

Changes in social welfare management

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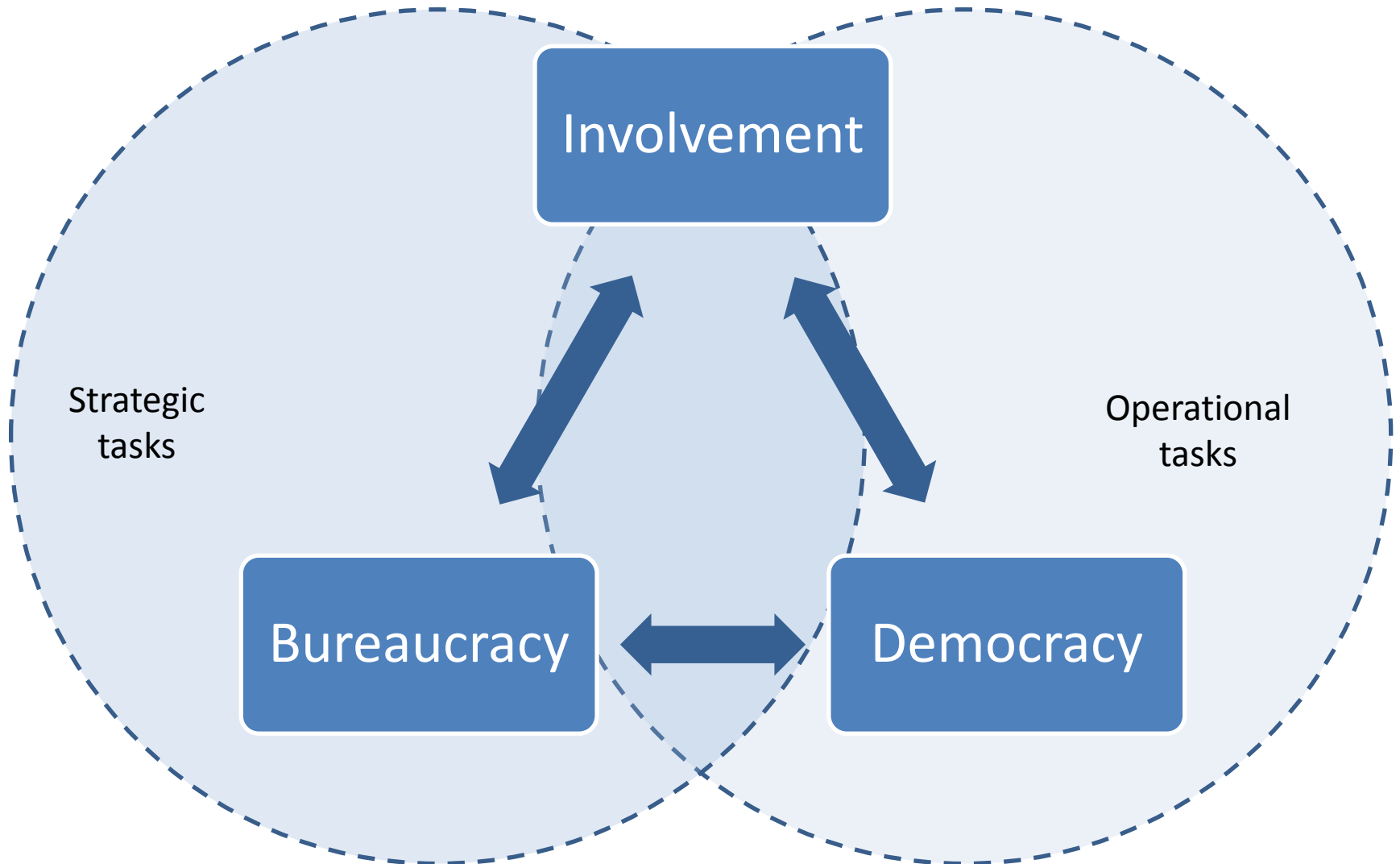
Challenge for management

- One main idea before the reform
 - Municipal level social- and health policy where social as well health services are basically integrated to other municipal level services and policies
- After the reform
 - We have to find again the main task for a municipality as an actor; service arranger and provider, industrial policy actor, welfare actor
 - We need to resolve how to promote welfare at the municipal level; how to create an active role as “creative oriented actor”
 - Municipality is now and in the future more responsible for employment policy and industrial policy – how will this be part of welfare management
- HRM (human recourse management)
 - The lack of qualified workers -> competition
 - How to keep qualified workers -> interesting work tasks, development processes, good enough salary, courage management, ...
- Financial management
 - The service effectiveness
 - The cost-efficiency for service processes

Management know-how

- Multi-sectoral understanding; social and health care are not acting in vacuum, how to manage network based expertise (avoid nasty problem syndrome)
- HRM knowledge; sensitivity for working conditions, understanding for recruiting processes
- Financial knowledge as part of strategic planning and operational options

Management as fields



Leadership and management in social services

<http://www.esn-eu.org/raw.php?page=files&id=1132>

ESN's working group on Leadership, Performance and Innovation was set up in the wake of the economic crisis in Europe. It brought together senior managers of public social services at local and regional level to evaluate both the impact of and the responses to the crisis, and to explore what this experience might mean for the future of the welfare state and for the leadership and management of social services.

Over the life time of the group, the members chose to engage with a number of issues which they believed to be critical to the future public management of social services:

1. Responding to the economic crisis and austerity
2. Innovation, research and evidence-based practice
3. Working with education, health and employment: recognising a shared agenda
4. Leadership and management in social services



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<http://conference.esn-eu.org/programme-lisbon>

Thank You!