



MINISTRY OF FINANCE

LEADERSHIP DEVELOPMENT IN THE FINNISH CIVIL SERVICE

Modern Leadership and Capacity Building in Public Sector in Eastern
Partnership Countries (PADOS II)

13th of November 2018, Kiev

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Public Governance Department



MANAGEMENT DEVELOPMENT –2023 (1)



2015

2019

2023

**GOVERNMENT'S
HEADPROGRAMMES**

**"VISION – GOALS 2023"
(anticipation)**

REFORMS OF STRUCTURES AND MANAGEMENT SYSTEMS



JOINT MANAGEMENT DEVELOPMENT

MANAGEMENT DEVELOPMENT –2023 (2)

2015

GOV.HEAD PROGRAMMES

1. More unified state administration
2. Development of managers and practices

2019

"VISION – GOALS 2023"

1. ICT and artificial intelligence?
2. Ethically and professionally competent managers?
3. Cross sectoral functions and common culture?

2023

REFORMS OF STRUCTURES AND MANAGEMENT SYSTEMS

- Continious improvement of effectiveness and productivity
- Evolving good governance
- Strengthening the participation of citizens/customers



JOINT MANAGEMENT DEVELOPMENT

- Unity – diversity
- Trust - accountability

JOINT MANAGEMENT DEVELOPMENT

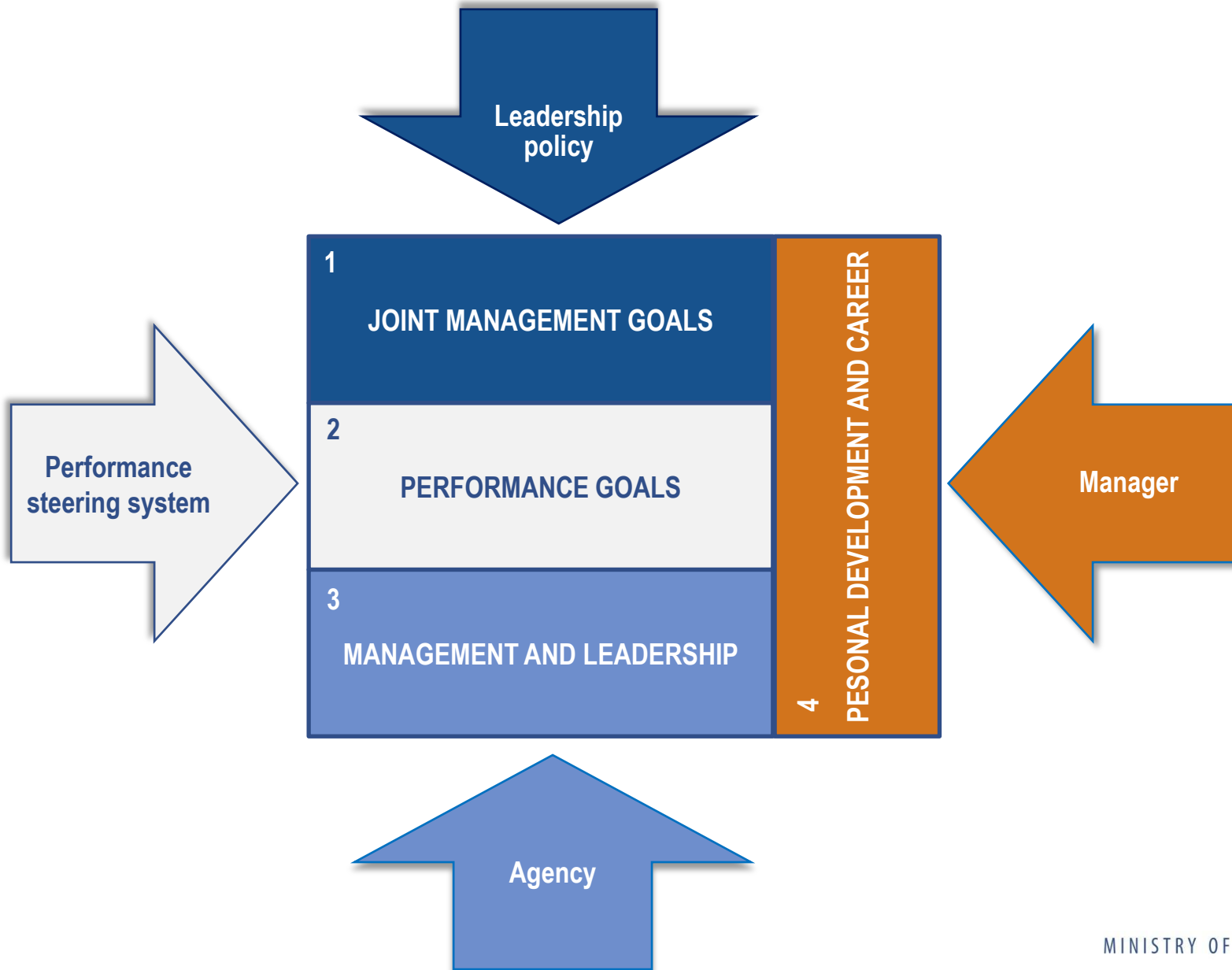


MANAGEMENT OF SENIOR CIVIL SERVANTS (SCS)

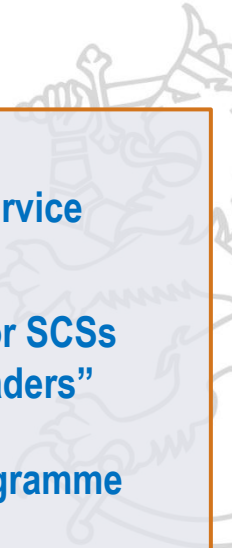
- Senior Civil Servants (approx. 110): permanent secretaries and director generals in ministries and heads of government agencies.
- Fixed term appointments for 5 years period of time – no limitations on the number of terms , renewable through a normal open recruitment procedure
- The Ministry of Finance supports mobility. The selection criteria:
 - Leadership and people management
 - Achieving results and steering the organisation
 - Supervision of operations and efficiency
 - Impacting the operating environment and managing change
 - General expertise in public administration
 - Management of EU affairs
 - Capacity for continuous self development
- Management Agreements for SCS provide a tool for managers and their supervisors for discussing and setting targets and assessing results.
- A bonus option is linked to management agreements in principle, but it is not in use in 2016-2019.



PERFORMANCE AGREEMENT AND ITS CONNECTIONS



LEADERSHIP TRAINING 2018-



JOINT TRAINING

MINISTRY OF FINANCE - HAUS

”State” training programmes (HAUS)

Future Leaders programme (MoF and HAUS)

Senior Civil Service (SCS) forum

Peer groups for SCSs and ”future leaders”

Reformer -programme

Initiation training for new managers

Other programmes and networks

CAREER AND DEVELOPMENT PATHS

AGENCY TRAINING

MINISTRY - AGENCY

Agency specific training programmes

Other joint programmes

Other networks among ministries and agencies

Agency specific initiation

Other training

Coaching
Mentoring

Tailor made coaching for SCSs

RECRUITMENT

DEVELOPMENT OF MANAGEMENT POTENTIAL

SUPPORT

FUTURE LEADERS PROGRAMME

"BRAVE AND ACCOUNTABLE"



Objectives:

- Strengthen professional management culture and strategic skills
- Strengthen joint value basis and common corporate culture and networks
- Advance brave leadership for new public management and agile responsiveness to the future challenges

Target group:

- Immediate subordinates to the top managers
- Newly appointed top managers

History:

- 11 programmes between 2008-2018 – excellent feedback
- In total 300 participants – a special network
- Ordered by the Ministry of Finance - implemented by HAUS together with its partners and subcontractors

FUTURE LEADERS PROGRAMME – STRUCTURE



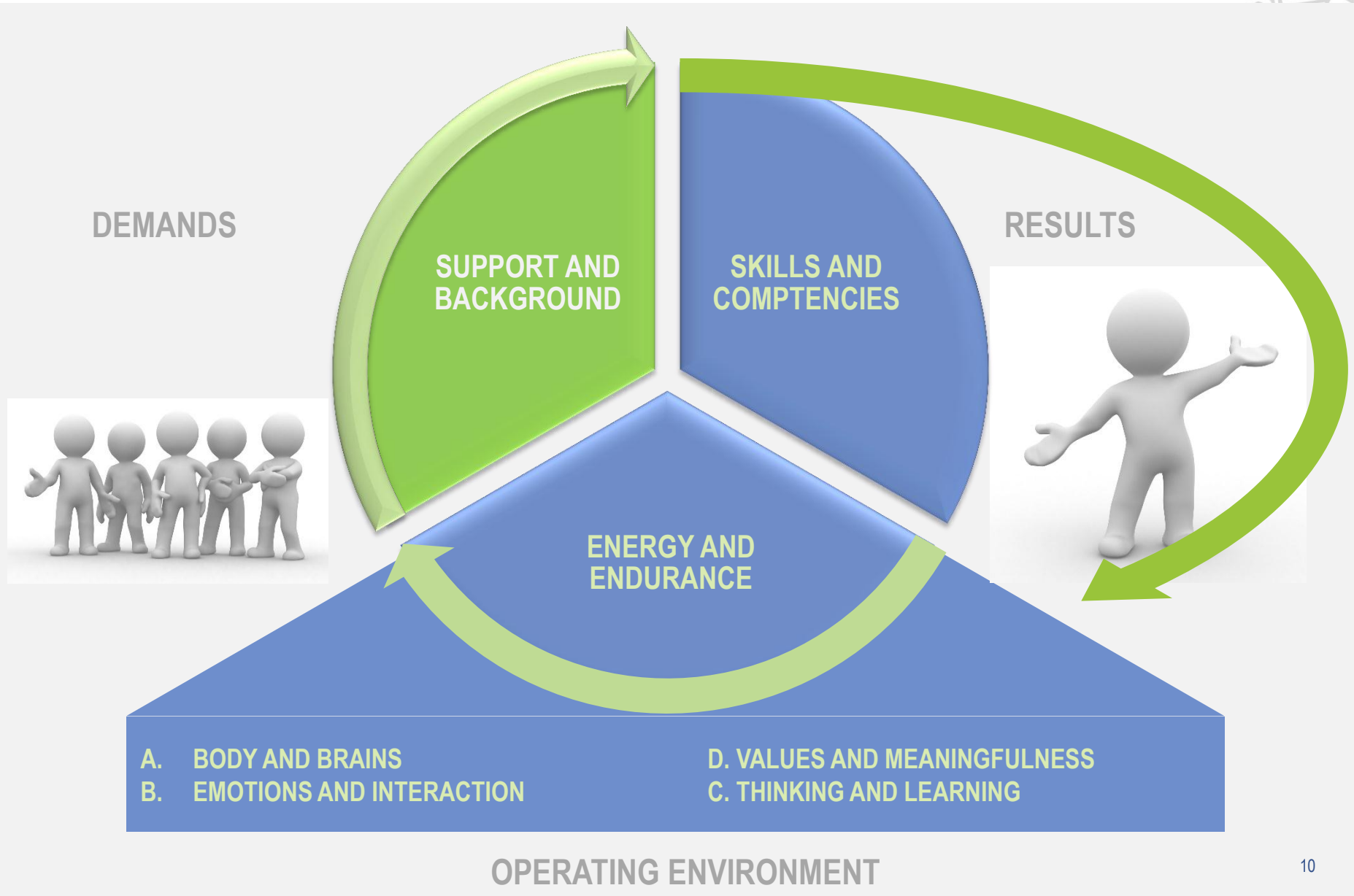
Group process: modules 1-4 (9 days) and post programme activities



Working methodes:

- Expert lectures
- Peer discussions
- Individual and group tasks
- Future work shops
- Case studies
- Reflection of ones own learning
- Reading related material

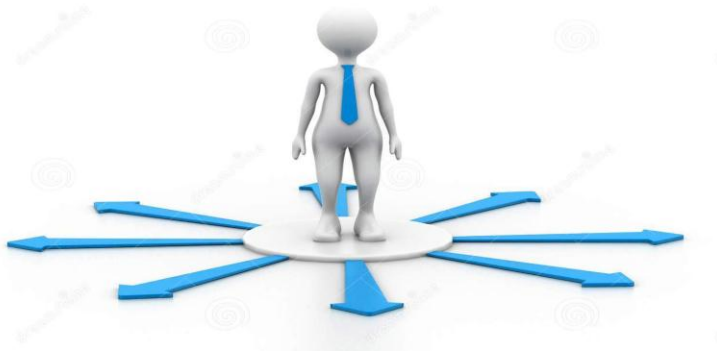
THE ELEMENTS OF GOOD LEADER



THE DILEMMAS THAT SENIOR CIVIL SERVANTS HAVE TO DEAL WITH

- Be a manager and be an expert
- Implement top-down decisions but take customer-responsive approach
- Ensure continuity of operations but be a change manager
- Assume responsibility for your organization and accept limited powers
- Be interest-neutral but be competent in the political field
- Care for your organization but commit to the shared goals of central government

(Government decision-in-principle 2008)



MANAGEMENT DEVELOPMENT - LESSONS LEARNED

- Management development must be linked to Government's programme
- Managing the interface between political leaders and top civil servants is important
- Tensions between the new managerial and the old legal administrative culture
- Trust is a key resource (values and good civil service ethics)
- What comes after managerialism?
- From strategies to implementation
- How to bring career elements to an open system (need to attract all the best candidates vs. the principle of administrative transparency)
- How to maintain the unity of the civil service (SCSs - others)?
- Towards increased centralisation after decentralisation (consortium approach)
- Individual managers are responsible for their own development - the government as an employer offers development and career opportunities
- Gradual change



JOHDON TUEN PALVELUT

- **Tietoa ja tukea** valtionhallinnon johtamisen kehittämisessä
- Valtionhallinnon johdon -foorumi ja aamukahvit ylimmälle johdolle
- Johdon **pienryhmät**
- **Johdon päivä** kerran vuodessa
- Tulevaisuuden johtajat -ohjelma
- **Johdon viesti** neljä kertaa vuodessa
- Tietoa johdon asemasta ja avautuvista ylimmän johdon viroista
- **Henkilökohtainen** yhteydenpito



YHTEYS

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VALTIOVARAINMINISTERIÖ

