



Audit plan 2018–2022



Audit plan 2018–2022

Audit plan of the National Audit Office

Registry no. 130/02/2017

On the basis of section 3 of the Act on the National Audit Office (676/2000), the National Audit Office has, on this date, confirmed its audit plan for 2018–2022. The National Audit Office's auditing operations are based on this plan. The plan includes performance targets for 2018, as well as resource calculations and a plan on the allocation of resources during the operational and financial period 2018–2022.

The audit plan is also the operational and financial plan referred to in budget legislation. The National Audit Office's communication plan, which is included as an appendix to the audit plan, is also the communication plan of an authority as laid down in legislation on the openness of government activities. The National Audit Office's strategic competence development plan for 2018–2022 is also included as an appendix.

Helsinki, 20 December 2017

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Auditor General

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1 Operating environment and resources

The focus in the audits and supervisory work performed by the National Audit Office lies in material risks of central government finances. Potential changes in the operating environment and related risks are anticipated when preparing the audit plan.

1.1 Operating environment and its risks

When assessing the operating environment and the related risks, future trends must be taken into account in addition to available calculations and verified data. A proactive approach allows us to achieve a better overview of the situation and linked phenomena. Even though there are signs indicating that the global economy and the economy of Finland are picking up speed, the risks related to growth must also be taken into account.

With the United Kingdom having made the decision to leave the European Union, the challenges and risks faced by the Member States in their cooperation will increase and thus increase the risks of the operating environment. The uncertainty characterising the Brexit negotiations has already weakened European growth prospects, but the effects of Brexit will only become clear once an agreement on the terms has been reached.

Despite the positive national development, Finnish government finances will probably show a deficit until the end of this decade. The status of Finnish government finances is burdened by the ageing of the population and the high level of structural unemployment. Other major risks for the Finnish economy include the level of state guarantees and liabilities, and the significant interest risk related to the national debt.

Quick yet extensive changes are taking place in public administration. In order to guarantee a good final result, our audit operations must support the administrative reform, the renewal of the organisational structures and innovations. The reform of central government, the provincial reform and other structural reforms are changing our audited entities. Risks always increase during a change, which means that more audits and supervision are needed. Digitalisation is considered an opportunity for auditing, but the need to prepare for ICT risks is also emphasised.

One of the challenges inherent to auditing is producing information at the correct time. Audit planning must be based on long-term measures so that the limited resources can be focused on the most important areas. Meanwhile, our operating environment is quickly changing. The National Audit Office must be able to quickly react to changes both in terms of the selection of audit topics and in the implementation of the audits to ensure that the information will be as beneficial as possible to the end users.

As the processing and analysis of data are becoming increasingly automated, the auditors will be able to use more extensive data sources in their work. We must still be able to ensure correctness and quality of the information, however. Due to automation and extensive information system changes in administration, we will be able to process and produce information at the correct time to respond to the current needs.

By conducting audits, the National Audit Office strengthens citizens' trust in good governance. Expanding the mandate of the National Audit Office to the activities of the Social Insurance Institution of Finland and the Financial Supervisory Authority would allow the Audit Office to adopt a more macroeconomic perspective. The regional government reform will likely change the National Audit Office's field of operations if the audit rights are extended to cover the new regional government.

EFFECTIVENESS

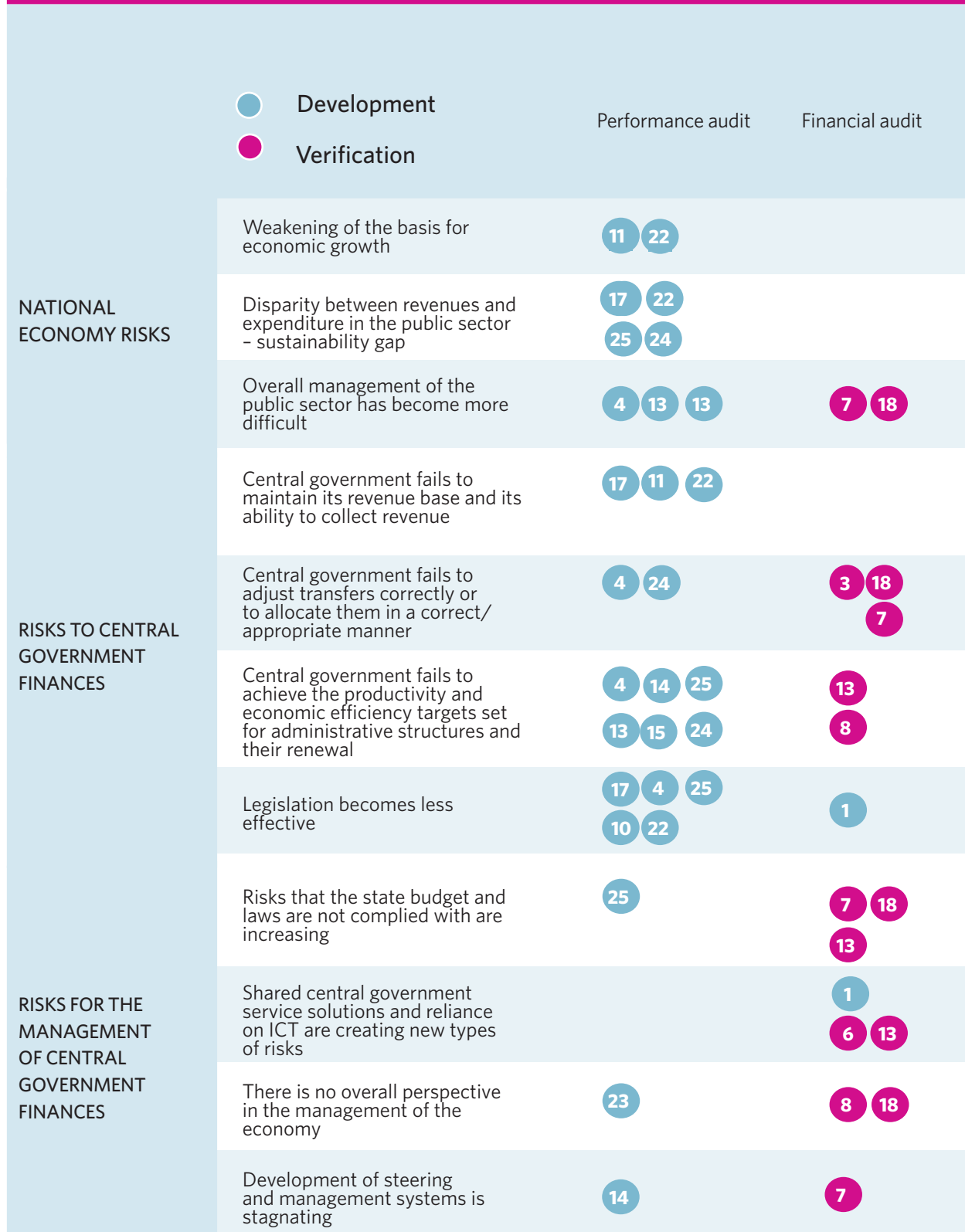


Figure 1: Effectiveness portfolio 2018

PORTFOLIO 2018

Compliance audit

Fiscal policy audit

Fiscal policy
evaluation

26 27

26 27

5 16

9

5

20

19 27

12 21

2 13

13

13

Priorities and themes

- 1 Expert activities, especially in the drafting and application of statutes concerning group-level financial administration
- 2 Budget procedures
- 3 Audit of EU funds
- 4 Managing treatment and care costs
- 5 Monitoring of the implementation of General Government Fiscal Plan
- 6 Audit of the Kieku system
- 7 Financial audits of accounting offices
- 8 Auditing group-level decisions
- 9 Steering of local government finances
- 10 Quality of legislation
- 11 Ensuring the competence base in the changing labour market
- 12 Audit of transfers
- 13 Internal control, risk management and ensuring continuity
- 14 Ensuring the functioning of information society
- 15 Safety and security work and cooperation between the authorities at central government, regional and local government level
- 16 Monitoring compliance with Stability and Growth Pact
- 17 Central government as a party promoting sustainable solutions
- 18 Audit of final central government accounts
- 19 Assessment of the impact of changes in taxation and tax subsidies
- 20 Tax revenue
- 21 Reviewing state funding of universities
- 22 Encouraging business investments
- 23 Management of lifecycle costs in fiscal planning
- 24 Management of employment
- 25 Implementation of reforms and management of risks
- 26 Medium-term forecasts on central government finances
- 27 Knowledge base on targeting of fiscal adjustments

1.2 Effectiveness portfolio

The effectiveness portfolio provides an overall idea of the main risk areas, audit themes, audit types and audit perspectives. The effectiveness portfolio shows, on an annual basis, what the 2018 audit themes and priorities are and how they will be targeted to the main risk areas identified in the risk analysis of central government finances and the national economy. The effectiveness portfolio also indicates which audit topic or monitoring function will perform the audit and whether the audit is about attestation or on a development-oriented perspective.

1.3 Risks related to digitalisation

The public administration operating environment is experiencing fast-paced changes as the result of the faster development of IT and communications technology, for example. The ongoing digital revolution will have extensive and financially significant effects on public administration.

Phenomena that have been discussed in public administration lately include software robotics, cloud services, data analytics, artificial intelligence, machine learning, neural networks, blockchain technology and industrial internet. Digital competency of public administration has a key role in this revolution.

Challenges to the digital competency of public administration include slowly changing legislation, inefficient and decentralised control and management methods, and strict planning structures that hamper the ability of public administration to react to changes in its operating environment at the correct time and in the correct way. If public administration fails to utilise the opportunities offered by digitalisation at the correct time, it will not be able to improve its productivity or efficiently operate in the digitalising operating environment. Implementation of shared policies and solutions in public administration has been difficult, which has slowed down the implementation of new digital solutions.

Another issue hampering the utilisation of IT and communications technology is the fact that public administration suffers from a lack of resources and uneven distribution of competencies. The possibilities of public administration to renew its competencies are limited. Outsourcing could be one means to fill the resource and competence gap, but it involves a risk of outsourcing the wrong tasks or implementing the outsourcing in the wrong way. Another challenge is the fact that existing systems based on the old technology must be maintained while developing solutions that utilise the new technology.

The fast-paced development of technology introduces a host of new possibilities, as well as whole new kind of significant information security and cybersecurity risks and threats. Their management will become even more important in the future. Increased dependence of IT and communications technology makes the realisation of these risks in public administration more likely.

The National Audit Office has identified and monitored risks related to IT and communications technology as a separate risk area for several years. The view on key risks presented in the table below is based on monitoring of the operating environment, audits and internal risk workshops at the National Audit Office.

The vertical columns in the table describe the different audit perspectives. Different risks are emphasised in the different audit perspectives. The table also includes an assessment of the direction to which each risk will develop. The key risks were addressed at several audits. Operating units where these risks appear will be audited also in the future.

Our audit perspectives									
	Quality of legislation	Structural reforms	Steering systems and management practices	Anticipation and risk management	Management of personnel resources and competencies	Purchased services and other acquisitions throughout their lifecycle	Information management and information resources	Information security and privacy protection, controls	Direction of the risks
Risks related to digitalisation									
Legislation promotes the utilisation of the opportunities provided by digitalisation.	●						●		↑
ICT control in public administration remains ineffective and decentralised.		●	●						↑
Information security and cybersecurity deteriorate and misuse of information increases.				●	●	●	●	●	↑
Public administration fails to respond to the changes in the digital operating environment at the correct time.	●		●	●					→
Competencies of public administration do not meet the digitalisation needs.			●		●	●			→
Strategies and development actions across administrative sector borders are not realised in the desired manner.			●						→
Public administration fails in its outsourcing.		●	●		●	●			→
Information collected by public administration cannot be utilised in decision-making to a sufficient extent.			●				●		→
Technological solutions used in IT systems become outdated too quickly.						●	●	●	→
The management of ministries and agencies fail to identify the opportunities offered by digitalisation.			●	●					↓

Figure 2: Risks related to digitalisation

1.4 Spending calculations and personnel plan in the operational and financial plan

The spending calculations for 2018–2022 assesses the total value of the annual budget proposals for the coming years. The calculation indicates how much of the budget proposal is allocated to salaries and fees, other operating expenses and VAT expenditure. The National Audit Office continues the process of streamlining its personnel structure so that the costs arising from it can be reduced. The changes in the personnel structure will be implemented so that external recruitments are used to fill vacancies of senior auditors and auditors. Appendix 1 presents the spending calculations contained in the operational and financial plan. Personnel resources will be allocated to the departments in accordance with the resource framework table for 2017–2022 in Appendix 2. The framework shows the allocation of personnel resources to individual audit types, monitoring tasks and activities. The expected trends in salary expenses and person-years are laid out in the personnel resources framework and these are adjusted in accordance with the agency's budget.

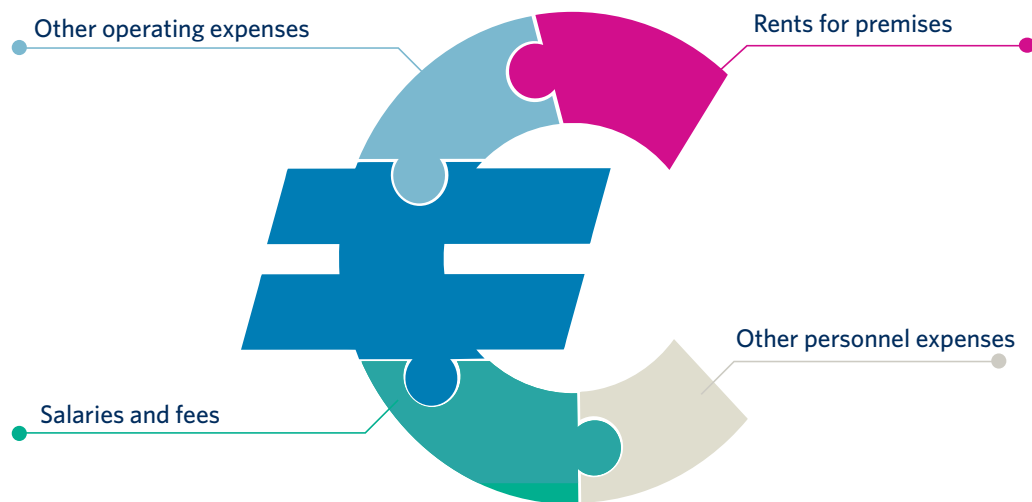


Figure 3: Breakdown of spending

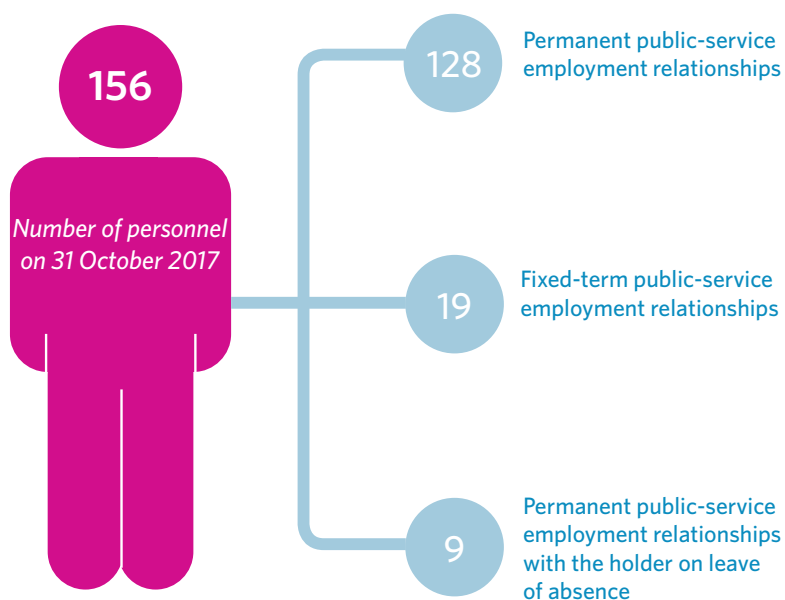


Figure 4: Personnel status on 31 October 2017

Approximately 82% of the employees are in a permanent public-service employment relationship with the NAO. At the end of 2017, only 12 % of the employees has a fixed-term public-service employment relationship. A total of eight employees retired in 2017. The number of retiring employees is not expected to increase in the next few years. The next year during which a larger number of employees are expected to retire is 2024 – based on the assumption that employees retire when they turn 68 years.

Table 1: Retirement as employee turns 68

	Retirement as employee turns 68									
	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Retirement										
Performance Audit and Fiscal Policy Audit Department	4	2				3	2	4	1	
Financial Audit and Compliance Audit Department	2	1	1			1	2	3	1	
Executive Office	1									
Administrative Services Unit	1	1			1			1		
Total	8	4	1		1	4	4	8	2	



**Valtiontalouden tarkastusviraston
erilliskertomus eduskunnalle:
Finanssipolitiikan valvonnan raportti
2017**

VALTIONTALouden TARKASTUSviraston EDUSKUNNALLE ANNETTAVAT KERTOMUKSET

2 Audit plan 2018–2022

This chapter discusses auditing and development priorities, auditing duties and goals, as well as audit topics.

2.1 Priorities

The targeting of audits is based on selected perspectives that determine the auditing priorities. The general perspectives and priorities listed below are applied when targeting audits. They become concrete in the audit plan of each audit type.

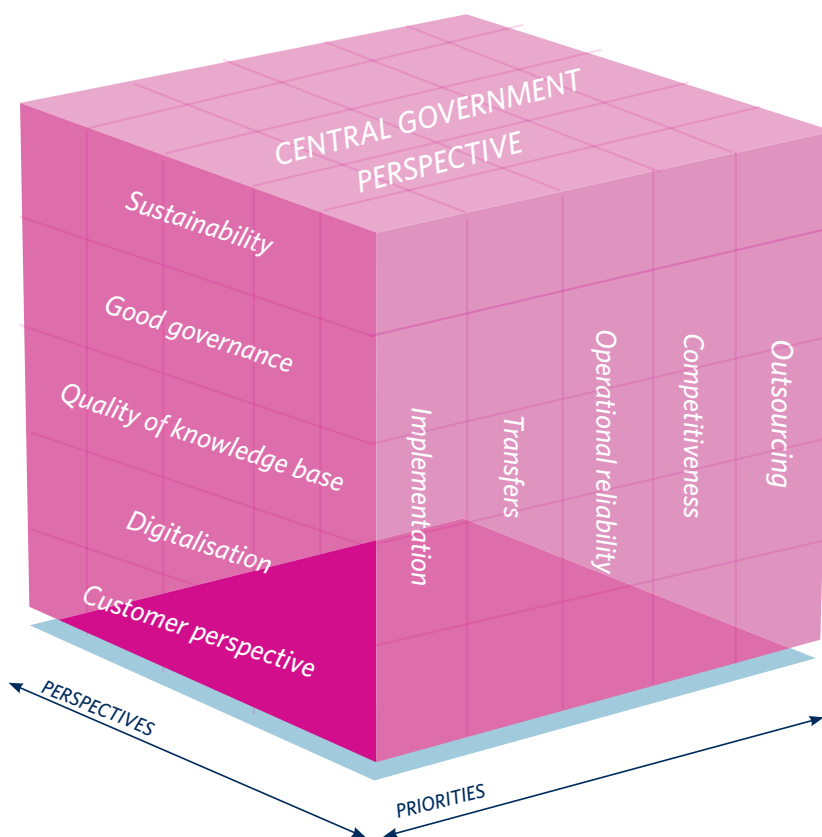


Figure 5: Targeting of audits

According to the NAO2020 vision, the operations of the National Audit Office are based on successful auditing, evaluation and monitoring of central government finances and on contributing to sustainable renewal of central government finances and public administration.

We provide information that supports sustainable reform of public administration and public-sector economy for Parliament, decision-makers and senior public servants. The targeting of audits focuses on the central government finances perspective.

We foresee changes in our operating environment, react to them when producing plans and reports, and justify our priorities in a transparent manner.



Figure 6: General auditing principles

2.2 Reports to Parliament

Statutory reports submitted by the National Audit Office to Parliament include the following:

1. National Audit Office's Annual Report to Parliament, as laid down in section 6 of the Act on the National Audit Office
2. Separate reports submitted to Parliament whenever necessary, as laid down in section 6 of the Act on the National Audit Office
3. Reports on election campaign funding in connection with elections, as laid down in section 10, subsection 3 of the Act on a Candidate's Election Funding
4. Annual reports on funding of political parties, as laid down in section 9 e, subsection 5 of the Act on Political Parties

The purpose of the reports to Parliament is to serve the needs of Parliament as well as possible. The reporting realises the interaction between an external auditor and a supreme decision-making body as laid down in international audit guidelines. The Parliament reports include the audit observations and conclusions that are most important during parliamentary sessions in an easy-to-read and easy-to-use format. The reports are developed in cooperation with the decision-makers.

2.3 Financial audit and compliance audit

This chapter reviews the duties and goals of the Financial Audit and Compliance Audit Department, the targeting of audits and the development priorities.

Duties and goals

The duties of the Financial Audit and Compliance Audit Department are

- Regularly producing up-to-date, reliable information about the correctness and sufficiency of the financial statements of the state and its accounting offices, compliance with budget regulations and compliance with the principles of good governance
- Promoting achievement of the principles of good governance and the sharing of good practices in central government finances
- Promoting the budgetary and legislative powers of Parliament and supporting the administration working under the Government in central government finances

The purpose of an audit is to ensure that regulations on the state budget and key central government finances are followed, and that correct and sufficient information on the profit, expenditure and financial position of the central government and its accounting offices is provided in the reports. An audit supports budgetary power and appropriate internal control, compliance with good fiscal principles, efficiency of administration and development of administration.

The purpose of a compliance audit is to ensure that the target of the audit has complied with legislation, other regulations and instructions issued by the authorities. The goal is to determine whether the activities comply with the state budget, the principles of good governance, the operating policy, as well as financing and contractual terms and conditions. The aim is to provide decision-makers with information on whether laws and other regulations and the principles of good governance have been complied with and whether regulation has produced the desired results.

Central government perspective

The central government perspective is always the key in the case of financial audits and compliance audits. The audits are focused on the largest accounting offices and items that are most significant in terms of the central government accounts. Compliance audits are targeted to items that are most significant in terms of the budget and the central government accounts. Compliance audits realised in connection with financial audits aim for an extensive scope from the perspective of central government finances.

Materiality is determined based on whether the matter is studied from the perspective of correct and sufficient information, compliance with the budget or the principles of good governance.

Targeting of audits

Audit reports are prepared on the final central government accounts, audits of accounting offices and audits of certain funds. An audit by the National Audit Office covers ministries and their accounting offices that are obligated to prepare final accounts by law, certain state funds that are not included in the scope of the budget and the final central government accounts.

The audit is targeted based on materiality and risk. The key issue in case of materiality is the assumed effect of the information on the decision-making of the party using the information.

Audits are focused on budget procedures and the setting of performance targets, financial statements and the review of operations, internal control procedures, and compliance with the budget and key regulations regarding the budget.

Compliance audits are focused on matters in which a compliance audit as the audit method provides the best opportunity to produce audit information on legality and appropriateness of central government finances and compliance with the budget. Issues influencing the targeting of an audit include significance of the matter for the state budget, significance of the matter for the financial position of the central government and significance of the matter for decision-making on central government finances by Parliament and implementation of the legislative powers of Parliament. Main topics include transfers, revenue, procurement and compliance with the budget.

A fairly comprehensive risk analysis that was performed in 2016 to assist in the selection of compliance audit topics was updated in 2017. Compliance audit topics are planned based on the risk analysis.

Auditing the regions will be prepared at the beginning of the planning period in cooperation with the Performance Audit Department. According to a draft proposal by the Government on the proposed Act on Regions, the National Audit Office can audit the legality and appropriateness of local government finances and compliance with the state budget. The National Audit Office's main goal is to ensure that Parliament receives correct and sufficient information about the operations, finances and financial position of the regions and regional organisations to support its decision-making and assessments. Another goal is to ensure that the regions follow in their operations and finances all the regulations that are most important in terms of central government finances.

Development priorities

During the planning period, the development of audits will focus on the development of centralised audit methods with the help of digitalisation and software robotics, applying new instructions to practice and promoting systematic information system audits.

Special attention will be paid to the challenges imposed by the digitalisation of administration and finances. During the planning period, analytical audit methods that utilise electronic records will be promoted in the case of both financial audits and compliance audits. The goal is for the department to have access to a relational database covering the main financial processes of on-budget economy or access to information that can be utilised in the same manner as in relational databases about central government finances and that the information is continuously and automatically updated and that it is available to all audit types.

Digitalisation of financial and compliance audits and software robotics will be developed during the planning period in all audit sectors so that the new procedures can be efficiently and quickly introduced.



Figure 7: Digitalisation and software robotics development areas in 2018 and 2019

Teamwork methods will be promoted especially in all audits and activities where the sharing of information and cooperation could assist in developing competencies or learning new skills and thus improve efficiency of the auditing operations.

Effectiveness of financial and compliance audits will be promoted by means of active interaction with the organisations involved in the audit.

Audits during budget year 2018 and budget years 2019–2022

Audit reports are prepared for agencies and ministries that act as accounting offices, three off-budget state funds and the final central government accounts.

The planned number of annual audits for the budget years 2018–2022 is 65–75.

Compliance audits in 2018 and a preliminary plan for 2019–2022

Compliance audits are performed in connection with financial audits and as separate compliance audits for which separate compliance audit reports are prepared. Based on the risk analysis, compliance audits focus especially on transfers, revenue, procurement and compliance with the budget.

A total of three separate compliance audit reports will be prepared in 2018. These reports will cover state funding of universities, off-budget financial liabilities of the government in international communities and clarity of taxation regulations. Reports on audits of payroll administration, government expenditure related to immigration and agricultural subsidy audits will be published in connection with financial audits.

One separate compliance audit regarding support provided to associations will be started in 2018. The compliance audits in connection with financial audits will cover tax revenue of the Tax Administration, procurement of certain accounting offices and agricultural subsidies.

2.4 Performance Audit and Fiscal Policy Audit Department

This chapter reviews the duties and goals of the Performance Audit and Fiscal Policy Audit Department, the targeting of audits and the development priorities.

Duties and goals

The Performance Audit Department verifies whether central government finances have been managed in a profitable manner. Finances have been managed in a profitable manner when the authority in charge of the finances has promoted the desired goals with as low costs to the central government as possible.

The goal is to generate added value for the users of the audit information by emphasising good practices that improve performance of the operations as well as significant defects and problems, including their underlying causes. The audits aim at providing the decision-makers with information they can use when planning and controlling finances, as well as recommendations they can use when developing their operations.

A fiscal policy audit focuses on the management of central government finances as a whole and the control of public-sector economy as a whole. It verifies whether central government finances and public-sector economy as a whole have been managed in a sustainable manner and whether a true and fair view of their status has been offered in a transparent manner. A fiscal policy audit also assesses how the government has attempted to influence the national economy by regulating the revenue and expenditure and the structure of the public-sector economy. A fiscal policy audit also supports the fiscal policy supervision and assessment goals.

Central government perspective

A performance audit primarily focuses on operations that are important for central government finances. This means activities in which substantial use of central government funds takes place or which have a substantial impact on central government revenue, expenditure, costs or assets. For the audit to be effective, the audited operations must have a material impact on central government finances also in the future, which is why anticipated costs and other financial effects are considered in addition to the realised costs. This requires taking into account the anticipation when planning the audit.

The audited matter is always assessed from a financial perspective. The audit is about making a financial analysis of the performance of central government finances, i.e. whether the goals have been promoted with as little costs to the central government as possible. The operations and the achievement of the set goals are assessed in relation to the costs to the central government. Financial effects on other financial units are also considered.

Development priorities

Development of competence

A competence development plan for the Performance Audit and Fiscal Policy Audit Department was completed in autumn 2017. A personal development plan (HEKS) was prepared for each employee.

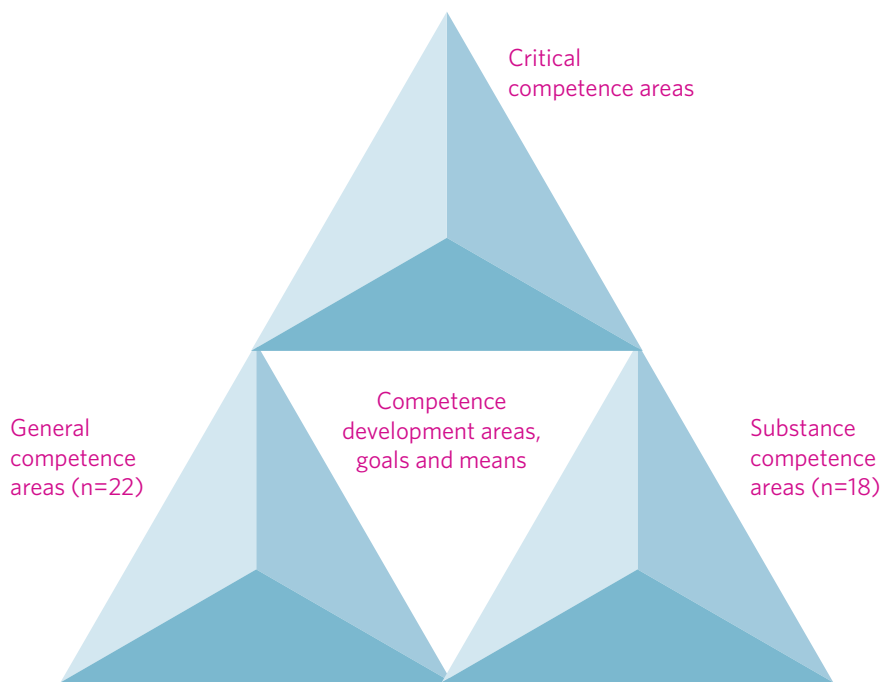


Figure 8: Cornerstones of competence development in the Performance Audit and Fiscal Policy Audit Department

The plan identifies critical competence areas to ensure achievement of future goals. These are:

- Economic competence at the macro and micro level, including local government finances
- Competence required by the social welfare and health care reform and the regional government reform
 - Financial steering of the regions, appropriation criteria and their calculation principles
 - Social welfare and health care reimbursement system
 - Supervision and control of social welfare and health care services
 - Regional administration and enterprise resource planning
 - Regional ownership steering
 - Development of the system of central government transfers during the reform
- Reporting in a digital operating environment
- Data analytics
- Proactive approach
- Ownership steering
- Tax policy

The starting point of a performance audit and fiscal policy audit is the readiness to process the audited matters from a financial perspective, which requires good economics competence from the personnel. In 2018, some of the employees will start an economics training programme realised by an external service provider. The National Audit Office's strategy includes a goal of supporting senior management of agencies in structural changes by providing members of the senior management who have already familiarised themselves with the subject matter with new information on the discussed issues. To achieve this, competence of the department's personnel in specific areas must be deepened. The need for competence in ownership steering and economic analysis of law is expected to clearly increase due to the operating environment. Due to digitalisation, key competence development areas of the department include development of knowledge formation during audits and utilisation of data analytics.

Other competence development areas in 2018 include the following:

- Implementation of updated performance audit guidelines, including reliability and realism of audit design, and limiting the audit scope
- Developing oral presentation skills, interaction skills and teamwork skills
- Workshops with stakeholders on specific subject matters
- Actor-mentor operations
- Utilisation of anticipation and assessment information

Knowledge formation and data analytics

Performance and fiscal policy audits have traditionally relied mostly on qualitative data and qualitative methods. To assess the effects of the audited operations, statistical data and data from registers has been used in the audits. The data has been analysed with econometric and statistical methods.

In the future, the plan is to boost the analysis and data management capacity to improve effectiveness of the audits. The development of digitalisation and data analytics increases the number of available applications, which enables versatile utilisation of data. The development requires investments in new applications and the development of competence. In addition to competence regarding the audited entity and the audit methods, the ability to monitor the development of technology, as well as the ability to use new data and knowledge formation tools, will be emphasised during the auditing work.

One of the key benefits offered by digitalisation is scalability. Scalability is limited due to the one-off nature of performance and fiscal policy audits. In addition, the National Audit Office does not have the right to obligate the audited entities to collect any specific information. Therefore, the development of knowledge formation will be focused on repeatable analysis stages where scalability can be utilised, the utilisation of structured data and the utilisation of other forms of information, such as open knowledge.

It is important that all the employees of the department are able to identify any opportunities to utilise structured data, and that there is the opportunity to try out new methods and ways of working during audits.

Some of the prerequisites for the utilisation of data analytics are knowledge formation with reliable methods and understanding the object being assessed. The development of knowledge formation will continue.

Versatile utilisation of generated information and data in decision-making

The goals are:

- Developing the timing of audits, reporting and communication in such a manner that the audit information can be widely utilised in the work of different committees
- Comprehensively introducing a customer feedback survey in 2018 and using the provided feedback to develop the audit operations
- Developing communication in such a manner that the audit findings can be customised for different target groups (MPs, public servants, reporters and citizens) and distributed through suitable channels
- Monitoring public discussion and participating in it, introducing the results and conclusions of published audits

Social welfare, health care and regional government reform

In 2018, approximately 2–3 person-years will be reserved for preparation for the social welfare, health care and regional government reform, monitoring of the operating environment and working with experts and stakeholders.

Close interaction with the ministries (the Ministry of Finance, the Ministry of Social Affairs and Health, the Ministry of Economic Affairs and Employment, the Ministry of the Environment, the Ministry of Agriculture and Forestry) and other actors (such as the National Institute for Health and Welfare, the National Supervisory Authority for Welfare and Health, the Finnish Competition and Consumer Authority, and possibly also the Social Insurance Institution and the Association of Finnish Local and Regional Authorities) that are most important during the social welfare, health care and regional government reform is important both at the level of management and at the level of experts. The parties preparing the reform in the different regions will also be contacted (such as hospital districts, regional councils, change managers and cities in the Helsinki metropolitan region), at least in the Helsinki metropolitan region and in some other regions. This is to clarify the relationship between the NAO's audit operations and the various parties during the different implementation stages of the reform. A key goal is to ensure that statistical data and assessment information collected by the various parties during the preparation for the social welfare, health care and regional government reform can be utilised in the performance audit.

Competence will be boosted and deepened over the course of 2018 with the following means:

- Monitoring the operating environment; collecting and analysing monitoring data, conducting risk analyses and more comprehensive internal reports and opinions. Special monitoring targets from the perspective of the social welfare and health care reform include the processing of legislative proposals linked to the reform in Parliament, the preparation of ICT systems and digitalisation, budgetary preparations by the Ministry of Finance, temporary management of the regions, the roles of the different parties, the development of social welfare and health care indicators and knowledge base, the social security reform, the system of central government transfers, and the establishment of a supervisory authority.

- Internal and external training for the employees, including participation in external events, topical workshops arranged by the NAO and other training (such as training on regulations governing the social welfare, health care and regional government reform)
- Audits linked to the subject matter, such as own control, employment policy measures and promotion of employment
- Working outside the NAO

A key issue in the preparation for the reform is developing the competence of key employees in compliance with their personal development plans.

Performance and compliance audit 2018 and 2019–2022; audits to be started

Themes	Topics
Implementation of reforms and management of risks	Income support system
	Own control in social welfare and health care
	Own control in specific industries
	Topic 4
Management of employment	Topic 1
	Topic 2
	Topic 3
	Topic 4
Management of lifecycle costs in fiscal planning	Topic 1
	Topic 2
	Topic 3
	Topic 4

The topics to be included in the themes will be specified in 2018.

Audit topics
Competence programme for young adults and promoting competencies of adults
Opening up passenger rail traffic to competition
Strategic performance projects of the Defence Forces
State development company VAKE
Theme “Management of state-owned property” (topic 4)
Reliability of medium-term public-sector economy forecasts (FIPO audit)
Knowledge base on targeting of fiscal adjustments (FIPO audit)
Control of the development of universities and related incentives
Control and structural development of universities of applied sciences
Voluntary return in the prevention of illegal immigration
Energy tax refund system of energy-intensive industries as a source of subsidy
Operations of the supreme audit institution as part of the crisis resolution mechanism (international parallel audit)
Functionality of electronic government administration services for citizens (international parallel audit)
Government’s annual report

2.5 Fiscal policy monitoring and evaluation

This chapter reviews the supervisory duties of the Fiscal Policy Evaluation Department, its goals and its development priorities.

Duties and goals

The independent fiscal policy monitoring and evaluation duty is governed by the Act on the Implementation and Application of the Provisions Governed by the Treaty on Stability, Coordination and Governance in the Economic and Monetary Union and on Requirements Concerning Multiannual Budgetary Frameworks (869/2012, the “Fiscal Policy Act”), the Government Decree on the General Government Fiscal Plan (120/2014; as amended by 601/2017), the Fiscal Stability Pact of the European Union and its common principles on national fiscal correction mechanisms (COM [2012] 342), the European Union Budgetary Framework Directive (2011/85/EU) and Regulation (EU) No 473/2013 of the European Parliament and of the Council. The ultimate goal of Fiscal Policy Evaluation is to ensure sustainability of the planning and management of the public-sector economy.

The monitoring verifies the setting of fiscal policy goals and its transparency, as well as assesses compliance with rules and the achievement of the goals. Furthermore, the monitoring ensures that the forecasts used as the basis for the fiscal policy are reliable. One of the goals is to promote transparent rules that are easy to understand.

Targeting of the monitoring

The monitoring is primarily targeted based on the statutory duties. The duties include an assessment of compliance with the Fiscal Policy Act, which includes an assessment of the setting and achievement of the medium-term general government budgetary target set by the Government, as well as monitoring the correction mechanism included in the Fiscal Policy Act. The statutory monitoring duty also includes regular assessment of macroeconomy and public-sector economy forecasts made by the Ministry of Finance, and an assessment of how realistic the macroeconomic forecasts are. The regular monitoring covers the preparation and implementation of the General Government Fiscal Plan and compliance with central government spending limits. Furthermore, Fiscal Policy Evaluation assesses compliance with the EU Stability and Growth Pact and compliance with the national fiscal policy rules and goals.

The monitoring duty requires from the National Audit Office public assessments and opinions on the achievement of the fiscal policy goals, compliance with the rules, sufficiency of the corrective measures and correctness of the forecasts by the Ministry of Finance.

Development priorities

The regular monitoring of the correctness of the forecasts that was started in 2016 is still being developed both in terms of the content and in terms of the statistical and econometric methods used. The assessment of how realistic the forecasts are and the supporting monitoring of economic trends are being developed with the help of data analytics and software robotics. Tools suited for the assessment of the sufficiency of the corrective measures will be further developed by means of external research projects, if necessary.

Transparency of the operations will be improved by reforming the structure and content of the external website as part of a comprehensive reform of the National Audit Office's external website. The monitoring tasks, their timing and the basis on which the operations are targeted are clearly described to the general public.

Fiscal policy monitoring and evaluation 2018 and 2019–2022

A separate report on a fiscal policy audit and fiscal policy monitoring that cover the management of public-sector economy during the 2015–2018 parliamentary term will be submitted to Parliament in December 2018. It will include assessments of the management of the fiscal policy, the achievement of the Government's goals, compliance with the EU Stability and Growth Pact and the progress of key fiscal policy actions and structural reforms during the parliamentary term. A fiscal policy monitoring and evaluation report to be submitted in May 2018 will include an assessment of compliance with the Stability and Growth Pact and the spending limits in 2017 and an assessment of the General Government Fiscal Plan. The results of an analysis on the accuracy of the forecasts by the Ministry of Finance will be published as a separate report in November.

Fiscal Policy Evaluation reports its main observations twice a year. The report that is published in May focuses on assessment of compliance with the Stability and Growth Pact and the spending limits, and preparation of the General Government Fiscal Plan. The separate report submitted to Parliament towards the end of the year assesses the management of public-sector economy, compliance with the Stability and Growth Pact and compliance with national rules, as well as achievement of the goals, in light of the budget proposal. A separate report on correctness of the forecasts that are used as the basis for the fiscal policy is annually submitted.

2.6 Supervision of the legality of election and political party funding

This chapter reviews the duties and goals of the supervision of the legality of election and political party funding, the targeting of audits and the development priorities. It also includes an election campaign funding supervision plan and a political party funding supervision and audit plan for 2018–2022.

Duties and goals

As a politically independent party, the National Audit Office is a credible and fair monitoring authority in issues concerning election campaign funding and the funding of political parties.

The monitoring can detect and prevent funding in violation of the Act on Political Parties or the Act on a Candidate's Election Funding, and thus influence the legality of election and political party funding. The monitoring allows for the detection of improper funding.

Targeting of the monitoring

According to the Act on Political Parties (10/1969, amended by 683/2010) and the Act on a Candidate's Election Funding (273/2009), the National Audit Office must receive election campaign funding disclosures from disclosers and monitor the correctness of the disclosures. From the beginning of 2016, the National Audit Office has also been responsible for monitoring state subsidies granted to political parties. The monitoring is performed in cooperation by the different departments, and a separate audit plan is prepared.

Based on the legislation, the tasks include document management in connection with the reception and publishing of the funding disclosures, communication with disclosers, verifying correctness of received documents and actions verifying compliance with the statutory limitations. The document management tasks and tasks related to the publication of the disclosures are implemented in an information system developed for this purpose.

The monitoring of election and political party funding is an established part of the operations of the National Audit Office. It is a permanent duty as far as the tasks laid down in the Act on Political Parties, which means that permanent resources are required. In terms of the tasks laid down in the Act on a Candidate's Election Funding, the duty is election-specific, but as a process, the tasks laid down in the Act on a Candidate's Election Funding are regularly repeated. Resources are also required during years when there are no elections due to tasks related to reports on outstanding loans and support for loan repayments.

Development priorities

It is possible, if the regional government reform is realised, that the National Audit Office will receive election campaign funding monitoring tasks related to regional elections during the planning period that ends in 2022. The information system used for the monitoring will be renewed in a manner that allows the NAO to receive election campaign funding disclosures on regional elections.

Monitoring of the district organisations of political parties will be based on electronic materials as far as possible.

Election campaign funding monitoring plan for 2018 and 2019–2022

There are regulations on material content and schedule of the funding reports in the Act on Political Parties and the Act on a Candidate's Election Funding. The statutory reporting requirements will be met. Views on functionality of the legislation will be included in the reports whenever possible.

Political party funding monitoring and audit plan for 2018 and 2019–2022

The following reports will be submitted to Parliament based on the Act on a Candidate's Election Funding:

Presidential elections 2018	October 2018
Regional elections 2018	June 2019
European Parliamentary Elections 2019	December 2019
Parliamentary elections 2019	November 2019

The following reports will be submitted to Parliament based on the Act on Political Parties:

Monitoring operations in 2017	March 2018
Monitoring operations in 2018	March 2019
Monitoring operations in 2019	March 2020
Monitoring operations in 2020	March 2021

2.7 Processing of complaints and reports of fraud

The National Audit Office considers the complaints concerning compliance with the state budget and the lawfulness of central government finances and the complaints concerning election campaign funding and political party funding referred to in the Act on Political Parties (10/1969) and the Act on a Candidate's Election Funding (273/2009), as well as the reports on abuse laid down in section 16 of the Act on the National Audit Office.

The estimated annual number of complaints concerning issues other than election campaign and political party funding is 4,050. Around half of these will be processed as complaints. The usual goal is resolving a complaint within three months of its submission. A compliance audit to resolve a complaint can be initiated, in which case the goal is resolving the complaint within six months.

2.8 General quality management development policies

Supported by the management, the audit departments and the planning function are jointly responsible for the development of quality management and the implementation of quality assurance. An annual quality management report is given in the financial report. The departments present the quality management results, good practices and key development areas to the National Audit Office's extended executive team. In addition, the departments may organise joint quality meetings whenever necessary.

The departments may request an annual assessment of the quality of selected audit reports from the members of the Scientific Council. The assessments of the members of the Scientific Council are submitted to the extended executive team for information. Key observations are discussed in a quality management meeting of the extended executive team.



Tieto

3 Performance targets and development priorities

This chapter lists the National Audit Office's internal and external performance targets and the indicators used to assess their achievement. Furthermore, this chapter reviews the personnel policy priorities, strategic communication goals, goals of the planning function, priorities for customer relations, stakeholder cooperation and international affairs, and performance targets and service agreement of internal services.

3.1 Internal and external performance targets

The National Audit Office's performance targets include four external and six internal performance targets whose achievement is reported annually in the final accounts. Achievement of the performance targets is assessed twice a year.

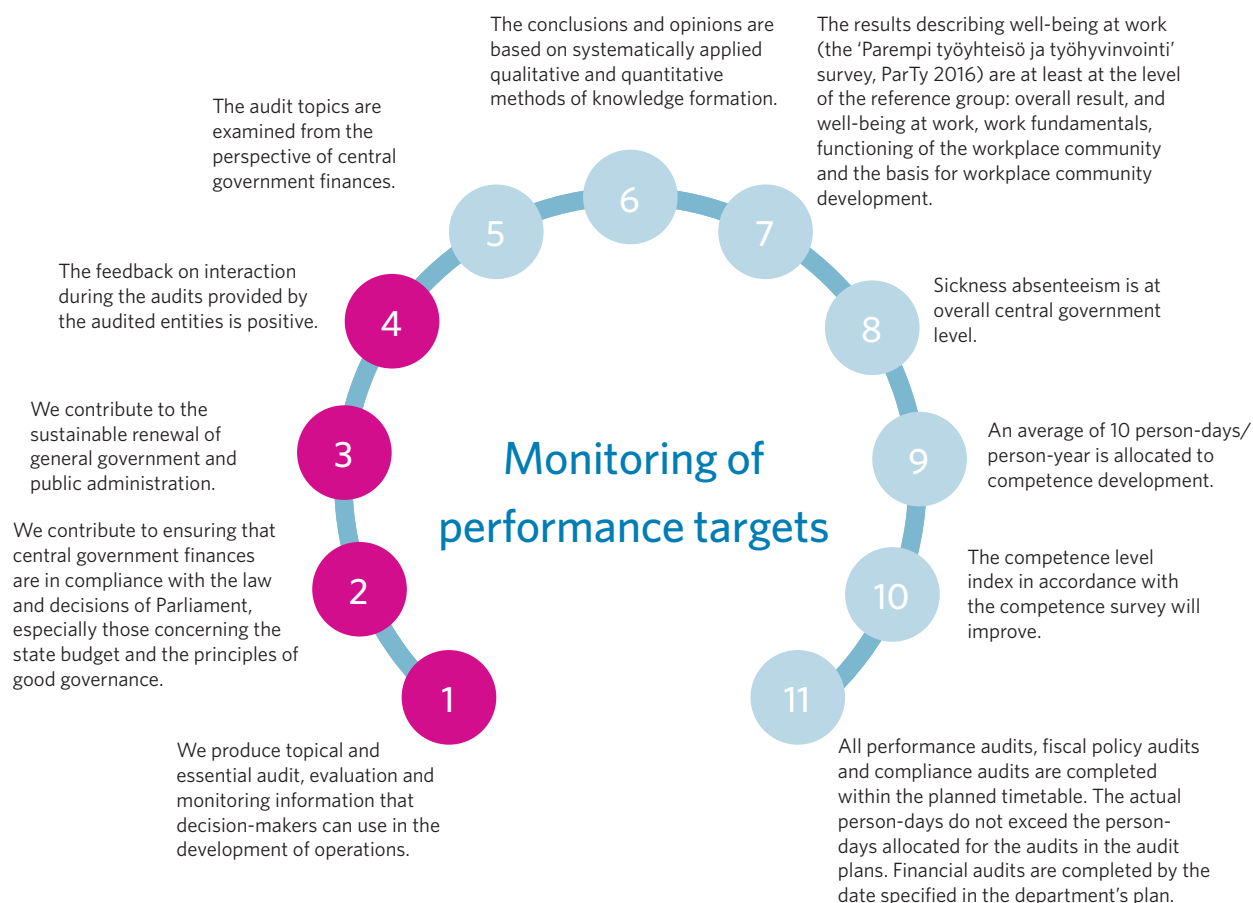


Figure 9: Monitoring of performance targets

3.2 Personnel policy development priorities

This chapter reviews the National Audit Office's personnel policy, priorities related to management and supervisory work, development of competence, and competence management resources and responsibilities. Furthermore, this chapter reviews the planning period's key goals and priorities related to personnel and recruitment planning, salaries, workplace atmosphere and work community.

Personnel policy and HR operations

The personnel policy and HR operations create the prerequisites needed for the operations of the National Audit Office, successful completion of its duties and a pleasant work environment. With the personnel policy, the National Audit Office prepares for future challenges, such as any changes of its duties.

The personnel policy consists of the following: general principles, responsibilities, management and supervisory work, management and development of competence, personnel and recruitment planning, motivating and fair pay, the work community and atmosphere at work, as well as equality and non-discrimination.

Management and supervisory work

The focus areas in management and development of supervisory work are management of external and internal change and communication about change. The goal is for all the communication from the management and supervisors to the personnel being active and open to ensure that the employees will receive reliable information about the operations of the National Audit Office and a variety of issues that influence their work and position. Furthermore, clear roles and duties for the supervisors as the managers of their employees and representatives of the employer are created.

The management of competence ensures that the National Audit Office has at its disposal the competencies needed to implement its duties and realise its strategy. The competencies of the employees are a key resource for the National Audit Office. In addition to the development of competence throughout an employee's career, the management of competence includes the acquisition, maintenance, transfer and assessment of competence.

Development of competence in a changing operating environment

Fast-paced changes of the operating environment give rise to new kind of challenges and the need to develop the competence of all employees. The changing operating environment and requirements posed by the auditing industry shift the focus of competence development towards continuous learning throughout your career, as well as systematic and fruitful development of competence. Digitalisation and robotisation provide the opportunity to use entirely new kinds of audit work practices, and to change the operations of the National Audit Office in general. Data analysis speeds up the our basic duty by enabling more efficient auditing.

Resources and responsibilities in competence management

In order to adopt the new work practices and new information in the changing environment, the National Audit Office will have to comprehensively commit to the competence development actions and allocate the necessary resources. Continuous training of the personnel must be ensured and the employees must be encouraged in all-round development of their competencies throughout their careers. The necessary time and resources for competence development must be reserved both annually and in the longer term with the help of personal development plans (HEKS).

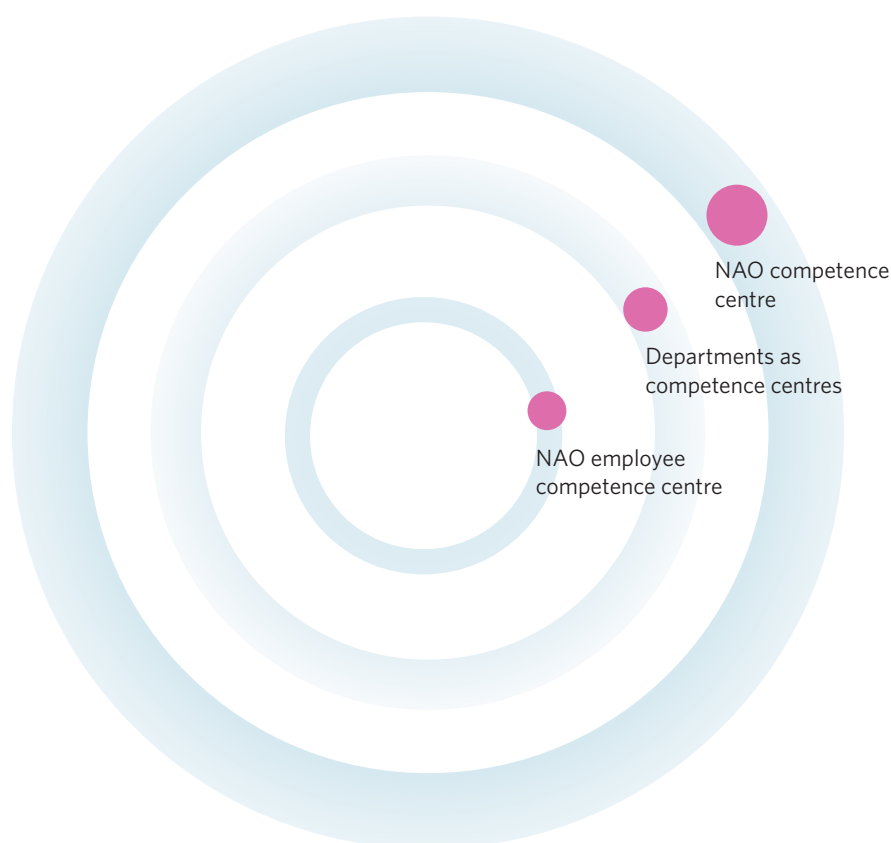


Figure 10: Competencies of the National Audit Office

From the perspective of operative management, departments act as competence centres in the competence areas that are included in their own sectors. The departments are responsible for the competencies required in their sectors and the development of these competencies. The departments prepare annual training plans and the Administrative Services Unit uses these plans when preparing the National Audit Office's annual training calendar. Furthermore, the Administrative Services Unit arranges courses and training events for the entire National Audit Office in cooperation with the departments.

Development of the employees' competencies is supported in many ways, and each employee of the National Audit Office is obligated to maintain the professional skills and competencies required in his or her duties. The development of competence emphasises on-the-job learning, feedback, learning from others and cooperation. In the future, these issues will be emphasised even more than before, and they will be supported by varied cooperative methods to be applied at meetings, training events and other events. Different types of training courses and the National Audit Office's internal training programmes promote the employees' learning. The aim with competence development is to improve the results of the audit work and the performance of the employees.

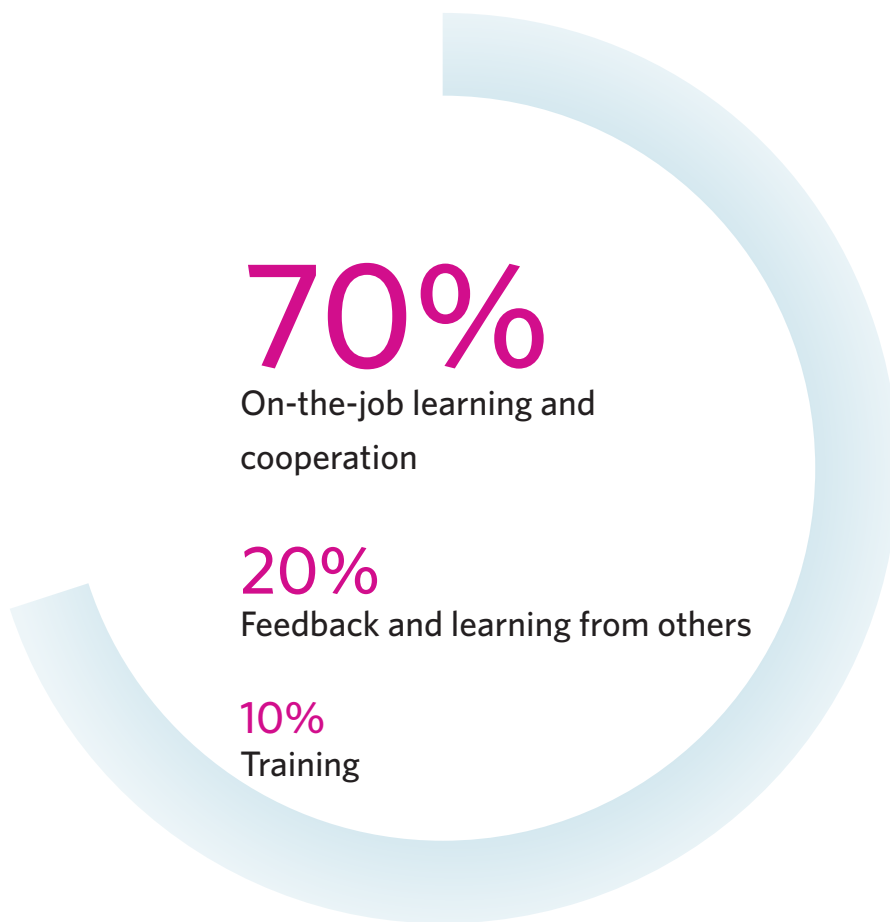


Figure 11: Different means of competence development

Personnel and requirement planning

Recruitment at the National Audit Office focuses on strategic competence requirements that aim to ensure that the employees are able to work in a profitable manner in the changing society and changing economic operating environment.

The underlying principle is that external recruitment is performed in order to fill any competence gaps that cannot be filled by training the existing employees, by using internal job rotation or by rearranging the employees' duties. The emphasis during recruitment due to retirement, a leave of absence or other personnel changes is acquiring the new competence required to carry out the National Audit Office's duties.

Whenever the budget allows, future recruitment will be mainly focused on the economic methods and control competence area and competence needs introduced by the quickly changing operating environment and the audit industry in general, such as data analysis, communications or project competencies.

The National Audit Office will continue the process of streamlining its personnel structure so that the total personnel costs can be reduced. Most of the personnel structure streamlining goals have been reached in the case of the National Audit Office's senior and middle management as well as assistants, but there are still not as many senior auditors as desired. The changes in the personnel structure will continue in such a manner that external recruitments will be used to fill vacancies of senior auditors and auditors

Motivating and fair pay

The duties of the National Audit Office and its employees have changed in many essential ways since the introduction of the pay system in 2008. The competence requirements, expectations and work practices concerning audits and expert work have changed. Particular emphasis is placed on ICT and system competence, method competence, interaction and communications competence, the ability to learn and the ability to highlight the pieces of information that are most important for the person utilising the information and the decision-maker. Competence requirements of the entire personnel have been taken into account in the performance assessments as of December 2017.

Job descriptions clearly state the main duties of each employee and their other duties in a manner that better focuses the assessment on the actual duties of the employee. The scope and depth of an employee's competence when performing their duties is assessed. It is not a question of assessing theoretical competence or the employee's level of education; instead, the assessment focuses on how well the employee is able to complete their assigned duties.

To reach level 3 in the assessment scale used when determining an employee's personal pay component, the employee must reach all the goals and achieve all the assessment requirements set for their position. All of the set quantitative, qualitative and other goals must be reached. Changes in competence requirements are also taken into account when assessing whether an employee has reached level 3.

Workplace atmosphere and performance as a work community

The National Audit Office aims to boost the motivation and commitment of its personnel by emphasising its significance as a social actor and improving the employees' wellbeing at work.

Special focus areas during this planning period are sharing information and competence, improving interaction and openness. The employees will be encouraged to suggest and try out new working methods and practices. Cooperation and exchange of information across department and team borders will be encouraged by opening the electronic workspaces to all employees. The aim is to promote interaction and the opportunity to assemble, as well as to develop the audit procedures and digital work practices.

Four focus areas for the management and development of the productivity of personnel have been agreed on in personnel productivity development project (Tyhy 3.0): managing people, meaningful work, customer benefits and the ability to renew oneself. Goals for each focus area will be set and indicators for annual monitoring of the focus areas will be created. In addition to a Tyhy 3.0 monitoring survey, personnel productivity will be measured with a HTI pulse survey to be implemented twice a year (in February and May). The survey aims at detecting development areas in real time to allow for the planning of actions.

3.3 Strategic communication goals and themes

The communication values and strategic goals are based on the NAO2020 strategy:

Values

- Openness and reliability
- Objectivity and fairness
- Interaction and respect
- Speed and clarity

Strategic goals

- Communication proactively participates in the implementation of the new strategy and promotes internal communications.
- Communication implements the vision and strategy by building the National Audit Office's expert profile.
- Communication actively promotes interaction between the National Audit Office and its customers (including audited entities) and stakeholders. Proactive communication influences the opinions and actions of customers and stakeholders.
- Communication builds best practices and communication processes that serve the entire organisation.

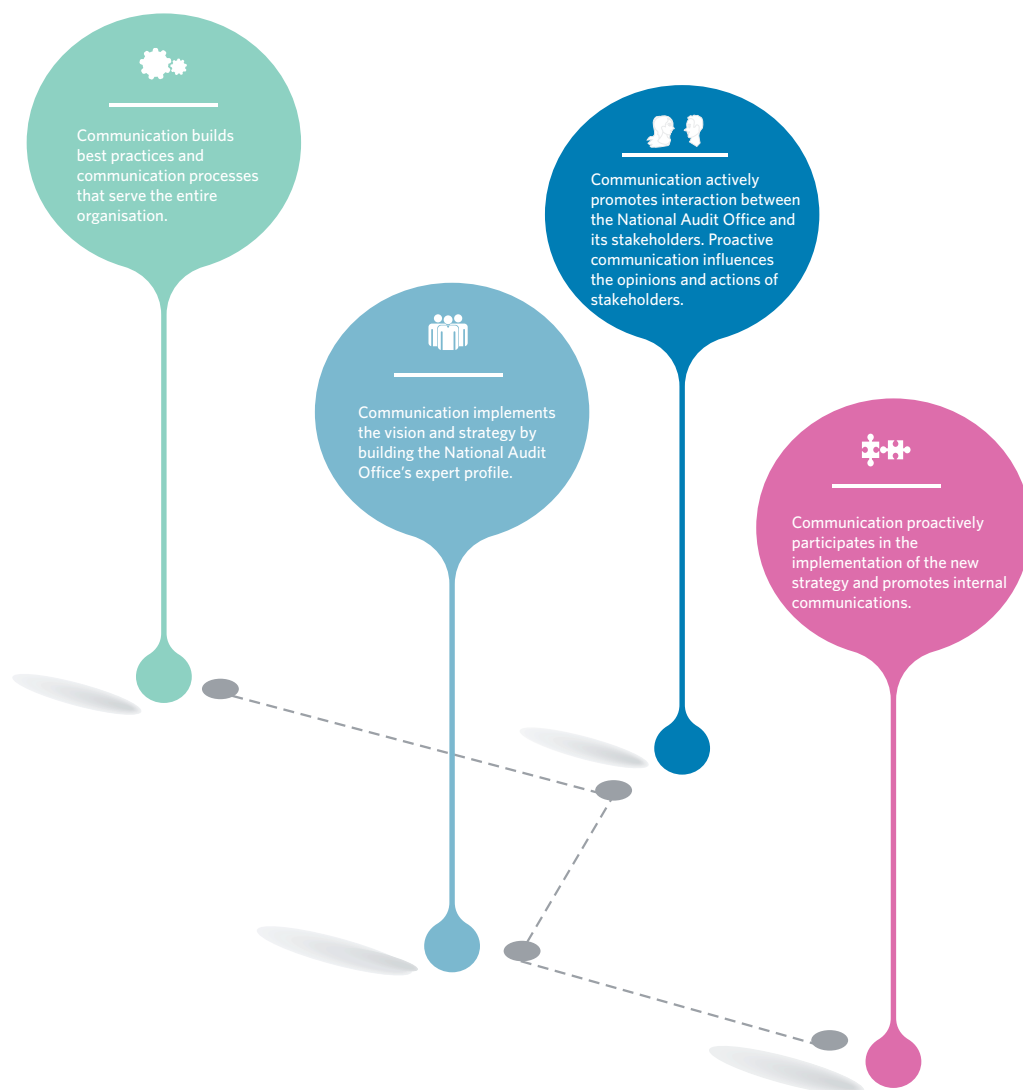


Figure 12: Strategic communication goals

The key communication target groups are Parliament and its committees, ministries, central government agencies, the media and the National Audit Office's own employees.

External communication themes for 2018–2020:

- The NAO knows central government finances and guides the authorities in good and efficient use of funds.
- Good management of finances, ethical operations and sustainability create a basis for democracy and wellbeing.
- Vtv.fi is an electronic information portal on central government finances.
- The NAO is a proactive party that offers information, new perspectives and action recommendations.

Internal communication themes for 2018–2020:

- Know the new strategy.
- Know the information products and the vtv.fi information portal.
- Carry your responsibility for internal communication: tell about your work, ask the information you need from others, participate and discuss, use Auditor.
- Be positive: encourage, help, bring joy, trust, thank.

3.4 Priorities in customer relations, stakeholder cooperation and international affairs

Priorities in customer relations and stakeholder cooperation

The work done by the National Audit Office influences society, as the National Audit Office offers to Parliament and ministries, and to support public discussion, information that is relevant and pertinent for decision-makers, and offers the information at the right time. The cooperation with customers and stakeholders enables the generation of the relevant and pertinent information at the right time.

The key customers and stakeholders of the National Audit Office are Parliament and senior management in central government. The customers and stakeholders are illustrated in the figure below.

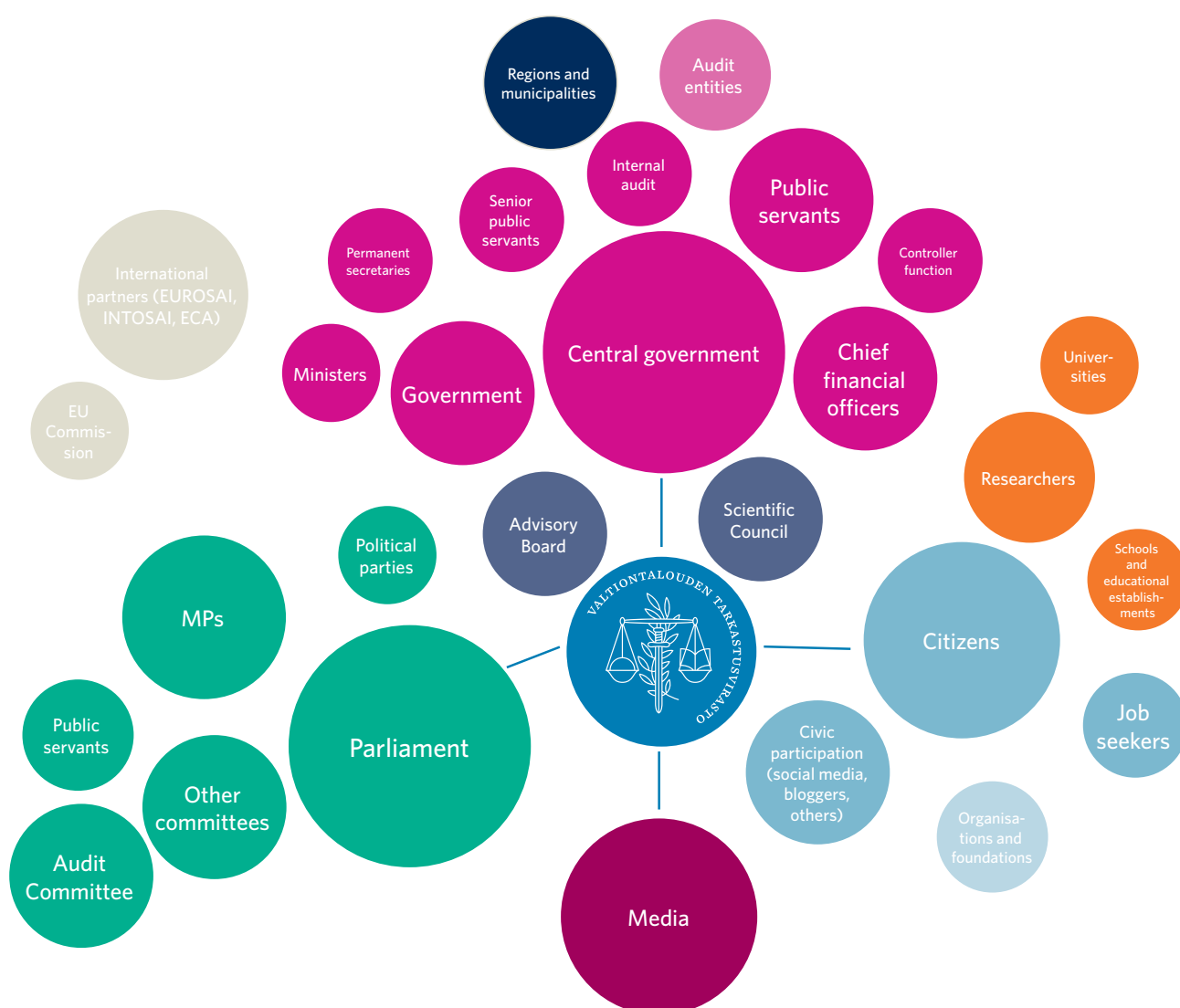


Figure 13: Customers and stakeholders

The key duties of the Customer Relations and Stakeholders function include co-operation with customers and stakeholders, as well as coordination and reconciliation of EU issues and international affairs. The goals and priorities of Customer Relations and Stakeholders in 2018 are:

- Preparing a customer relations and stakeholders programme, goals, action plan and monitoring for the planning period.
- Determining and prioritising key customers in the customer relations and stakeholder programme.
- Surveying current status of customer and stakeholder practices from the perspective of management, auditing, interaction and processes.
- Assessing development needs in terms of internal and external customers, determining priorities and initiating action as part of the implementation of the new vision and strategy.
- Using the National Audit Office's feedback system and the provided feedback, which is an important part of the continuous development of competence and interaction and a management tool at the National Audit Office. Agreeing on development actions based on the feedback and implementing the development actions. The goal is making the audit process more open, fluent and interactive in cooperation with the stakeholders.
- Continuing the development of the customer feedback system based on experience obtained and observations made in 2017.
- Realising the regional, social welfare and health care stakeholder plan.
- Performing an external assessment of the audit operations by the Scientific Council. The goals of the expert assessment are to verify the quality of the audit operations, to promote methodical auditing competence and to prepare for further development of the NAO's audit operations.

The goals and priorities of the work with customers and stakeholders in 2019–2022 are:

- Realising a stakeholder survey and a related survey on the reputation of the National Audit Office the next time in 2019 and thereafter every four years
- Preparing customer relationship and partnership programmes and related goals for agreed customer and stakeholder groups
- Assessing the National Audit Office's current auditing and monitoring products and services
- Developing, or creating if necessary, customised cooperation methods, services and products for each customer based on the needs
- Agreeing on parties responsible within the National Audit Office for management, reconciliation and coordination, as well as agreeing on internal cooperation partners
- Planning personnel competence development actions and training from the perspective of the stakeholder operations
- Mapping the collection of customer data and the format, content and practical value of the customer data system

Priorities in international affairs

The National Audit Office's international cooperation consists of three separate dimensions. According to the Constitution of Finland, the country – and thus also the National Audit Office – is expected to actively participate in international cooperation to develop society. Finland is an EU Member State, and the treaties on which the EU is based and the EU legislation oblige to active involvement in the EU. The NAO acts as the national liaison authority of the European Court of Auditors and regularly participates in the coordination and/or monitoring of the European Court of Auditors' audits regarding Finland.

Another reason for the participation in the international cooperation is ensuring that Finland has the opportunity to influence international decisions. The goals of international cooperation are to ensure that external auditing and fiscal policy monitoring and evaluation are properly handled, to ensure that accountability is realised and to ensure that good administration is secured in all international cross-border arrangements.

Furthermore, international cooperation has an important role in the development of external auditing and monitoring. It promotes institutional capacity, develops competencies and methods, and allows for sustainable reform of public-sector economy and administration.

The main focus areas and themes in international auditing and monitoring cooperation include strategy work, effectiveness, quality control, digitalisation and data analytics, and the sustainable development goals of the United Nations 2030 Agenda for Sustainable Development. Based on Goal 16 of the Sustainable Development Goals, “dedicated to the promotion of peaceful and inclusive societies for sustainable development, the provision of access to justice for all, and building effective, accountable institutions at all levels”, the NAO can assess the implementation of the Sustainable Development Goals and the reliability of reporting in its audit operations. To promote the Goals, the NAO also acts transparently and responsibly as an organisation (see Appendix 7, Sustainable development goals).

International cooperation during the planning period:

- Influencing, as a member of the Governing Board (until 2020), through the European Organisation of Supreme Audit Institutions (EUROSAI). The priorities are forward thinking and emerging issues. The goal is to actively monitor and report topical issues ranging from digitalisation to security matters and from immigration to monitoring the UN Sustainable Development Goals.
- Influencing the growth of professional auditing cooperation and institutional capacity by participating in INTOSAI's Big Data and Indicator working groups and EUROSAI's Environmental Auditing working group, Audit & Ethics task force, Information Technology working group, Municipality Audit task force, as well as the working group for public sector audits and social impact.
- Organising a seminar for the Environmental Auditing working group on the management of environmental policy (in 2018) and planning a seminar in accordance with our EUROSAI portfolio (in 2019).
- Performing a Supreme Audit Institutions' Performance Measurement Framework (SAI PMF; in 2018); it is a framework assessing the performance of supreme audit institutions in relation to the ISSAI standards and good international external auditing practices, adopted by the International Organization of Supreme Audit Institutions (INTOSAI).

- Acting as the chair of the Fiscal Policy Audit Network and actively participating in EU cooperation within the VAT working group, the Banking Union working group, the Europe 2020 Strategy Audit Network and the European Public Sector Accounting Standards (EPSAS) working group.
- Acting as the external auditor in the European Southern Observatory (ESO; 2016–2018) and the European Organization for Nuclear Research (CERN; 2018–2020).
- Participating in a Nordic parallel audit on the functionality of electronic public administration services for citizens.



Figure 14: Priorities in international affairs

3.5 Goals of the Planning and Monitoring function

The task of the Planning and Monitoring function is to prepare, in cooperation with other departments, a proposal for the strategy, audit plan and performance targets of the National Audit Office and proposals for other joint strategies and plans of the NAO. The Planning and Monitoring function prepares, in cooperation with audit departments, macroeconomic risk analyses of the national economy and central government finances and analyses of the operating environment for the National Audit Office's audit planning and operational and financial planning.

In 2018, the Planning and Monitoring function's main projects will be the National Audit Office strategy project, development of the audit plan process, and development of the planning and monitoring system.

Strategy project of the National Audit Office

The goal of the strategy project is to create a shared development direction that emphasises discussion within the National Audit Office and interaction with stakeholders. During the strategy project, the National Audit Office's vision and strategic goals will be reviewed, means needed to reach the target state will be identified and prioritised, an ability to monitor and observe changes in the operating environment and within the NAO will be developed, and an ability to monitor the development and achievement of strategic actions will be developed. The goal of the strategy project is to create a strategy that emphasises the customer perspective to effectively achieve the National Audit Office's external goals. The strategy project was launched in December 2017.

Developing the audit plan process

The goal of the development of the audit plan process is achieving synergy benefits through cooperation. The goal is to combine and standardise the audit plan process in the entire National Audit Office. Development of the process will take place in cooperation with the audit departments. Flexible, joint audit planning must promote the implementation of audits and the preparation of reports at the right time. The planning process development project will be implemented parallel with the strategy project and the planning and monitoring system project.

Developing the planning and monitoring system

The project on the development of the planning and monitoring system is strongly linked to the strategy project. In 2018, we will study the development status of the current systems and different management entities, the needs of the audit functions and supporting functions, as well as development areas and prioritise them from the system perspective. Development areas that influence the whole include at least the National Audit Office's workspace (Sharepoint), the text archives and the document management system. Opportunities to supplement or develop the current systems or to replace them with more efficient solutions will be surveyed during the development of the planning and monitoring system. A functional planning and monitoring system will make the different entities more easily manageable, improve internal performance, make communication more transparent, and improve monitoring of the process and internal control.

3.6 Functional performance targets and service commitment in the provision of internal services

The performance targets of the Administrative Services Unit and the ICT team are divided into output, service level and quality goals.

Output performance targets

The performance targets of the Administrative Services Unit include effectively producing the information needed when managing the National Audit Office and in supervisory work, as well as supporting the employees in their duties. The unit prepares and handles its duties laid down in law and in the Rules of Procedure on schedule and in compliance with the regulations.

Service level performance targets

The Administrative Services Unit is responsible for ensuring that the basics of working life, i.e. service relationships, the work environment, tools and information systems are in good condition and comply with the needs of the National Audit Office and its personnel. Special priorities in 2018 are the goals set for the working environment at a new office in Helsinki.

The transfer to a versatile environment supports the development of the National Audit Office to make it more flexible, more interactive and more encouraging towards cooperation. A versatile working environment allows for the natural meeting of people, teamwork and work that requires a peaceful setting. The goal is to introduce and promote new ways of working.

Quality goals

Quality goals for the Administrative Services Unit are timeliness, correctness, and the ability and willingness to serve. These goals can be achieved by following the principles of good governance, which are equality, exercise of competence for acceptable purposes, impartiality, proportionality, protection of legitimate expectations, service, performance, counselling, good language principle and cooperation principle.

Personnel policy and competence

The National Audit Office will reach the goals set for the different sectors of its personnel policy.

Service commitment of the Administrative Services Unit

The service commitment of the Administrative Services Unit consists of its performance targets, service ability goal, general quality criteria and quality criteria for specific services, good service practices and a commitment to independent development of the operations.

ICT, data analytics and information security

The National Audit Office will implement new digital solutions to increase performance and effectiveness of the auditing.

Utilisation of digital resources

A variety of digital data resources are available both for the planning of audits and for the audits themselves. Both the audit departments and the ICT function monitor the development of IT in general and the development of IT in central government in particular. Data resources in the financial and personnel administration system Kieku will be collected and analysed for the auditing work in a more efficient, high-quality manner. Other data sources will be surveyed and utilised as necessary. Both the current ICT tools and new tools will be used when processing the data. In addition to the currently used analysis software (such as ACL, NVivo and Stata) and visualisation tools (such as Adobe and Dexmen), new solutions (such as R-studio and Hahmota) will be surveyed and taken into use.

Data analytics

Data analytics is an important development area for the NAO in which both the audit departments and the supporting functions invest. The ICT team of the Administrative Services Unit has launched a data analytics function to develop and serve the more and more challenging data processing needs in the auditing operations.

The data analytics strategy that was created in 2017 includes policies on the development of data analytics at the NAO in the next few years. Both the departments and the data analytics team will launch several new development projects. The implementation of data analytics requires reforms from everybody. Data analytics will be used more than before in the planning of audits, during the audits and in reporting. In addition to the current data sources, open data, Big Data, unstructured data and new solutions for the collection and analysis of data will be more broadly utilised in the future.

As a result of the work on the strategy, the following important development areas have been determined: risk indicators and the identification of phenomena, processing matching data during financial audits, collecting and analysing log data and controls, integrating and analysing databases, sharing analysis solutions in an international cooperation project, using software robotics when collecting data, as well as surveying and testing analytics tools.

Developing own operations and services

The electronic election campaign funding supervision service will be reformed. The new service will include a user interface updated for the current needs, as well as a reliable environment for receiving, processing and reporting disclosures.

The NAO will obtain a new and modern platform for its website. A new, modern online service for the customers will be created with the help of the communication team. ICT will be closely involved in the creation and commissioning of the service.

Information security and data protection require continuous management and development. Requirements of the EU's General Data Protection Regulation will be taken into account and persons responsible for information resources will be trained. ICT risks will be mapped and updated risk management actions will be included as part of the operations of the NAO.

Standardised internal data management and better utilisation of existing information requires development of both data management and ICT systems. Better processing and classification of data requires further development of the current systems and new tools. Expanding the use of metadata, development of the Sharepoint workspaces, selection of a new case management system and visualisation of data will be development areas in the near future. New, functional ICT solutions for the offices will be developed. Different ways of working will be supported by, for instance, developing teamworking, remote working and meeting solutions. Investments in the employees' ICT competence will be made by offering them a high-quality self-learning environment and the opportunity to attend training. Management of hardware, systems and software will enable fluent working. High-quality local IT support services will address all ICT changes and problems.

The ICT function will support the digitalisation of the NAO with its expertise, by obtaining new solutions for the NAO to use and by providing technical support at the different stages of digitalisation.

Performance agreement

The currently valid performance agreement between the Auditor General of the National Audit Office and the department heads is the currently valid audit plan. The Auditor General and the department heads have analysed the risks inherent to public-sector economy and central government finances and the needs and opportunities of external audits and monitoring. The audit plan is based on negotiations regarding the performance targets and resources of the auditing, monitoring and expert operations and the supporting functions.

The audit focus principles, the targeting of audits and the development priorities are based on the NAO2020 strategy.

The Auditor General and the department heads follow the management commitment below, which – together with the strategic management commitment in the NAO2020 strategy – comprises the senior management's management commitment.

Helsinki, 20 December 2017

Tytti Yli-Viikari
Auditor General

Marjatta Kimmonen
Deputy Auditor General

Marko Männikkö
Deputy Auditor General

Mikko Koiranen
Chief Administrative Officer

Management commitment

We commit to acting in a consistent, predictable and encouraging manner that complies with the values of the National Audit Office. Our goal is for the employees and departments to have as good an opportunity as possible to implement the audit plan. We commit to managing and developing the auditing, monitoring and expert operations for which we are responsible and working in cooperation to ensure that the performance targets laid down in the audit plan can be achieved.

We will manage people and their work by setting goals and creating the prerequisites needed for achievement of the goals. We will support each other and other supervisors in their management duties in a manner which ensures that our good management creates the prerequisites needed for profitable high-quality work, a good workplace atmosphere and a functional work community.

We will carry our responsibility for the management of the National Audit Office as a whole and its active development in the executive team and management team, as well as in our special management sectors that are determined in the Rules of Procedure.

Helsinki, 20 December 2017

Tytti Yli-Viikari
Auditor General

Marjatta Kimmonen
Deputy Auditor General

Marko Männikkö
Deputy Auditor General

Mikko Koiranen
Chief Administrative Officer



Audit plan 2018–2022

Appendix 1: Operational and financial plan 2018–2022

Spending calculations

Spending calculations (operational and financial plan calculations)			National Audit Office of Finland OPERATIONAL AND FINANCIAL PLAN 2018–2021 (2022)		
Adjusted plan data					
Responsibility area	2016	2017	2018	2018	
Salaries and operating expenditure	TP	TA	TAE	-388,000	Operational and financial plan 2018
NAO (two-year transferable appropriation)	15,460,000	15,325,000	14,937,000		
Salary expenditure	11,562,318	12,129,342	12,129,342	0	
Operating expenditure	3,563,317	3,466,741	3,018,182	-448,559	
Operating expenditure, 21.40.01 final accounts	15,460,000				
Operating expenditure/year	15,125,635	15,596,083	15,147,524		
Transferable appropriation item (estimate 2017 TA)	1,534,086	1,768,034	1,146,300	-621,734	
Available appropriations total	16,994,086	17,093,034	16,083,300		
VAT expenditure total (21.40.29)	616,932	590,000	590,000	0	
Operating expenditure and VAT expenditure total	15,742,567	16,186,083	15,737,524		
+/- Change 2018–2021 total				- 1,070,293	
Transferable appropriation					
The appropriation meant to cover the National Audit Office’s operating expenditure has been budgeted in the National Audit Office’s budget. According to the National Audit Office Act, a transferable appropriation may be transferred, in part or in whole, during the three budget years to the next budget year. For this nature of the transferable appropriations, the framework for the transferable appropriations is set in the National Audit Office Act. Transferable appropriations are transferred in connection with the final accounts. A transferable appropriation may be used to realise projects that span over the course of several years.					

1 December 2017

2019		2020		2021		2022
-98,000	Operational and financial plan 2019	0	Operational and financial plan 2020	-1,000	Operational and financial plan 2021	1,000
14,839,000		14,839,000		14,838,000		14,839,000
12,129,342		12,129,342		12,129,342		12,129,342
3,018,182		3,018,182		3,018,182		3,018,182
15,147,524		15,147,524		15,147,524		15,147,524
1,244,620		1,244,941		1,245,261		1,244,581
16,083,620		16,083,941		16,083,261		16,083,581
590,000		590,000		590,000		590,000
15,737,524		15,737,524		15,737,524		15,737,524
0		0		0		0

d as a transferable appropriation (2 years) in the same way as the operating expenditure of other government agencies. According to the State Budget following the year during which it was added to the budget, provided that the budget does not indicate that the transferable appropriation may only be x table includes the column "Operating expenditure/year". After the end of the budget year, any unused part of the appropriation may be transferred to It is a budget expenditure item for that fiscal year, but it will not be entered into the business accounts until the year when it is actually used. Therefore,



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Appendix 2: Personnel resource development

NAO													
	2017		2018		2019		2020		2021		2022		
Personnel expenditure forecast (€)	11,344,974		12,024,411		12,083,868		12,320,201		12,298,231		12,242,333		
Personnel expenditure forecast excl. holiday bonus leaves (€)	11,197,489		11,868,094		11,926,778		12,160,038		12,138,354		12,083,183		
Personnel expenditure goal	12,079,342		12,079,343		12,079,344		12,079,345		12,079,345		12,079,346		
Goal-forecast excl. holiday bonus leaves	881,853		211,249		152,566		-80,693		-59,009		-3,837		
Person-year forecast (person-year = 180 person-workdays)	136.7		147.4		147.2		142.8		140.7		138.7		
Person-year goal (person-year = 180 person-workdays)	138.0		138.0		138.0		138.0		138.0		138.0		
Person-years: goal-forecast	1.3		-9.4		-9.2		-4.8		-2.7		-0.7		
Working hour distribution per function, goal													
Performance audit	16%	23	16%	23	16%	23	16%	23	16%	23	17%	23	
Financial audit	19%	27	19%	27	19%	27	19%	27	19%	27	20%	27	
Compliance audit	6%	9	6%	9	6%	9	6%	9	6%	9	6%	9	
Fiscal policy audit	2%	3	2%	3	2%	3	2%	3	2%	3	2%	3	
Fiscal policy evaluation	2%	2	2%	2	2%	2	2%	2	2%	2	1%	1	
Monitoring of election campaign and political party funding	3%	4	3%	4	3%	4	4%	6	4%	6	4%	6	
Reports to Parliament	2%	3	2%	3	2%	3	2%	3	2%	3	2%	3	
External management	15%	20	15%	20	15%	20	15%	21	15%	21	15%	20	
Other external performances	9%	12	9%	12	9%	12	9%	12	9%	12	9%	12	
Internal performances (30 person-workdays per person)	26%	35	26%	35	26%	35	24%	33	24%	33	24%	33	
Total	100%	138	100%	138	100%	138	100%	138	100%	138	100%	135	
Personnel service structure forecast													
Senior management	6%	5	5%	4	5%	4	5%	4	5%	4	5%	4	
Supervisors	10%	11	11%	13	11%	13	12%	13	12%	13	12%	13	
Counsellors/executives	60%	75	56%	74	57%	76	60%	79	60%	78	61%	77	
Senior auditors/economists	12%	20	16%	28	14%	24	12%	21	12%	21	12%	21	
Auditors/assistants*	12%	27	12%	29	13%	30	11%	26	11%	25	11%	24	
Total	100%	137	100%	147	100%	147	100%	143	100%	141	101%	139	
Personnel service structure goal													
(% of euros, person-years)							Goal NAO			Goal NAO			
							2020 strategy:			2022 strategy:			
Senior management							6	4%	5				4%
Supervisors							15	11%	10				7%
Counsellors/executives							67	49%	63				46%
Senior auditors/economists							23	17%	30				22%
Auditors/assistants*							27	20%	30				22%
Total							138	100%	138				100%
Retirement (person-years)													
3 0 2 2 2 1													

*Assisting personnel



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Appendix 3: Project table 2018–2019

Appendix

NAO	Year	Total	EO	FC	PF	AS
One person-year = 180 person-workdays		Person-years	Person-workdays	Person-workdays	Person-workdays	Person-workdays
	2018	11.28	516.00	615.00	825.00	75.00
	2019	8.73	346.00	485.00	705.00	35.00
Cooperation						
Advisory Board	2018	0.18	8	5	20	
	2019	0.18	8	5	20	
International						
INTOSAI*	2018	0.44	20	10	50	
	2019	0.44	20	10	50	
EUROSAI**	2018	0.78	50	10	80	
	2019	0.78	50	10	80	
EU Contact Committee***	2018	0.53	20	5	70	
	2019	0.53	20	5	70	
IFI cooperation	2018	0.28			50	
	2019	0.28			50	
EPSAS monitoring and advocacy	2018	0.09	2	10	5	
	2019	0.09	2	10	5	
Peer reviews, parallel audits****	2018	1.00			180	
	2019	1.00			180	
Nordic cooperation	2018	0.28	15	15	20	
	2019	0.28	15	15	20	
International auditing tasks	2018	1.62	1	290		
	2019	1.62	1	290		
Internal projects						
Strategy work	2018	2.44	220	80	100	40
	2019	1.33	100	60	60	20
SAI PMF	2018	1.42	40	110	100	5
	2019	0.00				
Development of reporting	2018	0.28			50	
	2019	0.28			50	
Auditing (developing) regions	2018	0.92	40	60	65	
	2019	0.92	40	60	65	
Online service reform	2018	0.83	90	15	15	30
	2019	0.36	40	5	5	15
Risk analysis of central government finances and the national ec	2018	0.19	10	5	20	
	2019	0.64	50	15	50	
Data and analysis strategy project	2018	1.28	10			220

* Incl. INTOSAI WG Financial Modernization and Regulatory Reform, WG Key National Indicators, WG Environmental auditing, WG Public Debt, WG Big Data

** Incl. Strategic Goal 1 “Professional cooperation”, Strategic Goal 2 “Institutional Capacity Development” and “Forward thinking and emerging issues” portfolio

*** Incl. WG VAT, Fiscal Policy Audit Network, Europe 2020 Audit Network, TF European Banking Union

**** Incl. Functionality of electronic government administration services for citizens and operations of the supreme audit institution as part of the crisis resolution mechanism



Audit plan 2018–2022

Appendix 4: Strategic competence development plan

1 Competence development focus areas and actions

Our flexible work culture boosts performance and allows for more efficient management of competence. The flexibility also influences training and the development of competencies: the National Audit Office enables a variety of competence development forms, tools and means. Examples of the means and tools of competence management and development that the NAO uses include internal and external personnel training, development discussions and personal development plans (HEKS), rotation, task rotation, public servant exchange and a familiarisation programme for new employees.

Our competencies have been divided into six main areas that determine the focus areas in competence management and strategic planning.

2 Personal development plans (HEKS)

The personal development plans are prepared during development discussions. A HEKS is based on the NAO's key competence areas. The purpose of a HEKS is to ensure that employees have an opportunity to improve their competence in the long term to allow them to engage in professional development throughout their working careers. The development discussions and personal development plans are part of the National Audit Office's competence management effort.

The NAO's comprehensive training programmes promote the achievement of the HEKS goals. An electronic training portal that was launched in 2016 after a competitive bidding also promotes and facilitates the different stages of competence development.

3 Long-term programmes and authorisations

Implementation of the training programmes that started in 2015 will continue until the end of the VTV2020 strategy period. The training programmes focus on the international ISSAI standards and guidelines of the National Audit Office, information and communications technology, digitalisation and data analytics in the quickly changing operating environment, and audit methods and their extensive utilisation in the audit industry. Other focus areas in the years to come will be the development of management, the significance of supervisory work in audits, wellbeing at work and the management of performance and results.

In the long term development of competencies, we will take into account a revision of the audit industry authorisation examination system whose transition period started in 2016. We will offer training to employees who plan to participate in examinations in the next few years during the transition period. This allows for the maintenance of competence and professional development in the field of authorisations.

The purpose of a development programme for experts working in leading positions (Askel) that was launched in 2017 is to improve the opportunity of the personnel of the National Audit Office to acquire practical management skills and management experience as part of their duties.

Participation in the training and development programmes of INTOSAI Development Initiative (IDI) supports international interaction and the development of personnel competence. The plan is for one to three employees of the National Audit Office to participate in the training programmes in the years to come.

The aim is to increase strategic management also by offering all the employees in a key management position the opportunity to participate in EMBA training between 2018 and 2022. Based on previous experience of EMBA, participation will continue also in the future.

A feedback survey for audited entities that was introduced at the beginning of 2017 promotes interaction between the National Audit Office and its stakeholders as well as assists in the development of audit processes.

4 Rotation, task rotation and public servant exchange

In accordance with the auditing standards, the allowed maximum rotation period in the case of audited entities is seven years, i.e. auditors must switch audited entities at least once every seven years.

Special competence needs can be supplemented and competence can be developed by means of external recruitment, internal task rotation and public servant exchange with other organisations. We encourage the employees to engage in internal and external task rotation or public servant exchange as long as it supports the competence needed when taking care of their official duties and supplements the National Audit Office's competence goals and needs. Most discussions about task rotation and public servant exchange take place in the development discussions with an employee's supervisor.

5 New methods of learning

We strive to promote on-the-job learning with new methods. We try to spread good practices by arranging method clinic meetings and experimenting with "shadowing", i.e. employees tagging along with other employees as they work. We also encourage the employees to engage in e-learning and create a variety of learning paths through open universities or WebOpe services, for example.

6 Familiarisation

The restructuring process and special competence needs emphasise the significance of recruitment. Meanwhile, the content of the familiarisation programme for new employees and the related responsibilities will be divided into two parts: the National Audit Office's general familiarisation programme and familiarisation to specific work duties by supervisors.

7 Monitoring the development of competence

We systematically monitor the development of competence. We monitor annually completed training courses (the training calendar), the number of employees who participated in training (the training register), working hours used in training, training costs and training programme impact assessments.

Furthermore, we monitor the development of competence annually at the individual level by means of development and performance assessment discussions and online surveys. The National Audit Office's performance target competence level index monitors the development of competence at the NAO as a whole and development of competence in the different departments in the main competence areas.



Audit plan 2018–2022

Appendix 5: Reports to Parliament and audit reports 2018

Reports to Parliament

National Audit Office's report to Parliament on the monitoring of the Act on Political Parties in 2017 (February 2018)

Separate report of the National Audit Office on the audit of the final central government accounts for 2017 and the Government's annual report (31 May 2018)

National Audit Office's Annual Report to Parliament (September 2018)

Separate report of the National Audit Office to Parliament: Risk management and continuity of operations (November 2018)

Separate report of the National Audit Office to Parliament: Fiscal policy audit and monitoring report on 2015–2018 parliamentary term (December 2018)

Fiscal policy monitoring and evaluation reports

Fiscal policy monitoring and evaluation report, spring 2018 (June 2018)

Fiscal policy evaluation assessment on the management of central government finances (October 2018)

Financial audit reports

Financial audit report on final central government accounts for 2017 (May 2018)

Financial audit reports of the accounting offices 2017 (March–May 2018)

Financial audit reports for off-budget funds 2017 (March 2018)

Compliance audit reports

State funding for universities (September 2018)

Off-budget financial liabilities of the government in international communities (January 2018)

Clarity of taxation regulations (October 2018)

Performance audit reports and fiscal policy audit reports

1 January to 30 June 2018

Assigning beneficiaries of international protection to municipalities, as well as control and monitoring of the reimbursements paid to municipalities

Performance audit

Implementation of an overall reform of state-owned research institutes and research funding (TULA)

Performance audit

Contingent liabilities of public entities

Fiscal policy audit

Entrepreneur education as part of vocational labour market training

Performance audit

Metsähallitus as a manager of state-owned land and water areas

Performance audit

Integration training

Performance audit

Implementation of the Government's cleantech strategy

Performance audit

Steering of local government finances

Fiscal policy audit

Achievement of the goals of the Finnish Material Efficiency Programme

Performance audit

Vocational education development projects

Performance audit

Considering children in mental health services for adults

Performance audit

Forms of state business

Performance audit

Cooperation in the changing operating environment

Performance audit (report)

1 July to 31 December 2018

Using fund capital

Performance audit

Youth workshops and outreach youth work

Performance audit

Preparation of bioeconomy strategy

Performance audit

State as a promoter of cleantech acquisitions

Performance audit

Assessment of the impact of changes in taxation and tax subsidies

Fiscal policy audit (report)

Police traffic control

Performance audit

Cooperation between authorities in security services for sparsely populated areas

Performance audit

Functionality of emergency care

Performance audit

Bioeconomy and cleantech projects of the Government

Performance audit

Digitalisation of teaching and learning environments

Performance audit

More fluent permit processes

Performance audit

Utilisation of open knowledge from authorities

Performance audit

Centralised ICT services and acquisitions

Performance audit



Audit plan 2018–2022

Appendix 6: Communication plan 2018

1 Strategic communication goals and themes

Communication values and strategic goals are based on the NAO2020 strategy:

Values

- Openness and reliability
- Objectivity and fairness
- Interaction and respect
- Speed and clarity

Strategic goals

- The communication function proactively participates in the implementation of the new strategy and promotes internal communications.
- The communication function implements the vision and strategy by building the National Audit Office's expert profile.
- The communication function actively promotes interaction between the National Audit Office and its stakeholders. Proactive communication influences the opinions and actions of customers and stakeholders.
- The communication function builds best practices and communication processes that serve the entire organisation.

The key communication target groups are Parliament and its committees, ministries, central government agencies, the media and the National Audit Office's own employees.

External communication themes for 2018–2020:

- The NAO knows central government finances and influences good and efficient use of funds.
- Good management of finances, ethical operations and sustainability create a basis for democracy and wellbeing.
- Vtv.fi is an electronic information portal on central government finances.
- The NAO is a proactive party that offers information, new perspectives and action recommendations.

Internal communication themes for 2018–2020:

- Know the new strategy.
- Know the information products and the vtv.fi information portal.
- Carry your responsibility for internal communication: tell about your work, ask the information you need from others, participate and discuss, use Auditor.
- Be positive: encourage, help, bring joy, trust, thank.

2 Communication tasks 2018

2.1 Responsibilities of the communication function

The communication function supports the performance and key duties of the National Audit Office. The communication function produces communication materials used in whole of Finland, as well as develops and maintains the communication channels.

The communication function is responsible for the following:

- Vtv.fi web service
- Media and stakeholder communication
- Social media
- VTV-foorumi and VTV Nyt! stakeholder events
- Publications and printed products
- The intranet, Auditori
- Translation services

Furthermore, the communication function supports the NAO departments in the development of their stakeholder and work community communication by offering them orientation and training, and by participating in workgroups.

Media communications

The National Audit Office communicates information to the media on completed audit reports and other publications with press releases that include the key information, present the results from a variety of perspectives and include contact information of the key employees. The information is visualised to make it easier to understand. The press releases are published in social media, and the subject matter may be raised again later at a suitable point in time, depending on public discussion.

The communication function serves the media in all issues. Content specifically for the media, such as a contact information section and a photo archive, will be created in connection with the reform of the vtv.fi service.

Stakeholder communication

The National Audit Office is active in a variety of networks, at events and in discussion forums. The communication function supports cooperation between the management/employees and stakeholders by offering functional and appropriate communication channels, providing newsletters for the stakeholders to use as part of the vtv.fi service and handling the arrangements of larger stakeholder events.

The communication function provides support in the creation of presentation materials for external events by visualising information in cooperation with the management and experts, as well as by editing texts.

Publications and printed products

All of the National Audit Office's reports are published in the vtv.fi service. Furthermore, all Parliament reports are printed. Special attention is paid to the layout and good language of the publications.

The communication function supports the reporting efforts by providing the experts with instructions on linguistic correctness and planning the visualisation of information together with the experts. The communication function carries the responsibility for the publications and related processes. The communication function creates the publications, including the illustrations, and ensures that the language is correct, the online version is published and the publication is printed (if the publication is to be printed).

In 2017 and 2018, the communication function will update the publication process descriptions and implement the renewed processes in cooperation with the management and experts. The opportunity to reduce the number of printed publications in favour of electronic publications will be assessed in this connection. The electronic publication platform will be renewed in connection with the reform of the vtv.fi online service.

NAO's general brochures will be updated and published in Finnish, Swedish and English online and in print.

Vtv.fi

The communication function carries the responsibility for the vtv.fi service and produces the content of the service in cooperation with the management and experts. The goal is to renew the vtv.fi online service in 2018 to be used as a home base for external communication and published audit information of the National Audit Office. What this means in practice is that all the other external communication channels will be based on the content available at vtv.fi.

The main goals with the reform of vtv.fi are more versatile utilisation of the audit information and an easy-to-use download feature that takes into account different types of information users. Other goals include better availability of latest information online and an improved visual appearance.

Vtv.fi also includes a blog called Tarkastuspiste. It will be published also in the future as part of the profiling of experts. A process description for the blog will be prepared. The communication function will familiarise the experts with the style to be used in the blog and assist them in selecting their subject matters.

Social media

The communication function is in charge of the organisation's Twitter account and will continue to produce content for the account. Latest news from the NAO and other content suitable for the NAO profile will be published on Twitter. The content will be made more visual by using images and graphics.

The communication function will continue to provide experts information on how to use social media and encourage them to open their own Twitter accounts and to actively use them.

The communication function is also responsible for YouTube, SlideShare and Wikipedia, and supports the HR function in content production for LinkedIn.

Auditori intranet and internal communication

Each employee of the National Audit Office is responsible for good communication within the work community. The communication function is the editor-in-chief of Auditori and supports the management and personnel in internal communication. Furthermore, the communication function arranges information events for the personnel. Part of the support offered by the communication function is a project called Vaikuttava virkakieli (“Influential official language”), which will continue in 2018.

In 2018, the communication function will focus on describing and updating the internal communication channels and the communication system in cooperation with the management, supervisors and employees. Meeting practices and practices used in communication between supervisors and employees will be revised to ensure that they comply with the internal communication needs. In addition, the need to develop the intranet will be studied and a reform of the homepage will be realised. Another goal is open use of the electronic workspaces on the intranet.

2.2 Key communication tasks in 2018

The most important communication tasks in 2018 are based on the strategic communication goals:

- Commitment and motivation of the personnel in implementation of the strategy in their own work
 - Communicating information about the implementation of the strategy on the intranet; concrete success stories
 - Supporting initiatives and innovations
 - Improving internal communication with a system description
- Profiling the management and experts in the media and in stakeholder communication (developing thought leadership)
 - Identifying the people to be profiled and engaging in active external communication together with them
 - Renewing vtv.fi and developing an information portal
 - Supporting personal use of Twitter and LinkedIn, and planning the organisation’s communication on social media
 - Systematically using old audit information in communication
 - Continuing with media training
- Open, proactive and systematic interaction, advocacy
 - Renewing vtv.fi and developing an information portal
 - Internal communication about audit reports and seminars, encouraging people to continue to expand the operations and share materials
 - Developing the communication network between the NAO and other agencies
- Standardising operating methods to ensure good quality and performance
 - Prioritising the work done by the communication function and determining its responsibilities in relation to other parties
 - Searching for best practices and using them in processes
 - Operating across department and organisation borders
 - Improving internal communication with a system description

3 Communication indicators

3.1 Overall communication assessment (KVAŠT)

The success of communication is assessed by performing a KVAŠT test, which measures the success of communication, every other year and comparing the results with the results from the previous tests. The next KVAŠT will be performed in autumn 2019.

3.2 Vtv.fi

Own indicators for vtv.fi will be introduced in 2018:

- An increase of 10% in annual number of visitors.
- Vtv.fi is among the five first hits in Google for its own strategic keywords. The keywords will be determined based on the new overall strategy.

3.3 Media communications

Own indicators for media communication will be introduced in 2018:

- Selected profiling themes are emphasised in media visibility when compared to the overall visibility.
- Visibility in periodicals increases to at least three extensive articles per year.

3.4 Social media

Performance indicators for the organisation's Twitter account in 2018:

- The organisation account has 1,000 followers by the end of the year.
- 30 employees of VTV actively tweet by the end of the year (on average, each of them publishes at least one tweet per month).

3.5 Intranet

An indicator for the intranet, Auditori, will be introduced in 2018:

The general personnel feedback score for Auditori is at least 3 on a scale of 15, where 1 = poor, 2 = adequate, 3 = satisfactory, 4 = good and 5 = excellent. The score is based on an internal communication survey.



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Appendix 7: Sustainable development goals

1 National Audit Office's key sustainable development policy goals

The National Audit Office's key sustainable development policy goals have been determined as follows:

1. The National Audit Office's auditing and expert work promotes sustainable development of central government.
2. Awareness of the personnel of environmental issues and their commitment to the achievement of the goals are maintained and developed by means of training and bulletins.
3. Immediate harmful environmental effects caused by the National Audit Office's operations are reduced
 - by influencing the use of electrical energy and other forms of energy
 - by reducing the use of paper
 - by promoting the use and archiving of electronic documents
 - by organising the recycling of waste
 - by reducing the amount of waste going to the landfill
 - by taking into account environmental issues in procurement

Monitoring and indicators

The following indicators are used in the monitoring of the sustainable development goals:

- Consumption of electrical and heating energy, kWh per person; the consumption level does not increase
- Business trips, flights in Finland and abroad; the number of trips does not increase
- Share of e-publications of all audit report, pcs; 100% of audit reports are published electronically by 2020
- Consumption of copy paper, kg; the consumption level decreases by 2% per year



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