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## Foreword



The duties of the Finnish Defence Forces are defined in the Act on the Defence Forces. In addition to taking care of the duties laid out by law, each and every one of us must be prepared to face new challenges, even such challenges that we may not currently be aware of. The changing security environment and nature of warfare, the diversity of crises, as well as global and social development trends require both the Defence Forces and their personnel to be able to adapt.

The salaried personnel of the Defence Forces form the backbone of our defence system during peacetime. During wartime, reservists are the Defence Forces’ largest personnel resource. The competence of reservists is based on the training provided by the Defence Forces, volunteer activities and the development of personal preparedness. From the perspective of our defence capability, everyone’s contribution is important.

Professional skill relies on lifelong learning, supported by the rotation of assignments. Our competence must be continuously developed to meet the needs of the future. The capability of each individual must be high enough to ensure that the Defence Forces can fulfil all of their statutory duties, even in extreme circumstances. Salaried personnel must also have the personal preparedness for international assignments. The competence needs of the Defence Forces and the willingness of individual personnel for various assignments is coordinated with the help of systematic personnel planning and assignment rotation. This also facilitates the development of individual expertise towards more demanding assignments.

The Defence Forces are a good-spirited community that works together towards a common goal. Our strengths are openness, mutual respect and trust, as well as honest interaction. Every one of us must take responsibility for maintaining the good spirit of our community. Mutual trust and care for those who stand with us support the realisation of our duties. Open interaction lets us give feedback and utilise feedback received, ensuring the continuous improvement and development of our operations.

In intense situations, the responsibility of a person in a leadership position is undivided. In the field of leadership and management, our duties never end, which means that we will always continue to purposefully invest in the development of leadership and interaction skills.

Each and every one of us must be able to adopt new ways of thinking and doing things. Our administration, its operating methods, tools and especially its information systems must facilitate our work. We must strive for clarity, simplicity and operational reliability in all our activities.

I look towards the future with a resolute mind. The national defence will of citizens, the competence and commitment of reservists and conscripts in their national defence duties, and our salaried personnel’s expertise and willingness to grow with new challenges create the preconditions for a credible national defence system.

Each and every one of us must be able to adopt new ways of thinking and doing things. Our administration, its operating methods, tools and especially its information systems must facilitate our work. We must strive for clarity, simplicity and operational reliability in all our activities.



Commander of the Finnish Defence Forces

General Jarmo Lindberg



## Personnel strategy – what and for whom?

The personnel strategy of the Defence Forces covers both salaried personnel and conscripts. It includes the grounds for the long-term development of personnel management and administration, and the development of the availability, commitment, competence and capability of personnel. The personnel strategy includes a list of development measures, which will be carried out as part of the Defence Forces' operational and resource planning. The personnel strategy entered into force at the start of 2015.

## Salaried personnel and conscripts = The Defence Forces' wartime personnel

The Defence Forces have a salaried personnel of approximately 12,000, consisting of approximately 8,000 soldiers and 4,000 civilians. The total strength of wartime troops is 230,000, of which professional soldiers account for approximately 3.5%. We train approximately 21,000 conscripts and 18,000 reservists annually.

We continuously develop the expertise of our salaried personnel. Training covers both current duties as well as future assignments. We establish and develop the capability of conscripts through military service, refresher training and voluntary national defence training.

## Going strong

### END STATE

A skilled and motivated personnel that is sufficient in quality and quantity to carry out the duties required during wartime, different crisis situations and in peacetime.

### OBJECTIVES

#### Conscripts

We train all men of each age cohort who are fit for service as well as women who volunteer for service. We offer challenging training that enables career advancement. We make sure that the number of trained reservists is sufficient for wartime needs and for regulating readiness. We maintain efficient troops while developing competence and capability.

In order to reach our training goals, we require citizens to be willing to defend our country and conscripts to commit to service. The Defence Forces must have adequate resources for safeguarding conscription and building capable troops.

#### Salaried personnel

Our objective is to be a respected employer that recruits the individuals best suited for its service. The quality and quantity of our salaried personnel correspond to the needs of war and peacetime. We improve the usability of our skilled and fit-for-purpose personnel through rotation of assignments and our training system. In its end state, the Defence Forces have society's support and sufficient resources for carrying out their duties during war and peacetime.



"A skilled and motivated personnel that is sufficient in quality and quantity to carry out the duties required during wartime, different crisis situations and in peacetime."

# Focus on personnel

## AREAS OF THE PERSONNEL STRATEGY AND THEIR DEVELOPMENT

The objectives and development measures of the personnel strategy are divided into five different areas. The realisation of the development measures is monitored and evaluated in the Defence Forces' annual reports and human resource accounting.

### 1 NUMBERS AND STRUCTURE

The sizing of the Defence Forces' personnel structure is based on the composition of wartime troops as well as personnel and competence needs.

The Defence Forces' salaried and non-permanent personnel are responsible for the most important wartime tasks. Wartime troops consist primarily of reservists, whose competence is based on military service, refresher training, voluntary national defence training and self-directed training. We develop the readiness of our troops and the usability of our personnel for different tasks and states of readiness.

We maintain a high number of reservists and develop our personnel structure and our range of assignments. In addition to this, we make sure that our range of assignments corresponds to the duties assigned to the Defence Forces.



### 2 AVAILABILITY AND COMMITMENT

The Defence Forces are a well-known and respected employer, whose good image as an employer we uphold through our activities. We secure the personnel resources required to carry out our duties through centralised and high-quality recruiting. Every person serving in the Defence Forces reflects the image of the Defence Forces as an employer through their own work and actions, supporting for their part the creation of the Defence Forces' public image.

Our assignment and succession planning is systematic and covers the entire salaried personnel. In our personnel planning we coordinate the needs of the organisation, the wishes of our personnel regarding assignments, and the training needs of our personnel, which is charted through individual career development planning. We strengthen the commitment and coping of our personnel through individual leadership, open interaction and flexible working methods. In order to support commitment, we will continue to develop flexible working time arrangements and maintain functional incentive and reward systems.

### 3 COMPETENCE AND CAPABILITY

The most important criterion for developing the competence and capability of our personnel is the fulfilment of operational requirements. Our personnel must be familiar with their wartime assignments, have the skills and knowledge needed to carry out wartime assignments, be familiar with the operating environment of their troops, fulfil the capability requirements of their assignments and develop their competence and capability for wartime tasks.

### Conscripts

We ensure the capability of the defence system, the operational preconditions of universal conscription and the competence of the reserve through high-quality conscript training, adequate and high-quality refresher training, voluntary national defence training and information services for conscripts. In addition, we encourage the self-directed competence development of reservists.

We develop the training of conscripts by allocating sufficiently skilled personnel and training materials to company-level units. We utilise modern learning environments and simulators in our training.

We ensure competence that corresponds to wartime duties and develop learning environments and learning methods. We implement electronic services for conscripts and utilise the individual know-how of conscripts in special assignments.

### Salaried personnel

The basis of an individual's expertise is created in basic training. After basic training, expertise is developed through work, by learning from peers, superiors and subordinates, and through further training.

We strengthen our expertise through high-quality basic and postgraduate military science education and research, capability-oriented training and continuing training based on the needs of the organisation. We support the development of competence through assignment rotation based on assignment and succession planning. We improve the preparedness, expertise and usability of our personnel through international assignments. We train regularly in wartime assignments, thus strengthening learning at work.

### Maintenance and development of capability

The capability of our salaried personnel and conscripts is supported by leadership, the contents of work, the activities of

the working community, occupational and in-service safety and training culture.

We ensure the capability required for wartime assignments. We define capability requirements of each assignment, develop tests to measure physical performance and fitness for field duty, and expand the use of an individual fitness programme. We uphold equality and occupational well-being. We develop psychosocial support for conscripts and salaried personnel as well as the socioeconomic status of conscripts. Through ethical education, we support individuals towards responsible action in exceptional situations, and take care of occupational and in-service safety in all our operations.

### 4 LEADERSHIP AND INTERACTION SKILLS

A good working community is characterised by active and skilled employees, mutual respect, appreciation and professional pride among employees, as well as the good and honest spirit of the working community. In a good working community, there is trust between employees and superiors. The good spirit of the Defence Forces' working community increases the personnel's motivation for their work, decreases the effects of stress and helps personnel cope with their work.

We develop the interaction, teamwork, and leadership skills of our personnel through training, self-study, coaching and feedback tools. We prepare guides and instructions on leadership skills for wartime and peacetime, as well as training materials for teaching interaction skills. We evaluate the interaction behaviour of our personnel as part of the development of our working community, and the interaction skills of superiors as part of career development planning.



### 5 WORKING AND OPERATING METHODS

Supervisor work affects the development of operating methods, which include the organisation of work and the functionality of the working community. We ensure the administrative competence of superiors and employees.

We utilise the results from feedback systems, self-evaluations and work environment surveys in a systematic manner. We prepare improvement plans and resolve factors that hinder work. We improve the usability of different systems and the functionality of information systems.

In the development of working and operating methods, one of our main criteria is the safeguarding of employee efficiency. We aim for clear, simple and functionally reliable solutions that work in all states of readiness.

# The individual is key

## PERSONNEL PLANNING AND THE PLACEMENT OF CONSCRIPTS

The competence, capability and experience of salaried personnel is developed, evaluated and utilised in different assignments during the service period. The accumulation of personnel expertise enables the utilisation and placement of personnel in increasingly diverse and demanding assignments within the Defence Forces.

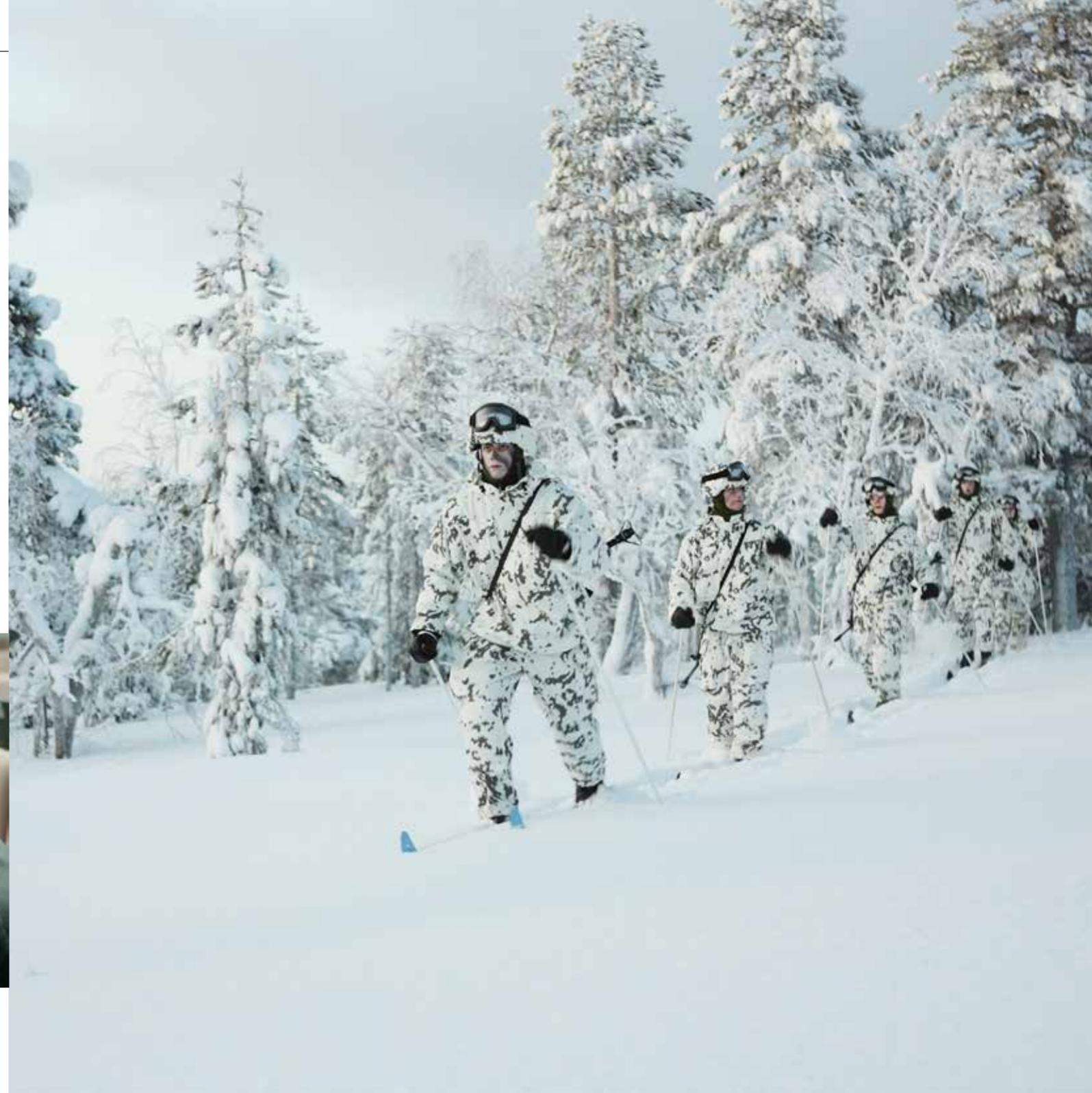
Personnel planning is carried out based on the principle of succession planning, which means that two to five potential successors are named for each assignment whenever possible. The succession plan ensures the professional and uninterrupted execution of the Defence Forces' duties and the systematic rotation of assignments. Assignment and succession planning and service in diverse assignments support the development of individual expertise and usability in further assignments.

Personnel planning and the assessment of a person's usability are affected by several factors. These include basic information, such as age, service time and physical condition. Suitability for a position is also affected by education, academic performance, fitness for service and probity. Usability is also affected by personal preparedness, such as competence, language skills, interaction skills and cooperation ability, as well as service experience, which includes service time in current assignment, experience in diverse national and international assignments and performance in previous work assignments.

Personnel planning also takes into consideration the competence and experience requirements of the assignment, the job

classification of the assignment, personal willingness and life situation, development potential and eligibility for promotion in the assignment, and usability in wartime assignment and following assignments.

Each trained conscript is placed in a wartime troop. The training and capability of the conscript and expertise acquired in civilian and crisis management tasks is taken into consideration in determining wartime placement. We develop electronic services for identifying the developing expertise and capability of conscripts.





## Towards the future

### COMPETENT AND CAPABLE DEFENCE

The Defence Forces have three statutory duties: the military defence of Finland, providing support for other authorities and participation in international military crisis management. The Defence Forces must be able to fulfil their duties in all situations. The fulfilment of these duties is based on skilled personnel and on efficient troops and systems.

The Defence Forces form a good working community, where the service and work contribution of everyone involved contributes to the nation's defence capability. Reservists are our largest personnel resource.

The utilisation of personnel is systematic and personnel planning is open. The Defence Forces support the development of competence and capability based on the needs of the organisation. We take care of our personnel and follow the principles of fairness and equality in our operations.

In order for us to be able to fulfil the task of providing security that society has set for us, everyone's service and work contribution is needed.



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