



*Työtä Suomen parhaaksi
Arbete för Finlands bästa
Working for Finland*

Central government's joint strategic human resources planning model

**IMPLEMENTATION OF THE GOVERNMENT HUMAN RESOURCES STRATEGY 2030
WORKING GROUP ON STRATEGIC PERSONNEL PLANNING
19.6.2025**

Central government's joint strategic human resources planning model

In the future, central government must be able to carry out its tasks with fewer resources than at present. As the operating environment changes, the tasks of the agencies and the competence required by them will also change.

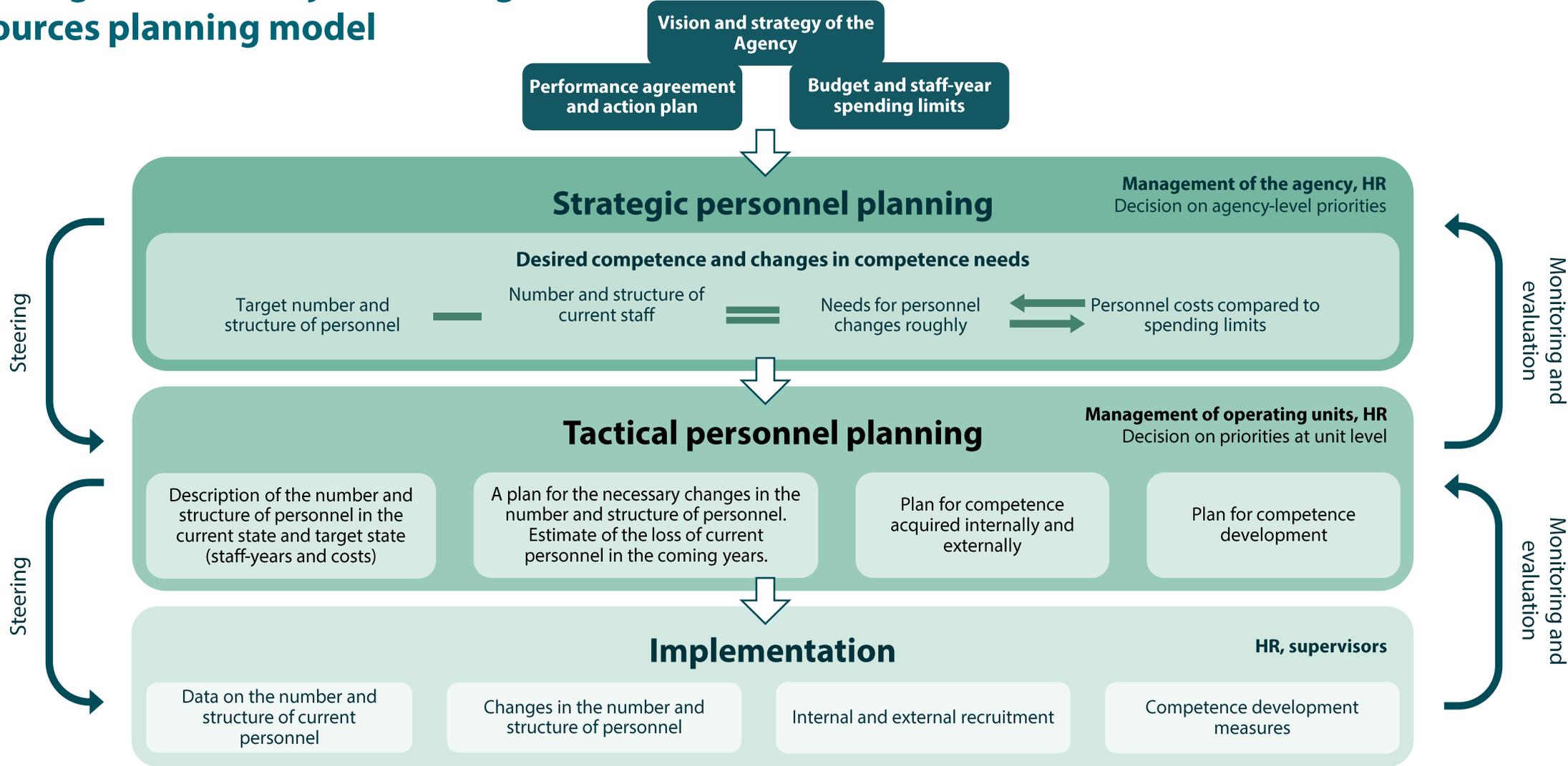


Työtä Suomen parhaaksi
Arbete för Finlands bästa
Working for Finland

The aim of the Government Human resources Strategy 2030 is to strengthen proactive strategic human resources planning that takes into account future competence needs.

- Strategic personnel planning ensures that the organisation has the right amount of competence in the right tasks and anticipates the development and recruitment needs and personnel costs of the personnel.
- The common personnel planning model serves as a general model and guideline for all central government organisations. Each agency will specify the model in a manner that suits its own special characteristics and operating environment.

Central government's joint strategic human resources planning model



The strategic personnel plan describes the development of competence needs and the development of number and structure of personnel

Based on the agency's strategy, objectives, action plans and spending limits, an overall picture of the agency's target state will be formed, for example, in 5 years' time. Depending on the needs, 1-3 scenarios of the competence required of the personnel will be formed on the basis of the target state of the activities.

The management of the agency selects one or more scenarios of the desired competence and the number and structure of personnel in accordance with it, which forms the core of strategic personnel planning. It will be ensured that the selected scenario fits within the agency's spending limits for the coming years.

Based on the change in competence needs, the need to change the number and structure of personnel will be examined on a general level by comparing the target number and structure of personnel with the number and structure of current personnel.

The development of the number and structure of personnel will be monitored and compared to the target state, and the strategic personnel plan will be specified



Tactical personnel planning is used to develop the number and structure of personnel towards the target state

The management of the operating units decides on the development of the number and structure of personnel in the operating units on the basis of the objectives set in the strategic personnel plan.

Specifying the need to change the number and structure of personnel in the operating units and assessing how much of the current personnel will be available in the coming years. The loss of personnel will be utilised when the number and structure of personnel are adjusted to the target state. The time span for tactical personnel planning may be shorter, for example 2-3 years ahead.

It will be decided how the number and structure of personnel will be developed towards the target state through concrete measures. Plans will be drawn up for internal and external recruiting personnel and for developing the competence of current personnel.

Monitoring and assessing changes in the number and structure of personnel and the adequacy of measures in relation to the target number and structure of personnel. If necessary, specifying the tactical personnel plan. Reporting to the management of the agency on the development in the operating unit.



The strategic personnel plan will be implemented through concrete measures

- Internal and external recruitment will be carried out and the competence of current personnel will be developed, for example, by means of on-the-job learning and training. More information, for example, on [The required competence in central government and how we will build it \(2025, vm.fi\)](#)
- Data on the number and structure of personnel and their changes will be collected and reported for the purpose of monitoring and specifying the tactical personnel plan.

