

MSc, European Forestry/applied period GUIDELINES FOR REPORT

The report of the applied period consists of two elements. First you are requested to write a worker's diary. Please, give a short report (max. 10 lines) dealing with the main elements of your work on daily basis. You are asked to try to identify highlights of the work especially from the point of view of the European dimension of the forest sector. You may also present, for example, once a week your own self-evaluation: What did you do well? It is recommended also to think how you could improve your performance.

The second part of the report consists of your evaluation dealing with the unit or the organisation. For the evaluation it is recommended to discuss with your supervisors, partners and fellow workers and to study mission and strategy documents of the organisation. It is good if you start planning of this part of the report as soon as possible even if it is better to write the document during the last weeks of the applied period. The length of the report is 8-12 pages. The rationale and the proposed content of the report has been presented in the following paragraphs and pages.

It is increasingly desirable for units and organisations to set out their strategies and to analyse their performances. Today relevant interactions between specialists and relevant partners between and within organisations are important parts of management. Leaders need to diagnose where their organisations stand in the complexity of internationalisation and of the European integration process. They have to be able to establish clear policy directions and strategies for the organisation to follow in relation to the circumstances of their particular environment.

The aim of an evaluation is to improve working process at different levels of an organisation and to put a strong emphasis on the customers' and partners' needs. During the applied period you are requested to study the possibilities of development in the unit/organisation in order to clarify issues and to contribute suggestions from your own and from your fellow workers' experience. Discussions together with written material should provide you with valuable insight into the organisation. It is good to keep in mind that you are working in order to fulfil your own goals of education. The report is mainly for your academic studies but can be used in the organisation according to the needs of superiors and supervisors.

Open and frank reflections and discussions will greatly facilitate the analysis and the synthesis in the evaluation process. People are doing work together for European forestry and related green industry. They are working for the organisation not only in the organisation. Everyone wants to develop his/her working circumstances. Whoever is thinking development in an organisation he/she has to accept the main principle of an open and a transparent process.

It is important to recognise management and leadership as a compact part of any sort of work. A unit where people work can be small or big. Two persons are a team and their work has to be organised. At the same time when you are working during the applied period, you can think what could be your contribution for improvement of working processes from the point of view of the European dimension. I hope that the following draft content could also facilitate your preparation for reporting. It is not necessary to follow every detail of the proposed content of the evaluation scheme. Hopefully, the attached material enables you to further clarify the contents of your report.

Joensuu 04.02.02

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EVALUATE THE IMPORTANCE OF THE FOLLOWING STRATEGY ELEMENTS WITH RESPECT TO **EUROPEAN DIMENSION** IN THE ORGANISATION (Please, put emphasis on changes. Compare initial plans and statements etc. with performance practices currently in place)

1. BETWEEN THE ORGANISATION AND OPERATIONAL ENVIRONMENT

1.1 INTERNAL ELEMENTS

Concept elements

- mission
- objectives
- traditions
- self-image

Resource elements in the implementing organisations

- institutional structures and capabilities
- human capacity
- finance

Organisational elements

- leadership
- management
- structure

1.2 EXTERNAL ELEMENTS

External (society) perceptions and international development

- trends
- values
- identity
- promotion of welfare

Competitive position

- international
- national

Ethical responsibility in the field of forestry

- global
- regional
- local

2. WITHIN THE ORGANISATION

2.1 There are a lot of factors which can lead to a successful performance in the organisation. Please, report the factors which do play a key role and are important and relevant from the point of view of you/fellow workers.

Quality culture

- staff understand the high level institutional objectives - the mission, budget plan, etc
- staff contribute to the strategic planning and policy development
- performance objectives of the team (fellow workers) are frequently compared with the organisation's objectives
- defined personal accountabilities exist in order to improve achievement

External reporting and compliance

- financier
- external stakeholder/client
- governing body in the institution
- partners
- general public

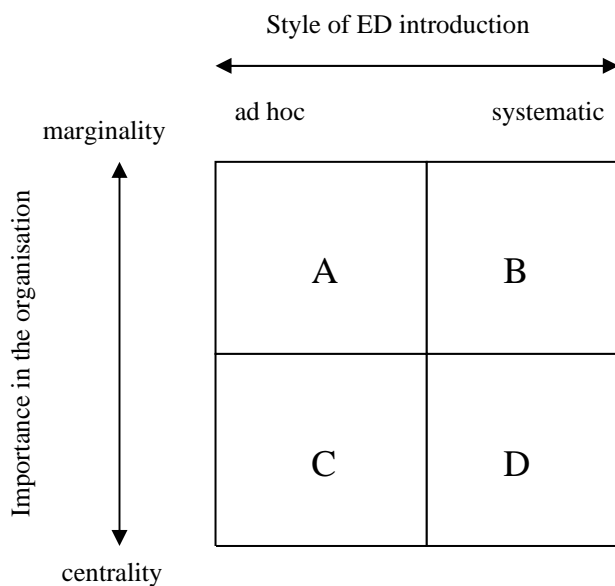
2.2 Achieving changes in response to the outcomes (self-review) (Do you identify the following issues as practical parts of your/fellow workers' work?)

- asking frequently questions such as
 - how do we know our work processes are effective?
 - what shall we do with the identified problems?
 - how good we are?
- keeping up continuous process of self-evaluation

2.3 Controlling changes with respect to objectives. Do you identify the following issues as practical parts of the functions of the organisation?

- assessing whether current practice is the same as that stated in documentation, i.e. do we do what we say we do?
- considering whether the processes currently in place could be improved (self-learning process).

2.3 The organisation has a role in the development of preconditions for European dimension (ED) in forest sector. How do you see the contribution and status development of the organisation? Define and explain the organisation's position using the concept of the following quadrants.



3. An useful means of approaching challenging objectives and effective performance in any unit or organisation is the so called SWOT analysis. You are requested to evaluate the performance of the organisation using the following parts of the SWOT questionnaire as a guide.

a. Strengths

What do you consider to be the STRENGTHS of the organisation in order to develop European dimension in forest sector? What does the organisation do well? (One domain or issue) On what evidence do you base your judgements?

b. Opportunities

What do you consider to be the major OPPORTUNITIES for the organisation? (One domain or issue) What is your evidence?

c. In light of foregoing, what, then are the major OBJECTIVES (max. 4) that the organisation could set or face in order to make even better performance to seize the opportunities?

d. Development plan (*derived from c.*)

I Main OBJECTIVE in securing positive development and in seizing opportunities

II MEANS, STEPS to be taken or ACTIVITIES to be initiated to achieve objective and seize opportunities

III Specific CONSTRAINTS or INHIBITORS to be faced

V Ways to measure achievement of objective or improvement

4. Describe the main success factors of the working cultures in the organisations of your home country and in the country where you work during the applied period.