

Reporting

Working group for Competence and Governance	
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Chairman	2018-2020 Matti Hyytinen, Finland
Members + email addresses	<p>Finland: Matti Hyytinen (matti.hyytinen@maanmittauslaitos.fi), Johanna Snellman (johanna.snellman@maanmittauslaitos.fi) Iceland, Jensina Valdimarsdottir (jensina@lmi.is), Aðalheiður Sigursveinsdóttir (sjh@skra.is) Norway: Håvard Skogmo (Havard.Skogmo@kartverket.no), Hans Petter Karlsen (Hans.Petter.Karlsen@kartverket.no), Anne Kristin Frivold (anne.frivold@kartverket.no) Sweden: Peter Björebo (peter.bjorebo@lm.se), Max Lokrantz (max.lokrantz@lm.se) Denmark: Bodil Neergaard (bodne@sdfе.dk)</p> <p>Participants in the last physical meetings are black names. Grey names are members of the group – but did not participate in the meeting.</p>
Purpose of the group	<p>Strategic collaboration within the Competence and Governance area with the purpose to:</p> <ol style="list-style-type: none">1. Speed up the process of competence sharing and development according to the strategy, and in line with present needs and future trends2. Improve management approach to organizational development that reflect technical and business reality in our society <p>Discuss competence and governance issues, exchange ideas and areas for further collaboration within the NMCAs.</p>
Reporting for 2019/2020	
Progress compared to last year - Please inform also how the strategic goals of the Nordic Cooperation Strategy have been implemented	
<p>The group had their annual meeting 11th-13th of June in Norway. Unfortunately, Sweden had to cancel their participation just a week before the meeting. Denmark has not been a part of the group the last couple of years but were invited this time as well. We'll hope they can join the group for next year's meeting.</p> <p>We started the meeting with short presentations from each country, with some highlights of important issues and events. Change of leadership (recent and coming) and user/customer orientation are two themes all countries are involved in. On Wednesday Norway also gave a presentation of GDPR, based on the current work going on with ad-hoc Nordic working group.</p> <p>The rest of the meeting were concentrated around the two strategic goals <i>Efficient organizations</i> and <i>Shared competence</i>.</p> <p>Strategy Goal 4. Efficient organizations</p> <p>The first theme was "Measure benefits for the society". Norway took the lead and gave an introduction from their experience in this area. The headline is not so precise. What</p>	

Reporting

we are talking about is close to cost-benefit analysis and methods for calculating social return on investment (SROI). Finland also addressed the importance of estimate and evaluate the *social impact* from different projects/activities/reforms. This is if often more difficult to convert into financial numbers, but not impossible. Norway experience that politicians and the ministries request cost-benefit analysis and similar information more often than before. This raises several questions, e.g. competence, objectivity, handling non-economic consequences.

Finland had a presentation about how they link their SDG's (sustainable development goals) with their strategic goals and how they work to enable sustainability growth.

Strategy 5. Shared competence

Finland described their initiatives in cooperation with e.g. universities, in order to educate more land surveyors, especially Swedish speaking. This could be a critical lack of competence for Finland, if they cannot recruit new land surveyors in the future. Furthermore, Finland informed about their process to identify their key capabilities. This is a broader perspective than "just" key competence. Five quite general capabilities are decided, and in the next phase, they will establish a more detailed description of what these terms actually mean for NLS.

We also focused on change management. Iceland gave an introduction with some challenges they have had as to physical locations. This relates what Finland briefed us about work in multiple locations and flexible working hours. Their model has been operational for several years, and is consider a success. The model is indeed very flexible, giving the employee a lot of flexibility, but also responsibility (e.g. the key capability self-management). The manager (at different levels) is a key player in this model. Norway also had a presentation about change management and working with changes in the organization.

Norway introduced their method for competence discussion, and then the group was trying the method in practice. Kartverket using this method to ensure that they have the right expertise to achieve their goals. The method is well suited for involvement:

- Starting with the business (agency) strategy
- Break down goals
- Discuss the findings
- Identify measures

We used Kartverkets goal for HR for 2019, sticky notes and flipover. It was interesting to carry out the competence discussion with HR experts from the Nordic countries. Norway received good input for improving the method.

The NMCA in the Nordic countries Denmark, Finland, Iceland, Norway and Sweden are planning to have a coordinated mentor/training program for their staff in International Services/Foreign Aid. The purpose of this program is to improve skills of the staff at the agencies who are interested in working in development projects. There has been a lack of people who can act as experts for these projects even though the interest is high within the agencies.

The program will consist of several components: development strategies for the Nordic countries, how it is to work in developing countries, project management, security issues, cultural issues, Agenda 2030 and the SDG's and so on. As part of the program, study visits for adepts to ongoing projects in developing countries together with an experienced expert will also be included.

Reporting

The program is for one year starting autumn 2019/Spring 2020. The Nordic Governance working group will support the international services to develop a training program.

Tasks/ activities for 2019-2021

Deliveries with timeline:

Who is responsible/ chair for the activity and who are involved:

Strategy Goal 4 Efficient organizations

- Cooperation model between agencies and ministries – Finland
- Sustainability development and strategy work – Finland & Sweden

Strategy Goal 5 Shared Competence

- Mentor/training program for their staff in International Services – Norway
- Digital competence - How to fully utilize technological development, AI, machine learning – Sweden
- Competence in the future – Denmark & Norway
- Employer branding - Finland

Staff exchange and mobility – Iceland & all

What strategic goal will the activity support and how:

See above

Planned meetings for the next year

Annual WG-meeting 6/2020 in Iceland 2.-4. June 2020.

Coordination with other working groups

Mentor/training program for their staff in International Services
-> coordination with NIC and IS working groups

Tasks or Consequences for other Nordic WG/Network

Not directly as we can see right now. But it's desirable that WG IT also analyze the need of digital competence and share that with our WG Competence and Governance.

Future strategy of the group - 2 years view

Future priorities

See Tasks for 2019-2020

Reporting

Anything else you would like to tell?