

Defence Estates Finland

STRATEGY 2025



RAKENNUSLAITOS

FOREWORD

For some time now, there have been threats visible in the Finnish security environment, which have required new development policies regarding society in general and military national defence. On a national level, the threats have been met through drafting a security strategy and defining policies for the Government defence report. According to the defence report, the speed of reaction, material preparedness, and monitoring capability of the Finnish Defence Forces have increased.

The Finnish Defence Forces are preparing to prevent many kinds of threats ranging from local conflicts and hybrid influencing to full-scale warfare. The Finnish Defence Forces also support society in various disturbances and participates extensively in international crisis management operations. The new statutory assignment of the Finnish Defence Forces is to provide help abroad when necessary, and to receive help from abroad in crisis situations.

The Defence Estates Finland is an expert and service organisation of the Defence Administration in the property and environment field, supporting the Defence Forces and military national defence under all circumstances. The same change and development pressures caused by the changes in the security environment apply to the Defence Estates Finland as to the Defence

Forces, and they have been used as the basis for the reform of the strategy.

Other change factors in the operating environment were also considered in the preparation of the Defence Estates Finland strategy. Essential factors include the aim to lift the public economy on a track of sustainable growth and improving employment, which for the Defence Estates Finland means strict cost limitations even in the future years; the office strategies of the government and Defence Forces, which guide towards a more efficient use of space and energy; and the development of environmental responsibility, which requires an efficient environmental management system, aiming for the prevention of environmental hazards. The Defence Estates Finland strategy has also observed the policies of Senate Properties, Hansel, the Finnish Government Shared Services Centre for Finance and HR (Palkeet), and the Government ICT Centre Valtori regarding the development of shared government services, as well as the general technological development.

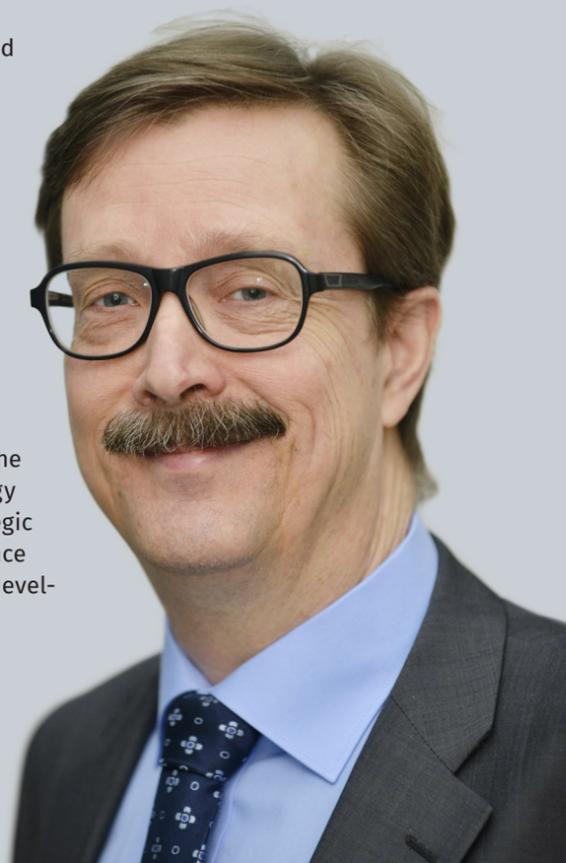
The main principle of the preparation of the strategy was to combine the strategic development of the Defence Estates Finland with the devel-

opment objectives of the Ministry of Defence and the Finnish Defence Forces. The internal intent in the preparation was to ensure that all employees have an opportunity to affect the creation of the strategy.

The strategy of the Defence Estates Finland spans to 2025. The Defence Estates Finland has already created a list of strategic projects, along with their responsibilities and schedules, to support carrying out the strategy.



Pekka Salojärvi
director
Defence Estates Finland



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DEFENCE ESTATES FINLAND

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CHANGES TO THE OPERATING ENVIRONMENT

Changes in the security environment

- Increasingly tense security situation in the Baltic Sea region
- Changes in the doctrines of warfare
- Development of the weapons technology
- According to the Government defence report, the speed of reaction, material preparedness, and monitoring capability of the Finnish Defence Forces are increased.
- The Security Strategy for Society 2017 unifies the national preparedness principles and steers the preparedness of the administrative branches.

ANALYSIS OF THE CURRENT STATE

The same change and development pressures caused by the changes in the security environment apply to the Defence Estates Finland as to the Defence Forces. The personnel is committed to supporting military national defence, and it has the expertise and experience required for managing tasks in emergency conditions. The operational capability and continuity management of all especially protected sites are not in all aspects at the objective level. Not all command posts of the Defence Estates Finland are in connection with the Finnish Defence Forces. The ability of the Defence Estates Finland to provide an updated situational picture is not at the required level. Resources of the Defence Estates Finland are not yet sufficiently targeted at maintaining strategic sites. At the moment, the Defence Estates Finland does not have a sufficient range of agreements with companies on the market in case of emergency conditions.

STRATEGY OF THE DEFENCE ESTATES FINLAND

- Improving the capability of the Defence Estates Finland to support military national defence under any circumstances.
- Allocating the resources of the Defence Estates Finland according to the strategic focus areas.
- Confirming the preparedness tasks of the personnel of the Defence Estates Finland, and developing their competence through continuous preparedness training.
- Placing all command posts of the Defence Estates Finland in connection with the Finnish Defence Forces.
- Improving the ability of the Defence Estates Finland to provide a situational picture in accordance with the needs of the Finnish Defence Forces.
- Ensuring communications and the transfer and availability of information in all security situations.
- Supporting the preparation of a protective structure report and the implementation of the action plan in order to reach the objective levels defined for the availability of facilities in strategic sites.
- Increasing the design cooperation with the Finnish Defence Forces in preparedness construction and damage repairs.
- Developing the ability of the Defence Estates Finland to support the Defence Forces in international assignments, providing and receiving assistance.
- Creating the partnership agreements with companies which are necessary for emergency conditions.
- Developing the material procurement process in order to improve operational reliability.
- Improving participation in the pool cooperation coordinated by the security of supply centre.

Development of public economy

- The aim is to lift the public economy on a track of sustainable growth and improving employment and to secure funding for public services and social security.
- The incurring of debts in relation to the gross national product shall be turned down by the end of the legislative term (spring 2019).
- The sustainability gap of the public economy shall be eliminated, and the required savings and decisions regarding structural changes shall be achieved during the legislative term.
- The policies shall remain in force during the following legislative term.

ANALYSIS OF THE CURRENT STATE

The operational and financial efficiency of the Defence Estates Finland are on a good level after the implementation of the savings programme based on the General Government Fiscal Plan 2014. However, financial factors will be emphasised in the development of the property and environment field of the Defence Administration even in future years. The preconditions defined by the sustainability gap of public economy must be prepared for in the future.

STRATEGY OF THE DEFENCE ESTATES FINLAND

- Taking the policies of the Ministry of Defence and the state group into consideration in the development of the operations of the Defence Estates Finland.
- Supporting the Defence Forces in the development of facility management according to the development objectives defined by the Defence Command and the Logistics Command.
- Taking the changes in the security environment and requirements of a healthy operating environment into consideration in the resource planning of the Defence Estates Finland.

Office strategies of the Government and Defence Forces

- A focal area of the Government office strategy is the development of the facility efficiency of office facilities.
- Most of the facilities of the Defence Administration are special properties built for defence needs. Essential objectives of the Finnish Defence Forces facility strategy include ensuring the competence and resources required for supporting the Defence Forces in all security situations, and to find ways of controlling the increase of the costs caused by the use of the facilities.

ANALYSIS OF THE CURRENT STATE

The use of office facilities at the Defence Administration is currently being made more efficient, in accordance with the Government facility efficiency objectives. In addition, the use of operational facilities is being made more efficient.

The reduction of the specific consumption and environmentally harmful emissions from the facilities is an objective defined by the Defence Administration. The reduction of the use of energy and environmental emissions is proceeding according to the objectives.

STRATEGY OF THE DEFENCE ESTATES FINLAND

- Making the use of the facilities of the Defence Estates Finland more efficient, and supporting the Defence Forces in making the use of their other facilities more efficient in order to control the cost development.
- Enhancing the maintenance and energy services of the Defence Estates Finland.
- Developing the content and quality of the services in cooperation with the Logistics Command.
- Improving the energy-efficiency of the facilities and services.
- Supporting the development of the use of facilities and areas of the Defence Forces.

Policies regarding the development of shared government services

- Several organisations have been founded under the Ministry of Finance for producing shared government services: Senate Properties, Hansel, Palkeet, Valtori.
- The government offices are instructed to join as clients of the shared government service providers.

ANALYSIS OF THE CURRENT STATE

Implementation of the shared government services has been challenging for all government offices, including the Defence Estates Finland. The shared government operational principles are not always suitable to be applied in the Defence Administration as such, due to the special features of Defence Administration. In addition, the cost level of the services has often increased compared to the time prior to the implementation of the shared services.

STRATEGY OF THE DEFENCE ESTATES FINLAND

- Ensuring that the special requirements of the Defence Forces regarding safety, data security, and continuity management are considered in the organisation of the services and procurements.
- If necessary, acquiring the services through special arrangements if so required by the special features of the Defence Administration.

Development of environmental responsibility

- The significance of environmental responsibility will be emphasised in the operations of the property and environment field of the Defence Administration
- From the perspective of the Defence Administration, essential challenges include climate change, requirements for energy efficiency, the management of material flows, sustainable use of natural resources, contamination of the soil, groundwater, and surface water, sustainable land use planning, and securing natural diversity.

ANALYSIS OF THE CURRENT STATE

The environmental perspective is included in the Defence Estates Finland's operating models, but its implementation in practice has not been sufficiently instructed. No objectives are defined within the Defence Estates Finland for improving environmental protection. An environmental management system is being constructed.

The environmental hazards caused by the operations of the Defence Administration are systematically prevented and repaired. However, the ability to produce a comprehensive situational picture about environmental protection and the state of the environment is not at the defined objective level.

STRATEGY OF THE DEFENCE ESTATES FINLAND

- Supporting the reaching of the environmental objectives of the Defence Forces through systematic development of the special expertise, operating models, and research of environmental protection related to national defence.
- Developing the recognition of the environmental effects of the operations of the Defence Estates Finland, prevention of hazards, risk management, and up-to-date environmental situational pictures by introducing an environmental management system at the Defence Estates Finland.

Technological development

- The swift development of technology, such as improved connections, artificial intelligence, robotics, Internet of Things, mobile solutions, and increasingly powerful computers, is changing the property and environment field in many ways.
- The operations of organisations are made faster due to digitalisation.
- New kinds of expectations are placed on the services, communications, operating methods of organisations, and the competence of personnel.

ANALYSIS OF THE CURRENT STATE

The implementation of new management, communications, property management and energy solutions in the property and environment field of the Defence Administration has developed significantly. The development is continuous, and the special security requirements of the Defence Forces must be taken into consideration.

STRATEGY OF THE DEFENCE ESTATES FINLAND

- The aim is to introduce new technologies which allow the Defence Estates Finland to learn new working methods and offer the Defence Forces and its other clients more interesting and up-to-date services, which are produced effectively.
- Ensuring the availability of information under all circumstances.

DEFENCE ESTATES FINLAND

Concept of operations

The Defence Estates Finland is an expert and service organisation of the Defence Administration in the property and environment field, supporting the Defence Forces and military national defence under all circumstances.

Vision

We produce the best preparedness in the property field

DEFENCE ESTATES FINLAND:

A FIXED PART of the preparedness and security system of the Defence Forces.

THE CAPABILITY IS BASED ON special expertise and internal service production at strategically significant sites.

THE CAPABILITY ENSURES the continuity and reliability of the operations of strategic sites.

THE COMPETENCE OF THE PERSONNEL is at the high level required by changing security situations.

SERVICES ACQUIRED FROM THE MARKET are bound to military national defence, even in normal circumstances.

THE OPERATIONS ARE economic, efficient, and of high quality.

THE MANAGEMENT OF PROPERTY INFORMATION is efficient and provides an up-to-date situational picture of the facility management.

Values

COMMITMENT TO THE SHARED OBJECTIVES OF THE DEFENCE ADMINISTRATION

The Defence Estates Finland and its entire personnel is committed to working for the shared objectives of the Defence Administration. We support the development and maintenance of the performance of the Defence Forces under normal as well as emergency conditions.

RESPONSIBILITY IN SERVICE PRODUCTION

The Defence Estates Finland is responsible for the competitiveness and efficiency of its service production. The services are produced according to the quality goals approved of by the Defence Forces, following the principles of responsible service operations and environmental responsibility. The Defence Estates Finland and its entire personnel act in accordance with the good of the Defence Forces, and keep their statutory and otherwise agreed obligations.

THE PERSONNEL POLICY OF A GOOD EMPLOYER

Our aim is a Defence Estates Finland for everyone. We follow fair, equal, and open personnel policies. We develop the expertise, versatility, and special expertise of our personnel through continuous training and the development of our working methods. We encourage people to do things together.

OPENNESS IN OPERATIONS

The Defence Estates Finland is transparent and open in all of its public operations. We act openly within the organisation, as well as in our relationships with clients and interest groups.

DEVELOPMENT DRIVENNESS IN SERVICE OPERATIONS

We monitor the development of the property and environment field. We invest in research and development. We assess the suitability of new innovations for the defence and security environment. We develop our operations at individual and organisational levels actively.

Superiority factors

FAMILIARITY WITH THE NEEDS OF MILITARY NATIONAL DEFENCE

The Defence Estates Finland is familiar with the defence properties and their special requirements, which are based on the development and changes in the environmental requirements of the Defence Forces' organisation and operations, ways of warfare, weapons technology, and military operations.

SERVICES SUITABLE FOR DEFENCE PROPERTIES AND SPECIAL EXPERTISE

The Defence Estates Finland arranges services for the Defence Forces which are economically and operationally optimised from the market or as internal production, in accordance with the unified operating model. The property services on the market are integrated to national defence even in normal conditions with help of the extensive networking of the Defence Estates Finland. The internal service production and special expertise ensure the competence and continuity of operations required by preparedness and security in strategically significant sites.

MAINTAINING PREPAREDNESS AND SECURITY

The preparedness arrangements of the property operations of the Defence Administration are carried out as fixedly as possible, based on the operations in normal conditions. Accordingly, the Defence Estates Finland is responsible for the construction, maintenance, and energy management of the facilities and structures of the Defence Forces even in emergency conditions. The Defence Estates Finland has agreements with the Defence Forces regarding wartime economy, security, and services in emergency conditions. The preparedness is maintained through annual exercises in cooperation with the Defence Forces.

LIFE CYCLE COMPETENCE

In cooperation with property owners, the Defence Estates Finland offers the Defence Forces a continuous service chain in which the client receives a building planned, constructed, and maintained by the same expert. This means that even during the planning phase, the Defence Estates Finland can take into consideration the property management and maintenance operations and estimate the reasonability of the life cycle costs of the property.

SUB- STRATEGIES

**Client relationships
and interest groups**

OBJECTIVE

Extensive services close to the client for the Defence Forces and its strategic partners in normal and emergency conditions

MEANS

We constantly map the needs of our clients proactively and ensure sufficient and appropriate service supply in cooperation with our clients in service production and client relationship management.

In order to understand the needs of the Defence Forces, we maintain continuous internal training, participate in training events and exercises arranged by the Defence Forces, and acquire information related to military operations by networking internationally.

We ensure the continuity of service and energy production in all security situations by maintaining operational preparedness with the help of a preparedness system and preparedness agreements signed with external service producers.

We expand our service production for the Defence Forces in the fields in which the Defence Estates Finland has expertise which meets the needs of the Defence Forces.

OBJECTIVE

Providing services related to the special expertise of the Defence Estates Finland for Government organisations

MEANS

In order to maintain sufficient competence resources, we offer services related to facility security and structural security for Government organisations, which, according to a threat analysis, need to protect their offices against unauthorised access or an act of terror.

We offer Government organisations expert services related to environmental services in cases where providing such services is in accordance with the overall good of the Government.

We offer Government organisations maintenance services in order to fully utilise the resources of the Defence Estates Finland and to secure the resources in emergency conditions.

OBJECTIVE

Open, transparent, and interactive client communications regarding the results and profitability of the service production and the future development of the field.

MEANS

We develop the client relationship management operating model according to the needs of the Defence Forces and its strategic partners.

We regularly request client feedback in client events and through client satisfaction surveys. We analyse the results and agree on development actions with the clients.

We develop agreement reporting, authority reporting, and situational picture reporting directed at our clients.

Organisation and management

OBJECTIVE

An organisational structure and area division accordant with the needs of the Defence Forces

MEANS

The changes in the Defence Forces management and administration system are taken into consideration in the regional organisation of the Defence Estates Finland.

We ensure that the service production is arranged according to proximity.

We keep our organisational hierarchy low and light.

We organise comprehensive services across service units where necessary.

OBJECTIVE

An up-to-date dynamic management model

MEANS

We regularly evaluate our operations from decision-making to the implementation of the tasks, and aim for the management model with the best overall results.

We develop our tasks appropriately.

We increase the self-direction of our employees and their responsibility for their tasks.

We increase the utilisation of ICT systems in management.

OBJECTIVE

Unified implementation of strategic objectives

MEANS

We regularly update our strategy to meet the changes of our operating environment.

The result objectives derived from the organisation-level objectives are taken into practice in result and development discussions, Command Groups, unit meetings, and cooperation procedures.

We ensure the implementation of tasks as agreed and according to schedule through local work supervision and monitoring.

We monitor the reaching of the objectives based on result reports, audits, self-evaluations, client evaluations, and other external evaluations.

OBJECTIVE

Engaging, open, and equal management

MEANS

We develop representative forms of cooperation by improving the efficiency of the interaction relationships between the employer and cooperative bodies.

We improve the efficiency of the receipt of information of our personnel and their ability to affect matters related to their work and workplace.

We develop management skills through regular supervisor and management training.

We develop regular cooperation with personnel organisations.

We develop command group operations through regular training for the Command Groups.

Personnel strategy

PERSONNEL STRATEGY

OBJECTIVE

Permanent internal personnel in strategically significant tasks and sites under normal and emergency conditions.

MEANS

We measure the personnel resources for normal and emergency conditions field-specifically as required by service production and expert assignments.

We introduce a proactive personnel planning operating model.

We mainly recruit or allocate our personnel in strategically significant tasks and sites.

OBJECTIVE

Familiarity with the operating methods of the Defence Forces and its strategic partners, the special nature of defence properties, and the development policies of the Defence Administration

MEANS

We familiarise persons entering the service of the Defence Estates Finland with the obligations of the security agreement between the Defence Forces and the Defence Estates Finland.

We participate in training events related to national defence, arranged by the Defence Forces.

We ensure the appropriate use and availability management of special sites in emergency conditions through exercising, organising internal training, and participating in exercises arranged by the Defence Forces.

We form networks with other operators in the field nationally and internationally in order to ensure the special expertise related to defence properties.

OBJECTIVE

Strong competence in expert services and service production in the property and environment field

MEANS

When recruiting new people, we define the level of education and competence as required by the competence profile accordant with the objective state.

In connection with the development discussion process, we check the task descriptions of our personnel and make plans for competence development.

We support the training of our personnel, arrange internal Defence Estates Finland training, and utilise equal rotation of assignments, distribution of competence, work supervision, and apprenticeship training in the development of competence.

OBJECTIVE

The Defence Estates Finland
is a good and attractive employer

MEANS

We support the motivation and comfort of the employees through the appropriate distribution of responsibilities and by offering opportunities of acting and development in versatile and interesting tasks.

We develop the well-being at work of our entire personnel by offering unified occupational health care and work welfare activities, flexible working hour arrangements, and modern equipment which functions as intended.

We carry out fair and equal personnel policies.

We maintain an attractive employer image through several channels, including the Internet, in newspapers and other publications, and in recruitment advertisements.

Organisation security

OBJECTIVE

Capability to support the Defence Forces and military national defence

MEANS

We maintain a separate preparedness plan, a continuous management and implementation preparedness, and an up-to-date situational picture.

We agree on the preparedness obligations, and report annually on the reaching of the agreed upon preparedness objectives.

We acquire the management connections for a secure data transfer required by preparedness and security.

We produce updated situational pictures about the availability of the facilities in critical sites.

We regularly maintain and test the systems at critical sites and their reserve systems.

As an expert, we produce propositions on the improvement of the critical capabilities of properties and the related networks.

OBJECTIVE

Sufficient resources and competence for security arrangements, preparedness planning and maintenance, the management of disturbances in normal conditions, and service production accordant with agreements for emergency conditions

MEANS

We reserve the resources required by preparedness and security, and agree on them with the clients as part of our annual planning.

We ensure the availability of critical services, personnel, and materials through developing our service network and agreements.

We ensure the critical competence of our entire personnel.

We appoint chief maintenance engineers for the most significant shelters and develop the training and competence of persons located at the shelters.

We plan the need for funding and the required authorisations in emergency conditions in cooperation with the Ministry of Defence, Defence Forces, and other interest groups.

We actively participate in cooperation in the preparedness and security field with the Ministry of Defence, Defence Forces, other interest groups, and security authorities.

OBJECTIVE

Operations, information processing, and facilities accordant with the security requirements

MEANS

We prepare security agreements with our most significant partners.

We develop the ability to carry out security audits and inspections through providing updated training and recruiting people with existing expertise in the security field.

We develop the facility security of our offices to the level required by the Defence Forces.

We develop our ICT systems to meet the processing and storage requirements of the Finnish ST III classification and authority requirements.

We carry our security audits for our offices and ICT systems.

OBJECTIVE

Risk management as a fixed part of the operations and their development

MEANS

We carry out regular internal monitoring and risk assessment, and, where possible, utilise the internal inspection resources of the Defence Forces.

We perform risk analyses on the essential projects and changes.

We regularly process any deviation reports and risk analyses at the security Command Group and Defence Estates Finland Command Group, and decide on the required development actions and the related responsibilities.

We develop the deviation report procedure to allow the interest groups of the Defence Estates Finland to file them as well.

OBJECTIVE

Unified implementation of the occupational safety control

MEANS

We develop the organisation of occupational safety by removing overlapping tasks and centralising the control of occupational protection.

We unify the operating methods and procedures of occupational safety.

We consider the general development of occupational safety operating methods in our safety and risk management work.

We ensure that our personnel has the sufficient competence in matters related to occupational safety.

Service production strategy

OBJECTIVE

Producing services cost-efficiently and at the right time, considering preparedness and security

OBJECTIVE

Clear and transparent pricing of the services

MEANS

We measure our service production based on the preparedness and security requirements defined by the Defence Forces and the expediency consideration required by the efficient production of the services.

We develop the service provider network required by the performance in normal and emergency conditions.

We produce all construction, project preparation, and authority assignments of the Defence Administration (Section 146 of the Land Use and Building Act, 132/1999) as internal service production, ensuring the fulfilling of the special requirements of the administrative branch and the protection of critical information.

We ensure the amount, quality, competitiveness, security, and correct timing of external services through efficient competitive tendering and monitoring throughout the duration of the agreements.

We make the external service providers committed to the security environment of the Defence Forces and the operations in emergency conditions through security and preparedness agreements made in connection with the procurement contracts.

MEANS

We develop the content and pricing of the maintenance service agreement in order to achieve comparability.

We clarify the service content and pricing of special sites.

We develop the tendering procedure, invoicing, and reporting of technical services.

We develop the measuring and pricing of cleaning services.

We ensure sufficient expert resources for construction, and price the expert work at a competitive level.

We describe the service products in environmental services, and list the prices for expert work in the environmental protection service agreement.

OBJECTIVE

Optimising the quality and quantity of services according to the client's needs in normal and emergency conditions.

MEANS

Together with the Logistics Command, we develop the content of the national maintenance service agreement based on the needs of the defence branches and administrative units.

Together with the Logistics Command, we prepare a service agreement for emergency conditions, agreeing on cooperation and the facility management tasks and obligations of the parties in the preparation for emergency conditions, operations in increased preparedness, and in emergency conditions.

In the implementation of construction projects, we take into consideration the special needs of the Defence Forces, security regulations, and principles of the learning and work environment concept.

We develop expertise in the environmental effects of military activities together with the Defence Forces.

We maintain a life cycle thinking of projects and produce proposals for alternative solutions for decision-making in order to achieve long-term environmental effects and financial savings.

Procurement strategy

OBJECTIVE

An efficient procurement organisation and operating model for procurements

MEANS

We carry out all competitive tendering assignments in the Defence Estates Finland tendering and agreement management team.

We carry out all procurement assignments, including direct procurements, based on procurement proposals in the Defence Estates Finland procurement team.

We carry out all assignments related to the maintenance and development of electronic procurement systems, which the Defence Estates Finland is responsible for, in the Defence Estates Finland procurement system team.

OBJECTIVE

A clear division of assignments between the Government's central purchasing body and the Defence Estates Finland procurement organisation

MEANS

We use services of the Government's central purchasing body in procurements of ordinary items and services and ordinary ICT equipment which are common to government offices.

In accordance with the Act on Public Contracts and Act on public defence and security procurements, we use our own procurement organisation to carry out public and non-public procurements which require expertise in the property and environment field, and public procurements not carried out by the government's central purchasing body HANSEL.

We carry out shared procurements with the Defence Forces.

We carry out shared procurements with the Senate Properties related to construction, energy procurement, and minor investments.

OBJECTIVE

Taking cost-effectiveness, preparedness and security, environmental effects, social responsibility, and innovativity into consideration in procurements

MEANS

We improve the systematic nature of procurements through annual planning and long-term planning.

We process all strategic policy definitions of procurements at the Defence Estates Finland Command Group.

In all procurements, we ensure the best price–quality ratio.

We make long procurement and framework agreements when the supplier is required to have special competence, take security and preparedness perspectives into consideration, and make significant investments.

We observe the Government’s Cleantech decision in principle and perspectives of social responsibility in order to make sustainable procurements.

OBJECTIVE

Efficient agreement and supplier management

MEANS

We will introduce an electronic agreement management system, which allows the secure control, maintenance, monitoring, and updating of the agreements during the agreement period.

We monitor the reaching of content and quality requirements of services during the agreement period.

Environmental responsibility strategy

OBJECTIVE

Taking environmental perspectives into consideration in all decision-making

MEANS

We will create and introduce an environmental management system by the end of 2019.

We will train our personnel in environmental questions as required by their assignments.

In addition to the service production, we will allocate environmental protection expert resources to the Defence Estates Finland's management of environmental matters.

We will support research, development, and innovation operations and networking which aim to reduce environmental effects.

We will develop models and criteria for considering environmental perspectives in procurement.

OBJECTIVE

Material-efficient operations

MEANS

We will decrease the use of virgin materials and take the recyclability of materials into consideration in the procurements.

We will develop the evaluation and management of the environmental effects of renovations, new construction, and demolishing.

We will promote and instruct the decreasing of the amount of waste and the sorting of waste at the Defence Administration according to the objectives defined in the National Waste Plan.

OBJECTIVE

Decreasing the amount of greenhouse gas emissions and securing the performance of the defence properties in the changing climate conditions

MEANS

We will decrease the amount of emissions from property energy production according to the objectives defined in the Defence Forces' energy and climate plan.

We will promote the energy-efficiency of the Defence Administration's offices according to the Defence Forces office strategy.

We will actively monitor the development of renewable forms of energy and promote their introduction at the Defence Administration.

We will promote the replacement of refrigerants and halons detrimental to the climate with less detrimental substances.

We will map the flooding risks of defence properties, and provide instructions for considering climate change in the planning grounds of construction projects.

OBJECTIVE

Responsible chemical management and use

MEANS

We will introduce a register of chemicals allowing the monitoring of the use of chemicals per title, active ingredient, and intended use.

We will use sufficient training and instruction to ensure that the users of the chemicals are aware of the features of the products and are able to use them appropriately.

We will select products that are the least harmful for the environment and health.

We will apply for the permits required for the storage of the chemicals and file the required notifications, and carry out any technical or other improvements required in the decisions.

We will appoint a person responsible with the expertise required for the task for each environmental permit and chemical site.

Information strategy

OBJECTIVE

Protecting information significant for the Defence Administration

MEANS

We will develop our operations as an information management unit and ensure that the responsibilities for information management have been defined, the relevant instructions are up-to-date, the personnel has the sufficient competence, appropriate tools are available, and sufficient monitoring has been arranged.

We will verify the classification of information we hold, and also take information protection into consideration in the procurement of shared information systems.

We will recognise the cyber threats related to our operations, and protect and back-up any systems under a cyber threat.

OBJECTIVE

The availability of information as a success factor for the operations of the Defence Estates Finland

MEANS

We will ensure the life cycle management of information using information guidance, compatible information structures, and work on the overall architecture.

In order to ensure the integrity and availability of information, we will ensure the sufficient competence of the personnel.

We will develop the management of property information and the use of location information as part of our core operations.

We will maintain updated information about the properties, their condition and availability, and the results of the service production of the Defence Estates Finland.

We will identify information critical for the operations of the Defence Estates Finland and ensure its availability in all conditions.

We will develop the versatile utilisation of information in decision-making, and the analysis and visualisation of information.

OBJECTIVE

Digital performance required by the operating environment

MEANS

We will monitor the digitalisation projects in the property field and in our partner network, and utilise the information created in them in our operations.

We will develop service production digitalisation solutions suitable for the operating environment of the Defence Administration.

We will ensure that the available information systems, equipment, and telecommunications links enable the formation of an up-to-date situational picture and the distribution of information in normal and emergency conditions.

Communications strategy

OBJECTIVE

Communications accordant with the values which support the strategic objectives

MEANS

We will publish the strategic basic messages in documents, publications, negotiation events, client events, internal development projects, projects, unit meetings, and command groups.

We will strengthen the communications responsibilities on various levels and assignments of the organisation. We will emphasise the communications responsibility of everyone.

We will define channels of communication and their intended use in various situations. The channel of communications must be selected according to the content and target group.

We will maintain an annual communications calendar as part of the planning of the operations and economy.

We will create a communications plan for all significant projects as well as development and change projects.

We will arrange regular training in communications during emergency conditions and crises.

We will carry out communications interactively, in a unified and up-to-date manner, through several channels, and taking security questions into consideration.

OBJECTIVE

Working community communications which improve the results, community spirit, and well-being at work

MEANS

We will create usage examples of communications for various interaction situations.

We will increase the active role of management and supervisors in working community communications.

We will enhance the use of change communications tools.

We will train our employees in daily communications and the use of social media.

We will arrange targeted communications training for people responsible for communications, the management, supervisors, and those operating in the client interface.

We will promote the use of mobile solutions in communications.

OBJECTIVE

Open and up-to-date client and interest group communications

MEANS

We will carry out planned, targeted, and regular client and interest group communications.

We will emphasise our public image as a partner of the Defence Forces in our communications.

We will utilise electronic channels and digital tools in our external communications.

Office strategy

OBJECTIVE

Availability of command posts in normal and emergency conditions

MEANS

We will continue the placement of command posts in connection with administrative units.

We will ensure secure communications connections.

OBJECTIVE

Development of the facility efficiency of office facilities

MEANS

We will create a plan for the improvement of the facility efficiency of our office facilities in accordance with the Government office strategy.

We will measure the office facilities for 80% of the total number of employees of the unit.

We will take the flexible working hour arrangements into consideration in the measuring of the office facilities.

OBJECTIVE

Development of the facility efficiency of functional facilities

MEANS

We will create a plan for the improvement of the facility efficiency of functional facilities.

We will give up unnecessary facilities by launching the arrangements and termination procedures.

OBJECTIVE

Healthy and secure facilities

MEANS

We will perform a facility security mapping for the office facilities.

If necessary, we will carry out condition assessments at the facilities.

We will assess the renovation costs and launch negotiations with the property owners about the implementation and funding alternatives.

We will carry out the changes according to financial preconditions and information security requirements.

Defence Estates Finland
Central unit
Isoympyräkatu 10, 49400 Hamina
PO Box 1, 49401 Hamina

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