

OECD Public Governance Ministerial Meeting

Helsinki, Finland, 28 October 2015



Country Reforms Matrix - Finland

<u>Lab</u>	<u>Theme</u>	<u>Policy Name/Concept/Leading Institution</u>	<u>Policy Description</u>
Lab 1 - Voice	Engaging citizens	Demokratia.fi	Finland has upgraded its 15-year-old consultation portal and transformed it to demokratia.fi . This updated portal includes several e-tools for participation. This includes a section for launching or endorsing citizens' initiatives. The recent gender-neutral marriage law resulted from a citizen's initiative launched through the site.
		Nuortenideat.fi	In addition, nuortenideat.fi allows youth to participate and influence policy at the national and municipal level. This site provides youth with a tool to suggest ideas and participate in the democratic process.
	Establishing partnerships	Customer Insight Strategy	The Customer Insight Strategy , launched in 2013, covers the whole public service. This strategy stresses citizen engagement in service design and production. The implementation is a work in progress and strongly connected to digitization.
		Private sector engagement	The government has also been partnering with the private sector to more efficiently deliver services. For example, the police have partnered with several services to better deliver passports and identity cards. Commercial photographers can digitally send photos to the police and completed identity cards or passports can be picked up from a chain of convenience stores, which have more accessible operating hours.
	Integrating groups	Open Government Action Plan	Engagement of children, the youth and the elderly is one of the priorities of the current Finnish Open Government Action Plan . The main objective is enhancing the engagement of children, youth and elderly people in the processes where the decisions are prepared and services are co-designed and co-produced.
	Using ICTs	lausuntopalvelu.fi	As part of the eDemocracy services, the service, nuortenideat.fi , has been opened. In this service, requests and statements may be submitted by the ministries, agencies and municipalities. Statements can be given by public and private organizations as well as individual citizens. The statements of the others can be read and commented on.
	Involving citizens	City of Vantaa	The City of Vantaa involves parents in the planning of daycare services, including how many days and what hours of operation best suits families. Results from the initial trial district showed that parental satisfaction increased and costs/child decreased. As a result, the consultative system was implemented city-wide.

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Lab 2 - Design	Utilizing a mix of policy instruments	Finding the right policy instrument	The government instituted a new policy tool for supporting the right policy instrument choice through financial help to conduct research, surveys and evaluations linked to the government's strategic priorities.
		Strategic Government Programme	As of 2015, the new government's Strategic Government Programme focuses on horizontal priorities, which includes both broad policy and concrete implementation instructions. One of five strategic goals is to implement a full range of digitalisation initiatives, regulatory reform and experiments in policy design.
	Using joined-up government	Horizontal working for cabinet ministers	The government has adopted a new working method that emphasizes horizontal working for cabinet ministers . This includes a bi-weekly strategy session.
	Fostering a whole-of-government approach	Government Programme	The new Government Programme includes a statement to set up a new institution that will support ministries in conducting regulatory impact assessments (RIAs) and checking that RIAs are conducted properly. This new institution is connected to the PMO.
	Engaging with innovative practices	Sectoral based innovation strategies	Finland does not have one single innovation strategy for the public sector, but rather several sector or organization based strategies . In some organizations, innovation management is an essential part of the management system.
<p>The current Finnish government states that part of its vision is to build on expertise, sustainable development and open-minded innovations based on experimentation and digitalisation</p> <p>For example, the Effectiveness and Productivity Programme (2011-2015) was successful at engaging with a whole of central government approach to policy design. Using a core-task analysis, collective suggestions from both the ministry steering the project and about 4,000 proposals from personnel in other agencies and institutions were implemented as part of program design.</p> <p>A similar core-task analysis campaign will begin in autumn 2015, but with some improvements. Central government employees will be invited to participate in the competitive campaign to enhance the central government's ability to innovate. The goal is to harness expertise and experience to develop new ideas.</p>			
Lab 3 - Delivery	Strengthening the civil service	Effectiveness and Productivity Programme	The Effectiveness and Productivity Programme (2011-2015) aimed to reduce the sustainability gap in public finances and respond to the changing labour market. Its goals were to clarify the role of the central government, highlight structural reforms and introduce new approaches. Implementation enhanced operational efficiency, especially by focusing on personnel competencies, opportunities for employees to influence their work, and leadership.
	Building a diverse & inclusive civil service		

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	Building trust in government		
	Reaffirming the core values in the public service	Values in the Daily Job - Civil Servant's Ethics	In the mid-2000s, the Ministry of Finance published the ' Values in the Daily Job – Civil Servants' Ethics ' stemming from a consultative project. Here, the norms and values related to the behaviour of civil servants were more precisely explained.
		Committee on Ethics of State Civil Servants	In 2013, the Committee on Ethics of State Civil Servants was tasked with examining conflict of interest with civil servants. Specifically, the committee was to examine the benefits of creating a dedicated review body to assess cases. The committee's recommendations are intended to strengthen the open administrative culture.
Establishing gender balance in the civil service	Gender balance	Finland has found that gender balance can be best achieved with HRM practices rather than individual reforms. That said, they have implemented two programs – the analytical wage system and the equity plan that includes an employer-specific pay survey.	
Lab 4 - Accountability	Developing a coordinated government-wide evaluation system	Government Programme	The Government Programme states that all policy priorities will have a set of indicators agreed upon by the Prime Minister, so that the government can assess the successfulness of the policy. A monitoring tool is being prepared so that government can rapidly assess policy and move forward.
	Strengthening performance management	Performance Management System Reform	<p>The performance management system has been evaluated and updated several times. Most recently, from 2012-2015, the update aimed to turn the performance management system into a more efficient and strategic cross-sectoral steering system. This will improve the efficiency of the system and increase societal impact of policies.</p> <p>The core objective has been to balance the use of resources and targets along with the effectiveness of various activities and societal impact in order to increase accountability. This includes focusing on horizontal cooperation, web-based tools such as a performance management handbook, and establishing a new model to establish consolidated group administrative targets in areas like information and communication technology, personnel and financial administration.</p>
	Identifying what works	International Analysis of What Works	Generally, new policies include an analysis of past and present situations as well as an international analysis of what works . This is also accomplished through a dialogue with stakeholders. Recently, there has been a shift from developing large scale reforms to experimenting with smaller and faster reforms. This means that the ministries must co-operative with all players, including third sector and citizens in establishing a bottom-up culture that starts by building policies after consultation.
		Cross-Government Working Groups	There are also cross-governmental working groups , meetings and training programs that provide a dialogue between the Ministry of Finance and line ministries with regards to current challenges and best practices. In 2012, the Ministry of Finance conducted a survey of line ministries to explore how performance

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			management has been implemented and what areas are lacking and need attention.
	Utilising policy and programme experimentation/piloting	Pilot Programs	Piloting is often done ad hoc but there is no systematic process. Often, piloting is done when it is clear that a project will move forward. Thus, the pilot is not so much about experimentation or scaling. That said, the current government is emphasizing on building a more experimental culture and is looking to implement projects for this.