



VALTIOVARAINMINISTERIÖ
FINANSMINISTERIET

Introduction to the Core Principles of Government Recruitment

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Introduction and structure

The introduction to the core principles of government recruitment offers a concise summary of the key principles and stages of the recruitment process within the public sector. It serves as a quick reference for those exploring the subject for the first time or as source material for deeper understanding. Under each heading, the essential elements of each topic are summarised, along with references for further information.

Legislation and instructions on appointments

- Act (750/1994) and Decree on Public Officials in Central Government (971/1994)
- Ministry of Finance Instructions on appointment principles and Instructions on appointment of senior public officials in central government
- eOppiva course on central government recruitment and other instructions, such as the description of the recruitment process provided at the end of this introduction.

Links to various guides, training materials and key regulations are consolidated on the Ministry of Finance's website under the Recruitment section: [Recruitment](https://vm.fi/en/recruitment) (<https://vm.fi/en/recruitment>)

Appointments subject to special legislative provisions, such as judicial appointments, are not addressed in this summary.

Preparation phase

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Job analysis

- Job analysis involves evaluating the duties associated with the public post being recruited for. Its aim is to define the key work processes and responsibilities of the post and assess their complexity and demands.
- Job analysis is forward-looking, considering organisational goals and anticipated changes.
- It results in the creation of a specific job description and supports the drafting of the job advertisement. Appointment considerations may only account for factors stated in the advertisement.

See Instructions on appointment of senior public officials in central government, pp. 3–4; Instructions on appointment principles, Section 5.1.

Job advertisement

- The job advertisement, developed from the job analysis and description, defines the selection criteria for the post. These criteria include the desired skills, experience, work style and other attributes necessary for successful performance in the post.
- In addition to statutory information (such as the duties of the post, prescribed required qualifications, the closing date for applications, the public authority to which applications must be addressed and whether the post is assigned to a specific unit or is shared within the agency), it is advisable to include relevant details, such as other requirements necessary for successful performance in the post, or information on the length of a fixed-term contract and the justifications for it. Comprehensive descriptions in the advertisement allow applicants to assess their interest and suitability.
- Notably, the evaluation and comparison of qualifications later in the process are tied to the criteria set out in the advertisement.
- Public authorities with a bilingual status must publish job advertisements in both Finnish and Swedish.

See Instructions on appointment principles, Chapter 5; Instructions on appointment of senior public officials in central government, p. 6; eOppiva course on central government recruitment, modules 3/12 and 4/12.

Application procedure

- Public posts must be publicly advertised, and the job announcement must be published nationwide.
- The primary platform for publishing announcements is the Valtiolle.fi online service. Additional channels, such as newspapers or social media, can be used if necessary.
- The application period must be at least 14 full calendar days. The job advertisement must specify the closing date for applications. The stated date is the final day on which the post can be applied for. Additionally, the closing time may also be specified. If the job advertisement does not specify a time, the application period ends at midnight as the day transitions to the next. Late applications cannot be considered.
- As a rule, posts are filled from the point they become vacant.
- Particular attention must be paid to the scheduling and initiation of the recruitment process for senior posts in situations where the duties of the post are to commence near a change of government term.

See Instructions on appointment principles, Chapter 5; eOppiva course on central government recruitment, module 4/12; Instructions on appointment of senior public officials in central government, p. 11. See also the instructions/recommendation on applicant communication in recruitment.

Appointment for fixed terms

- While permanent staffing is the default in central government, fixed-term appointments are permitted under specific legal conditions.
- **Fixed-term public-service employment relationships** may be used for temporary duties, for example on the basis of nature of the work, substitute roles, internship or temporary arrangements for performance of the duties of vacant posts.
 - A public official must be appointed for the full fixed term, unless otherwise decided for particular reasons.
 - The justification for the fixed term must be documented in the letter of appointment.
 - When appointing individuals to fixed-term public-service employment relationships, the same required qualifications must be adhered to as for equivalent permanent posts.
- **A post may be filled for a fixed term** or other restricted duration if justified by the nature of the post or the operations of the agency.
- **Senior posts** in central government are typically appointed for a five-year term unless there is a specific reason to appoint for a shorter period. An agency may extend a five-year term if there is a well-founded reason related to the agency's operations.
 - After the expiration of a fixed-term appointment to a senior post, the public official may be appointed to another central government post or public-service employment relationship for a maximum of two years without a recruitment process.

See Instructions on appointment principles, Chapter 2 and Sections 5.2.1.–5.2.4.

Direct assignment of duties

Falls within the scope of employer activities, not recruitment

Altering of posts

- Typically, a public post cannot be significantly altered; in such cases, the old post must be abolished and a new one created. New posts must generally be publicly advertised unless they are filled through internal arrangements, such as redeployment or conversion of a fixed-term contract to a permanent one.
 - A post established to replace a contractual employment post or a fixed-term public-service employment relationship lasting more than two years may, for the first time, be filled without public advertisement if the individual appointed is the same employee or public official who performed the duties in the contractual post or fixed-term public-service employment relationship. Permanent appointments are not possible for posts where the power of appointment lies with the President of the Republic or a government plenary session.
 - If the duties of a public post change materially during reorganisation and a new post is established to replace it, the new post, when being filled for the first time, may be filled without being declared open for application if the public official appointed to the post is from an agency that is subject to reorganisation.
- The duties and post of a public official can, however, be partially altered through changes to the post or by assigning specific tasks. The organisational level of a post cannot be elevated without following the proper appointment procedures.
- Changes to job titles are typically based on actual changes to the duties of the post. A job title may not be altered in such a way that the incumbent no longer meets the statutory required qualifications for the post.

See Instructions on appointment principles, Sections 3.1.–3.2., 5.2.1.–5.2.3.; Instructions on appointment of senior public officials in central government, p. 12.

Post placement and relocation

Placement of shared posts

- The general principle is that posts are shared within the agency. A shared post may be placed in another unit of the same agency, even in a different locality, without the public official's consent. If the public official refuses, without valid justification, to relocate to the assigned locality, they may be dismissed under section 27 of the Act on Public Officials in Central Government.

Transfer of posts

- A post specified in the government budget can be transferred within the same agency to a different unit from where it was originally established. Other posts can also be transferred to a different agency. Transferring a post requires the public official's consent if the post is not vacant. The employment relationship continues based on the original appointment. The job title of the post can be changed during the transfer.
- In cases of reorganisation of central government functions, posts and the public officials appointed to them are transferred to the agency where the duties are relocated. A public official appointed to a fixed-term public-service employment relationship moves to the new agency for the duration of their fixed-term public-service employment relationship. The transfer of a post or public-service employment relationship as part of a reorganisation does not require the public official's consent if the transfer occurs within their commuting area or to the commuting area.

See Instructions on appointment principles, Section 5.6.

Internal mobility

Personnel rotation

- In accordance with section 20 of the Act on Public Officials in Central Government, a public official may be temporarily transferred to another agency or, if not a judge under chapter 12, to an employer outside the state sector. Transfers are permitted to enhance the official's duties, sustain employment or improve future employability. The transfer decision is made by the appointing agency, with consent required from both the receiving employer and the public official.

Other internal arrangements

- The internal mobility section of the Valtiolle.fi service enables temporary public-service employment relationships of up to two years to be advertised, either within the same agency or across central government. These posts are filled through fixed-term appointments.
- Internal mobility can also support workforce planning within an agency through a notification procedure, which is not considered a recruitment process under the Act on Public Officials in Central Government. In this approach, permanent public officials can volunteer for specific tasks, with their post reallocated or transferred to another department or unit, provided the changes do not fundamentally alter the post.
- The internal mobility section on Valtiolle.fi may also be used to meet redeployment or re-employment obligations resulting from workforce reductions.

See Instructions on appointment principles, Section 5.6.

Assignment of duties

- Assignment of duties refers to allocating specific tasks to a public official within an agency. This is part of the employer's right to organise work and does not constitute a recruitment process.
- Duties cannot be altered to the extent that they fundamentally change the post or bypass its required qualifications. The process is limited by the public official's job title, the regulations governing the post and their competence.
- Typically, assignment involves taking on additional tasks alongside core responsibilities. Fairness, transparency and principles of good governance must guide this process. If multiple public officials are interested in additional tasks, an appointments procedure may also apply.
- Certain administrative branches, such as the Ministry for Foreign Affairs, the Finnish Defence Forces and the Border Guard, have specific regulations governing the assignment of duties.

See Instructions on appointment principles, Section 3.3.

Evaluation phase

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General appointment criteria

- General appointment criteria for public posts are outlined in section 125 of the Finnish Constitution (731/1999). These criteria apply to all public posts, including those in central government, municipalities and wellbeing services counties. The general appointment criteria are skill, ability and proven civic merit.
- The recruiting authority must ensure that the appointee or the individual assigned to the post is of good character, has no private interests that would jeopardise the proper performance of the duties and otherwise has the capacity to perform the tasks independently and reliably.

See Instructions on appointment principles, sections 4.1., 5.4., 7.1. and 7.3.; eOppiva course on central government recruitment, module 3/12; Instructions on appointment of senior public officials in central government, pp. 2–3.

Required qualifications

- The required qualifications for public officials are divided into three categories: general, specific and language proficiency qualifications.
- General required qualifications are applicable to all public officials. Specific required qualifications are prescribed by law or decree for certain posts. Language proficiency requirements depend on the nature of the post.
- General required qualifications are stipulated in sections 7 and 8 of the Act on Public Officials in Central Government. These include majority age (18 years) and, in certain posts, Finnish citizenship.
 - Exceptions to the majority age requirement can be made if the appointee has reached the age of 15 and completed compulsory education, and their appointment is considered suitable for the proper performance of the post. (Note! Retirement age, Act on Public Officials in Central Government, section 35)
 - Posts requiring Finnish citizenship are exhaustively listed in section 7 of the Act on Public Officials in Central Government. For other posts, Finnish citizenship cannot be required. A person with dual citizenship, including Finnish citizenship, meets the requirement, provided they do not have foreign ties that could expose them to undue external pressure or influence.
- Specific required qualifications, determined by law or government decree, are post-specific qualifications that must be met by the appointee. These may include, for example, a higher education degree or expertise in the relevant field.

See Instructions on appointment principles, sections 4.2.–4.5.; eOppiva course on central government recruitment, module 3/12.

Language proficiency

- For domestic languages, requirements are stipulated in the Act on the Knowledge of Languages Required of Personnel in Public Bodies (424/2003), section 6. If a higher education degree is prescribed as a required qualification for the post:
 - *Bilingual agencies* require excellent oral and written proficiency in the majority language of the region and satisfactory oral and written proficiency in the second language.
 - *Monolingual agencies* require excellent proficiency in the agency's language and satisfactory comprehension skills in the second language.
- Public authorities must ensure their personnel collectively meet legal language skills requirements, including those set out in the Act on the Knowledge of Languages Required of Personnel in Public Bodies and other legislation.
- Required qualifications for non-native languages can be specified by government or ministerial decree (Act on the Knowledge of Languages Required of Personnel in Public Bodies, section 7).
- Language proficiency may be demonstrated through government language exams, general language exams, or studies, as detailed in the Act on the Knowledge of Languages Required of Personnel in Public Bodies, the Act on National Certificates of Language Proficiency (964/2004) and the Government Decree on Demonstrating Knowledge of Finnish and Swedish in Central Government (481/2003). Unlike other required qualifications, language proficiency may be proven after the application period, provided it does not delay the process.
- Exemptions from language requirements are governed by section 9 of the Act on the Knowledge of Languages Required of Personnel in Public Bodies.

See Instructions on appointment principles, sections 4.2.–4.4.; eOppiva course on central government recruitment, module 3/12; Ministry of Justice recommendation on the consideration of language skills in recruitments by central government authorities and courts of law.

Common specific required qualifications for senior posts

- The specific required qualifications for senior posts in central government, which supplement and specify the general appointment criteria in section 125 of the Constitution, are defined in section 8, subsection 2 of the Act on Public Officials in Central Government.
- The common specific required qualifications for senior posts in central government include a higher academic degree, diverse experience required for the post, proven leadership skills and demonstrated leadership experience.
- If necessary, separate provisions on the degree or other specific required qualifications for an individual post may also be laid down by Government decree regarding the agency concerned (Act on Public Officials in Central Government, section 8, subsection 3).
- The required qualifications laid down in section 8, subsection 2 of the Act on Public Officials in Central Government do not apply to the post of State Secretary. Instead, separate required qualifications for this post are set out in Section 43 of the Government Rules of Procedure.

See Instructions on appointment of senior public officials in central government, pp. 4–6.

Exemption

- If an applicant does not meet a specific required qualification, the Government may, for special reasons, grant an exemption from required qualifications prescribed by *decree*. However, this does not apply to appointments to judicial posts. Applicants must apply for the exemption before the application deadline, and a decision on the exemption must be made prior to the appointment.
- An exemption from required language proficiency qualifications prescribed by law, government decree, or ministerial decree may also be requested for special reasons, unless otherwise specified by law or its regulations.
 - The Government handles and decides on exemption applications concerning language proficiency requirements related to posts within its power of appointment. Other exemption applications regarding language proficiency are handled by the relevant ministry.

See Instructions on appointment principles, Section 4.4.; Act on Public Officials in Central Government, section 8; Act on the Knowledge of Languages Required of Personnel in Public Bodies, section 9; Government Rules of Procedure (262/2003)

Other requirements for successful performance of duties

- Other requirements for successful performance of duties refer to skills or attributes that are not stipulated as required qualifications for the post but are nonetheless necessary for effectively carrying out its tasks.
 - These may include a specific degree, prior experience relevant to the post's field or expected personal qualities such as strong collaboration and communication skills.
- Such additional requirements for successful performance must be stated in the job advertisement, as they form part of the criteria used for comparing applicants during the appointment process.
- A particular language skill may be considered a requirement for successful performance, even if it is not formally stipulated as a language proficiency criterion for the post. The recruiting authority may assess that performing the duties effectively requires proficiency in a specific language. Such language skills are considered in the appointment process in the same manner as other requirements for successful performance of duties.

See Instructions on appointment principles, sections 4.3 and 4.5.; eOppiva course on central government recruitment, Module 3/12.

Power of appointment

- As a general rule, agencies appoint their own public officials. The appointment of the head of an agency under a ministry is prepared within the ministry.
- Appointments to the highest positions in government, judicial posts and military positions deviate from this general rule.
 - The authority of the **President of the Republic** to appoint is regulated by the Constitution and other legislation. The President appoints public officials covered by the Act on Public Officials in Central Government, such as the Chancellor of Justice, the Deputy Chancellor of Justice, the Prosecutor General, the Deputy Prosecutor General, judges and military officers. The President also appoints personnel covered by other legislation, such as the Chief of Staff of the Office of the President of the Republic, presenting officials and the Warden as well as the Governor of the Bank of Finland.
 - The **Government's** general power of appointment to public posts is outlined in section 126, subsection 2 of the Constitution and further regulated by the Government Act (175/2003). Under section 13, the Government appoints the permanent secretaries and other public officials in ministries, except for military officers in the Ministry of Defence, whose appointments are the President's responsibility under the Constitution. Matters requiring Government decisions are handled in plenary sessions. Provisions on officials appointed by the Government plenary session are specified in section 42 of the Government Rules of Procedure (262/2003).
 - For appointment matters falling within the authority of the Government or the President, general recruitment regulations and guidelines for central government are supplemented by the specific procedures outlined above. Public officials preparing appointments should complete the Government's preparatory course for presenting officials and refer to the Handbook for Presenting Officials in Government.
 - The Chancellor of Justice has consistently held that fixed-term appointments made by the Government plenary session must involve a public application process.

See Instructions on appointment principles, sections 5.2.2.–5.2.4. and 8.1.; Instructions on appointment of senior public officials in central government, p. 10 and p. 12.

Assessment and comparison of qualifications

- The assessment and comparison of applicants' qualifications are based on their applications, supporting documents, educational background, work experience and other merits, as well as interviews. Additionally, external suitability assessments may be used to obtain more detailed information about the candidates' suitability for the post.
- In evaluating qualifications, special attention must be given to treating applicants fairly and ensuring an objective comparison of their merits.

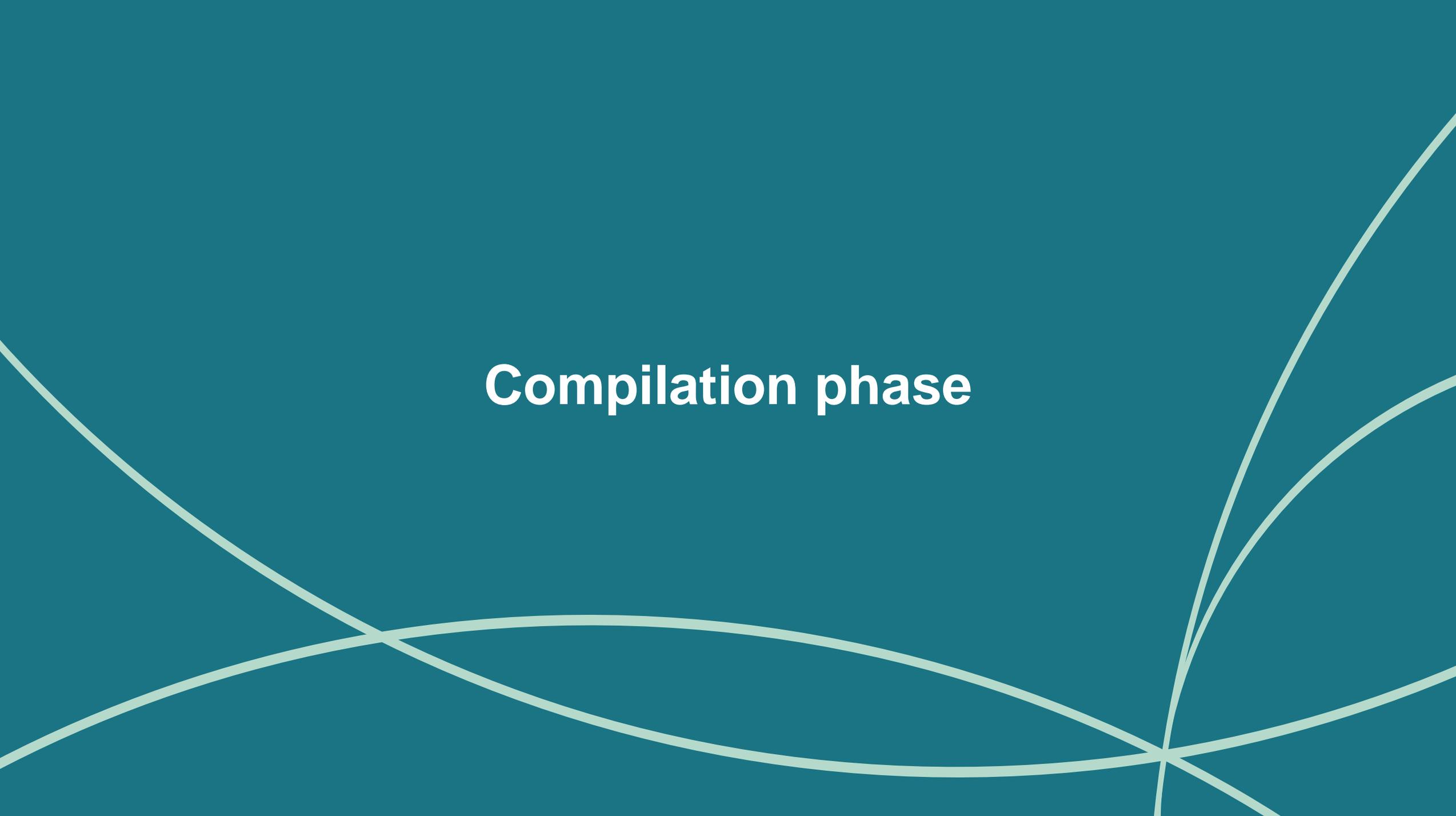
See eOppiva course on central government recruitment, modules 5–6/12; Instructions on appointment principles, Chapter 6; Instructions on appointment of senior public officials in central government, p. 7.

Assessment tools

- **Applications** and any attached documents are the primary basis for selecting candidates to be invited for an interview. In the evaluation and classification of applications, the fulfilment of the required qualifications for each applicant is assessed first, followed by an examination of their qualifications in relation to other selection criteria. The assessment must be fair. The candidates who best meet the criteria specified in the job advertisement are invited to an interview.
- The **interview** is an essential tool in the recruitment process. Its purpose is to gather information about candidates to support the selection decision. The interview is also important for the applicant, as it provides an opportunity to learn more about the post beyond what is stated in the job advertisement. It is recommended to use an interview framework, and multiple rounds of interviews may be conducted if necessary.
 - In the interview, only questions relevant to the recruitment process may be asked – that is, questions that provide information about the candidate’s qualifications and suitability for the post. Questions concerning, for example, the interviewee’s family situation, health or financial situation must not be asked. The interviewee can request an explanation from the public authority as to how the question asked is directly relevant to the recruitment process. The aforementioned does not prevent questions about matters essential for performing the duties, such as whether the individual is able to travel regularly or work night shifts.
- The **suitability assessment** is a process aimed at determining and evaluating a candidate’s fitness for the post, job performance potential and development needs. The assessor is usually an external expert. The agency decides in which recruitments it wishes to use suitability assessments.
 - Documents and information related to suitability assessments are confidential. The results of the assessment should not be recorded in the appointment decision; only the fact that the assessment was conducted and whether it supports or does not support the candidate’s selection should be noted.

See Instructions on appointment principles, sections 4.5. and 6.1.–6.3.; eOppiva course on central government recruitment, sections 5/12 and 6/12; Instructions on appointment of senior public officials in central government, pp. 7–9; Act on the Protection of Privacy in Working Life (759/2004). See also the instructions/recommendation on applicant communication in recruitment.

Compilation phase

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Nomination memorandum, proposal and decision

- The **nomination memorandum** is a tool used to fulfil the administrative law requirement for providing justification for decisions.
 - The nomination memorandum must include
 - the vacancy of the post,
 - the appointment procedure prescribed by law or regulation for the post,
 - the required qualifications for the post
 - duties associated with the post, and
 - information about the recruitment process, including how the job advertisement was published or otherwise announced.
 - The memorandum compares applicants' qualifications against general appointment criteria, required qualifications and other relevant factors, considering education, work experience and other merits. Comparisons must be objective and fair, clearly stating why the selected candidate is the most qualified.
- The **nomination decision** is typically made following a formal presentation, with presenters subject to responsibility regulations.
 - Decisions must be in writing, comply with criteria for administrative decisions under the law and consider data protection requirements as public documents.
 - The decision must include justifications and information on appeal rights or restrictions. If appeals are permitted, appeal instructions must be attached.
 - Applicants must be notified of the decision without delay, using standard notification procedures.

See Instructions on appointment principles, chapters 7–9; Instructions on appointment of senior public officials in central government, pp. 7–9; eOppiva course on central government recruitment, modules 8–9/12 and 11/12; and, if needed, the Handbook for Presenting Officials in Government.

Integrity, independence and reliability

- Under section 8c of the Act on Public Officials in Central Government, when using discretion in making appointments, the public authority has to confirm the **integrity** of the person and that the person has no **private interests** that would compromise the proper performance of their duties. Candidates must also demonstrate independence and overall **reliability** in carrying out their responsibilities.
- The assessment must take into account the nature of the position being filled. The assessment of integrity and reliability is post-specific, with different roles requiring varying levels of scrutiny.
- Integrity refers to a candidate's adherence to lawful and ethical conduct, while the independence of private interests ensures the absence of financial or external ties that could expose the candidate to undue influence or pressure. In addition to integrity and independence, reliability encompasses the ability to perform duties honestly and loyally.
- Where necessary, a security clearance under chapter 4 of the Security Clearance Act is conducted before appointment. If required, this must be stated in the job announcement, and the candidate's consent is mandatory. Depending on the position, the clearance may be basic, standard or comprehensive. Documents related to the clearance are confidential. An appointment cannot be conditional.
- For senior posts or public-service employment relationships in central government, candidates must submit a disclosure of interests under section 8a of the Act on Public Officials in Central Government.

See Instructions on appointment principles, sections 4.1. and 7.1.; eOppiva course on central government recruitment, module 7/12; Instructions on appointment of senior public officials in central government, pp. 9–10; Security Clearances Act (726/2014); Ministry of Finance directive on declarations of private interests and secondary activities for senior officials; and, if needed, the Handbook for Presenting Officials in Government.

Health assessments

- Individuals appointed to a post are not generally required to provide evidence of their fitness for work. However, the public authority may request a medical certificate confirming the individual's general suitability for the post.
 - A public authority cannot require the certificate to include details about past illnesses, treatments or medications. The certificate must, however, indicate any factors related to the special nature of the post that would impact its specific health requirements. Individuals being appointed may also be required to provide evidence of a drug test.
 - The necessity of such an assessment is determined on a case-by-case basis for each recruitment. Some posts, such as those involving night work or mast work, may require a statutory health examination. The assessment is obtained only for the individual proposed for appointment. Documents related to health assessments are confidential.

See Instructions on appointment principles, Section 7.1.; eOppiva course on central government recruitment, Module 7/12; Act on the Protection of Privacy in Working Life, section 7.

Non-compete agreement

- A non-compete agreement restricts a public official's right to take employment with another employer or to begin entrepreneurial or professional activities.
- Such an agreement must be made if the public official, in their post, has access to confidential or otherwise restricted information that could be materially exploited in a new employment relationship for personal or another's benefit, or to the detriment of others.
- The duration of the restriction may be agreed to last up to six months following the end of employment. However, a restriction period of up to 12 months may be agreed if the agreement is made with an individual appointed to a senior post in central government, a designated key post within the Defence Forces or a corresponding fixed-term public-service employment relationship. During the restriction period, compensation equivalent to salary is paid.

See Ministry of Finance instructions on non-compete agreements and managing duties at the beginning and end of employment; non-compete agreement templates. See also Instructions on appointment principles, sections 5.4. and 7.1.; Instructions on appointment of senior public officials in central government, pp.10–11; eOppiva course on central government recruitment, Module 7/12.

Legal finality and appeals

- A job applicant may appeal a decision concerning their appointment to a post or public-service employment relationship, except in cases where restrictions on the right of appeal are specifically stipulated (Act on Public Officials in Central Government, section 59). Such restrictions apply to
 - appointments under the authority of the President of the Republic,
 - senior posts,
 - appointments for a fixed term of no more than two years,
 - posts or public-service employment relationships filled without public advertisement as permitted by law, and
 - decisions concerning military posts in the Finnish Defence Forces or Border Guard, which may be filled without public advertisement under the law.
- Appeals are subject to the Administrative Judicial Procedure Act (586/1996) and any specific provisions of the Act on Public Officials in Central Government.
- Complaints about appointments that cannot be appealed may be submitted to the supreme overseers of legality, that is, the Parliamentary Ombudsman or the Chancellor of Justice. However, the Chancellor of Justice is not responsible for comparing candidates, assessing their skills and qualities, or determining their suitability for the post.

See Instructions on appointment principles, Section 8.4. and chapters 10–11; eOppiva course on central government recruitment, modules 9–10/12.

Before the start of the public-service employment relationship

- The public official must be provided with a written statement of the terms of the public-service employment relationship in accordance with section 6e of the Act on Public Officials in Central Government, unless these terms are already evident from the appointment decision or letter of appointment. The majority of this information must be provided within seven days of starting work. Certain details may be supplied within one month of starting work.
- An appointment decision may be put into effect before it has attained legal force. The appointee may assume the duties of the post during the appeal period or even if the decision has been appealed. However, there is no obligation to do so; the appointee may choose to wait for the decision to become final before assuming the duties.
- Probationary periods for fixed-term public-service employment relationships lasting less than a year may not exceed half the duration of the term. For other public-service employment relationships, the probationary period may not exceed six months.

See Instructions on appointment principles, Chapter 12.

Publicity of information

- All applications submitted to a public authority for a public post or public-service employment relationship are public. Appointment memoranda and appointment decisions are also public.
- As a general rule, anyone has the right to request and access information contained in public documents. Exceptions to this rule include information protected by law as confidential. In the context of recruitment, confidential information may include health data, security clearance reports or the results of suitability assessments. Such information must not be disclosed to third parties.
- The applicant's right of access may extend to confidential information if it has influenced the handling of their case. In recruitment, this means that an unsuccessful applicant has the right to access information beyond what is publicly available. The grounds for restricting access to information by parties directly involved are outlined in section 11, subsection 2 of the Act on the Openness of Government Activities.
- An applicant may express a wish in their application that their information not be made public. However, this is merely a request, and their information remains public and must be disclosed, for example, to the media upon request.

See Instructions on appointment principles, Section 5.7.; Instructions on appointment of senior public officials in central government, p. 10; eOppiva course on central government recruitment, Section 4/12. See also Act on the Openness of Government Activities (621/1999).

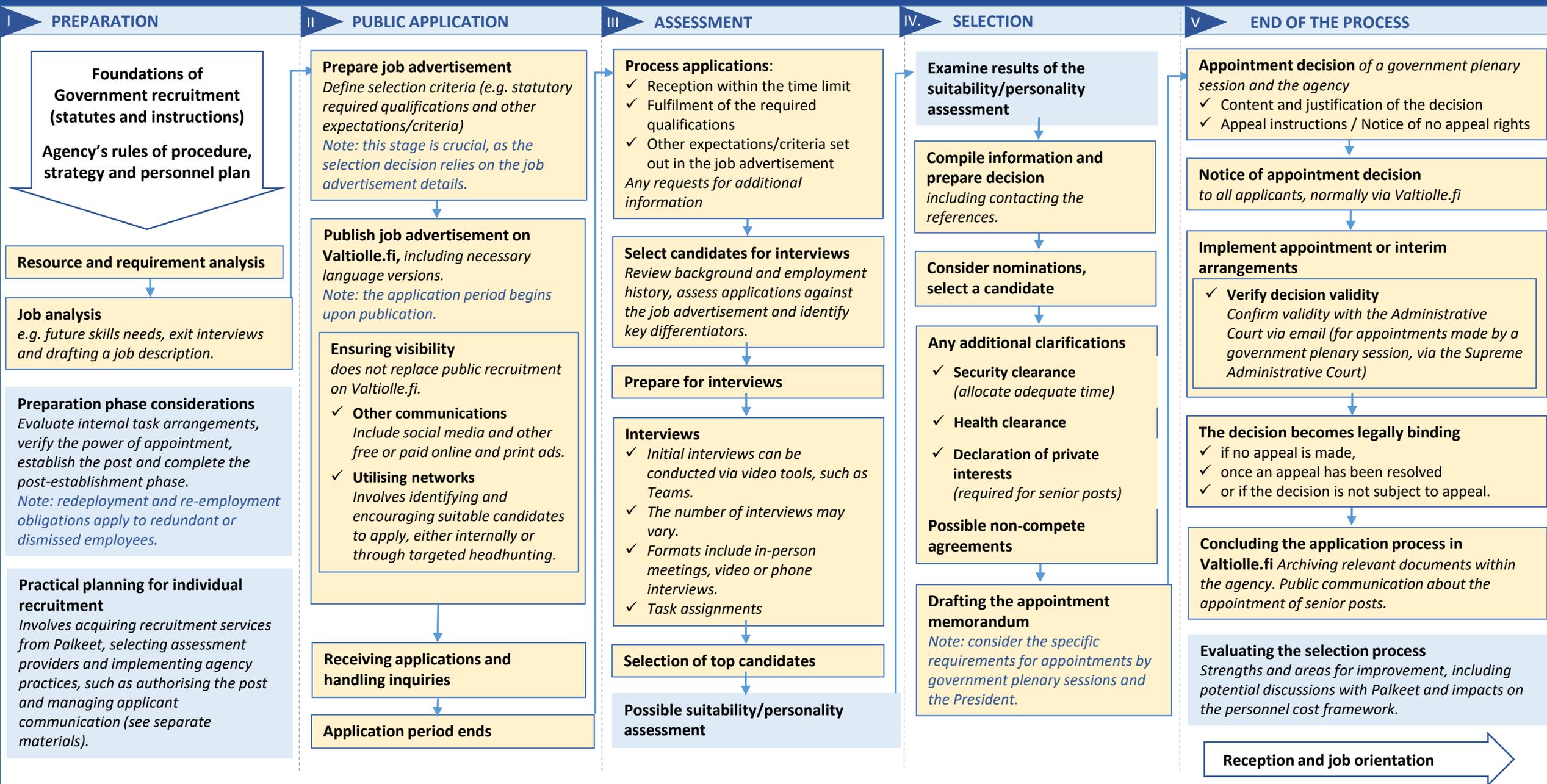
After recruitment

- Once the recruitment process is concluded, it is advisable to evaluate its success. By reviewing the recruitment process, valuable insights can be gained for improving future recruitment activities.
- After recruitment is complete, preparations should begin for welcoming and onboarding the new employee.

See [eOppiva courses on induction](#) and read more [joint induction in central government \(Valtiolla.fi\)](#)

GOVERNMENT RECRUITMENT

Diagram of the main points of the process. The Ministry of Finance's instructions and the eOppiva course on central government recruitment provide more detailed descriptions of actions and practices at each stage. Special attention must be given to improving applicant communication. A specific version of the diagram is available related to this topic: Applicant Communication in Government Recruitment.



Open and professional recruitment ensures fair treatment of applicants, aims to select the most qualified candidate and enhances the Government's reputation as an employer.