

CAPACITY BUILDING OF PUBLIC LEADERS

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- Target groups in management and leadership training
- Main themes and topics
- Structures and methods of training
- eLearning
- Challenges and priorities in developing the competences of public leaders
- Well-being at work (case)

BASIC FACTS ABOUT FINLAND

- Part of Sweden-Finland before 1809
- Autonomic Republic of Russia 1809-1917
- Independent Republic of Finland 6.12.1917
- Member of the European Union 1.1.1995
- Geographic area
 - 338 424 km²
 - Different parts of the country
- Population app. 5,6 million
- High educational basis of the population

POLITICAL STRUCTURES

- Legislative power: Parliament
 - 200 members selected for 4 years
 - 9 parties in the present Parliament
- Implementation power: Government
 - 17 ministers in the present government
- President of the Republic
 - Selected through direct elections for 6 years
- Judicial power: independent courts
- European union parliament
 - 13 members from Finland
 - Elections every 4 years
- Local democracy and citizen participation
 - Local elections every 4 years



STRUCTURE OF STATE ADMINISTRATION

- Ministries (12)
- State agencies and institutions
- State regional administration
 - 6 state regional offices
 - Regional administration of substance ministries
 - Island of Åland
- State local administration
- Strategic role and tasks of state organisations

- Number of civil servants in state administration: app. 70000

STRUCTURE AND MAIN TASKS OF LOCAL SELF GOVERNMENT

- Traditionally strong local self-governance
- Number of municipalities 310
- Main tasks of the municipalities
- Taxation right of the municipalities
- Number of public servants app. 410 000
- Decision-making in the municipalities
 - Municipal council and government
- Reforms and present challenges in local government



OPEN AND CAREER SYSTEM OF CIVIL SERVICE

- European models of open and career system of civil service
- Models in older EU-member states
 - examples
- Developing models in new democracies
 - examples
- Civil service training in open and career system of civil service



CIVIL SERVICE IN FINLAND

- Open system of civil service: fixed term or permanent appointments through open recruitment
- Some elements from career system
- Recruitment through open competition, emphasis on professional selection and openness in procedures
- General and specific qualifications in public managerial positions (formal education, national languages, leadership skills etc.)
- Evaluation of leadership potential
- Non political civil service; small cadre of political appointees (political state secretaries and advisers)
- Mobility on top level management
- Training as right and obligation
- Staff turnover in state sector, especially through the retirement



CIVIL SERVICE TRAINING IN FINLAND

- Training for all civil servants
 - Systematic training needs analysis

- Professional, substance-based training
 - Under responsible of all ministries and agencies

- Horizontal training themes for all civil servants
 - E.g. good governance, management and leadership, financial management, personnel policy and management, civil service ethics, eGovernance, legal drafting, EU-affairs, public procurement etc.

- Structures of training
 - Training programmes and courses (HAUS)
 - Internet-based training
 - Learning by doing

HAUS FINNISH INSTITUTE OF PUBLIC MANAGEMENT

- Finnish civil service training institute
- Established in 1971
- Development steps from budget funded state institution to fee-based organisation, state company and in-house actor inside the state administration
- Main tasks to provide training and development services for Finnish civil servants and internationally
- Special role in supporting the government in public sector reforms
- Represents Finland in European networks for civil service training

MAIN TRAINING AREAS OF HAUS

- Management and leadership
- Legal drafting
- Financial management, budgeting, accounting
- HR, personnel management
- Public Procurement
- eGovernance
- Data protection, cyber security
- EU-affairs
- Communication
- Client service

ROLE OF HAUS IN TRAINING OF PUBLIC LEADERS

- Training as right and obligation
- Public leaders as one of the key target group of HAUS
- Close link and co-operation with the Ministry of Finance in planning and implementation of training
- Special curriculum for management and leadership; programmes for all levels of public leaders
- Specialized short courses on different topics for leaders (e.g. HR, finances, procurement)
- Leadership assessments and coaching possibilities
- Working networks for training
- Training as forum for new initiative



TARGET GROUPS IN LEADERSHIP TRAINING

- Top-level managers
 - Special programme initiated by Sitra (think-tank)
- Senior managers
 - Strategy programme
- Middle level managers
 - Leadership programme
- First level managers
 - Coaching programme
- Potential managers
- Training for management groups
- Training for whole working entity



MAIN TOPICS IN MANAGEMENT AND LEADERSHIP TRAINING

- Managing change
- Strategic management, implementation of strategies
- People management
- Financial understanding
- Communication skills
- Digitalisation
- Well being at work
- Time management
- National and international networks
- Process management
- Innovations



GOVERNMENT'S FUTURE LEADERS PROGRAMME

- Objectives
 - Strengthening professional management culture and strategic skills
 - Strengthening joint values of public management
 - Advancing new administrative culture, change and sensibility towards the future
 - Advancing horizontal outlook and networking
- Target group
 - Immediate subordinates to the top managers
 - Newly appointed top managers



STRUCTURES OF TRAINING

- Long programmes, modules + work in between
- Short courses, 1-3 days
- eCourses
- Tailor-made training and consultancy, wider and longer agreements

- Trainers:
 - Leading civil servants and HAUS experts
 - Universitys professors
 - Private consultants (through tendering)
 - International experts

- Different kind of blended learning solutions

TRAINING METHODS IN LEADERSHIP TRAININGS

- Presentations
 - Group works
 - Cases
 - Exercises
 - Coaching
 - Leadership/personality assessments
 - Literature studies
 - eLearning elements
 - Sharing experiences and best practices
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- Interaction
 - Close link to one's own working environment
 - Close link to working community development
 - Personal development plans



ELEARNING IN FINNISH CIVIL SERVICE

- Centralized project to develop a common eLearning platform for the whole state administration, project financed by Ministry of Finance, operated by HAUS together with app. 200 civil servants
- "eOppiva" totally ready by March 2019, was lunched already in Spring 2018
- Includes courses on general topics necessary for whole civil service, e.g. structures of public administration, electronic procurement, good official language, service design
- Open access to eLearning courses for all state civil servants
- eOppiva managed and coordinated by HAUS, also other state organisations can provide trainings
- Target: by 2020 reaching all civil servants

CHALLENGES IN DEVELOPMENT THE COMPETENCES OF PUBLIC LEADERS

- Training and educational needs increasing and becoming more complicated
- Tasks in public administration changing rapidly
- Number of public sector personnel decreasing
- Challenges in training models and structures, new demands on contents and methodology
- How to target training to exactly right needs?
- Training as part of increasing networks
- How to transfer silent knowledge in public administration?
- How to utilise international development in training and participate in international discussion



FUTURE CHALLENGES

- Rapidly changing surroundings
- Also changing training needs
- Time pressures
- New civil servants with new background and new kinds of expectations
- Importance of international discussions

PRIORITIES IN TRAINING OF PUBLIC LEADERS

- Direct links to leaders reality
- Increasing networks
- Increasing wide understanding of society
- Increasing global thinking
- Professionalism/managerialism/good leadership
- Leading change in everyday work
- People management
- Taking care also of own welfare



WELL-BEING AT WORK

- Key values of civil service in Finland, key values of HAUS
- Frames for wellbeing at work in HAUS
- Our internal rules
- HAUS model for early intervention
- Age management
- Professional leadership as a key factor in promoting wellbeing at work
- Joint efforts to maintain wellbeing at work

HAUS HOW WE SEE THE ELEMENTS FOR WELLBEING?

- Well functioning organisation of work
- Just and supportive leadership
- Good mastery of work, including e.g.
 - Balance between requirements and competences and qualifications
 - Many-sided and rewarding tasks
 - Possibility to influence on work and participate in decisions related to work
 - Possibility to professional skills development
- Delegated power and responsibilities
- Good cooperation, atmosphere and relationships
- Work is safe, healthy and meaningful
- Flat organisation, flexible working hours



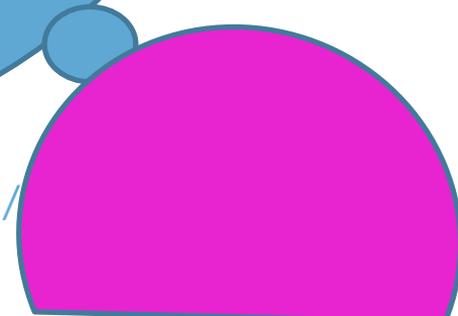
FRAMES FOR WELLBEING AT WORK IN HAUS

- Every person in HAUS is responsible for wellbeing
- Leaders should understand the importance of wellbeing at work and act accordingly; keeping in mind special requirements of an expert organisation
- Joint internal policies, rules and practices
- Positive way to analyze wellbeing at work, solution oriented approach, not only solving problems
- Openness and transparency, open communication

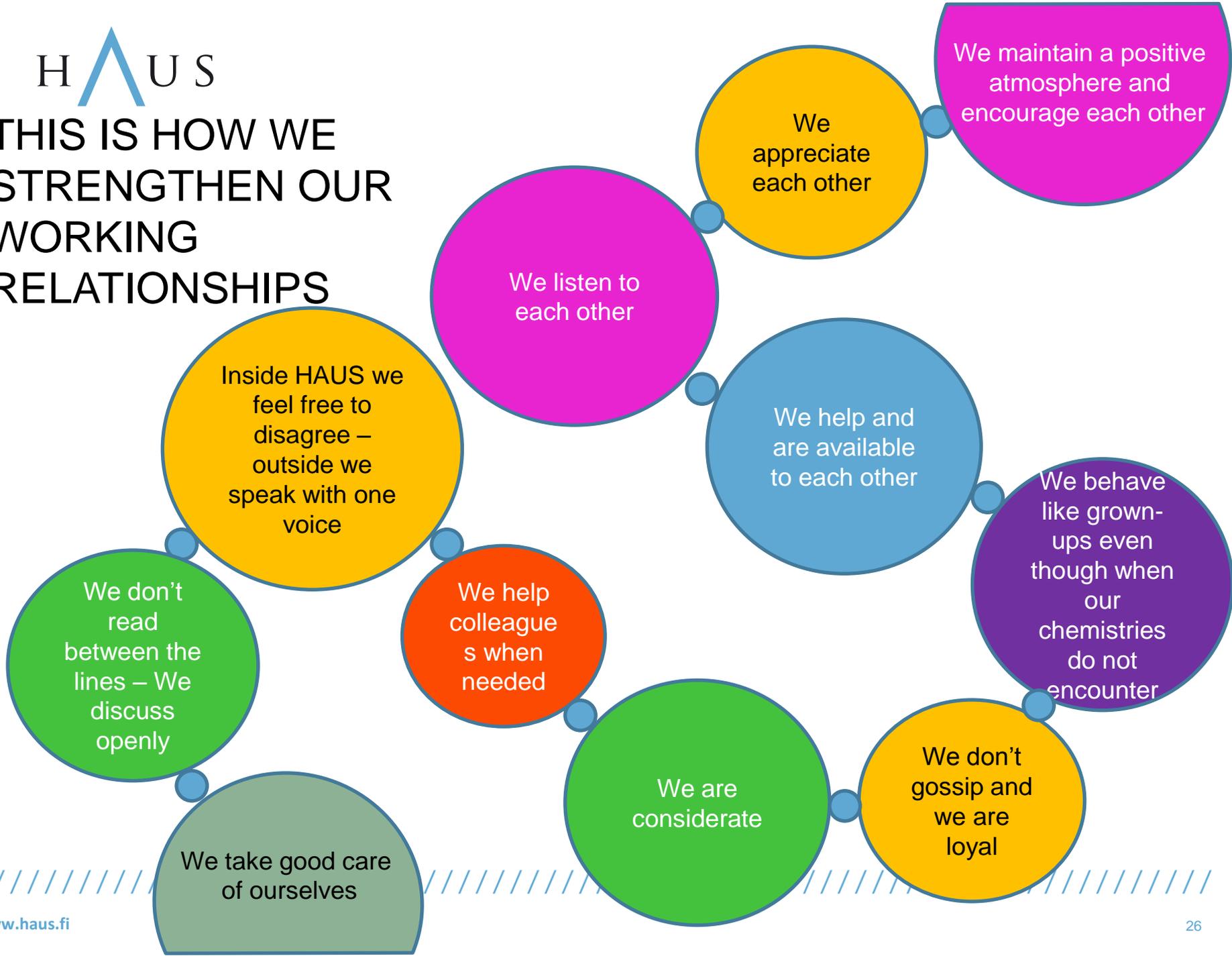




PRINCIPLES OF
OUR WORKING
COMMUNITY



THIS IS HOW WE STRENGTHEN OUR WORKING RELATIONSHIPS



We go through and update our values

We appreciate the work of others

We thank our colleagues and give each other recognition

We share the best practices and also the failures with each other

We make sure that the knowledge and experience of our projects are available to everyone

We give constructive feedback and also bring up the difficult things

THIS IS HOW WE STRENGTHEN GOOD WORKING COMMUNITY

We are flexible, tolerant and open minded – we accept diversity

We manage ourselves

We laugh at work

We agree on common principles and we commit ourselves to them

We are allowed to be "selfish" and work alone if necessary

We are able to listen,
not only speak

We know the
operational
environment
of our
customers

We tailor
precisely but
cost-effectively

We are
cooperative

We are able
to handle
feedback
and critique
from our
customers

We plan our
causes and
projects with
our customers

We are
flexible

We know
how to read
our
customers

THIS IS HOW WE DO
GOOD CUSTOMER
WORK

We keep our
promises and
don't promise
anything that we
can't keep

We are eager
and motivated

AGE MANAGEMENT

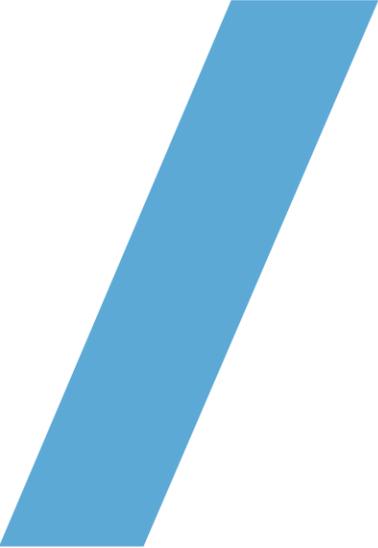
- Aim to have diversity in the working community
- Understanding the importance of having employees of different age
- Appreciating deep and long experience as well as young fresh ideas and questions
- Take care of enthusiasm in the whole organisation
- Understanding the special needs in leadership:
 - Juniors: networking, questioning of traditional authority, experience of meaningfulness
 - Middle age employees: individual career planning, work ability, motivation
 - Seniors: fast technological development, importance of tacit knowledge



PROFESSIONAL LEADERSHIP AS A KEY FACTOR IN PROMOTING WELLBEING AT WORK

- The role of leaders and professional leadership is essential – you are the role models!
- Clear responsibilities, full understanding of aims and tasks of the organisation
- Professional change management, taken care of motivation
- Low hierarchies, open communication, open doors
- Real delegation of power
- Indicators to measure wellbeing





THANK YOU FOR YOUR
ATTENTION!



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