

# HIIT 10th Anniversary 2009

## Results from an Infrastructural Satisfaction Survey

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### Abstract

A survey was conducted to assess the satisfaction of HIIT research staff with the present infrastructure and gather ideas for improving it. Fifty researchers, more than third of all, provided their opinions. The staff from Spektri was over-represented among the participants.

Satisfaction in services (IT, secretarial, communications) provided by the institute was generally high. Outsourced services received more ambiguous feedback. Workers at Spektri were on average slightly dissatisfied with the surrounding infrastructure. They were also more interested in additional social activities to be run at the program level.

Participants commented how they would like to locate HIIT physically in the future. One facility operation at the Helsinki center was supported by 44% of all, a two site model being the next most popular. There were some differences between the three sites. Kumpula staff was clearly under-represented among the respondents and they were happier about the present environment. Less than tenth favored the present three sites configuration.

This deviance is discussed in relation to a hypothesis of organizational divide. The argument is that people working at different sites do not associate themselves with one HIIT, but see the institute as divided into relevant and non-relevant clusters. Some possibilities to bridge this gap are discussed.



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Full report, final release 4.12.2009

## Introduction

As Helsinki Institute for Information Technology HIIT turns ten in late 2009, it is once again at a verge of a change. The recently reformed leadership is about to be passed on in a quick pace while a big part of HIIT staff is preparing to be transferred to the emerging Aalto university. The latter change will involve an interesting organizational change because HIIT will be positioned directly on the Aalto university level. This is breaking some of the ties that previously held the institute to TKK, as HIIT will not be part of the School of Science and Technology formed from previous TKK units. And finally, the research HIIT groups that have been positioned at Spektri business since 2007 are waiting to be relocated in the near future. One motivator for this change might be the negative feedback about the number of research sites provided by Aalto Research Assessment panel earlier in 2009 (Back et al., 2009).

The times of change call for participation and feedback from all levels of organization. The urge to have the research staff to have their say on HIIT current standing, in this case regarding research infrastructure, has been the primary motivation of this study. The HIIT 10th Anniversary Survey for Research Staff was created for this purpose, to collect opinions and ideas from the workers of the institute in order to help operational planning of how the core of activity of HIIT, research, could be best supported in the upcoming years.

Organization surveys fall into a category of tools available for organizational development. Survey feedback is a simple way to collect information anonymously from employees and middle management (see e.g. Huczynski & Buchanan, 2007). In the case of the present study, the survey was targeting opinions and initiatives related to the infrastructure as the upcoming changes may allow these factors to be changed. Particularly if the management of the institute and the management of governing universities are willing to utilize this information in decision making and development of HIIT. Themes such as leadership style, job satisfaction, social environment, and organization culture were thus intentionally omitted from this study even though they also contribute to how well the institute as a whole functions.

For the survey, the infrastructure was analyzed into two parts, *surrounding* and *service* infrastructure. These were defined as follows: surrounding infrastructure consists of shared, externally provided services and non-human resources provided by the institute to all researchers. Service infrastructure refers to the help provided by institute's administrative staff to researchers. These definitions were also used in the study.

At the time of study, there was one communication officer, the inter-site IT support team included four members, and number of project management and secretarial staff was seven at Spektri (including HIIT communications manager) and one at Kumpula. Otaniemi did not have

HIIT specific staff. They relied on the services of TKK's computer science department. The fit of these descriptions to HIIT organization and infrastructure is thus mediocre. The situation is tricky because the several sites of HIIT mean that people will necessarily have available and are using different infrastructural services. However, the survey was to be designed in such a way that respondents should find it meaningful regardless of where they primarily worked at.

## Method

The survey was implemented as an electronic questionnaire. The web service provided by University of Helsinki was used to create the form (<https://elomake.helsinki.fi/lomakkeet/17581/lomake.html>; Elomake v. 2 by Eduix Oy).

The survey included 19 questions total, four of them open ended, remaining items being closed, structured ones. The full questionnaire is provided as an appendix to this report (part 3). The form was divided according to the surrounding and service related questions, but it additionally gathered small amount of information about the respondents. This included their history and future with HIIT, and their primary working site.

The form was made available over the Internet for two weeks. The first email urging all of HIIT researchers to provide their feedback was posted on 23rd of October 2009 and a reminder two weeks after on 6th of November. The invitation was sent by the author to email lists that cover the whole staff of HIIT and urged all members of research staff to participate. The answers to the form were harvested on the 8th of November.

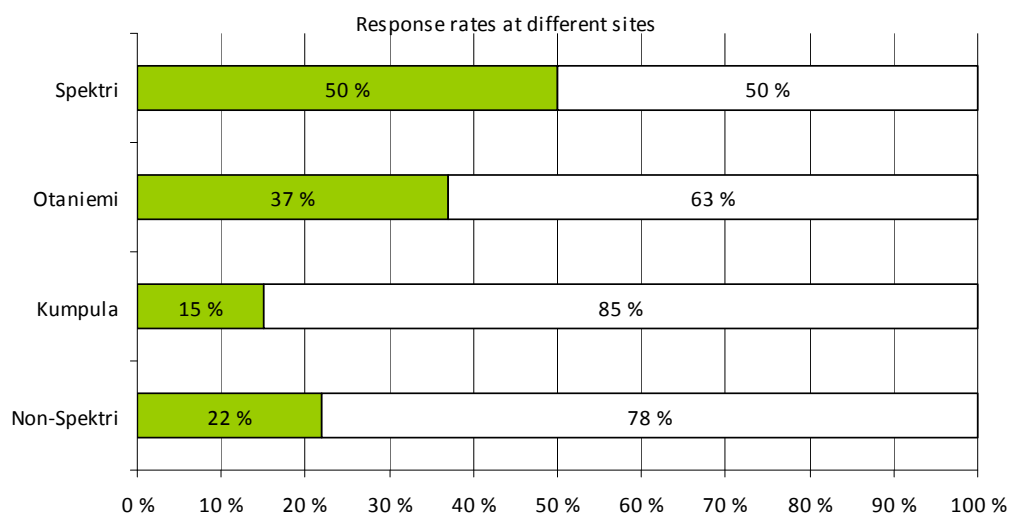
The survey was designed and implemented by the author of this document, using organization research literature, primarily Huczynski & Buchanan, 2007 and helpful comments from researcher Antti Salovaara. Study was carried out with the kind of approval of present director Heikki Mannila. The statistics have been produced using SPSS 15.0 and non-parametric tests have been used to assess the reliability of the observations statistically as indicated.

## Results

### Sample

In the given time, total fifty (N=50) entries were registered in the database, which only approved fully completed forms. No methods of authentication or identification were used, but there is very little reason to inspect abuse or respondents outside HIIT staff. For the reference, in spring 2009, HIIT had about approximately 50 full-time researchers in Kumpula, 30 in Otaniemi, and 60 in Spektri (total 150). This means that the sample covers a third of whole target group.

The sample does not equally represent all groups. The Spektri site is covered the best with thirty respondents (N=30; 50% of the reference) where as Otaniemi (N=11; 37% of the reference) and particularly Kumpula were under-represented (N=9; 15%). For these reasons, the results derived from the Spektri staff have been separated from *non-Spektri* people in some cases. This is indicated in the text.



The informants were asked for the present and estimated future affiliation with HIIT. The distribution of answers was even and the majority of the respondents had been affiliated for 2-3 years. The same answer held for the estimated duration of future partnership, although even a bigger part choose not to speculate about the future.

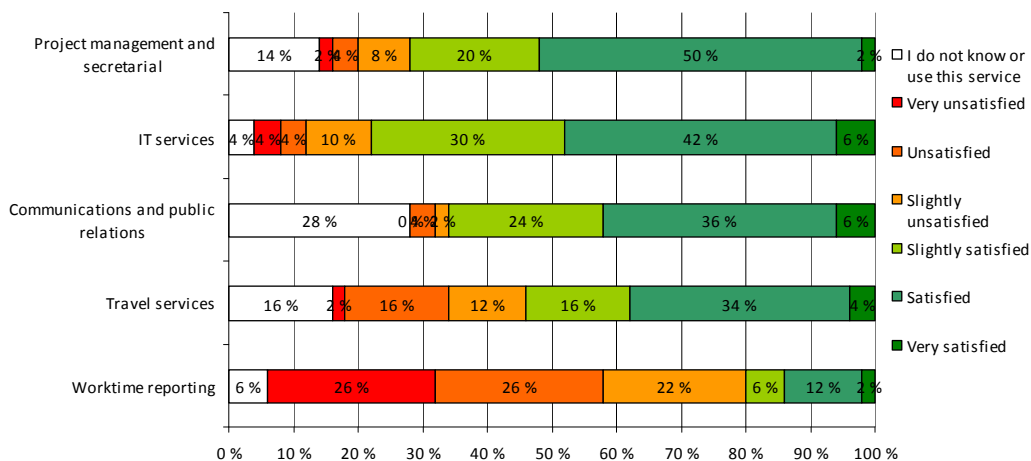
History at HIIT			Estimated future at HIIT		
	N	%		N	%
1 year	12	24.0 %	Can't say	17	34.0 %
2-3 years	15	30.0 %	1 years or less	8	16.0 %
3-5 years	11	22.0 %	2-3 years	14	28.0 %
> 5 years	12	24.0 %	3-5 years	6	12.0 %
			5-10 years	4	8.0 %
			>10 years	1	2.0 %
<b>Total</b>	<b>50</b>	<b>100.0 %</b>	<b>Total</b>	<b>50</b>	<b>100.0 %</b>

On average, the informants had kept the questionnaire web page open for 11 ( $M=11.0$  min,  $SD=16.4$  min) minutes before saving their answers. Data set acquired in the experiment is available at the HIIT file server,

`/group/ns/091110-HIIT10_infra_survey_data-Liikkanen.xls`  
but also from the author by request.

### Satisfaction with service infrastructure

The informants were satisfied with the services provided by the institute. All internal services, IT, communications and project management service received very good feedback. The only notable thing is that almost third did not seem have any relation with the communication services. The opinions diverged on questions regarding outsourced services which were included here as control items. Travel services received variable but generally still favorable grades, where as work time reporting unsurprisingly evoked negative responses. Respondents from Spektri were more unsatisfied with work time reporting than non-Spektri employees The results are illustrated in the figure below:



### Open questions

A brief content analysis of the open-ended items (total  $N=27$ ) brings a variety of issues. While many comments are just mocking electronic travel services (WebTraveller, reservations) and work time reporting procedures (HALLI), there are critical words for internal services as well.

Several subjects expressed that communication field could generally be extended. New services such as video production and professional design were proposed. More initiative and promotion for the existing services might also improve their place, as many people did not apparently know about these services at all.

The demands IT services were related on the speed of the service and transparency. Some people also would like to see more flexibility to help the deployment of in-house technologies become part of the official IT infrastructure. As with communications, more visibility for the existing

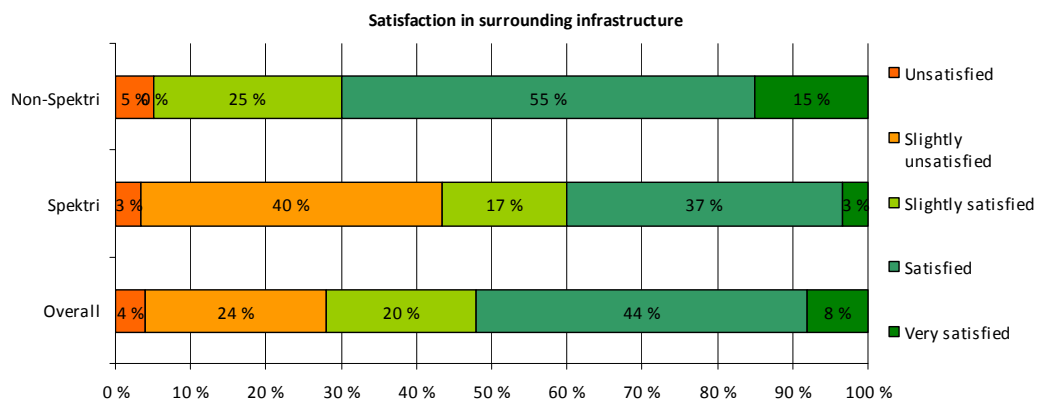
services might be in order, as some comments indicated unawareness of the existing services.

Secretaries did not get many comments, but several people commented about the need to increase the awareness of new employees. Familiarization of incomers into the complex university organization might be easier with appropriate, up-to-date guides.

In a separate question some subjects were urged to tell if they were in need of a new, internally or externally-produced service. The few patchy comments (N=10) requested an international office (familiarization), institute wide service for language checking and proof reading, credit cards for employees and institute wide design services. All answers to the open questions can be found from the end of this document as an appendix.

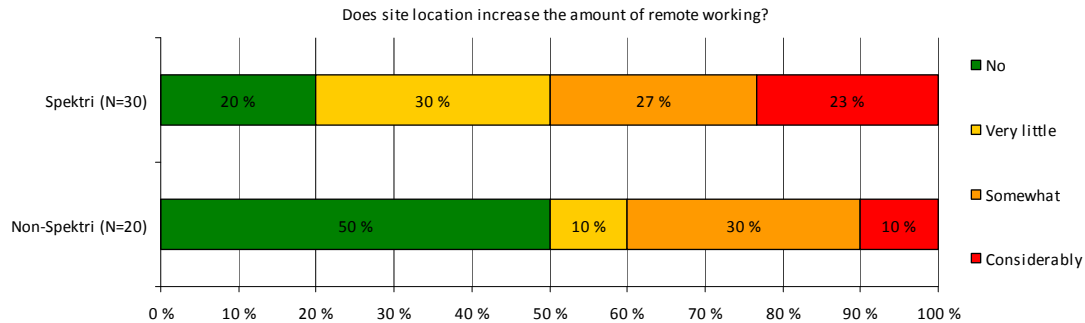
### *Surrounding infrastructure*

The surrounding infrastructure consists of numerous services, utilities and assets that are largely dependent on the site of operation. The general satisfaction in surrounding infrastructure highlights the difference in operating environments. While people at Kumpula and Otaniemi are in average satisfied with the infrastructure, the folks residing at Spektri are generally slightly unsatisfied ( $\chi^2=11.458$ ,  $df=4$ ,  $p=.022$ ).

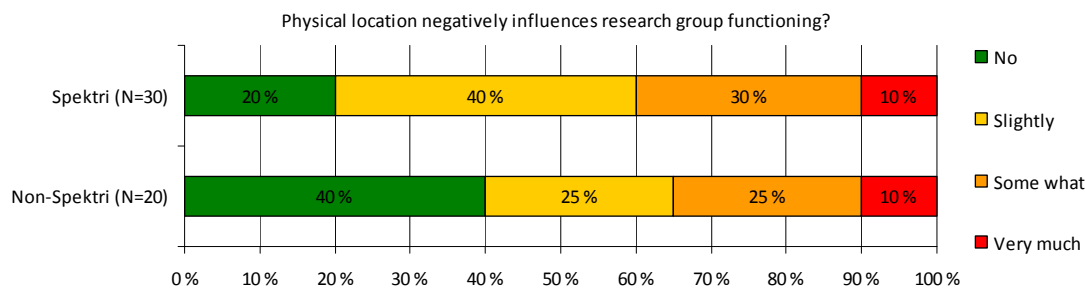


The dissatisfaction related with Spektri was somewhat expected as the location is, for instance, detached from the TKK main campus and many basic services. In addition to this indirect meter of satisfaction, the consequences of dissatisfaction and location were (not specifically) probed with some additional questions.

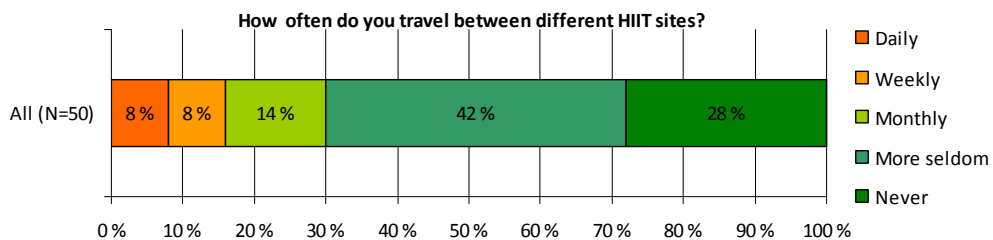
The dissatisfaction was assumed to increase the amount of remote working and show negatively in research group functions. The results show that people at Spektri tend to work more remotely, but this difference was statistically non-significant.



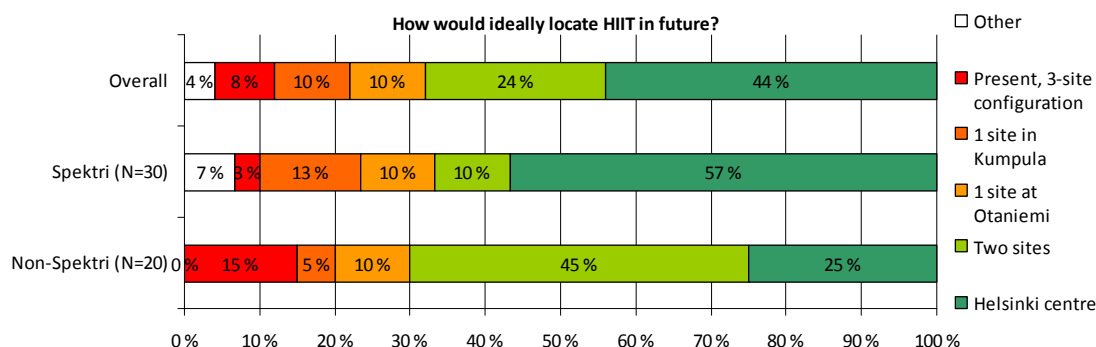
Spektri staff also tended to agree more with the argument 'physical location of the institute negatively affects research group functioning.' However this effect was even weaker than the off-site working tendency.



The results show that researchers travel between the sites seldom. One third travels at least monthly, although another third has never travelled to other sites. Only one sixth goes between the sites frequently, daily or weekly.



Finally, the participants were asked to present their ideal view of how HIIT should be located in the future, if they were free to choose. The primary choice was Helsinki centre, but many kinds of opinions were evoked. The distribution is illustrated in the figure below:



The Spektri people favored Helsinki more than other staff, the difference is clearly visible ( $\chi^2=13.068$ ,  $df=5$ ,  $p=.023$ ). The present model with three sites was not very popular and the subjects generally resisted the option of placing the institute completely on either Kumpula or Otaniemi site.

### Open questions

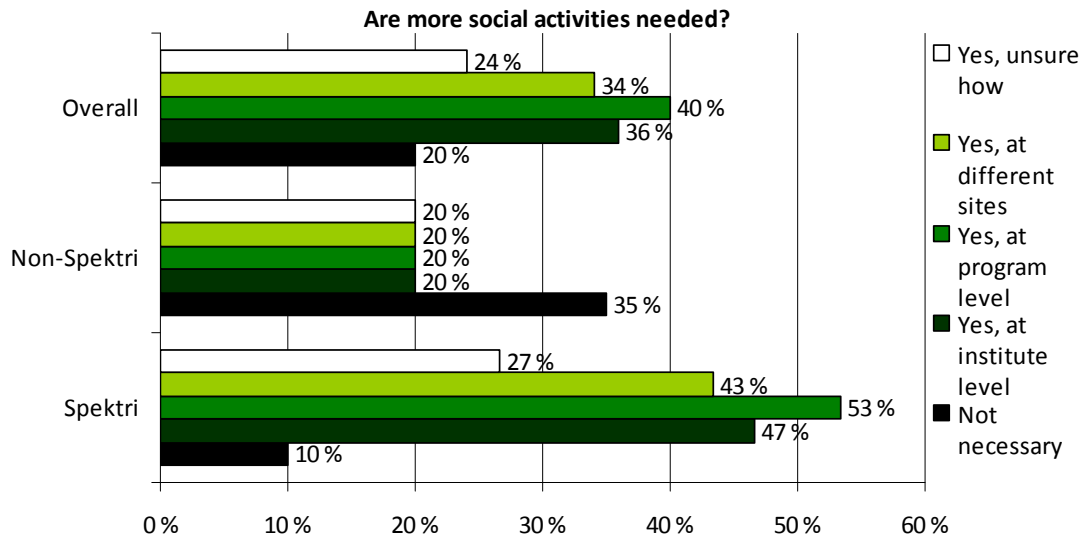
The surrounding services and the location of HIIT sites questions evoked a lot of comments (services  $N=30$  and location  $N=21$ ). Answers related to surrounding services often concerned opportunities for satisfying basic needs; mostly dining and wining. Spektri staff found the local restaurants inadequate, highly priced and poorly serving the interest of those not following an 8 to 4 daily routine. Few suggestions on improving the atmosphere by freely available food and refreshments were made. The organization of the space also received some critical comments, starting from the availability of working space, comfort of the premises, details of the layout and politics in distributing working space. Recycling was seemingly absent in Kumpula. Commutation also got some comments, mostly people wanted better chances of parking their bicycle or car.

The location evoked much of discussion. Generally, HIIT location at Espoo (Otaniemi or Pohjois-Tapiola) did not receive positive feedback. The comments reflect on the varied opinions about the future of the institute. Few people would be fine with concentrating the activities on campuses with close proximity to related university departments (computer science in both instances), while others belief that Espoo should be abandoned altogether and new synergies sought by coming together in Helsinki. The Google-inspired practice of providing food free of charge and placing all researchers in HIITplex was also desired.

### Miscellaneous

The participants were also asked whether they would like to participate in different social activities. While this goes beyond infrastructural, the item was included to assess the need for organizational activities to

amend gaps in the surrounding infrastructure. Due to the nature of the different answering options, this question was divided into five independent response items which were answered as shown on the following page.



*Note that the responses to the items are non-exclusive (do not add up to 100%)*

Researchers were most often requesting social activities at the program level. Once again Spektri and non-Spektri staff had different sort of responses although the differences were statistically significant only for the first three claims (not necessary, institute and program level).

### Open questions

Twelve people gave feedback to the final open-ended question which hoped to collect any ideas falling outside the pre-determined categories. (see Appendix part 1) Mostly people commented on the need and amount of socialization within the institute. The respondents felt that the present spatial and functional arrangements do not support socialization and “random, creative collision” of people at the working place. This appeared as a between and within sites issue, i.e. different floors separate people and different sites even more. For socializing, joint coffee breaks, free refreshments or working lunches, and sport events were nominated as potentially alleviating practices.

## Discussion and Conclusions

The infrastructure survey celebrating 10<sup>th</sup> HIIT anniversary attracted a decent amount of attention from the busy researchers. Approximately third of all research staff members replied, which is an adequate response rate for a survey nowadays. The general satisfaction with the infrastructure was good and there were no evident signs that the infrastructural issues would be seriously hindering the research work at the institute. Informants from all HIIT sites were equally satisfied with the services produced by our own support staff (IT, secretarial, communications).

The responses came mainly from Spektri wing of the institute. In my opinion, this reflects the state of organization. Spektri staff were also the most unsatisfied with the present *surrounding infrastructure*. Thus the present underprivileged state of affairs at Spektri may have motivated people to respond to this questionnaire. However, the considerable under-representation of Kumpula people may also reflect an *organizational divide* or split between the different wings of the institute. Although official organization structures dividing the institute have recently been torn down, the practical and cultural division may still exist. The little activity showed by the Kumpula staff in participating in this exercise might be due to higher level of satisfaction but also to intentional ignorance on 'the other side' of HIIT.

As the author of the survey represent Spektri and also I quite explicitly identified myself as a Spektri employee in the invitation email (see Appendix part 2), although I do share an office at Kumpula. One reason for the low response rate maybe that the Kumpula staff considered the survey as a 'Spektri HIIT exercise' which did not concern them. It is true that the survey instrument may have been biased in this direction, but then again at least one comment (#41, Appendix part 1) states clearly that the division of the institute is associated with the decreased interest in the other part, even if practical rather than attitude reasons. Although it impossible to say what the reasons for missing responses were, the finding itself is a puzzling indicator of some organizational unbalance.

The attitudes regarding the future of the institute as a physical entity somewhat support the organizational divide hypothesis. Where as 57% of Spektri staff would like to unite in one institute in central Helsinki (some still have feelings for Ruoholahti), the majority of non-Spektri people were favoring 2-site model over the Helsinki center one (45% vs 25%). Further support for the hypothesis comes from the finding that two thirds of research staff taking this poll travel very rarely between the sites, one could infer that Spektri people are uncomfortable where they are whereas Kumpula and Otaniemi are feeling fine with the present conditions.

What are the opportunities to unify the institute and close the institutional divide? It is clear that the considerations of physical location and research activities are both vital in solving this problem. Physical

separation increases the threshold for collaboration considerably, but it is not the only factor. Even people working at the same corridor may many never end up sharing their thoughts if there are no structures and activities to facilitate this interaction. The things naturally become more difficult the further people move physically. As a solution, the proposed informal and formal activities across the institute might provide one way of increasing interaction. The physical location and also the design of office have their own influence. In an idea generation session organized in the first X-HIIT researcher rendezvous in late November 2009, 16 HIIT researchers from different programs also sought solutions to this issue. One promising option to facilitate communication might be a dedicated social media for internal use along with an expertise and interests database to help connecting people. These could help people to manage their HIIT identity without crossing the border of private and working life (majority of X-HIIT participants did use Facebook).

These developments should take place in the immediate to counteract the present divide. I personally see that the present state is suboptimal for an institute with high profile and high aims such as HIIT. The regulations of HIIT that re currently being rewritten might thus in future leave more room for even radical experiments to be made for the sake of improving and integrating the excellent resources now scattered around the institute. High international quality research requires a high quality infrastructure as well. In all regards, the reality may not match the strategy or the regulation. The question is that how are the constituent universities willing to see HIIT in the future. In Aalto, the percept is clearly changing as the position is altered but how will this show in future research practice and infrastructure?

Looking at the comments provided to different parts of the survey, people most eagerly commented on surrounding and outsourced services. HALLI system utilized by TKK has in the past stormed many discussions and given birth to social media hate groups. No wonder it popped up here again. In my perspective HALLI represents a Janusian figure with two ugly heads. First, HALLI is repulsive as it demonstrates bureaucratic control. The university administration has utilized the system to enforce a procedure that most insiders and all outsiders can judge irrational. This bureaucratic tool penetrates whole organization with seemingly non-sense cause. The victims of this power feel that the system is unethical because they feel as if forced to lie when they prepare there reports (work time reporting is thus actually dictated filling of forms). The other face of HALLI is a poorly designed information system. As experts of user-centered software design, HIIT staff are probably more sensitive to defects in usability and detect a design process gone wrong. It is unfortunate that the research staff among everyone else bears the outcome of hasty administrative action. This discussion is best concluded with two opposite views: "in practice it takes just a few minutes per month" (#26; yielding to power) and "Halli is an insult to my integrity" (#9, ongoing resistance).

The survey and this report present a small initiative to probe the feelings of HIIT staff on the functioning of the current infrastructure and develop it. However, studies such as this are only consultative. The parties that yield power over developing the institute must commit themselves to the development process in order to revolutionize the structure. There are now revolutions inside bureaucratic organizations, but the external pressure should promote the idea that in the next ten years of institute could be used constructively. The construction and development HIIT can be solely based on strategic vision of the mother universities, leader and the scientific advisory board, for instance, but it may have higher chances of success if it can democratically listen to all levels of organization and learn from it. The voice of the researchers may in part be heard through organization surveys such as this. In future, maybe the decision making and information exchange might be similarly studied.

## References

- Back, Akyildix, Arnborg, Rodriguez Fonollosa, Haridi, Stafford, Ubar (2009) *Aalto University Research Assessment Exercise 2009. Panel Reports. Panel 4: Computer Science and Information Technology*. Aalto University internal report, Finland. Retrieved 4.12.2009 from [http://www.aaltoyliopisto.info/files/aalto\\_rae\\_2009\\_assessment\\_reports\\_-\\_panel\\_4.pdf](http://www.aaltoyliopisto.info/files/aalto_rae_2009_assessment_reports_-_panel_4.pdf)
- Huczynski and Buchanan (2007) *Organizational behaviour - An introductory text*. Prentice Hall.

## Appendixes

### 1. Answers to the open-ended questions

### 2. The invitation email

### 3. Questionnaire

1. All answers to the open-ended questions are included here in the following order:

A. What would increase your satisfaction [in surround infrastructure]? Is something currently missing or how should this infrastructure be developed?

B. Do you have a need for new services that do not exist yet?

C. What would increase your satisfaction? Is something currently missing or how should this infrastructure be developed?

D. Any comments about HIIT location?

E. Any comments to your answers above or any other improvement ideas or requests, please input them here

**The tables include a field indicating the commenter's self-reported primary site and tag reflecting the content analysis of the comment.**

**A. What would increase your satisfaction [in surround infrastructure]? Is something currently missing or how should this infrastructure be developed?**

Comment from	How would you develop current services to improve your satisfaction? If you're unsatisfied with certain services, can you tell why?(Please indicate what service area you are referring to, e.g. Travel: reservations difficult)	Tags
1. kumpula	WebTraveller is terrible. I should be just able to give the receipts to a secretary and stuff would handle itself.	webtravel
2. kumpula	Travel: Webtraveller (need I say more?) Worktime reporting: Not at all clear why this is needed and how whatever we enter is used	webtravel; worktime
3. kumpula	Worktime reporting is a hassle and nobody does it seriously. The net gain must therefore be negative.	worktime
4. otaniemi	Travel: Complex to process.	travel
5. otaniemi	En ihan ymmärrä tätä external/internal-jakoa - eihän Halli ole HIITin vaan TKK:n systeemi? Anyway, Travelista ks. Lehden palkintouutinen <a href="http://lehti.samizdat.info/2009/03/17/3071/">http://lehti.samizdat.info/2009/03/17/3071/</a> eikä Halli ole paljon parempi.	travel; worktime

6. otaniemi	This question is strange unless you work at Spektri, because the above services are provided by the department. (I basically do not use HIIT project management, secretarial services, Halli sucks but it is not HIIT-related.)	worktime
7. otaniemi	- Abolish HALLI - Recreate Travel system - HALLI: worktime following scheme is unrealistic (afaik everybody just puts in the hours they are required to, no matter how the hours really go) and unethical (people are not allowed to mark in the real working hours but instead artificial percentages that do not reflect the real working time; I was told not to mark the real working hours by my supervisor). It has become clear that this system simply takes researchers' time and causes annoyance without bringing any benefits, (except that we won't get money from the funding agencies without it). - HALLI: it is too time-consuming to fill in. Automatic filling system must be devised. Researchers can then click OK once in a month to accept the marked hours. - Travel: the travel system is a poorly developed beta prototype. Requires considerable improvements. Too many flaws to be listed here,	worktime
8. otaniemi	My comments on the very first question of the inquiry also applies here.	
9. spektri	One category is missing from the above: internal communications. This has improved a lot since Visa started, but I feel much could still be done. I feel I know very little what's happening outside my own group, who are all those new people around, what are they publishing etc. There are occasional problems with printing. The process of compiling a travel claim could be simpler I feel. Being required to report fictional working hours in Halli is an insult to my integrity.	communications; IT; travel
10. spektri	IT services should be revised to enable deployment of new software in HIIT infrastructure	IT
11. spektri	travel: need automatic system for travel plan approval; project managements: need to be able to have all my information in one place, the best way: electronic accounts where we can see all our working hours, travel, vacation days left!!	travel
12. spektri	I suspect that paying a little extra to use the services of a travel agency might save us money. Our current on-line travel booking system is very hard to use, undoubtedly leading to occasional suboptimal choices.	travel
13. spektri	Communication: officer does not seem to communicate? IT services: often delayed, problems getting new employees started, slow to respond to help requestes, poor transparency Travel: general lousy system	travel; IT; communications

14. spektri	<p>Communications works ok but need some professional budgetting for design. If this is HIIT (read not MIT) then let's use some money to bring it on the level. Resource communication better to help it evolve. IT services can offer help but little support for physical needs essential for R&amp;D. Better resources for tools and devices to keep personal stuff safely back-upped plus possibility to buy new devices for experimentation. Project management and secreterial cannot be categorized into one. We need professional project managers (producers) in-between developers &amp; researchers who can soberly divide the tasks. Travel services biased strictly on publication needs. The rest lives in mental starvation. More budgetting for cross-disciplinary trips &amp; events. Halli should be ceased and replaced with something more simple such as leimauslaite.</p>	<p>travel; IT; communications; worktime</p>
15. spektri	<p>Communications: I've been satisfied with working with Visa even though I was the one who had to do the initiative. IT services: routine services (backups, printers, accounting) have been working well. I am not satisfied in trying to get the admins install infrastructure specific to our research area despite of their long-term promises. I have to admit that I also just gave up at some point. Project management: in general, I think researchers make really bad project managers. It's not really a surprise as they are concentrating on research and not on management issues. I think it might be worthwhile to get researchers involved in project management courses organized by TKK. Secretarial: Tuomo is the greatest secretary ever. Travel: I think the flight routes are not always smartly planned. Worktime: halli is easy to fill in. What I still need a place where I can put my REAL working hours :)</p>	<p>travel; IT; HR; communications; worktime</p>
16. spektri	<p>Communications: internal HIIT communication is still in its baby shoes, at least I don't know what the other groups are up to. Also it would be nice to have your videos etc done by an expert, so you wouldn't need to waste your time learning new video editing software etc. IT services: I think we receive excellent support, but it is ridiculous that employees computers should be paid by projects, which usually have restrictions for what they can spend their budget for. Laptops etc should be paid by the institute, not projects. Project management: The secretaries are helpful, but there is no guidance/material available how to manage projects in HIIT. Everything seems very complicated, as you don't know where to look the information from. We should have a good Wiki/Intranet that would explain all the things you need to do to run a national/EU project. Also I am still unsure to which TKK arranged events/education I should attend as an HIIT employee. Travel services: its quite annoying that TKK expects that every researcher has a credit card and money on it to do work related travel. TKK should pay the hotels, not the person travelling. Halli: the UI is horrible, you have to do several clicks to accomplish the most simple tasks. It could also give prefilled options such as 'User research / Programming / Graphical design' etc. for the description field. And why can't Halli be prefilled based on the worktime allocations?</p>	<p>travel; IT; travel; familiarization</p>

17. spektri	Travel, often need to do yourself to get least expensive fares and delays and errors with reimbursements. Secretarial: Often nobody there or difficult to get assistance and information. It is getting better. Halli seems a cumbersome system--could be better. For PR: To get work reported seems like more work than needs be when already written the publications, etc.	travel; secretary; worktime; communications
18. spektri	Travel: Difficult. To save 20E, causes problems that are bigger than money saved Worktime: Clumsy, pathetic system. IT service: Takes too long	travel; worktime
19. spektri	Let's use Travel system ourselves; Halli is useless and a pain in the ass.	travel; worktime
20. spektri	Worktime reporting: increases bureaucratic work	worktime
21. spektri	HALLIn käyttö vaatii harjaantumisa ja tahtomataan näköjään saattaa tulla tehtyä virheitä sen käytössä. Käytöliittymä ei juuri opasta asiassa eteenpäin.	worktime
22. spektri	Halli: waste of time, all the information is already in a digital format, and then it is just recycled manually.	worktime
23. spektri	Halli: the biggest problem is to force the employees to lie. You have to claim that you have worked 7.25 hours each day although it is not usually true. That is a big ethical problem and it has a great demoralizing effect. Only the second biggest problem is the poor usability of the Halli system. The third problem is that the same work is done multiple times in the Halli process: allocations are put into Excel tables, then everybody inserts them to Halli, several people check the numbers etc.	worktime
24. spektri	Halli reporting still doesn't make sense to me. Sure, it's not a big deal to fill it but counting all those non-big deals together over time and people means a huge amount of time being wasted.	worktime
25. spektri	Can you remove Halli? Bureaucracy with TTK is difficult.	worktime
26. spektri	- a small note: while many researchers complain about Halli, in practice it takes just a few minutes once per month for a researcher to complete it, so I would not blame it. I am sure that Halli consumes more resources of our administrative team not the research staff	worktime
27. spektri	IT: In general IT seems to be working well, but access to some relevant tools seems to be difficult. For example getting Matlab to desktop computer seems impossible. Work time reporting: Halli is completely unnecessary hassle and does not provide anything useful. What is the purpose of everyone reporting fictional work hours once a month?	worktime; IT

## B. Do you have a need for new services that do not exist yet?

Comment from	Do you have a need for new services that do not exist yet?	Tags
28. kumpula	Recycling	in-house infra
29. otaniemi	Projektimanagereita!	HR

30. spektri	more power to making research visible	communications
31. spektri	I would not like to have to use my personal credit card on work trips but would prefer to get TKK credit card to use.	cost reimbursement
32. spektri	We need 'international office' that provides visa and accommodation support for visiting researchers from abroad.	familiarization;
33. spektri	Better advice for new comers (a procedure of these, perehdytys) would be at place. Curretly people have to figure it all out pretty independently which, again, is a waste of time that could be used for actual research instead.	familiarization;
34. spektri	Personally, I am very satisfied for the recent development that the Tutti team has taken administrative duties from researchers. E.g. they use Travel on our behalf. Thank you! The problem is that they have to do the same things that are also carried out by the TKK central administration, because TKK does not support us, but still makes us to pay service fees, or 'taxes'. The solution is to cut down TKK central administration and let units (like HIIT) buy or produce the services ourselves.	HR
35. spektri	Kielentarkastuspalvelu artikkeleille. Nytkin kulu hyväksytään projekteille, mutta instituutilla voisi olla oma tili sopivalla kielenhuoltopalvelulla kuten papercheck.com palvelussa.	research tools or activities
36. spektri	yes, see above.	
37. spektri	HD = HIIT Design located horizontally through Aalto organization.	research tools or activities

### C. What would increase your satisfaction? Is something currently missing or how should this infrastructure be developed?

Comment from	What would increase your satisfaction? Is something currently missing or how should this infrastructure be developed?	Tags
38. kumpula	Parking spaces @kumpula	commutation aids
39. kumpula	First of all, a nice paper listing what is available, where, and what are the conditions of use. Would increase the effectiveness of short-term workers especially. Secondly, Spektri the Business Park sucks in terms what it offers for lunching (waaay too expensive), socializing, getting something to eat outside hours etc. Organizing lunch (everyone would bring something for making e.g. tortillas and share them) and beer gatherings is up to us. And recycling! Gosh I almost forgot. What do cleaners think of this? Is it possible with the marvellous infrastructure of the business park of the future?	familiarization; socialization; restaurant; in-house infra
40. kumpula	Three HIIT sites is too much.	location
41. kumpula	We should have more seminars, invited talks, etc. Having several locations (Kumpula, Spektri, Otaniemi) is a real problem since I never attend talks at the other sites than Kumpula.	research tools or activity
42. kumpula	Kumpula campus lunch options & cafeterias could use some variety.	restaurant

43. otaniemi	- Katetut pyöräsuojat olisivat tarpeen, nyt pyörät jää yppöyksiin sateeseen. -Parempilaatuisia lainaläppäreitä jatko-opiskelijoiden konferenssireissuja varten	commutation aids; IT
44. otaniemi	My desktop computer is terribly slow and the network is sometimes very slow.	IT
45. otaniemi	Desktop computers in the offices work extremely slowly, because all the commands are processed in the central servers and then are sent back to desktop computers. This can be very efficient for the maintenance guys, but it drastically affects end-user performance. At least 4 or 5 times a day, I wait for half a minute to get the response. This is totally distracting.	IT
46. otaniemi	IT ei täällä (ics.tkk.fi) toimi kunnolla - käytän omaa läppäriä jotta pystyn ajamaan mitään relevantteja softia. Sähköpostit yms. voisi hankkia vaikka Googlelta (Google Apps for Education on ilmainen, firmoille maksaa \$50/käyttäjä/vuosi) ja siirtää työvoimaa esim. linuxien ylläpitoon. Kahden laboratorion verkkojen yhdistäminen on vieläkin kesken. Saisi olla parempaa (maustamatonta) teetä. Eduroam-verkko ei toimi Otaniemessä.	IT; in-house refreshments
47. otaniemi	Printed Periodicals and magazines in English. Frequent Cleaning. Indoor Swimming Pool	restaurants; periodicals
48. spektri	There is a need for a better bicycle parking area.	commutation aids
49. spektri	Better support for new staff members to get started in their work. Especially getting a laptop and getting it installed for a new worker.	familiarization
50. spektri	How do I order journals, newspapers etc?	familiarization;
51. spektri	Would be better with less noise and less sunlight in room. Everyone who wants should have his/her own room.	in-house infra
52. spektri	The office space is not very pleasant. Public transportation connections are somewhat poor.	in-house infra
53. spektri	The layout of our space in Spektri is not conducive to incidental interactions. People from different floors rarely meet. Unused space also tends to separate people.	in-house infra
54. spektri	I'm not too happy with Spektri as a location. The work room works well but 1st floor meeting room and kitchen are not very inviting. Missing the human touch to the premises.	in-house infra
55. spektri	We should 'eat own dog's food' and use new protocols and services developed by HIIT researchers in everyday work at HIIT. That means HIIT researchers should be able to run their software at HIIT routers, servers etc. Security policies should enable use of HIIT software for remote access to Halli, intranet, other services	IT
56. spektri	need a more central location with access to otto, cafes etc	location
57. spektri	We are missing everyday encounter with the society that we actually study. Let's move HIIT next to Eduskuntatalo and we'll perhaps begin to understand the social cohesion and humanistic structure of IT: change happens in cities!	location; societal impact

58. spektri	More fair sharing of resources in Spektri or later in Otaniemi. Unless I have mistaken, the NS group has more facilities and room downstairs (the whole first floor?) due to biases of certain upper level manager(s). Similarly to google, I think might be worthwhile to try to make HIIT a second home for people; provide game consoles and televisions. At the moment, the office is just a place where you go to work. A table soccer game would be excellent, albeit noisy, start. I am not convinced that this approach will work and maybe HIIT will continue as a mortuary for researchers, but I think it's worth the risk. We should have better coffee and other refreshments infrastructure in HIIT. Although this may sound ridiculous, think about the google comment above and that researchers need some fuel to endure through the long day. I think HIIT should buy or rent an expensive coffee maker that everybody can use. The coffee price should be reasonable to actually attract people to use it. There is also another catch in the refreshment facilities I am provoking for. It might bring people from different groups together, even though I am quite sceptic if this will ever happen. It's worth the try anyway because there's nothing except money that can be lost with trial.	politics; socialization; in-house refreshments
59. spektri	- swimming pool would be a great infrastructure component :)	recreation
60. spektri	money for research group libraries more focus on pleasant meeting rooms which at the same time are good enough for foreign visitors inexpensive mood enhancers such as fruits etc.	research tools or activity
61. spektri	Lunch options at Spektri are very pricy for juniors.	restaurant
62. spektri	HIIT is missing good personnel management. Now this task is handled by over burdened research group leaders, who just don't have the time and expertise for it. The contracts are short and overall strategy and vision how personnel could be really motivated to their work and used to its full potential is missing.	restaurant
63. spektri	Some reimbursement for local lunch bar.	restaurants
64. spektri	Restaurants, cafés and bars missing! Very difficult to work in the evening.	restaurants
65. spektri	Printed periodicals; lunch ends at 2 pm= way too early; no candy, sandwiches available anywhere near at Spektri after 2 pm	restaurants; periodicals
66. spektri	need better gym facilities. Need cheaper lunch place around.	restaurants; recreation
67. spektri	Good cafeteria within walking distance, better still, bar.	

#### D. Any comments about HIIT location?

Comment from	Any comments about HIIT location?	Tags
68. kumpula	The location is Espoo. That's a negative adjective.	
69. kumpula	I certainly wouldn't like to move out of Helsinki, e.g., to Otaniemi.	
70. otaniemi	It is good to be present at campuses that have also other IT research.	connections to campus

71. otaniemi	I think it would be best if the HIIT would operate in conjunction with the respective departments in the universities.	connections to campus
72. otaniemi	I don't really care whether there are multiple locations.	
73. spektri	1 location within good (=fast) connections to campuses	connections to campus
74. spektri	Otaniemi is missing the relevant atmosphere for creative work: there is no nice cafes, restaurants etc. to meet people and have good discussions. Nobody will stay there in the evening after work to have a drink and discuss with your colleagues. IMHO this reduces the possibilities for networking greatly.	socialization
75. spektri	We're are moving too frequently. This is hard to move research infrastructure around. Think what if CERN had to move every second year?	
76. spektri	We could benefit from sitting all at the same place, or 2 max, closer to Helsinki center, but not in the center itself would be preferable.	
77. spektri	There's a place called 'Silicon Valley' in Frisco. Otaniemi wants to be alike like but falls into 'Silicon Swamp'. Helsinki is too big to turn Espoo into Silicon Valley which it may become in 50 years as the city expands.	
78. spektri	There is hardly a point in calling this one institute if it is split into two. The added value of being with U Helsinki is limited. For 'brand identity' and synergy in research, the best option is to move into a single position in 'middle ground'; i.e. somewhere in Helsinki.	
79. spektri	The more central, the better	
80. spektri	Ruoholahti was excellent. Spektri is ok, but too far from other units. It really does not make sense to move to Innopoli! Innopoli is as far from Otaniemi and Kumpula as Spektri is. Moving is laborious and shouldn't be done without a good reason. IMHO, we should either stay in Spektri or move to Otaniemi.	
81. spektri	Otaniemi is fine, but Helsinki Center would nice as well.	
82. spektri	Oikestaan Otaniemi ja HKK kampus ovat kummatkin hyviä sijoituspaikkoja instituutille. Kumpula ja Spektri eivät.	
83. spektri	Let's leave Spektri behind asap	
84. spektri	It has been considerably more difficult to get industry partners and scholars from other universities and institutes to visit the Spektri location compared to the previous location in Ruoholahti. This makes it more difficult to conduct research with a high impact.	
85. spektri	In my opinion one of the most important things in a multidisciplinary research institution is communication between the different types of scientists. Spreading the institute around several locations is detrimental to that. The important thing would be to get everyone under the same roof. The actual location is not that important. Helsinki Center might be a nice compromise between the current locations, but it may prove too expensive.	

86. spektri	HIIT should have one primary location, the Hiitplex, if you will, neither in Otaniemi nor Kumpula for purposes of neutrality. Additionally there should be a number of small satellite locations all over the world. These locations would be without permanent staff, instead personnel from the primary location would be rotated to satellite offices to promote researcher mobility.	
87. spektri	Espoo is gray. TKK campus will be a change for the better but the center of Helsinki would be the best place to be - after all, we are mainly studying people in urban settings and trying to be innovative in our work. It would be helpful to be where social action takes place.	
88. spektri	Back to Ruoholahti?	

**E. Any comments to your answers above or any other improvement ideas or requests, please input them here**

Comment from	Any comments to your answers above or any other improvement ideas or requests, please input them here	Tags
89. kumpula	The bicycles are great, more of those and somebody responsible of maintaining them.	commutation aids
90. kumpula	Important to make sure that our foreign staff gets properly integrated with the community	familiarization;
91. otaniemi	Make procedures and routines simpler. P.S.: Are you planning any change in locations - There are Five questions on just location. Please dont!	familiarization;
92. otaniemi	Sosiaaliset tapahtumat tuntuvat periaatteessa hyvältä idealta, käytännössä kokemukseni ovat olleet tasoa 'no jaa', joten mieluummin sosialiseraan perheen tai kaverien kanssa.	Socialization
93. spektri	What originally attracted me to HIIT was one inspiring lecture combined with the cool logo and the prime location in Ruoholahti.	location;
94. spektri	Methodology workshops; joint user base or recruiting efforts for user studies; more info on our own work somehow (one-minute madness presentations) There seems to be a typo in the choices in the how often you work at different sites, assume 'now' --> 'not' when I checked this alternative	research tools
95. spektri	Nyt kun emme ole enää valtion alla, voisimme parantaa vieraanvaraisuuttamme. Iltaisin järjestettävissä tilaisuuksissa voisi alkaa tarjoamaan ruokaa. Sen ei tarvitsisi olla mitenkään hienoa, vaan tyyliin pitsaa. Instituutin tulisi varautua tällaisiin tapahtumiin toimintamenoina. Samoin voisimme järjestää esimerkiksi lounastapaamisia jonne kutsuisimme vieraspuhujia. Tällä tavalla tutkijat kokoontuisivat yhteen, tekisivät töitä lounastunnilla ja saisivat mahansa täyteen. Asia ei ole iso, mutta luo kummasti yhteishenkeä ja antaa instituutista ulospäin hyvän kuvan.	socialization

96. spektri	no much communication between the people in different sites, because we don't have much events together. And just yearly HIIT celebrations are not enough and not interesting enough. Events of possible interest could be sports (team plays like volleyball, badminton, ??), family gathering events and so on...	socialization
97. spektri	Establishing a culture of taking coffee breaks together is needed. This is not easy to do, as cultural reform never is. Also, the NS lunches were a nice idea that didn't really catch fire but might do so if they'd take the form of invited lunch talks or something.	socialization
98. spektri	- social activities may involve sports events and competitions between all institute researchers (e.g., cross-country or downhill skiing, floorball, paintball etc.) - communication and get-together at group level should be also reinforced	socialization
99. spektri	In addition of being a paper factory ☹ let's turn HIIT into design driven institut(e)ion that has outputs and diverse impacts on it's full front towards society. We are too protective with our research biased approach and fear external forces. I truly hope the mentality in Finnish R&D world opens-up and allows wider spectrum of experiments & proposals. We need to attract and support people with practical skills with freedom and desire to push their limits not only on paper.	societal impact
100. spektri	I am very happy to work at HIIT. No severe problems.	

**Subject:** [Spektri-ns] [Spektri-staff] Survey : Help Developing HIIT Research Infrastructure

**From:** Lassi A Liikkanen

**Date:** Fri, 23 Oct 2009 16:42:29 +0300

**To:** HIIT staff mail lists

**CC:**

Are you annoyed by the lack of swimming pool at the office?  
Is your office being cleaned too often?  
Do you need help in preparing for television interviews?  
Would you rather work next to Eduskuntatalo?

If so, please let your thoughts out through:

=====  
HIIT 10th Anniversary Survey for Research Staff  
=====

Please participate anonymously by completing the form below  
by Fri 5.11.2009, it should take you less than 5 minutes.

<https://elomake.helsinki.fi/lomakkeet/17581/lomake.html>

#### BACKGROUND FOR THE STUDY

In 2009, HIIT turns 10 years. It is important for us together to vision how we are going to be in the future. By completing a survey page, we hope to have your input about how the practical, service and physical infrastructure of HIIT might be best developed to support your work.

Answer by indicating what would be the best possible future within HIIT for you, given that any kind of changes would be possible.

Questions concern two things:  
surrounding and service research infrastructure.

Surrounding infrastructure consists of premises, research equipment, computers, coffee makers, bicycle racks, parking lots, licenses to digital services and similar shared, internal non-human resources and services external to HIIT provided to all researchers. Service infrastructure refers to the help provided by institute's administrative staff to researchers.

<https://elomake.helsinki.fi/lomakkeet/17581/lomake.html>

Study is designed and implemented by Lassi Liikkanen (Spektri, NS, UIx) as a part his post-graduate studies of organizational research at TKK with the approval of Heikki Mannila.

Results of the study will be released by HIIT 10 years event.

Regards,  
Lassi

--  
Best regards,  
Lassi A. Liikkanen  
Researcher, project manager (<http://musiq.fi>)

Ubiquitous Interaction Group      <http://www.hiit.fi/uix>  
Helsinki Institute for Information Technology HIIT  
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Visiting address:  
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Spektri-staff mailing list  
[Spektri-staff@hiit.fi](mailto:Spektri-staff@hiit.fi)  
<https://list.it.hiit.fi/mailman/listinfo/spektri-staff>

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# How could we do better?

## HIIT 10th Anniversary Survey for Research Staff

In 2009, HIIT turns 10 years. It is important for us together to vision how we are going to be in the future. By answering anonymously the questions on this page, we hope to have your input about how the practical, **surrounding and service infrastructure** of HIIT might be best developed to support your work.

Answer by indicating what would be the **best possible** future within HIIT for you, given that any kind of changes would be possible.

Questions below concern two things: **surrounding** and **service** research infrastructure.

**Surrounding infrastructure** consists of shared, externally provided services and our own non-human resources provided by the institute to all researchers.

**Service infrastructure** refers to the help provided by institute's administrative staff to researchers.

### Surrounding infrastructure

How satisfied are you with the **current surrounding infrastructure** for research?

(move mouse over the following question mark to see examples) ?

- Your satisfaction**
- Very Unsatisfied
  - Unsatisfied
  - Slightly Unsatisfied
  - Slightly Satisfied
  - Satisfied
  - Very satisfied

What would increase your satisfaction? Is something currently missing or how should this infrastructure be developed?

At which **HIIT site** do you primarily work at?

**Kumpula (University of Helsinki) Spektri, Pilotti (TKK) Otaniemi (TKK)**

Select site

Does the location of your primary work site increase your **frequency of virtual, remote working**? ?

- Does site location increase remote working?**
- No, it is irrelevant
  - Yes, but very little
  - Yes, somewhat
  - Yes, considerably

How often do you **travel between different** HIIT sites (Kumpula, Spektri, Otaniemi)?

- Select  Never, I have not been to other sites
- Sometimes, less than once a month
- Every month, but now every week
- Once a week
- Several times a week

Do you find that the physical locations of the institute **negatively affects** the functioning of your project research groups?

**No Slightly Somewhat Very much**

Select

How would you locate HIIT in future if you could freely move us anywhere?

- Your primary preference for future HIIT premises location**
- As it is, 3 locations
  - 2 locations,
  - 1 at Aalto, Otaniemi and 1 at University of Helsinki, Kumpula
  - 1 location for all, in Otaniemi
  - 1 location for all, in Kumpula
  - 1 location for all, in Helsinki Center (possibly Aalto)
  - Other
  - Several studios for different groups

Any comments about HIIT location?

## Internal service infrastructure

How satisfied are you with the following **services** provided as a part of the infrastructure?

	I do not use or know this service	Very Unsatisfied	Unsatisfied	Slightly Unsatisfied	Slightly Satisfied	Satisfied	Very Satisfied
Communications and public relations services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
IT services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project management and secretarial	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Travel services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Worktime reporting (Halli, SOLE)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How would you develop current services to improve your satisfaction?

If you're unsatisfied with certain services, can you tell why?

(Please indicate what service area you are referring to, e.g. Travel: reservations difficult)

Do you have a need for **new services** that do not exist yet?

## You at HIIT

How long have you been affiliated with HIIT?

- Select the number of years
- 1 year or less
  - 2-3 years
  - 3-5 years
  - 5-10 years

How do you see your future at HIIT, how long do you believe you will stay at HIIT?

- Select the number of years
- 1 year or less
  - 2-3 years
  - 3-5 years
  - 5-10 years
  - 10 years or more
  - Cannot say

Do you think that there should be more **social activities** at institute or research program level?

These might include informal and scientific get togethers

- Not necessary
- Yes, at institute level
- Yes, at program level
- Yes, at different sites
- Yes, unsure how

## Open mic

Any comments to your answers above or any other improvement ideas or requests, please input them here

Questionnaire ends here,  
please click **Save** to submit your answers!

## Proceed