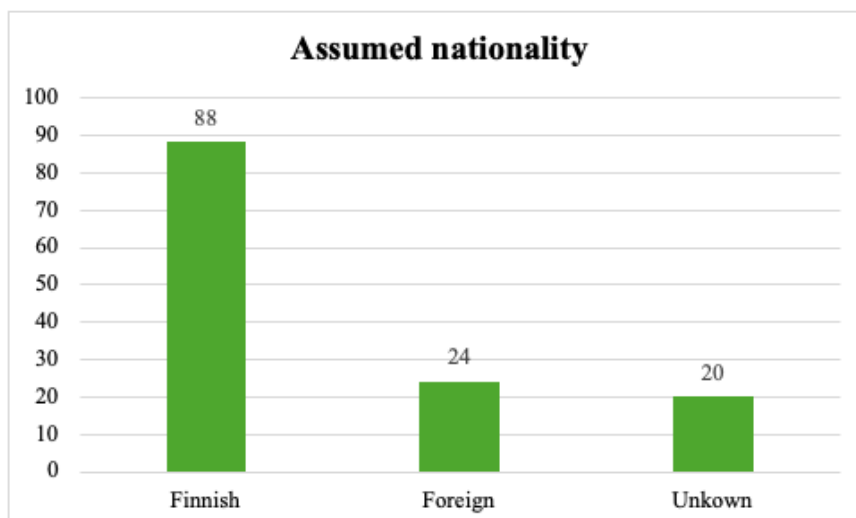


Figure 12. Assumed nationalities of the job applicants of Amos Rex in 2023.

The nationality of the applicants was the one in which the most assumptions had to be made among the areas that were analyzed, and therefore probably is also the most unreliable part in this analysis. The assumptions are primarily based on the persons' stated place of residence, native language, and educational background. The results show that 67 % of the applicants were assumingly Finnish. The figure might seem quite low but because the number of unknown nationalities is over 15 % it can't be concluded that there would be more foreigners applying to Amos Rex than in general.

Even though these figures of assumed nationalities are truly only assumed, I think it's important to highlight a few facts supporting this figure. According to Sutela et al. (2019) discrimination based on nationality or skin color has been observed by four percent of employees in the 2010s when it was only three percent in the 2000s. Also, the Ministry of Education and Culture brought up in their action plan (2023) that the recent reports and studies in the cultural sector show that immigrants and those belonging to visible minorities are still struggling in adapting to the Finnish society. Two of the challenges listed were language learning and difficulties in finding employment (p. 8). In the light of these figures, albeit assumed, it can be thought that this discriminatory treatment may also occur in Amos Rex's recruitments, consciously or unconsciously, if the applicants end up applying for open positions in the organization. The fact that these minorities struggle with language learning is also interesting when we look at the next figure 13.

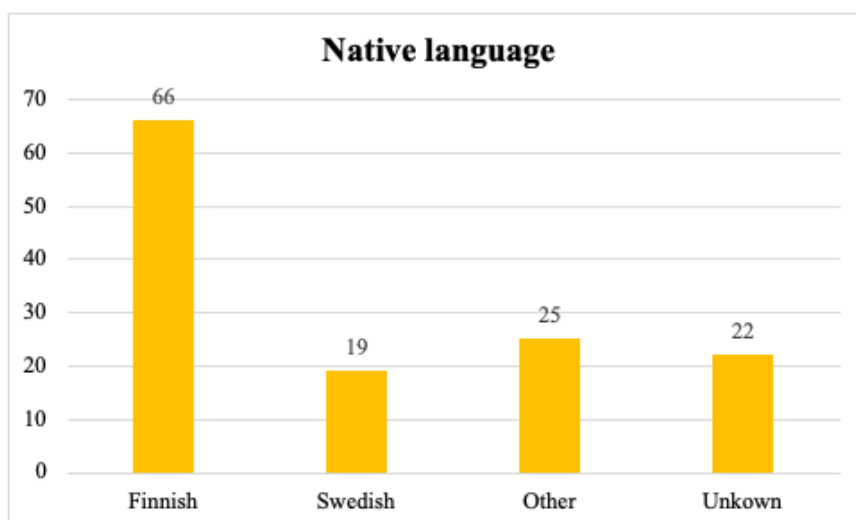


Figure 13. Native languages of the job applicants of Amos Rex in 2023.

Exactly 50% of the applicants stated Finnish as their native language and slightly more than 14% told their native language to be Swedish. Other native languages were identified

in a total of 19% of the applications, and in 17% of cases the native language remained unclear. With the domestic languages (Finnish and Swedish) covering more than 64% of the applicants, it cannot be said that there are an exceptionally large number of foreign-language applicants, but it can still be stated that the number of foreign-language applicants is by no means non-existent. In my view, this part would require further research on how foreign language applicants progress in the recruitment processes of the case organization, especially as we now know that the language learning is still a struggle to those minorities mentioned before in the last paragraph.

These matters concerning language learning seem to be very important as Sutela et al. (2019) also brought up that discrimination based on insufficient knowledge of the domestic language seems to have become more common in workplaces nowadays. In 2008, 5 percent had noticed it, while in 2013 the figure was already 6% and in 2018 even 7% of all employees. This added to the fact, highlighted by Kanninen et al. (2022), that the employment rate of those who speak a language other than Finnish, Swedish or Sámi as their native language is still 20 percentage behind those who speak their native languages, sounds rather harsh. A delightful fact is, that the employment rate of Sámi speakers has risen to the same level as Finnish speakers and perhaps not surprisingly, the employment rate of Swedish speakers is the highest of all (p. 118). This fact about Swedish speakers is especially interesting to Amos Rex, which is owned by a Finnish-Swedish association and strongly emphasizes Swedish language skills in its job advertisements, in addition to the fact that one of the official languages of the working community is Swedish. According to these figures and facts, the linguistic accessibility is something that should be seriously considered more precisely in the future recruitments in Amos Rex, on top of implementing the anonymous recruitment process.

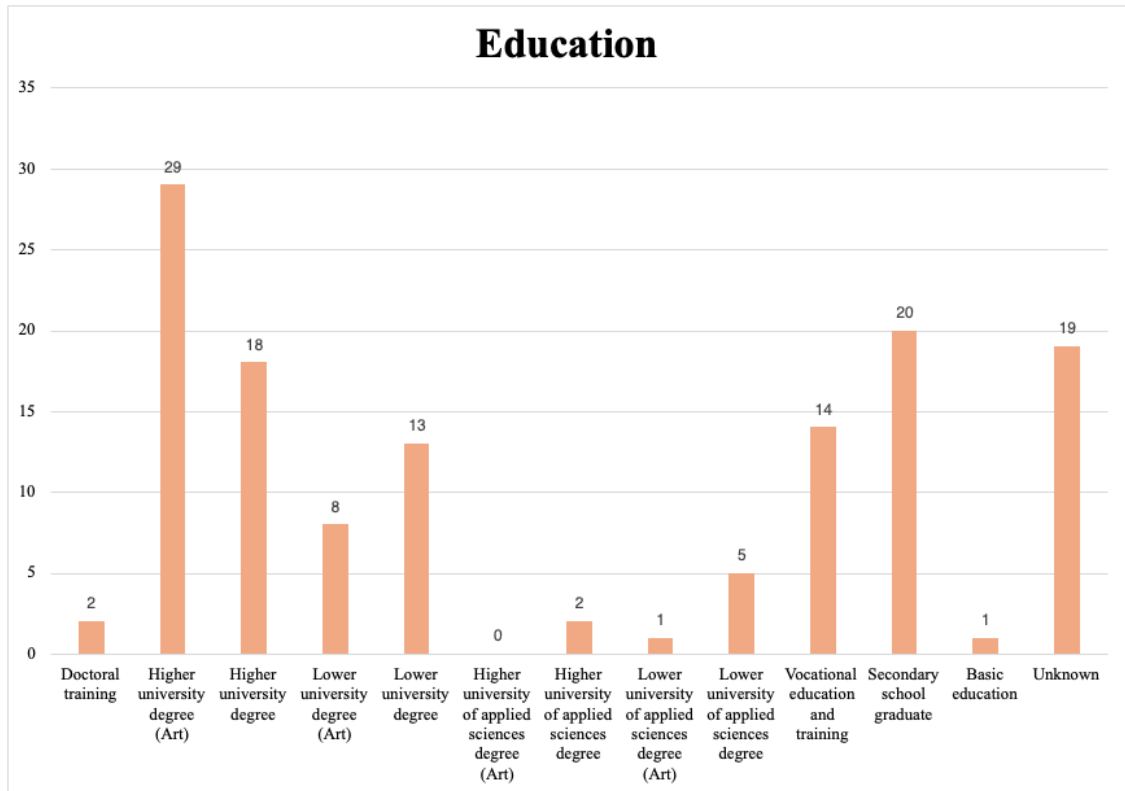


Figure 14. Educational backgrounds of the job applicants of Amos Rex in 2023.

Evaluating the educational background of applicants was relatively difficult, as the applicants' way of expressing matters related to education and degrees was quite diverse. Because of this, the educational backgrounds were classified into 13 different upper categories, which seemed relevant based on the applications and were as follows from highest education to lowest: doctoral training, higher university degree (art), higher university degree, lower university degree (art), lower university degree, higher university of applied sciences degree (art), higher university of applied sciences degree, lower university of applied sciences degree (art), lower university of applied sciences degree, vocational education and training, secondary school graduate, basic education, and unknown. An attempt was made to distinguish from the degrees those educations related to the field of art, which were thought to be overrepresented among the applicants (marked in brackets). The biggest overrepresentation was thought to be in the higher university degree (art) category, which includes the most traditional educations in the museum field, such as master's degrees in art history.

Perhaps the biggest surprise in the educational backgrounds was that it was so evenly distributed between different degrees. Of course, there was clearly the most higher university degrees related to arts, but not as many as the general situation in the museum

industry would suggest according to Museoväki 2018 research. The other interesting factor was that there were hardly any applicants from Universities of Applied Sciences. Of course, the educational matters found in this study can also be explained by the fact that the applicants were mainly aiming for customer service and guide positions and not museum's expert positions, but perhaps this could be an opportunity for Amos Rex to see if by expanding communication related to open jobs to the applicable fields of Universities of Applied Sciences, a wider range of job applicant candidates could be reached.

All in all, the results obtained from the documentary analysis were quite ordinary and expectable and reflect the situation of the museum industry and the situation of Amos Rex in general quite well. This result strongly supports the idea that Amos Rex's job applicants represent the prevailing reality, according to Museoväki 2018 research, in the museum sector at least in relation to the gender and the same goes with Amos Rex's personnel when it comes to age and gender.

Based on these results it can be stated that Amos Rex is mainly approached by applicants who are like those who already work in the museum industry on average. Age is probably the biggest differentiator, with Amos Rex's applicants being younger than the industry average. Thus, it can be concluded that perhaps Amos Rex could benefit from expanding its networks and attract new talent on a wider scale as the wish is to develop the recruitment process to a non-discriminative direction and gradually diversifying the work community.

Typical Amos Rex applicant

Not surprisingly and based on the results of this document analysis, Amos Rex's typical job applicant can be described as a white female aged between 20-39 years old, speaking Finnish and most likely being a Finnish citizen.

4.1.2 Open applications

Regarding the open applications, of which a total of 93 were analyzed, the results are relatively like all applications combined. This can be explained by the fact that these

applications cover much of all the applications. However, a few noteworthy points emerged when these open applications were analyzed.

In open applications, the share of names of foreign origin was 35%, while in all applicants it was 30%. In addition, in open applications the percentage of native speakers other than Finnish or Swedish was 24%, while in all applications the percentage was 19%. It can therefore be said that through open applications, Amos Rex receives slightly more applications from persons with foreign-origin names and foreign native languages. The percentage of open applications with names of Swedish origin and native Swedish speakers was slightly smaller than in all applications combined. This could be explained by the fact that one of the recruitments specifically concerned the recruitment of a Swedish-speaking guide.

Finally, I would like to highlight the fact that among the open applications there were clearly also applicants who, based on their background or based on my assumptions, could have been well suited to become employees of the museum and at the same time diversify the working community of Amos Rex. Since these were individual applicants and therefore do not stand out in these numbers, considering the applicants as employees would mean that someone should actively go through open applications and look for potential employees for Amos Rex from them, even if a suitable position is not open at that moment. This contribution would therefore require more manual work than in regular recruitments. Maybe this has already been done, but I think it was important to bring this point up because, based on my analysis, there could very well be people among the applicants who would diversify Amos Rex's staff.

4.2 Online survey

4.2.1 Survey and respondents

As part of the research, an online survey was carried out, which was sent to sixteen people who carry out recruitments in Amos Rex and have been doing so during the past two years. Out of these sixteen people to whom the survey was sent, 8, i.e. 50% of all respondents, answered the survey. Of all the survey respondents, 6 respondents (75%) identified as women and 2 (25%) respondents identified as men. The respondents belonged into two age groups which were: 30-45 years (6 respondents) and over 60 years

(2 respondents). Five (5) of the respondents had been implementing 1-2 recruitments during the last two years. 2-4 recruitments had been carried out by 2 respondents and 4-6 recruitments by one respondent.

Exactly half of the respondents (50%) were members of the management team and the remaining 50% were employees who carry out recruitments as part of their job duties. Among the respondents, representatives from the museum's Public programs unit stood out, with three respondents out of eight. The survey gave the option to answer anonymously, but all respondents answered with their own name, which was encouraged for the sake of transparency. All respondents also gave permission for all their responses to be used publicly as part of this study. All members of the management team gave permission to share their open-ended responses with a name, while the employee respondents wished to share their comments only anonymously. In this thesis, the answers of all respondents were decided to be presented anonymously, because based on the answers, there was no need to highlight anyone's names when interpreting the results. There were no such sensitive or particularly extra important matters, where the presentation of the respondent's name would add value to the research.

When analyzing the results of the online survey, three themes emerged, and the results are presented through these themes. The themes are: Strong unity, Dispersion among the vigilant but uncertain personnel and Considerations about anonymity and positive action.

4.2.2 Strong unity

The answers of the recruiting personnel showed a strong unity and know-how regarding equality and equity issues. Seven out of eight (7/8) respondents told they already know both, the Act on Equality between Women and Men (609/1986) and the Equality Act (1325/2014), laws. Only one respondent said that these laws were not familiar to them.

When the respondents were asked if there is a need to develop recruitment in an even more accessible and non-discriminatory direction at Amos Rex, only one of the respondents did not see the need for this. The respondent who saw no need for development justified their answer by saying that they do not see any real problems with the current model. Two respondents who saw a need for development justified it as follows:

"I think the processes should be more open. For example, I'm not always sure how someone gets a new job from within the organization, whether you need to know the right people, and whether the salary categories are really in a fair relationship with each other."

"I see that it would be worthwhile for us to think about linguistic accessibility more in the future. Now, for example, the importance of the Finnish language is highlighted in several recruitments."

When the respondents were asked if they had noticed discrimination in Amos Rex's recruitment processes, again, seven respondents out of eight (7/8) answered that they had not. Only one of the respondents answered, "I can't say". Therefore, none of the recruiters who responded to the survey had noticed discrimination in Amos Rex's recruitment processes.

The analysis of these answers shows that, in relation to the themes of equality and equity and the need to develop recruitment, the recruiting staff of Amos Rex is quite united in this regard. They know the laws well and recognize the need for process development. It can also be said that the situation is good for Amos Rex, as none of the respondents pointed out that they had observed discrimination in recruitment and only one respondent was unsure whether discrimination had been observed. This can be considered as a rather good result, compared to the result of the Diversity Barometer (2020) where HR-professionals reported that 11 percent of them had detected recruitment discrimination in their own companies. 13 percent of these same HR-professionals did not know if discrimination had occurred. But even though the results of this online survey incline the situation being good at Amos Rex, Sutela et al. (2019) pointed out, discrimination based on nationality or skin color has been observed by four percent of employees in the 2010s and discrimination based on insufficient knowledge of the domestic language seems to have become more common in workplaces. So even though the result is good and says something about the equality situation of the organization's recruitments, it cannot be said discrimination does not exist. It may very well be that the respondents do not recognize all the forms of discrimination and even if they aim to avoid discrimination it may not always be possible. In turn, Krause et al. (2012) also found when analyzing the effects of introducing anonymous job applications, that anonymous hiring can reduce discrimination but only if discrimination is present beforehand. In that note, the survey creates a picture where anonymous recruitment might not be the best tool for Amos Rex

to decrease the discrimination in recruitments as no discrimination was observed according to the recruiting personnel.

At the end of the second part of the survey, it was sorted out what the respondents thought would be the best ways to develop recruitment processes to be more equal and non-discriminatory. The respondents were able to choose more than one option. Regarding the answers, it is good to note that they specifically describe what the respondents considered to be the best ways to develop recruitment. Therefore, a low number of respondents in a certain point does not mean that it could not be an option, but that other issues were seen as more important.

Positive action and the expansion of recruitment networks received the most support, which were supported by six (6) of the respondents. The next most supported were anonymous recruitment, job advertisements that encourage minorities to apply for jobs, and even more precise targeting of job advertisement communication. Five (5) people supported each of these options. Only one (1) respondent supported the development of the employer image.

Griffin, Bennet and York (2020) stated in their Leveraging promising practices -report that according to different studies scholars have found that when search committees include a clear and explicit statement about the importance of diversity and its value to the institution and identify a commitment to diversity in the job description, it increases the number of applications from and likelihood of hiring women and men of color (p. 11). Even though women are an overrepresented gender in Amos Rex, people of color are not as the answers will show in the next paragraph. This result by Griffin et al. supports the idea that encouraging minorities to apply and by stating the importance of diversity in the working community could really benefit Amos Rex when aiming towards a more diverse work community. I know that the organization has already implemented such a prompt in at least some of the recruitments, but it might be appropriate to review and refine it after the anonymous recruitment pilot and possible implementation and after this study.

Underrepresented groups in the organization

When asked about underrepresented groups of employees, five respondents answered that they know which groups are underrepresented in the organization and only one respondent answered that they do not know. Two respondents were not sure who is underrepresented.

Those who answered yes summed up the underrepresented groups in their open answers as follows: men (especially in the office), people with non-binary identities, people with different ethnic backgrounds, people with an immigrant background, people who don't speak Finnish and BIPOC (letters deriving from the words black, indigenous and people of color). In the same context, the museum's current employees were characterized, for example, as follows: The median employee is a young, white, Western woman belonging to the mainstream population. Two answers also highlighted the fact that even though the organization is dominated by women, there are men particularly in leadership positions.

However, since Amos Rex does not collect data related to the nationality, native language or minority groups of its employees, no waterproof conclusions can be directly drawn from this image as to whether the image is accurate. However, it reflects the unity that emerged from the responses of the online survey and reflects the surrounding society regarding underrepresented groups in workplaces. It is therefore assumed that the picture is correct, but if measures are taken based on it, the picture should be examined critically and even more deeply in the case organization.

4.2.3 Dispersion among the vigilant but uncertain personnel

The recruiting personnel answering the survey gave an impression of awareness regarding the matters of equality and equity. They also seemed to have a comprehension that one's own skills must always be developed further when it comes to these matters. There was an understanding that this process will never be finished but requires constant development. Awareness of discrimination in working life and recognition of one's own preconceptions reduce biased recruitment decisions, states the Finnish Institution of Health and Welfare (2023) and it seems, at least according to these answers that Amos Rex's recruiting staff really is quite aware of their own bias. At the same time, uncertainty arose regarding the making of recruitment decisions and what is fair and under what

conditions decisions should be made. The lack of common models and guidelines seemed to be the dominant reason for uncertainty.

In the third part of the survey, the respondents' thoughts and skills were unraveled regarding the consideration of equality and equity in the context of recruitment. The answers generally showed a good and relatively deep understanding of the topic. However, uncertainty about joint processes and working together was also highlighted. In addition, the respondents pointed out that they are not quite sure what the right way to act is in the end, and they needed joint policies and learning together.

Two (2) of the respondents stated that they do not know how they, as recruiters, should consider equality and equity in Amos Rex's recruitment processes. One of the respondents was a representative of the management team and the other an employee, so the position in the work community cannot be directly considered to be the cause of the uncertainty.

When the respondents were asked if they felt they had sufficient skills and knowledge to implement equal and non-discriminatory recruitment, only three (3) of the respondents answered yes. Those who answered the question "I don't" or "I can't say" explained the matter e.g. in the following ways:

"I would like to have more information on how to choose an applicant to continue in the process, whose characteristics would bring more diversity to our work community, but whose application or work history/educational background does not support the fact that he would stand out as the best of the crowd. How can this be done without discriminating against an applicant who is better by other measures? Is the answer to that, that we clearly state what we emphasize in the application process in advance? Is that enough and would it really be okay in general?"

"We should review the principles so that we truly know why and how to do things in a certain way."

"The overall implementation of recruitment is a shared responsibility, that's why I feel that we as a working community still do not have enough skills."

"I would like more peer support and honest feedback of the recruitment processes."

These answers clearly show the uncertainty of the respondents in recruitment-related activities, where equality and equity should be accounted in related decisions. Perhaps it

can also be seen from the answers that when a person has become aware of these issues, the decisions regarding it also seem challenging, because they really want to be fair.

When the respondents were asked whether they felt that Amos Rex's job advertisements were non-discriminatory and inclusive and encouraged minorities to apply for open jobs, there was some noticeable dispersion and uncertainty. Five (5) respondents answered "I can't say", two (2) respondents answered "yes" and one (1) respondent answered "no". The answers were justified e.g. as follows:

"In my opinion, they are, but I can't necessarily look at it from a far enough distance. The museum world and the related language can already be alienating. Amos Rex also has a high standard and an unreasonable rush, which affects the fact that we may not be able to recruit a person who needs more training than another (even if it is a good recruitment). Which, of course, continues the vicious circle of hurry. In addition, we almost always require good knowledge of the Finnish language, which is out of the question for many - and knowledge of Swedish is often seen as a big plus or may even be another requirement."

"We strive to ensure that job advertisements are non-discriminatory and inclusive and also encourage minorities to apply for open jobs, but there is certainly always room for improvement. We try to follow the discussions in society and update perceptions based on it. Our own staff is also very well informed about these discussions, and that is why it is important to listen to them carefully. Societal discussion is not something theoretical, but something that is present and noticeable in the workplace."

"We do a lot of recruitment based on open applications, which means that almost all applications/applicants do not come through job advertisements. That's why I answered I can't say."

"I don't think the applicants are restricted in any way."

Although it might certainly be true that the applicants are not directly restricted in any way when applying for open jobs at Amos Rex, research shows that such restrictions do exist. Just like, for example, Kanninen & al (2022) pointed out that according to their literature review it's clear that several groups are discriminated against in recruitment, the literature being most focused on ethnicity, gender, and age. According to them, at least one of the reasons for this is in the current structures and practices of the labor market. According to their analysis, recruitment discrimination can be caused by many reasons, such as institutions, risk aversion or discriminatory preference (p. 119). So even if

applicants are not directly restricted, it cannot be said that job advertisements are non-discriminatory and inclusive and encourage minorities to apply for positions.

It is also clear from the answers in this online survey that such restrictions do exist, such as the linguistic accessibility mentioned in the answers. And the notion that the organization's hurry may affect the hiring decision in a discriminatory manner. These are probably issues that other organizations also wrestle with and not just Amos Rex, but it is important to be able to recognize such things as restricting factors as well.

However, the responses also highlighted the fact that the organization's aim is to always make announcements non-discriminatory and inclusive, and to develop in this matter all the time, e.g. by listening to their competent staff and the social discussion related to the matter. One member of the management team also responded that in their opinion the recruitment processes are not non-discriminatory and inclusive and do not encourage minorities to apply for open positions. They justified the matter in the following way, which highlights the fact that they, too, are mainly uncertain about the non-discrimination of job advertisements, and do not directly think that they are discriminatory:

"In the most recent job announcements, there has been direct encouragement, which I think is a great way for development. I haven't thought of our job advertisements as directly discriminatory, but I'm a little unsure whether they have been, for example, linguistically accessible to non-native Finnish speakers."

In this answer, in addition to uncertainty, linguistic accessibility comes up again, which was also brought up, for example, in the recruitment experiment by Rask et al. (2021) in the Manifold More project. It seems that this linguistic accessibility is something that Amos Rex should pay attention to in the future, in addition to anonymous recruitment. And what comes to these equality and non-discriminatory clauses in recruitment notices, they can be said to be a good means of communicating the company's values, but they have not been shown to have a direct effect on reducing discrimination. However, they can encourage minorities to apply for open positions more than before. In the results report from the recruitment experiment in the Manifold More project (2021), it's stated that according to their applicant survey the diversity clause had a positive impact on the applicants' views of the employer and that applicants felt the diversity clause lowered the threshold for applying for the open positions. However, the requirement for only knowing

the basics of Finnish language was a more significant motivation factor for applying for the position (p.5).

4.2.4 Considerations about anonymity and positive action

As this thesis originated also from the need to produce additional information for the introduction of anonymous recruitment in the case organization, the survey investigated the views of the recruiting personnel especially in relation to this topic. However, at a very early stage of the research, it started to seem reasonable to look at the issue a bit more broadly, when studies showed that anonymous recruitment was widely seen as just one tool for increasing equality and equity, and that the views and results about its effectiveness are quite different between many studies. Since positive action is defined in Finnish law (§ 9, 1325/2014) to promote the de facto equity in society, it was also raised as a point of comparison in this online survey.

Despite the fact most of the respondents knew the legal provisions of equality and equity quite well based on their answers, in their answers many reflect on the sufficiency of the measures, especially regarding anonymous recruitment and positive action. When the respondents were asked to choose between anonymous recruitment and positive action, the answers were evenly split. Respondents in favor of positive action justified their answer as follows:

"According to my experience, the applications that stand out as the best often represent a very similar background in terms of age, native language and educational background. That's why I think that anonymous recruitment would not actually contribute to the diversification of our working community. I think this is because certain types of people get to study those subjects that are considered suitable in our workplace, they get to proceed well from school to working life and apply for these jobs. It could be that anonymous recruitment would promote equality better than I think and that my preconception turn out to be wrong! Maybe it would be appropriate to try both?"

"By taking advantage of positive action, we would be able to make sure that we get more diverse people to join our work community."

"Maybe I think that anonymous recruitment in itself isn't sufficient action."

“I think the prerequisites for anonymous recruitment are already self-evident to me, so I don't pay so much attention to the things listed above. One can ask again, is listing work experience and former jobs also discriminatory in some way?”

These answers reflect well the things that I have gone through in the thematic framework of this thesis, according to which in an organization where discrimination has already been paid attention to, anonymous recruitment does not necessarily add anything or may even be harmful in terms of the de facto equality and equity. If the person recruiting is willing to focus on increasing diversity in their recruitment decisions and is aware of one's prejudice, anonymous recruitment can, and most likely will, take this opportunity away from them. In normal recruitment, employers may interpret the lesser work history of a job applicant belonging to an ethnic minority as the result of discrimination he or she has faced in the past, in which case they consider a lesser work history as a less important signal when evaluating minority applicants. (Kanninen & Virkola, 2021, p. 24.)

Those in favor of anonymous recruitment, on the other hand, justified their answer in the following ways:

"Positive action is not always necessarily completely fair."

"The thought of special treatment feels alien to me."

"Since we have not tried anonymous recruitment before, it would be an important next step, after which we could evaluate the following steps. It cannot be thought that the work will be finished at some point, as this is an object of continuous development. Positive action is a natural step when trying different ways to recruit."

I think what was particularly interesting in these answers was that positive action was alienated and it was even seen as an unfair way of working. However, positive action is written into the law to promote the de facto equality and equity in our society, not to be a fair method to the extent that we are perhaps generally used to thinking. Minorities have long been the underdogs of recruitments and this procedure aims to equalize that difference.

The survey also found out whether the people who answered it, had previously carried out anonymous recruitments or such recruitments where positive action was used. Only

one (1) of the respondents said that they had been implementing anonymous recruitment and commented on it as follows:

"Despite the anonymity, the applicants felt quite similar. It was a recruitment carried out in an association, not an actual job recruitment."

This response supports the assumption and studies that in a work community of white educated women like Amos Rex, anonymous recruitment may not produce the desired results, but is of course only a single answer and experience. Therefore, it must be noted that this may not necessarily be the case. However, Kanninen and Virkola's study (2021) supports the idea as they found out that anonymous recruitment does not necessarily promote equality in a situation where there is wide inequality between different population groups in society (p. 23-24). The same idea is also supported by Employer's Diversity Guide where it's stated that according to the book Diversity at Work, anonymous recruitment contributes little to diversity and that the possibility for majority representatives to get a job interview can even increase. Unfortunately for Amos Rex, it was noted in the same context that anonymous recruitment works best if the intention is to hire white women (p. 47).

Two (2) of the respondents, on the other hand, had been implementing recruitments, which had utilized positive action. It was unclear whether these recruitments were carried out in the case organization or in another organization, but based on the responses, it can be assumed that it was Amos Rex's recruitments. These open-ended answers gave the impression that positive action had not been carried out in a so-called planned way, but that the respondents had, by themselves, only tried to pay attention to underrepresented groups in recruitments, e.g. by inviting to an interview such people whose skills have not been sufficient compared to other applicants, but who could diversify the working community.

"In some situations, we have interviewed people, who do not have enough credentials on paper, but whose other background may have influenced the lack of credentials - and a decision was made to give them the opportunity face-to-face. I've also taken men for interviews in a female-dominated team, even though on paper there weren't enough merits. I don't remember now if any of these situations have ultimately led to hiring."

"I myself have only emphasized those invited to the interview, for example, I have included such applicants who, based on their job application, do not necessarily stand out among the best, but who, if chosen, could otherwise diversify our working community. So, I haven't been implementing this so much officially or in accordance with common guidelines, but by experimenting myself."

Although the intentions of such activities are undoubtedly good and can contribute to the diversification of the working community, the activity may nevertheless become problematic from the point of view of the organization. As Armstrong (2011) said, recruitment is part of organization's employee resourcing strategy which include workforce planning and employee value proposition. These determine the human resources required for the organization to achieve its goals and contains the statement of what an organization has to offer for people also in the means of diversity and inclusion (p. 219-234). If these are not shared practices, it may be that the strategic goals of the organization are not met in these respects. The lack of common practices is apt to create unequal recruitments, when people act according to their own values, instead of acting to promote the common values of the organization. For Amos Rex, this might not be a big problem because the museum shares these non-discriminatory values but is an important consideration when developing the recruitment process.

On the other hand, the fact that two employees had used positive action as part of their recruitments on their own initiative supports my idea that the recruiters of the case organization are quite aware of their own position and possible biases when implementing recruitments. However, I think it's an interesting point of view that it is possible that anonymous recruitment ends up even harming the groups it is intended to help as Kanninen and Virkola said (2021). This is because, also in Amos Rex, this positive action carried out by these two people can no longer be carried out if anonymous recruitment prevents it. In my opinion, this may be because, according to Krause et al (2012), anonymous recruitment can reduce discrimination, but only if discrimination has occurred before its implementation.

When the respondents were asked if they would be interested in carrying out recruitments that utilize anonymity and positive action, five respondents were ready to try both options. Positive action was opposed by two (2) respondents, while only one (1) opposed anonymous recruitment.

Comments on positive action

In this paragraph, I present the thoughts and comments of the respondents of the online survey regarding positive action. Positive action was felt as an unfair method by some of the respondents due to the idea that it required special treatment for some people.

“It is still difficult for me to assess what that would mean in practice. I would see that the entire work culture of Amos Rex should change, so that we could also recruit people with, for example, less work experience or weaker language skills. But maybe I'm biased!

”Doesn't feel as useless as anonymous recruitment.”

”As I already said, special treatment feels alien to me.”

”Yes, as long as we have tried anonymous recruitment first and re-evaluated our processes afterwards.”

”I believe that the idea behind this recruitment method has been present during my time as a supervisor, but it is interesting to delve even better into the details. Positive action as a word is disturbing and not so equal.”

The responses reflect a rejection of positive action, which is not surprising. In my opinion, positive action is also much less talked about in Finland than anonymous recruitment, so it probably feels more foreign to the respondents. One of the answers also pointed out that the entire work culture should change for Amos Rex to be able to implement positive action as a recruitment tool. Since issues related to the change of the work culture were not investigated, it is not possible to take a position here, but based on the answer, I am inclined to think that this might be exactly the kind of situation where only shared recruitment guidelines would be needed regarding positive action.

Comments on anonymous recruitment

In this paragraph, I present the thoughts and comments of the respondents of the online survey regarding anonymous recruitment. In the answers, it seemed that anonymity was somehow seen as a more neutral option than positive action.

“In the past, I have appreciated applications that do not have pictures or report age or other personal information. Although, unfortunately, assumptions could then be made about the names. They have seemed clearer and more focused on the matter itself, and since I am a very justice-seeking person, I have wanted to be extremely careful about which things I let the recruitment be influenced by. For example, many report details of their family life, which is something that should not be allowed to influence the recruitment process (a law that was created specifically to protect women in working life, but which many bring up especially when applying for pedagogical positions). I find it problematic in those situations to know which way to act correctly.”

“It would be interesting to try anonymous recruitment, for example for people to be recruited for customer service. After the experience, we could evaluate the functionality of the recruitment better.”

“I'm skeptical about it, but one can always try...”

“Yes, because we haven't done the first anonymous recruitment yet. I would be interested in both the results and fulfilling the promise to the staff (recommendation of the equality workgroup).”

While reading the answers, I had a feeling that perhaps behind the skeptical responses is the same idea some people have with the quotas in working life? Since it is not completely equal for everyone, it might not be good. Of course, the result can also be affected by the fact that the organization has already decided to pilot anonymous recruitment, because of which the recruiting staff may have become more familiar with the topic. However, anonymous recruitment has been perceived as positive by recruiters also in the study made by Krause et al. (2012) because it directs the focus to the applicant's qualifications and skills, guides them to reflect on their own recruitment practices, and can have a positive impact on the company's image. Thibault et al. also pointed out in the Employer's Diversity guide that according to Behaghel (2014) anonymous recruitment may encourage representatives of minorities to apply for a job. In this light, it can be said that piloting anonymous recruitment is worth trying in Amos Rex.

A noteworthy aspect of anonymous recruitment for Amos Rex is that if anonymous recruitment were to be switched on regularly, the recruiters would no longer be able to decide to invite underrepresented groups for an interview in the first stage of the search, even if they and the organization consider that the work community or the unit where the recruitment is carried out could benefit from this. This is something that should also be considered when developing non-discriminative recruitment process. Of course,

anonymous recruitment can also be implemented only partially, as Monica Eid emphasized at Yle Aamu's discussion on March 19, 2024.

4.2.5 Final words for the results

Neither of the research methods generated results that I was surprised by. However, I believe that the results and their analysis will provide added value and information to support the development of Amos Rex's recruitment and to evaluate the results after the anonymous recruitment has taken place. But as in so many other matters, the conclusions here are not clear-cut and do not immediately offer ready-made solutions.

My analysis revealed that jointly created rules and guidelines for equal and non-discriminative recruitment could work even better in an organization such as Amos Rex. Perhaps it would be more important to ask the following questions, or equivalent:

- What kind of people do we want more in the work community and under what conditions?
- How to analyze the qualifications of the applicants in relation to the representation?
- Where can I get help in the middle of the recruitment process, if the justification of a decision makes me question it?

Perhaps by providing answers to questions like this, the staff's uncertainty could be reduced and the understanding of what the organization concretely aims for with non-discriminatory recruitment process could be increased.

In addition to this, the recruitment process should also be open to applicants in regard to the basis on which decisions are made. Would it be possible, for example, to say openly that in addition to recruiting the right and qualified person, the goal is to have a diverse working community that represents the surrounding society, and these issues also weigh in the scales when making decisions, not only the traditional measures of qualification. This would naturally mean that those qualifications should also be described to applicants already at the application stage.

During this research, I also discussed with Tuija Janakka (the Manager of People and Organizational Development) from the Museum of Finnish Architecture and Design Museum, where anonymous recruitment has been in use for quite some time now. The discussion was initiated by me and was meant to deepen my own understanding of the subject, especially within the museum field, as already mentioned, anonymous recruitment has not been studied a lot in the Finnish art and culture field. It should be important to emphasize the discussion with Janakka was not implemented as an official research method in this thesis, but some points came up in the discussion, which I felt were meaningful to bring up here to deepen my reflection.

The decision to start implementing anonymous recruitment was made after Janakka had become familiar with the values of the museum and the discussions that took place in the work community. This is a point of view that is probably quite common for Amos Rex as well, because the idea of anonymous recruitment came specifically from the personnel. According to Janakka, they have received a lot of good feedback about their recruitment and the applicants have experienced the search as equal and non-discriminatory. She also sees anonymous recruiting as part of their employer branding.

In the Museum of Finnish Architecture and Design Museum the recruitment is anonymous until the interviews start. Janakka did not see a problem with this, because she feels that it is better to do something than to leave things undone for the fear of not being able to do them perfectly, which feels to be a relevant point. It was clear to her from the very beginning that anonymity would not solve the structural problems of the museum industry, i.e. the fact that Western, highly educated women apply to study and work in the industry. These structural problems also emerged in this study when analyzing the applications. However, according to her view, anonymity is useful, for example, when it comes to focusing on competencies and avoiding age discrimination.

This discussion ignited many thoughts but perhaps the biggest one regarded the age discrimination. I wonder how well it could work at Amos Rex from this point of view, where 48% of the applicants analyzed in this study did not state their age. This combined with the fact that only one of the survey respondents saw the need for the development of the employer image in connection with equality and equity issues, I continued to think, that perhaps these means are not equal between these museums. On the other hand, even

though this research did not reveal a direct need to develop the employer image specifically from the point of view of equality and equity, it cannot be said that it would be unwanted or harmful either, the need for it just did not emerge in this survey. Also, if anonymous recruitment directs recruiters to focus more specifically on competence, it can be considered useful. But the concentration on competence can also be considered from the perspective of groups that are discriminated against in employment, where belonging to this group in itself causes that competence cannot necessarily be accumulated in the same way as, for example, job applicants who do not belong to a minority. A matter that is quite a complex and challenging problem for organizations to solve, and of course it is not only the responsibility of the organizations. But this confirms my idea that the usefulness of anonymous recruitment is also largely dependent on the position for which the person is being recruited.

I believe that piloting anonymous recruitment is an important and natural next step in Amos Rex, which is certainly the right direction when developing recruitment to become more and more equal and non-discriminative. However, based on this research, possible introduction of such recruitment cannot exclude other actions aimed at equality and equity in recruitment and should perhaps be included right way side by side with anonymity when developing the process further. Otherwise, it is possible that the organization ends up doing something just to look good, without ever getting to tackle the problem itself, a challenge that Kanninen et al. brought up in 2022 (p. 120). But just like their study also showed, no clear single tool that would work systematically to reduce recruitment discrimination can be found. The effects of anonymous job searching have been studied most widely, and the results vary significantly from study to study (2022, p. 124).

5 Conclusions

This research originated from the need to find out which aspects organizations need to consider when implementing anonymous recruitment and how to generate additional information for the anonymous recruitment pilot of the case organization, Amos Rex. The research succeeded in responding to this need well by producing information about the organization's job applicants, so that when the anonymous recruitment pilot takes place, the results can be properly compared to the previous applicant pool. This way Amos Rex will be able to see what kind of effects future actions will have, and don't have to act just

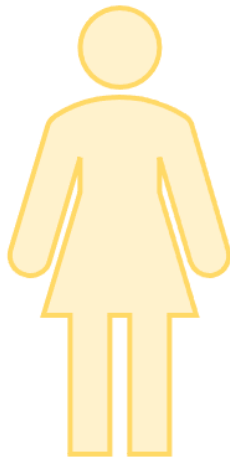
because of the “need to act”. In addition, with the help of the research, it was possible to create a solid picture of the views of the organization's recruiting personnel on the equality and equity situation in the recruitment process at the time of the research. This gave assurance that future actions are also reasonable according to the recruiting personnel, and not just in the opinion of a few anonymous staff members. On top of these, the research also produced information on which issues might become challenges when developing anonymous recruitment and was able to offer solutions to these challenges.

It has been important for me to learn about the research topic from the perspectives of organizational process development as well as equality and equity. I think it has also been valuable that the organization under research has opened its processes publicly in this way. This kind of activity is apt to create a more transparent operating culture in the art and culture field and, I believe, will also serve other similar organizations in the future.

Just like in my assumption at the beginning, the results of this study reinforced the view that Amos Rex's staff is quite aware about the matters of equality and equity and that the applicants represent the typical Amos Rex and museum field employee in Finland. Although the research did not offer huge and revolutionary results, the results are nevertheless important. They emphasize that the activities of individual organizations in the arts and culture field are important for equality and equity to be realized in working life more generally. Exactly as one survey respondent stated: “Societal discussion is not something theoretical, but something that is present and noticeable in the workplace”.

The first supporting research question was, what are the archetypes of job applicants? As mentioned before, the research shows that the archetype of Amos Rex's job applicant is a young white female candidate. This archetype also corresponds to Amos Rex's workforce and somewhat also to the general employee situation in the museum industry, so it can be considered that Amos Rex's recruitment processes are not discriminatory in themselves regarding this matter, but that the problem is deeper in society as these types of people tend to apply to the field. However, this does not mean that Amos Rex cannot, through its own operations, attract personnel who deviate from this archetype to apply for jobs and thus diversify its own personnel. Based on job applications analyzed in this research, Amos Rex's typical job seeker could be described as follows:

Archetype of Amos Rex applicant

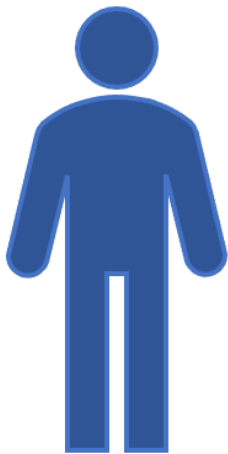


- Female
- Aged between 20–39
- Origin of the name: Finnish
- Finnish-speaking
- Most likely a Finnish citizen

Figure 15. Archetype of Amos Rex applicant.

Although the study did not directly investigate the organization's underrepresented groups, the recruiting personnel's view of these groups came forth and was rather unified. Since understanding the structure of this group can help the organization to target its recruitment efforts even more precisely, it is highlighted here what was the respondents' view of these underrepresented groups.

Amos Rex's underrepresented group



- Male
- People of color
- Indigenous people
- Non-binary
- Immigrant
- People not speaking Finnish

Figure 16. Archetype of underrepresented groups in Amos Rex.

In the second supporting research question, this research aimed to answer how the recruiting staff sees the equality and equity situation of the current recruitment process and what their thoughts on developing the recruitment process are. Based on the survey's answers, Amos Rex's personnel does not see any striking problems in the equality and

equity situation of the recruitment process and according to them no direct discrimination has been detected in recruitments. Despite this, respondents saw the need to develop the recruitment process in a more equal and non-discriminative direction, and they were ready to do many measures to make this happen. The following themes were emphasized in the answers of the respondents.

Strong unity

The strong unity of the recruiting personnel was reflected in the need to develop the recruitment process and as a strong knowledge of the relevant laws. In addition, none of the respondents had observed discrimination in Amos Rex's recruitment processes. The respondents also saw the group of underrepresented people in the organization, described above, in quite the same way.

Dispersion among the vigilant but uncertain personnel

Recruiting personnel answering the survey gave an impression of awareness regarding the matters of equality and equity but also uncertainty arose regarding the making of recruitment decisions and what is fair and under what conditions decisions should be made. The lack of common models and guidelines seemed to be the dominant reason for uncertainty. Dispersion and uncertainty occurred, when asked about non-discrimination of current recruitment notices and the staff's own abilities to implement non-discriminatory recruitments. Many of the respondents thought that the recruitment notices were not directly discriminatory but thought that there might still be room for improvement. When thinking about one's own abilities, e.g. the following things came up: getting more information about how to make choices in recruitments, lack of common guidelines, need for peer support and the fact that recruitments are a shared responsibility and the work community should learn more about these together.

Considerations about anonymity and positive action

There were noticeable differences between the respondents when it came to anonymous recruitment and positive action being compared. However, most of the respondents had a valid idea that no single tool alone is enough and that both should be implemented. Half

of the respondents saw anonymous recruitment as a better method than positive action and vice versa. Positive action caused perhaps more confusion and in their answers to the questions, many respondents thought about whether positive action is really a fair way of implementing recruitments as special treatment to certain groups did not feel like a good idea. On the other hand, anonymous recruitment was even considered useless as an option by some.

In addition to these themes, two practical issues emerged regarding the development of the recruitment process. *Linguistic accessibility* and the creation of *common operating guidelines* were seen as the biggest developmental points. In several stages, it was emphasized that when planning recruitment, one should think more critically about which positions actually require strong Finnish and Swedish language skills. Based on the experiences of the Manifold More project (2021), it could really be worth looking into whether some of the recruitments would, for example, require applicants to only know the basics of these languages. According to my estimation, this could clearly diversify the applicant pool, perhaps even more than anonymous recruitment. As for the common operating guidelines, it seems necessary to create clear instructions that cover all recruitments in the organization. In this way, it can be guaranteed that whether it is an anonymous recruitment or traditional recruitment that's taking place, the recruiting staff knows what they are aiming for in the recruitment and why. Based on common instructions, it is also easier to form perceptions and decisions regarding individual recruitments.

My expectation based on this research is that anonymous recruitment improves Amos Rex's employer image and the experience of job applicants who aspire to work there, but ultimately does not do what it is intended for, i.e. increase the de facto equality and equity in the museum's working community. I believe that the realization of this also requires at least better linguistic accessibility, more precise and better targeted communication, and the creation of common recruitment guidelines. This is supported by the findings in the thematic framework and by the results.

The main research question I set in the beginning of this research was, what themes and aspects are important to consider when implementing anonymous recruitment in an art organization such as Amos Rex? As a short summary, it can be said that based on this

research, it cannot be thought that only one measure would solve the problems, but the organization needs at least the following: an understanding of the surrounding operating environment as well as the current employee and applicant situation and a diverse toolkit to really increase the diversity in the working community. Considering the results of the research, it can be thought that in addition to anonymous recruiting methods, the organization should also focus on linguistic accessibility and common guidelines and to consider the following aspects before implementing anonymous recruitment methods:

- Who is targeted with anonymous recruitment and under what conditions?
- Is the anonymous recruitment carried out completely or partially anonymously and why?
- How is the realization of equality and equity taken care of when the interviews begin, and anonymity is removed?
- What are the common guidelines for recruiting staff to help them get through anonymous recruiting?

In my opinion and based on the results of this research, in addition to the implementation of anonymous recruitment, the case organization should also model other anti-discrimination methods simultaneously, so that the experiment can really achieve results that reduce discrimination. A good example of this is the recruitment process of the Manifold More project (2021), where anonymity had been used for the anonymous text samples, but other measures had also been taken in addition to this. Perhaps this process and methods used in it could be applied accordingly in Amos Rex as follows:

1. Use of the diversity clause in the job advertisement and stating openly that the selection criteria emphasize not only traditional evaluation metrics, but also opportunities to diversify the work community when possible.
2. A critical assessment of the required Finnish and Swedish language skills and lowering the level to baseline whenever possible.
3. An anonymous or partially anonymous application process.
4. Communicating the job advertisement both in writing and visually in the specific networks through which groups underrepresented in Amos Rex could be reached.

5. Investing in applicant communication by keeping the whole process as open as possible.

5.1 Future research

This study was limited to only one organization and therefore creates only a narrow picture of what the situation may be in an arts organization before the introduction of anonymous recruitment. However, this research acts as a good starting point, for the case organization, in analyzing the results of the upcoming anonymous recruitment pilot and developing the recruitment process further from that. After the pilot has taken place, it would be interesting to see the results published and reflected to this research, to see if the assumptions made in this research are correct.

In this study, the attitude towards positive action was somewhat reserved, so it would be interesting to see more research results about its use, benefits, and disadvantages. As a measure, it is already written in the Finnish law, but it seems that anonymous recruitment dominates the discussion despite that.

In the future, it would be interesting to see more and more research on the ways in which the working communities and organizations such as Amos Rex, have proven to be able to diversify their personnel and which minority groups have potentially benefitted from this and why. I would also like to see studies that specifically examine the experiences of minority representatives in various recruitment processes and what they themselves see as the biggest problems in these.

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7 Appendices

7.1 Questions of the online survey

TAUSTATIEDOT

1. **Nimi**
2. **Sukupuoli**
 - a. Nainen
 - b. Mies
 - c. Muu
 - d. En halua kertoa
3. **Ikä**
 - a. Alle 30
 - b. 30-45
 - c. 45-60
 - d. Yli 60
4. **Työtehtävä**
 - a. Työntekijä
 - b. Johtoryhmä
5. **Kuinka montaa rekrytointia olet ollut toteuttamassa vuosina 2022-2023 Amos Rexissä?**
 - a. 1-2
 - b. 2-4
 - c. 4-6
 - d. Yli 6
6. **Tässä kyselyssä antamiani avoimia vastauksia saa käyttää tätä kyselyä koskevassa opinnäytetyössä**
 - a. Nimelläni
 - b. Nimettömänä
 - c. Ei lainkaan

SYRJINTÄ REKRYTOINTIPROSESSEISSA

7. **Tunnetko Lain miesten ja naisten välisestä tasa-arvosta (609/1986) ja Yhdenvertaisuuslain (1325/2014) ennestään?**
 - a. Kyllä
 - b. En
 - c. En osaa sanoa
8. **Oletko havainnut syrjintää Amos Rexin rekrytointiprosesseissa?**
 - a. Kyllä
 - b. En
 - c. En osaa sanoa

9. Jos vastasit kyllä äskeiseen kohtaan, mihin syrjintä on mielestäsi perustunut?

- a. Sukupuoli
- b. Ikä
- c. Kansalaisuus
- d. Etninen tai kansallinen alkuperä
- e. Äidinkieli tai muu kielellinen osaaminen
- f. Uskonto
- g. Seksuaalinen suuntautuminen
- h. Mieliopide
- i. Terveystila tai vamma
- j. Muu, mikä?

k. Jos vastasit kyllä äskeiseen kohtaan, kuvailisitko vielä syrjintätapausta?

Voit käyttää apuna kuvailuun esimerkiksi seuraavia kysymyksiä:

- Ottiko syrjinnän huomannut henkilö asian itse puheeksi?
- Kiinnittikö kukaan muu tilanteeseen huomiota?
- Puututtiinko tilanteeseen?
- Miten tilanne ratkesi?
- Puhuttiinko tilanteesta myöhemmin?

10. Koetko, että Amos Rexin työpaikkailmoitukset ovat syrjimättömiä ja inklusiivisia ja kannustavat myös vähemmistöjä hakemaan avoimia työpaikkoja?

- a. Kyllä
- b. Ei
- c. En osaa sanoa

d. Perustelisitko vielä äskeisen vastauksesi?

11. Onko Amos Rexissä mielestäsi tarve kehittää rekrytointia entistä saavutettavampaan ja syrjimättömämpään suuntaan?

- a. Kyllä
- b. Ei
- c. En osaa sanoa

d. Perustelisitko vielä äskeisen vastauksesi, mikäli vastasit ei tai en osaa sanoa.

12. Jos Amos Rexin rekrytointiprosesseja kehitetään tasa-arvoisemmiksi ja syrjimättömämmiksi, mitkä olisivat siihen mielestäsi parhaat keinot? Voit valita useamman vaihtoehdon.

- a. Anonyymi rekrytointi
- b. Positiivinen erityiskohtelu
- c. Kehotus työpaikkailmoituksissa, jolla kannustetaan vähemmistöjä ja aliedustettuja ryhmiä hakemaan työpaikkaa
- d. Työpaikkailmoituksista viestimisen entistä tarkempi kohdentaminen

- e. Rekrytointiverkostojen laajentaminen sellaisten toimijoiden suuntaan, joista on mahdollisuus tavoittaa Amos Rexissä aliedustettuja ryhmiä
- f. Työnantajakuva kehittämisen
- g. Muu, mikä?

13. Jos sinun pitäisi valita, kummalla tavalla pyrkisit rekrytoinneissa edistämään tasa-arvoa, kumman valitsisit?

- a. Anonyymien rekrytoinnin keinoin
- b. Rekrytoinnin, jossa hyödynnetään positiivista erityiskohtelua

- c. **Perustelisitko vielä äskeisen vastauksesi?**

REKRYTOIJANA TASA-ARVOISISSA JA INKLUSIIVISISSA REKRYTOINTIPROSESSEISSA

14. Onko sinulle selvää, kuinka sinun tulisi rekrytoijana huomioida tasa-arvo ja yhdenvertaisuusasiat Amos Rexin rekrytoinneissa?

- a. Kyllä
- b. Ei
- c. En osaa sanoa

15. Koetko sinulla olevan riittävästi osaamista ja tietoa tasa-arvoisten ja syrjimättömien rekrytointien toteutukseen?

- a. Kyllä
- b. En
- c. En osaa sanoa

d. Mikäli vastasit äskeiseen kohtaan en, kerro tässä tarkemmin minkälaista osaamista ja tietoa kaipaisit lisää.

16. Tiedätkö mitkä työntekijäryhmät ovat aliedustettuja Amos Rexissä?

- a. Kyllä
- b. En
- c. En ole varma

d. Jos vastasit kyllä äskeiseen kohtaan, mitkä ryhmät ovat näkemyksesi mukaan aliedustettuja?

17. Oletko ollut toteuttamassa työurasi aikana anonyymeja rekrytointeja?

Tässä kyselyssä anonyymilla rekrytoinnilla viitataan tapaan käsitellä työhakemuksia niin, ettei rekrytoivien henkilöiden ole mahdollista nähdä työnhakijoiden tunnistetietoja kuten nimeä, kuvaa, syntymäaikaa, sukupuolta, yhteystietoja tai äidinkieltä.

- a. Kyllä
- b. En

c. **Jos vastasit kyllä äskeiseen kohtaan, kuvailisitko alla lyhyesti mahdolliset huomiosi rekrytointeihin liittyen.**

18. Olisitko kiinnostunut toteuttamaan anonyymeja rekrytointeja jatkossa Amos Rexissä?

- a. Kyllä
- b. En
- c. En osaa sanoa

d. **Perustelisitko vielä äskeisen vastauksesi?**

19. Oletko ollut toteuttamassa työurasi aikana rekrytointeja, joissa on hyödynnetty positiivista erityiskohtelua?

Tässä kyselyssä positiivisella erityiskohtelulla tarkoitetaan sellaista oikeasuhtaista erilaista kohtelua, jonka tarkoituksena on tosiasiallisen yhdenvertaisuuden edistäminen taikka syrjinnästä johtuvien haittojen ehkäiseminen tai poistaminen.

- a. Kyllä
- b. En

c. **Jos vastasit kyllä, kuvailisitko alla lyhyesti mahdolliset huomiosi tähän rekrytointiin liittyen?**

20. Olisitko kiinnostunut toteuttamaan rekrytointeja, joissa hyödynnetään positiivista erityiskohtelua, jatkossa Amos Rexissä?

- a. Kyllä
- b. En
- c. En osaa sanoa

d. **Perustelisitko vielä äskeisen vastauksesi?**

21. Onko osana rekrytointejasi pyritty aktiivisesti tavoittamaan sellaisia toimijoita, joiden kautta olisi mahdollisuus tavoittaa Amos Rexissä aliedustettuja työntekijäryhmiä?

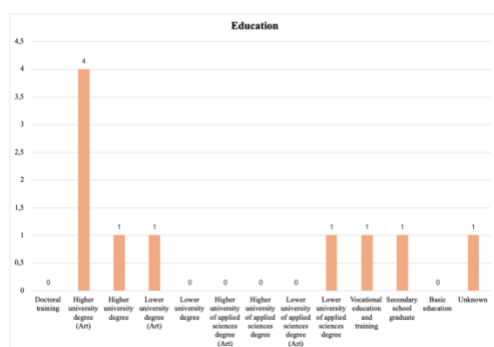
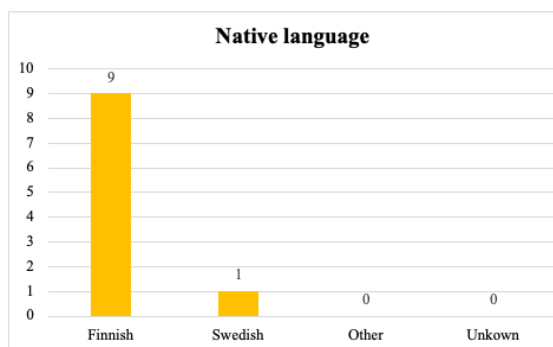
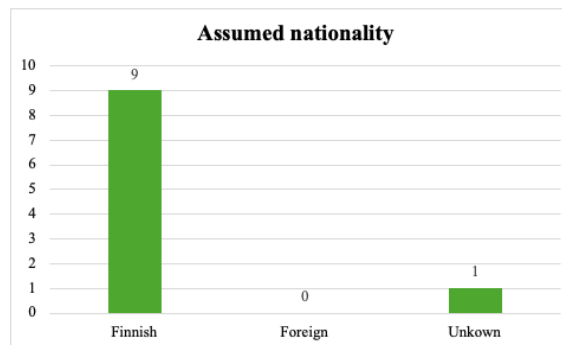
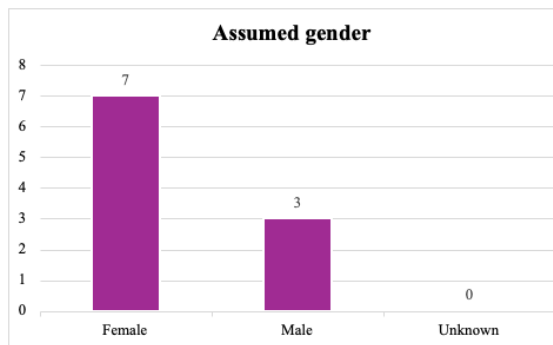
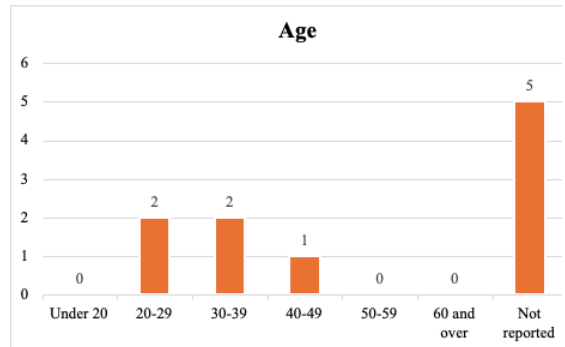
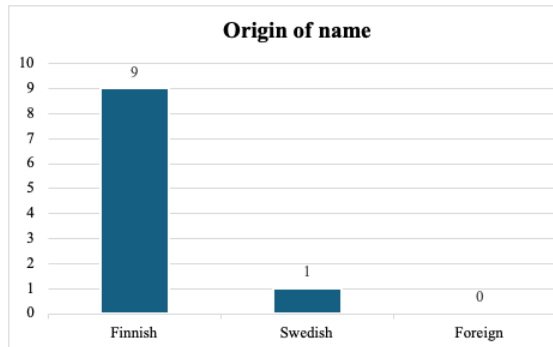
- a. Kyllä
- b. Ei
- c. En osaa sanoa

22. Minkälaisia viestintäkanavia Amos Rexissä toteutetuissa rekrytoinneissasi on käytetty työnhausta kerrottaessa?

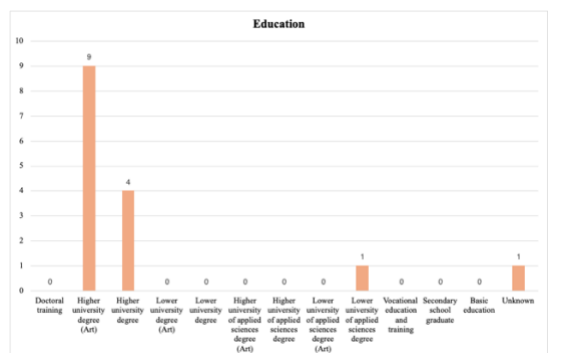
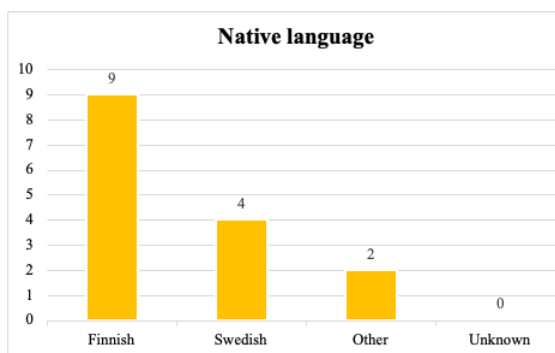
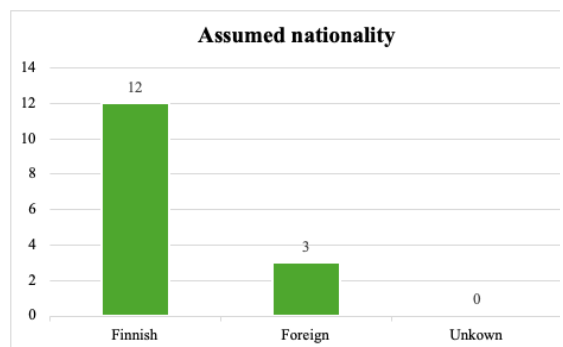
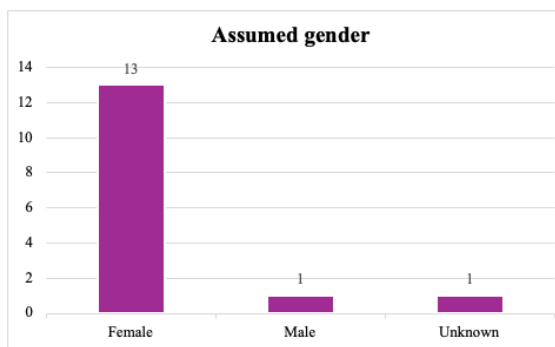
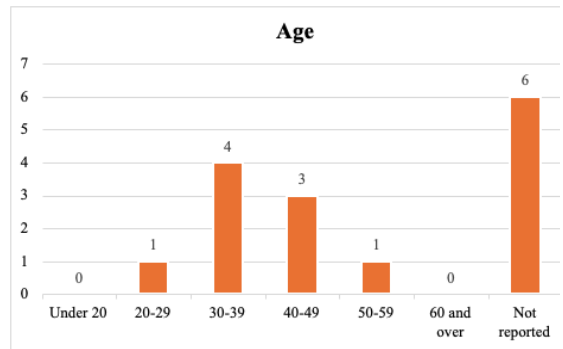
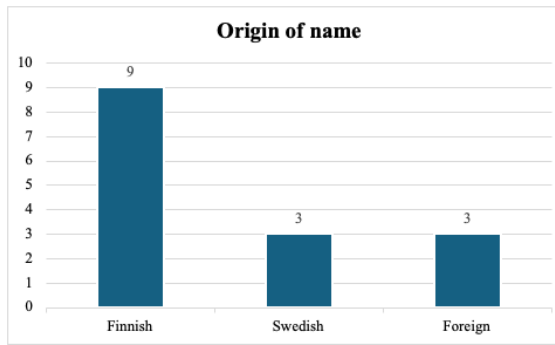
- a. Amos Rexin verkkosivut
- b. Amos Rexin sosiaalisen median kanavat
- c. Amos Rexin LinkedIn
- d. Maksuttomat työnhakualustat
- e. Maksulliset työnhakualustat
- f. Mainonta
- g. Kohdennettu viestintä ennalta määriteltyihin paikkoihin tai toimijoille
- h. En osaa sanoa
- i. Muu, mikä?

Kiitos vastauksistasi! Tässä voit vielä kertoa vapaasti ajatuksiasi ja kehitysehdotuksiasi liittyen Amos Rexin rekrytointiprosessiin, erityisesti tasa-arvon ja yhdenvertaisuuden näkökulmasta.

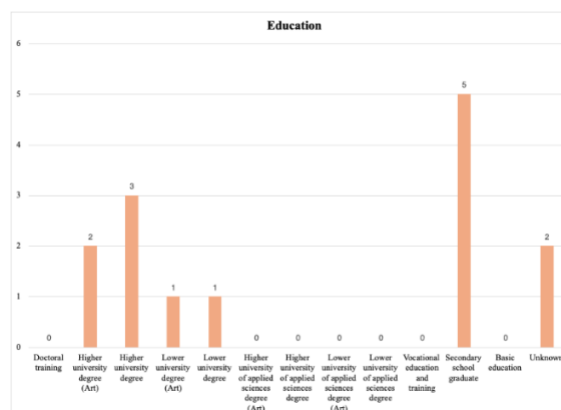
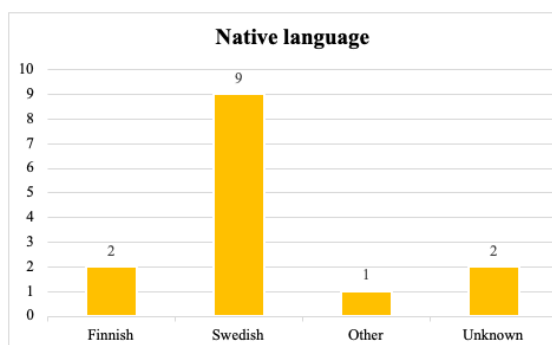
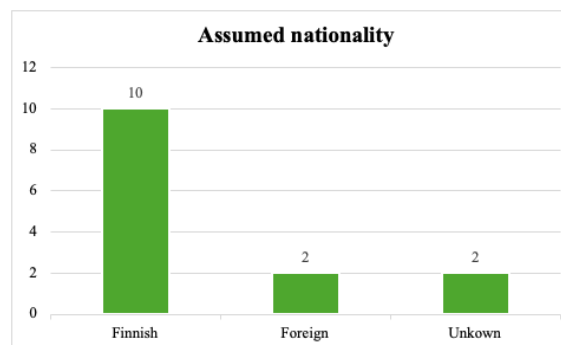
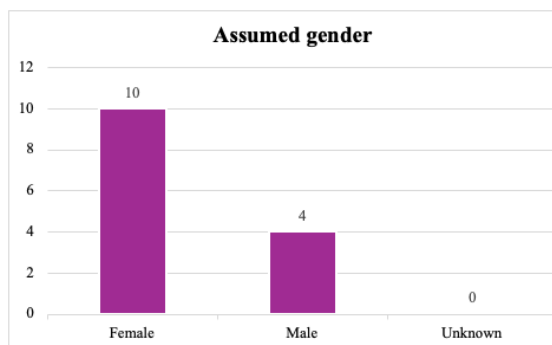
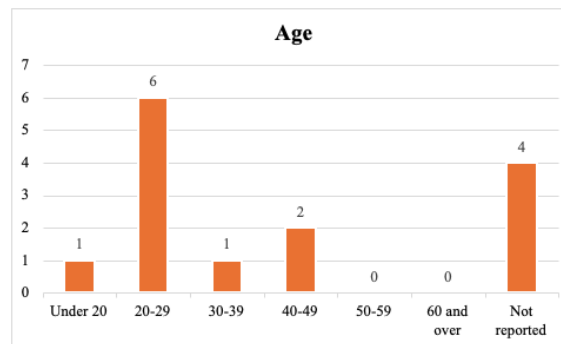
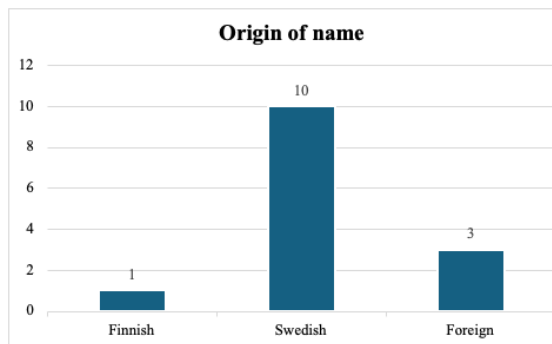
7.2 Discussion guide -recruitment



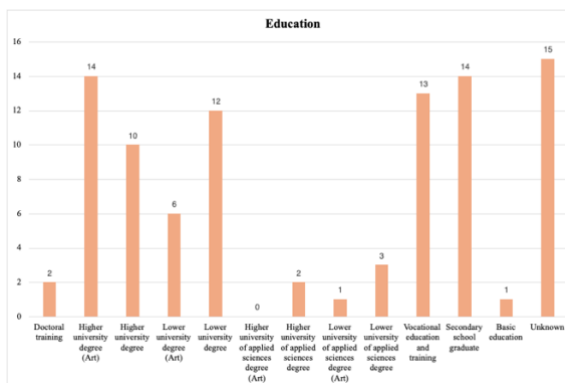
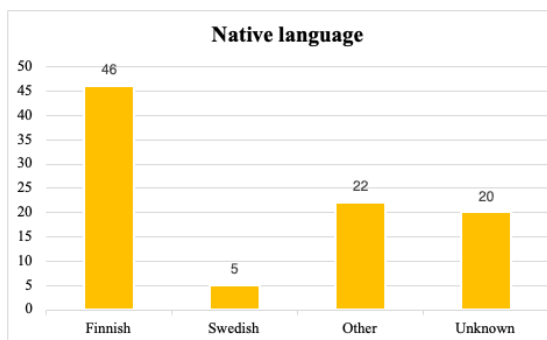
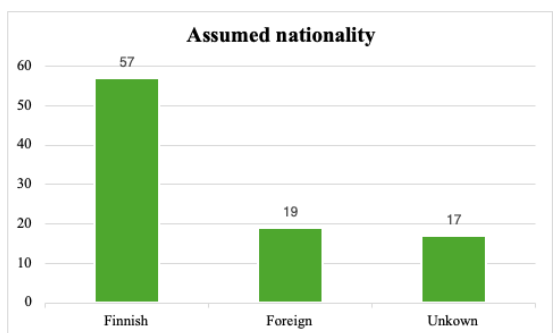
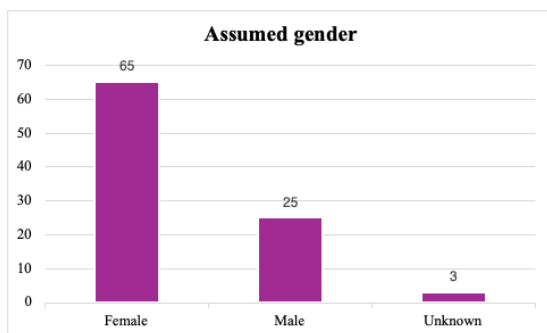
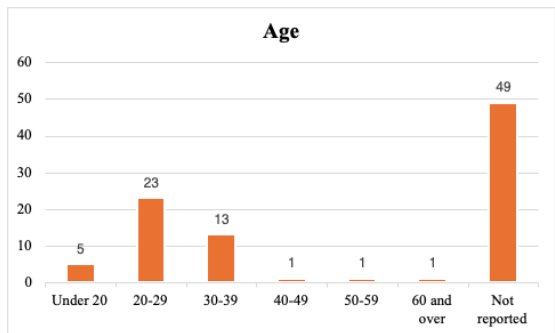
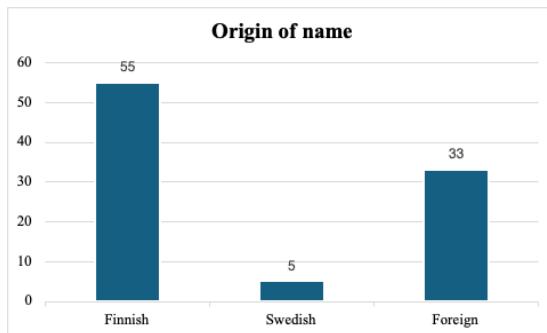
7.3 Curator of education -recruitment



7.4 Swedish-speaking guide -recruitment



7.5 Open applications



7.6 Museoväki survey

1

Museoväki'18

Suomen museoliitto teki touko-kesäkuussa 2018 kyselyn, jonka tarkoituksena oli kartoittaa museoissa työskentelevien ikäjakaumaa, koulutusta, työtehtäviä ja kokemuksia työelämästä. Vastauksia kertyi kaikkiaan 738 Internetin välityksellä. Vastaava tiedustelu on tehty kolme kertaa aiemmin viiden vuoden välein: kesällä 2003, 2008 ja 2013, jolloin vastaajia oli 725, 780 ja 909. Näiden kyselyjen tuloksia on mainittu vertailutietoina suluissa. Kyselyn tuloksia arvioitaessa on syytä muistaa, että satunnaisvirheiden todennäköisyys kasvaa, mitä pienemmistä vastaajien osajoukoista on kysymys. Satunnaisuus saattaa selittää myös joitain muutoksia tutkimusten välillä. Tulosten analysoinnista on vuosina 2003–2018 vastannut Työväenmuseo Werstaan johtaja Kalle Kallio.

1. Työnantaja		2018	2013	2008
Valtio	61	8 %	(12 %)	(20 %)
Kunta	420	57 %	(58 %)	(57 %)
Yksityinen (esim. säätiö, yhdistys, yritys)	241	33 %	(30 %)	(23 %)
2. Museotyyppi		2018	2013	2008
Taidemuseo	162	22 %	(28 %)	(28 %)
Kulttuurihistoriallinen museo	349	48 %	(46 %)	(46 %)
Erikoismuseo	170	23 %	(24 %)	(20 %)
Luonnontieteellinen museo	32	4 %	(1 %)	(6 %)
3. Museon koko työyhteisönä		2018		
Iso (yli 50 työntekijää)	177	24 %		
Keskisuuri (noin 15–50 työntekijää)	270	37 %		
Pieni (alle 15 työntekijää)	289	39 %		

Kolme ensimmäistä kysymystä on tehty lähinnä vastaajien taustoittamista varten – Museotilastohan kertoisi tarkemmat tiedot henkilökunnan jakautumisesta erilaisiin museoihin. Toki ensimmäisessä kysymyksessä myös näkyy valtion museoiden määrän väheneminen, kun Kansallislatterian ja yliopistojen museoiden hallintomalli on muuttunut. Vuonna 2013 kysely tavoitti erittäin heikosti luonnontieteilijöitä ja vuoden 2018 kyselyssä on saatu aiempaa vähemmän vastauksia taidemuseoista. Kolmas kysymys on uusi ja sen avulla pyritään selvittämään, miten museon koko vaikuttaa työyhteisöihin.

Kyselystä on tiedotettu joka kerta hieman eri tavoin: vuonna 2003 käytössä oli vielä paperinen jäsenpostitus, lomakkeita kopioitiin museoissa ja sen sai palauttaa myös kirjeitse. Vuonna 2008 tieto kyselystä lähetettiin Julius-lehdessä, sähköpostilla museonjohtajille edelleen lähetettäväksi sekä Museopostiin. Vuosina 2013 ja 2018 käytössä olivat sähköinen uutiskirje, Museoposti sekä sosiaalinen media. Myös jakelu selittää vastaajamäärän muutoksia ja mahdollisia vinoumia tuloksissa.

Vuoden 2018 vastaajamäärä on riittävä tuottamaan luotettavia vastauksia, kun tarkastellaan museoiden henkilökuntaa yleisellä tasolla. Luotettavuus kuitenkin heikkenee mitä pienempiä vastaajien osajoukkoja tarkastellaan.

4. Sukupuoli		2018	2013	2008	2003
nainen	583	79 %	(81 %)	(77 %)	(78 %)
mies	143	19 %	(19 %)	(23 %)	(22 %)
muu	8	1 %	(–)	(–)	(–)

Sukupuolijakauma on viidentoista vuoden aikana jonkin verran naisistunut, mutta on myös mahdollista, että kysely ei ole tavoittanut miesvoittoisempia työntekijäryhmiä. Vuoden 2013 tuloksia selitti

luonnontieteellisten museoiden miesvastaajien puuttuminen. Naisten osuus näyttäisi pidemmällä aikavälillä vahvistuneen erityisesti taidemuseoissa, mutta myös kulttuurihistoriallisissa museoissa. Muu sukupuoli oli nyt ensimmäistä kertaa vaihtoehtona.

5. Syntymävuosi	2018	2013	2008	2003
–1945	0 –	(0 %)	(3 %)	(7 %)
1946–1950	0 –	(5 %)	(10 %)	(12 %)
1951–1955	50 7 %	(10 %)	(10 %)	(13 %)
1956–1960	113 16 %	(14 %)	(17 %)	(18 %)
1961–1965	94 13 %	(14 %)	(16 %)	(15 %)
1966–1970	84 12 %	(13 %)	(13 %)	(14 %)
1971–1975	99 14 %	(14 %)	(12 %)	(13 %)
1976–1980	115 16 %	(14 %)	(13 %)	(6 %)
1981–1985	92 13 %	(12 %)	(6 %)	(1 %)
1986–1990	53 7 %	(4 %)	(0 %)	(–)
1991–1995	11 2 %	(0 %)	(–)	(–)
1996–	3 0 %	(–)	(–)	(–)

Vastaajien keski-ikä oli 47 vuotta (45 vuotta 2013, 44 vuotta 2008 ja 43 vuotta 2003). Museoiden työntekijöiden keski-ikä on noussut, mikä johtuu ainakin kolmesta eri tekijästä: myöhäisemmästä eläköitymisistä, viime vuosien heikosta työllisyystilanteesta ja museoalan menneistä kasvukausista. Luonnontieteellisten museoiden työntekijät olivat keskimäärin neljä vuotta muiden museoiden työntekijöitä nuorempia ja kunnallisten museoiden keskimäärin puolitoista vuotta muita vanhempia.

6. Tulo museoalalle	2018	2013	2008	2003
–1985	90 12 %	(17 %)	(24 %)	(33 %)
1986–1990	86 12 %	(10 %)	(13 %)	(16 %)
1991–1995	60 8 %	(11 %)	(10 %)	(11 %)
1996–2000	94 13 %	(13 %)	(18 %)	(26 %)
2001–2005	109 15 %	(19 %)	(22 %)	(14 %)
2006–2010	131 18 %	(22 %)	(13 %)	(–)
2011–2015	116 16 %	(8 %)	(–)	(–)
2016–	47 6 %	(–)	(–)	(–)

Keskimääräinen tulovuosi museoalalle oli 2001 (1998 vuonna 2013, 1994 vuonna 2008 ja 1990 vuonna 2003). Viidentoista vuoden aikana museoalan työurat ovat siis pidentyneet neljällä vuodella ja keskimääräinen museoammattilainen on tehnyt 17 vuoden työuran. Erikoismuseoiden vastaajat ovat olleet alalla kaksi ja luonnontieteellisten museoiden seitsemän vuotta muita vähemmän, kulttuurihistoriallisissa ja kunnallisissa museoissa työurat olivat keskimäärin kaksi vuotta muita pidempiä.

7. Työsuhde	2018	2013	2008	2003
toistaiseksi voimassa oleva	599 82 %	(76 %)	(74 %)	(74 %)
määräaikainen	123 17 %	(24 %)	(26 %)	(26 %)
freelancer, yrittäjä tai itsensä työllistäjä	9 1 %	(–)	(–)	(–)

Vakituisten keski-ikä oli 48 vuotta (47 vuonna 2013, 47 vuonna 2008 ja 45 vuonna 2003), epätyypillisissä työsuhteissa työskentelevien 39 vuotta (36, 36, 37). Vakituiset olivat tulleet museoalalle keskimäärin vuonna 1999, muut kymmenen vuotta myöhemmin (ikäero on kasvanut vuodella).

Ikäryhmittäin tarkasteltuna epätyypillisissä työsuhteissa työskenteleviä oli eniten alle 30-vuotiaissa, 62 prosenttia (85 % vuonna 2013). 30–39 -vuotiaissa 35 % (36 %), 40–49 -vuotiaissa 16 % (17 %) ja 50 vuotta täyttäneissä 6 % (8 %).

Naisista epätyypillisissä työsuhteessa oli 18 prosenttia (25 % vuonna 2013), miehistä 17 % (20 %). Alle 40-vuotiaista naisista epätyypillisissä työsuhteissa oli 36 % (47 %), miehistä 42 % (45 %). Yli 40-vuotiaissa epätyypillisissä työsuhteessa oli naisista 7 % (12 %), miehistä 9 % (10 %).

Museon omistajan mukaan ryhmiteltynä määräaikaisessa työsuhteessa työskenteleviä oli valtion museoissa 27 % (29 % vuonna 2013), kunnallisissa 15 % (23 %) ja yksityisissä 20 % (25 %). Isoissa museoissa oli eniten vakituisia työntekijöitä 86 %, keskiuurissa 80 % ja pienissä 81 %.

8. Työtehtävä	2018	2013	2008
museonjohtaja	84 11 %	(7 %)	(9 %)
muu esimiesasema	85 12 %	(12 %)	(8 %)
toimihenkilötehtävä	438 60 %	(61 %)	(56 %)
työntekijätehtävä	125 17 %	(20 %)	(26 %)

Muutokset vuosien 2008–2018 välillä selittyvät todennäköisesti kyselyn erilaisella jakelulla, eivät työntekijärakenteen todellisella muutoksella. On epätodennäköistä, että museonjohtajien määrä olisi lisääntynyt ja työntekijöiden vähentynyt, vaikka esimerkiksi ulkoistamisten myötä työntekijätehtävät olisivat myös jonkin verran voineet vähentyä.

Museonjohtajien keski-ikä oli 54 (52 vuonna 2013) vuotta, esimiesten 49 (49), toimihenkilöiden 47 (45) ja työntekijöiden 43 (42) vuotta. Museonjohtajat olivat tulleet museoalalle keskimäärin vuonna 1994 (1990), esimiehet 1998 (1994), toimihenkilöt 2001 (1998) ja työntekijät 2007 (2004). Museonjohtajista 70 % oli naisia (77 %), esimiehistä 79 % (72 %), toimihenkilöistä 85 % (88 %) ja työntekijöistä 66 % (67 %).

9. Eniten työaika vaatii	2018	2013	2008	2003
avoinnappito	67 9 %	(11 %)	(12 %)	(15 %)
hallinto, johtaminen, kehittäminen	97 13 %	(12 %)	(13 %)	(14 %)
kokoelmien hoito	132 18 %	(21 %)	(22 %)	(23 %)
museopedagogiikka	55 8 %	(8 %)	(6 %)	(5 %)
näyttelytoiminta	90 12 %	(15 %)	(15 %)	(15 %)
tiedotus ja markkinointi	24 3 %	(5 %)	(5 %)	(5 %)
tutkimus- ja asiantuntijatehtävät	92 13 %	(15 %)	(14 %)	(8 %)
tasaisesti useimpiin	175 24 %	(13 %)	(14 %)	(15 %)

Tämän kysymyksen muotoilu on jonkin verran muutettu vuosien varrella, mikä vaikuttaa tuloksiin. Viimeisin vaihtoehto oli aiemmin rajattu ”kaikkiin” edellä mainittuihin tehtäviin ja vuodelle 2018 se rajattiin ”useimpiin”, mikä selittänee vaihtoehdon kasvanutta suosiota. Kysymyksellä on haluttu rajata ryhmät riittävän suuriksi, mikä mahdollistaisi vertailun eri työtehtävien välillä. Yksittäisen vastaajan tasolla kysymys ei luonnollisesti voi antaa koko kuvaa työtehtävien kirjosta.

Naisvaltaisin alue oli tiedotus, jonka päätyökseen ilmoittavista kaikki olivat naisia (89 % vuonna 2013), museo-opetuksessakin naisten osuus oli 95 prosenttia (95 %). Eniten miehiä oli jälleen näyttelyitä tekevien joukossa, 36 prosenttia (30 %).

Nuorimpia olivat avoinnapidossa työskentelevät: heidän keski-ikänsä oli 42 vuotta (41 vuonna 2013). Vastaavasti iäkkäimpiä, keskimäärin 53-vuotiaita olivat hallinnossa työskentelevät (50).

Museoalan kokemusta oli eniten hallinnon parissa työskentelevillä. He olivat tulleet museoalalle keskimäärin vuonna 1995 (1995 vuonna 2013). Vähiten työkokemusta oli avoinnapidon henkilökunnalla. He olivat aloittaneet keskimäärin vuonna 2009 (2004).

Koulutukseltaan hallintotyötä tekevät olivat korkeimmin koulutettuja: ylemmän korkeakoulututkinnon oli heistä suorittanut 78 prosenttia, museo-opetusta ja tutkimustyötä tekevästä 72 %. Vähiten, eli 37 prosenttia, oli ylempiä korkeakoulututkintoja avoinnapitohenkilökunnalla.

Epätäydellisissä työsuhteissa työskenteleviä oli eniten tutkimuksessa 29 prosenttia. Avoinnapidossa epätäydellisiä työsuhteita oli 27 prosentilla, mutta määräaikaisten osuus lienee todellisuudessa suurempi, koska kysely oli suunnattu yhtäjaksoisesti vähintään puoli vuotta alalla olleille. Vähiten, noin 9 prosenttia, oli hallinnon parissa työskentelevien ryhmissä.

Museotyyppiäin eroteltuna	taidemuseo	kulttuurihistoriallinen	erikoismuseo
avoinnapito, valvonta ja yleisöpalvelu	13 % (11 %)	7 % (10 %)	11 % (12 %)
hallinto	16 % (12 %)	11 % (11 %)	14 % (14 %)
kokoelmien hoito	14 % (18 %)	22 % (20 %)	15 % (26 %)
museo-opetus	8 % (9 %)	9 % (9 %)	5 % (7 %)
näyttelytoiminta	18 % (24 %)	10 % (11 %)	12 % (12 %)
tiedotus ja markkinointi	3 % (10 %)	2 % (2 %)	4 % (4 %)
tutkimus ja asiantuntijatehtävät	5 % (7 %)	16 % (23 %)	11 % (10 %)
tasaisesti kaikkiin	23 % (10 %)	23 % (14 %)	28 % (16 %)

Vertailuluku on vuodelta 2013. Vertailussa on huomattava, että vuoden 2018 kysymyksissä kaikki työtehtävät oli määritelty väljemmin kuin viisi vuotta sitten.

Museon koon mukaan eroteltuna	iso (yli 50 hlö)	keskisuuri (15-50)	pieni (alle 15 hlö)
avoinnapito, valvonta ja yleisöpalvelu	6 %	11 %	9 %
hallinto	14 %	12 %	14 %
kokoelmien hoito	19 %	21 %	14 %
museo-opetus	10 %	7 %	6 %
näyttelytoiminta	16 %	10 %	12 %
tiedotus ja markkinointi	4 %	5 %	2 %
tutkimus ja asiantuntijatehtävät	18 %	17 %	6 %
tasaisesti kaikkiin	13 %	17 %	37 %

10. Koulutus	2018	2013	2008	2003
tohtori	22 3 %	(3 %)	(4 %)	(3 %)
lisensiaatti	10 1 %	(1 %)	(2 %)	(2 %)
useita ylempiä korkeakoulututkintoja	23 3 %			
yksi ylempi korkeakoulututkinto	447 61 %	(59 %)	(49 %)	(47 %)
ylempi AMK-tutkinto	21 3 %			
useita alempia korkeakoulututkintoja	15 2 %			
yksi alempi korkeakoulututkinto	81 11 %	(11 %)	(12 %)	(13 %)
AMK-tutkinto	72 10 %	(9 %)	(9 %)	(8 %)
useita AMK-tutkintoja	6 1 %			
muu tutkinto	126 17 %	(16 %)	(22 %)	(22 %)
opiskelija	16 2 %	(1 %)	(3 %)	(5 %)

Kyselyyn sai vuonna 2018 antaa useita vastauksia, aiemmin vain yhden (732 vastaajaa valitsi 839 vaihtoehtoa). Tästä syystä tuoreet vastaukset kuvaavat koulutustasoa hieman tarkemmin kuin edellisissä tutkimuksissa. Seuraavissa tarkemmissa tarkasteluissa on kuitenkin ryhmitelty vastaajia vanhaan malliin siten, että rinnakkaistutkintoja suorittaneet on sisällytetty vain ns. ylimmän tutkintonsa vastaajiin.

Keski-ikäitään vanhimpia olivat tohtorit ja lisensiaatit, 56-vuotiaita (55-vuotiaita 2013). Ylemmän korkeakoulututkinnon suorittaneet olivat keskimäärin 46-vuotiaita (43), alemman 47-vuotiaita (47). Ammattikorkeakoulun käyneet ilmoittivat iäkseen keskimäärin 47 vuotta (45). Muun koulutustaustan ilmoittaneiden keski-ikä oli 54 vuotta (51) ja kyselyyn vastanneiden opiskelijoiden 36 vuotta (33).

Ikäryhmittäin tarkasteltuna ylemmän korkeakoulututkinnon suorittaneita oli runsaasti jo alle 30-vuotiaissa, 52 prosenttia (47 % vuonna 2013). 30–39 -vuotiaissa 76 % (75 %), 40–49 -vuotiaissa 80 % (71 %) ja 50 vuotta täyttäneissä 64 % (53 %). Yhteenvetona voi todeta, että alan koulutustaso on vuosien myötä noussut selvästi.

Tohtoreista ja lisensiaateista epätyypillisessä työsuhteessa oli 16 prosenttia (13 %), ylemmän korkeakoulututkinnon suorittaneista 18 % (25 %), alemman 31 % (27 %), ammattikorkeakoulutetuista 18 % (24 %), muun koulutuksen suorittaneista 11 % (18 %) ja opiskelijoista 58 % (82 %).

11. Vastaako työ koulutusta	2018	2013	2008	2003
Enimmäkseen	454 62 %	(59 %)	(58 %)	(54 %)
Osittain	204 28 %	(29 %)	(28 %)	(31 %)
Vähän	52 7 %	(10 %)	(9 %)	(10 %)
Ei lainkaan	26 4 %	(3 %)	(5 %)	(5 %)

Ikäryhmittäin tarkasteltuna työ vastasi enimmäkseen koulutusta alle 30-vuotiaista 55 prosentin (42 % vuonna 2013) mielestä. Näin vastasi 30–39 -vuotiaissa 56 % (58 %), 40–49 -vuotiaissa 70 % (59 %) ja 50 vuotta täyttäneissä 62 % (63 %). Naisista työ vastasi enimmäkseen koulutusta 63 prosentin (61 %) mielestä, miehistä 57 prosentin (51 %).

Koulutuksen mukaan jaoteltuna tohtoreista ja lisensiaateista työ vastasi koulutusta enimmäkseen 60 prosentin (54 %) mielestä, ylemmän korkeakoulututkinnon suorittaneista 66 % (65 %) ja alemman 51 % (55 %). Ryhmään ”muu koulutus” lukeutuvista 50 prosenttia (51 %) katsoi työn vastaavan enimmäkseen koulutusta. Ammattikorkeakoulututkinnon suorittaneista työ vastasi koulutusta 48 % (45 %) mielestä. Muun koulutuksen ja amk-koulutuksen suorittaneiden kohdalla työn vastaavuus nousi, jos vastaaksissa huomioitaisiin myös rinnakkaisen yliopistotutkinnon suorittaneet. Varsinaisista opiskelijoista 67 % mielestä (55 %) työ vastasi koulutusta, joskin ilman muuta koulutus pohjaa olevia opiskelijavastaajia oli hyvin vähän (n=12).

Työtehtävien perusteella jaoteltuna eniten koulutusta vastaavaa työtä oli tutkimus. Pääasiassa tutkimustyötä tekevästä 82 prosenttia (70 %) sanoi työn vastaavan koulutusta. Kysymykseen vastasi ”enimmäkseen” 67 prosenttia kokoelmassa (64 %) ja 65 prosenttia museo-opetuksessa (69 %) työskentelevistä, 64 prosenttia näyttelyissä (69 %), 61 prosenttia hallinnossa (63 %), 59 prosenttia tiedotuksessa (48 %) ja 59 prosenttia kaikkia työtehtäviä tekevästä (62 %). Avoinnapidon henkilökunta katsoi työn vähiten vastaavan koulutusta: ”enimmäkseen” vastasi vain 25 prosenttia (16 %) ja vaihtoehdon ”vähän” tai ”ei lainkaan” valitsi peräti 37 prosenttia (46 %).

12. Pääaine (vain korkeakouluopintoja suorittaneet)	2013	2008	2003
taidehistoria	159 25 %	(29 %)	(30 %)
historia-aineet	137 22 %	(21 %)	(17 %)
kansatiede tai etnologia	105 17 %	(18 %)	(19 %)
arkeologia	34 5 %	(6 %)	(7 %)
muut aineet	259 37 %	(27 %)	(24 %)

Tämä kysymys on muuttunut aiemmista vuosista siltä osin, että useampia tutkintoja suorittaneet vastaajat ovat voineet myös valita useampia pääaineita (629 vastaajaa valitsi 694 vaihtoehtoa). Sama vastaaja voi siten tulla huomioiduksi useampaan kertaan alla olevissa tarkemmissa vertailuissa.

Muista aineista suosituimpia olivat konservointi (31 vastaajaa), folkloristiikka (27), luonnontieteelliset aineet (24), kauppatieteet (19), taidekasvatus (16), yhteiskuntatieteet (11), kulttuuriperinnön tutkimus (11), yhteiskuntatieteet (11), kasvatustieteet (10), kielet (10), antropologia (10), kirjallisuustiede (6) ja it-alat (2). Näiden valmiiden vaihtoehtojen ulkopuolelta jonkin muun pääaineen ilmoitti 82 vastaajaa.

Pääaineiden suosio vaihtelee eri ikäryhmissä. Historian aiemmissa tutkimuksissa noussut suosio näyttää nyt vakiintuneen: alle 30-vuotiaista historiaa on pääaineenaan lukenut 21 %, 30–39 -vuotiaista 24 %, 40–49 -vuotiaista 21 % ja 50 vuotta täyttäneistä 16 prosenttia. Kansatieteen kehitys on ollut laskeva: alle 30-vuotiaista kansatiedettä on pääaineenaan lukenut 6 %, 30–39 -vuotiaista 6 %, 40–49 -vuotiaista 17 % ja 50 vuotta täyttäneistä 22 prosenttia. Taidehistoria on pääaineista suosituin, mutta sekin on painottunut varttuneempiin ikäryhmiin: alle 30-vuotiaista taidehistoriaa on pääaineenaan lukenut 6 %, 30–39 -vuotiaista 13 %, 40–49 -vuotiaista 25 % ja 50 vuotta täyttäneistä 29 prosenttia. Muiden pääaineiden suosio on vähäisempää varttuneimmassa ikäpolvissa: alle 30-vuotiaista muita kuin kolmea suosituinta pääainetta on lukenut 68 %, 30–39 -vuotiaista 56 %, 40–49 -vuotiaista 38 % ja 50 vuotta täyttäneistä 33 prosenttia.

Työn ja koulutuksen vastaavuudessa oli ilmeisiä ainekohtaisia eroja. Koulutuksen katsoi ”enimmäkseen” vastaavan työtä 75 % taidehistoriaa, 73 % kansatiedettä, 69 % historiaa ja 49 % kaikkia muita pääaineita opiskelleista. Muiden aineiden ryhmässä yksittäisten aineiden vastaajamäärät ovat liian alaisia keskenään vertailtavaksi vaikka vastaukset selvästi vaihtelevat aineittain: esimerkiksi konservointia opiskelleista 71 %, arkeologeista 53 % ja luonnontieteilijöistä 38 % katsoi työn vastaavan enimmäkseen koulutustaan.

13. Museologian opinnot	2018	2013	2008	2003
ei	251 35 %	(36 %)	(40 %)	(47 %)
yliopistollinen museokurssi	64 9 %	(10 %)	(16 %)	(24 %)
Verso I -verkkokurssi	21 3 %	(3 %)	(4 %)	–
muu museologian kurssi	31 4 %	(3 %)	(4 %)	–
museologian perusopinnot (25 op)	287 40 %	(35 %)	(29 %)	(26 %)
museologian aineopinnot (60 op)	96 13 %	(11 %)	(7 %)	(3 %)
museologian syventävät tai enemmän	6 1 %	(2 %)	–	–
museologian maisteriopinnot	8 1 %	–	–	–

Tähän kysymykseen pyydettiin vastauksia vain korkeakouluopintoja suorittaneilta, mutta ei-vaihtoehdon oli todennäköisesti epähuomiossa valinnut 53 muutakin vastaajaa (23 vuonna 2013). Näitä ei ole kuitenkaan poistettu aineistoista ja tulokset on raportoitu yllä aineiston mukaisesti. Kysymys on myös muuttunut aiemmista vuosista siltä osin, että vastaaja on voinut valita useampiakin vaihtoehtoja (715 vastaajaa valitsi 764 vaihtoehtoa). Pällekkäisiä vastauksia ja edellä mainittuja virheitä poistamalla kuitenkin saadaan vertailukelpoisena lukuna selville, että korkeakouluopintoja suorittaneista vastaajista 58 % on opiskellut vähintään museologian perusopinnot (48 % vuonna 2013, 36 % vuonna 2008 ja 29 % vuonna 2003).

Museotyyppittäin museologiaa oli opiskeltu eniten kulttuurihistoriallisissa ja erikoismuseoissa, näitä selvästi vähemmän taidemuseoissa ja kaikkein vähiten luonnontieteellisissä museoissa.

Pääaineittain verrattuna kansatieteilijöistä 71 prosentilla (70 % vuonna 2013) oli vähintään museologian perusopinnot suoritettu. Vastaavasti arkeologiassa osuus oli 68 % (58 %), historiassa 61 % (53 %), taidehistoriassa 54 % (41 %) ja ”muissa pääaineissa” 38 % (37 %). Folkloristit tosin parantavat muiden pääaineiden tuloksia merkittävästi, koska heistä peräti 78 % oli suorittanut vähintään museologian perusopinnot.

Museologian opintoja on voinut opiskella jo pitkään, eivätkä ne ole enää nuorimpien ikäluokkien tunnusmerkki. Yliopistotutkinnon suorittaneiden mutta ei museologiaa opiskelleiden keski-ikä on 46 vuotta (46 vuonna 2013) ja alalle on tultu keskimäärin vuonna 2002. Museologian perus- tai aineopinnot suorittaneiden keski-ikä on jo 44 vuotta (39) ja alalle on tultu keskimäärin vuonna 2002. Sen sijaan yliopistollisen museokurssin suorittaneet ovat jo keskimäärin 60-vuotiaita (60) ja tulleet alalle vuonna 1987.

Museologian opiskelu on yleistynyt voimakkaasti, viimeisen viiden vuoden aikana myös sukupuolierot ovat kaventuneet. Vähintään perusopinnot on suorittanut 60 % (52 % vuonna 2013) yliopistotutkinnon suorittaneista naisista ja 46 % (27 %) miehistä. Akateemisesti koulutetuista miehistä enää 36 prosenttia (53 %) ei ole opiskellut kurssiakaan museologiaa, naisista vain 25 prosenttia (32 %).

Museologian opiskelu näkyy myös siinä, vastaako työ koulutusta. Korkeakouluopintoja ja siten myös museologiaa suorittamattomista 49 prosentin mielestä työ vastasi enimmäkseen koulutusta. Korkeakouluopintoja suorittaneista, mutta ei museologiaa lukeneista, työ vastasi enimmäkseen koulutusta 51 prosentin mielestä. Yliopistollisen museokurssin tai Verso I:n käyneistä 66 % mielestä työ vastasi koulutusta. Museologian perus-, aine- tai syventävät opinnot suorittaneista 69 prosenttia katsoi työn enimmäkseen vastaavan koulutusta. Aineopintojen osalta vastaavuus oli 71 % ja tätä laajempien museologian opintojen kohdalla 77 %. Museologian opiskelulla on selvä positiivinen yhteys työn ja koulutuksen vastaavuuteen. Sama yhteys on osoitettu myös aiemmissa Museoväki-tutkimuksissa.

14. Työilmapiiri	2018	2013	2008	2003
erinomainen	143 20 %	(14 %)	(13 %)	(12 %)
hyvä	384 52 %	(58 %)	(52 %)	(48 %)
tydyttävä	172 23 %	(23 %)	(29 %)	(32 %)
huono	34 5 %	(5 %)	(6 %)	(8 %)

Naisista 71 prosenttia (72 % vuonna 2013) ja miehistä 78 prosenttia (71 %) piti työpaikkansa ilmapiiriä erinomaisena tai hyvänä.

Ikäryhmittäin alle 30-vuotiaista ilmapiiriä piti erinomaisena tai hyvänä 88 prosenttia (78 % vuonna 2013), 30–39-vuotiaista 76 % (74 %), 40–49-vuotiaista 70 % (73 %) ja 50 vuotta täyttäneistä 71 % (69 %).

Valtion museoiden työntekijöistä ilmapiiriä piti erinomaisena tai hyvänä 77 prosenttia (73 %), kunnallisissa museoissa 68 % (69 %), yksityisissä museoissa 78 % (79 %). Museotyyppien välille eroja ei käytännössä muodostunut. Suurissa museoissa tyytyväisiä oli 70 %, keskisuurissa 67 % ja pienissä 77 %.

Työtehtävittäin vertailtuna tyytyväisimpiä ilmapiiriinsä olivat hallinnon työntekijät 85 % ja kaikkia tehtäviä tekevät 78 %. Tyytyväisyys näyttelyiden kanssa työskentelevien osalta oli laskenut selvästi ja oli ryhmistä alhaisin: 58 %. Muiden työtehtävien parissa ilmapiiriä piti hyvänä tai erinomaisena 67–73 %.

Vakituksista työntekijöistä ilmapiiriä piti erinomaisena tai hyvänä 71 prosenttia, epätyyppillisissä työsuhteissa työskentelevistä 84 prosenttia.

15. Työuupumus	2018	2013	2008	2003
en koskaan	44 6 %	(4 %)	(5 %)	(4 %)
harvoin	190 26 %	(29 %)	(25 %)	(22 %)
joskus	349 47 %	(48 %)	(50 %)	(50 %)
viikoittain	119 16 %	(16 %)	(15 %)	(19 %)
päivittäin	34 5 %	(4 %)	(4 %)	(5 %)

Työuupumuksella ja ilmapiirillä on selvä yhteys (Pearsonin korrelaatio 0,40), mutta erojakin oli.

Naisista 31 prosenttia (32 % vuonna 2013) oli uupunut harvoin tai ei koskaan. Viikoittain uupuneita oli 17 % ja päivittäin 5 % (16 % ja 3 %). Miehistä 36 prosenttia (37 %) oli uupunut harvoin tai ei koskaan. Viikoittain uupuneita miehiä oli 13 % ja päivittäin 4 % (13 % ja 5 %).

Ikäryhmittäin alle 30-vuotiaista harvoin tai ei koskaan uupuneita oli 56 prosenttia, viikoittain uupuneita 4 % ja päivittäin 4 %, 30–39-vuotiaissa harvoin tai ei koskaan uupuneita oli 33 prosenttia, viikoittain uupuneita 14 % ja päivittäin 5 %, 40–49-vuotiaissa harvoin tai ei koskaan uupuneita oli 28 prosenttia, viikoittain uupuneita 19 % ja päivittäin 5 % ja 50 vuotta täyttäneissä harvoin tai ei koskaan uupuneita oli 32 prosenttia, viikoittain uupuneita 16 % ja päivittäin 4 %.

Valtion museoiden työntekijöistä harvoin tai ei koskaan uupuneita oli 36 prosenttia, viikoittain tai päivittäin uupuneita 20 %. Kunnallisissa museoissa vastaavat luvut olivat 31 % ja 22 %, yksityisissä museoissa 33 % ja 19 %. Museotyypeittäin taidemuseoiden luvut olivat 32 % ja 25 %, kulttuurihistoriallisissa 31 % ja 19 % ja erikoismuseoissa 33 % ja 21 %. Isoissa museoissa luvut olivat 34 % ja 24 %, keskiuurissa 32 % ja 20 % sekä pienissä 31 % ja 19 %. Työtehtävittäin vähiten uupumus vaivaa avoinnapidon henkilökuntaa, 46 % ja 18 %, eniten kaikkia tehtäviä tekeviä 29 % ja 25 %.

Vakituisista työntekijöistä harvoin tai ei koskaan uupuneita oli 29 prosenttia, viikoittain uupuneita 18 % ja päivittäin 5 %. Epätyypillisissä työsuhteissa työskentelevistä harvoin tai ei koskaan uupuneita oli 46 prosenttia, viikoittain uupuneita 10 % ja päivittäin 5 %.

16. Työn mielenkiintoisuus	2018	2013	2008
erittäin mielenkiintoinen	251 34 %	(27 %)	(24 %)
hyvin mielenkiintoinen	307 42 %	(46 %)	(44 %)
jokseenkin mielenkiintoinen	156 21 %	(24 %)	(27 %)
ei kovinkaan kiinnostava	16 2 %	(2 %)	(5 %)
ei lainkaan kiinnostava	2 0 %	(0 %)	(1 %)

Työn mielenkiintoisuudella on selvä yhteys siihen, kokiko työn vastaavan koulutusta (Pearsonin korrelaatio 0,32).

Työ oli erittäin tai hyvin mielenkiintoista museonjohtajista 89 prosentin (88 % vuonna 2013), esimiehistä 86 % (81 %), toimihenkilöistä 78 % (76 %) ja työntekijöistä enää 56 prosentin mielestä (54 %).

Valtion museoissa työskentelevien mielestä työ oli erittäin tai hyvin mielenkiintoista 74 prosentin (77 %) mielestä, kunnallisissa museoissa 78 % (74 %) ja yksityisissä museoissa 72 % mielestä (69 %). Museotyypeittäin vastaavat luvut olivat taidemuseoilla 76 % (73 %), kulttuurihistoriallisilla museoilla 78 % (77 %) ja erikoismuseoilla 72 % (64 %). Isoissa museoissa luku oli 77 %, keskiuurissa 73 % ja pienissä 79 %.

Työtehtävien perusteella mielenkiintoisimpia oli tutkimus-, asiantuntija ja viranomaistehtävät, joita tekevästä 87 prosenttia (85 % vuonna 2013) piti työtään joko erittäin tai hyvin mielenkiintoisena. Seuraavina tulivat hallinto 86 % (76 %), museopedagogiikka 84 % (84 %), tiedotus ja markkinointi 83 % (66 %), kaikkia työtehtäviä tekevät 77 % (68 %), kokoelmien hoito 73 % (75 %) sekä näyttelytoiminta 70 % (76 %). Avoinnapidon tehtäviä tekevästä 57 % (46 %) piti työtään hyvin tai erittäin mielenkiintoisena.

17. Johtaminen	2018	2013	2008
erinomainen	50 7 %	4 %	(6 %)
hyvä	334 46 %	46 %	(40 %)
tydyttävä	242 33 %	38 %	(40 %)
huono	106 14 %	12 %	(14 %)

Työpaikan johtamista koskevilla arvioilla oli hyvin vahva yhteys työpaikan ilmapiiriin (Pearsonin korrelaatio 0,68) ja selvä yhteys myös työntekijän uupumukseen (0,34). Yhteys työn mielenkiintoisuuteen oli loivempi (0,22).

Valtion museoiden työntekijöistä 52 % (42 % vuonna 2013) pitää työpaikkaansa erinomaisesti tai hyvin johdettuina. Kunnallisilla museoilla vastaava luku on 50 % (50 %) ja yksityisillä museoilla 57 % (51 %). Museotyypeittäin vertailluna taidemuseoiden työntekijöistä 54 prosenttia (50 %) arvioi työpaikkansa johtamisen erinomaiseksi tai hyväksi, kulttuurihistoriallisissa museoissa 52 % (51 %) ja erikoismuseoissa 52 % (46 %). Museoiden koon mukaan tarkasteltuna isoissa museoissa luku oli 48 %, keskisuurissa 50 % ja pienissä 57 % – mutta on myös syytä huomata, että pienissä museoissa oli myös eniten johtajia vastaamassa kyselyyn.

Työtehtävien perusteella tyytyväisimpiä museoiden johtamiseen olivat totutusti hallinnossa työskentelevät, joista 72 prosentin mielestä johtaminen oli hyvää tai erinomaista (73 % vuonna 2013). Seuraavina tulivat avoinnapito 58 % (41 %), tutkimus 55 % (47 %), kaikkia tehtäviä tekevät 55 % (43 %), kokoelmien hoito 46 % (52 %), museo-opetus 44 % (47 %), tiedotus sekä markkinointi 39 % (43 %) ja viimeisenä näyttelytoiminta 39 % (44 %).

18. Museon vahvuudet	2018	2013	2008
Hyvät työtoverit	541 75 %	(74 %)	(72 %)
Kannustava ja rakentava palaute	128 18 %	(16 %)	(17 %)
Viihtyisä työympäristö	318 44 %	(47 %)	(50 %)
Työn arvostaminen	228 31 %	(27 %)	(27 %)
Toimiva tiedonkulku	44 6 %	(5 %)	(8 %)
Tasa-arvoinen ja avoin ilmapiiri	231 32 %	(30 %)	(26 %)
Selkeät työnkuvat	102 14 %	(18 %)	(20 %)
Motivoivat tavoitteet	209 29 %	(26 %)	(25 %)
Henkilöstön vaikutusmahdollisuudet	157 22 %	(19 %)	(20 %)
Toimiva hallinto	53 7 %	(6 %)	(7 %)
Suunnitelmallisuus	61 8 %	(8 %)	(9 %)
Osaavat esimiehet	64 9 %	(9 %)	(9 %)
Hyvä palkka	40 6 %	(4 %)	(3 %)
Ammattitaitoinen henkilöstö	333 46 %	(46 %)	(48 %)
Taloudelliset resurssit	61 8 %	(7 %)	(9 %)
Mahdollisuus kouluttautua	178 25 %	(28 %)	–
Pitkät työurat	155 21 %	–	–
19. Museon heikkoudet	2018	2013	2008
Työpaikkakiusaaminen	39 5 %	(6 %)	(6 %)
Palautteen puuttuminen	133 18 %	(22 %)	(25 %)
Epämukava työympäristö	62 9 %	(9 %)	(9 %)
Arvostuksen puute	197 27 %	(23 %)	(32 %)
Heikko tiedonkulku	291 40 %	(38 %)	(42 %)
Epätasa-arvoinen ilmapiiri	138 19 %	(21 %)	(25 %)
Epäselvät työnkuvat	221 31 %	(31 %)	(35 %)
Työllä ei tunnu olevan tavoitetta	70 10 %	(12 %)	(11 %)
Ei henkilöstön vaikutusmahdollisuuksia	107 15 %	(15 %)	(21 %)
Liiallinen byrokratia	209 29 %	(33 %)	(31 %)
Työn järjestäytymättömyys	164 23 %	(22 %)	(25 %)
Huonot esimiestaidot	229 32 %	(31 %)	(33 %)
Pienet palkat	452 63 %	(61 %)	(67 %)
Henkilöstön heikko osaaminen	25 3 %	(3 %)	(4 %)
Museon pienet resurssit	333 46 %	(47 %)	(49 %)
Osaamisesta ei huolehdita	58 8 %	(6 %)	–
Työsuhteiden epävarmuus	122 17 %	–	–

Vahvuuksien ja heikkouksien listaukset käsittelevät samoja teemoja. Vastaajat valitsivat keskimäärin 4,0 vahvuutta ja 3,9 heikkoutta, vielä vuonna 2008 heikkouksia valittiin hieman enemmän kuin vahvuuksia.

Hyvät työtoverit oli jälleen ylivoimaisesti suosituin museoiden vahvuuksista. Työpaikkakiusaamisen mainitsi 6 prosenttia naisista ja 4 prosenttia miehistä. Työtehtävittäin kiusaamista oli eniten avoinnapidossa.

Vuosien mittaan on tapahtunut pieniä muutoksia ja tässä tutkimuksessa kannustava ja rakentava palaute nähdään yhtä usein vahvuutena kuin palautteen puute heikkoutena. Tiedotusta tekevästä 41 % piti palautetta kannustavana, kun näyttelyissä vain 7 % – myös kokoelma- ja tutkimustyötä tekevät huomauttavat palautteen puuttumisesta. Miehet ja 2010-luvulla museouransa aloittaneet kokivat palautteen muita vastaajia myönteisemmin.

Viihtyisä työympäristö mainittiin hieman aiempaa harvemmin mutta yhä lähes joka toinen vastaaja piti sitä työpaikkansa vahvuutena. Viihtyisänä pidettiin erityisesti taidemuseoita ja valtion museoita. Työtehtävien mukaan jaoteltuna eniten eli 58 % avoinnapidossa työskentelevistä koki työympäristön viihtyisänä. Vastaavasti harvimminkin työympäristön mainitsivat vahvuutena 36 % kokoelmatyötä tekevästä. Hyvällä työympäristöllä oli heikko tilastollinen yhteys hyvään työilmapiiriin.

Työn arvostus tai sen puute tulevat esiin yli puolessa vastauksista. Työn arvostus oli selvimminkin yhteyksissä kysymyksiin ilmapiiristä ja johtamisesta. Arvostuksen puutteen mainitsivat useimmin museopedagogit 36 %, kokoelmat 31 % ja avoinnapito 30 %, kun tutkimuksen, tiedotuksen, näyttelyiden ja hallinnon vastauksissa vaihteluväli oli 21–24 %. Huomattavaa on kuitenkin se, että avoinnapidon arvostus näyttäisi kymmenessä vuodessa vahvistuneen selvästi.

Heikko tiedonkulku mainitaan huomattavasti useammin kuin toimiva tiedonkulku. Tiedonkululla on yhteys ilmapiiriin ja johtamiseen. Hallinnossa työskentelevistä vain 23 % mainitsi heikon tiedonkulun, kun pedagogikassa sen näki ongelmaksi 53 % vastaajista. Vastaavasti isoissa museoissa sen valitsi 54 %, pienissä 35 %. Naisista 44 % moitti heikkoa tiedonkulkua, miehistä vain 25 %.

Tasa-arvoinen ja avoin ilmapiiri on kymmenessä vuodessa tullut selvästi yleisemmäksi ja ilmapiirin epätasa-arvoisuus harvinaistunut. Valtion museoissa tasa-arvoisen ilmapiirin mainitsi vahvuutena 38 % vastaajista, kun viisi vuotta sitten näin katsoi vain 19 %. Pienissä museoissa tasa-arvoisen ilmapiirin mainitsi 38 % vastaajista, isoissa 25 %.

Selkeät työnkuvat ovat muuttuneet harvinaisemmiksi kuin aiemmin. Selkeimpinä työnkuvaan pitivät kunnallisten museoiden työntekijät ja tutkimustyötä tekevät. Epäselviä työnkuvia moitti tiedotusta ja markkinointia tekevästä joka toinen.

Motivoivat tavoitteet mainitsi aiempaa useampi vastaaja ja vain harva kokee, ettei omalla työllä olisi tavoitetta. Eri tehtävien parissa työskentelevät mainitsivat motivoivat tavoitteet lukuun ottamatta avoinnapitoa, jossa työskentelevistä vain 15 % mainitsi ne museon vahvuutena. Tavoitteita useimmin, 38 %, kiittivät näyttelyitä tekevät.

Henkilöstön vaikutusmahdollisuudet mainittiin hieman niiden puutetta useammin ja niillä oli selvä yhteys työilmapiiriä ja johtamista koskeviin kysymyksiin. Kunnallisten museoiden työntekijöistä 22 % mainitsi vaikutusmahdollisuudet vahvuutena ja 16 % heikkoutena, yksityisillä museoilla luvut olivat 22 % ja 12 %. Valtion museoiden työntekijöistä näkemykset menivät tasan: 13 % ja 13 %. Omistus pohjaa enemmän tulosta selitti museon koko: isoissa museoissa luvut olivat 13 % ja 21 %, keskiuurilla jo kääntäen 19 % ja 15 %, mutta pienillä huomattavasti paremmat 29 % ja 10 %.

Varsin harvinaiselta vaikuttavan toimivan hallinnon vastaparina oli liiallinen byrokratia, jonka mainitsi liki kolmannes vastaajista. Byrokratian mainitsi 54 % valtion museoiden työntekijöistä, 36 % kunnallisissa museoissa ja 9 % yksityisissä museoissa. Isoissa museoissa byrokratian muisti 42 %, keskiuurissa 25 % ja pienissä 23 %. Työtehtävittäin tarkasteluna eniten byrokratiaa moittivat museopedagogit.

Myös suunnitelmallisuus mainittiin harvoissa vastauksissa, mutta työn järjestäytymättömyyttä moitti useampi kuin joka viides vastaaja. Asia harmitti eniten tiedotusta tekeviä, vähiten avoinnapitoa. Työn järjestäytymättömyyttä esiintyi vähiten valtiolla ja eniten yksityisissä museoissa.

Osaavat esimiehet mainittiin harvoin verrattuna joka kolmannen vastaajan korostamiin huonoihin esimiestaitoihin. Huonoihin esimiestaitoihin kiinnitettiin jokseenkin yhtä paljon huomiota erilaisissa museoissa, isoissa hieman enemmän kuin pienissä. Naiset arvostelivat esimiestaitoja miehiä enemmän.

Palkkauksen näki lähes kaksi kolmesta vastaajasta työpaikkansa heikkoutena ja vain kourallinen vastaajia piti sitä museonsa vahvuutena. Kun verrataan eri vastausvaihtoehtoja keskenään, pienillä palkoilla ei näyttäisi olevan sanottavaa yhteyttä muihin yksittäisiin kysymyksiin. Tyytymättömiä palkkaansa olivat kunnallisten ja taidemuseoiden työntekijät. Valtiolla vain 26 % moitti palkkaansa.

Ammattitaitoisen henkilöstön näki vahvuutena lähes joka toinen vastaaja ja vain murto-osa piti osaamista museonsa heikkoutena. Hallinnossa työskentelevistä 61 % ja kokoelmassa 52 % mainitsi ammattitaitoisen henkilöstön vahvuutena, avoinnapidossa työskentelevistä vain 35 %. Isoissa museoissa ammattitaitoisen henkilöstön valitsi 55 % mutta pienissä enää 39 %.

Museon vahvuutena vain harva piti taloudellisia resursseja – heikkoudeksi sen mainitsi lähes joka toinen vastaaja. Heikoilla resursseilla oli kiinnostava yhteys tasa-arvoiseen ja avoimeen ilmapiiriin: heikot resurssit valinneet vastaajat pitivät muita useammin avointa ilmapiiriä museonsa vahvuutena. Museon vaatimattomista resursseista huomautettiin erityisesti pienissä museoissa: isoissa museoissa vain 22 % pahoitteli resursseja, keskiuurissa 45 % ja pienissä peräti 60 %. Museotyypeittäin vertailtuna taidemuseoiden vastaajat olivat tyytyväisimpiä resursseihinsa.

Lähes kolmasosa vastaajista piti koulutusmahdollisuuksia museon vahvuutena, vain harvat vastaajat pitivät ongelmana, että koulutukseen ei pääse. Tulokset ovat tosin hieman heikentyneet viidessä vuodessa. Erialaisten museoryhmien välillä ei ollut selkeitä eroja. Tyypillisemmin koulutuksen näkivät vahvuutena esimiehet ja naiset, kun taas työntekijätehtävissä olevat ja miehet pitivät koulutusmahdollisuuksia harvemmin työpaikkansa vahvuutena.

Työsuhteiden epävarmuuden ja pitkät työurat mainitsi lähes yhtä moni vastaaja – nuoremmat ja lyhyemmän museouran tehneet painottivat epävarmuutta, varttuneemmat arvostivat taas työuria. Pitkiä työuria kiiteltiin erityisesti kunnissa ja työsuhteiden epävarmuudesta olivat huolestuneimpia valtion työntekijät. Vakituksista työntekijöistä työsuhteiden epävarmuuden mainitsi vain 7 %, kun epätyypillisissä työsuhteissa olevista 63 %. Tämä heijastuneen myös siihen, että työtehtävittäin epävarmuudesta oltiin eniten huolissaan tutkimuksessa ja avoinnapidossa, vähiten näyttelyissä ja hallinnossa.

20. Seksuaalinen häirintä	2018
ei ole kokenut	697 95 %
on kokenut	35 5 %

Kyselyssä selvitettiin, ovatko vastaajat kokeneet seksuaalista häirintää viimeisen kahden vuoden aikana. Taloustutkimus teetti helmikuussa 2018 laajan kyselytutkimuksen työelämän seksuaalisesta häirinnästä EK:n tilauksesta. Tämän kyselyn mukaan 7 % työikäisistä oli kokenut häirintää samalla ajanjaksolla.

Museoväki'18-tutkimuksen mukaan museoalalla työskentelevistä naisista 5 % ja miehistä 3 % oli kokenut seksuaalista häirintää. Taloustutkimuksella sukupuolten mukaan ryhmiteltyt luvut olivat 12 % ja 2 %. Kuitenkin iän mukaan tarkasteltuna alle 40-vuotiaista museoalan naisista noin 12 prosenttia oli kokenut seksuaalista häirintää viimeisen kahden vuoden aikana ja miehistä kuusi prosenttia. Yli 40-vuotiaista seksuaalista häirintää oli kokenut kaksi prosenttia sukupuolesta riippumatta. Kun museoalan ikärakenne huomioidaan, tulokset ovat jokseenkin linjassa Taloustutkimuksen tuloksien kanssa.

Häirintää esiintyy kaikenlaisissa museoissa, mutta työtehtävittäin se on yleisintä avoinnapidossa ja museopedagogikassa, jossa noin 9 % työntekijöistä on kohdannut viimeisen kahden vuoden aikana häirintää. Muissa tehtävissä osuus vaihtelee 2–4 prosentin välillä. Häirintää kohtasi 6 % työntekijöistä, 5 % toimihenkilöistä, 4 % esimiehistä ja prosentti johtajista. Vakituksissa työsuhteissa olevista häirintää koki 4 % mutta jopa 8 % niistä, jotka työskentelivät epätyypillisissä työsuhteissa.

21. Kuka syyllistyi häirintään?	2018	
toinen työyhteisön jäsen	11	32 %
esimies tai vastaava	3	9 %
museokävijä	9	26 %
asiakas- tai yhteistyötahon edustaja	17	50 %
omistajatahon edustaja	0	0 %
muu	2	6 %

Taloustutkimuksen selvityksessä häiritsijä oli 60 % tapauksista asiakas, ei työkaveri tai esimies. Myös museoalalla vain joka kolmas tapaus oli työyhteisön sisäinen, tavallisesti häiritsijä tuli työyhteisön ulkopuolelta.

Häirintätapauksia on sen verran vähän, että niiden erittely on tilastollisesti jo verraten epäluotettavaa. Museon koon perusteella voidaan kuitenkin todeta, että asiakas- tai yhteistyötahojen edustajat syyllistyivät häirintään tavallisimmin pienissä museoissa. Vastaavasti työyhteisöjen sisällä tapahtuva häirintä oli leimallisesti suurten museoiden ongelma. Museokävijöiden häirintä kohdistui liki yksinomaan alle 40-vuotiaisiin naisiin.

20. Häirinnästä ilmoittaminen	2018	
en ilmoittanut	24	69 %
kyllä ilmoitin	11	31 %

Taloustutkimuksen selvityksen mukaan 58 % ei ilmoittanut häirinnästä lainkaan. Museoalalla luku on hieman korkeampi, joskin vastaajamäärä on pieni. Vakituksessa työsuhteessa olevista 40 % ilmoitti häirinnästä, yhdeksästä määräaikaisessa työsuhteessa olevasta vastaajasta ei yksikään.