

## HUMAN RESOURCES STRATEGY 2015–2020 KEY GOALS

### 1. Allocation of human resources – prioritization, deprioritization and abandoning certain tasks

This strategy period will see a further reduction in the Foreign Ministry's human resources. Resources must be directed even more flexibly than before to meet the most important needs at any given time (prioritization). A conscious decision must be made to give less priority to certain work duties (deprioritization). Certain tasks will no longer be carried out (abandoning certain tasks). The objective is that the whole organization from the top leadership to individual public officials will be engaged in the process and that they are committed to the choices.

- Actions
  - The Ministry will intensify its planning and decision-making in order to flexibly allocate human resources during operating and financial planning processes and in the daily operation of the departments.
  - The Ministry will provide training for all supervisors at all levels of the organisation so that they are competent to allocate their human resources effectively. Personnel will be informed of the grounds and objectives of the human resources allocation.
- Desired outcomes at the end of the strategy period
  - When the Senior Management Group sets new priorities, it takes a stand on where the resources will be drawn from.
  - In the operating and financial planning process, the Senior Management Group makes effective decisions concerning transfers of personnel between the departments and the missions abroad, with due regard to the changing priorities. Personnel take responsibility for the most important areas within the department and in the missions under their supervision.
  - Personnel's workload is allocated to promote the most important goals, which improves performance and wellbeing at work. Personnel's experience is that the Ministry prioritizes tasks, assigns less priority to others and cuts down on activities in light of the human resources that are available.

### 2. Compatibility between pay and staff rotation systems

Personnel, supervisors and the Ministry as an employer consider that the current performance appraisal is ill-suited as a means to offer incentives and rewards in the Foreign Service. The objective is that the Foreign Service and the employee organisations improve the performance appraisal system by drafting an intra-agency-level collective agreement and make it more suitable to the Foreign Ministry, taking into account the provisions of the central level agreement.



- Actions
  - The Foreign Service and the employee organisations will jointly determine the desired changes and consult the central labour market organisations about them.
  - When the preconditions are met, the Foreign Service and the employee organisations will launch negotiations for an intra-agency-level collective agreement and agree about the changes.
- Desired outcomes at the end of the strategy period
  - The revised performance appraisal system is better suited to the Foreign Service. The different career systems (generalist staff who rotate between a variety of roles and specialist staff) are taken into account in a better and more balanced manner.
  - The performance appraisal system is considered to be more motivating and rewarding.
  - The performance appraisal system is clearer and more straightforward and it is therefore easier to carry out the review, considering the available funds.

### 3. Leadership/Management

The Ministry for Foreign Affairs has carried through significant management reforms during the strategy period. Development has been very positive both according to the Ministry's internal indicators and in surveys between administrative branches. The aim is that the principles of good leadership, laid down in the Ministry's management policy, will be put into practice more effectively and more equitably than before. The Foreign Ministry contributes actively to the joint development of management at the central government level.

- Actions
  - During the strategy period in 2015–2020, the results of the UM360 degree leadership assessment, the job satisfaction survey, and other feedback will help accumulate more and more comprehensive and reliable material on leadership in the Ministry. The Ministry will analyse the material carefully and use it in the management training and appointment of superiors.
  - For those aiming at superior posts, the Ministry will provide comprehensive opportunities for assessment of leadership potential.
  - The Ministry will further develop procedures and tools to help resolve problems related to management.
  - The principles of good leadership and the responsibilities of supervisors and subordinates in the workplace will be consistently communicated to personnel.
- Desired outcomes at the end of the strategy period
  - Supervisors are selected to positions that suit to them beginning from the first promotion.
  - Management training is of a high quality. The training focuses on the most central areas of development identified in surveys and feedback.
  - Management problems are few. The Ministry's management, human resources administration and departments support supervisors and workplaces effectively.
  - Good management and subordinates' support to supervisors shows in performance and surveys.



#### 4. Wellbeing at work and HRD

Wellbeing at work in its wide sense is a cross-cutting theme in the Foreign Ministry's HR Strategy and a key element influencing performance. There is a strong link between human resources development and wellbeing at work. The aim is to strengthen the overall approach and the management's role in their direction as well as to establish close cooperation with the Government Administrative Department.

- Actions
  - Competence will improve at work, in interaction with others in the workplace and in training. The Ministry will create a procedure where these three aspects are mutually more supportive.
  - The management will define the priorities of human resources development.
  - The Ministry will integrate the Occupational Wellbeing Unit and the Unit for Human Resources Development into a whole that is compatible with the role of the Government Administrative Department.
- Desired outcomes at the end of the strategy period
  - The Foreign Service retains its top position as one of the best performers in wellbeing at work in the central government.
  - Human resources development is addressed comprehensively. The Personnel Development Unit, the departments, the missions abroad, and other actors work in close cooperation with each other and with the Government Administration Department.
  - Human resources development is efficiently managed and the Ministry can rapidly respond to the competence needs arising from changes in the range of duties.

#### 5. Locally employed staff in the missions and the missions as employers

Locally employed staff is an important resource for the Foreign Service. The objective is to further develop the support, training and tools provided by the Ministry to strengthen the missions' expertise as an employer. Taking into account that legislative and other circumstances may differ markedly between different duty stations, the Ministry aims to develop locally employed staff's training possibilities and terms and conditions of employment in a coherent manner.

- Actions
  - The Ministry will make an overall review of the status of locally employed staff as well as a plan for the development based on reviews completed in 2008 and 2013.
  - Systematic exchange of information and cooperation with reference countries in matters concerning the terms and conditions of employment will be continued.
  - The Ministry and the missions will continue the development of locally employed staff's pay. The use of the incentive bonus system will be expanded based on the experiences and needs of the missions.
  - The Ministry will keep the whole personnel well informed about locally employed staff's position and grounds of the terms and conditions of employment.
  - The Ministry will develop the electronic workspace so that it serves as a channel of communications on employment matters in the entire Foreign Service.
  - The human resources administration's ICT reform will expand locally employed staff's opportunities of using the electronic portal.



- Desired outcomes at the end of the strategy period
  - The missions are competent in their employer activities and their services are of a high standard. The Ministry provides effective support to missions acting as an employer.
  - The terms and conditions of employment are kept up-to-date in all missions abroad. The missions abroad pursue a balanced employer policy taking into account the host countries' legislation and their varying circumstances.
  - Locally employed staff are well informed of their duties and the grounds of the terms and conditions of employment. Career staff and locally employed staff form a coherent team in all missions abroad.

