ELEVATE

Re-organizing the Hiking Area process for civil servants

mmm.fi METSÄHALLITUS Aalto University School of Arts, Design and Architecture

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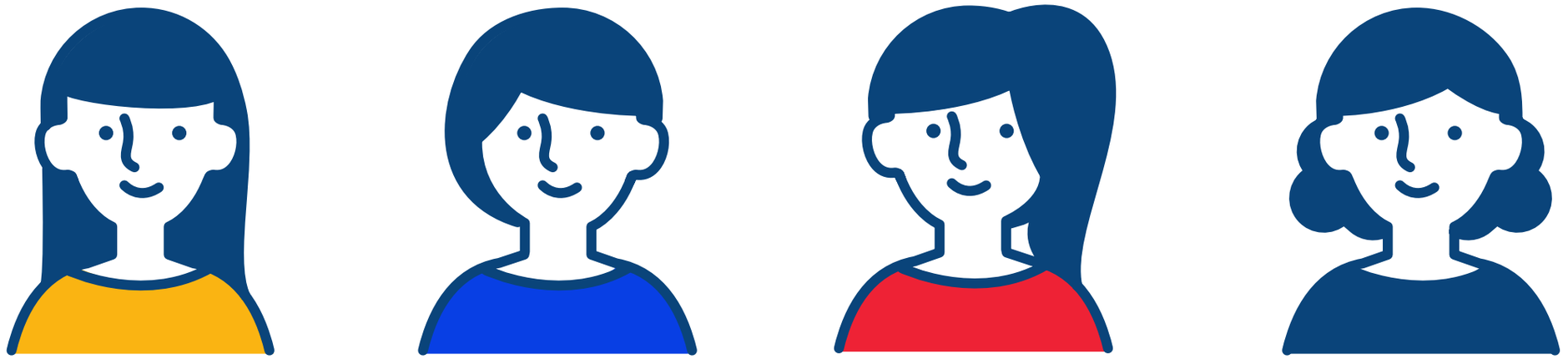

Andrea Gilly

-

Creative
Sustainability
Design

Ada Peiretti

-

Creative
Sustainability
Design

Jinny Kim

-

Collaborative
and Industrial
Design

Katariina Kantola

-

Collaborative
and Industrial
Design

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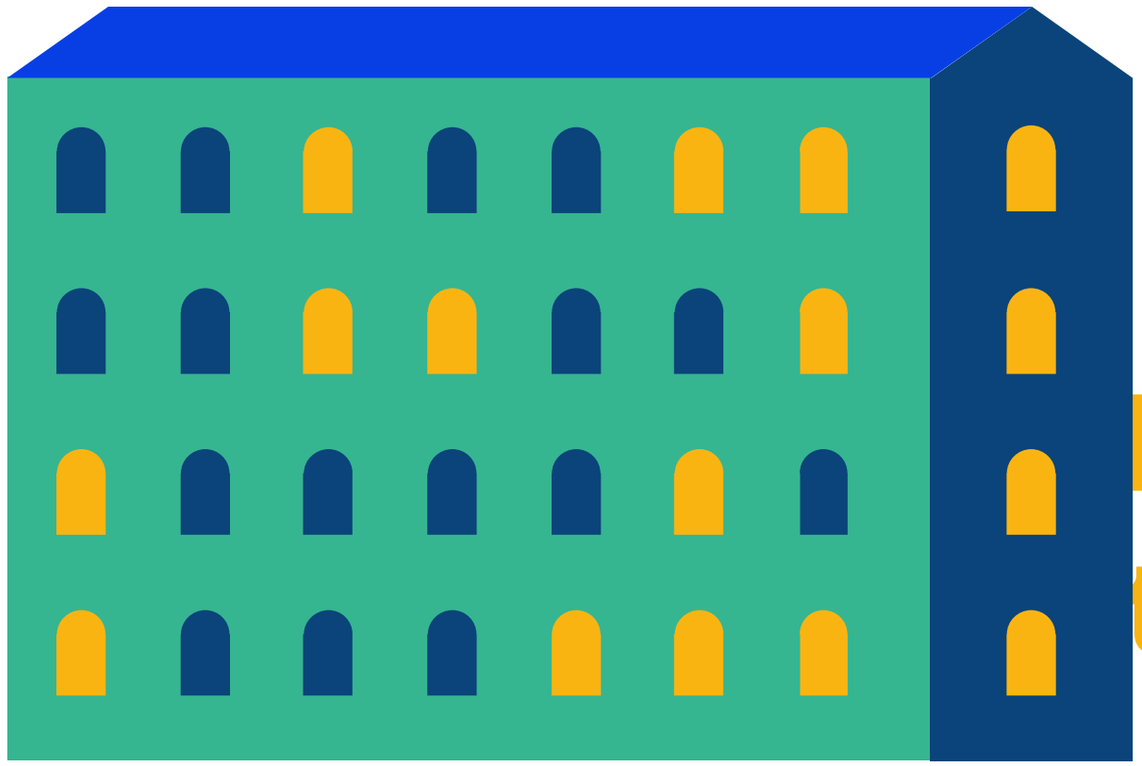

Behind the scene

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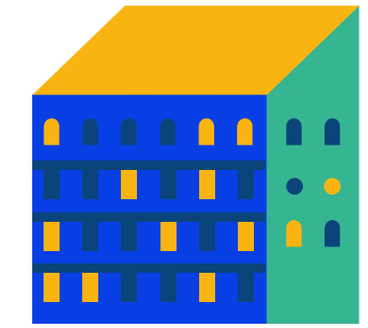

Ministry
of Agriculture
and Forestry

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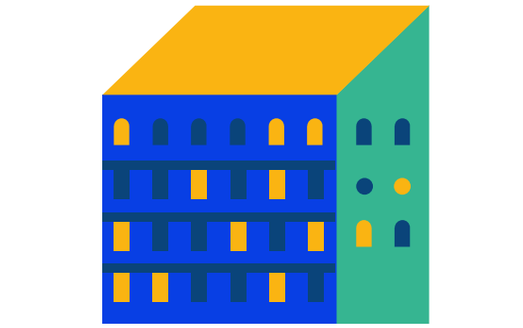

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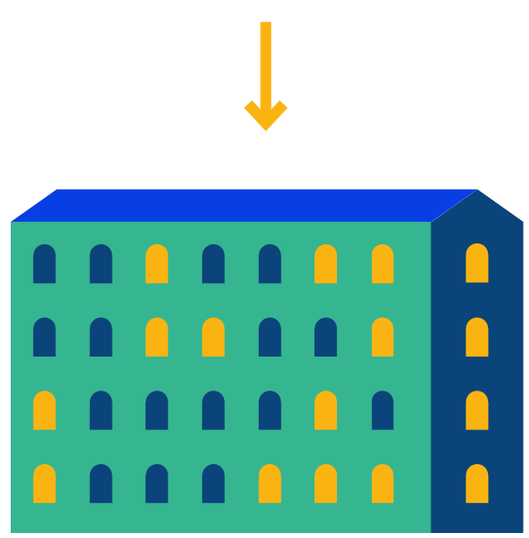

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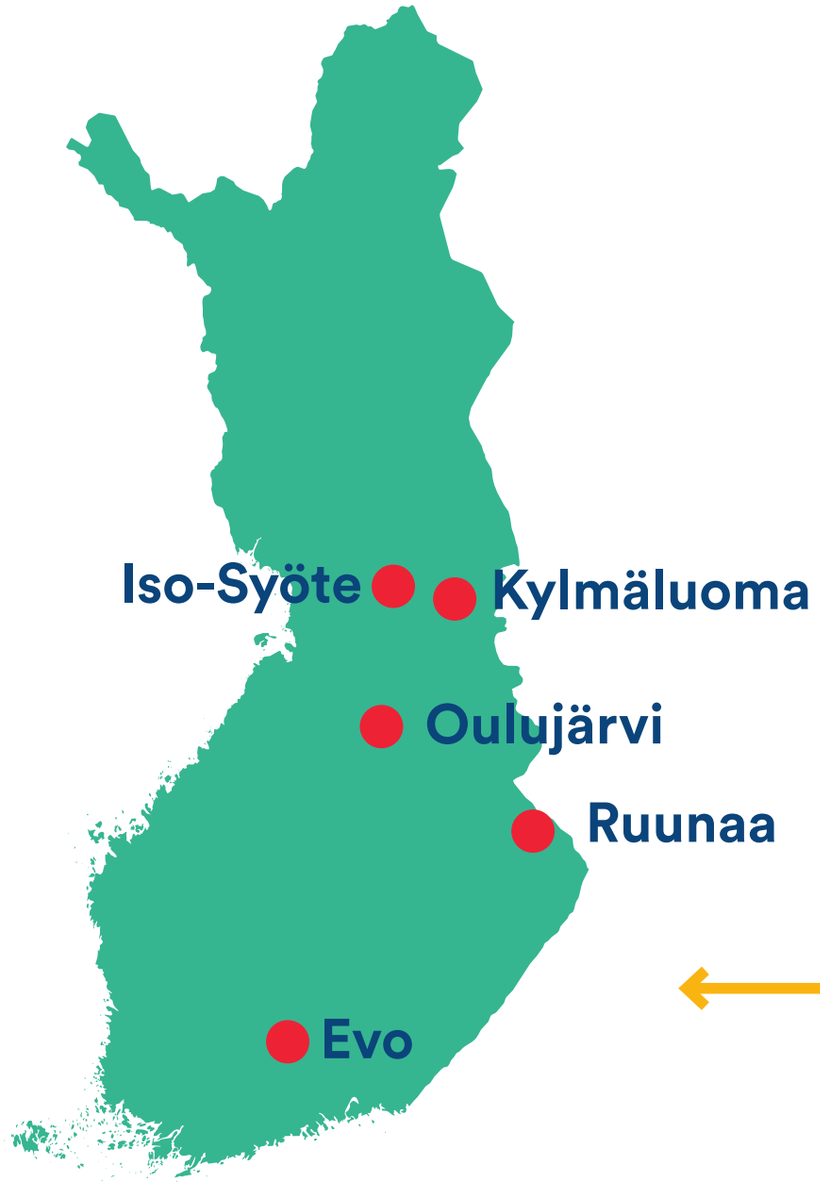
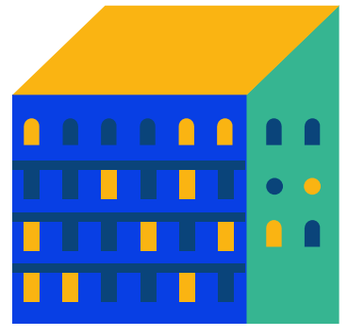
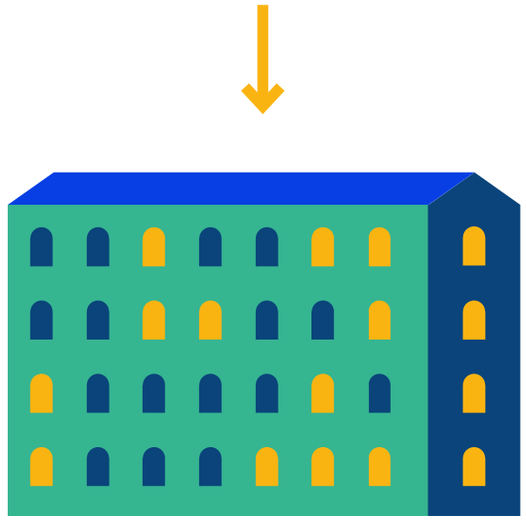


Finland



Ministry of Agriculture and Forestry



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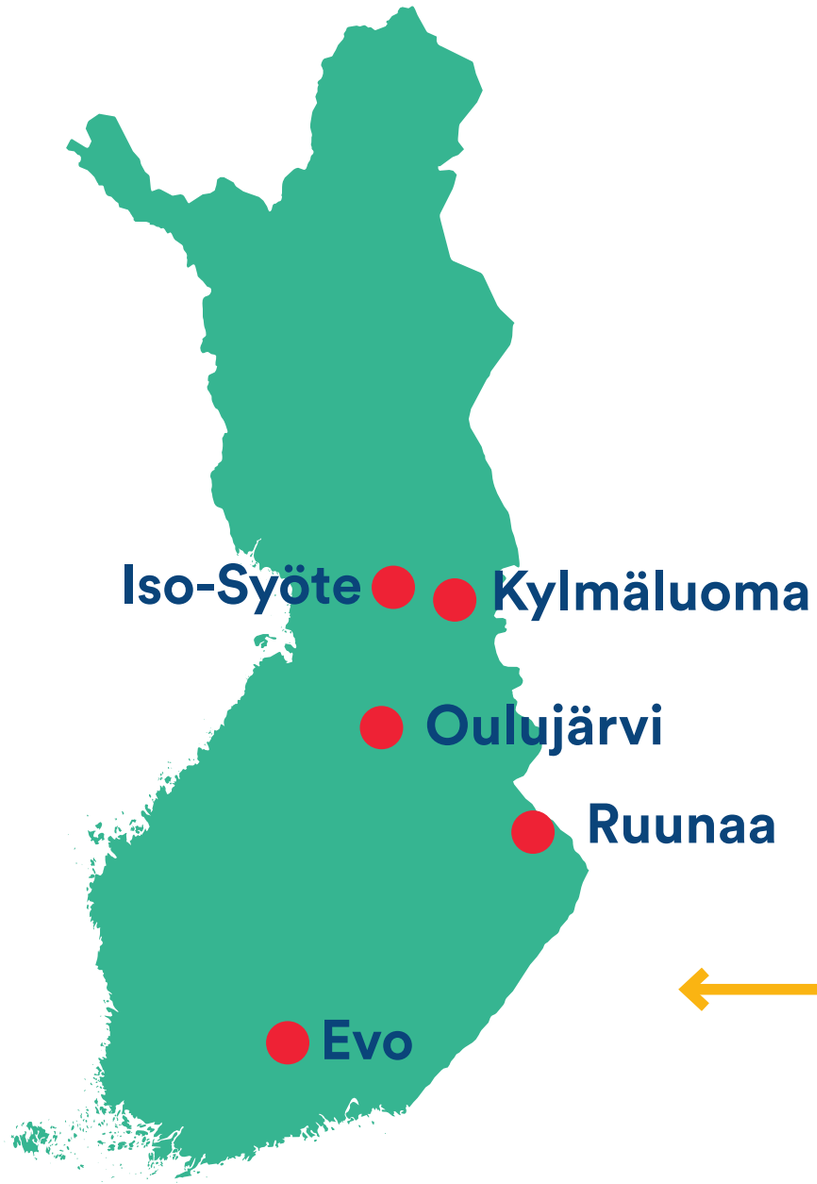

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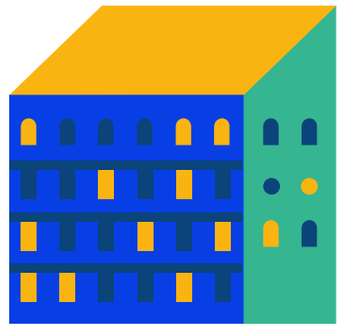

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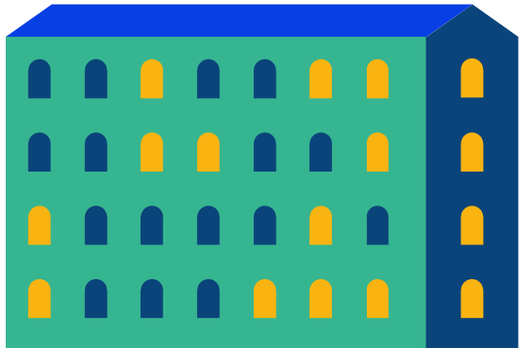

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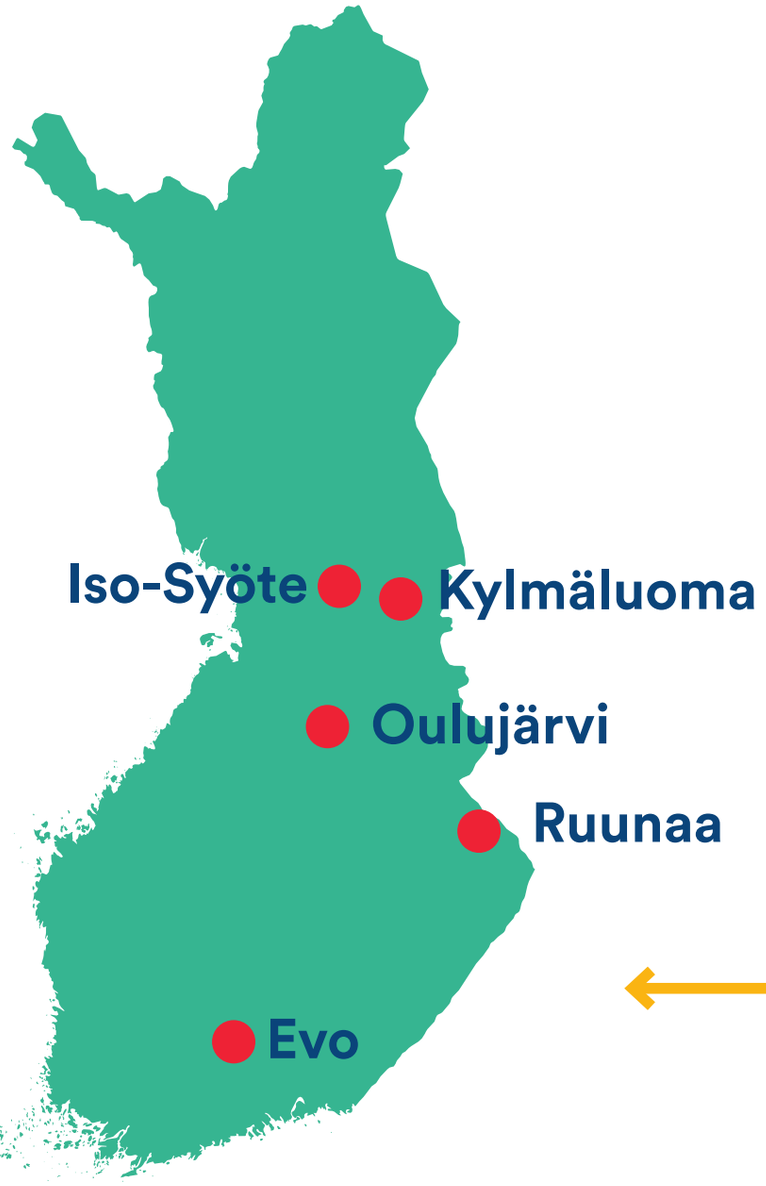
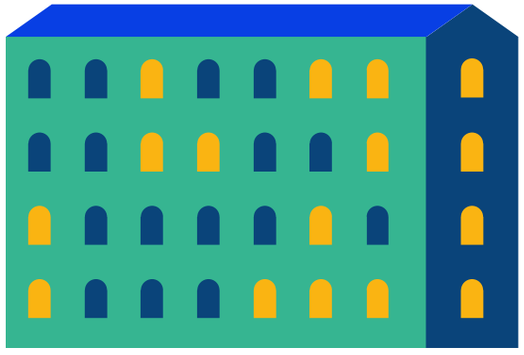


Finland

Ministry of Agriculture and Forestry



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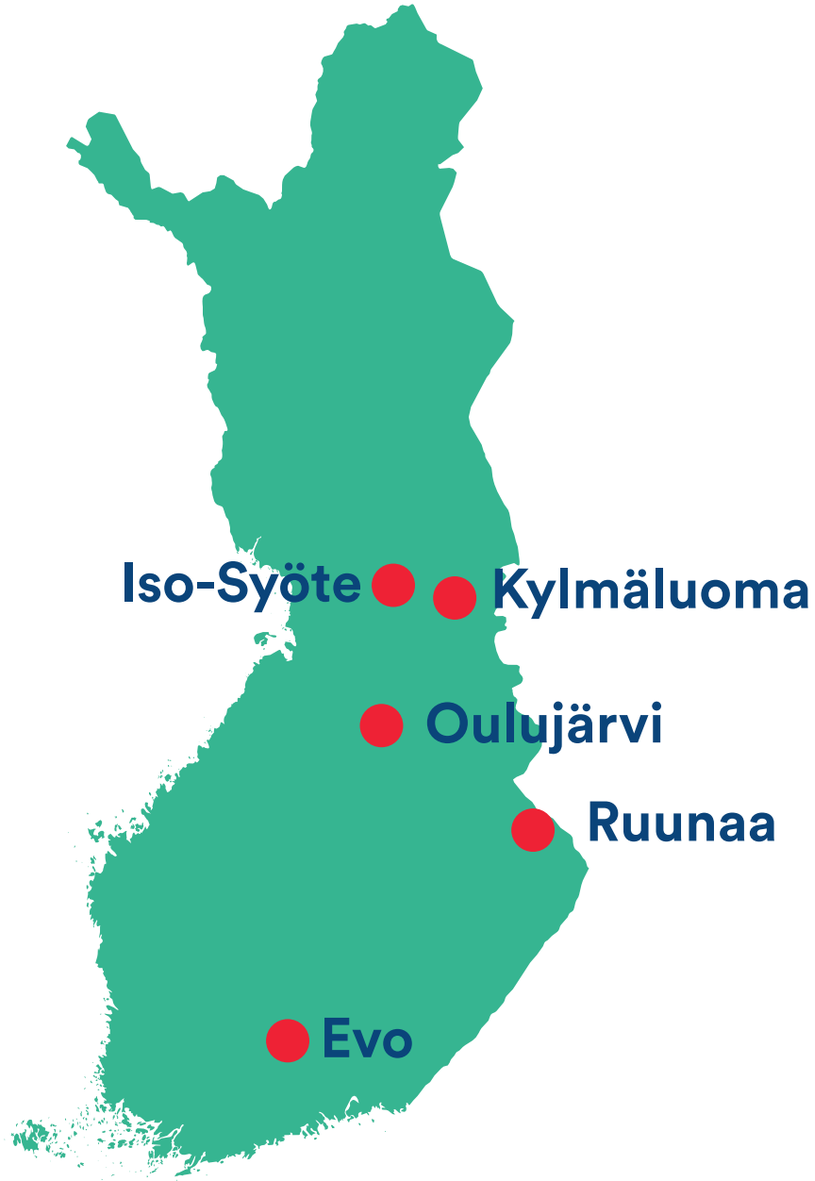

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> **The Hiking Areas have not been able to develop.** The visitor number at the Hiking Areas has been **stagnant** and **decreasing** while the visitor number at the National Parks have been continuously increasing.
>
> *Outdoor Areas Report 2016*

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2015

Teijo

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When there is a will, there is a way.

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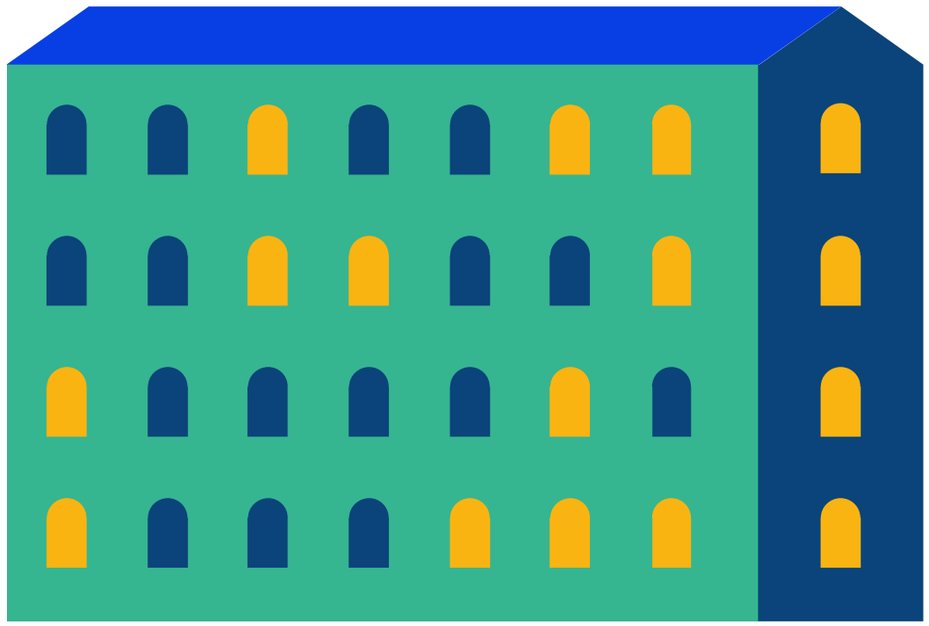

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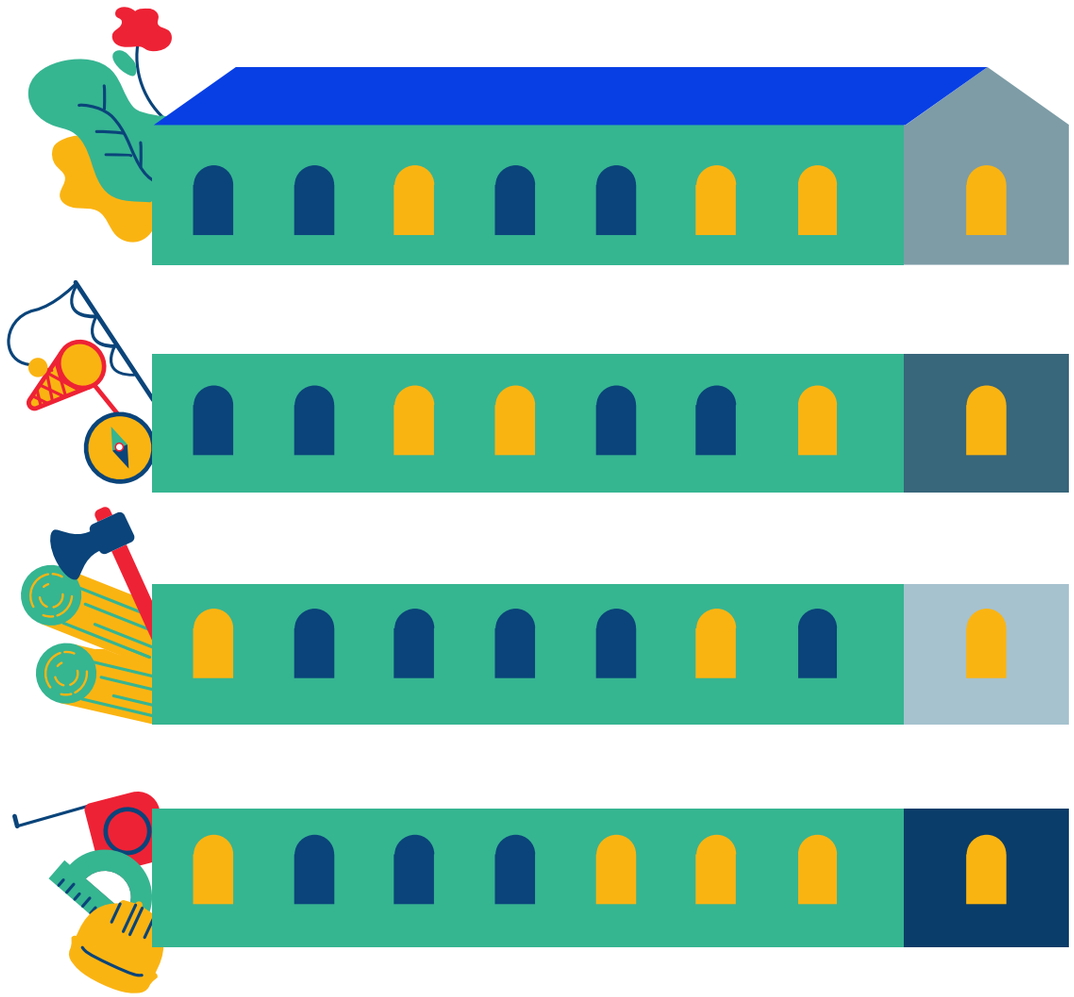

Nature Services
Luontopalvelut

Game & Fishery Services
Eräpalvelut

Forestry
Metsätalous

Property Development
Kiinteistökehitys

Metsähallitus

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Understanding

1 Selvityksen tausta

Uuden metsähallituslain yhteydessä käydyssä yht
virkistyskäyttö nousi vahvasti ja uudella tavalla es
vääriä pelkotiloja liittyen luonnon virkistyskäyttö
hyväksyttävyyden kannalta ja eri käyttömuotojen
metsätalousministeriössä tunnistettiin tarve kiinni
Metsähallituksen (MH:n) alueiden virkistyskäyttö
mietinnön mukaan eduskunnalle on selvitettävä m

Liiketoimintojen alueille on ulkoilulain nojalla pe
muodostettu erityyppisiä virkistysmetsiä, jotka on
luonnonvarasuunnitelmissa (virkistysmetsä, virkis
virkistysarvoja). Metsähallitus on pyrkinyt resurss
virkistyskäytön kysyntään.

Sekä kansallispuistojen että retkeilyalueiden ns. b
MMM:n rahoittamien retkeilyalueiden rahoitus on
poikkeusvuosia lukuun ottamatta. Retkeilyalueita

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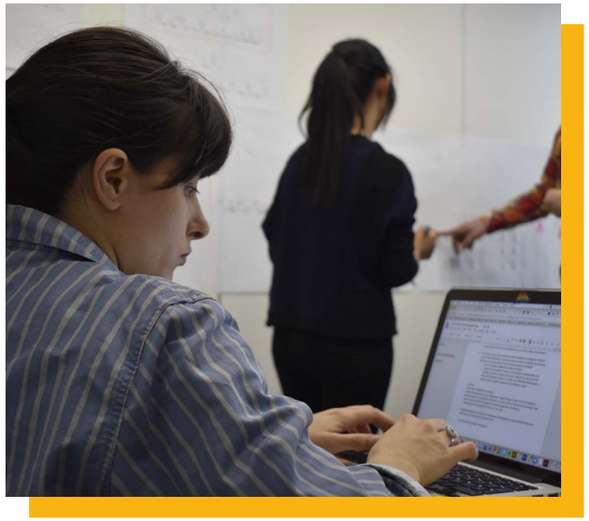
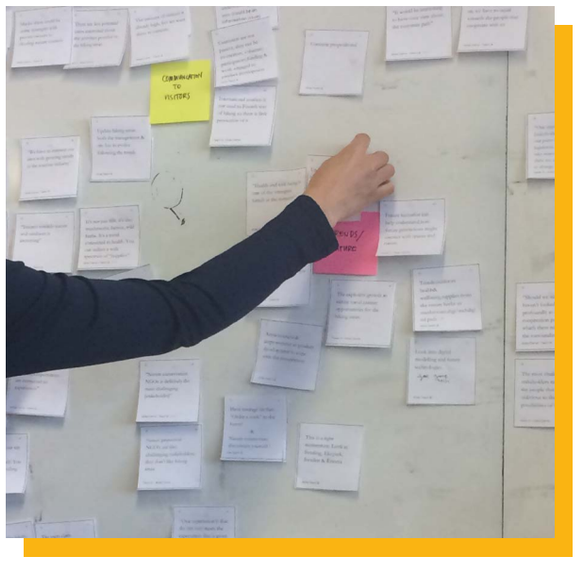
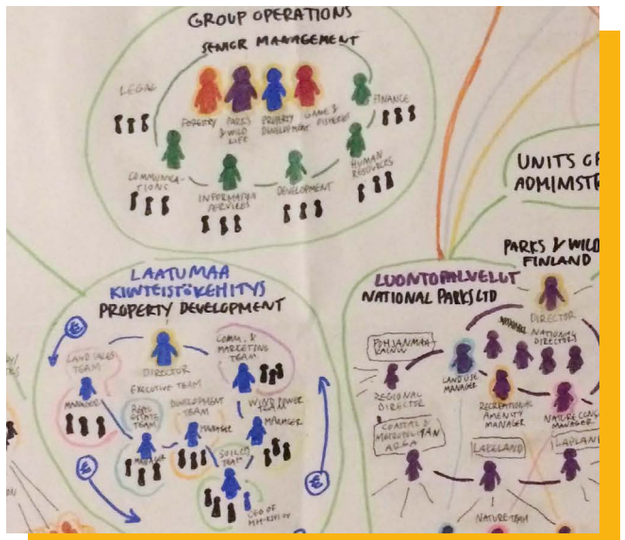
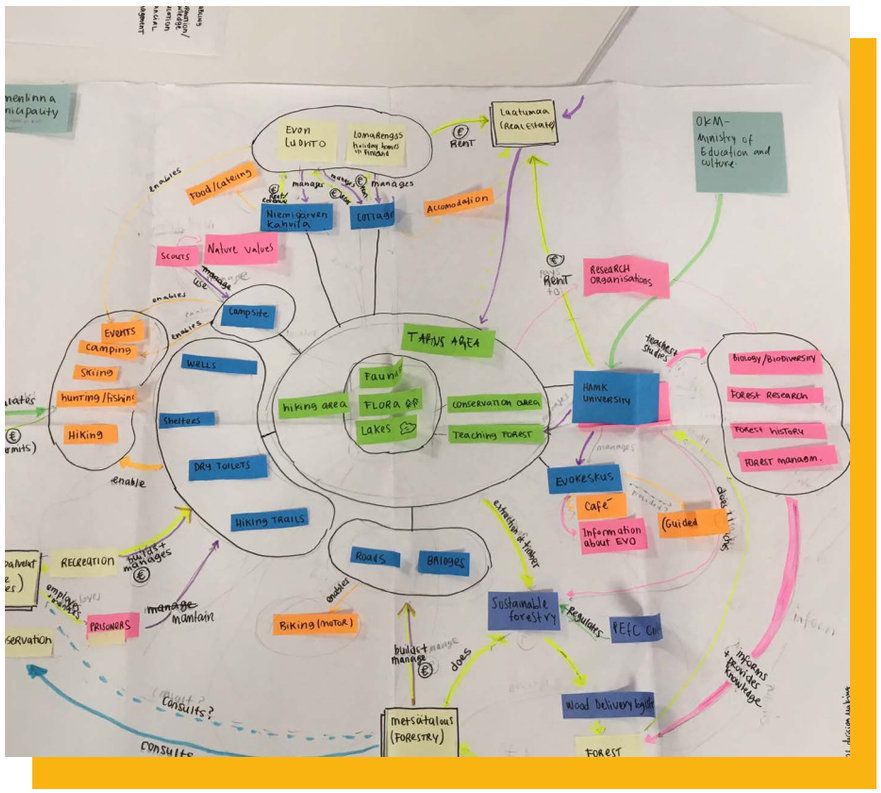


Analysis







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Nature Services
Luontopalvelut

Game & Fishery Services
Eräpalvelut

Property Development
Kiinteistökehitys

Forestry
Metsätalous

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Too many layers of **unclear and scattered communications** in the process of **developing the Hiking Areas**

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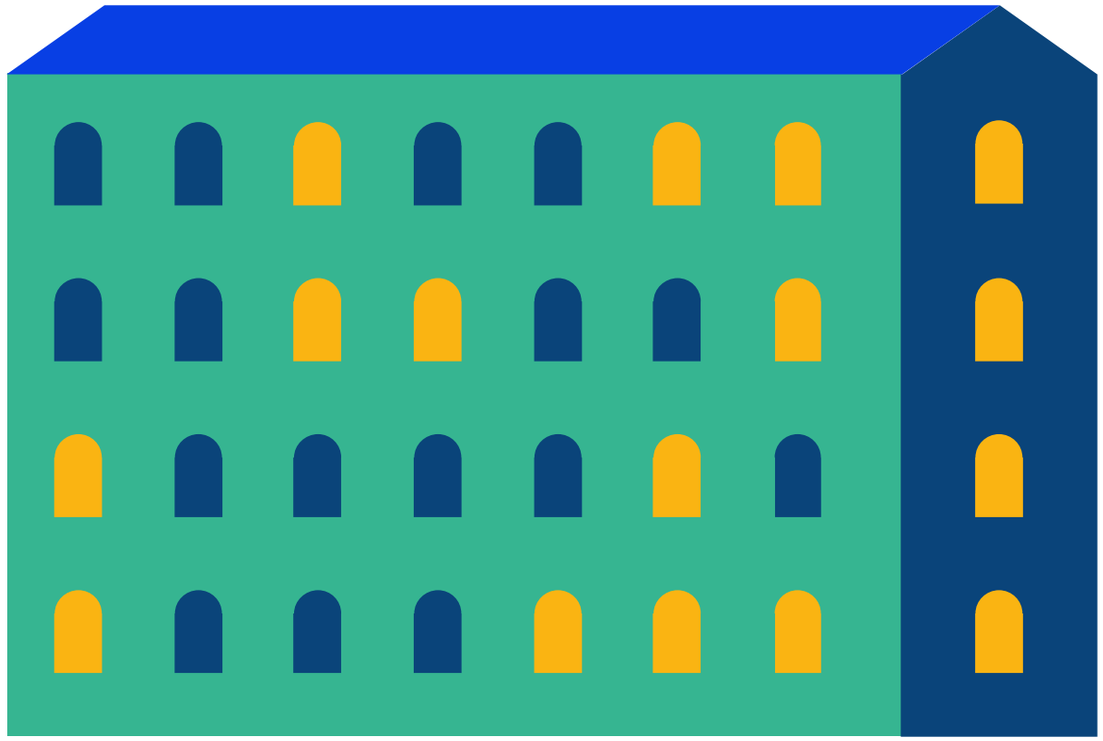

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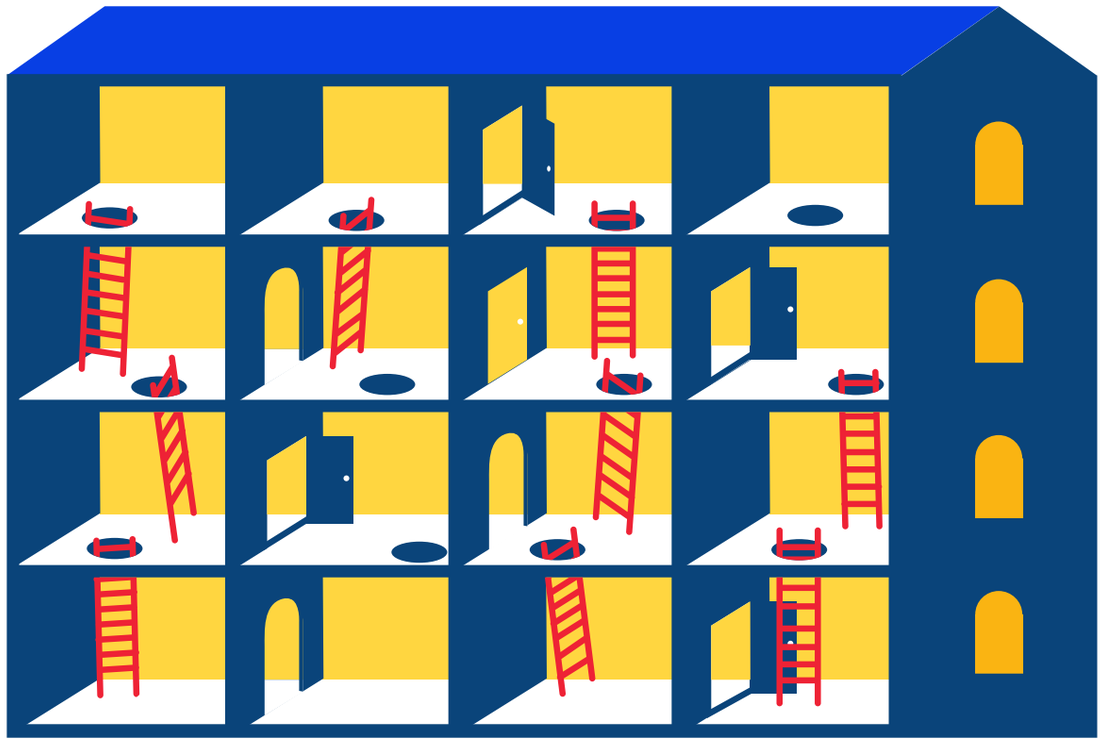

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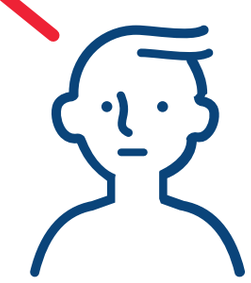
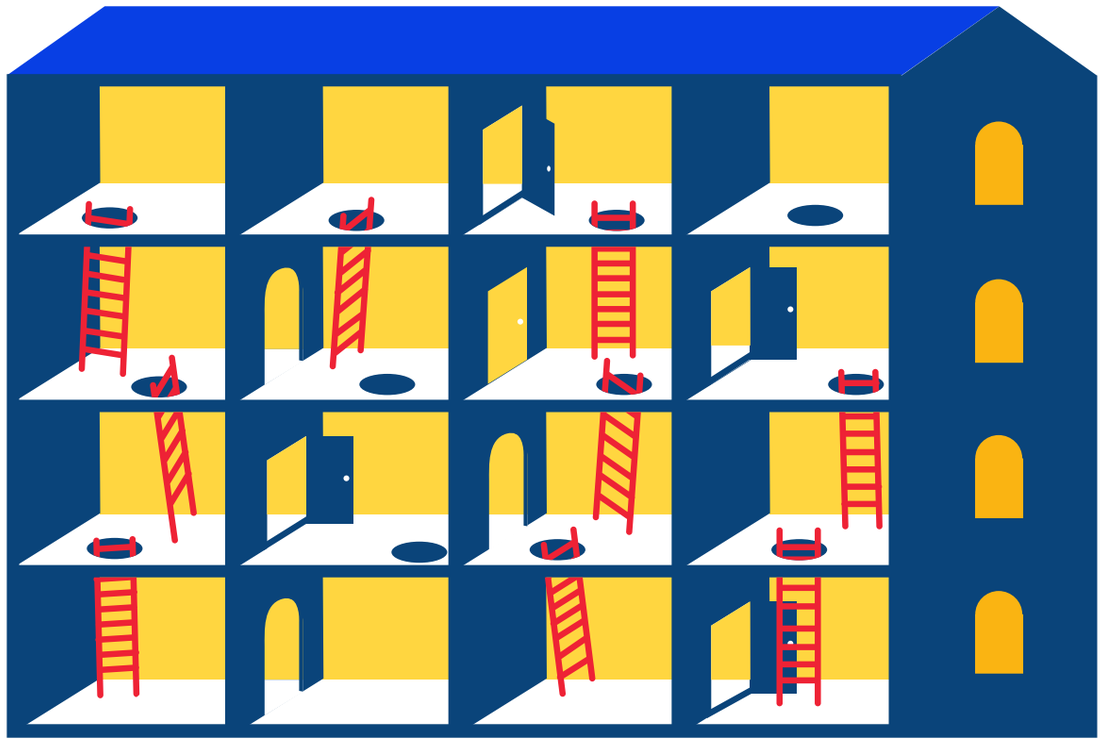
“There are too many facets of internal communication, and **we don’t know what other units are doing** at Evo. We don’t talk between units”

- Metsähallitus Staff





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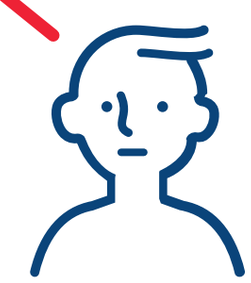

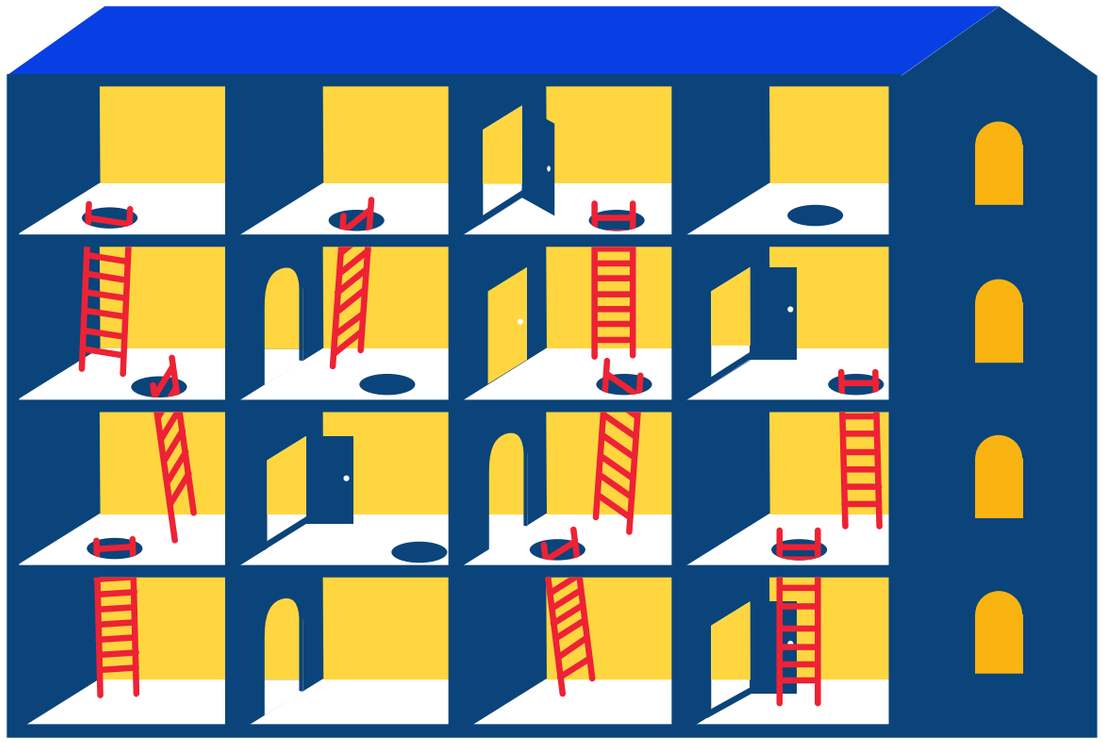

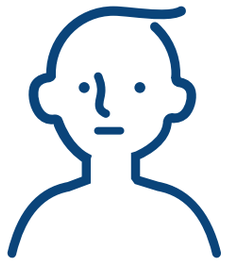

“Each units have different agendas. As a whole, **it’s been difficult to establish a common goal** and push the Hiking Area development forward”

- Civil Servant outside of Metsähallitus

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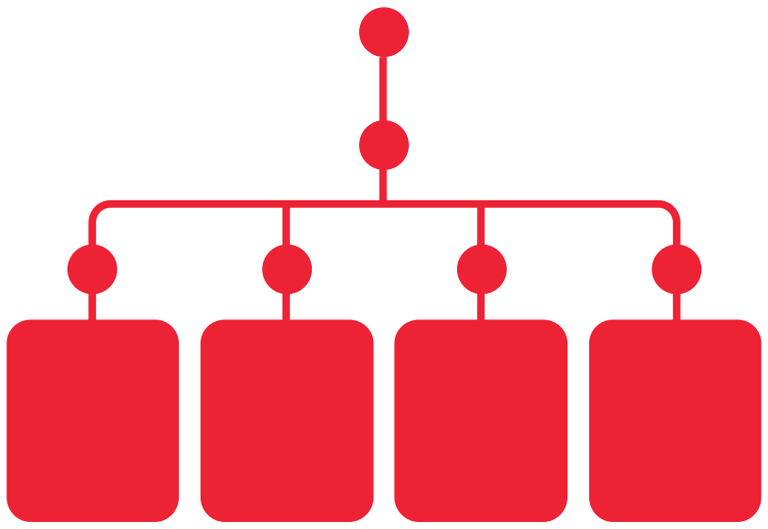
The Existing Process of Metsähallitus



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Existing Process

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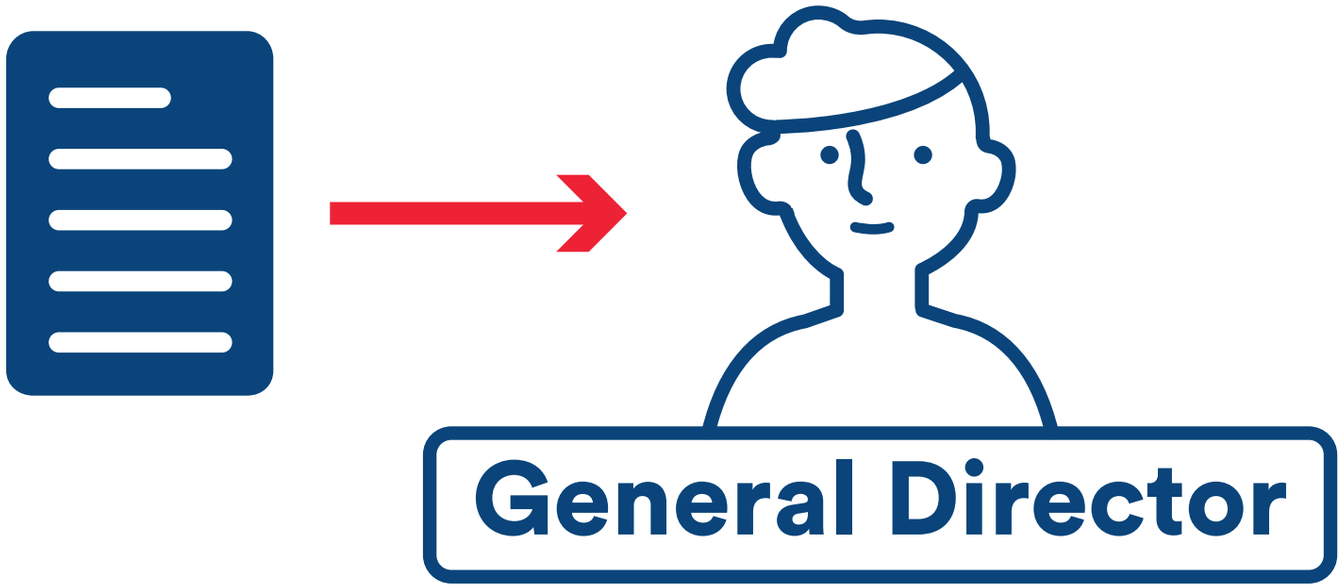

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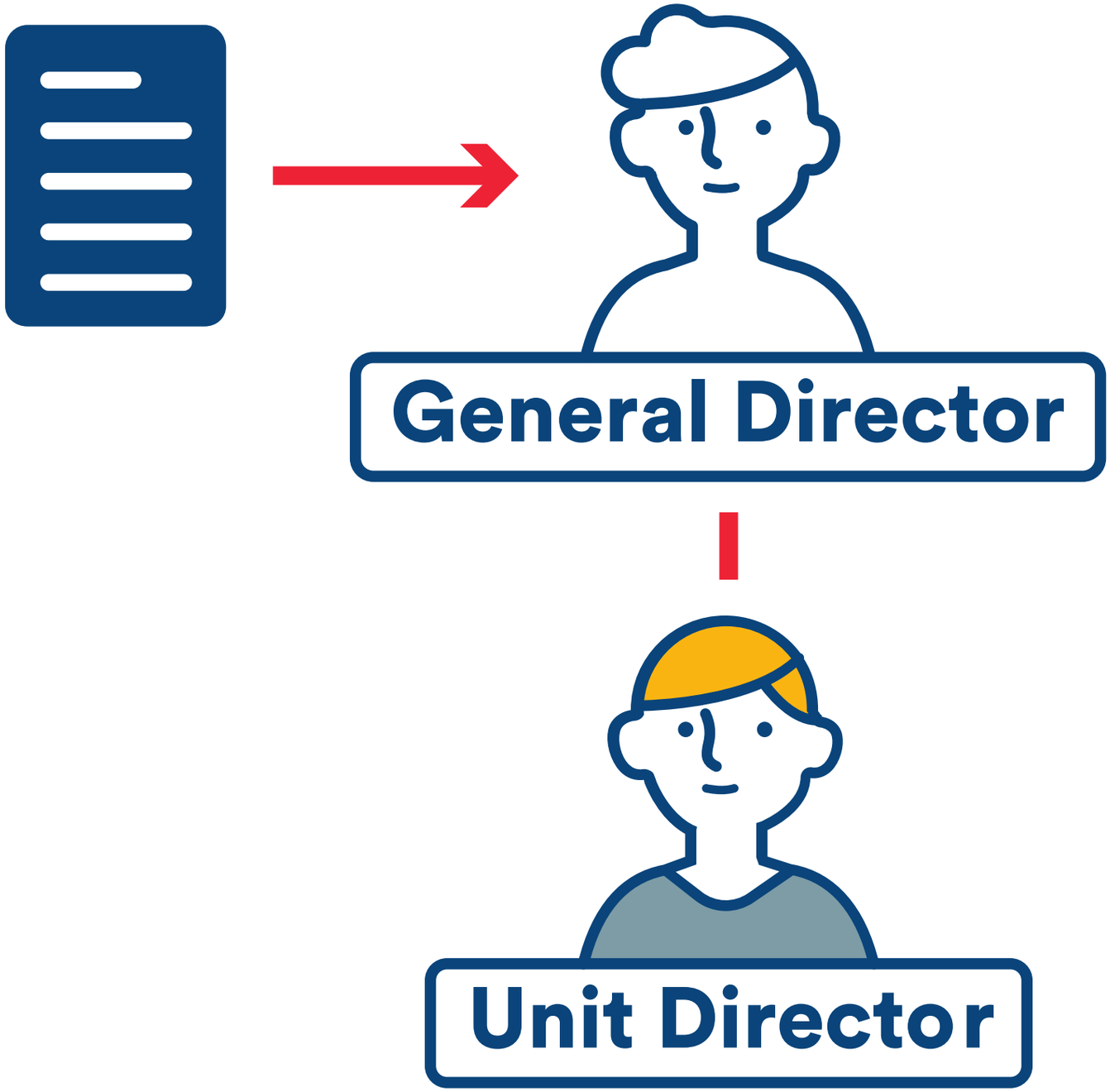

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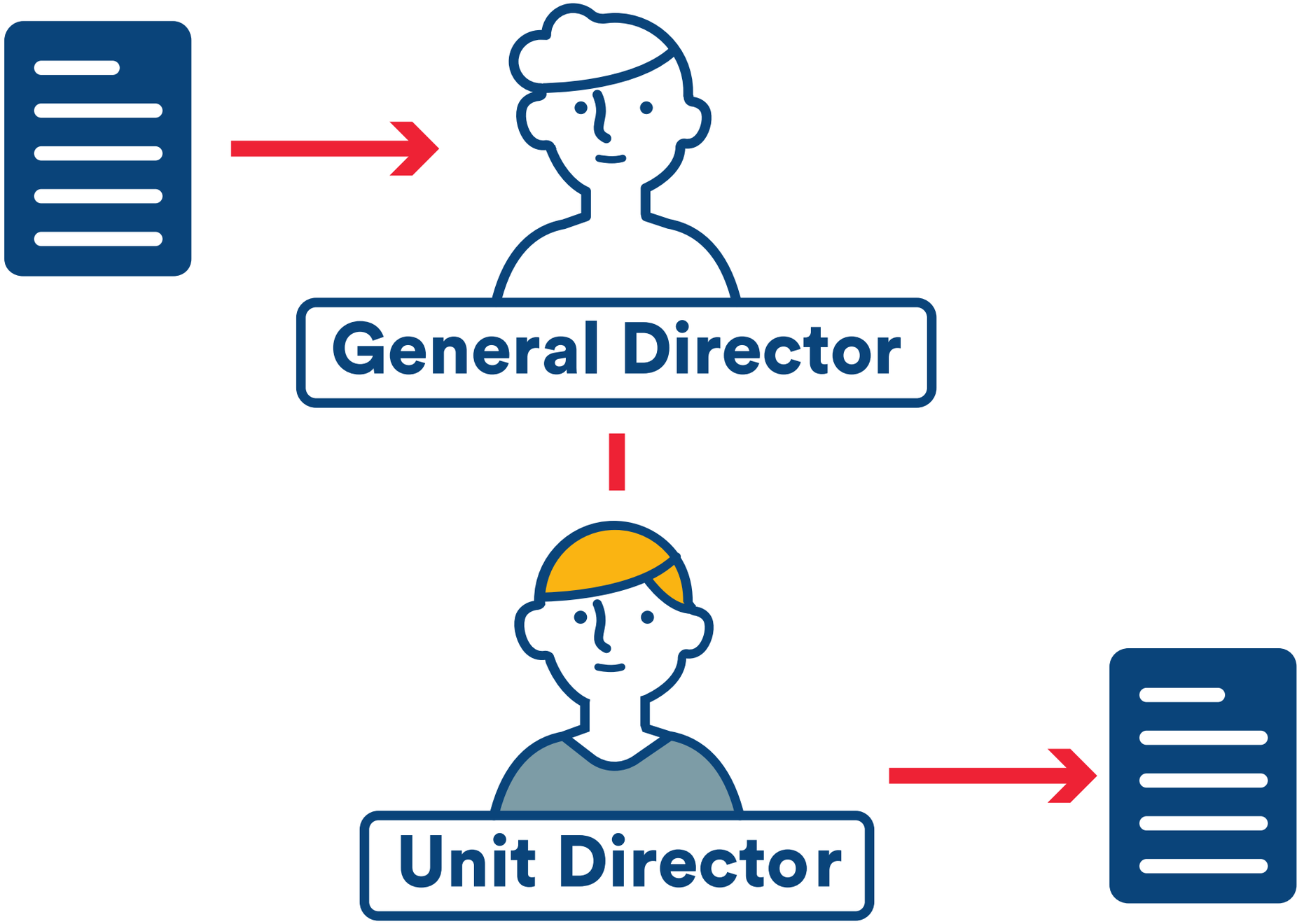

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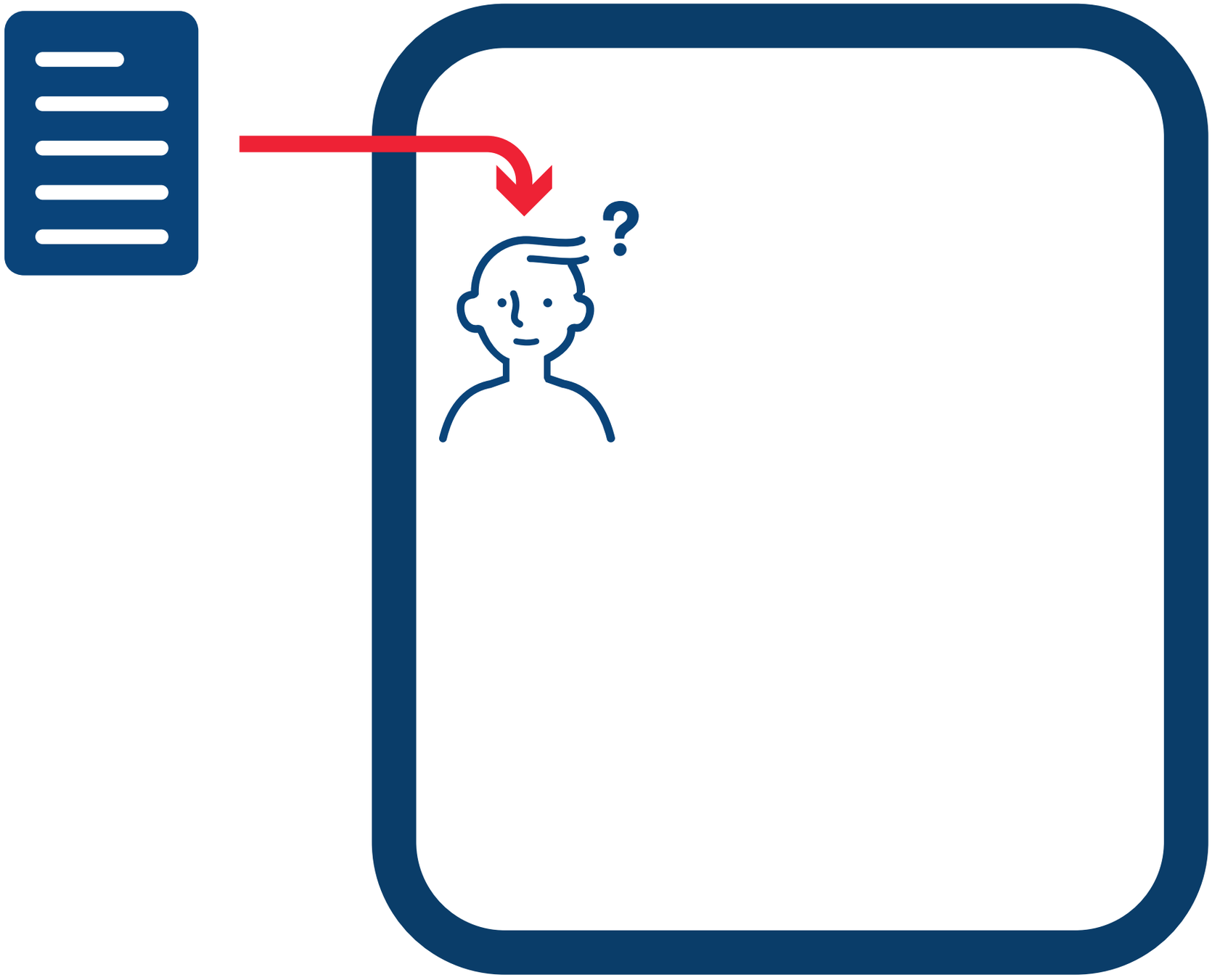

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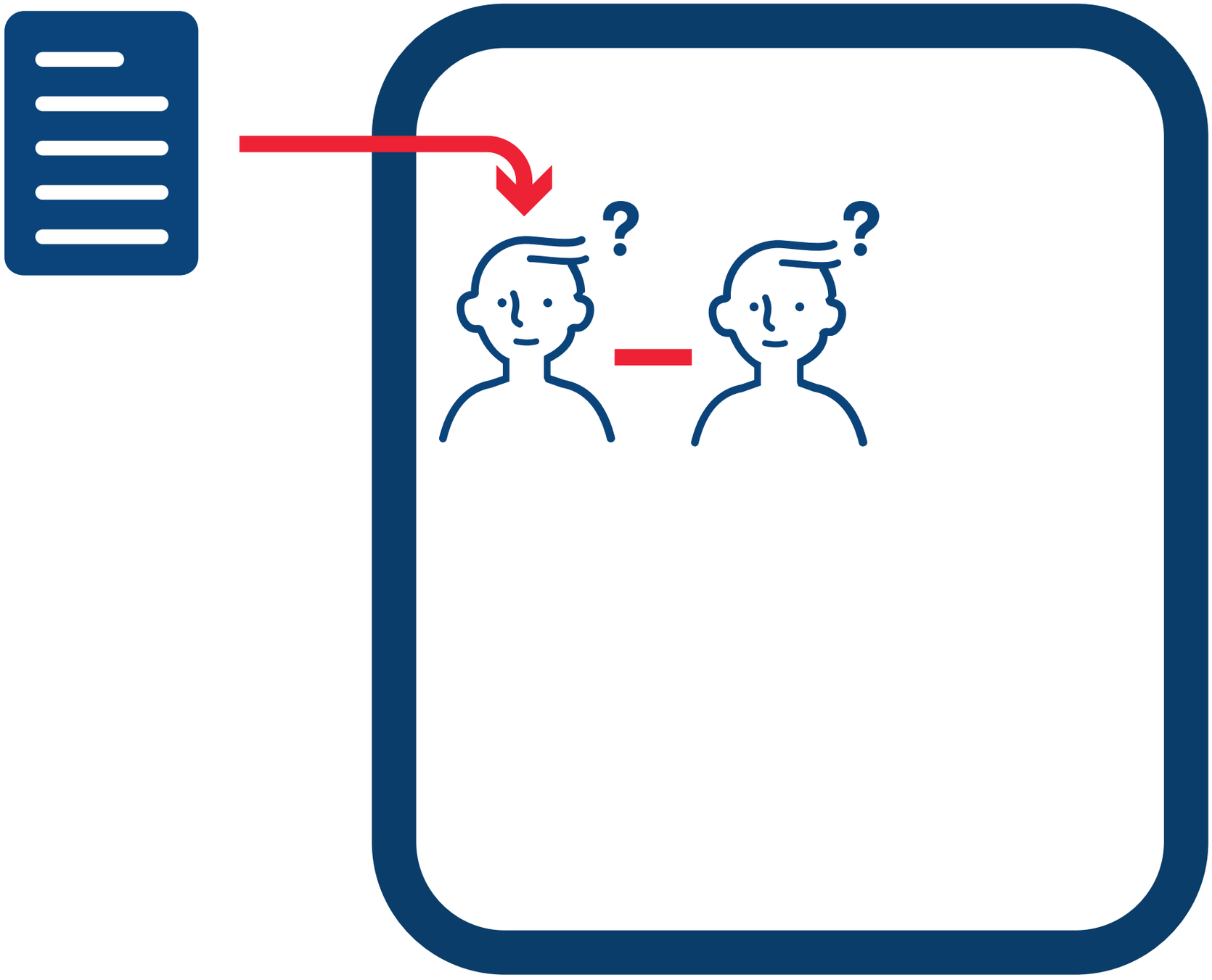

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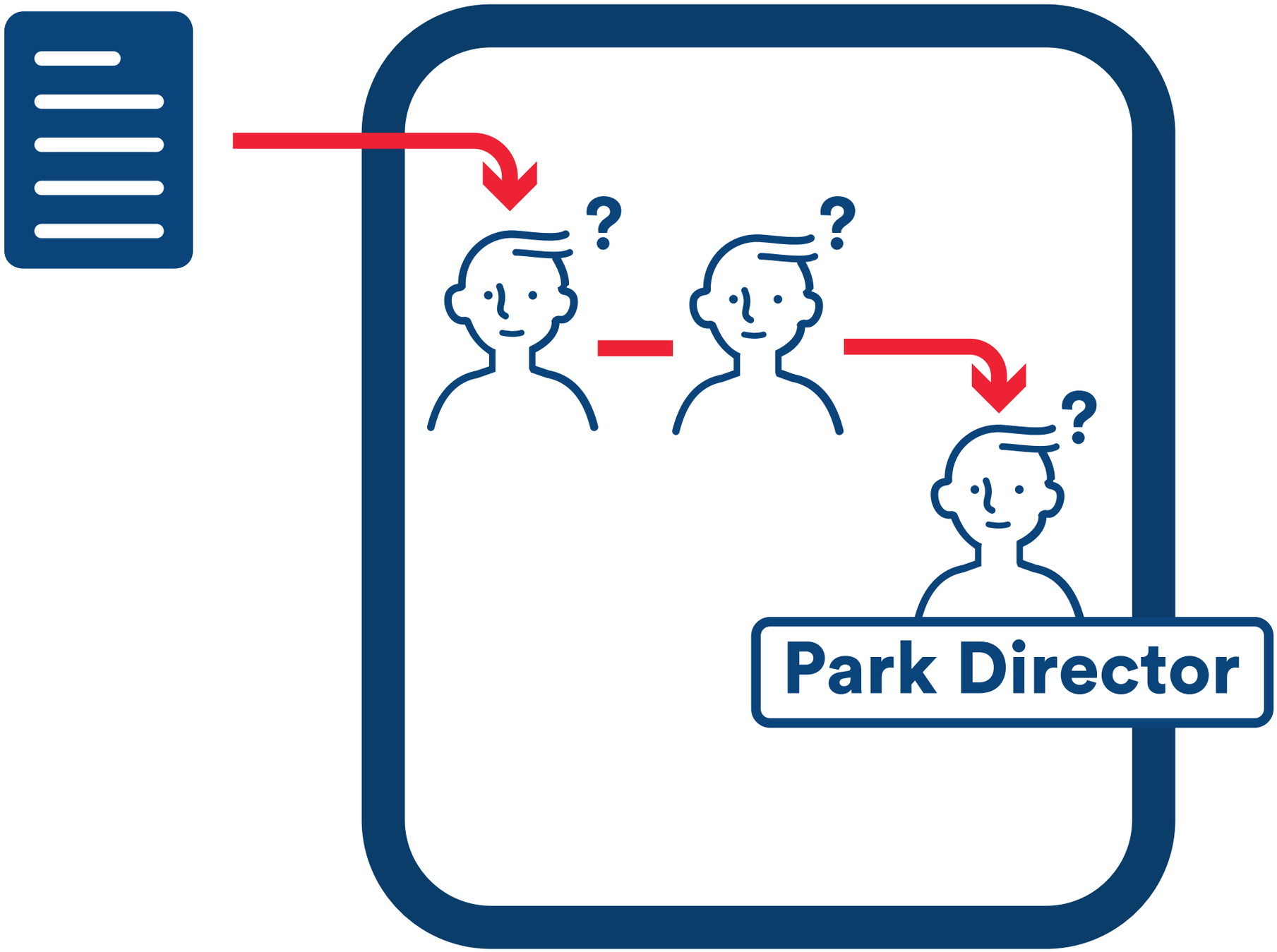

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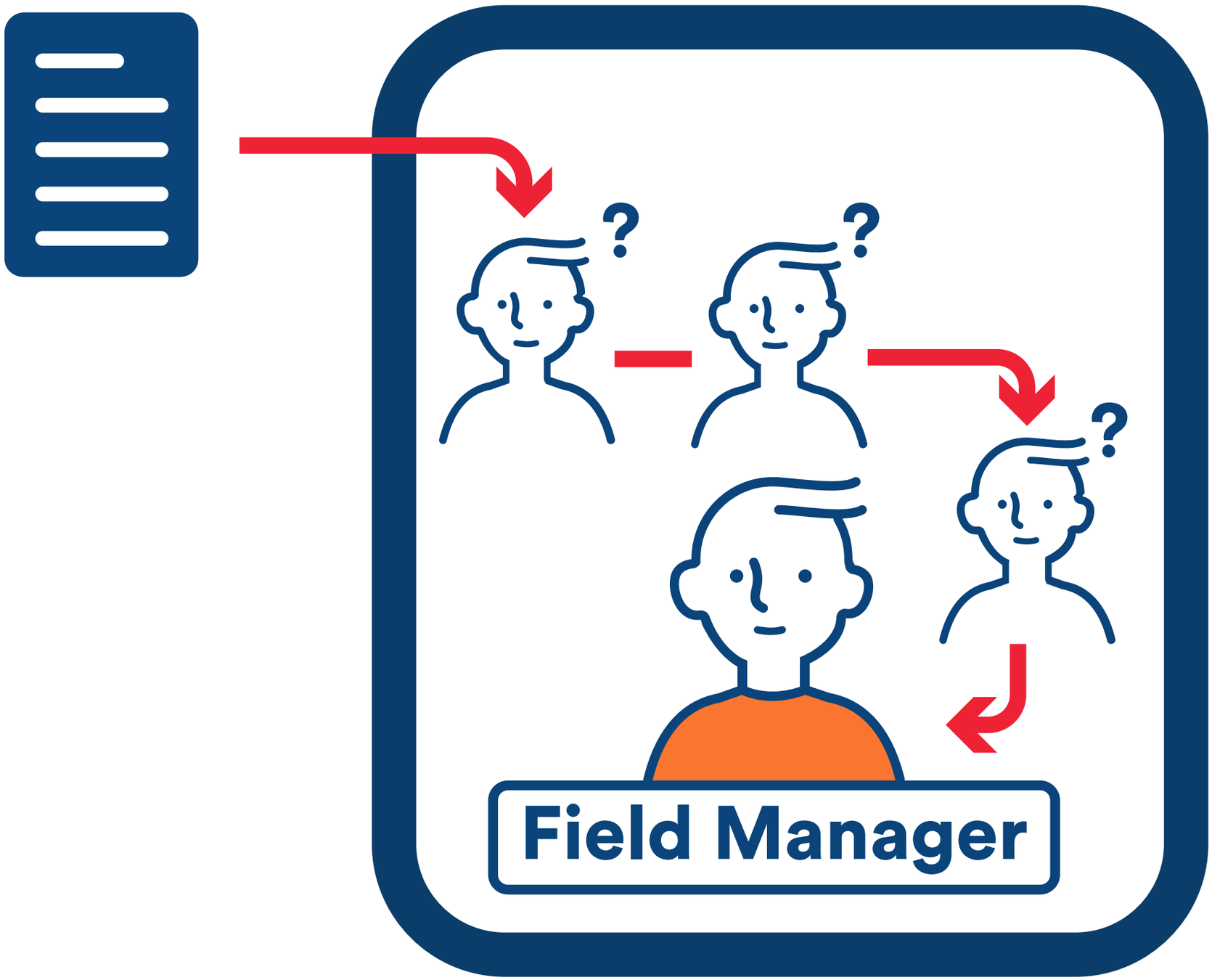

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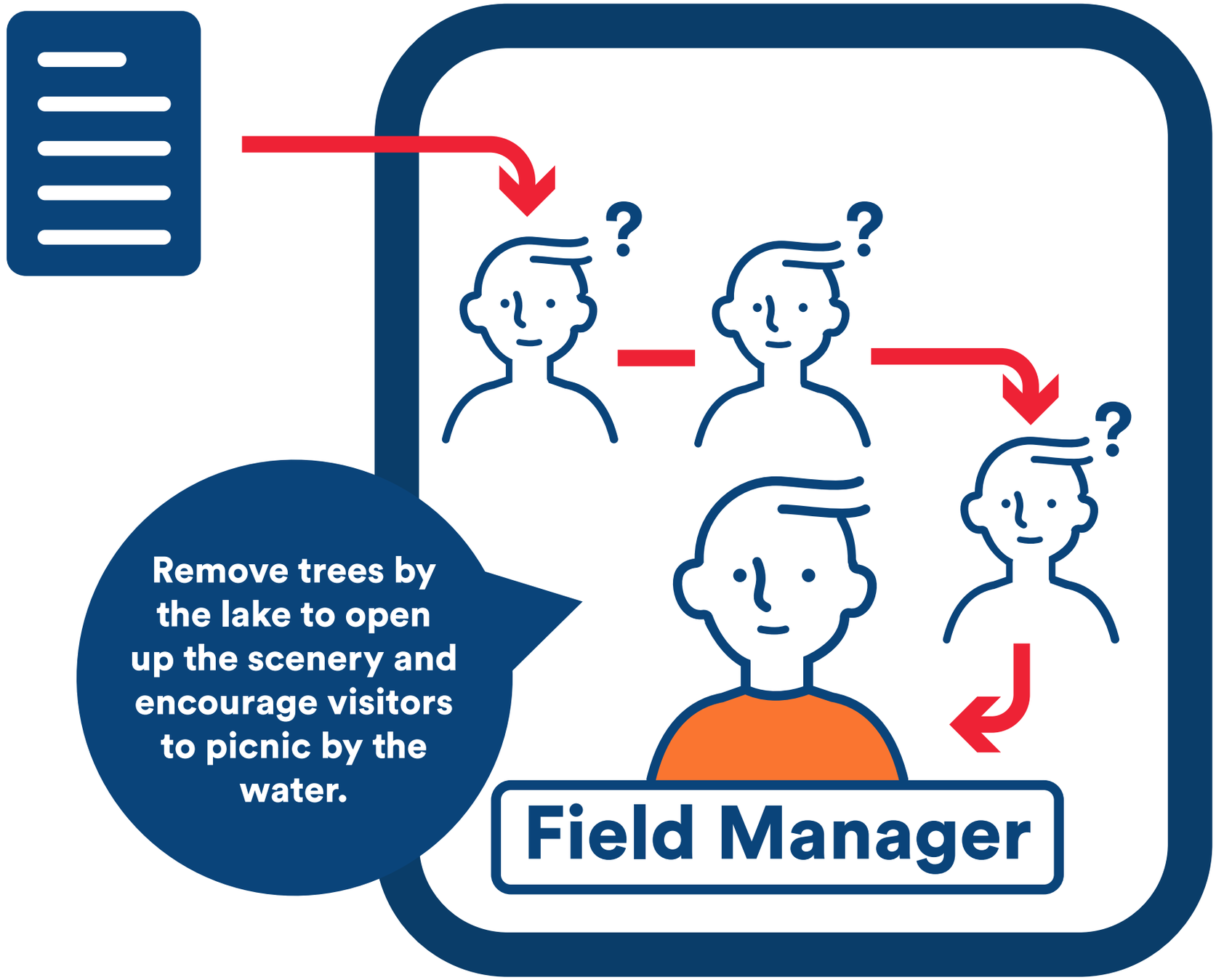

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Existing Process

Ministry

Metsähallitus

Nature Services

Game & Fishery

Forestry

Property Develop.

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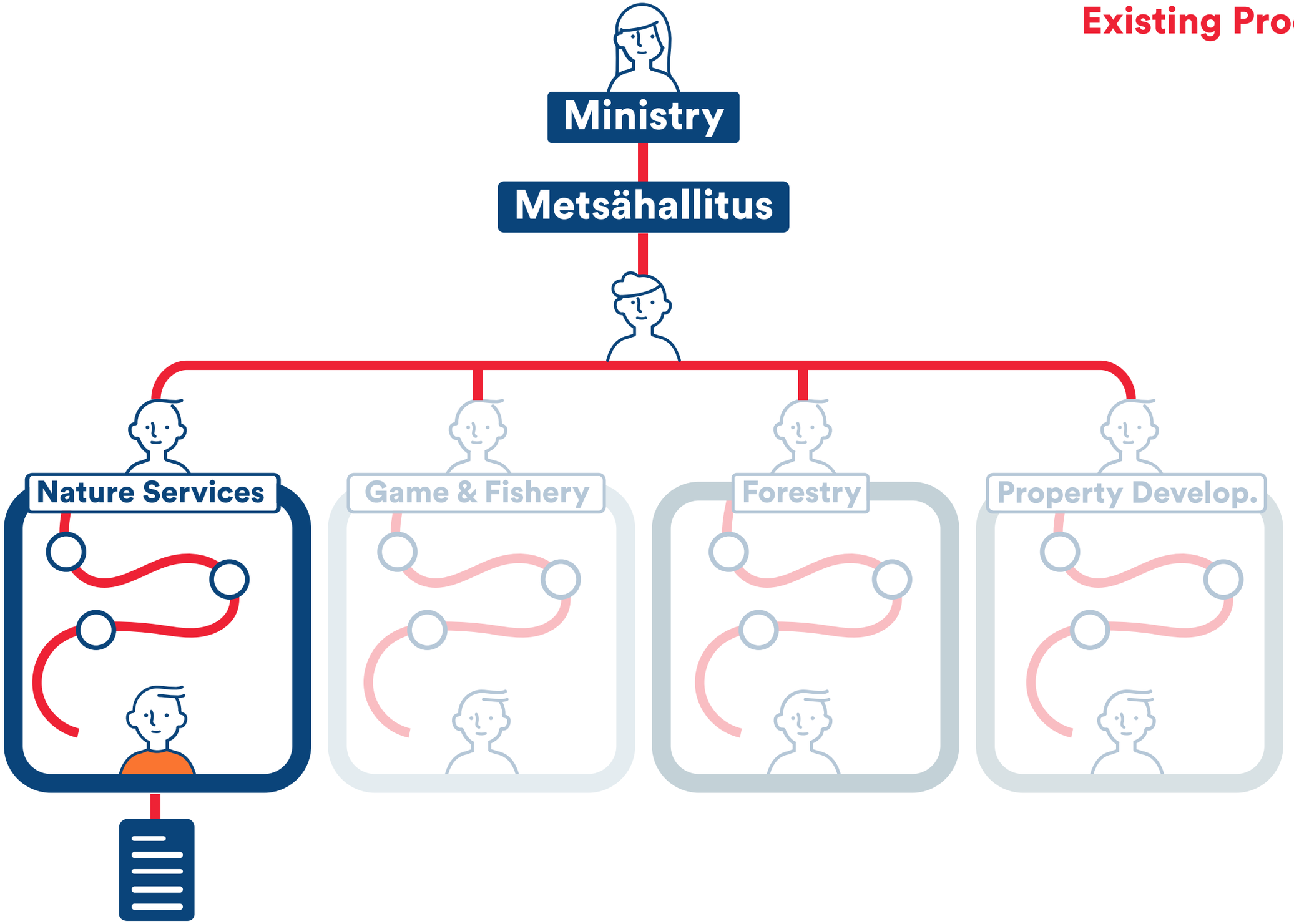

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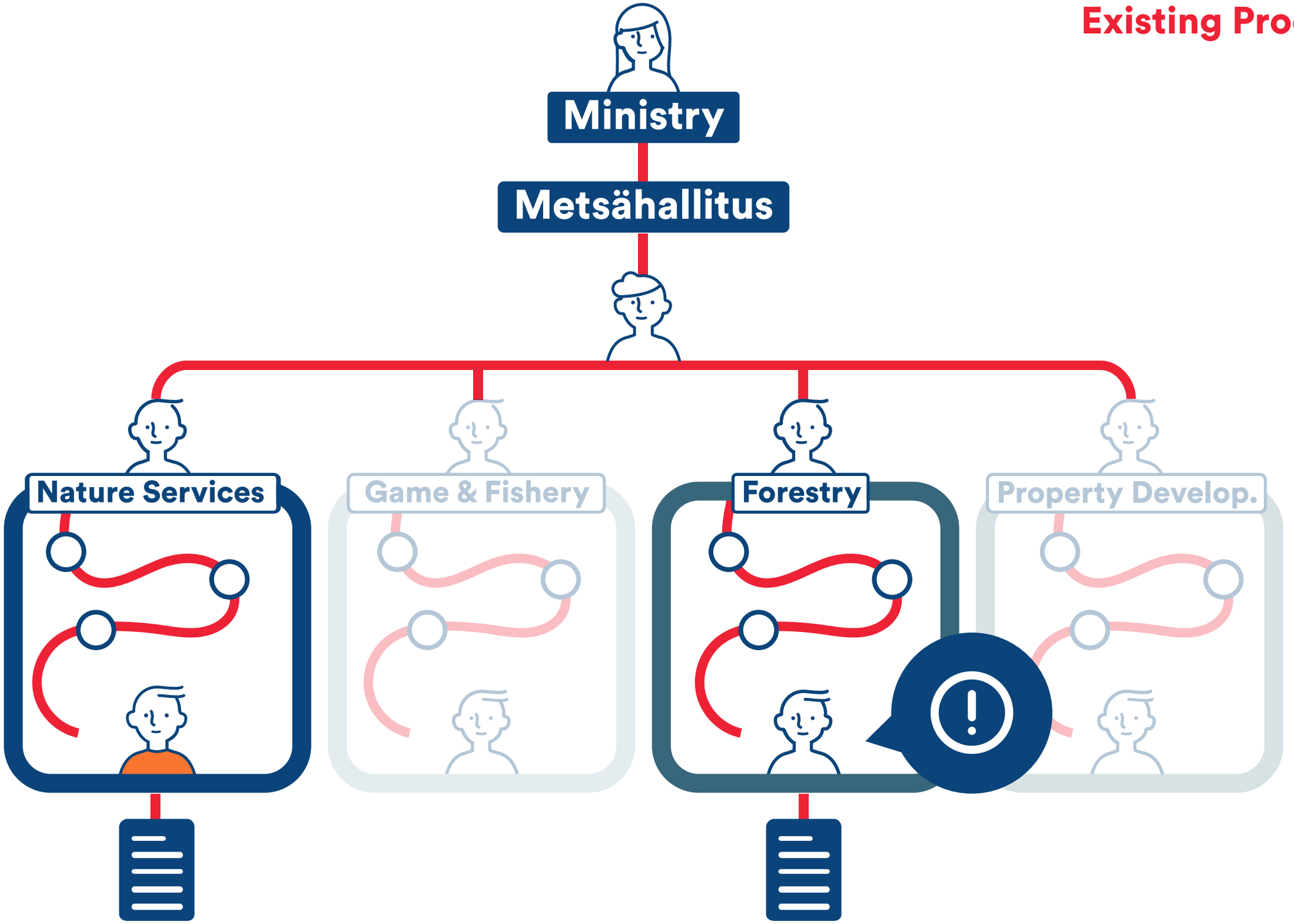

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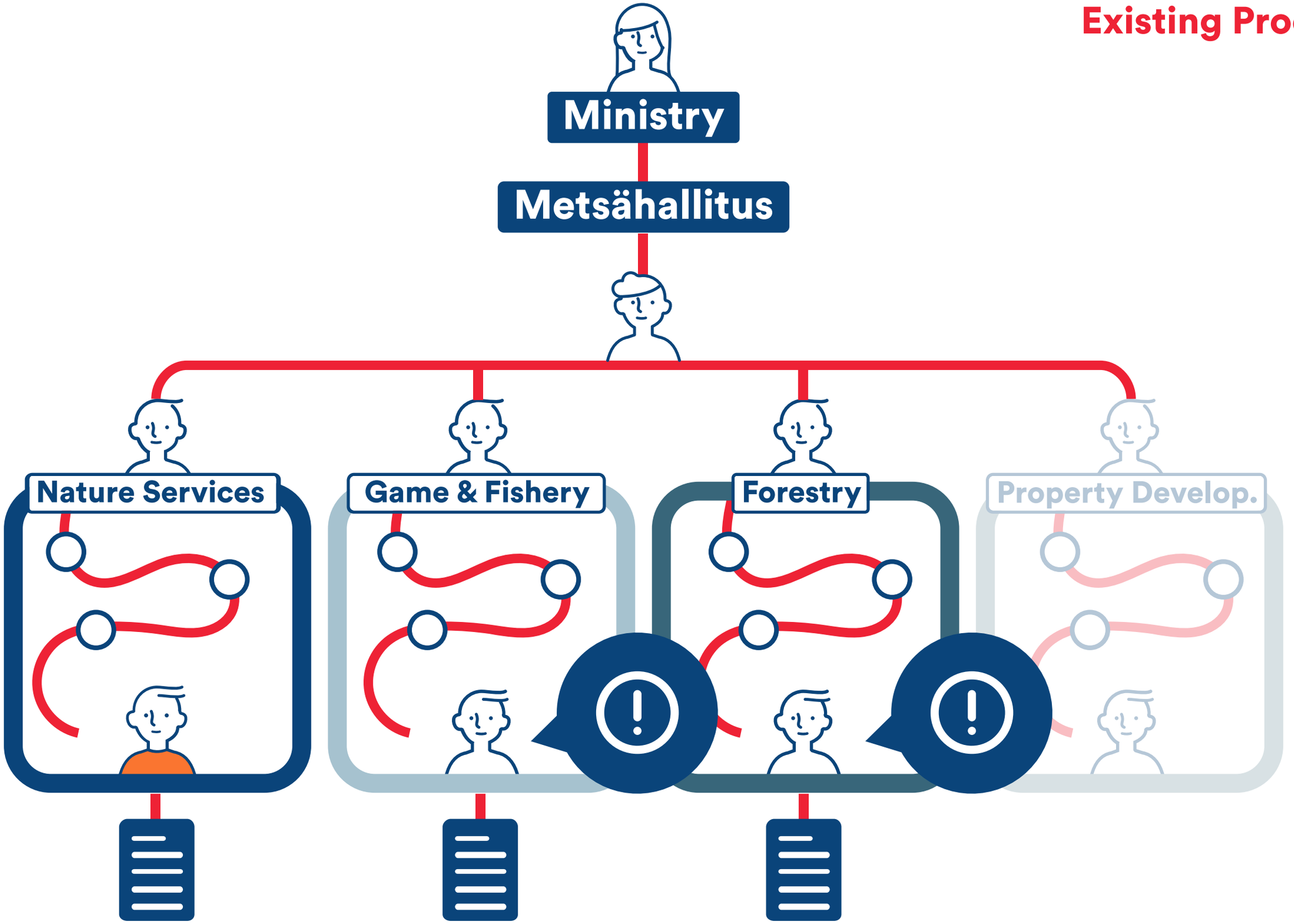

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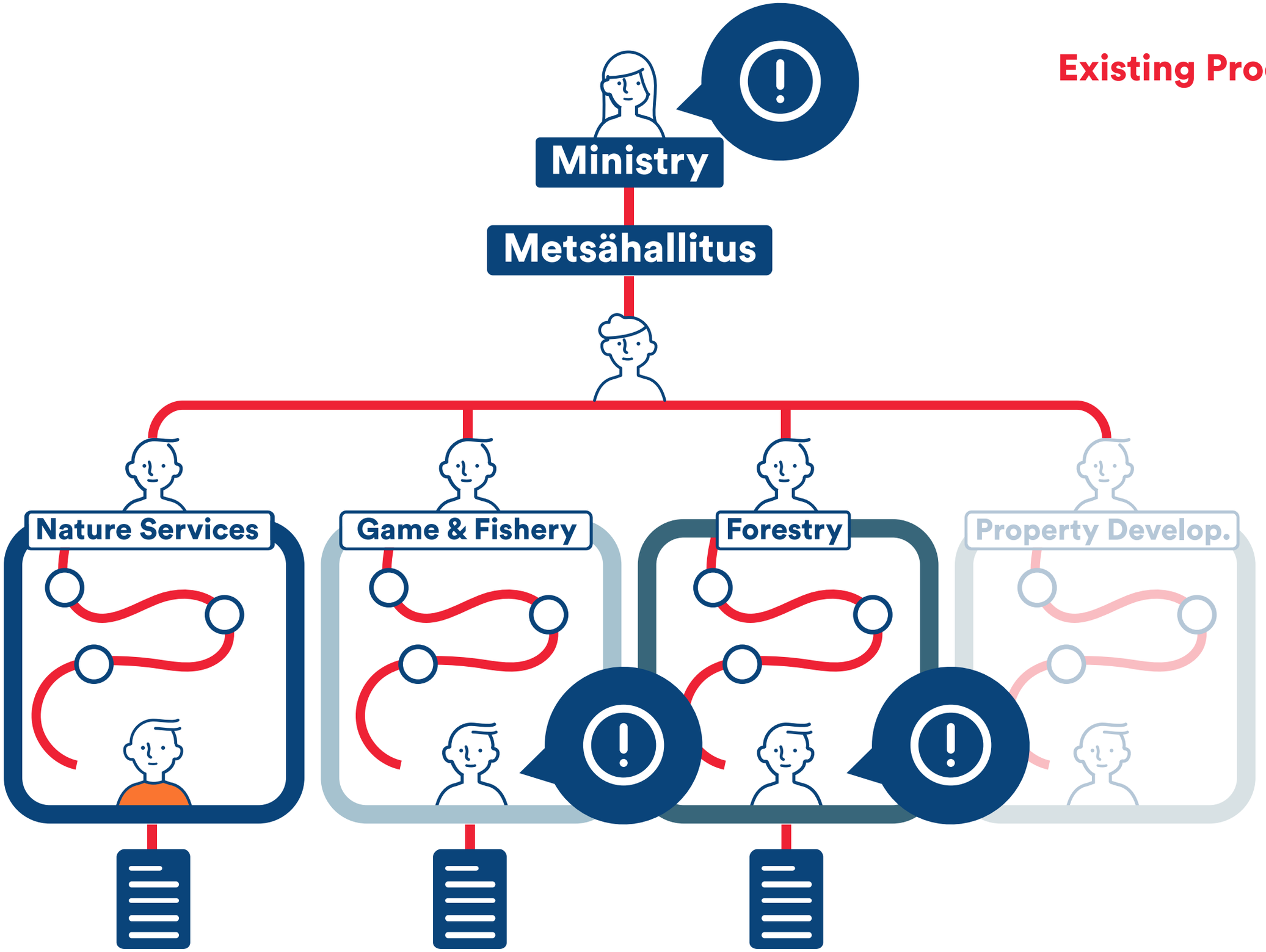
Existing Process



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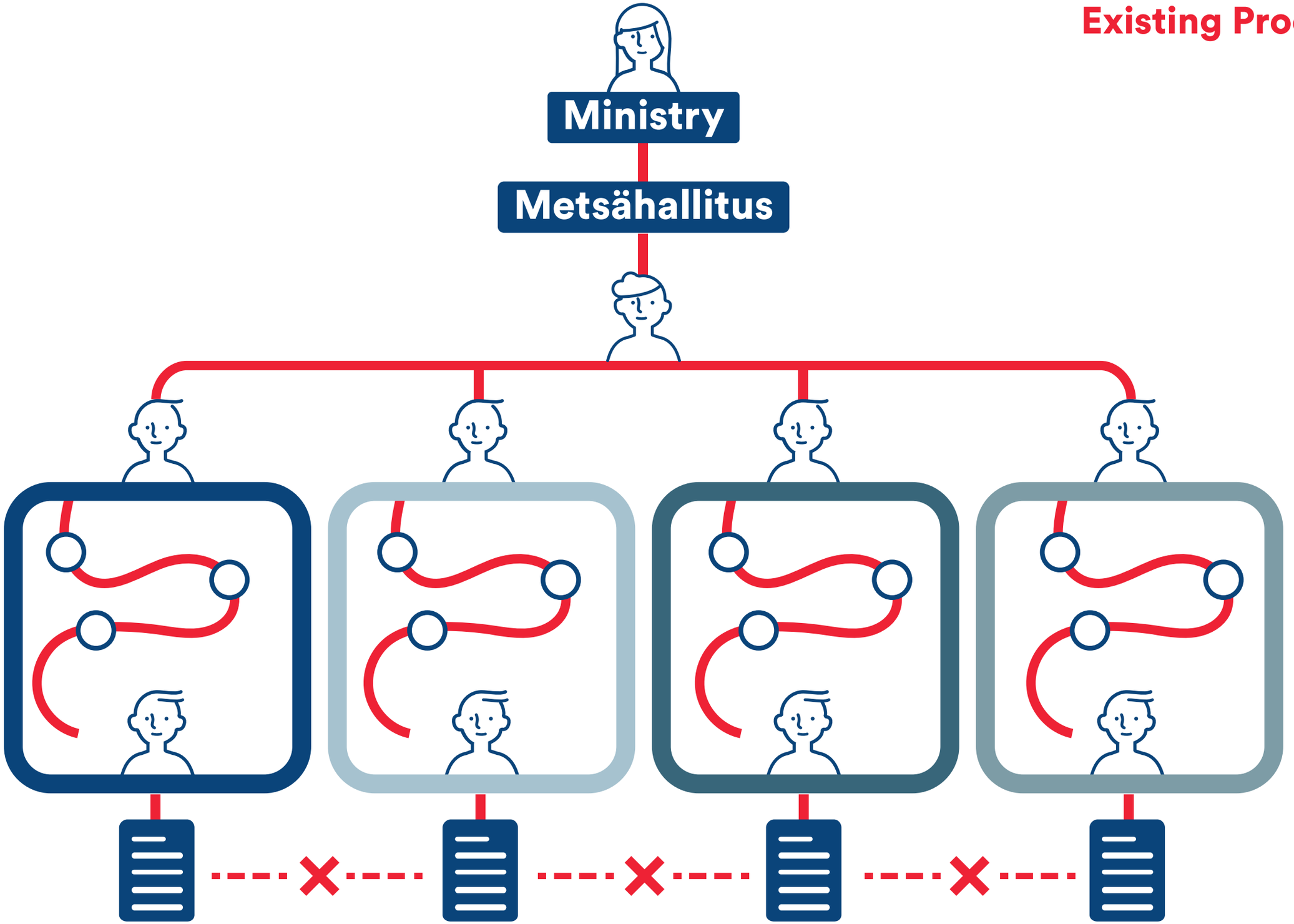

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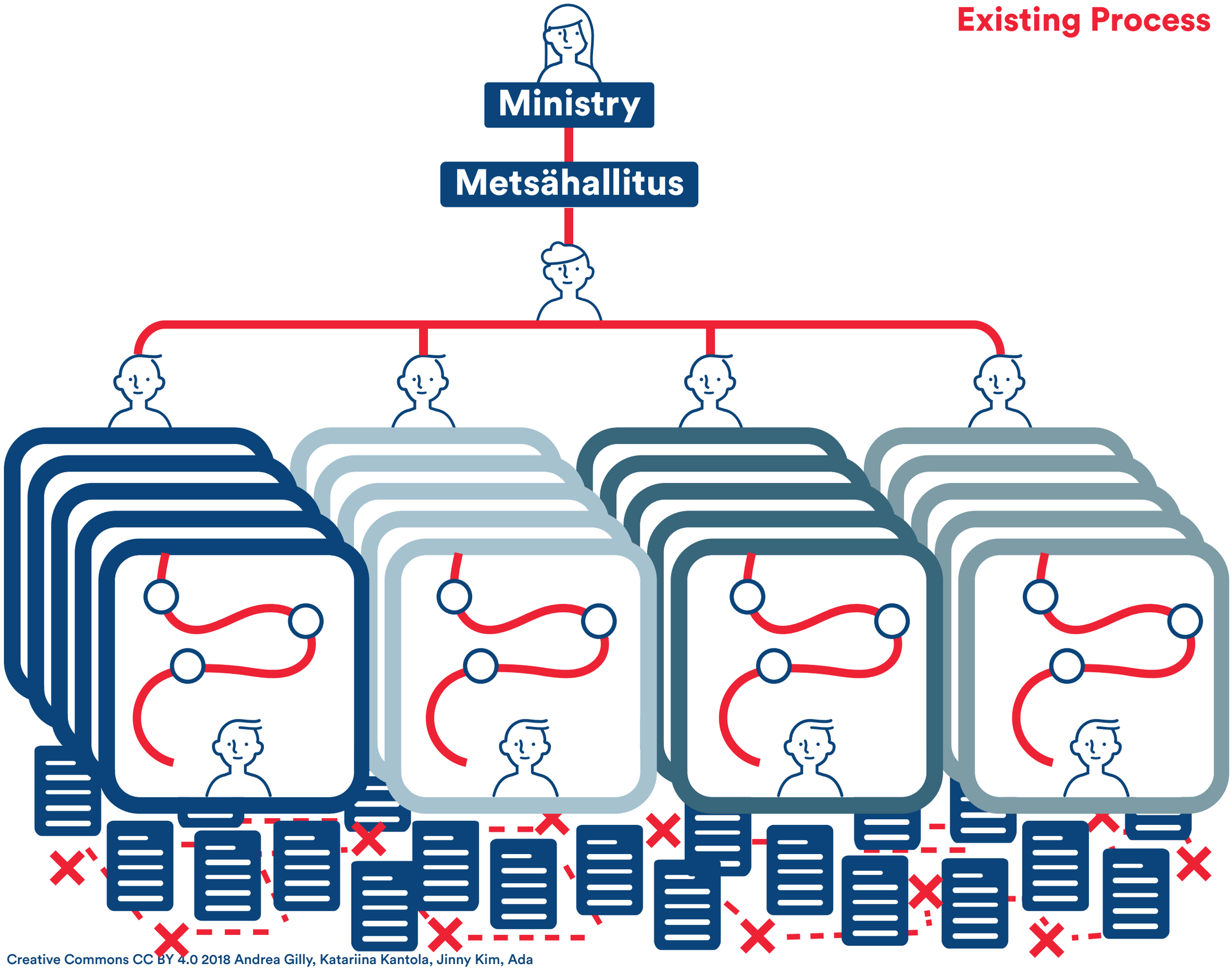
Existing Process

Ministry

Metsähallitus



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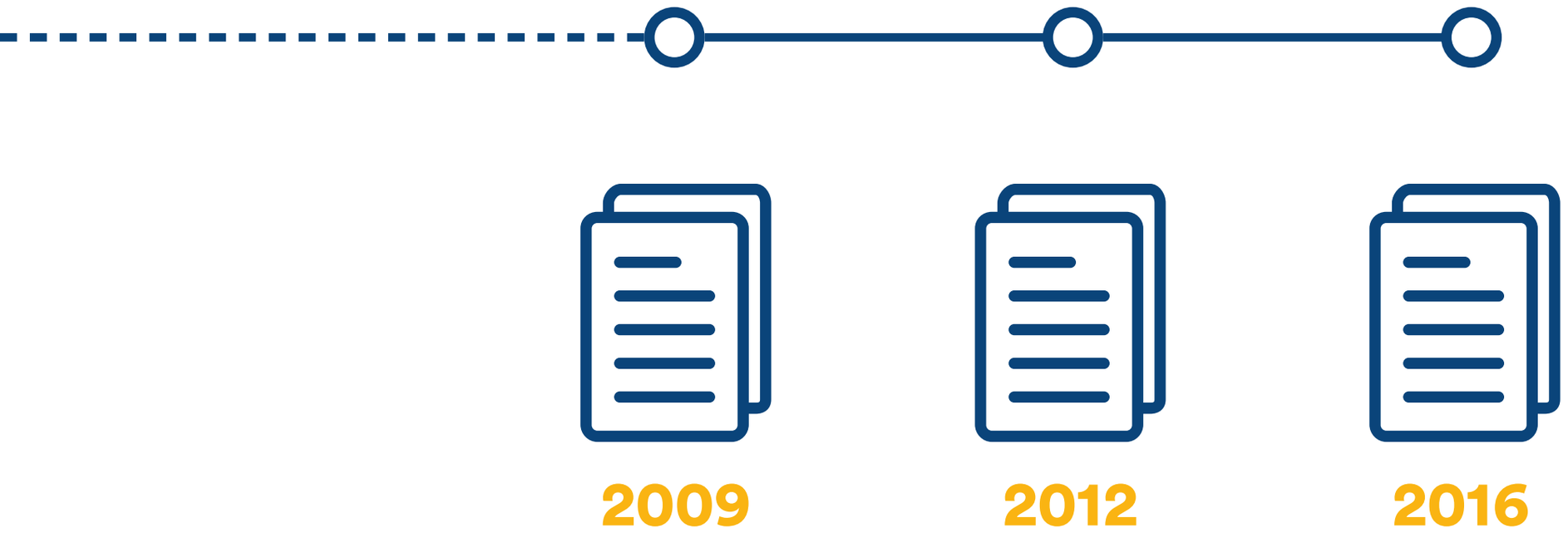
Existing Process
/Working Groups



2009

2012

2016

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2009 2012 2016

Existing Process
/Working Groups

Fixed-Term Project Manager

Temporary Working Group

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2009 2012 2016

Existing Process
/Working Groups

Temporary Working Group

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2009 2012 2016

Existing Process
/Working Groups

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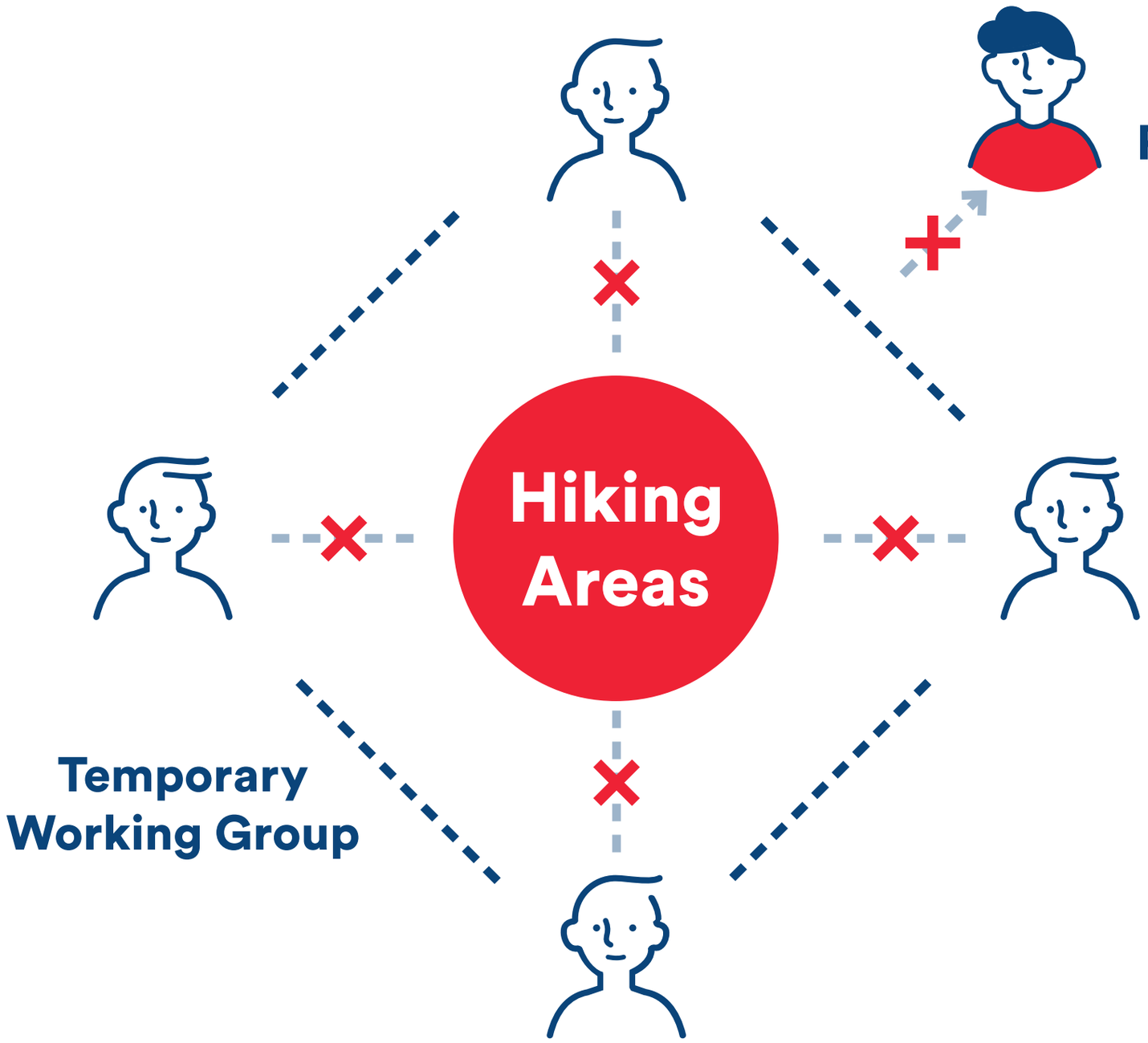
2009 2012 2016

Existing Process
/Working Groups



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2009 2012 2016

Existing Process
/Working Groups

"There was a common will to develop Hiking Areas, but **limited resources** caused pressure for the special working groups"

- Metsähallitus Staff

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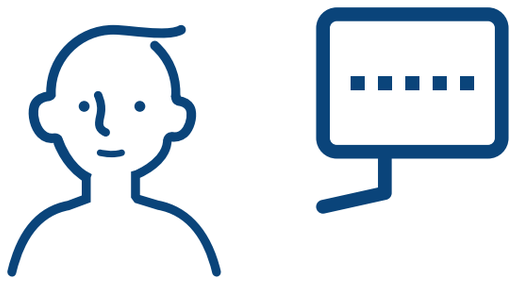
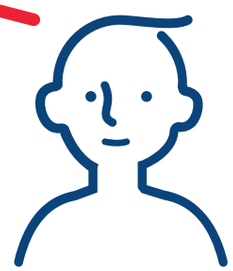
2009 2012 2016

Existing Process
/Working Groups



“The state is expecting more and more input from us. But it’s difficult to provide input because **no one has a holistic understanding** what is happening at the Hiking Areas”

- Metsähallitus Staff



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2009 2012 2016

Existing Process
/Working Groups

"We can't continue like this anymore.
Something must be done"

- Metsähallitus Staff

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Existing Process
/Working Groups

Next step

2009

2012

2016

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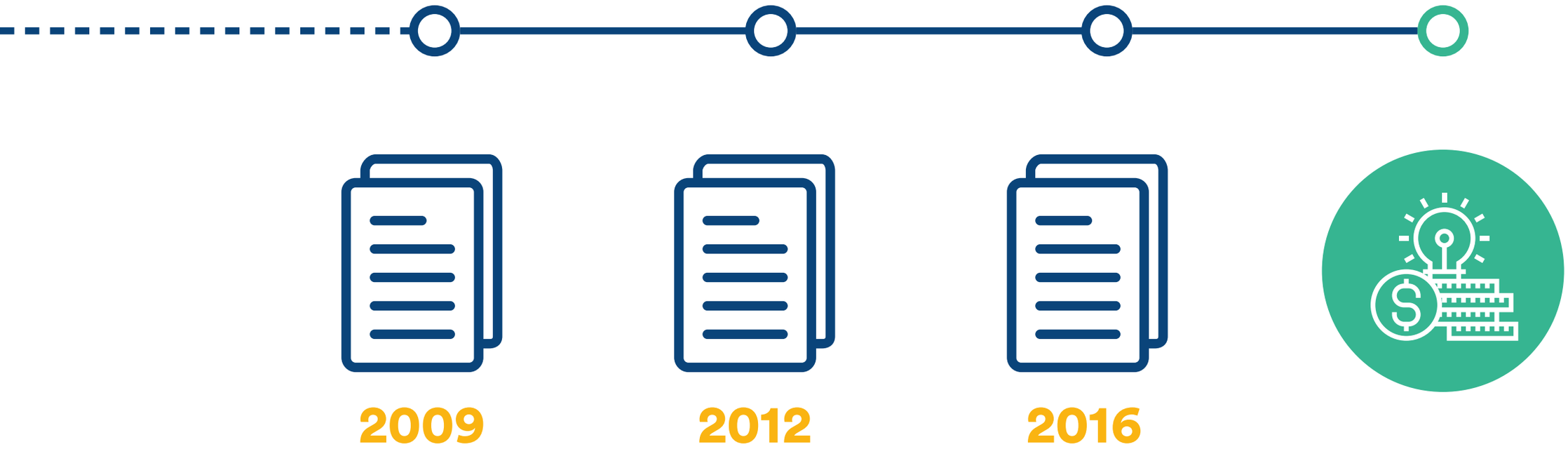
Existing Process
/Working Groups

Next step



2009

2012

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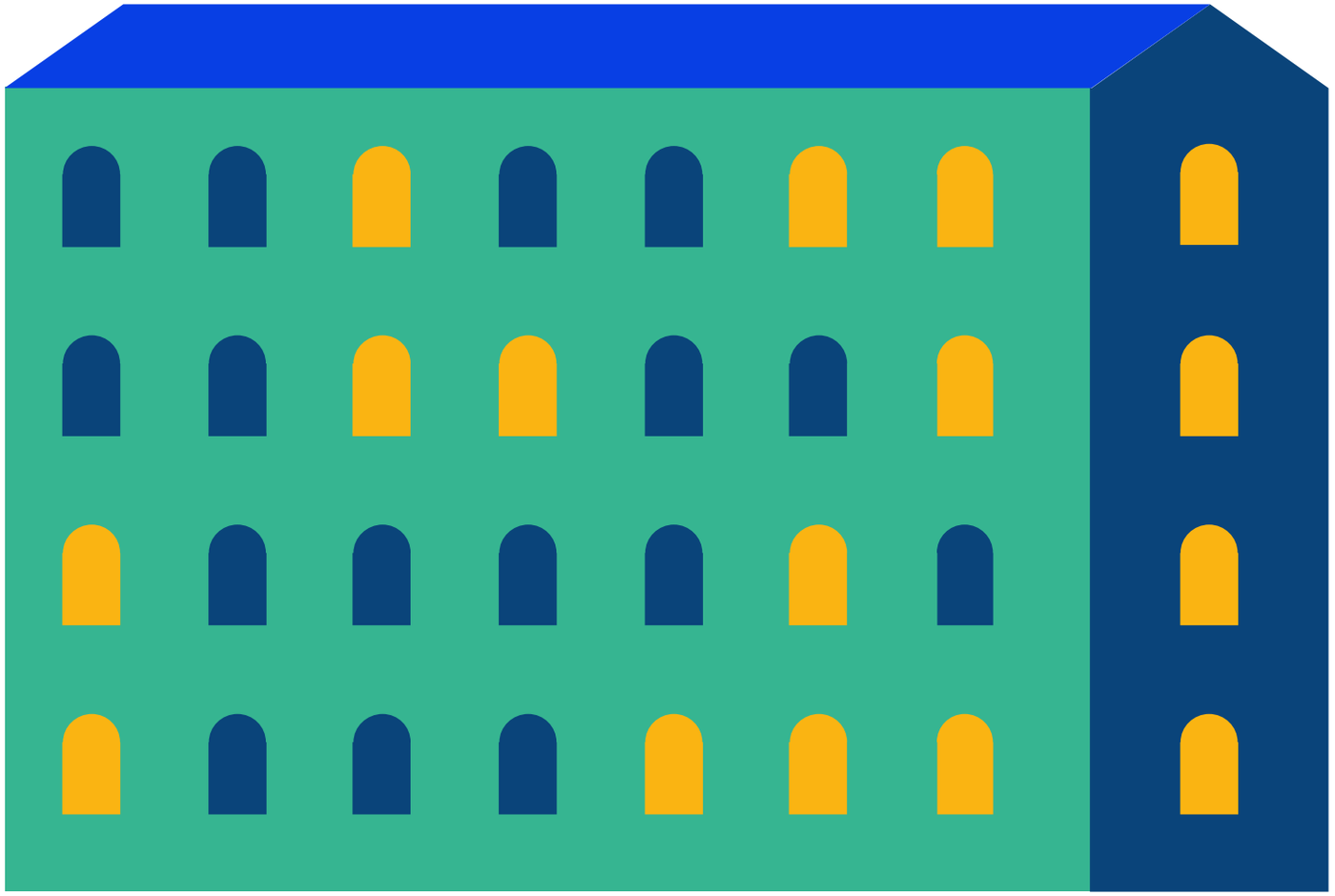

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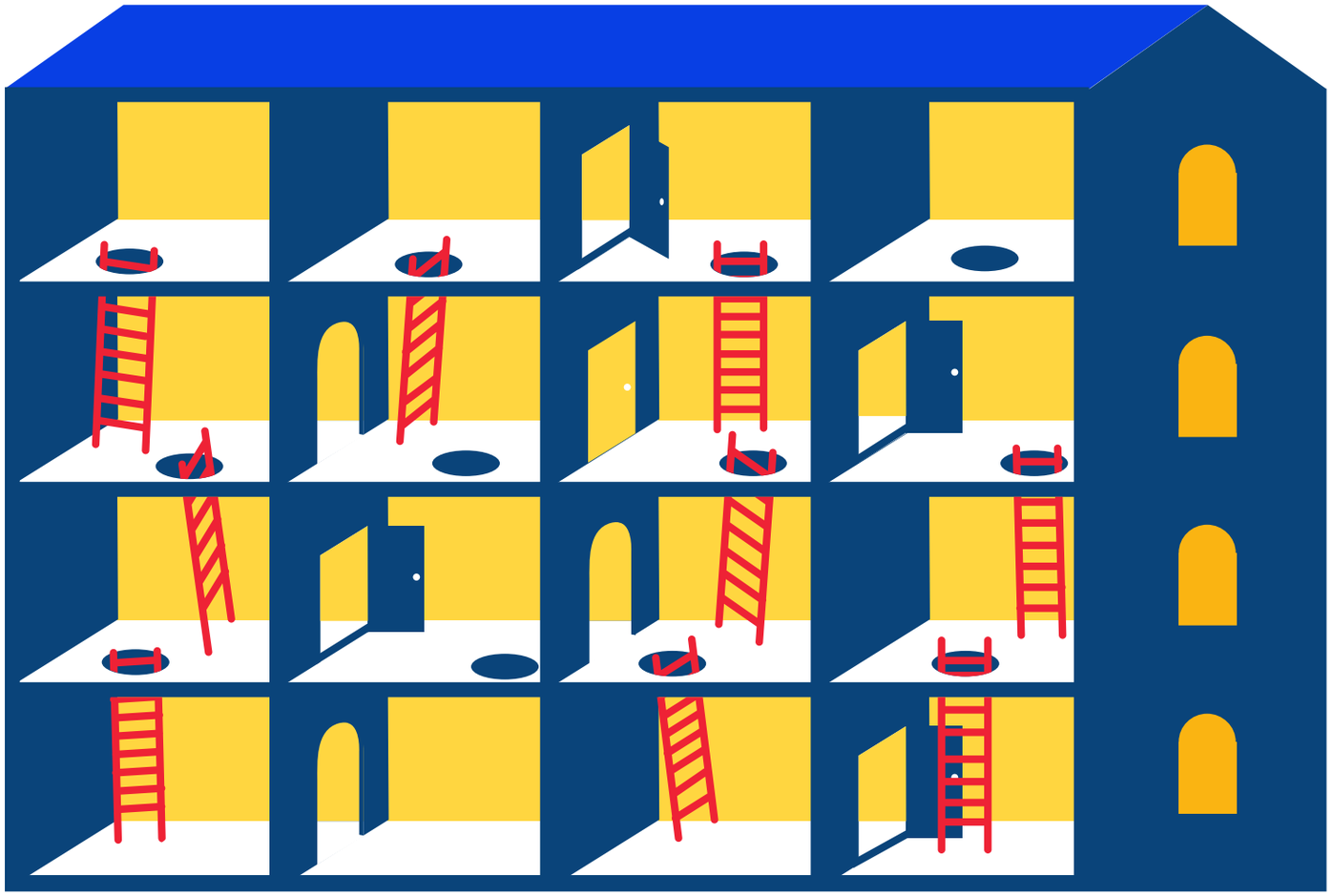

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Metsähallitus

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Streamline and **consolidate** the communication process in the **development of Hiking Areas**

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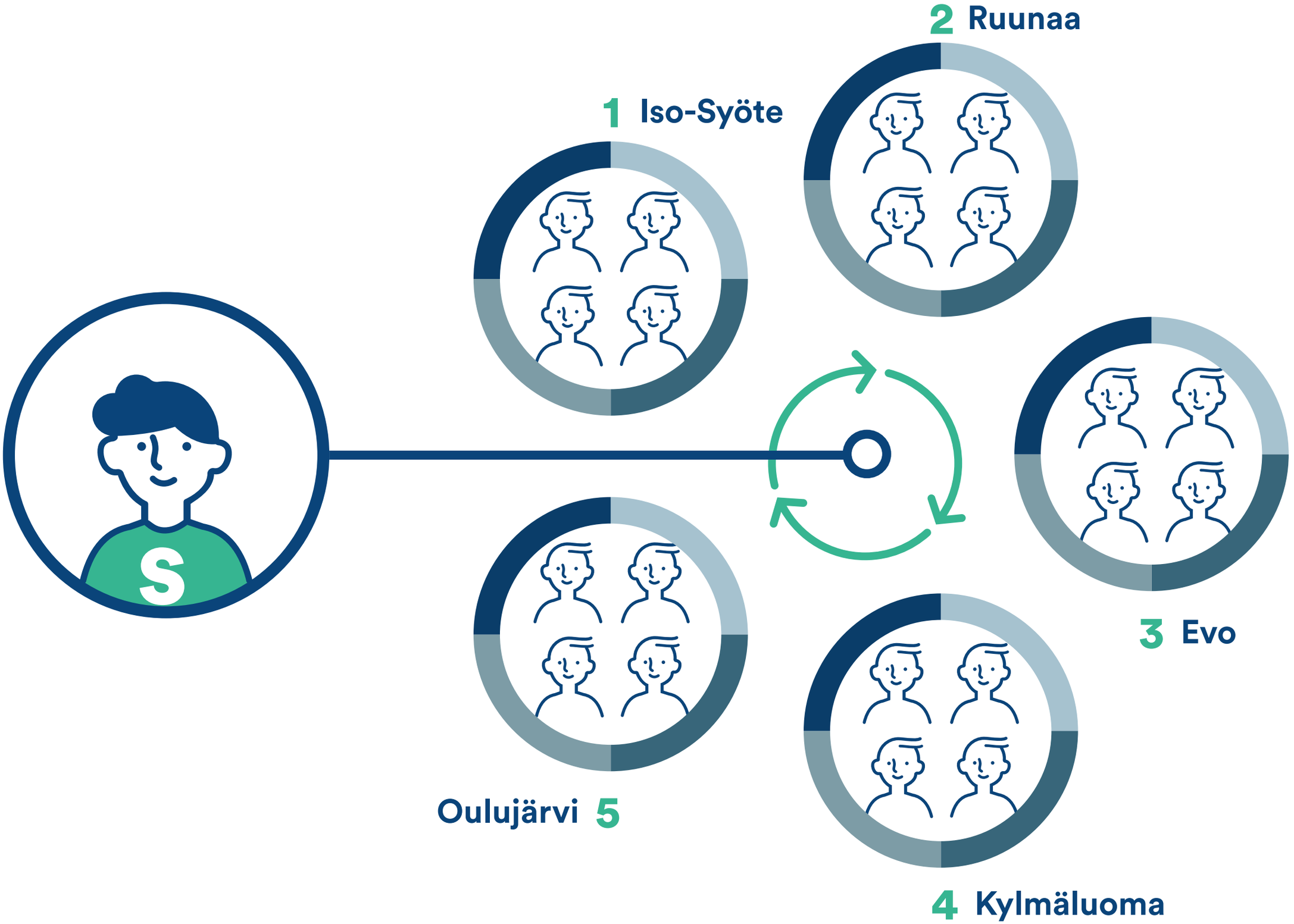

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Tools

Goals guidelines for Hiking Areas

Participants

Hiking Area | Date

Translate the agenda to **Goals,** what needs to change, what needs to happen, what areas should Metsähallitus pay close attention and what will they focus on.

Be specific, try to address the what why and when. A good goal needs to be **clear, measurable, realistic, and done in a specific time.** It should tell the Hiking Area team, what they should use the resources for, and for how long.

Instead of saying: Recreation in nature increases well-being and appreciation of nature, supported through active communication.

Translated for action: Within the next year, communicate the importance of nature recreation, which increases well-being, as well as nature appreciation.

This form should be sent to the Project Manager of the Hiking Areas, to be handed to the 5 Groups.

Hiking Area Action Plan

Participants

Hiking Area | Date

Write down your goals, what does the ministry's agenda mean for the local Hiking Area your team works in. Answer the What, who when and how in a statement goal. Be as specific as possible, if it is too vague, it will be hard to achieve.

Set deadlines, or milestones you want to achieve and give them a range of time, this can be done in a timeline, phrase them in simple achievable steps and actions.
Make a list of steps to follow, what are the actions that need to happen in order to put the plan forward and who is concerned with each step. List them in order of priority and sequence.
Understand what are the resources needed in order to develop the steps

What to achieve?

What is needed to get there?

Goals

Instead of:
Increase the number of customers and visitors of the Hiking Areas. Profiling that supports the development of the Hiking Areas. Investigation of the Regional strengths and development opportunities of the Hiking Areas. Investigation of Financing and investment development opportunities of the Hiking Areas. Clarification of the responsibilities specific to Hiking Areas. The coordination of the measures and forestry operations of the Metso program with the development of Hiking Areas. Metsähallitus's business volume growth of the Hiking Areas.

Rephrasing it:
(Remember to adress the Who, What, Where, When and How's)
- Increase the efforts done by Luontopalvelut to increase the customer numbers in the Hiking Areas for the future, by developing new prof
ding the local actors who's livelihoods are affected or influenced by the Hiking Area.
- Understand the regional strengths and opportunities within the Hiking Area region, to increase number of visitors, working opportunities
- Increase the researhc of sustainable forest management that goes on in the Hiking Areas by Metsätalous, while communicating it to visit
recreational areas.
- Have an active communication with the other units of Metsähalitus, concearning the development of the hiking Areas, so that everyone i
order to avoid conflicts.

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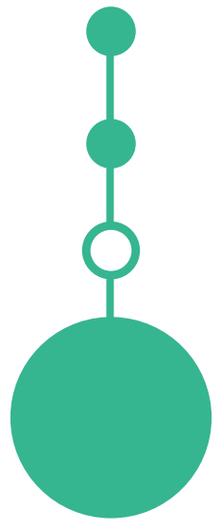

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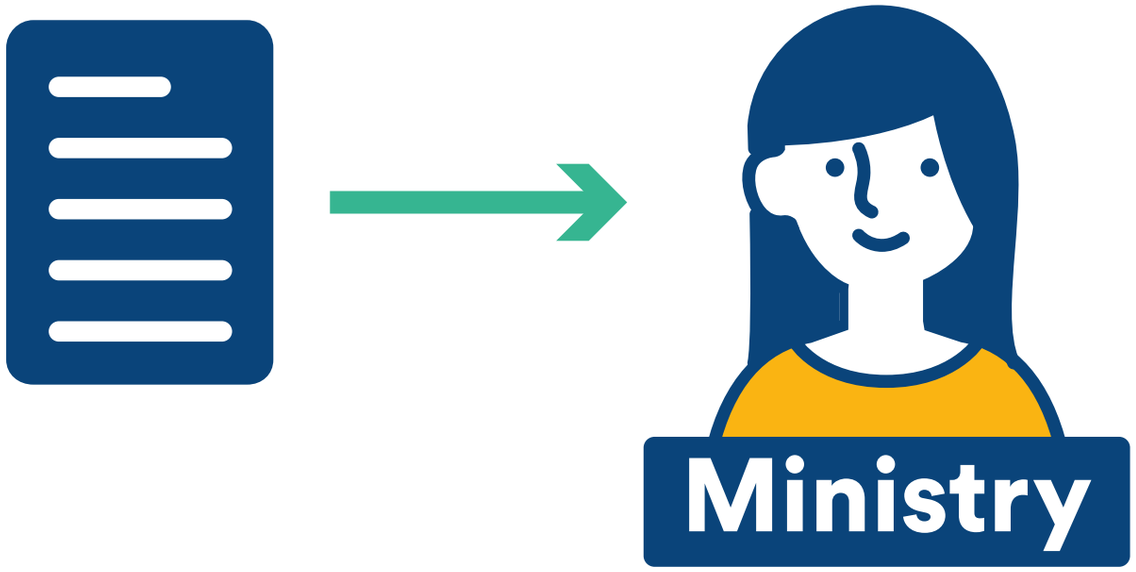

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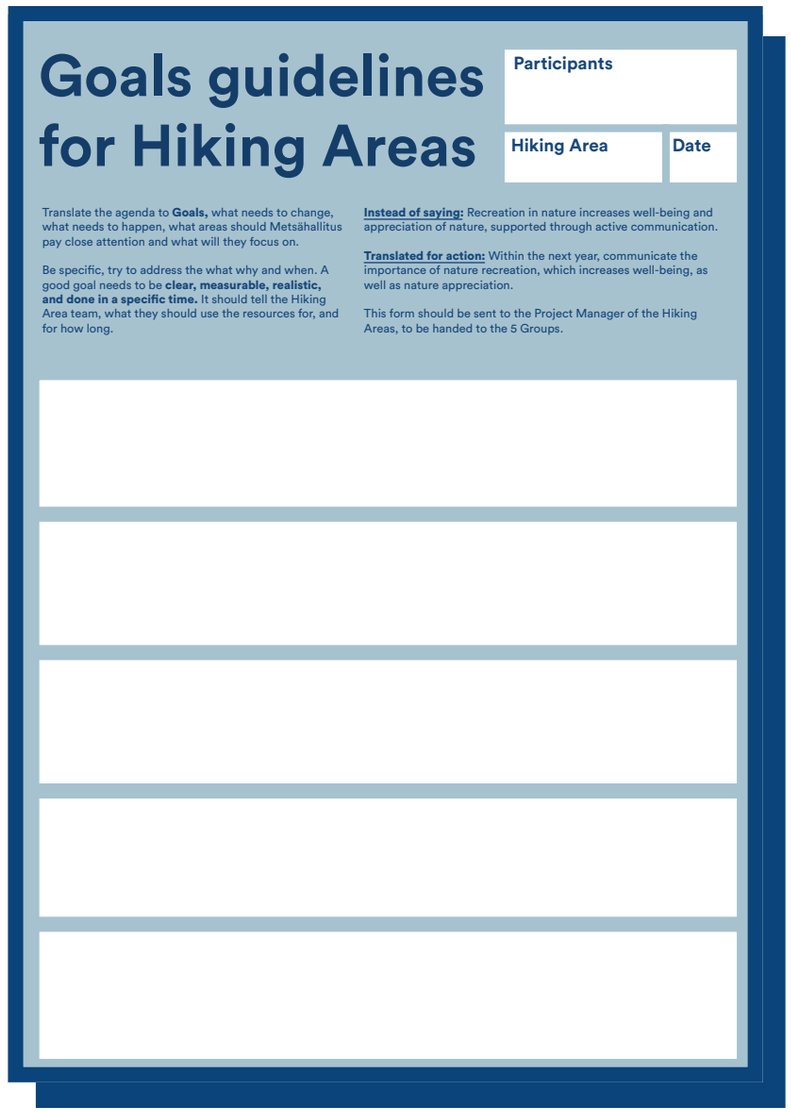

Goals guidelines for Hiking Areas

Participants

Hiking Area

Date

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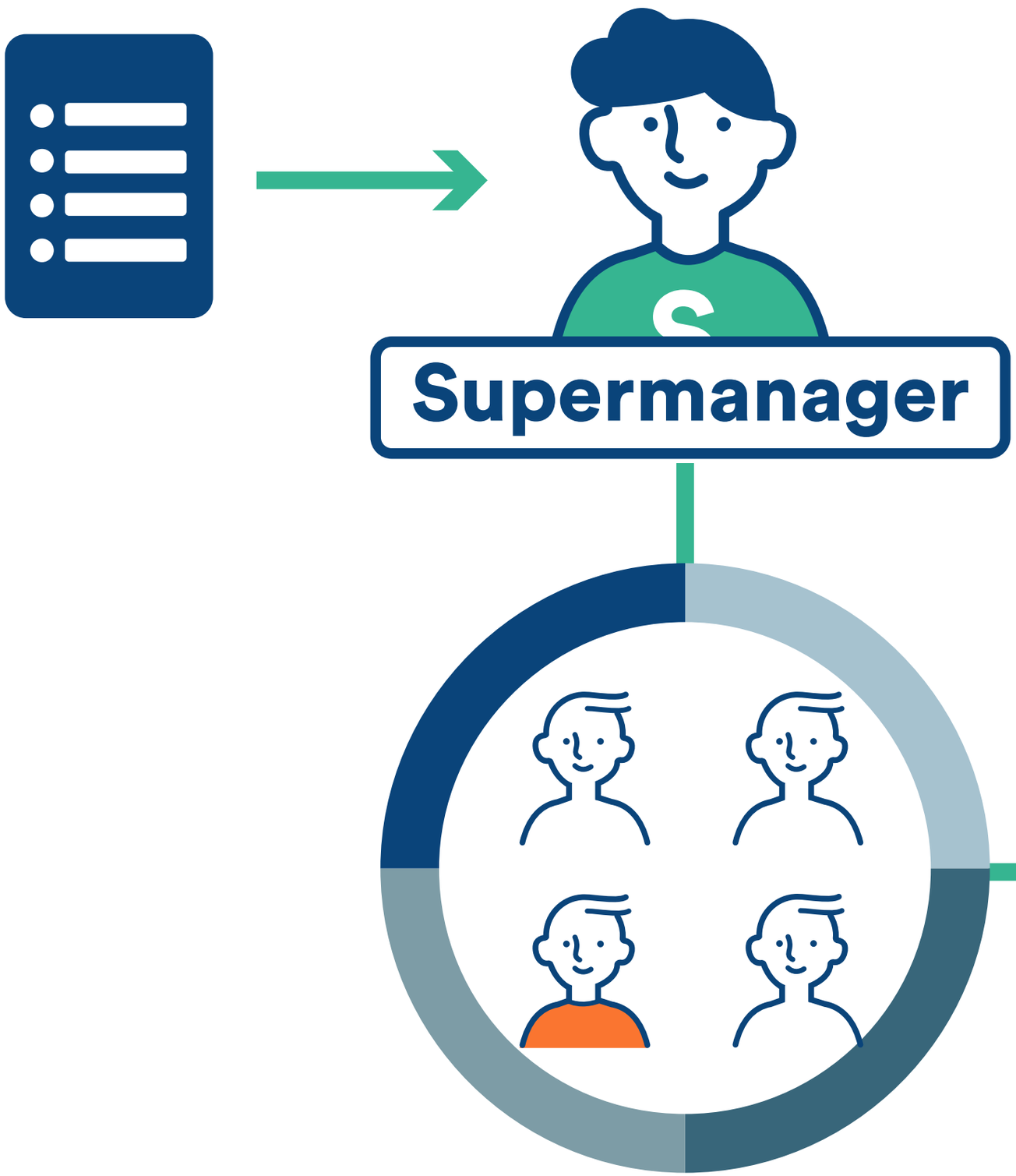

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Hiking Area Action Plan

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Hiking Area

Date

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- Understand the regional strengths and opportunities within the Hiking Area region, to increase number of visitors, working opportunities for locals and financing/ investment.
- Increase the researhc of sustainable forest management that goes on in the Hiking Areas by Metsätalous, while communicating it to visitors as an atraction point, compared to other recreational areas.
- Have an active communication with the other units of Metsähalitus, concearning the development of the hiking Areas, so that everyone is aware of the work that is being carried, in order to avoid conflicts.

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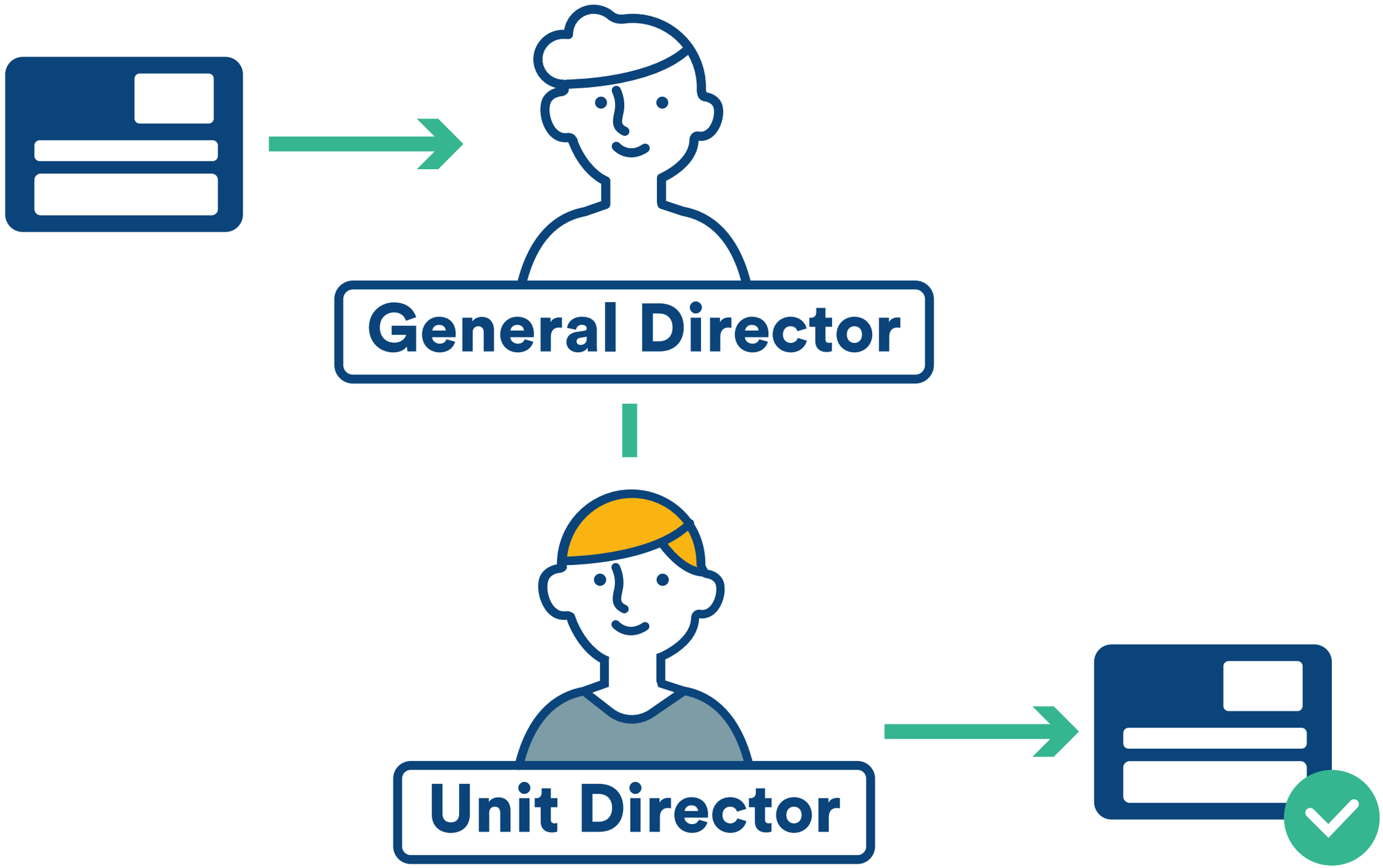

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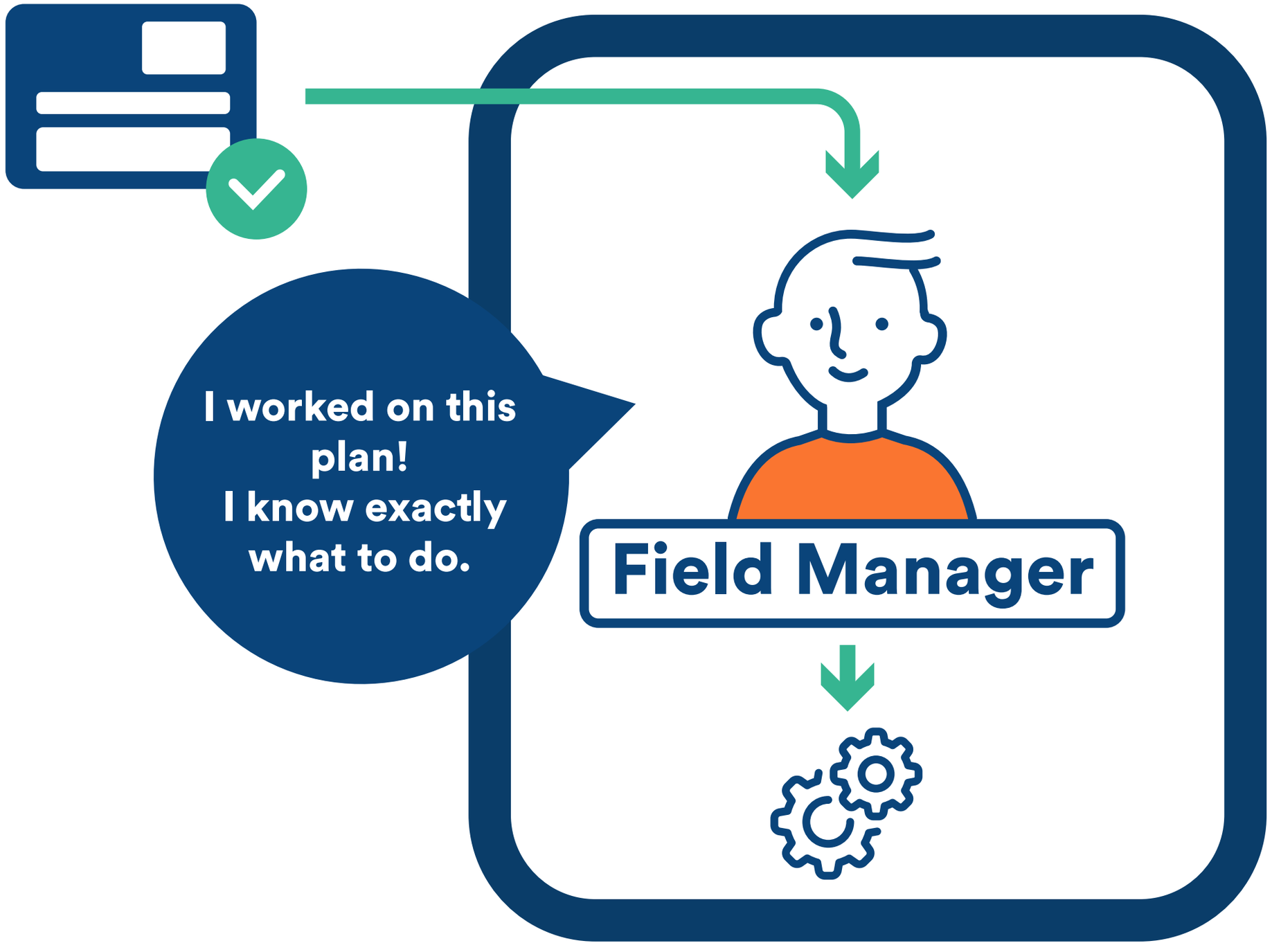

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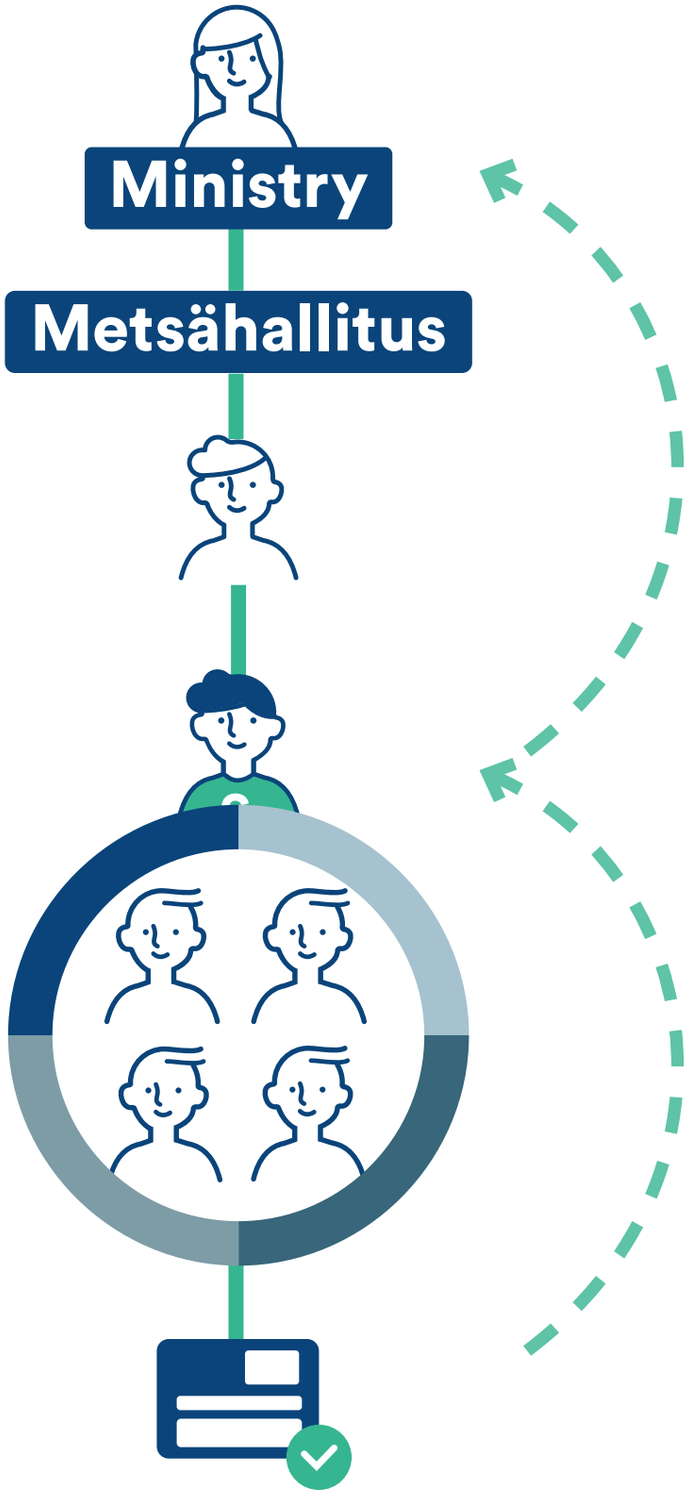

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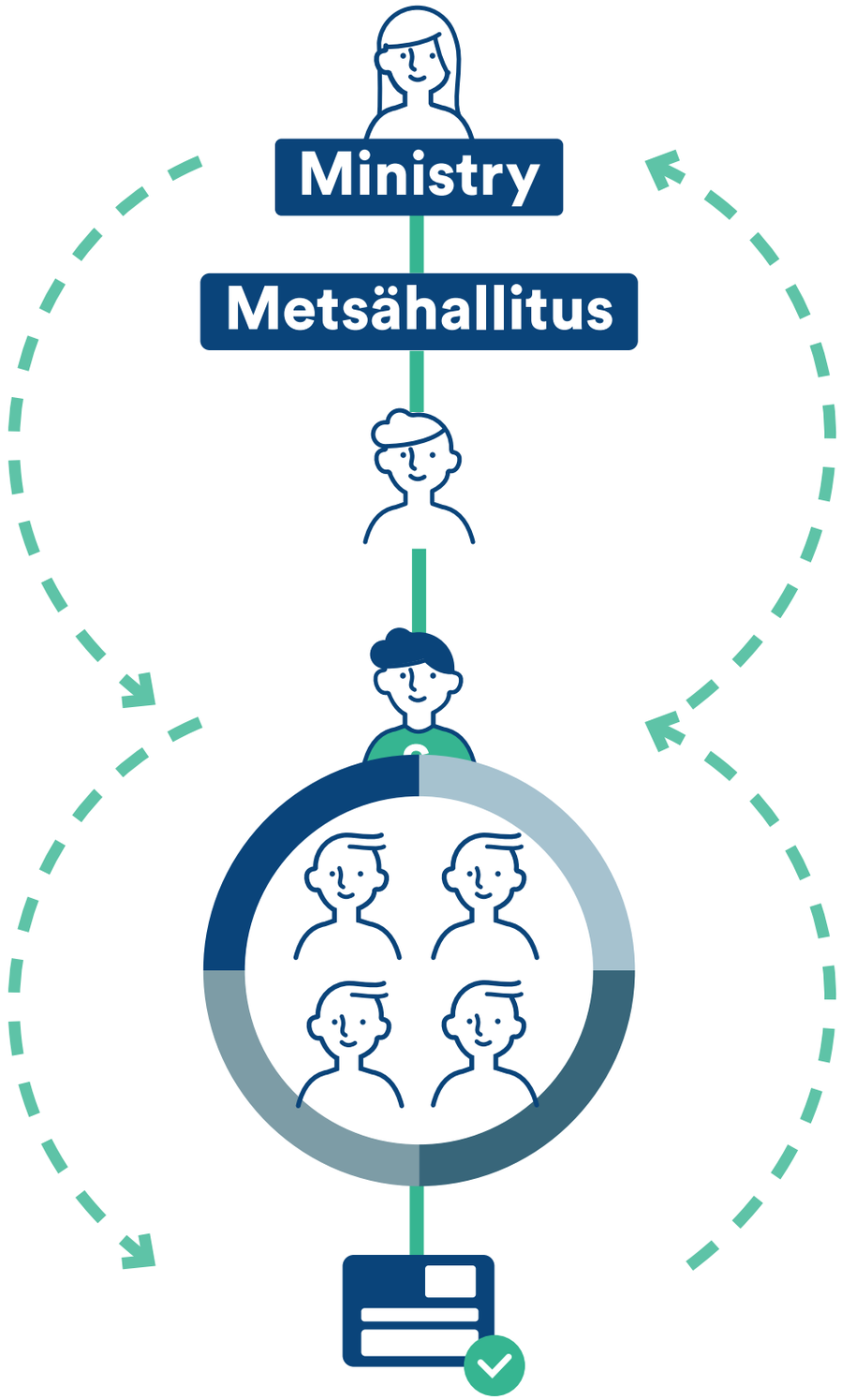

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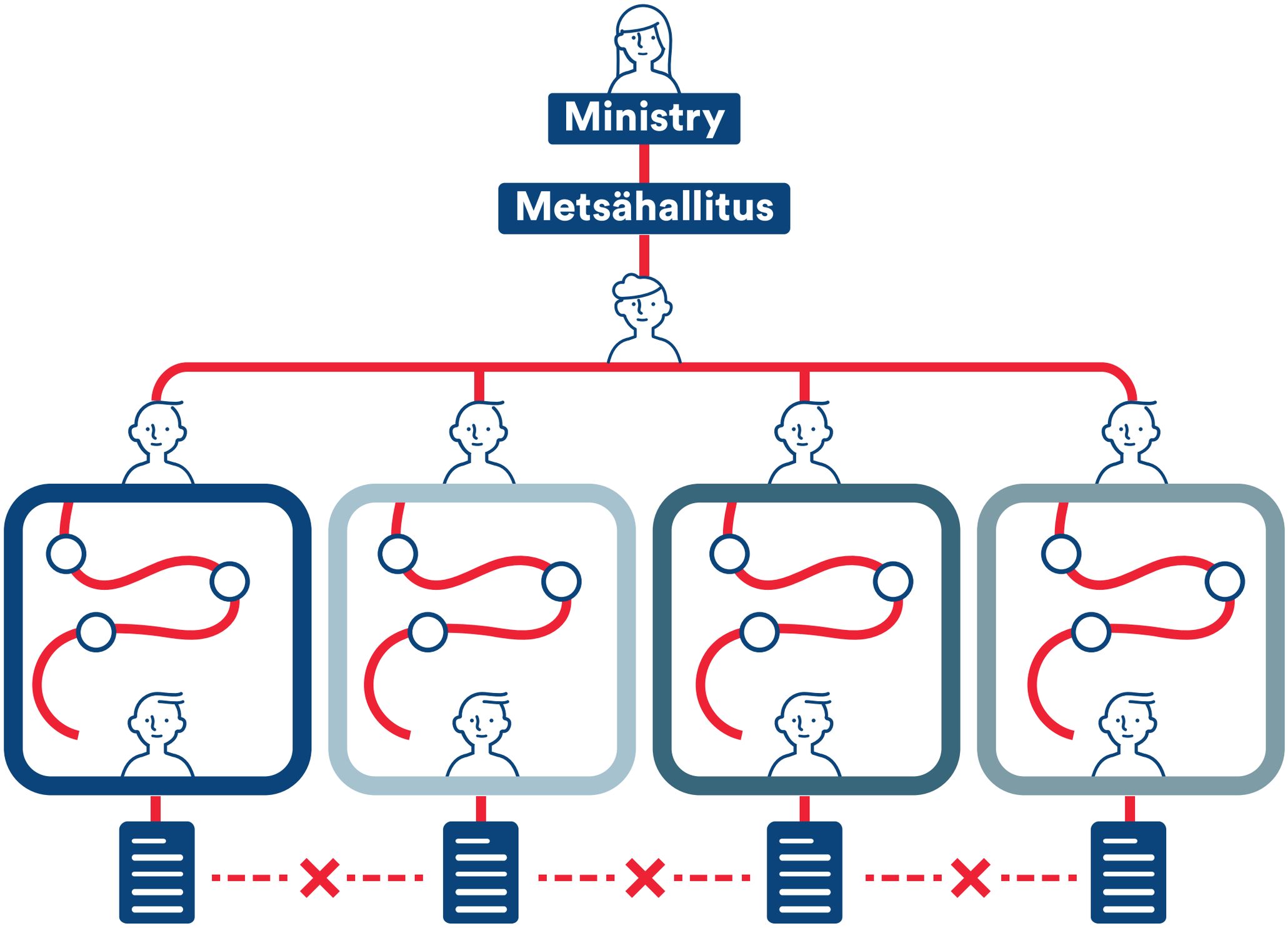

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Components		
	1x	Super - manager

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Components

	1x	Super - manager
	5x	Hiking Area Teams

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Components		
	1x	Super - manager
	5x	Hiking Area Teams
	5x	Hiking Area Action Plans

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Components		
	1x	Super - manager
	5x	Hiking Area Teams
	5x	Hiking Area Action Plans
	1x	Ministerial Set of Goals

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ELEVATE Process

Components

	1x	Super - manager
	5x	Hiking Area Teams
	5x	Hiking Area Action Plans
	1x	Ministerial Set of Goals

Tools

	1x	Process Map
	1x	Action Plan Template
	1x	Goals Guidelines

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Benefits

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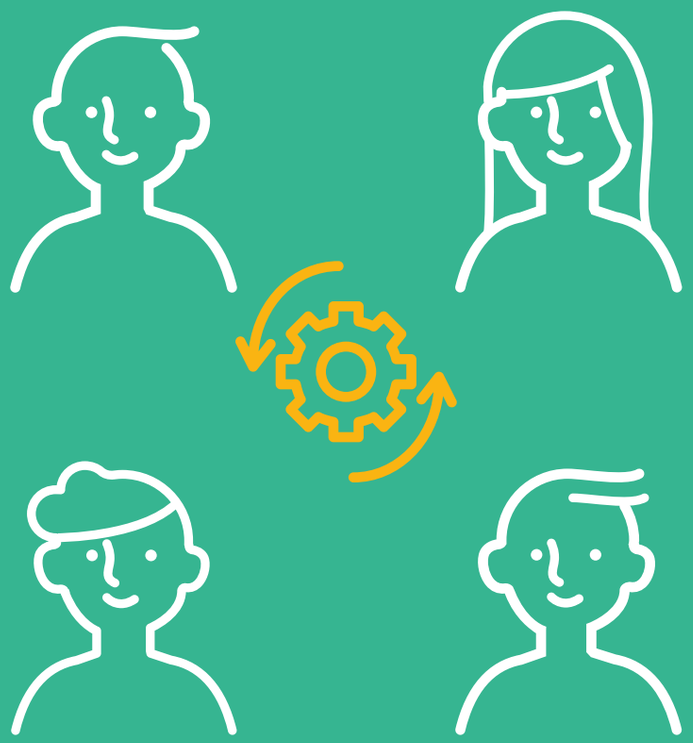

Efficient and integrated work

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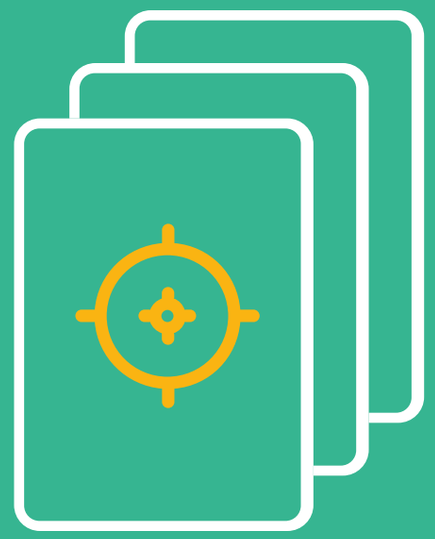
Efficient and integrated work



Focused and holistic plans

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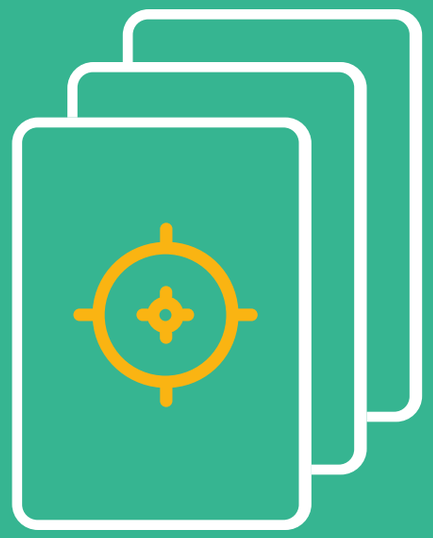
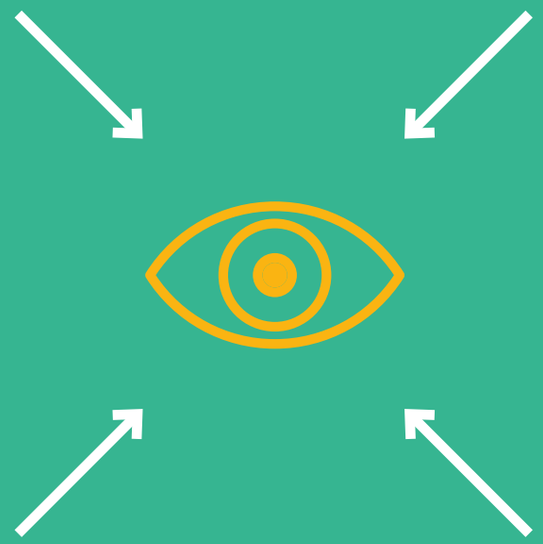
Efficient and integrated work



Focused and holistic plans



Clear and visible common goal

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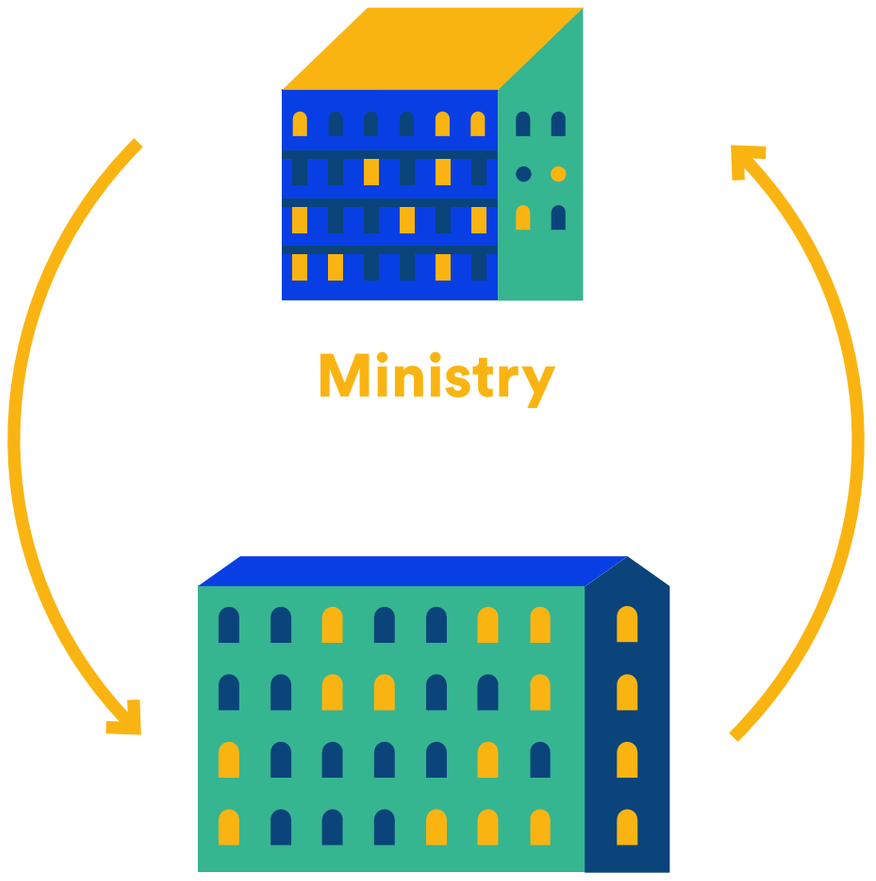

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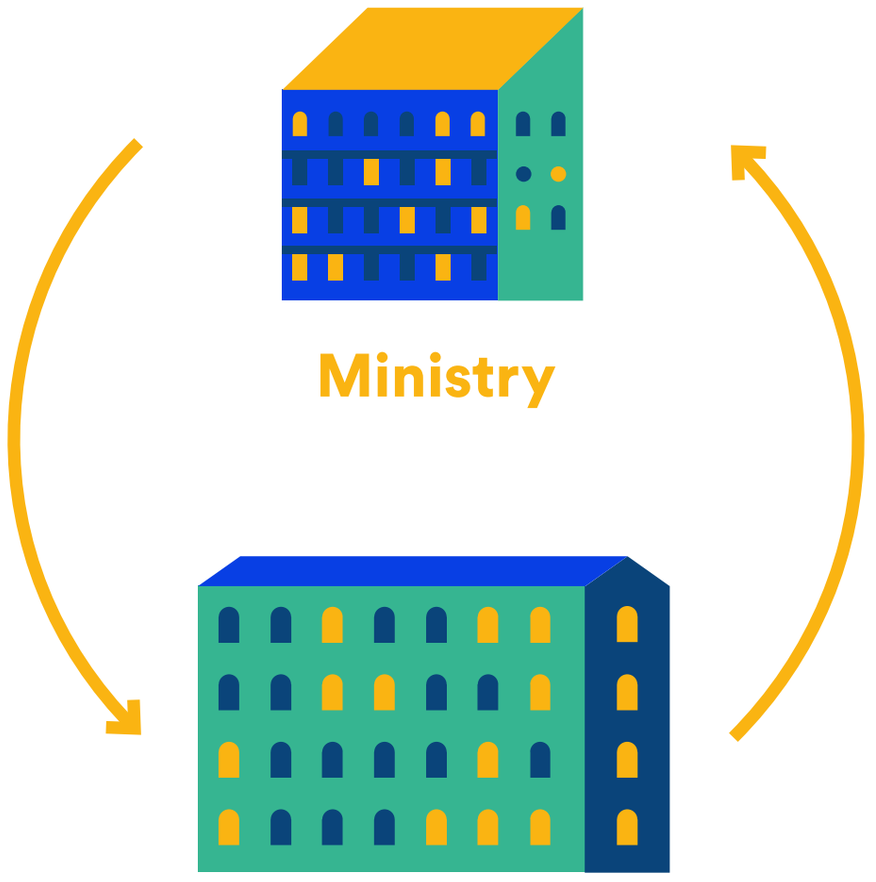

Thank you!

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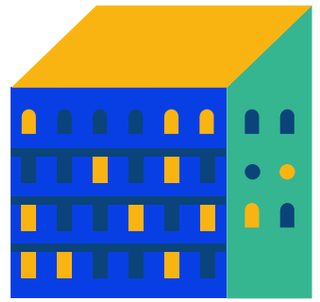
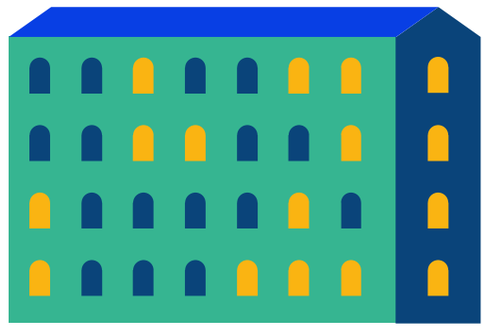
ELEVATE

Re-organizing the Hiking Area process for civil servants

Components		
	1x	Super - manager
	5x	Hiking Area Teams
	5x	Hiking Area Action Plans
	1x	Ministerial Set of Goals



Ministry



Metsähallitus

Q&A

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