



MINISTRY OF FINANCE
FINLAND

Appendix: Implementation of the Central Government Human Resources Strategy

PUBLIC GOVERNANCE DEPARTMENT
FEBRUARY 2024



Introduction

Working together to make the Central Government Human Resources Strategy a reality

The vision and goals guide the direction of development throughout the strategy period.

In practice, measures are taken at the central government and operating unit levels.

The strategy period is divided into three action periods.

The achievement of goals and individual actions is monitored, for example, in performance management, as part of agency management and in the Government Human Resources Management Forum.

Working for Finland

We are a human-sized, inspiring and attractive workplace

We renew ourselves

Vision 2030

Goals of the Central Government Human Resources Strategy

1. Our operating culture is responsible and based on shared values
2. Our leadership and management are people-oriented, ensuring productivity and effectiveness
3. Our renewing human resources policy enables success

Actions

Central government joint actions

Operating unit actions

2024-2025
2026-2027
2028-2030

Summary of central government actions 2024–2025



The actions have been formulated on the basis of discussions held with the Government Human Resources Management Forum and other stakeholders. Responsibility for implementation lies with the Public Governance Department, and experts from the agencies are invited to participate in the work.

Central government-level joint actions 2024–2025



1. Our operating culture is responsible and based on shared values	2. Our leadership and management are people-oriented, ensuring productivity and effectiveness	3. Our renewing human resources policy enables success
<ol style="list-style-type: none"> 1. We clarify the central government's shared value base 2. We increase understanding of communality in the transformation of work 3. We strengthen networks and peer learning 	<ol style="list-style-type: none"> 4. We develop public sector leadership 5. We update management goals 6. We develop public management support services as well as leadership and supervisor training 7. We use human resources information to strengthen management 	<ol style="list-style-type: none"> 8. We strengthen the capabilities needed for strategic human resources planning 9. We improve the attractiveness and recognition of central government tasks in the labour market 10. We support continuous learning through a wide range of tools and content 11. We harmonise human resources processes

Our operating culture is responsible and based on shared values



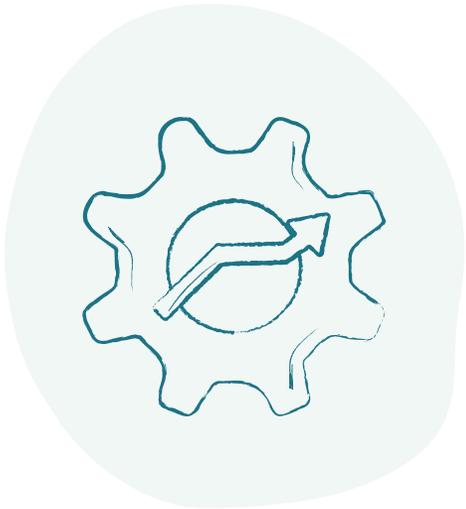
1. goal

Goal-promoting actions:

1. We clarify the central government's shared value base
 - We conduct a public servant survey on the current values of public governance
 - We decide on further actions based on the results of the survey
2. We increase understanding of communality in the transformation of work
 - We devise joint actions and share good practices and researched knowledge to strengthen communality and support personnel in multi-location working and the transformation of work
 - We are shifting to shared work environments and implementing the project *Renewal of the central government's service and premises network in 2020s*
 - We promote cooperation in occupational safety and health by implementing *the Common Practices in Occupational Safety and Health development project* in the central government's shared work environment in Joensuu (Finnish Institute of Occupational Health, Kaiku project)
3. We strengthen networks and peer learning
 - We utilise cross-administrative networks and teams for operational development and learning
 - We raise awareness of existing networks
 - We utilise e.g. Work2.0Lab as part of our development
 - We support the creation of trials, new networks and teams; AI Accelerator, "more mobile working in central government", diversity and inclusion, multidisciplinary teams of experts
 - We launch and consolidate cross-administrative peer mentoring for experts and supervisors

Central government-level joint actions 2024–2025

Our leadership and management are people-oriented, ensuring productivity and effectiveness



2. goal

Goal-promoting actions:

4. We develop public sector leadership
 - The Public Leadership and Management Group established by the Ministry of Finance prepares the principles of public governance and leadership, and supports their implementation together with the central government, the municipalities and the wellbeing services counties
5. We update management goals
 - We include the goals of the Central Government Human Resources Strategy and their implementation in the contracts of senior management.
 - We include the goals of the Central Government Human Resources Strategy and their implementation in the performance management process
6. We develop public management support services as well as leadership and supervisor training
 - We support networking and interaction among senior management and offer training and a personal advice service
7. We use human resources information to strengthen management
 - We update the common learning path for central government supervisors and prepare a description of supervisor work/professional management
 - We renew the management and supervisor training package from the perspective of accountability, people-orientation, productivity and effectiveness
 - In managing the organisation, we make more comprehensive use of the information and ready-made reports of the updated Tahti system (personnel database for the employer for planning and management of human resources)
 - We renew the content of the central government job satisfaction survey
 - We make widespread use of the new central government exit survey and enable the utilisation of information
 - We continue HR management's administrative branch-specific development discussions

Our renewing human resources policy enables success



3. goal

Goal-promoting actions:

8. We strengthen the capabilities needed for strategic human resources planning

- We carry out current situation analyses through self-assessments or surveys
- We create a model for collecting, using and analysing existing data
- We determine the skills needs for human resources planning e.g. foresight skills, identifying future strategic competences, ability to lead organisational learning
- We strengthen capabilities through training and peer learning

9. We improve the attractiveness and recognition of central government tasks in the labour market

- We produce Working for Finland e-learning material about central government activities for use by higher education institutions. The aim is to provide information about attractive job opportunities in Finnish administration and the EU and to strengthen the central government's employer brand.
- We prioritise actions that make EU careers more attractive and encourage Finnish public servants to apply for international assignments

- We identify good practices and different ways of cooperation with higher education institutions

10. We support continuous learning through a wide range of tools and content

- We ensure the added value and role of the central government's eOppiva.fi digital learning service in the development of competence
- We identify and prioritise competence areas central to the renewal of public governance, e.g. utilisation of artificial intelligence as a competence of public servants
- We share information about good practices in work-based learning

11. We harmonise human resources processes

- We identify the most efficient human resources practices and learn from the frontrunners
- We evaluate human resources management processes from the perspective of productivity and effectiveness
- We harmonise processes based on evaluation

MODEL Action card to support planning and monitoring



Action: Tell the name of the action / what the practical action is

What the action involves: Guideline? Legislative project? Development of practices and processes?

Current situation (incl. development needs and problems) : Briefly describe the current situation and related problems and development needs

Target state 2026: What are we aiming for through this action? Change the year if, for example, the action will take longer than the first action period.

What will be done in practice: Briefly describe what the action involves in terms of its content

Risks: Summarise here the main potential risks

Responsible party and contact person: Agency, department, person(s)

Others involved: The main other actors

Funding: No separate appropriation/Separate appropriation

Other resources: Implementation as part of the official duties of public servants (not a project) or something else?

Timetable: Action period 2024–25? Shorter? Longer?

Indicators/monitoring: Explain how the action and goals will be monitored

Human resources strategy in performance management

The goals of the Central Government Human Resources Strategy will be taken into account in agencies from 2024 and, at the discretion of the administrative branches, also in the performance agreements from 2025.

The goals replace the common themes selected in 2018 (competence development, promotion of mobility and improvement of employer image)

In May 2023, the Ministry of Finance issued guidelines on good practices for the performance management of central government agencies in 2024–2027. In the administrative branches, there are at least three alternative approaches to performance agreement entries, which can also be combined. The goals of the Central Government Human Resources Strategy or part of thereof may be entered:

1. At a more general level and in a very concise form in item *1 Strategic policy priorities* or
2. As a brief general introduction to the more specific goals in item *4 Management of resources* and/or
3. As goals to be set for the agency in item *4 Management of resources*, in which case they must also define the more precise results and indicators by which the achievement of the goals will be evaluated, for example:



Our operating culture is responsible and based on shared values

- More precise result or indicator 1
- More precise result or indicator 2

The strategy will be discussed with those engaged in performance management work at their network meeting in the spring of 2024.

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We are a human-sized, inspiring and attractive workplace

Renewing on time

Vision 2030



Goals of the Central Government Human Resources Strategy

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Actions

We particularly focus on

- Input here

Our agency's action plan 2024–2025



Työtä Suomen parhaaksi
Arbete för Finlands bästa
Working for Finland

Goal-promoting actions

1. Input here	2. Input here	3. Input here
<ul style="list-style-type: none">• Input here a more detailed description of the action	<ul style="list-style-type: none">• Input here a more detailed description of the action	<ul style="list-style-type: none">• Input here a more detailed description of the action

Support for consideration of actions in agencies

Action

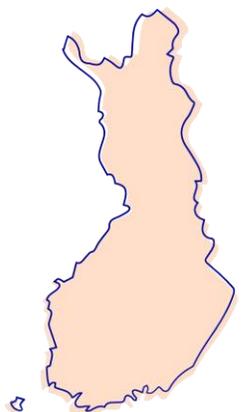
- may apply to all, the agency alone or agencies jointly
- e.g. legislative initiative, project, or development of skills, operating practices and processes
- duration varies from agile development to longer-lasting projects
- can be completely new or already in progress

What practical actions should be launched in our own agency or in cooperation with other agencies/actors to achieve the common goals of the Central Government Human Resources Strategy?

These questions, for example, may be considered within the agency:

- Which human resources strategy goals are the most important for our agency's activities and their success? What kind of development do they require from us and when?
- How do we know we are the workplace stated in the vision? What does human-sized, inspiring and attractive as well as renewing on time mean for us?
- Through which permanent actions/activities or ongoing projects can we promote the goals that are most important to us? And how does this happen in practice?
- Do we need new separate projects etc. to promote the identified development targets?
- Do we have other strategic work under way in which it would be worth taking the Central Government Human Resources Strategy into account?
- How do we communicate the strategy to our own personnel? How do we involve our personnel in the implementation of the strategy?
- How do we promote the goals of the strategy as part of our agency's sustainability and responsibility work?

Identity versions for use by agencies



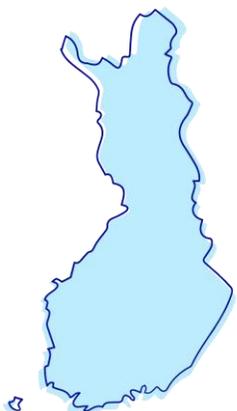
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