

STRATEGY 2010

The Objectives for the
Development of
Statistics Denmark

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Preface

The introduction to the UN's fundamental principles of official statistics states that "official statistics provide an indispensable element in the information system of a democratic society".

In a historical perspective, Statistics Denmark is an infant of democracy in Denmark, and it is our task to serve democracy.

Strategy 2010 is Statistics Denmark's strategic plan for providing the best possible official statistics describing social and economic trends in Danish society. The Strategy describes the objectives for the development of the institution in the years to come and sets out the main priorities.

Official statistics are both a national and an international matter. Consequently, Statistics Denmark aims at conducting, as far as possible, comparisons of developments in Denmark with developments in other countries.

Strategy 2010 highlights the needs of users of official statistics. Consequently, it is our vision to enhance Statistics Denmark's value to society by continuously improving user-friendliness and quality.

The Strategy does not float in the air, but has been prepared within the frameworks applying to Statistics Denmark. The frameworks comprise national and international laws and rules, as well as the financial basis of the institution. They are described in the pamphlet *The Frameworks for the Activities of Statistics Denmark*.

Strategy 2010 is Statistics Denmark's third strategic plan. It applies for 5 years.

Strategy 2010 was approved by the Board of Statistics Denmark on 30 March 2006.

Jan Plovsing
Director General
National Statistician

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1. Main Messages

1.1 Mission, Vision and Values

National and international Official statistics are both a national and an international matter, which implies that the strategy for Statistics Denmark (abbreviated SD) is greatly influenced by SD's contributions to continue the development of the European and international statistical systems of comparable statistics.

Legislation The majority of the statistical production is subject to EU legislation and international rules, which are continuously being developed to promote, e.g. international data comparability. Moreover, Danish legislation also applies to the production and dissemination of statistics. It is within these frameworks that the strategy is being realised.

Mission The introduction to the UN's fundamental principles of official statistics sets out that "Official statistics provide an indispensable element in the information system of a democratic society".

Statistics on developments in the population, unemployment, employment, earnings, prices, external trade, balance of payments, economic growth, etc. are thus a prerequisite for a society's democracy and economy to work.

This is reflected in SD's mission, which sets out the aim of the institution.

Statistics Denmark produces impartial statistics on society as the basis for democracy and the national economy.

The statistics must be impartial in order to serve democracy and the national economy. This implies that SD is to analyse developments within Danish society on an objective basis, independent from political and special economic interests. Thereby, SD contributes to knowledge, social debates, analyses, research, planning and decision-making among our most important users:

- The citizens
- The politicians and public authorities
- The business community and organisations
- The researchers and students
- The press and the media
- EU, UN, OECD, IMF and other international organisations

Vision Our vision envisages the further development of SD.

We will enhance Statistics Denmark's value to society by continuously improving user-friendliness and quality.

Our vision highlights the users. Increasing use and satisfaction with our products reflect the user-friendliness of our products available to citizens, public authorities, the media, the business community and researchers, etc. User-friendliness also applies to the data suppliers, who must experience SD as an institution aiming at reducing their response burden. User-friendliness also implies that SD seeks an active dialogue with the users.

The vision also focuses on product quality, which must continuously be improved in our constant efforts to achieve the European ideal of statistical quality.

Values Based on our mission and vision, SD has a set of values, reflecting the basis on which each employee and managerial staff is to perform their activities to implement our mission and vision. The values focus on:

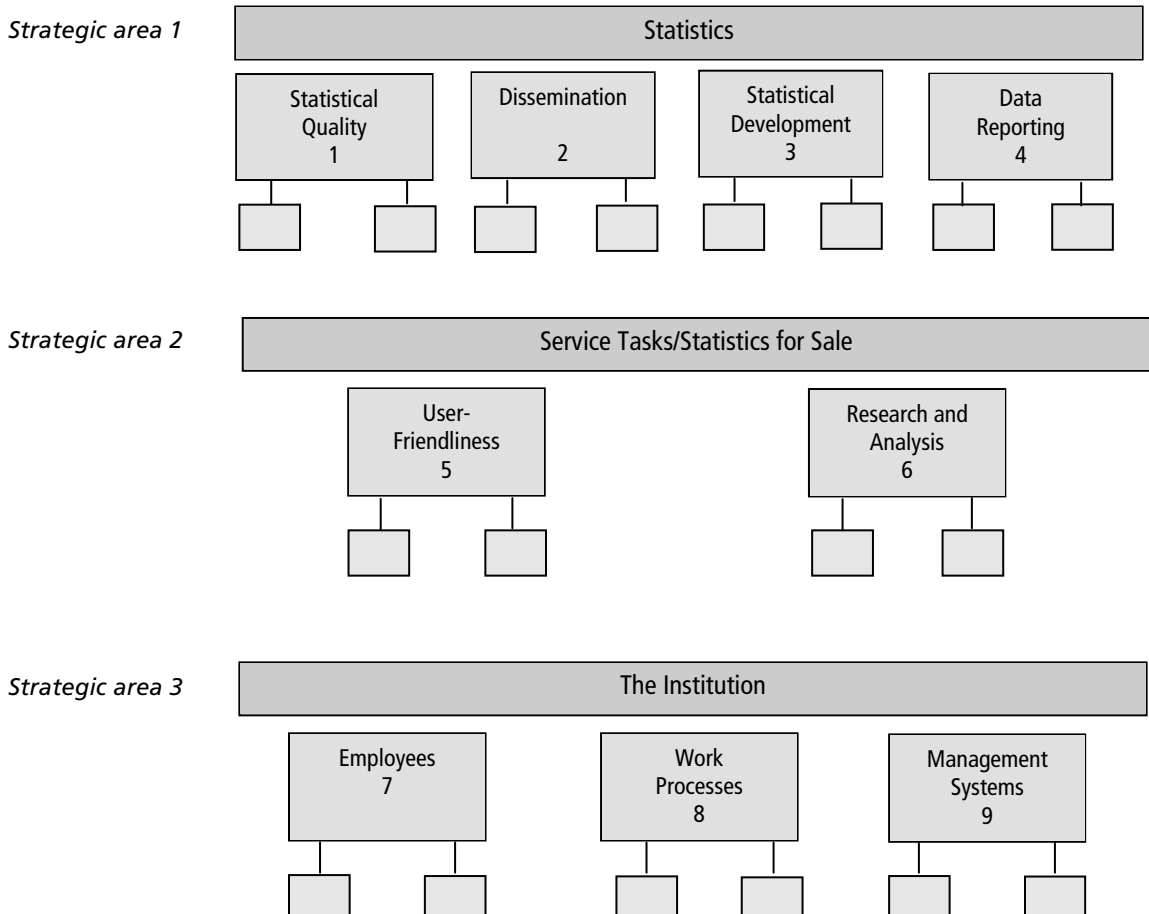
- Official statistics which must be impartial
- Results which make a difference to the users
- Activeness in improving the products and the institution
- High professional quality
- External and internal co-operation
- Good working environment

1.2 Structure of the Strategy

Strategic areas and action areas To implement the vision improvements are continuously made within 3 strategic areas, including 9 action areas:

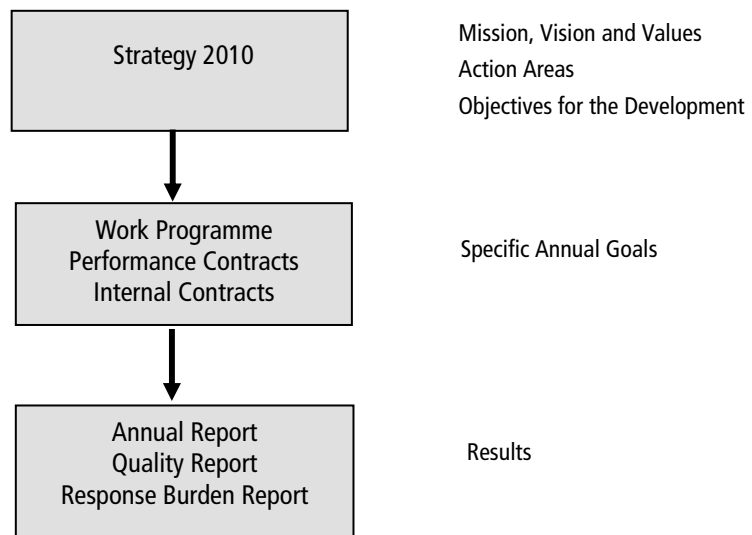
- **Statistics.** The area comprises production of quality statistics, dissemination and the development of statistics, as well as reporting by the data suppliers.
- **Service tasks/statistics for sale.** The area comprises service tasks for which customers are charged and where we aim at supplying user-friendly quality products.
- **The institution.** The area comprises internal endeavours to improve the products and efficiency of SD through the development of employees, work processes and management systems.

Objectives Strategy 2010 contains a number of objectives for the development of SD for each action area. Each objective thus manifests itself in specific annual goals.



Gradual implementation The objectives in Strategy 2010 are gradually implemented. Each year a number of specific goals are formulated by the Board of Statistics Denmark in our work programme. Some of the specific goals form part of the annual performance contracts agreed between SD and the Ministry of Economic and Business Affairs. The goals in the work programme and the performance contracts are subsequently implemented by means of internal contracts at the level of department and division. The implementation of Strategy 2010 thus involves all employees of SD.

Goal and result management The model for goal and result management is as follows:



1.3 Prioritising

Aim of the strategy The aim of the strategy is to establish a leading position in selected areas where SD is able to supply the greatest value to society. Consequently, well-suited tasks strengthening each other are prioritised.

Necessary prioritising SD is established as the central authority for Danish statistics. This implies that the most important statistics revealing social and economic trends in Danish society are produced by SD. A majority of this statistical production is subject to EU and national legislation. Furthermore, the following statistical areas essential to society are given the highest priority by SD (order of priority is arbitrary).

- Population, including living conditions, education, immigration, labour market status, income, consumption and crime.
- Short-term trends, including employment, unemployment, prices, earnings, balance of payments, external trade and turnover in businesses.
- National accounts providing an overall picture of the national economy, including economic growth.
- Government finances and recipients of income transfers and social services.
- Business conditions, including the development in each industry.

2. Statistics

2.1 Statistical Quality

The concept of quality Eurostat's definition of quality is applied by SD. We express quality in 8 dimensions of quality. High quality statistics are seen as relevant, reliable, timely, punctual, accessible, documented, comparable and coherent.

Quality and costs It is our vision that in order to achieve high quality statistics we must focus on continual improvements within all dimensions. However, there are some restrictions to fulfilling the vision, because it is essential to weigh quality against the costs involved in producing the statistics and the response burden also has to be taken into account.

Relevant Official statistics provide an indispensable element in the information system of a democratic society. Consequently, the statistics are relevant when they shed light on the most important features and developments within society. They should be adapted to developments within society, so that their contents relate to current and potential user needs, both nationally and internationally, see section 2.3.

Nationally, SD has set up advisory committees and working groups representing the interests of our users. Users may also exert influence by financing or partially financing specific statistics (known as financial contributions). Furthermore, we regularly conduct negotiations and discussions about the contents of the statistics with our most important users. During the strategy period, SD has the following objective:

Annual surveys of the satisfaction and needs of selected user groups with respect to statistics will be conducted.

Internationally, Denmark is a member of a number of organisations, implying that we are committed to provide the EU, ECB, OECD, UN, IMF, etc. with relevant statistics.

Reliable Statistics are reliable when they reflect the real world. However, the figures published will always be subject to a certain measure of *uncertainty*. This is, e.g. due to the use of sample surveys, non-response and quality of the data reported by businesses and other data suppliers.

It is our objective that the picture given of society through figures, including short-term developments, portrays reality. Figures, analyses and supporting text should be trustworthy. A measure of the statistical uncertainty should be clearly stated, when statistics are published.

SD's internal *quality assurance* is thorough, but adapted to our resources. An extensive quality assurance exists for the most important economic statistics, involving SD's management directly. Moreover, close internal cooperation on short-term indicators has been established in order to achieve the best possible coherence of the statistics.

Most short-term indicators form the basis for the quarterly national accounts: This implies that the reliability of the quarterly national accounts provides indirectly a general picture of the reliability of the short-term indicators. During the strategy period, the objective is:

The reliability of the Danish quarterly national accounts must rank among the better half of the OECD countries.¹

¹ It has been determined that the bias of the seasonally adjusted quarterly growth rate of real GDP is not more than 0.15 percentage point and the average revision is not more than 0.35 percentage point, when the first published figures are compared with the situation one year later. The bias and revision are measured over a 3-year period.

The statistics are subject to a thorough quality assurance, but errors will appear. When this is the case, *corrected figures* are published as soon as possible by SD. During the strategy period, the objective is:

The share of published statistics subject to errors which result in the publication of corrected figures is to be gradually reduced to not more than 1 pct.²

Every year a range of statistics is selected where the data-editing methods are reviewed in order to improve efficiency and accuracy. In this context, the level of detail at which the statistics can be published is decided.

Timely statistics Statistics should be timely in order to be user-friendly. Whether the statistics are timely is measured as the time interval between the statistics' reference period and the date of publication, called the *publication time*.

SD aims at short publication times. However, the possibilities of achieving this are restricted by the length of the data supplier time and by taking the reliability of the statistics into account. Very timely statistics which are unreliable are useless.

Goals for *maximum publication times* are set by SD. It is our goal that annual statistics are published within the end of the following year, quarterly statistics within the end of the next quarter and monthly statistics not later than 2 months³. Especially long data supplier times, where SD has not received any data before the end of the year, imply that this goal is never achieved. During the strategy period, the objective is:

The share of published statistics observing the maximum publication times is gradually increased to 95 pct.

The following special goals are set for short-term indicators:
The goal must for monthly statistics be observed 100 pct., while for quarterly statistics it must be increased to 95 pct.²

Goals for *average publication times* are set by SD, taking into account that the statistics must also be reliable. During the strategy period, the objective is:

Every year the average publication time for monthly statistics must not exceed 1 month (30.5 days). For quarterly statistics it must not exceed 2 months (61 days) and for annual statistics not more than 7 months (214 days)⁴.

Punctual Statistics should be published punctually, i.e. at a previously announced time. For all statistics the time of publication is announced 3 months in advance on our website. Due to the fact that problems are frequently involved in supplying the data, it is not always possible to meet this goal. During the strategy period, the objective is:

The share of statistics published punctually is gradually increased to 90 pct. However, the punctuality must be increased to 95 pct. for short-term indicators.

² This is comprised by the series: News from Statistics Denmark, Statistical News and Statistics Service.

³ In 1994 this goal was observed by 62.3 pct. of all statistics, while it had increased to 93.3 pct. in 2005.

⁴ In 1994 the average publication time for monthly, quarterly, and annual statistics was 54, 102 and 341 days, respectively. In 2005 monthly and quarterly statistics observe the goal, while annual statistics are to improve the publication time by nearly 14 days.

Accessible Statistics should be easily accessible to users and should be presented in an objective and easily comprehensible manner. Goals and efforts in this area are discussed in section 2.2, dissemination.

Documented Published statistics should be supported by metadata defining, e.g. concepts and describing quality, including the measure of statistical uncertainty. Against this background, SD produces *Declarations of Content* for all statistics available on our website. During the strategy period, the objective is:

Declarations of Content are updated simultaneously with each new publication of statistics. Quality improvement of the Declarations of Content will be undertaken, so that all Declarations of Content comply with the revised guidelines by the end of 2007.

A general documentation system at detailed level will be developed, which can be used for all statistical systems. The system is first established for the entire area of social statistics.

Comparable It is essential to quality that the statistics are as comparable as possible. Firstly, statistics must be *comparable over time*, so that long and consistent time series are established. When changes and revisions of the statistics are made, discontinuities in the data series must as far as possible be adjusted or a new base year must be applied. The significance of new definitions, data sources and methodological changes must be described in detail. Secondly, statistics must be *internationally comparable*, so that comparisons of development in Denmark can be conducted with developments in other countries. During the strategy period, the following objectives have been set:

Every year, international comparability is to be improved for selected statistics.

In publishing Danish statistics, comparable results from other countries are to be included to a greater extent.

Coherent It must be possible to combine the various statistics, which each analyses a part of reality, into a coherent picture of social and economic trends. A given concept must be similarly defined, even if it is applied within different statistical areas. During the strategy period, coherence is, e.g. improved by means of the following projects:

A new register strategy will for the entire area of social statistics result in a homogeneous definition of concepts, improved documentation and establishment of a database on social statistics, which will contain SD's common primary data for producing social statistics by the end of 2007.

A new statistical system is established, covering the edge of the labour market, ensuring consistency between the different statistics. In 2007 the system comprises unemployment benefits, social assistance and activation benefits. Sickness benefits are later incorporated. The system will imply that correct net figures are estimated for persons on the edge of the labour market.

Cooperation with users As a part of the work on improving the statistical quality, researchers, analysts and other users are involved in our efforts to improve the reliability, relevance, etc. of specific statistics.

Quality report SD prepares an annual quality report on implementation of the above objectives for improving the statistical quality.

2.2 Dissemination

Dissemination is essential Our vision is to continuously improve user-friendliness. Here, dissemination of statistics plays an essential role. Dissemination is to be adapted to the different user needs, i.e. it must be varied so that user-friendliness is experienced by both professional and non-professional users. The content of dissemination is to be objectively descriptive and analysing.

Objectives User-friendly dissemination is manifested by citizens, public authorities, the media, the business community and researchers using to an increasing extent the statistics and voicing their satisfaction. During the strategy period, the following indicators are applied in establishing whether the objectives are realised:

Every year the number of extracts from StatBank Denmark, visits on our website and press coverage are increased.

Annual surveys of user satisfaction with selected elements of dissemination, e.g. StatBank Denmark, our publications, website and library are conducted.

Initiatives In order to promote user-friendly dissemination, the following initiatives are taken during the strategy period:

- The *Internet* (website and StatBank Denmark) is the most important media for disseminating statistics. Statistics are published when they are available on the Internet. All published data must be available on the Internet. Most statistics must be available to the users free of charge.
- The content of *StatBank Denmark* is extended, implying that all current statistics in the statistical programme can be extracted from the data bank not later than the first quarter of 2008 – and, as a general rule, at a far more detailed level than other published data. We offer round-the-clock access to StatBank Denmark all year.
- In future, only Statistical Yearbook, Statistical Ten-Year Review, annual publications and theme publications, etc. are issued as *paper publications*, and they are simultaneously made available on the Internet.
- From January 2007 Statistical News and Statistics Service are not issued *in printed form*. Moreover, the need for the present form of a paper publication of Main Indicators is reviewed.
- *Internet publications* with links to StatBank Denmark and Declarations of Content are developed.
- We aim at *theme publications* analysing important themes in a general manner. Theme publications are issued in a numbered series from 1 January 2006. Some theme publications are developed by changing single issues of Statistical News.
- The net magazine *Behind the Figures* is applied in presenting the figures in an easily comprehensible manner. The magazine also includes stories about the institution SD.
- *Electronic Bookshop* is adapted in such a manner that self-service becomes the dominant form of publication sales. Users should be able to select the publications and series that they want to buy. Prices in connection with the electronic bookshop

are lower than those charged for personal service. Integration with the finance and accounting system is developed.

- *Free copies* are mainly distributed in the form of electronic publications. Subscribers entitled to free copies of paper publications will in future receive an e-mail when a publication is issued. The publication can then be ordered via our website.
- In disseminating statistics *English* is the only foreign language used by SD. Stat-Bank Denmark and the Declarations of Content are available in a fully developed English version. The remaining part of our English-language website is extended.

2.3 Statistical Development

Continuous development Statistics should be developed concurrently with trends in society and user needs. Consequently, existing statistics are continuously adjusted and developed, see also sections 2.1 and 2.2.

New projects In the present section, important projects intended or planned for further development of the statistical programme are described. The section is later supplemented by new projects in the strategy period. Implementation of the projects relies on the resource position of SD.

- *New industrial classification/nomenclature of industries.* The UN has decided to revise the ISIC nomenclature of industries and the EU has also decided to revise the corresponding NACE nomenclature. The extent of the revision is comprehensive and will result, e.g. in a more detailed description of the services sector. It is expected to come into force from 2008. Consequently, the Danish nomenclature is changed from 2008 and is gradually incorporated into the statistics. A key between the existing and the new nomenclature is established.
- *Local Government Reform.* When the local government reform takes effect, the statistics must be fully adjusted, enabling a description of the new municipalities and regions from 2007. User needs for regional statistics, providing an overall picture are examined.
- *New employment statistics.* New high-quality monthly employment statistics are developed on the basis of a new e-income register. The statistics will also monitor employment trends in the regions.
- *New statistics on living conditions.* Harmonised statistics on income and living conditions of the population are developed on the basis of an EU regulation.
- *New statistics on absence.* General statistics on absence from work monitoring absence by causes, both in the public and the private sector, are developed.
- *Labour market accounts.* Labour market accounts in terms of all-year persons monitor the population's labour market attachment or status outside the labour market.
- *Globalisation.* Statistics on Denmark's global position and competitiveness are extended. They cover, e.g. Danish business activities abroad and the corresponding foreign activities in Denmark. The theme also covers external trade, outsourcing and international activities of corporate groups.
- *Services sector.* Statistics on the ICT sector, experience-economy and innovation activities by the business sector are extended.
- *Wealth statistics.* On the basis of data from existing registers, the possibility of producing wealth statistics at the level of individuals/spouses is examined.

- *Turnover and consumption.* The possibility of utilising the data contained in the bar codes used by the retail trade is examined.

2.4 Data Reporting

A necessity A prerequisite for producing statistics is the reporting of data to Statistics Denmark by private businesses, public authorities and private individuals. The rules for this area appear in the pamphlet *The Frameworks for the Activities of Statistics Denmark*.

High priority to working relationships SD gives high priority to good working relationships with data suppliers, ensuring that we receive data of the highest quality as quickly as possible. We also aim at reducing the costs to suppliers as much as possible and that they experience the reporting of data as useful to society. Consequently, suppliers must be thoroughly informed of the aim of reporting data.

Response burden The legal obligation of private businesses to report data to SD is called the response burden. Applying an internationally recognized method, the cost of the response burden was estimated at DKK 163 mio in 2003. During the strategy period, the objective is:

Statistics Denmark aims at reducing the response burden on businesses. Target figures and specific initiatives are set out in an action plan for the years until the end of 2010.

In estimating whether the objective is realised, tasks passed on from other public authorities are excluded. New EU legislation may also hamper the impact of SD's efforts in this area.

Initiatives concerning the EU The estimate mentioned above showed that 99 pct. of the response burden on businesses is subject to EU legislation, which coincides in most cases with national interests. SD's initiatives to reduce the response burden are to a great extent aimed at EU cooperation. The initiatives comprise, e.g.:

- Demands for "balanced" prioritising in Eurostat's statistical programme, i.e. new legislation resulting in increasing statistical demands should be followed up by reduced demands in other areas.
- Specific proposals for reducing or discontinuing statistics. In this context, the proposal for introducing a "one flow" system in Intrastat is the most important initiative, implying that only exports are reported by the businesses. Danish businesses cease to report data on imports from other EU Member States, whereby the total response burden of the business community is reduced by more than 50 pct.
- Efforts by all working groups and committees to weigh up carefully the needs of the users for the statistics, against the response burden. Moreover, SD is working on using register-based data, to the greatest possible extent, for the production of statistics.

National initiatives Nationally, SD has also taken a number of initiatives to reduce the response burden. They comprise, e.g.:

- Use of *administrative registers* to the greatest possible extent.
- *Coordination* with other public authorities in collecting data from the businesses.
- Optimising *sample surveys* so that no more than the necessary number of businesses participate in the surveys.

- A system ensuring that the maximum number of statistics to which *small businesses* (less than 10 employees, etc.) must report is limited to 3 each year.
- Cooperation with suppliers of financial planning systems concerning electronic data interchange (EDI) solutions, so that data reports can be collected directly from the internal systems operated by the businesses.
- Further development of *all questionnaires* providing them with a user-friendly design and instructions, supporting the filling-out of the questionnaire in an optimal manner. All questionnaires will be tested by the businesses, and they must have a common format, so that they are immediately associated with SD.
- Development of user-friendly *digital questionnaires* for reporting data electronically, where the instructions are integrated in the questionnaires.
- An analysis of the deadlines for data reporting in relation to the situation of the businesses.

Electronic reporting Moreover, it should be possible for the businesses to report data electronically for all statistics, and SD must have a fully developed solution for using the data electronically. During the strategy period, the objective is:

Businesses are increasingly encouraged to report data electronically to Statistics Denmark, primarily via Virk.dk. During the strategy period, goals for the share of electronic data reports are laid down.

SD will enhance the incentives of the businesses to report electronically. The initiatives comprise, e.g.:

- A technical solution is developed, enabling the businesses to receive electronic feedback with respect to the results of the statistics for which they have reported data.
- A web-based search interface is established for all classification variables (industry, commodity code, education code, occupation, etc.), which will ease the response burden on the businesses.

Different forms of reporting data It is in some cases easier for the businesses to use other forms of reporting data than Virk.dk or other electronic reporting. For some statistics data can be reported by telephone, and it is still possible to report data on paper. As far as accounts statistics are concerned, the possibility of submitting a copy of the internal accounts of the businesses is maintained.

The Division for Business Data Collection In January 2006, SD established a new division for business data collection. The activities of the division are gradually extended, so that the division will in a couple of years be responsible for the greater part of the data reported by the businesses. This implies that the businesses as respondents will, in principle, have one single access to SD. The activities of the new division comprise, e.g.:

- Responsibility for data reporting by the businesses, including design and content of the questionnaires.
- Focus on reducing the total work involved in reporting data to SD by the businesses.
- Responsibility for the greater part of communication with the businesses and for improving communication by, e.g. establishing a centralized help-desk.

Public authorities Most public authorities and institutions report data electronically to SD. During the strategy period, the objective is:

Public authorities and institutions must by 2009, at the latest, report all regularly recurrent data to Statistics Denmark in a predefined electronic format.

The initiatives to implement this will be taken by SD.

Report on response burden An annual report on the development in the response burden and the initiatives taken to limit this burden is published by SD.

3. Service Tasks

3.1 User-Friendliness

Service tasks One of SD's main tasks is to carry out statistical tasks for private and public customers. These tasks are called service tasks and are governed by the national legislation for user charges. The rules are described in *The Frameworks for the Activities of Statistics Denmark*. The service tasks are not included in SD's statistical programme, but SD has, as a general rule, access to use the data in, e.g. our publications.

Types of service tasks Service tasks are divided into the following types:

- Standard systems. The systems are developed so that it is possible to subscribe to selected data. The systems can also be used for individual products. Examples are: external trade, statistics for market analyses and motor vehicle statistics. To this is added, statistics by sub-areas of a municipality, which are always carried out as service tasks.
- Customised solutions. The products comprise statistics, analyses, etc. of selected population groups, industries, geographic areas, business types and expenditure items, etc. Interviewing tasks and international consulting are also included.
- Research services are conducted by a special unit servicing researchers and analysts with microdata.
- The Law Model for which microdata and IT systems are supplied by SD.

Objectives It is our vision to continuously improve user-friendliness – including also service tasks. Increasing user-friendliness is reflected by the customers ordering service tasks to a greater extent and that they express their satisfaction with our products. During the strategy period, the following objectives are set:

Sales of service tasks (income) must be increased by at least 20 pct. at constant prices.⁵ Every year a minimum target for income is fixed.

Through the current user satisfaction surveys, customers must voice great general satisfaction, satisfaction with our personal service and satisfaction with the documentation. Every year a goal is set for user satisfaction.

Initiatives The following initiatives are taken in order to realise the objectives:

- Targeted efforts are made with respect to *customer care*. For example, regular meetings are held with major customers and SD will provide a permanent contact person.
- A *visible and easily accessible portal* to SD should be provided to our customers. Against this background, the responsibility for service tasks (orders, agreements, prices, finances, customer surveys, etc.) is allocated to a limited number of divisions at SD. Employees in these divisions are mainly occupied with *service tasks*. The implementation of the service tasks can be carried out by several divisions.
- It will be possible to order standard tasks via *self-service* on the Internet and data will be supplied via the same channel.

⁵ The goal for increased income is taken to mean income in 2010, compared to 2005 when income amounted to DKK 52.2 mio.

- Several of SD's customer paid service systems will be established as *special payment databanks* on the Internet.
- SD offers customers who want to set up their own *databank* to establish and maintain the databank (called StatHost).
- In the interest of *marketing* our home pages concerning purchases of data and analyses are extended and a customer information system for major customers is set up. A marketing plan comprising the strategy for sales and marketing for selected customer segments is prepared.
- Employees mainly occupied with service tasks will receive (*supplementary*) *education* at professional level. They must engage in active sales work and be service-minded towards our customers.

3.2 Research and Analysis

Objectives Access can be obtained to unidentifiable microdata for purposes of research and analysis, i.e. confidential data at the level of individuals or businesses. SD gives high priority to good working relationships with researchers and analysts and we want to further expand this service, so that Denmark can take up a leading international position in the field of register research. During the strategy period, the objective is:

There must be an increase in the number of authorised research and analytical environments, and SD's databases and registers are to be increasingly used by researchers/analysts.

Research and analysis Microdata and long time series are intensively used by researchers and analysts in the private and public sector. In relation to this user group, the following initiatives are taken:

- Some errors associated with the historical data are discovered as a result of the intensive use of microdata by researchers and analysts. Against this background, a *policy of data editing* is introduced, ensuring that the data on errors is reviewed, that it is decided whether SD's data is to be subjected to editing, and that researchers are informed of our decision. Information on discovered errors, which are not edited in SD's data, is made available to users of research data.
- Efforts are made to enhance the quality of the *time series*.
- Efforts are made to improve *documentation* in the long time series, where there is a need for finding descriptions of variables backwards in time.
- *Cooperation* with researchers and analysts is further developed in relation to the above initiatives and in relation to theme publications, etc.

4. The Institution

4.1 Employees

<i>Skills</i>	<p>SD is an institution producing knowledge and supplying products whose quality is continuously improved. The prerequisite of this is the recruitment and maintenance of highly qualified employees (managers are also employees) with the relevant skills.</p> <p>The relevant skills are taken to mean the skills necessary for SD to realise the mission, vision and objectives.</p>
<i>Objectives</i>	<p>The objective for this area of efforts is that skills of the employees are developed and improved concurrently with SD's present and future tasks, known as strategic development of competences. In order to ensure the recruitment and maintenance of skilful employees and in agreement with our values, SD must also be considered an attractive place to work, providing a good working environment.</p>
<i>Strategic development of competences</i>	<p>The strategic development of competences comprises, among others, the following initiatives:</p> <ul style="list-style-type: none">• <i>Development plans</i> are established for employees in connection with the annual employee review/management review interviews. The development plans are followed up. Each employee is responsible for the development of his/her skills, and managers/SD contributes to the development of competences by means of new tasks, courses, mobility, etc.• Importance is attached to <i>on the job training</i>, including delegation of independent responsibility, distribution of challenging and developing tasks, new tasks, varying tasks, project work and co-worker to co-worker training.• Importance is attached to <i>mobility</i>, especially at an early stage in the career of an employee or managers.• A systematic training programme is established with a series of <i>courses</i>. Courses are established for each staff group, including a number of compulsory courses.• Importance is attached to <i>international skills</i>, including negotiating techniques and possibilities of participating in courses, seminars, conferences, international consulting and staff stationed abroad. Internal courses are also held in English.• As information technology is essential in most work processes, importance is attached to <i>ICT skills</i>. Similarly, <i>dissemination skills</i> are also of vital importance to many employees.• Importance is attached to broad-based <i>career opportunities</i> and, in this context, a career review interview in the third year of employment is conducted. The most important career paths are: (1) Generalist, where skills are achieved in a number of selected areas through changes of work functions and jobs, (2) Specialist, where efforts are made at achieving expertise within a specific area, (3) Project manager, where an external certification is achieved and (4) Manager, where good professional qualifications as well as good managerial skills are a prerequisite. Furthermore, to be qualified as a manager experience from different jobs/divisions is usually required. Generalists, specialists and project managers can be promoted to, e.g. senior advisers and chief advisers.
<i>An attractive place to work</i>	<p>To create an attractive place to work for all employees, importance is attached to a number of efforts as described in the staff policy and the staff handbook. The efforts comprise, e.g.:</p>

- A *family-friendly working environment*, where it is important that the working lives and family lives of employees function in accordance with each other.
- A *socially responsible workplace* where initiatives are taken to appoint employees of other ethnical origin. Employees with working disabilities are also engaged. Furthermore, we take steps to ensure that we operate a policy of gender and racial equality and a policy for senior employees.
- A *good working environment* both physically and mentally, where regular surveys of employee satisfaction and evaluations of the management are conducted as a basis for improvements.
- A *policy of social care and absence due to sickness* where importance is, e.g. attached to the promotion of health measures, steps to reduce absence due to sickness and initiatives in connection with serious or long-running sickness.
- A *pay policy* where the salary should reflect qualifications, responsibility and results of the employee. In addition to the basic salary level, the individual employee may be eligible for income supplements due to job function, qualifications or one-off bonuses (performance-related pay). Our objective is to expand the share of performance-related pay. A new performance-related pay system for managers, which is based on, among others, contracts, is introduced from 2006.

4.2 Work Processes

Objectives Work processes are organized so that they continuously improve efficiency, quality and user-friendliness. During the strategy period, the following objective is set for efficiency:

Average work productivity increases of 3 pct. annually in operations are to be realised.

Initiatives To realise the demands for efficiency, the following initiatives are taken during the strategy period:

- Modernization of the database architecture by phasing out data from the *main-frame* to the PC environment before the end of 2007.
- All questionnaires are made suitable for scanning and the questionnaires filled-out are *scanned*. However, questionnaires where this is considered unprofitable are excluded.
- We aim at *electronic reporting* (cf. section 2.4) and at electronic communication with data suppliers.
- A common system is developed whereby data from *vir.dk* and scanning, etc. are *transferred electronically* for use in the further processing of statistics (called XIS 2).
- A common *electronic reporting system* is developed for businesses, which is applied in managing all processes concerning sample selection, sending out and receiving data from businesses.
- The efficiency of the *data-editing processes* is enhanced by, e.g. applying general error detection systems.
- Most *published data* are to be based on data from SD's Macro Database, and PX-PUBL is to be used as standard tool for preparing publications.

- Regular *calls for tenders or outsourcing* are conducted for a number of tasks concerning cleaning, canteen, security service, printing, interviewing, IT, etc.
- *Cost-based grants and accounts* are introduced.
- We aim at *international cooperation and partnerships* with, especially other statistical institutes. Through partnerships with Nordic and other OECD countries, active work is conducted on common development and reuse of the best solutions.

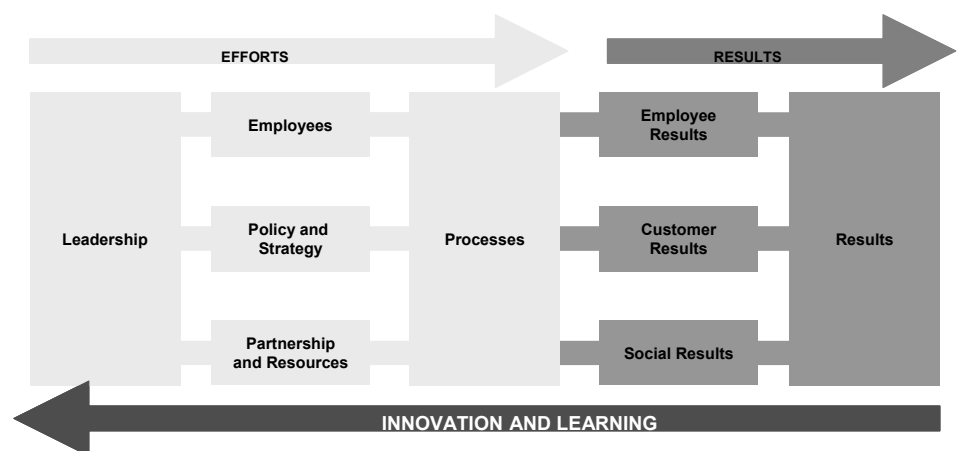
4.3 Management Systems

Management systems Management systems must ensure that the initiatives planned are implemented and that the objectives of the institution are realised, including an efficient operation and current improvements of the institution's results. The management systems of SD are based on the following main elements:

- Strategy 2010.
- Goal and result management using work programmes, contracts and delegated resources.
- Application of the Excellence Model.
- Organisation and committee structure.
- Internal information systems.
- Internal policies.

Goal and result management The long-term objectives of Strategy 2010 are set out in SD's annual work programme and the performance contracts agreed with the Ministry of Economic and Business Affairs. Subsequently, the objectives are set out in the annual internal contracts at the level of department and division, committing departments and divisions to implement the agreed goals. In response to these commitments, staff resources and other resources for departments and divisions are delegated. The results are documented and are continuously disseminated. See the figures in section 1.2.

Excellence Model Goal and result management is supported by the Excellence Model providing a full picture of SD's activities and results. The model is based on thinking in processes with 4 phases for continuous improvement of the results: planning, implementation, follow-up on whether milestones and goals are realised and final learning, i.e. whether the experience gained give rise to new or revised activities.



Organisation and committee structure The organisation structure is a tool to ensure that the tasks of SD are solved in an efficient and quality-minded manner. As the tasks and the priority setting of them are continuously changed, the organisation structure is also frequently changed.

The *Board* of SD, the board of ADAM and the advisory committees are described in *The Frameworks for the Activities of Statistics Denmark*. Moreover, SD has set up a number of working groups and contact committees consisting of external stakeholders in different subject areas.

In 2006 the organisation structure consists of 4 departments for, respectively, social statistics, business statistics, economic statistics and user services. Each department comprises a number of divisions. To this is added an international secretariat and a policy secretariat.

The management consists of the national statistician (director general), the 4 directors and the heads of the 2 secretariats.

The most important elements of the formal internal meeting and committee structure comprise: The Joint Consultation Committee with sub-committees, the departmental management, the weekly meeting for heads of divisions and other permanent committees and temporary working groups.

Internal information systems The intranet and the system for electronic document handling (EDH) play a central role in SD's internal information system. These two systems are important tools for knowledge sharing and documentation. Examples of other important channels for internal information are the meeting structure, meetings of each division with the national statistician and newsletters.

Internal policies The last element among the management systems is the internal policies, including the personnel policy, data security policy, communication policy and pricing policy. As information technology is the backbone of most of our work processes, the IT strategy and the IT policy play a very central role in the management systems of SD.

Initiatives During the strategy period, the following initiatives are taken:

- A basic modernization of the *intranet* is conducted.
- *EDH* is put into operation throughout the entire institution 2006/2007.
- A new *IT strategy* is prepared in 2006, which supports the implementation of the objectives of Strategy 2010.
- To strengthen the communication of internal information a continuously updated *document* on the management systems is prepared.