



# Human Resources Strategy of Ministry for Foreign Affairs 2021–2025

Ulkoministeriö  
Utrikesministeriet



## FOREWORD

The Ministry for Foreign Affairs prepared its Human Resources Strategy (HR Strategy) in cooperation with the Ministry's management and personnel in spring 2021. Participatory workshops were also arranged. The broad recommendation for remote work during the COVID-19 pandemic brought new challenges and opportunities for carrying out duties at work. At the same time, such objectives of the previous HR Strategy (Hestra) as targeting human resources remain highly topical.

The objective has been a strategy that focuses on selected themes, creating a frame of reference for maintaining work meaningful and for ensuring personnel's wellbeing and capacity for work. This will also help us best in achieving the operational targets set for the Ministry. We decided to use "we" as the author of the strategy. This emphasises that everyone's input in the workplace is needed for us to achieve the objectives. The management are responsible for necessary decisions and policies, while each and every one of us has an important role in achieving the objectives of the HR strategy in our own workplace.

The strategy is based on the values of the Ministry for Foreign Affairs and on the Strategy for Public Governance Renewal. The Ministry's values illustrate the common thread that tells us how we want to act as a workplace. Therefore, they provide a natural set of guidance for implementing the HR Strategy.

**Matti Anttonen**  
Permanent State Secretary

**Kirsti Pohjankukka**  
Deputy Director General,  
Human Resources

**WE WORK FOR FINLAND AND A BETTER WORLD**



## Our work will focus on the most important

- We will improve decision-making on resources and increase flexibility through refocusing. We will reduce the high workload by concentrating on the essential to give more space for creativity and development.
- We will engage in informative discussion on prioritisation and reassess which tasks are not necessary, taking into account various perspectives and changing situations.
- We will ensure that we work well together as a working community. We will promote the introduction of modern working methods and make use of the opportunities offered by multi-local work. Everyone will be provided with opportunities of concentrating on working on one's own and of being an active member of teams and networks.



**WE SEEK NEW PERSPECTIVES**



## We support development of expertise and wellbeing by group work practices and reorganising work

- We will make sure that our collective wellbeing is maintained every day. Wellbeing at work is seen and heard.
- We influence through our work and find it meaningful.
- The Ministry provides its employees with tools and guidance for competence development that is important from the point of view of their duties. These allow employees to plan, develop and monitor the development of their skills and expertise.
- We provide peer support and encourage exchange of ideas. Through good interaction, listening and respectful dialogue, we strengthen the sense of togetherness.



**WE FIND SOLUTIONS TOGETHER**



## Equality and diversity are interlinked

- Despite the diversity of tasks and duties, we are all equal members of our workplace.
- We express appreciation for the work of others and for our own work.
- Work environments and ways of working are different. We will ensure success at work and effectiveness of results by reorganising tasks and duties and by following common rules.
- We discuss openly that different work tasks set different requirements for individual employees. We make sure that everyone knows the objectives, rules and conditions of their work.



**WE EMBRACE DIVERSITY**