**NA Strategy**

**2019 - 2023**

**Safe goods and services**

Norwegian Accreditation (NA) is the national Norwegian body for technical accreditation and GLP. NA reports to the Ministry of Trade and Fisheries. Our main objective is safe goods and services in which Norwegian consumers can trust. Our accreditations are based on EU Regulation 765/2008.

In addition to the national acts governing public bodies, NA’s work and activities are also bound by the requirements of the international standard for accreditation bodies, ISO/IEC 17011. NA is also obliged to comply with requirements and agreements decided by EA, ILAC and IAF.

Accreditation is a tool to document competence and is used in many areas. NA’s has as its main task to ensure that the Norwegian community has access to internationally recognized accreditation and GLP services. Accredited and GLP-inspected bodies gain national and international market access through NA being a signatory to the European and international agreements on mutual recognition.

In our opinion, accreditation should be used even more than it is today.

This strategy is mainly for use internally. It is meant to give direction to NA for the coming period. It does not mention all the activities that we have, it is focused on the areas and activities where we consider that we need to improve. Annual action plans are prepared for each sub strategy.

Through employees with high and relevant competence and experience, precise communication and great loyalty to customers, owners and NA, we contribute to market access for Norwegian accredited bodies.

Inger Cecilie Laake

Director General

**NA’s values**

Competent – Clear – Loyal

Competent

Accreditation is a tool to prove competence. The users of NA’s services depend on our employees to have high and relevant knowledge of their activities and the sectors they work in. For us, to be competent means that we

* Are good at what we do
* Develop our competence so that we at any time have updated knowledge
* Perform our tasks efficiently, goal oriented and with professionality

Clear

To be clear means that we

* Communicate in a manner which is understandable and correct, both internally and externally
* Communicate our opinion in a manner which is easily understandable, and which shows that we have understood and considered different aspects of a case
* Have clear goals and ambitions for employee ship, management and contact/communication with customers and the community

Loyal

Loyalty means for us that we

* Relate to the agreed rules of the game and the decisions which are made
* Cheer on each other, our cooperation partners and accredited entities
* Create “flow” both for accredited entities and for ourselves – also outside our own areas of responsibility
* Actively look for improvements to the best of NA, our customers and users of accredited services

**Sub-strategies**

Cost efficiency, Services and development, International work, Competence, Purchasing of services, Digitalization, Communication

Cost efficiency

We shall use our resources efficiently

Being a public body, NA is obliged to use its resources efficiently and in accordance with the social mission that we have been given. Case handling shall be carried out in accordance with documented procedures and in a manner, which is predictable and targeted. Use of resources and time used for implementing the accreditation-/ GLP- processes shall give Norwegian CABs the same terms as competitors in other countries. The community shall have access to accreditation and GLP services with the right quality at the right time.

Within this strategy period, we shall:

* Simplify and improve our procedures for case handling to ensure that we “do the right things correctly and as efficiently as possible”
* Improve resource management related to staffing accreditation projects
* Adjust NA to an amended operational framework and manner in which we perform our tasks

International work

We shall influence in accordance with Norwegian interests

NA is a member of all relevant international associations for cooperation among accreditation bodies. These associations are European Accreditation (EA), International Laboratory Accreditation Cooperation (ILAC), International Accreditation Forum (IAF) and OECD’s GLP panel. In addition, we participate in informal meetings among the Nordic and Baltic national accreditation bodies, and in fora established by the EU/EFTA when these are concerned with accreditation schemes which NA is in the process of establishing or has established. Activities in EA has the highest priority; however we do participate actively also in the other organizations.

Within this strategy period, we shall:

* Work for improvement and streamlining of the system for peer evaluation of accreditation bodies
* Work for improvement and streamlining of the cooperation between EA and EU/EFTA and users of accredited services
* Improve our performance in terms of influencing the European and international cooperation in accordance with Norwegian interests

Competence

We shall have employees with the right competence

The schemes for accreditation and GLP involve assessment of the competence of applicant and accredited CABs to carry out specified tasks. For NA to be able to perform these assessments, we need employees with high and varied experience within their allocated areas. To achieve this, we need to have good recruitment processes and processes for further development of the competence of our own staff and contracted experts.

Within this strategy period, we shall:

* Increase the total competence of NA
* Improve transfer of competence/knowledge between NA’s employees
* Improve and streamline training of employees

Purchasing of services

When appropriate, we shall purchase services rather than producing them ourselves

NA shall be a well-managed public body which strives for cost efficient operation of its activities. At the same time, we shall be predictable and have support services of a high quality, e.g. ICT, archive, accounting and salaries etc. We shall have good knowledge of the framework and regulations for our type of organization and consider cooperation with other similar organizations where relevant.

Within this strategy period, we shall:

* Consider purchasing services where appropriate, taking competence and financial aspects into account
* Strengthen our purchasing expertise in relation to digitalization, IKT and other key support functions
* Implement common systems with the other governmental/public bodies, when relevant or appropriate

Digitalization

We shall digitalize the accreditation process

In NA, digitalization is about using technology in order to renew, simplify and improve. Digital services shall be easy to use, efficient and reliable. We shall as far as possible make use of systems and suppliers which are well known and recognized and which are likely to be accessible to us over a considerable period of time.

Our customers and partners expect to be able to communicate with us via [www.akkreditert.no](http://www.akkreditert.no) to a much larger extent than what is possible today. We shall digitalize processes and tasks in order to reduce the risk of mistakes, streamline resource management and make updated information easily accessible - create flow!

Within this strategy period, we shall:

* Offer self service possibilities for training courses and applications for accreditation
* Make it possible for accredited and applicant CABs to follow the handling of their case and communicate with NA via our webpage
* Implement common systems with the other governmental/public bodies

Communication

We shall increase the knowledge of accreditation in the community

Accreditation demonstrates competence and ensures that the community has access to safe products and services. This we shall communicate clearly and in a manner which is easily understandable. We want that users of NA’s services shall experience that our case handling, the decisions we make, and our guidelines and considerations are based on facts and that they are carried out in a professional manner.

Within this strategy period, we shall:

* Communicate the usefulness of accreditation in a clear and easily understandable manner
* Improve our use of “clear language” and design
* Make use of appropriate digital channels to inform about our services