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National Police Board

Development measures for the Working age programme of the Finnish police 2017

Women in Police – Changes and challenges
31.5.-1.6.2017 Riga, Latvia

Project team on the Working age programme of the Finnish police



- Continuous change must be manageable
- Tasks must be reorganised and prioritised
- Working capacity must be supported for the whole duration of the working career
- Competence must be broad-based

Operating environment is changing

Changes in age structure

Public sector budgets are shrinking

Pension reform

Costs of sickness absences and disability pensions

Structure of the working age programme



The objectives of the working age programme

1

Approving strategic priorities for age management as part of good and changing human resources management

2

Creating a work path model extending over the whole duration of the working age that will ensure continuous development and maintenance of competence and skills

3

Maintaining and boosting working capacity and combating disability for the whole duration of the working age

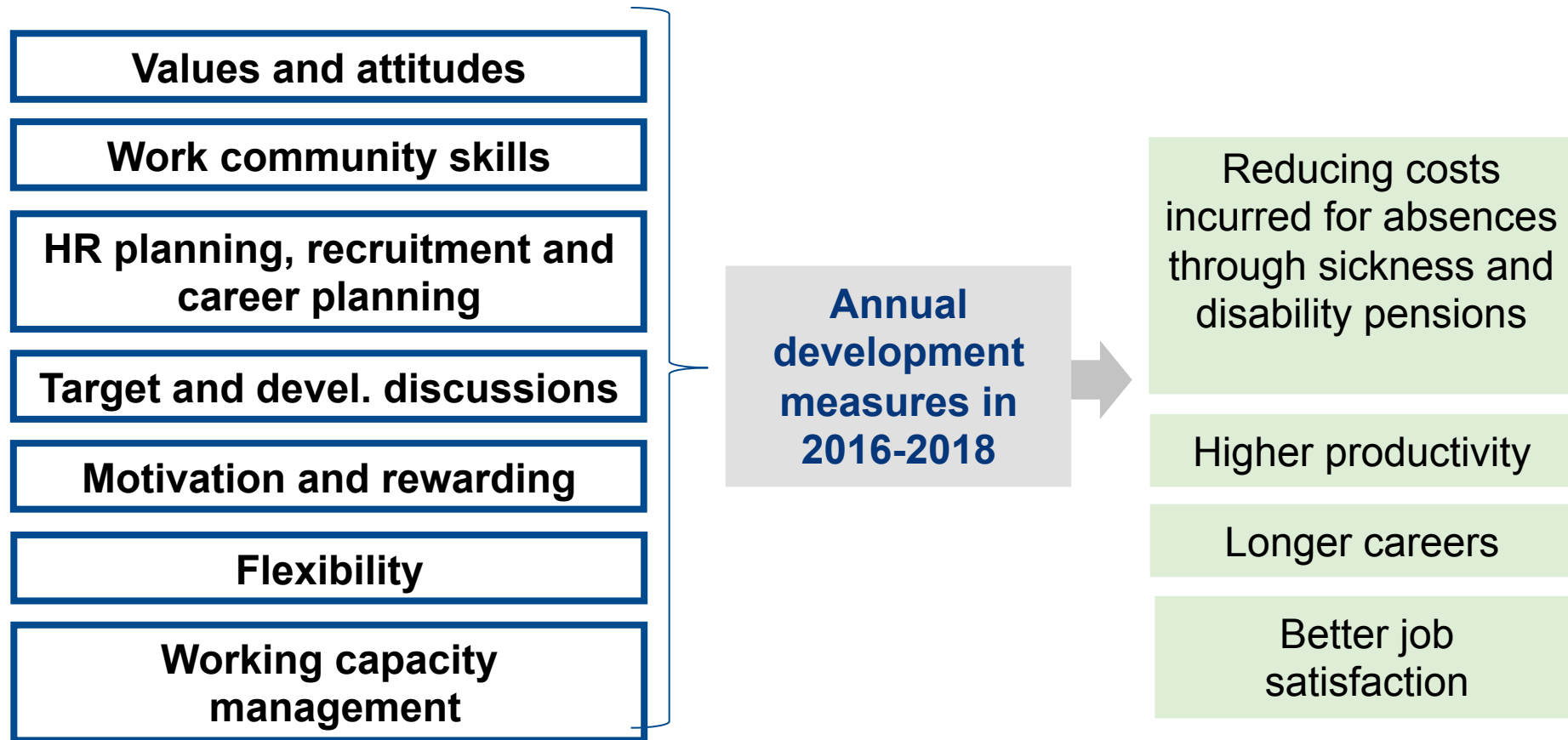
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Developing pay system and terms of employment in accordance with the aims and needs of employees of different ages and the aims and needs of the employer



will have an effect on motivation, values and attitudes!

Themes of the working age programme



Work completed in 2016

Values and attitudes



An internal communication
campaign on values

- a communication campaign was planned, and the support material for value discussions was updated
- the information campaign was not implemented as it was tied to the police strategy, which has not been adopted
- preparation of an equality and equity plan was started

Measures selected by the project team for 2017

Values and attitudes

An internal communication campaign on values

Discussions on values in units

Increasing the appreciation of expert duties as part of the pay system reform

Approval of the equality and equity plan

Measures in forthcoming years:

Efforts to increase the appreciation of expert duties will be continued in the years to come by such means as career planning and communication

Work completed in 2016

Work community skills



Analysis of HR management
needs and a development
programme for supervisors

- HR management needs were analysed
- planning of a HR management development programme was initiated

Measures selected by the project team for 2017

Work community skills

Practical planning and implementation of HR management development programme

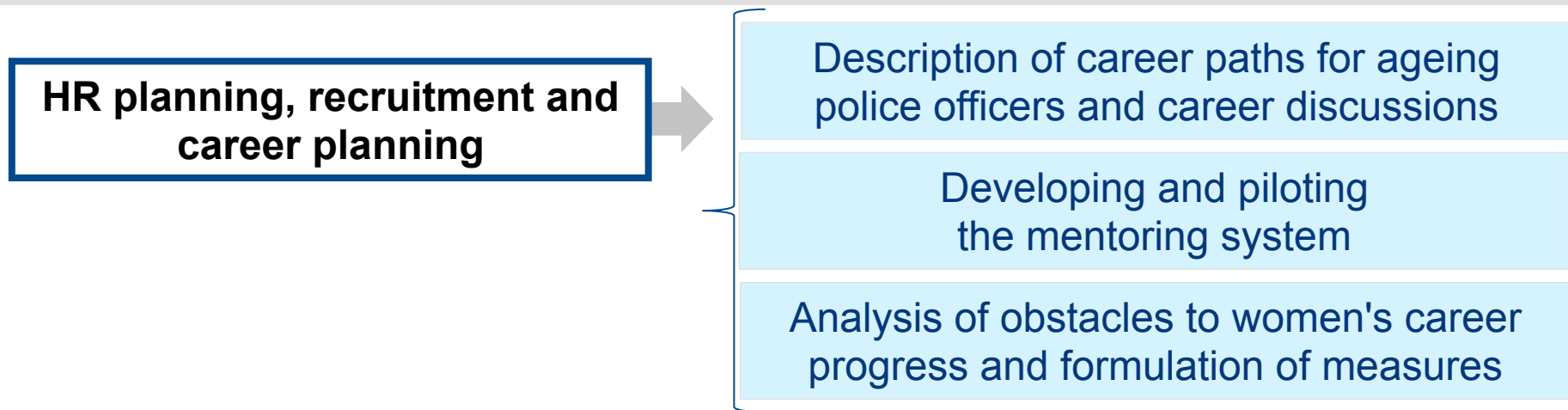
Evaluating the implementation of training in work community skills

Potential utilisation and piloting of a management application (www.johtaja.net)

Measures in forthcoming years:

Defining tools and support measures for supervisors

Work completed in 2016



- Work to describe the career paths of ageing police officers has been launched, and in terms of career discussions, the theme “Retirement in sight” has been completed for the target and development discussions
- The mentoring system has been developed and is being piloted
- Obstacles to women's career progress have been analysed as part of the work on the equality and equity plan and by internal audit
- Work on international career paths has been launched

Measures selected by the project team for 2017

HR planning, recruitment and career planning



Evaluation of the mentoring pilot and introduction of mentoring in police admin.

Description of example career paths for ageing police officers

Description of the process, methods and tools of career management

Promoting recruitment from different ethnic groups

Description of international career paths

Supporting women's career progress

Measures in forthcoming years:

Describing career path models for other police and civilian tasks

Recognition of competence needs, evaluation and mapping of competence

Availability of grants for the final tasks of an employee's career or job rotation from centralised funding

Work completed in 2016

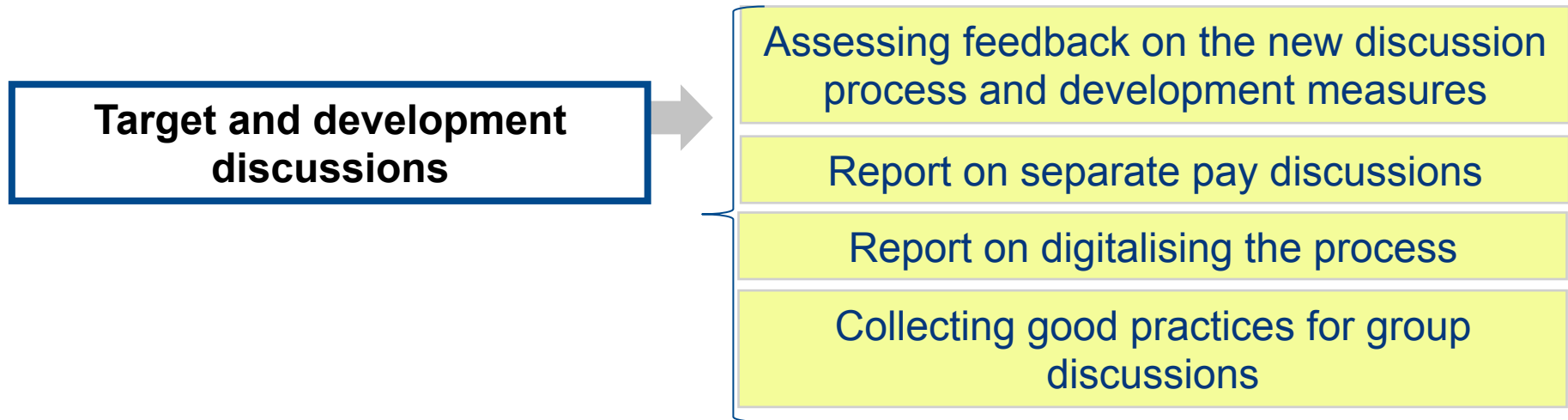
Performance and development discussions



Development of the discussion process, forms and instructions

- The work to develop the target and development discussion process, forms and instructions was completed
- Introduced for the 2017 round of target and development discussions in the entire police administration

Measures selected by the project team for 2017



Measures in forthcoming years:

Digitalisation of the target and development discussion process

Developing group discussions

Work completed in 2016

Motivation and rewarding

Developing methods for acknowledging and rewarding employees by means that do not involve money

- rewarding practices used in police units have been charted
- work to develop the police pay system has been put on hold

Measures selected by the project team for 2017

Motivation and rewarding

Good rewarding practices and a description of the tool kit of rewarding methods

Piloting new means of acknowledging and rewarding employees

Pay system reform to begin

Measures in forthcoming years:

With the pay system reform, introduction of possibilities related to motivation and rewarding

Work completed in 2016

Flexibility



Wider use of current
working time models

- A draft on the use of different working time models was prepared
- New instructions for telework were prepared
- Instructions for flexible working time were prepared
- Derogation practices concerning language proficiency were confirmed (Parliamentary Ombudsman)

Measures selected by the project team for 2017

Flexibility

Instructions for working time model use

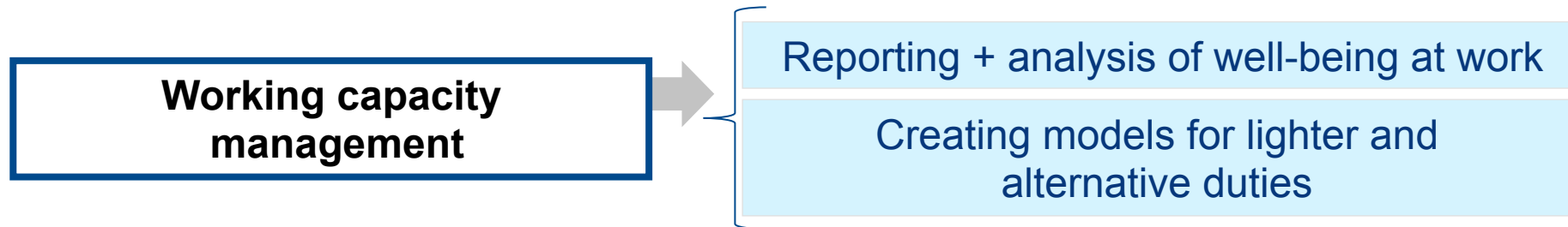
Piloting of different working time models

Measures in forthcoming years:

With the pay system reform, introduction of possibilities related to different flexible working time models

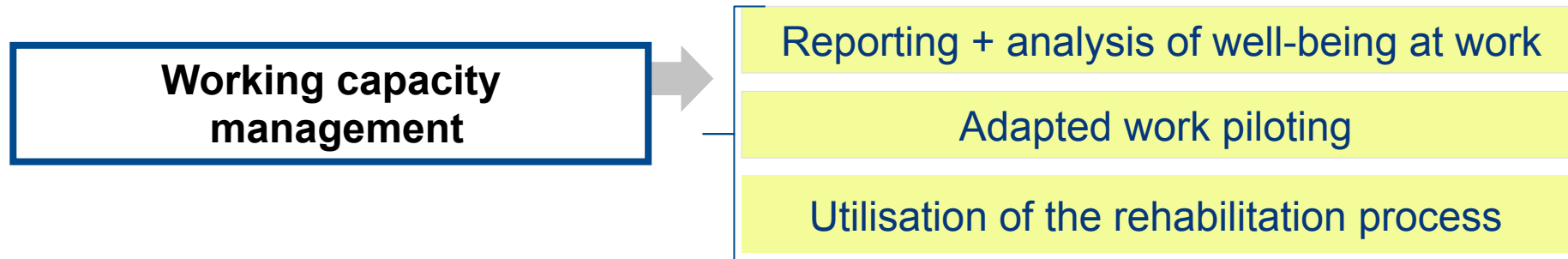
Flexible leave of absence practices

Work completed in 2016



- the indicators to be reported on in well-being at work reports were charted
- an adapted work model was created, preparations were made for piloting the model
- the post trauma workshop model became established
- debriefing discussion practices were promoted
- A new rehabilitation process was introduced

Measures selected by the project team for 2017



Measures in forthcoming years:

Developing other methods for supporting working capacity

Developing peer support

Work guidance measures

Communication graphics



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Thank you

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