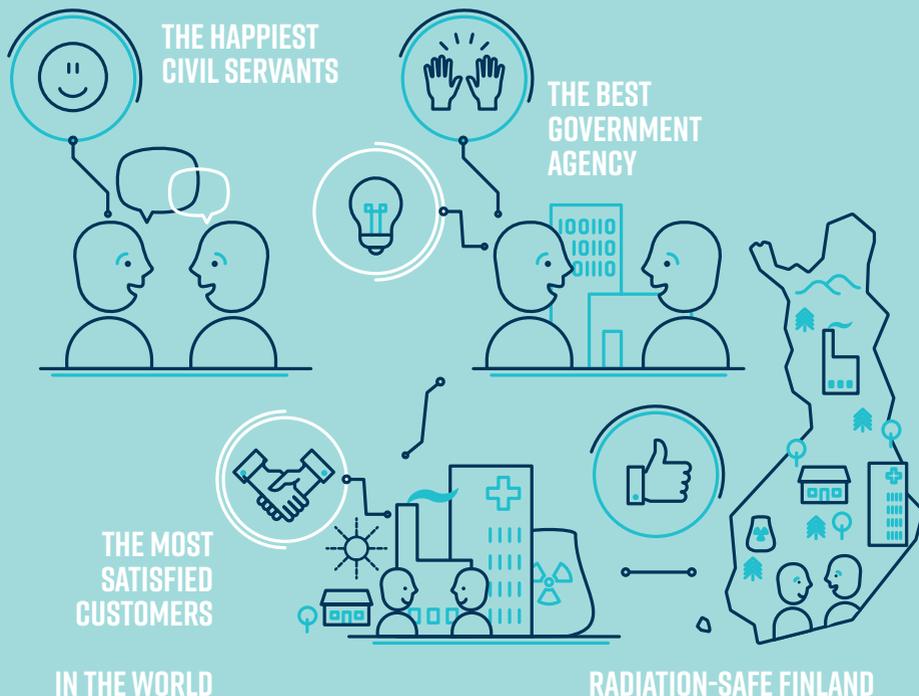




# THE RADIATION AND NUCLEAR SAFETY AUTHORITY'S STRATEGY FOR 2018-2022



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The aim of the Radiation and Nuclear Safety Authority's operations is to ensure the radiation safety of people and the environment. Critical success factors include a competent and motivated personnel with a high level of well-being, responsible operators, the public's correct understanding of the risks of radiation and a society that is prepared for and resilient to disturbances.

By succeeding in Finland, we ensure that the Radiation and Nuclear Safety Authority (STUK) is a forerunner in radiation and nuclear safety also at the international level and that its specialists are highly sought-after experts for international assignments and service projects.

This document presents STUK's vision, mission and values, estimate of the changes in the operating environment as well as strategic targets that have been set on the basis of a comprehensive operating environment analysis. The strategy has been prepared by STUK's personnel, listening to our stakeholders.

# VISION

*The happiest  
civil servants, the best  
government agency and  
the most satisfied customers  
in the world – Radiation-  
safe Finland.*

The competence and well-being of our personnel are the most significant enablers of our success. Officials who are happy in their jobs create the best government agency in the world, with an operating culture, processes and tools that account for digitalization and the constant changes in working life. Thanks to our competence and performance, we have the most satisfied customers in the world. All these factors combined make radiation-safe life in Finland possible.

# MISSION AND VALUES

The purpose of STUK's operations is to protect people, society, the environment and future generations from the harmful effects of radiation. With the targets set in the strategy, we ensure that STUK's mission is realised in our operating environment, which is undergoing an increasingly fast and strong transformation.

## OUR OPERATIONS ARE GUIDED BY FOUR VALUES:

**EXPERTISE** Our operations are based on the individuals' and the organization's high-quality expertise and scientific knowledge. The ability to understand complex entities and continuous competence renewal are indispensable for our work.



**OPENNESS** We operate transparently and honestly in all interaction. We are open to new ideas and ways of working. We wish to provide clear information about our operations and safety.

**COURAGE** We renew and dare to try different working methods. We bring up even difficult issues and seek solutions to them. We assume responsibility for our decisions and learn from our mistakes.



**CO-OPERATION** We can reach our targets better through co-operation than by working alone. Co-operation is based on trust, interaction and respect for everyone's work. We engage stakeholders in the preparation of matters.

# STUK RESPONDS TO THE CHANGING OPERATING ENVIRONMENT

## CHANGING COMPETENCE AND RESOURCE NEEDS

During the strategy period, the amount of oversight will increase, the legislation in the field will be amended, the oversight objects will change and new technology will be adopted. Changes will be brought along by different phases of the oversight object life cycle that are new for our country. The communications environment will be more demanding and actors in central government will change.

We respond to the increase in the amount of oversight by changing STUK's oversight methods and targeting. In addition to changing the operating culture, we need a new kind of competence that is more comprehensive than before.

## NEW WAYS OF WORKING

Working life is changing at a faster pace than ever before. The new kind of working life requires that workplaces are led well, are capable of adapting to changes, achieve results and take into account the needs of both the personnel and the customers. The change demands that we develop flexible and efficient working methods and boost the well-being of our employees.

Digital services and tools and automation are becoming more common. At STUK, we must recognise their impact on the safety of the use of radiation and nuclear energy and identify opportunities for carrying out oversight in new ways and with new tools.

## **TRANSFORMATION OF COMMUNICATIONS**

Communications, their speed and channels as well as expectations related to them are changing fast. An enormous amount of media content and online services, created by different organizations and people, are now accessible with mobile devices and they follow the users everywhere. Audiences become fragmented when everyone can choose the content they view. In addition to information provided by institutions, people rely more and more on experience-based information provided by their peers. There is also content that deliberately tries to mislead and influence people.

In the changing communications environment, we want to interact and listen, communicate with the needs of the target groups in mind and find our way to the forums where people discuss. Our goal is to help people to understand the risks of radiation correctly and support society in being resilient to disturbances.

## **THE GLOBAL SECURITY SITUATION IS CHANGING**

The uneven distribution of prosperity, climate change, regional conflicts, new forms of terrorism and information network vulnerability also affect STUK's operating environment. Threats are more unforeseeable and multifaceted and preparations must be made for an increase in the number of disturbances. Changes also influence people's feeling of security.

Our most important task is to ensure the safety and security of the use of radiation and nuclear energy through oversight. In co-operation with other actors, we improve society's preparedness for various radiation accidents and resilience for disturbances in emergencies.

## **ADMINISTRATIVE CHANGES**

Changes in central government, such as the regional government reform, and the state of public finances challenge STUK to further develop its operating methods in co-operation with other actors. In line with the Government's policies, our goal is to reduce regulation and bureaucracy both in our internal operations and in oversight activities.

In conjunction with changes in central government, we must, above all, see to STUK's independence and the allocation of sufficient resources for its operations. We play a key role in ensuring that the responsibilities of actors in central government are clear both when preparing for radiation hazard situations and when acting during them. We invest in co-operation exercises.

## STRATEGIC TARGETS



THE HAPPIEST CIVIL SERVANTS  
IN THE WORLD

# TARGETS RELATED TO STUK'S RESOURCES



ABILITY TO  
UNDERSTAND  
COMPLEX ENTITIES



COST-AWARE  
OPERATIONS

STUK's strategic targets are divided into three groups: targets related to STUK's resources, effectiveness targets and societal targets.

## **1. THE HAPPIEST CIVIL SERVANTS IN THE WORLD**

It is always nice to come to work when work is significant as well as challenging enough, there are sufficient influencing opportunities and our agency's atmosphere promotes thanking, complimenting and encouraging. A feeling of togetherness and a culture of trust boost well-being also during the transformation of work and in the changing operating environment. Leadership and organization, internal administration and provided tools make it possible for us to concentrate on essential tasks and to ensure appropriate balance of work and free time. The happiest civil servants in the world create the best government agency in the world, which makes STUK an attractive employer.

## **2. ABILITY TO UNDERSTAND COMPLEX ENTITIES**

High-quality radiation and nuclear safety expertise lies at the core of STUK's competence. We need to have competence that is sufficiently in-depth but at the same time comprehensive and that encompasses complex entities. In this way, we succeed in targeting oversight in a risk-informed manner, communicating risks, ensuring the safety of people and the environment and securing society's ability to function in radiation hazard situations. International assignments and service projects increase our competence. STUK and its specialists are highly sought-after experts for international assignments and service projects.

## **3. COST-AWARE OPERATIONS**

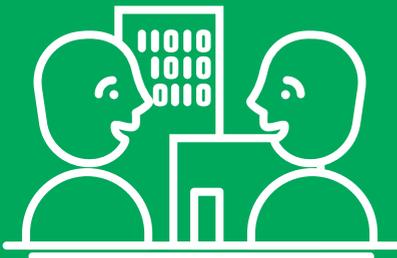
We operate in a more cost-aware manner than before. We plan and develop monitoring constantly taking the needs of the stakeholders into account. We especially work for lightening the cost structure. We create clear principles and procedures for utilising proceeds from the service operations, targeting the development of the personnel and operations.

## STRATEGIC TARGETS



**RISK-INFORMED AND  
COMMENSURABLE OVERSIGHT**

# EFFECTIVENESS TARGETS



**FLEXIBLE AND EFFICIENT WORKING METHODS**



**EFFECTIVE NATIONAL  
RADIATION SAFETY  
RESEARCH**

STUK's strategic targets are divided into three groups: targets related to STUK's resources, effectiveness targets and societal targets.

## **4. RISK-INFORMED AND COMMENSURABLE OVERSIGHT**

We conduct oversight in a more risk-informed manner in STUK's entire field of operations to ensure safety, operate influentially and manage workloads. Our oversight is based on safety requirements that are determined in proportion to the risks of the plant or the operations. We cease carrying out tasks that have only minor radiation protection significance for the safety of people, society or the environment.

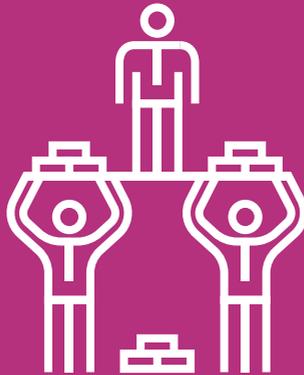
## **5. FLEXIBLE AND EFFICIENT WORKING METHODS**

We focus more on results and effectiveness. We work in a more flexible manner, regardless of time and place and ensuring co-operation and a feeling of togetherness. We digitalise oversight and internal administration work processes and tools as well as start using operating methods and facilities that support these processes and tools. We also ensure that our personnel has digital competence. We increase the amount of digital services and develop services in a customer- and user-oriented manner.

## **6. EFFECTIVE NATIONAL RADIATION SAFETY RESEARCH**

Radiation safety research produces experts, tools and information for the needs of oversight and emergency preparedness. Through co-operation with universities and the TULANET network, we seek to exercise influence on making radiation safety research one of the focus areas for universities and research institutes. We make sure that STUK plays a key role in domestic and international networks that conduct research that is relevant for STUK. For our part, we see to having research financing on a solid foundation so that participation in national and international projects is possible.

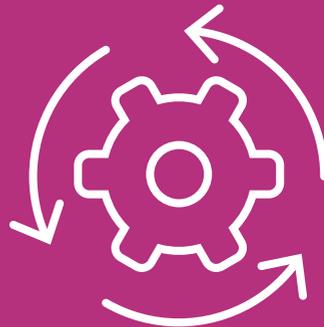
## STRATEGIC TARGETS



EMPHASISING THE RESPONSIBILITY  
OF THE OPERATORS

# SOCIETAL TARGETS

PEOPLE  
UNDERSTAND THE  
RISKS OF RADIATION



SOCIETY IS RESILIENT  
TO DISTURBANCES

STUK's strategic targets are divided into three groups: targets related to STUK's resources, effectiveness targets and societal targets.

## **7. EMPHASISING THE RESPONSIBILITY OF THE OPERATORS**

Safety is not achieved through inspections but is a result of responsible operators' safety solutions and human efforts. STUK's target is to exercise positive influence on the operators' safety culture and coach to safe operations.

The responsibility for safety falls strictly with the operators. This responsibility is further emphasised when our oversight focuses on the actors and locations that are most risk significant. At the same time, the oversight responsibility of inspection organizations and operators themselves increases in areas with minor safety significance. We can also increase the operators' own responsibility and reduce STUK's oversight when the operators can prove that the safety level of their operations is good. We contribute to the clarity of the division of responsibilities with our communications.

## **8. PEOPLE UNDERSTAND THE RISKS OF RADIATION**

We provide people with correct and easy-to-understand radiation safety information to enable them to understand, even when subjected to information overload and disinformation, what is hazardous and what is not and consequently act correctly without unnecessary fear. We adopt the role of a more visible and active communicator in society. We want to communicate in a timely, comprehensible, illustrative and humane manner in those forums where people exchange or look for information. At STUK, communicating about radiation and nuclear safety is everyone's responsibility.

## **9. SOCIETY IS RESILIENT TO DISTURBANCES**

Society's ability to function must be secured in all potential radiation hazard situations. According to the overall safety model, all actors must be involved in ensuring preparedness already at the planning phase. Potential new threats must be identified in advance and changes in safety status must be reacted to by means of oversight and preparedness. In radiation hazard situations, in order to ensure the safety of people and the environment and to secure society's ability to function, all actors must have clear responsibilities, sufficient resources, a shared situation assessment and consistent communications. Our target is to be a forerunner in preparedness in our own field and, for our part, see to society's resilience in various radiation hazard situations.

# MONITORING AND EVALUATION



*The strategic targets are monitored with the aid of an action plan.*

*Indicators are defined for the strategic targets and their realization is reviewed regularly.*



*When the operating environment changes, we will adjust our strategy accordingly.*



STUK

