



**Puolustusvoimat**

Försvarsmakten • The Finnish Defence Forces

# Personnel Strategy of the Finnish Defence Forces 2030+



**HUMAN  
CAPABILITY**

## **FINNISH DEFENCE FORCES' PERSONNEL STRATEGY 2030+**

|                                      |  |
|--------------------------------------|--|
| Abbreviation of Directive Collection | PVOHJEK-PE<br>HT953 / 20.12.2023   |
| Grounds                              | PEHENKOS ak HK1027 / 19.12.2014 Puolustusvoimien henkilöstöstrategia<br>PESUUNNOS ak AS29535 / 22.12.2022 Puolustusvoimien kehittämisstrategia |
| Period of validity                   | from 01JAN2024 until further notice.   |
| Author                               | Defence Command Finland Personnel Division   |
| Archive                              | Electronic Archiving<br>- PVAH system/PV PANOS   |



# **Personnel Strategy of the Finnish Defence Forces**

For regular personnel, conscripts and reservists



## Contents

|   |    |
|---|----|
| Foreword by the Commander of the Finnish Defence Forces ..... | 5  |
| Introduction.....   | 7  |
| 1 Change factors in the operating environment ....            | 8  |
| 2 Foundations of the personnel strategy.....                  | 12 |
| 2.1 Values .....  | 12 |
| 2.2 Target state .....  | 13 |
| 2.3 Selected development lines .....                          | 14 |
| 3 Policies outlined in the personnel strategy.....            | 16 |
| 3.1 Number and structure of personnel .....                   | 16 |
| 3.2 Availability of personnel .....                           | 17 |
| 3.3 Commitment of personnel .....                             | 19 |
| 3.4 Competence of personnel .....                             | 20 |
| 3.5 Human performance .....                                   | 22 |
| Conclusion.....   | 23 |
| Appendix 1: Terms and definitions .....                       | 25 |
| Appendix 2: Summary of the development measures.....          | 26 |

## Foreword by the Commander of the Finnish Defence Forces

The security situation in Europe and in Finland is serious and difficult to predict. It is not likely that the security situation will suddenly improve.

Finland has moved into a new era by becoming an Allied country. We are now members of the world's strongest military alliance. However, NATO membership does not change the fact that the main responsibility for defending Finland will continue to rest on us Finns. Being an Ally also brings responsibilities. In addition to defending Finland, we prepare to defend all other NATO members together with our Allies.

The changed security situation, our NATO membership and our evolving society require that our activities and personnel system are reviewed and developed systematically. The objective is to ensure that the Finnish Defence Forces has enough personnel in terms of will, quality and quantity to ensure the execution of our tasks in all readiness conditions, both at home and abroad.

Changes in Finland's demographics show that no one in public administration can base their planning on the assumption that personnel numbers will keep increasing. We must improve our procedures and develop new methods of working, also by utilizing more digital tools. We must ensure the flexible use of our conscripts and reservists in carrying out the tasks of the Finnish Defence Forces, while maintaining the vast support of society and the unique Finnish conscription model. The Defence Forces must be able to use the expertise of our reservists more flexibly and extensively.

The personnel strategy maps out the key elements of change that have been the basis for the development of the Finnish Defence Forces personnel system, so that the set goals are reached. The necessary changes will be implemented in a schedule that is reasonable and sensible for us. Managing the change and adapting to the changes requires that all of the personnel is committed to them. In a rapidly changing world, constant self-improvement is increasingly important, and we must also make our personnel system more agile.

In the future, the Finnish Defence Forces continues to be a strong and united community with a good esprit de corps and a positive organizational culture. Defending things that are important for Finns, professionalism, jus-

tice, responsibility, reliability and cooperation will continue to be the values that guide all of our actions.

The foundations of a capable defence system are the strong will of the citizens to defend the country, the commitment and skills of our conscripts and reservists, the professional skills of our regular personnel and readiness to meet new challenges. In the coming years we must particularly focus on ensuring personnel availability, commitment and skills, and on guaranteeing individual well-being and performance as directed by the personnel strategy.

The personnel strategy is aimed at both our regular personnel and our conscripts and reservists. It must be implemented actively and systematically on all command levels of the Defence Forces. We will monitor and evaluate the implementation of the development measures as part of our annual reporting.



*The Commander of the Finnish Defence Forces*

*General Timo Kivinen*



# Introduction

The operating environment and society as part of it are undergoing constant change. The change challenges the personnel and education and training systems of the Finnish Defence Forces to conduct continuous critical assessment and proactive development of its own operations.

The personnel strategy has been targeted at both the regular personnel at the Defence Forces and the conscripts and reservists, in other words, at the entire personnel. It specifies the development strategy and lays down the basis for the directives guiding the operation of the personnel and education functional areas.

The strategy describes how the Defence Forces responds to the challenge imposed by the changes in the operating environment and how it will secure sufficient, competent and fit personnel primarily with its own actions also in the future. The target state of the strategy is in the mid-2030s.

The first chapter discusses the changes in the operating environment and their impacts on the personnel and education and training systems. The principal sources used in the chapter are Finnish and international studies, the Government's Defence Report to Parliament and the products of the Defence Forces' strategic planning, including the material dealing with the impacts and requirements of NATO membership.

The second chapter deals with the following foundations of the strategy: the values of the Defence Forces and how they manifest, the target state of the personnel strategy and the development lines selected on the basis of the background study.

The third chapter explains and justifies how the target state will be achieved. The target state is presented in the context of the selected five development lines.

The personnel strategy will also be published in Finnish and Swedish.

# 1 Change factors in the operating environment

Finland's operating environment is tense and difficult to predict. Conventional military force will continue to have a central role also in the future, but alongside them, the range of methods used for broad-spectrum influencing includes different political, diplomatic and financial methods as well as information and cyber influencing. The emphasis is on the ability to prevent, take action and, if necessary, defend oneself in all operating environments. The ability to operate in different operating environments in turn requires a larger and more flexibly scalable number of personnel and in-depth competence. The importance of will is emphasised as influencing through information is increasing.

The line between normal conditions and different types of military conflicts has become blurred. The advance warning period has become shorter and unpredictability has increased. These factors impose requirements for the development of decision-making and implementation of decisions, and particularly for the development of situational awareness, readiness and early warning capabilities. According to the requirements, the availability of the personnel must be secured in all states of readiness.

General conscription remains the foundation of Finland's

defence solution and, above all, creates the preconditions for the availability of personnel in wartime forces. It also provides a good basis for the recruitment of personnel in normal conditions.

Joining a military alliance speeds up internationalisation and increases its cross-cutting importance. Fulfilling the new obligations and taking full advantage of the membership requires more personnel and an ability for the personnel to communicate and act in a multinational operating environment. Personnel planning, competence development and the terms of the employment relationship must ensure the availability of personnel in accordance with the new requirements. We must be able to take advantage of the versatile competence of reservists, and their innovative use must be developed to meet the changing needs.

From a wider perspective, the changes in the operating environment challenge the crisis resilience of society as a whole. Comprehensive security and Finland's military defence as a part of it are becoming even more closely linked. In addition to cooperation across the Services, the personnel must be capable of working in seamless cooperation with other authorities, Allies and partners in different situations.





The increasing diversity of society is an opportunity. Teams and units that consist of different individuals can solve the challenges of the future efficiently and multi-dimensionally. Taking advantage of this opportunity requires an ability to attract a wide range of people from across Finland to work and to serve in the Defence Forces. The Defence Forces needs people with a variety of knowledge, skills and perspectives and with a shared will to serve the country both in Finland and, if necessary, abroad as part of the Alliance. Developing voluntary military service for women and increasing the number of women supports this goal. Diversity imposes new challenges to leadership and practical management activities. Fair and equal treatment and a better ability to take diversity into account are a precondition for being able to use the strengths of different individuals.

As a result of more diverse values in society and stronger individualism, people are also more likely to seek positions that they find meaningful, in which they can better make use of their knowledge and skills and feel that their knowledge and skills are appreciated. These changes also affect the Defence Forces as part of society. Work must better correspond to what the individual values and appreciates. A permanent post and a reasonable income are no longer enough to secure the availability of competent and motivated workforce, and commitment to one employer will be increasingly rare in the future.

Diverse opportunities for self-development, the diversity

and variety of the work, a good working atmosphere and a prospect of a clear career path are increasingly important criteria when a person chooses an employer. NATO membership offers new kind of opportunities as career paths become more international. Technological development and digitalisation have enabled an increase in time- and location-independent work tasks and studying. In many sectors, it is not the time used for the work that is crucial, but the productivity of the work. The importance of leisure time is also emphasised. Time and location independence is an important criterion for many when choosing a workplace. The developments described above set demands on the employer brand of the Defence Forces, its recruitment and selection procedures, tools, operational security, and measures that maintain work and service motivation.

Urbanisation and the concentration of the diminishing working-age population to the south of Finland and to growth centres leads to regional inequalities, which weakens the availability of workforce outside growth centres and regional centres. The resulting competition for competent workforce will also make it more difficult for the Defence Forces to recruit personnel. In future, the ability of the personnel and education and training systems to secure the continuity of critical competence in the organization and the ability to support the individual during change will be emphasised.

Technological developments make new kinds of digital

contact and interaction possible. New forms of work challenge the personnel's leadership and interaction skills and the sense of community. The importance of leadership will remain and superiors must have the ability to plan and manage work, even though the importance of the individual's self-directiveness is emphasised. On the other hand, keeping contact with conscripts and reservists as well as stakeholders will become easier.

The development of artificial intelligence and robotics will change the division of work between humans and machines. Some of the routine work tasks and work stages will gradually disappear. On the other hand, new tasks will emerge to replace them and the performance of the remaining tasks is likely to become more efficient, meaning that the personnel resources can be reallocated. What is essential is the ability to optimise the division of work.

The legalisation of society will continue. Legislation will become more specified and the legal issues related to the operation of the authorities more complicated. At the same time, the expectations on the lawfulness of the authorities' activities will increase. Individuals are increasingly questioning the justifications of the authorities' actions if they feel they have been treated wrong. Managing the development requires more in-depth legal understanding and competence at all levels, regardless of the personnel group.

The amount of the information available will increase. The processing of data will become automated and digitalised compared with the current state. Decision-making and the planning supporting it will be based on extensive shared data resources, which requires broadening and development of the personnel's competence, particularly in terms of data management and AI technologies. At the same time, individuals' awareness of the importance of privacy protection, one of the fundamental rights, in working life and in the authorities' operation will increase. The processing of personal data must be carried out with an emphasis on a risk-based approach, respecting the legality requirement and purpose limitation of processing. This requires more extensive command of the legal grounds falling within the scope of information law and public law as the basis for appropriate performance of official duties.

Because of the complexity of the operating environment and technological developments, the scope and depth of the competence required in several work and service tasks will increase. Competence will be a future key success factor in the increasingly complex world. Previously acquired competence will also become outdated very fast. This will

increase the challenging nature of the tasks, which may serve as a motivating factor for most people. On the other hand, there is a risk that the continuous need to adapt and develop will cause stress and a decline in the individual's performance.

The growing competence needs will increase the time required for learning and adopting what has been learned. At the same time, the speed of change in the operating environment requires matters to be adopted fast. It must be possible to reconcile the competence needs, the availability of the personnel for the implementation of the core tasks, and more flexible time use from the individual's point of view. Competence development should take place cost-effectively, safely and in conditions that are as realistic as possible.

Competence development must be as individual as possible and systematic use must be made of the acquired competence. The Defence Forces must be able to ensure goal-oriented and proactive competence development regardless of the personnel group. Transferring personnel to new tasks and/or to more demanding tasks is based on good and proactive personnel planning.

The importance of engaging the personnel will be emphasised when responding to the intensifying competition for competent workforce. The change factors listed above set requirements for the speed of assignment rotation and the individual's better opportunities for specialisation. We must be able to support an individual in constant change and under continuous strain.

The polarisation of the population's holistic performance makes it more difficult to recruit and select personnel for work and service tasks that require good comprehensive performance. The changing operating environment and the diversifying tasks of the Defence Forces require the personnel to have comprehensive ability to function in normal and emergency conditions. The personnel placed in the key tasks must be able to start working in their wartime task without delay and meeting its role fitness requirements. It must be possible to systematically maintain, develop and, where necessary, restore performance. Special attention must be paid to well-being and coping.



## 2 Foundations of the personnel strategy

### 2.1 Values

The Finnish Defence Forces fulfils its statutory tasks. The goal of Finnish defence in all situations is to secure the living conditions of the Finnish people and the freedom of the Government to act, and to defend legal social order. The responsibility for the safety and security of society is reflected in the values of the Finnish Defence Forces: patriotism, professionalism, fairness, responsibility, reliability and cooperation. These values set high standards for the personnel and HR management within the Finnish Defence Forces. The discussion about values in communities and the operating practices drawn up together support the personnel in ethically sustainable, responsible and just operations.

**Patriotism** is reflected through thoughts and deeds, in which the interests of society take precedence over the interests of the individual. In addition, patriotism means paying respect to the work and sacrifices of previous generations. The Finnish Defence Forces ensures that future

generations are able to take independent action in a changing security environment.

**Professionalism** covers knowledge, skills, attitudes and professional qualifications. Professionalism can be seen in the form of expertise, high work ethics, productivity and the independent development of work-related skills. The Finnish Defence Forces supports the development of the professional competence of conscripts, reservists and employees by offering training and challenging duties.

**Fairness** means that conscripts, reservists and employees are treated in an equal and non-discriminating manner without any discrimination, harassment or bullying. It is part of all day-to-day activities of the Finnish Defence Forces. Inappropriate behaviour is not accepted, and any shortcomings that are identified will be addressed.

**Responsibility** is reflected in the engagement of conscripts, reservists and employees, and in their willingness to carry out their duties in order to reach the set goals.



The Finnish Defence Forces is a responsible employer and is responsible towards the Government for uncompromisingly carrying out its statutory tasks. In addition, economic, social and environmental responsibility are taken into account in the activities.

**Reliability** is expressed in the everyday life of the working community in the form of consistent behaviour and compliance with orders, regulations and guidelines. Official duties are carried out fairly and impartially. In all situations, the Finnish Defence Forces must have the absolute trust of the Government and the Finnish people.

**Cooperation** is a precondition for productivity and the fulfilment of demanding tasks. In everyday work, the ability to cooperate is expressed in the form of working together, encouraging, supporting and helping others and valuing the working community and partners. The ability of the Finnish Defence Forces to cooperate as an organization can be seen in supporting other authorities and in international military cooperation. The Finnish Defence Forces works actively, constructively and reliably as part of the North Atlantic Treaty Organization (NATO) and other bilateral and multilateral organizations to increase security and to ensure capabilities. The personnel's status and the terms of the employment relationship are developed in cooperation with personnel organizations.

## 2.2 Target state

The Finnish Defence Forces has at its disposal personnel that is sufficient in quantity and quality and will to ensure the implementation of the tasks in all states of readiness both in Finland and abroad.

### Numbers

In the target state, the Finnish Defence Forces has the number of personnel required to fulfil its statutory tasks and the assignment structure is flexibly scalable as required by the situation. The strength of the force structure in emergency conditions corresponds to the threat. The number and structure of regular personnel has been proportioned to the needs of the force structure in emergency conditions and to the requirements of flexible readiness regulation. The number of personnel has been increased in accordance with the policies outlined in the Government's Defence Reports and the requirements of becoming a member of a military alliance.

### Quality

In the target state, the personnel have with the organization's encouragement adopted the principles of continuous learning and holistic development of their performance and have committed themselves to these. The personnel have the required competence and ability to function in different states of readiness and the will and capacities for their self-directed development in service, during leisure time and in the reserve. Everyone has the capacities to modify their working practices and methods and the opportunity to contribute to improving the operating models of the organization. The personnel have the ability and will to use the opportunities provided by the developing technologies and the capacities to adopt up-to-date learning and teaching methods. The preconditions for the group cohesion of work communities and units have been ensured and group cohesion is actively maintained. Competence acquired elsewhere is taken into account when selecting, placing and training people.

### Will

In the target state, the personnel of the Defence Forces, the conscripts and reservists find their work and service meaningful, responsible and respected both within the Finnish Defence Forces and in society. Their commitment to the task and values of the national defence is strong, which is also perceived as a factor uniting the personnel. This is visible in the words and actions of the personnel and conscripts and reservists on a daily basis. The Defence Forces has an operating culture that respects all personnel and stakeholders. Everyone has the opportunity to use and demonstrate their competence, which has resulted in an atmosphere of comprehensive trust. The personnel actively follow the changes taking place in the operating environment and adapt and adjust themselves to them. Changes are primarily seen as opportunities.

## 2.3 Selected development lines

The target state will be achieved by primarily focusing on the five selected development lines:

- number and structure of personnel
- availability of personnel
- commitment of personnel
- competence of personnel
- human performance.

Measures in accordance with the development line **number and structure of personnel** will secure the number of personnel required for the tasks of the Defence Forces and maintain a balanced assignment and personnel structure.

Measures in accordance with the development line **availability of personnel** will ensure the attractiveness of the work and service, strengthen the employer brand, reach competent people, and ensure that the right people are selected to the right tasks.

Measures in accordance with the development line **commitment of personnel** maintain a good working and service atmosphere, make challenging work and service tasks and an ascending career path possible, and support the reconciliation of work, family and leisure time.

Measures in accordance with the development line **competence of personnel** are used to proactively identify the required competence and the possible skills gaps, to enhance the development of competence and to ensure the competence required by the tasks and its continuity in the organization.

Measures in accordance with the development line **human performance** clarify the requirements set for performance, create the preconditions for its development and support the maintenance and restoration of the ability to function.

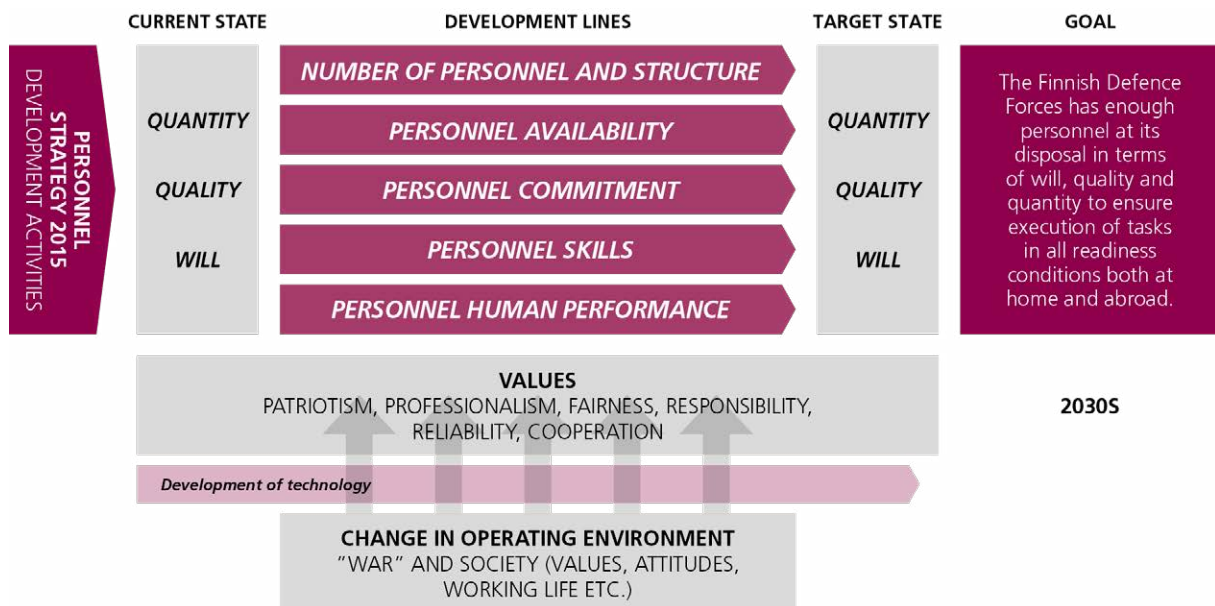


Figure 1: Components of the personnel strategy



## 3 Policies outlined in the personnel strategy

### 3.1 Number and structure of personnel

Reaching the target state and managing the change factors in the operating environment require a sufficient number of personnel allocated in an appropriate manner.

To meet this requirement,

- the number of personnel required for the tasks will be secured
- balanced assignment structure and personnel structure will be maintained.

**The scale and development of the number of personnel required for the tasks** is principally based on the wartime composition of the forces and need for personnel. In addition, the need for personnel required for the readiness, training and planning tasks in normal conditions and for NATO structures, as well as the changes taking place in these are taken into account in the number of regular personnel. The number of permanent regular personnel will be increased pre-emptively and the number of fixed-term soldiers is regulated according to the requirements of NATO's force structure. The force structure requirements will be met in part by hiring new fixed-term contractual

military personnel for readiness duties. Possible additional needs will be assessed actively and the results will be communicated to the government. This will be done pre-emptively because increasing the number of personnel always requires additional resources. Efforts will be made to keep the share of the actual salaries to one third of the defence budget at the most in order to maintain the balance of the defence system.

Where necessary, regular personnel will be supplemented flexibly with the personnel who have retired or left the Defence Forces and with committed reservists. A sufficient volume of those who have completed conscript service or voluntary military service for women will ensure the strong reserve required for wartime units.

The aim will be to increase the number of women who have completed voluntary military service for women. By doing so the Finnish Defence Forces hopes to increase skills and diversity within the organization and to widen its recruiting pool.

**The balanced assignment structure and personnel structure** will be developed from the starting points of

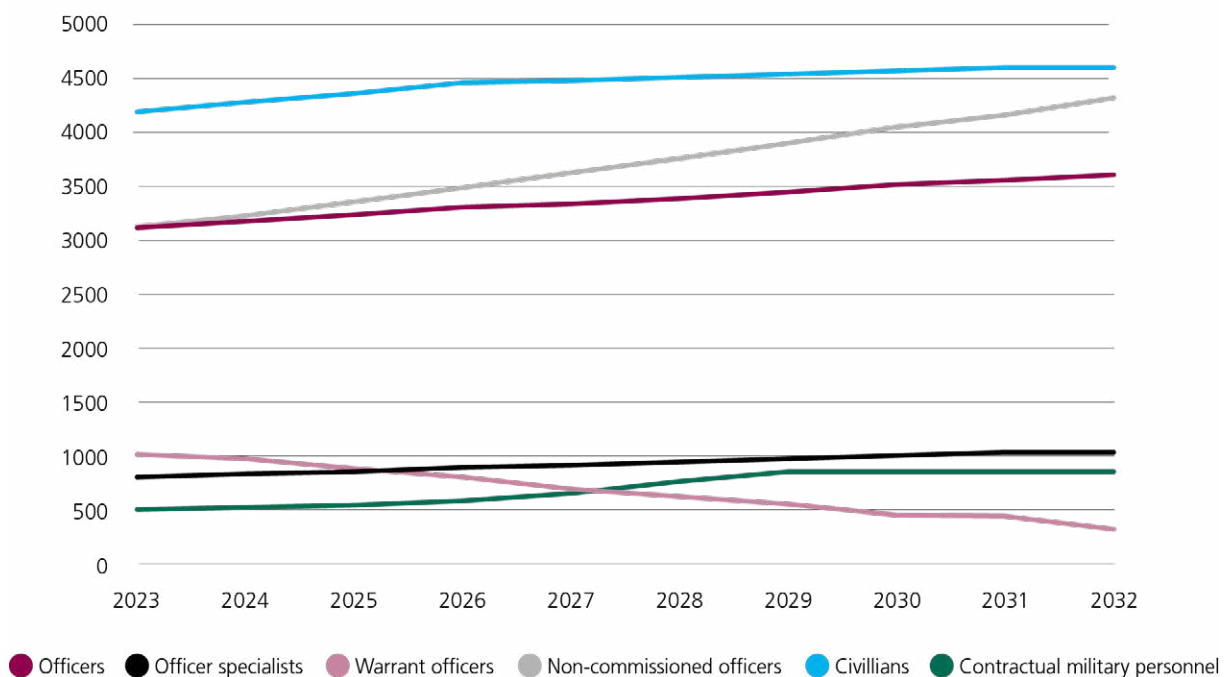


Figure 2: Estimate of personnel needs per personnel category 2023–2032



the force structure needed in emergency conditions. New and opening assignments will be allocated to different personnel groups primarily on the basis of the competence required in the posting and the capability in emergency conditions. The assignments freed up by retiring outdated capabilities, developing the operating models, taking advantage of digitalisation or in other ways will be reallocated open-mindedly within the Defence Forces. The personnel required for using the capabilities created by strategic projects will be secured.

The forms of employment relationships and public service employment relationships will be diversified, but the public service employment relationship will remain the main type of employment relationship. The use of personnel groups in the different functional areas and tasks will be examined and expanded, where necessary. The correspondence of military personnel's military rank and tasks will be reviewed.

**Possible unexpected changes**, for example, in the operating environment, the force structure of the Defence Forces or NATO, the administrative structure of the Defence Forces, financial frameworks, partnerships, operating models of central government, or the introduction of new capabilities may lead to a need to change the number of

personnel and/or the personnel structure in a different way. Detailed personnel needs are determined as part of the strategic planning of the Defence Forces.

### 3.2 Availability of personnel

Reaching the target state and managing the change factors in the operating environment require an ability to identify the talented individuals required for the planning, building, maintenance and use of capabilities, and the ability to recruit them and place them in tasks suitable for them.

To meet these requirements,

- the attractiveness of the work and service will be ensured
- the positive employer brand will be strengthened and competent people will be reached
- the selection of the most suitable persons for the right tasks will be ensured.

**To ensure the attractiveness of the work and service**, the terms of the employment relationship in Finland and abroad will be developed in cooperation with the personnel organizations. The competitiveness of pay will be ensured within the framework of the resources, especially



with regard to the other security authorities. The financial status of conscripts will be improved in cooperation with the Ministry of Defence. The refresher training system will be developed, making appropriate use of the expectations of reservists.

Efforts will be made to provide diverse and ascending career paths to all personnel groups. Opportunities for diverse forms of working, such as dispersed and remote work, will be extended without compromising the community spirit and operational security. Opportunities for part-time work will be extended, especially in tasks requiring special expertise. Diverse opportunities for physical activity and an opportunity for subsidised housing will be maintained.

**To strengthen the positive employer brand and to reach competent people,** the employer brand will stand out from other options through the unique characteristics and strengths of the Defence Forces as a workplace and a place of service and through the meaningfulness of the work. Efforts will be made to also reach and identify talented people outside the organization. The presence of the Defence Forces will be increased in the forums where the potential target groups are found. Recruitment campaigns

are targeted at universities, higher education institutions and vocational institutions according to the required special expertise.

The aim is to strengthen the positive image with every encounter. The motivation, professional skills and appropriate behaviour of those who work with conscripts and reservists will be ensured. The Defence Forces will participate in the public debate actively in an expert role.

**To ensure the selection of the most suitable persons,** the assignment and succession planning concerning all personnel groups will be further developed. Planning and the utilisation of the plans will be supported by developing automation. International assignments will be made an essential part of soldiers' career paths and an integral part of assignment and succession planning. The participation of supervisors in the planning concerning their subordinates will be strengthened at all levels of the organization.

The recruitment and selection processes will be developed, making them more agile within the limits permitted by legislation. The resources for aptitude testing and processing security clearances will be ensured. The automation

supporting them will be increased. The selection process for the general staff officer course and the attractiveness of the career following the course will be developed on the basis of the gained experiences.

The functioning and up-to-dateness of the call-up system will be ensured. Communication about the content of conscription and the voluntary military service for women and about the opportunities opening up for the individual will be increased. The different role fitness requirements of the assignments will be taken into account and military service will be made possible for an increasing number of motivated young people. Contact with active reservists will be increased and made easier by developing technical solutions. The use of reservists in different, for example in possible NATO-related, tasks will be expanded.

### 3.3 Commitment of personnel

Reaching the target state and managing the change factors in the operating environment require an ability to hold on to capable, fit and motivated personnel.

To meet this requirement,

- a good work and service atmosphere will be maintained
- challenging work and service tasks and progress in

their career paths will be made possible for all personnel groups

- the reconciliation of service, family and leisure time will be made possible
- the employer brand of the Defence Forces and the terms of the employment relationship will be developed from the point of view of competitiveness.

**To maintain a good work and service atmosphere,** the personnel will be encouraged to positive and open interaction that is respectful and values others at all levels of the organization. This will be supported with clearly expressed goals and with an open culture of discussion and feedback. The selection of supervisors will be invested in and those in supervisory positions will be supported in developing their supervisory skills. The principles of work ability management, the management of occupational welfare, management of change and age management will be made an established part of daily management work. Harassment and inappropriate behaviour will be intervened in without delay, and bullying, discrimination or belittling will not be accepted from anyone. Work and in-service enjoyment will be invested in by developing the infrastructure. Innovativeness and taking initiative will be encouraged.

**To enable challenging work and service tasks and ascending career paths,** the assignment and succession



planning concerning all personnel groups will be developed. The transparency of planning will be increased and efforts will be made to take the individual's willingness into account in the planning better, where possible. Flexible transfer of personnel from one assignment or personnel group to another will be supported and controlled rotation of persons to other employers and back to the Defence Forces will be made possible. A variety of career paths will be built for reservists by using the opportunities provided by the developing local defence and the increasing number of international tasks.

**To enable the reconciliation of service, family and leisure time,** flexible forms of working and technical solutions to support them will be developed. A sufficient number and regional coverage of shared workstations for dispersed work will be ensured. As the ways of working are transforming, the supervisory and subordinate skills of the personnel will be developed and everyone will be provided with capabilities for also paying attention independently to in-service safety and ergonomics at a remote workstation.

The challenges caused to families by the regulation of readiness will be reduced by developing the forms of support. Keeping in contact with loved ones and stakehold-

ers will be made possible regardless of the conditions and by taking operational security into account. Opportunities for the personnel on duty to have enough rest and time to recover will be ensured. The working hours agreement of the Defence Forces will be developed through negotiations in cooperation with the personnel organizations.

### 3.4 Competence of personnel

Reaching the target state and managing the change factors in the operating environment require an ability to maintain and develop the competence needed for the core functions. The starting point should be the competence needed by the person in the current or the future assignment in normal and emergency conditions.

To fulfil these requirements,

- the required competence and skills gaps will be identified proactively
- the learning environments required for competence development will be ensured
- competence development will be enhanced
- the competence required by the tasks and its continuity in the organization will be ensured.



Competence management will be developed as a whole **to proactively identify the required competence and skills gaps**. Task-specific competence need requirements will be drawn up as a basis for the development and job descriptions will be kept up to date.

Personnel resources for research and development of military theory will be increased. Experiences of recent crises will be analysed and they will be used in identifying the competence needed in the future. Research and other broad-based cooperation with civilian educational institutions will be enhanced.

The capabilities of supervisors in identifying the competence needs of the future in the organization they are managing will be ensured. Functional areas and projects will be given the responsibility to survey the required competence as part of the competence needs as a whole. The management of the personnel's competence will be supported by developing the information systems.

**To ensure the learning environments required for competence development**, up-to-date learning environments such as simulators will be included in the key material projects. The online learning environments of the Defence Forces will be developed to diversely serve the needs of different target groups.

The number of shooting ranges and training areas meeting the needs of the production of wartime units, personnel training and voluntary national defence will be secured. At the same time, their regional coverage and suitability for the needs of international exercises, the number of which is increasing as a result of NATO membership, will be ensured. Shooting ranges and training area will be developed from training-related and operational starting points. Sufficient quantity and quality of training ammunition and equipment will be ensured.

**To enhance competence development**, versatile learning methods and environments will be taken advantage of broadly. New training methods and ways of training will be actively studied and the delay in introducing them will be shortened. Advantage will be taken of the opportunities provided by simulators and simulation in learning the basic skills before the training implemented with the actual systems, and in deepening the skills that have already been learned.

Continuing training will be tailored as individually as possible for all personnel groups, taking into account the starting level and competence needs. Effective time use during studies will be ensured and learners' full concen-

tration on learning will be enabled during the periods of contact and remote teaching.

The personnel's opportunities for independent competence development will be supported and they will also be rewarded for independent self-development. The operating conditions of voluntary national defence training will be strengthened in ways enabled by legislation, while taking into account the demands set by NATO membership and by using reservists in different tasks more extensively.

**To secure the competence required for the tasks and its continuity**, the personnel will be encouraged to engage in open interaction and a development-friendly learning and operating culture. The number of instructors in company-level units and the number of teachers in military education institutions, a sufficient number of training days with regard to the competence requirements, and up-to-date and sufficient training ammunition and equipment will be secured.

The opportunities of all personnel groups for continuing training and education will be improved, including competence acquired externally. The structures, status and contents of the officer education system and the continuing training of the entire regular personnel will be reviewed and, if necessary, updated to meet the requirements of the operating environment and the Alliance. Education in military theory will be improved at all levels by using map exercises, simulations and wargaming in more versatile ways than before. The training system will be developed to better train and test skills in warfighting, and so that it better suits our new operating environment as NATO members.

The increasing language skills requirements and knowledge of cultures will be taken into account in the learning outcomes and in the production of learning material. The language training resources will be increased. Self-directed development of language skills and other international competence required in the work and service tasks will be supported.

The additional value provided by the military educational institutions of the Allied countries and the courses offered by NATO will be used in an appropriate and resource-wise manner to train both the salaried personnel and reservists. Competence acquired abroad will be used more efficiently and systematically in national tasks.

Systematic rotation of assignments will be maintained and slowed down stage by stage so that in the future, a person will as a rule serve in one assignment for at least three

years. High-quality induction of the successor or a new employee and thus also the transfer of tacit knowledge from one holder of assignment to another will be ensured.

Opportunities will be developed for key reservists to take advantage of the basic and continuing training of the Defence Forces systematically in acquiring the competence required for their wartime tasks. The Defence Forces will take advantage of the possibilities provided by the raised upper age limit of reservists in using their special expertise and voluntary reservists will be used more flexibly in part-time employment relationships.

### 3.5 Human performance

Reaching the target state and managing the change factors in the operating environment require an ability to maintain, develop and restore human performance. The key are the individual's own responsible actions, which the Defence Forces as a responsible employer and place of service must be able to support in various ways.

To fulfil these requirements,

- the requirements set for performance and its development will be clarified
- preconditions will be created for self-directed maintenance and development of performance
- the personnel will be supported in maintaining and restoring their performance.

**To clarify the requirements set for performance and its development,** task group-specific target levels for performance will be drawn up for all tasks for normal and emergency conditions. The achievement of the task-specific target levels of performance by professional soldiers will be verified and the development needs of individuals will be identified using comprehensive testing. Resources for this will be secured. The importance of activity and adopting a physically active lifestyle in the development, maintenance and restoration of performance will be emphasised.

**Preconditions will be created for self-directed maintenance and development of performance** by encouraging the personnel to look after their ability to function. Diverse counselling about physical activity will be provided to the personnel and personal exercise programmes will be drawn up for those who need them based on performance tests. Versatile sports facilities and equipment will be maintained. Gamified digital services that support the development of comprehensive performance will be acquired for regular personnel and conscripts to use. Self-directed maintenance of performance will be sup-

ported financially and actual weekly physical activity will be made possible to as large a proportion of personnel as possible.

**To support the personnel in maintaining and restoring their performance,** the capacities of superiors in the management of working hours, work ability and performance will be improved. Special attention will be paid to securing the rest and recovery period when doing resource planning and management. The working hours agreements and guidelines of the Defence Forces will be developed in cooperation with the personnel organizations to provide good preconditions for the management of work ability and performance.

The ability of different actors to identify factors that cause stress and burnout in advance will be developed. Challenges to coping will be actively surveyed and they will be addressed using the measures of the model of active support for work ability. The threshold for occupational healthcare to provide support in burnout situations will be lowered.

The occupational and in-service safety activities and risk management support comprehensive performance as a whole. Personnel in the maintenance and development of performance will be increased. The factors affecting performance and competence in the maintenance and development of performance will be enhanced at all levels of military education. Cooperation with other authorities and organizations in the different areas of capability will be intensified.

## Conclusion

The personnel strategy is implemented as part of the activities-and-resources planning of the Finnish Defence Forces. The development measures will be implemented as clearly defined tasks in the action plan of the Defence Forces and as changes in the directives guiding personnel matters and education and training. In addition, each unit and organization should for its part analyse the policies and development measures outlined in the strategy and also implement possible changes by taking measures of its own as part of the continuous improvement of activities.

The role of leadership and supervisors is emphasised in the implementation of the strategy. Leadership must be proactive and development-oriented. Is it essential to make the personnel see the future and the shared goals concretely and to justify the development measures openly so that the personnel will consider them appropriate. In that case, they will also commit to them. The management of the implementation is supported with centralised communications.

The responsibility of the individual, employee or con-

script and reservist has not been discussed in the strategy. However, the starting point of the strategy has been that the individual is responsible for actively practising the task they have in normal and emergency conditions, maintaining their performance, their work community skills and supporting a good team spirit. The key tenets of our operating culture will continue to be fairness, equality, justice and honesty, as well as courage, initiative and resoluteness.

Some of the development measures require changes to be made to acts and decrees. They will be taken into account as continuous development of legislation and as part of the changes made as a result of joining NATO. Changes to the regulations of the Defence Forces will be implemented in ways enabled by the legislation in force at the time.

The implementation of the development measures will be monitored and assessed as part of the reporting by the Defence Forces and in the annual human resources balance sheet.





# Appendix 1: Terms and definitions

## Personnel structure

The personnel structure determines the number of the tasks per personnel group in the Finnish Defence Forces' organization.

## Personnel group

The personnel groups of the Finnish Defence Forces are officers, warrant officers, non-commissioned officers, officer specialists, contractual military personnel, civilians and conscripts and reservists.

## Personnel plan

A plan maintained per personnel group in a brigade-level unit (equiv.) on the personnel's current and future task and the training related to these tasks.

## Personnel planning

Personnel planning is planning carried out by personnel management at different levels of the organization with the aim of fulfilling the task positions. In personnel planning, the expertise required in the person's future assignments and the person's willingness for different assignments, expressed by this person in development discussions, will be taken into account. Personnel planning will be the basis for compiling the main succession plans, which in the Defence Forces are the succession plan for the high command leadership, the centralised succession plan, the succession plan for the services, units and branches, and the succession plans for international and crisis management tasks.

## NATO structures

NATO structures include national military representatives, command structure and organizations and agencies (e.g. NATO Headquarters, NATO Communications and Information Agency, schools, Centres of Excellence).

## Competence

Competence refers to an individual's knowledge, skills, values and attitudes as a whole and applying these in practice to achieve the desired goals.

## Assignment structure

The assignment structure determines the number of tasks within an organization.

## Performance

Performance refers to an individual's ability to act in the way required for the implementation of the tasks in different operating environments. Performance as a whole consists of physical, psychological, ethical and social performance.

## Career path

A career path is an entity consisting of the varied work and service tasks in which the person has demonstrated capabilities and shown interest and progressed to different assignments.

## Appendix 2: Summary of the development measures

### 1 The number of personnel required for the tasks will be secured

- 1.1 By **maintaining** the wartime strength of the Defence Forces at the current level (280,000).
- 1.2 By **increasing** the number of regular personnel as required by the changes in the operating environment and NATO membership. The estimated additional need is 10–15% compared to the number of personnel in 2023.
- 1.3 By **regulating** the number of fixed-term salaried military personnel as required by readiness and NATO's force structure and the changes taking place in them.
- 1.4 By **keeping** the occupation rate of positions at least at 95%.
- 1.5 By annually **training** all men of each age cohort who are fit for service and by increasing the number of women wanting to do voluntary military service to 2,000 annually.
- 1.6 By **contributing to** keeping the military pension system as it currently is.
- 1.7 By **anticipating** the needs for additional personnel required by national defence capability and functioning NATO membership as the operating environment changes.
- 1.8 By **communicating** the potential additional needs for personnel proactively to the state leadership.

### 2 A balanced assignment structure and personnel structure will be maintained

- 2.1 By **developing** the assignment and personnel structures more clearly based on emergency conditions' needs.
- 2.2 By **developing** the system of contractual military personnel, taking into account the requirements of readiness and the Alliance.
- 2.3 By always **estimating** the competence required in a task and the capability required in emergency conditions on a case-by-case basis when determining the personnel group for a new or an opening task.
- 2.4 By **allocating** the tasks freed up from warrant officers to other personnel groups on the basis of the competence required in the task and the capability required in emergency conditions. The aim is to keep the more demanding tasks of warrant officers at the level of warrant officers for as long as it is possible to use warrant officers with sufficient competence and experience to perform them.
- 2.5 By **diversifying** the forms of employment relationships, but by keeping the public service employment relationship as the main form of employment relationship.
- 2.6 By **automating** and transferring parts of routine work tasks or work phases to be handled by a robot, so that the saved human input can be allocated more appropriately and productively than before.
- 2.7 By **reviewing** how the military rank structure and the promotional cycle correspond to the tasks in emergency conditions and how comparable the system is with the systems of other Allies.
- 2.8 By **extending** the range of officer specialists' and civilians' tasks to new specialities.
- 2.9 By **reallocating** the personnel resources freed up from retired capabilities in a timely manner.

#### In addition

- **Examine** in the course of 2024 the possibilities to use the personnel who have resigned or retired from the Defence Forces and reservists more extensively and more flexibly in fixed-term and part-time tasks to regulate readiness, manage peak periods, utilise competence acquired elsewhere and develop the expertise of reservists.
- **Examine** in the course of 2024 the possibilities and the need to make permanent more posts for officers who have completed a bachelor's degree in military sciences in order to strengthen the personnel resources of the brigade-level units.
- **Examine** by the end of 2025 the possibilities to employ people with partial work ability and other persons who have challenges in finding employment, taking into account the special characteristics of the organization.

### 3 The attractiveness of the work and service will be ensured

- 3.1 By **looking after** the operating conditions for general conscription, the benefits of the conscripts and the quality of the training provided to them.
- 3.2 By **taking care of** the competitiveness of the pay in relation to other authorities within the framework of the resources.

- 3.3 By **developing** the terms of the employment relationship for tasks abroad in cooperation with the personnel organizations, above all from the point of view of improving the status of the spouse and the family.
- 3.4 By **reviewing** the possibility to choose the location of the post in connection with recruitment and when changing tasks.
- 3.5 By **enabling** diverse forms of working without compromising the community spirit, innovativeness and operational security.
- 3.6 By **developing** the terms of the employment relationship that are related to military crisis management.
- 3.7 By **maintaining** good and appreciated opportunities for physical activity.
- 3.8 By **maintaining** possibilities for subsidised housing for employees.
- 3.9 By **providing** diverse and ascending career paths to all personnel groups.
- 3.10 By **enabling** part-time work more extensively, especially in tasks requiring specialist expertise.
- 3.11 By **ensuring** that good governance is implemented in all activities.
- 3.12 By **ensuring** that everyone is treated in an equal, equitable and respectful manner.
- 3.13 By **reviewing** the comparability of the competence acquired in the Defence Forces with civilian degrees and qualifications.
- 3.14 By **supporting** the reconciliation of work, family and leisure time.
- 3.15 By **developing** the special compensations paid to officials who live away from their family and by simplifying the compensation system.
- 3.16 By **improving** the financial position of conscripts and reservists during service.
- 3.17 By **developing** the refresher training system, using reservists' expectations in an appropriate manner to do it.
- 3.18 By **ensuring** appropriate quality and quantity of reservist's individual equipment.

#### 4 The positive employer brand will be strengthened and competent people will be reached

- 4.1 By **ensuring** the motivation, expertise and appropriate behaviour of those working with conscripts and reservists.
- 4.2 By **emphasising** in public affairs the opportunity to apply skills that have been learned elsewhere to a different (military) context, and opportunities for being able to work in tasks corresponding to one's own values.
- 4.3 By actively **building** a positive dialogue in social media.
- 4.4 By **targeting** recruitment campaigns at universities, higher education institutions and vocational institutions according to the required specialist expertise.
- 4.5 By **maintaining** active recruitment to acquire critical competence from outside the organization.
- 4.6 By **participating** in the public debate, above all, in the role of an expert.

#### 5 The selection of the most suitable persons for the right tasks will be ensured

- 5.1 By **developing** the assignment and succession planning concerning all personnel groups and by developing automation to support the process.
- 5.2 By **linking** international tasks to soldiers' career paths as an essential part of the career path and as an integral part of the assignment and succession planning, and by updating the terms concerning this in the employment relationship.
- 5.3 By **developing** the participation of supervisors in the assignment and succession planning of their subordinates at all levels of the organization.
- 5.4 By **enhancing** automatic utilisation of existing information in recruitment and selections and by taking advantage of the data resources of other authorities.
- 5.5 By **emphasising** the capability demonstrated in practice in the selections.
- 5.6 By **ensuring** the functioning and up-to-dateness of the call-up system.
- 5.7 By **increasing** communication concerning the content of conscripts and reservists' service and the opportunities it provides.
- 5.8 By **increasing** contact with active reservists.
- 5.9 By **taking into account** the performance required in different tasks, thus making military service possible to more people in specialist fields.
- 5.10 By **accepting** career paths of different lengths and transitions between tasks as well as welcoming back competent people who have left the service early.
- 5.11 By **developing** the selection procedure and content of the general staff officer course and increasing the attractiveness of the career following it.

- 5.12 By temporarily **utilising** purchased services in tasks requiring specialist expertise.
- 5.13 By **developing** the recruitment and selection processes to make them more agile.
- 5.14 By **securing** the resources for aptitude testing.
- 5.15 By **securing** the resources for processing security clearances and by investing in the development of its automation.

#### In addition

- **Examine** in the course of 2024 the possibilities to develop the terms of the employment relationship to increase to the attractiveness of the service locations in the Helsinki Metropolitan Area and in the north of Finland.
- **Examine** in the course of 2024 the possibilities to further intensify cooperation with the localities in which the administrative units are situated in order to make it easier for personnel to settle in a new locality.
- **Examine** in the course of 2025 the possibilities to implement gender neutral concepts and the impacts of their implementation in the Defence Forces.
- **Examine** by the end of 2025 the possibilities to support the charging of electric vehicles in order to ease the increasing costs of commuting to and from work and to show social responsibility.
- **Examine** by the end of 2025 the need for the possibility to return from non-military service to armed service.

### 6 A good work and service atmosphere will be maintained

- 6.1 By **encouraging** positive, open and respectful interaction at all levels of organization.
- 6.2 By **investing** especially in the careful selection of those working in a supervisory position and by emphasising work community skills and interaction skill in the selection.
- 6.3 By **supporting** the development of the supervisory skills of persons already in supervisory positions, for example, with supervisor and interaction coaching.
- 6.4 By **establishing** the principles of work ability management, management of occupational welfare, change management and age management as part of daily leadership.
- 6.5 By **supporting** events and measures that maintain the community spirit.
- 6.6 By **ensuring** that superiors have the capabilities and willingness to intervene in disruptive situations.
- 6.7 By **intervening in** all kinds of harassment and inappropriate treatment.
- 6.8 By **encouraging** to be innovative and take initiative and to constructively challenge the prevailing practices.
- 6.9 By **increasing** the transparency of actions and decision-making without compromising operational security.
- 6.10 By **developing** functional, correctly dimensioned, comfortable and safe work facilities.
- 6.11 By **maintaining** safe, healthy and comfortable accommodation (barracks).
- 6.12 By **developing** rewarding and recognition practices that correspond to the development of the career paths.
- 6.13 By **emphasising** the importance of good cooperation in supervisory work and in organizational changes

### 7 Challenging work and service tasks and ascending career paths will be made possible

- 7.1 By **developing** the task and succession planning concerning all personnel groups.
- 7.2 By **taking into account** the individual's willingness in the assignment and succession planning, where possible.
- 7.3 By **ensuring** that the entire personnel have a wartime task that corresponds to their competence and performance.
- 7.4 By **supporting** the personnel's more flexible transfer from one task to another, regardless of the personnel group.
- 7.5 By **enabling** controlled rotation of persons to other employers and again back to the Defence Forces.
- 7.6 By **building** a variety of career paths for conscripts and reservists by taking advantage of the opportunities provided by local defence and international tasks.
- 7.7 By **making** international tasks possible for all personnel groups.

### 8 Reconciliation of service and leisure time will be enabled

- 8.1 By **improving** the personnel's supervisory and subordinate skills in the transformation of ways of working.
- 8.2 By **developing** flexible forms of working hours and technical solutions to support them.
- 8.3 By **training** all employees in the versatile use of the new collaboration tools that are introduced.
- 8.4 By **developing** support forms that reduce the challenges caused to families by the regulation of readiness both in Finland and in international tasks and in crisis management tasks.

- 8.5 By **creating** the capabilities for the personnel to independently pay attention to the measures related to ergonomics also at remote workstations.
- 8.6 By **ensuring** a sufficient number and regional coverage of shared workstations for dispersed work.
- 8.7 By **enabling** contact with family members and stakeholders regardless of the circumstances, taking into account operational security.
- 8.8 By **making sure** that the personnel on duty get the opportunity to have enough rest and time for recovery.

#### In addition

- **Examine** by the end of 2025 the possibilities to develop the current payroll system to determine how it can be made simpler, more encouraging, fair and flexible to retain its competitiveness and to reduce administration in cooperation with personnel organizations.
- **Examine** by the end of 2025 the total costs of maintaining the recreation areas in proportion to their benefits and a plan will be drawn up to develop the areas or to give them up.

### 9 The required competence and skills gaps will be identified proactively

- 9.1 By **developing** the management of learning as a whole and the information systems supporting it.
- 9.2 By **enhancing** research and other broad-based cooperation with civilian educational institutions.
- 9.3 By **ensuring** supervisors' capability to identify the future competence needs in the organization they manage.
- 9.4 By **increasing** the personnel resources for research and development of military theory.
- 9.5 By **assigning the responsibility** for surveying the competence needed in the future to the functional areas.
- 9.6 By **ensuring** the identification of the competence required for new capabilities as part of projects.
- 9.7 By **keeping** the job descriptions up to date.
- 9.8 By **drawing up** assignment-specific competence needs requirements.
- 9.9 By **developing** the structured Lessons identified and Lessons learned activities at all levels of the organization, taking into account the available resources.
- 9.10 By **taking advantage of** the experiences gained from recent crises.

### 10 The learning environments required for competence development will be ensured

- 10.1 By **securing** a sufficient number of firing and training areas and shooting ranges for the needs of the production of wartime units, personnel training and voluntary national defence training.
- 10.2 By **reviewing** the adequacy of the existing training areas (number and size) for the needs of international exercise activities, which will increase with NATO membership.
- 10.3 By **developing** firing and training areas and shooting ranges from training and operational starting points.
- 10.4 By **including** learning environments, such as simulators, as an integral part in material projects.
- 10.5 By **ensuring** the sufficiency of training ammunition and training equipment.
- 10.6 By **developing** the online learning environments of the Defence Forces to diversely serve the needs of different target groups.

### 11 Competence development will be enhanced

- 11.1 By actively **exploring** new education and training methods and shortening the delay in their implementation.
- 11.2 By **making** extensive use of diverse teaching methods and learning environments.
- 11.3 By **supporting** the personnel's opportunities for independent competence development and by rewarding independent self-development.
- 11.4 By **taking advantage of** the opportunities provided by simulators and simulation in learning the basic skills before practising with the actual systems, and in deepening the skills that have already been learned.
- 11.5 By **ensuring** efficient use of time during the studies and enabling the students to fully concentrate on learning.
- 11.6 By **enhancing** the operating conditions and effectiveness of voluntary national defence training.
- 11.7 By **tailoring** continuing training for all personnel groups as individually as possible, taking into account the starting level and competence needs.
- 11.8 By **ensuring** the regional coverage of applicable learning environments, taking into account the different security environments.

## 12 The competence required for the tasks and its continuity will be ensured

- 12.1 By **improving** education in military theory at all levels by using map exercises, simulations and war games in more versatile ways than before.
- 12.2 By **developing** the exercise system to better train and test military theory and art of war.
- 12.3 By **developing** the opportunities of all personnel groups for continuing training and their opportunities to acquire competence from outside the Defence Forces.
- 12.4 By **developing** training cooperation with appropriate civilian educational institutions.
- 12.5 By **revising** the structures, status and contents of the officer education system and the continuing training of the entire regular personnel to meet the requirements of the changed operating environment and NATO membership.
- 12.6 By **securing** the number of instructors in company-level units and teachers in military educational institutions, sufficient training days and training ammunition with regard to the competence requirements, and up-to-date and adequate training equipment.
- 12.7 By **ensuring** the instructors' ability to make use of simulators as part of training.
- 12.8 By **training** approximately 10% of the wartime placed reservists annually in refresher training exercises.
- 12.9 By **developing** the opportunities for key reservists to take advantage of the basic and continuing training of the Defence Forces systematically in acquiring the competence required by their wartime tasks.
- 12.10 By **maintaining** a systematic rotation of assignments and slowing it down so that as a rule, a person serves in one position for at least three years.
- 12.11 By **ensuring** high-quality induction of new employees and thus also the transfer of tacit knowledge from one holder of assignment to another.
- 12.12 By **taking into account** the increasing language skills requirements and knowledge of cultures in the teaching content and production of learning material.
- 12.13 By **increasing** the language training resources.
- 12.14 By **supporting** self-directed development of language skills and other international competence required in the work and service tasks.
- 12.15 By **taking advantage of** the additional value provided by the military educational institutions of the allied countries and the courses offered by NATO appropriately and in a resource-wise manner.
- 12.16 By **taking advantage of** the opportunities provided by the rotation of persons in accumulating competence in the organization.
- 12.17 By **encouraging** the personnel to open interaction and a learning and operating culture with a positive attitude to development.
- 12.18 By **making** more effective and systematic use of the competence acquired abroad in national tasks.
- 12.19 By **taking advantage of** the opportunities provided by the raised upper age limits for reservists when making use of reservists' competence.

### In addition

- The need to draw up a competence map for digital competence **will be determined** in the course of 2024.
- The possibilities to measure the productivity and effectiveness of work by taking advantage of new information systems and automation **will be determined** by the end of 2026.

## 13 The requirements set for performance and its development will be clarified

- 13.1 By **drawing** up task group-specific target levels for performance in all tasks for both normal and emergency conditions.
- 13.2 By **emphasising** the importance of activity and adopting a physically active lifestyle in the development, restoration and maintenance of performance.
- 13.3 By **verifying** the achievement of task-specific target levels of performance and individual development needs through comprehensive testing activities.

## 14 Preconditions will be created for self-directed maintenance and development of performance

- 14.1 By **encouraging** personnel to look after their performance.
- 14.2 By **drawing** up personal exercise programmes to those who need it according to performance tests.
- 14.3 By **maintaining** and developing digital tools that support the development of different areas of an individual's performance.

- 14.4 By **acquiring** gamified digital services that support the development of comprehensive performance.
- 14.5 By **maintaining** versatile sports facilities and equipment.
- 14.6 By **supporting** self-directed maintenance of performance financially.
- 14.7 By **providing** diverse counselling about physical activity to the personnel.
- 14.8 By **enabling** weekly exercise to the full extent to as large a proportion of the regular personnel as possible.
- 14.9 By **continuing** an active dialogue about the changes in the mental health and exercise behaviour of young people with actors from the rest of society and by seeking shared solution options to increase physical activity.
- 14.10 By **maintaining** the sports competitions and the coaching system of the Defence Forces to support goal-oriented development of performance.

## 15 Personnel will be supported in maintaining and restoring their performance

- 15.1 By **paying attention** to the comprehensiveness of performance more than before.
- 15.2 By **improving** supervisors' capabilities in the management of working hours.
- 15.3 By **developing** the working hours agreements and guidelines of the Defence Forces to provide good preconditions for working in a way that maintains work ability.
- 15.4 By **increasing** teaching about factors that affect performance and teaching about maintenance and development of performance at all levels of military education.
- 15.5 By **increasing** personnel and competence in the maintenance and development of performance.
- 15.6 By already **paying special attention to** the maintenance of physical performance at the beginning of the military career.
- 15.7 By further **developing** the methods of psychosocial support for personnel with occupational healthcare and external service providers.
- 15.8 By **developing** cooperation at the different areas of human performance with other authorities and organizations.
- 15.9 By **developing** the ability of different actors to proactively identify stress and burnout at work and in military service.
- 15.10 By **paying attention to** ensuring rest and recovery periods.
- 15.11 By **surveying** the challenges to coping on a regular basis and addressing them using the measures of the model of active support for work ability.
- 15.12 By **lowering** the threshold for occupational healthcare to provide support in burn-out situations.
- 15.13 By **enhancing** supervisors' capabilities in the management of work ability and cooperation with occupational healthcare.
- 15.14 By **intensifying** cooperation with occupational healthcare in the prevention of musculoskeletal problems.
- 15.15 By **intensifying** cooperation with the Finnish Olympic Committee.
- 15.16 By **paying attention** to cognitive ergonomics and the wellbeing of the brain at work.
- 15.17 By **encouraging** to breaking up long periods of work and taking mini-breaks.
- 15.18 By **rewarding** those who look after and develop their performance, regardless of what personnel group they belong to.

### In addition

- **Examine** by the end of 2026 the impact of military sports on the will to defend the nation and on the promotion of readiness, and the need of the Defence Forces to extend support for Finnish performance sports.
- **Examine** by the end of 2028 the establishment of a fitness requirements centre in the Defence Forces to coordinate and implement the results, teaching and testing of directives and new studies.



# **Puolustusvoimat**

Försvarsmakten • The Finnish Defence Forces  
[puolustusvoimat.fi](http://puolustusvoimat.fi)