

# Building the Organization to Improve the Services and the Effect in the Society

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## SUMMARY

The paper describes the development and reasoning behind the recent organizational changes of the National Land Survey of Finland (NLS). The Finnish cadastral administration is built on the Nordic cultural heritage and its practical implementation deriving from the centuries-long co-existence as a part of the Kingdom of Sweden until 1809. Since then our two systems have been developed independently but leaning on a common background and good understanding of the developments in the neighboring country. The changes have taken place in two separate phases. In the beginning of this millennium a well pre-pared step from a traditional governmental agency with line organization to a modern process-oriented organization with 12 regional units was taken. This process was based on several reasons, mostly based on the quality level of the NLS services and products and thus the effect in the society. The services and products, again, are produced in the core processes. The idea was that describing the processes and making the workflows more uniform and introducing a process oriented organizational structure you could offer higher and coherent quality to the customers, independent of where in the country they operated. The organization model also improved the possibilities to enhance the cooperation between the two sectors of the NLS, namely cadastral activities, topographic data collection and later land registry activities. During 2012 and 2013, a new reform was planned with the aim to introduce a new organization from the beginning of year 2014. In this second phase the goal is to take one step further towards a purer process organization with no regional administrative structure. However, all currently existing 35 local offices and their staff will remain. The old structure will be based on nation-wide process orientation and only three administrative units. Most of the steering structure was renewed. With this new structure the NLS expects to reduce the existing regional differences in service levels, simplify the planning and reporting system, and cut cost by at least 3 million Euros annually compared to the situation before the change. The reform project prepared a comprehensive description of the new model and a step-by-step plan for the roll-out of the new structure. The necessary preparatory legislative work was done up front to ensure that the laws were passed in time for the new organization to start in January 1, 2014.