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Foreword

Finnish society and its global environment are undergoing major changes, which are also shaping the environment for education and learning. The revised strategy of the Finnish National Board of Education (FNBE) examines key strategic challenges for the next ten years.

This revised strategy addresses the implementation of a new strategic management and monitoring system. Use of the Balanced Scorecard model is intended to enhance the realisation of strategic goals and accelerate the response to any problems encountered.

I believe that the strategy provides outside observers with a concise idea of the FNBE and its key tasks, both today and for the future. I also believe that FNBE personnel feel a sense of ownership for the strategy, which they helped draft in a constructive spirit of co-operation.

Learning and competence are not a given. We must constantly strive to reaffirm our success. As we head towards 2025, the FNBE will play a key role in this effort.

Aulis Pitkälä
Director General
VISION
The Finnish National Board of Education (FNBE) is a respected educational developer, which reinforces learning, competence and well-being in an interactive and sustainable way.

MISSION
As an expert agency, we develop, steer and monitor education, teaching and learning as well as promote well-being.
Reinforcing competence and renewing the learning culture

Effectiveness of services and development projects

Online services

Information-based approach

Enhancing processes and services

Utilisation of online operating models

Competence development

Occupational well-being

Effective management

Balanced finances

Profitability of fee-based services
1. Reinforcing competence and renewing the learning culture

The FNBE will draft the national core curriculum and qualification requirements in accordance with applicable legislation and in co-operation with stakeholders.

The FNBE will work to influence the positive development of competence, learning outcomes, learning motivation and school satisfaction. Educational equality will be promoted. The FNBE will promote increasing the use of information and communications technology in education. Furthermore, it will also work toward establishing a national partnership, in which educational administration, education providers, the business sector and organisations will work together to find ways to accelerate the implementation of digital infrastructures and learning environments as well as their use in teaching.

Active efforts will be made to promote well-being among learners and educational personnel. Individual pupil and student welfare services will be developed in co-operation with health care and social services and the practical implementation of the Pupil and Student Welfare Act will be promoted.

The development of operating methods to motivate students and efforts to prevent marginalisation will be promoted.

Co-operation between the home, educational institutions, the workplace and other parties will be developed with the aim of forming partnerships.

Key measures

- Drafting the national core curriculum
- Drafting the qualification requirements
- Information management and co-operation
- Promoting the use of Information and communications technology in education
- Procedures for enhancing sustainable well-being
2. **Strengthening educational management**

Increasing the national intellectual capital requires strengthening the competence of teachers and heads of local education departments. The FNBE will increase the level of co-operation with teacher education (initial and continuing).

The FNBE will work to increase the effectiveness of training for education department personnel. Specific focus will be put on developing the administrative and management skills as well as the pedagogical leadership skills of heads of local education departments. Personnel training, including a certificate in educational administration, will support the implementation of key national educational policies.

Using the KuntaKesu (Municipal Development Plan) and AmKesu (Vocational Development Plan) models, the FNBE will support the strategic planning of education providers in order to achieve national educational policy goals. This will be further enhanced by integrating the KuntaKesu and AmKesu models with the government subsidy process.

The FNBE will strengthen workplace co-operation through key actors and networks. The FNBE will steer and support the work and networking of Qualification Committees and National Education and Training Committees, which promote development of the workplace and education.

**Key measures**

- KuntaKesu and AmKesu
- Education department personnel training
3. **Effectiveness of services and development projects**

The FNBE will enhance the customer-orientation aspect of its official activities and other services. A key task of the FNBE will be to draft the national core curriculum and qualification requirements as well as to oversee the steering, support and monitoring of their implementation.

Steps will be taken to improve the effectiveness of government subsidy activities and development projects. Another key area will be the customer-oriented development of student admission services.

State schools providing special general education will form a national expert and service network, which will promote realisation of the ‘local school’ principle.

The FNBE will use development projects to monitor and support education providers and the educational institution network in adapting to changes in Finnish society. The FNBE will consolidate its own development activities and those funded by it into larger entities as well as streamline and digitise application and assessment processes. In addition to this, government subsidy allocation criteria and assessment criteria will be developed and promoted in the identification and distribution of good practices.

The FNBE will maintain a development school network, whose purpose is to support the networking of regional education and educational providers. It will also develop education and competence through the creation and dissemination of new innovations.

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**Key measures**

- Support, co-ordination and guidance for implementation of the National Core Curriculum.
- Improving the effectiveness of government subsidy and other developmental activities
- Development school network
- Development of state educational institutions as a national expert and service network
4. **Online services**

The FNBE will offer more of its services online. The capacity utilisation of online services will be increased, with an emphasis being placed on their flexibility and speed. The level of customer satisfaction with online services will be surveyed regularly.

Key online processes will include student admission application processes, principle processes, the government subsidy process and FNBE educational communications.

The national online study portal (studyinfo.fi) will be maintained and developed. An effort will be made to digitise the work of FNBE committees and other bodies as comprehensively as possible. New digital information and data collection systems will be developed and created, as needed.

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**Key measures**

- Digitisation of primary processes
- Development of studyinfo.fi website
- Development of FNBE online communications
- Development of online services for committees and other bodies
5. Information-based approach

The information-based approach will be reinforced in teaching, in the educational administration and education policy decision-making processes. Steering and support aimed at education providers will be based on national and international comparison and research data. National and international assessment, research, anticipation and monitoring data will be put to efficient use in the identifying the needs of society and the workplace as well as in the development of education and training at the national, regional and local level.

Monitoring, feedback and indicator systems will be made more open and more effective at anticipating social challenges. The FNBE will engage in the active national and international exchange of information, sharing of expertise and cross-sectoral co-operation. Co-operation with research institutes, teacher education and other parts of the scientific community will be increased and reviews will be conducted to support educational development.

The future-oriented FNBE must also identify and anticipate the needs of the workplace.

Key measures

- Monitoring data, statistics and information
- Research co-operation
- Information for decision-making
- Reviews and reports
6. Enhancing processes and services

The FNBE will develop its activities and organisation to enhance performance. This will require the standardisation of customer service processes as well as financial and personnel management processes. In order to carry out its mandatory tasks, the FNBE will need to use outside expert networks.

A comprehensive management model will be created and established for FNBE information systems. FNBE communications will promote the agency’s openness and transparency as well as provide a positive image as a service provider and authority.

The FNBE will support the development of education provider and educational institution activities as well as provide advisory services. A global perspective is part of the FNBE’s expertise, which includes close co-operation and the exchange and sharing of information. The FNBE will support the internationalisation of educational institutions.

The FNBE will actively work in co-operation with the Ministry of Education and Culture; both agencies will make an effort to clarify the division of tasks. The goal will be to consolidate key development tasks, bringing them within the purview of the FNBE.

Key measures

- Development of operations and the organisation
- Standardisation and enhancement of customer service processes
- Establishment of a comprehensive management model for information systems
- Use of outside expertise
- Clarification of the division of tasks between the FNBE and the Ministry of Education and Culture
- Reinforcing the sustainable development perspective and its related expertise
7. **Utilisation of online operating models**

The FNBE will promote the implementation of online operating models in both its internal and external operations. An effort will be made to make internal information systems more user-friendly and decentralised operations will be integrated. Online case management will be implemented and its functionality will be developed based on feedback received.

The FNBE will increase the use of online conferences, platforms and training. The use of online lectures will be increased and employees will be given more opportunities for distance work arrangements. FNBE publications will be published primarily online. The production of digital learning materials will allow the FNBE to enhance the use of information and communications technologies in education.

**Key measures**

- Online case management
- Online government subsidy process
- Use of online conferences, platforms and training
- Development of the publication process
8. Competence development

The expertise and competence of FNBE personnel will be based on a comprehensive information-based approach, networking and social interaction. Steps will be taken to increase dialogue and co-operation within the FNBE.

The FNBE’s core competence needs will be specified regularly along with the ability of personnel to meet these needs when changes occur in the operating environment. A personal development and training plan will be regularly drafted for each FNBE employee.

The FNBE is a knowledge community, in which teamwork and network approaches as well as mentoring are reinforced. Here, competence and its sharing will be effectively developed and new, more effective ways of sharing expertise and information will be sought.

Key measures

- FNBE core competence specification
- Specification of personal competences based on core competences
- Personal development plans
- Development of teamwork and networking approaches
- Mentoring, sharing expertise and introduction to other expert work
9. **Occupational well-being**

Equity, fairness, openness and trust form the basis of FNBE’s activities. Special attention will be paid to the well-being of the personnel and building an institutional identity.

The FNBE will be a reliable and respected co-operation partner, authority and employer. Staff members’ mutual loyalty, respect for each other’s professional skills, social support and caring for and about each other will be emphasised in all operations.

Physical, mental and social well-being support coping on the job and job performance. Every effort will be made to change the FNBE operating culture from one in which employees work alone to one in which they work together.

Occupational well-being will be promoted by taking into consideration the age and life factors of employees. Employee satisfaction, immediate supervisor performance and the functionality of the payroll system will also be monitored on a regular basis. The processing and use of VMBaro (the annual personnel well-being survey) results will be enhanced, thus making it easier to respond to any factors found to decrease occupational well-being.

**Key measures**

- Procedures related to personnel well-being
- Processing and utilising VMBaro results
- Preventive measures
- Development of an operating culture
10. Effective management

Special attention will be given to the connection between activities specified in and the practical realisation of the FNBE strategy and its annual goals. Steering group work and management reporting will be developed to support the proper timing of operations and decision-making. Leadership training will be enhanced.

An effort will be made to ensure that personnel participate in the FNBE’s internal development and preparation of its decisions, as well as to ensure a seamless, internal flow of information. Unit operations will be developed systematically and expert job descriptions will be expanded.

Key measures

- Balanced Scorecard (BSC)
- Development of unit operations
- Management reporting
- Development of management and steering group work
- Leadership training and commitment to it
- Expanding job descriptions
11. Balanced finances

Performance management between the FNBE and Ministry of Education and Culture will be developed. An adjustment plan will be drafted to balance finances without endangering core operations. Operational cost-efficiency and productivity will be improved and their monitoring will be developed.

In addition to internal procedures to promote improved financing of its basic operations, the FNBE also actively works to do so on several different levels. The FNBE will draft a premises strategy.

Key measures

- Development of performance management
- A adjustment plan will be made to balance finances
- Improvement of operational cost-efficiency and productivity
- Drafting of a premises strategy
12. Profitability of fee-based services

The FNBE offers fee-based expert services and develops new service concepts according to demand in support of the education sector as well as regional and local development. It also increases the provision and use of online training and produces learning materials with a small circulation.

The profitability of fee-based operations is monitored generally and by product. The FNBE makes every effort to ensure that the balance between the absorption cost of public goods and services produced and the revenues earned is maintained.

Key measures

- Monitoring the profitability of fee-based business operations
- Developing and producing new fee-based products and services
- Ensuring a balance between the absorption cost of public goods or services produced and revenues earned
- Increasing the provision and use of fee-based online training
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For learning and competence