

# ***STRATEGY 2005***

The Corporate Framework and Objectives of  
Statistics Denmark for the Years 2000 to 2005



## **Strategy 2005**

Published June 2000

Circulation: 1500

ISBN 87-501-1107-8

Design (cover): Eleven Danes

Cover photo : Ture Andersen

Photos: John U. Duurloo

Printed by Statistics Denmark

Statistics Denmark

Sejrøgade 11

DK-2100 København Ø

Phone +45 39 17 39 17

Fax +45 39 17 39 99

[dst@dst.dk](mailto:dst@dst.dk)

[www.dst.dk](http://www.dst.dk)

## Preface



Trustworthy official statistics are an essential condition for society's democracy and economy to work. Strategy 2005 describes Statistics Denmark's overall action plan. Its aim is to provide the best possible statistics describing social and economic trends in Danish society.

Strategy 2005 begins by setting out Statistics Denmark's vision and aims. These in turn describe how we envisage the development of the institution as a whole, and is followed by an overview of the strategic objectives of Strategy 2005.

In sections 2-4 Strategy 2005 describes the basic structure of Statistics Denmark; that is, the legislative and economic foundations of the institution. In so doing the official status of the institution is defined.

Sections 5-6 describe our key objectives and the strategies we have devised to meet them. Strategy 2005 emphasises Statistics Denmark's desire to continually improve and refine results. Focusing on goals and results is central to our way of working.

Strategy 2005 addresses Statistics Denmark's relationships with the general public as well as with our own staff. The final two sections (7 and 8) deal mainly with internal affairs and consequently these may be of greatest interest to our staff.

Strategy 2005 is Statistics Denmark's second strategic plan. It replaces Strategy 96, which described our objectives in the years 1996–1999. Strategy 2005 applies from the year 2000 to the year 2005.

Strategy 2005 was approved by the Board of Statistics Denmark on the 13<sup>th</sup> December 1999.

*Jan Plovsing*

Director General  
National Statistician

# Contents

<b>1. Primary Objectives</b>	<b>5</b>
1.1 Mission and Aims	5
1.2 Vision and Values	6
1.3 Hierarchy of Goals	7
<b>2. Legal Basis and Foundation</b>	<b>10</b>
2.1 Main Tasks	10
2.2 Independence	10
2.3 Trustworthiness	11
2.4 EU Cooperation	13
2.5 Other International Cooperation	16
<b>3. The Financial Basis</b>	<b>17</b>
3.1 Income	17
3.2 The Statistical Programme	17
3.3 User Charges	18
3.4 The Central Business Register	19
3.5 Pricing Policy	20
<b>4. External Relations</b>	<b>22</b>
4.1 Users	22
4.2 Data Suppliers	24
4.3 Confidentiality and Data Security	26
<b>5. Objectives for Statistics, Dissemination and Service</b>	<b>28</b>
5.1 Statistical Developments	28
5.2 Quality	30
5.3 Dissemination	33
5.4 Service Activities	35
<b>6. Operating Results</b>	<b>36</b>
6.1 Company Accounts	36
6.2 Quality Surveys	36
6.3 Publication Time	37
6.4 User Surveys	37
6.5 Staff Surveys	38
6.6 Benchmarking	39
<b>7. Planning, Organisation and Technology</b>	<b>40</b>
7.1 Work Programme and Internal Contracts	40
7.2 Organisation and Internal Information	41
7.3 IT Policy	43
<b>8. Staff and Management</b>	<b>45</b>
8.1 Principles of Management	45
8.2 Strategic Development of Human Resources	46
8.3 Personnel conditions	47
<b>Appendix</b>	
1. Short History of Statistics Denmark	49
2. Organisation of EU Cooperation	50
3. Organisation of Other International Cooperation	51
4. Facts about Statistics Denmark	52
5. Statistics Denmark's Organisation Chart, 1 June 2000	55
6. Subject Index	56

# 1. Primary Objectives

## 1.1 Mission and Aims

<i>Mission</i>	Statistics Denmark's mission is the justification for its existence:  <i>Our mission is to produce and disseminate all trustworthy statistics on social and economic trends in society, which are an essential condition for its democracy and economy to work.</i>
<i>Trustworthy</i>	Trustworthy statistics are : <ul style="list-style-type: none"><li>• comprehensive and impartial</li><li>• of high quality, i.e., relevant, reliable, timely, coherent and easily accessible</li><li>• produced by sound scientific methods</li></ul>
<i>Aims</i>	Statistics Denmark aims to produce and disseminate statistics on trends in Danish society. Our purpose in providing these statistics is to enable: <ul style="list-style-type: none"><li>• Danish citizens to acquire a trustworthy picture of society.</li><li>• Politicians, the business community, public agencies and other organisations to monitor developments within society; to analyse them and obtain trustworthy information upon which rational decisions can be based.</li><li>• The media and educational institutions to relay trustworthy information on developments, patterns and changes within Danish society.</li><li>• Researchers to carry out empirical studies on social and economic trends.</li><li>• The EU and other international cooperation to base activities on readily comparable statistics.</li></ul>
<i>Internationalisation</i>	Statistics Denmark not only sheds light on developments within Danish society but, by means of comparison, contributes to the greater picture of developments within European and International society. We thereby contribute to the construction of an international statistical system of comparable data.
<i>Cooperation</i>	To achieve these aims Statistics Denmark works together with statistical users, data suppliers and other producers of statistics. We especially work closely with the Central Bank of Denmark, the Danish economic ministries and a number of other ministries as well as our international collaborators, of which Eurostat is the most notable.



## 1.2 Vision and Values

*Vision* Our vision envisages the further development of Statistics Denmark.  
Our vision is:

*Statistics Denmark must be among the best statistical institutions,  
measured on the results achieved.*

*Human Resource Development* In order to realise this vision Statistics Denmark must have highly qualified and professional personnel. Consequently great emphasis is placed on the strategic development of our human resources.

*Values* It is vital that all employees have a common set of values. Statistics Denmark works on the basis of four core values. These values inspire the working culture of the organisation, which is characterised by a continual desire to achieve ever better results. These values are:

- *User orientation.* Current and potential users are the reason for our existence. We value user needs highly and work together with our users to meet their expectations.
- *Quality:* Quality emanates from the individual and permeates all levels of the work process. Tasks are always the first time and every time to be carried out to the best of our abilities. We value our qualified staff and our continual human resource development.
- *Efficiency:* Efficiency stems from the individual and characterises the total efforts of the institution. We value motivation, responsibility, cooperation and resource awareness.
- *Innovation:* Continual innovation is a precondition of life. The World undergoes constant change and to keep abreast of these changes we recognise the need for creativity and flexibility in our staff.



### 1.3 Hierarchy of Goals

Statistics Denmark's aims, mission, vision and values can be portrayed in a pyramidal hierarchy of goals.



#### *Vision and Aims*

The hierarchy has 6 levels. The top two show the long-term aims and values which direct the institution as a whole. They influence all other objectives and specific goals.

The mission and aims justify Statistics Denmark's existence. The vision and values show how we envisage the future development of the institution as well as its fundamental corporate culture.

#### *Main Tasks and Strategic Areas*

The two middle levels in the hierarchy of goals represent the various tasks and areas stipulated by legislation.

The four main tasks, as determined by legislation, are: a) *to collect, process and publish statistical information* b) *to contribute to international statistical cooperation activities* c) *to carry out service activities* and d) *to administer the Central Business Register* (see section 2.1).

Six strategic areas ensure that these tasks are carried out to the best of our abilities. Statistics Denmark works within the following:

- Statistics
- Dissemination
- International cooperation
- Service activities
- The Central Business Register
- Personnel and the organisation

Efforts in these strategic areas are constantly being improved and are clearly linked to the main tasks. The strategic area Personnel and the Organisation describes internal relations within and between strategic areas.

#### *Strategic and Specific Goals*

The two lower levels in the goal hierarchy represent proper goals. These goals are direct products of our aim, mission, vision and values.

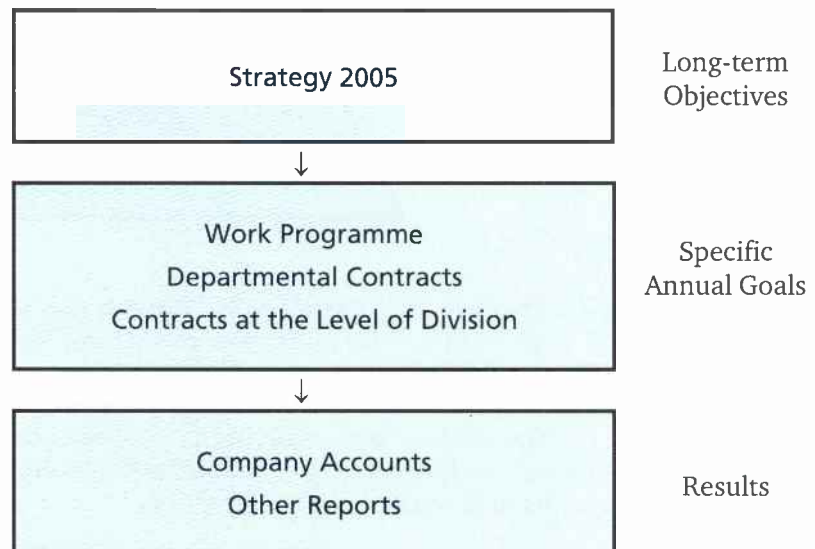
Each strategic area comprises a series of long-term strategic objectives for the development of Statistics Denmark. These strategic objectives appear in the following summary table. In total, Strategy 2005 has 23 strategic objectives.



Each strategic objective manifests itself in a number of specific goals, many of which are set annually - others are longer term. These specific goals lie outside the scope of Strategy 2005, but are addressed in the annual Work Programme and the contracts at the levels of department and division.

*Gradual  
Implementation*

The individual strategies necessary to meet the objectives in Strategy 2005 will be gradually implemented throughout the period up until 2005, with the results published in the annual Company Accounts. At the end of the years 2001, 2003 and 2005 these strategic objectives, and the means used to achieve them, will be reviewed in comprehensive reports.





## Summary of the Strategic Objectives

Strategic Areas					
Statistics	Dissemination	International Cooperation	Service Activities	Central Business Register	Personnel and the Organisation
Strategic Objectives					
<p><b>1.</b> QUALISTAT, to increase the quality of statistical information via quality projects, quality surveys, user surveys and statements of statistical timeliness etc. (section 5.2)</p> <p><b>2.</b> More coherent statistics (section 5.1)</p> <p><b>3.</b> Development of social statistics (section 5.1)</p> <p><b>4.</b> Development of business statistics (section 5.1)</p> <p><b>5.</b> Development of economic statistics (section 5.1)</p> <p><b>6.</b> Development of methods and research (section 5.1)</p> <p><b>7.</b> Further development of data supplier policies, and a decrease in the response burden (section 4.2)</p>	<p><b>8.</b> New communication policies and media policies (section 5.3)</p> <p><b>9.</b> Increase in electronically disseminated statistics via the Internet (section 5.3)</p> <p><b>10.</b> New journal on Statistics Denmark's activities (section 5.3)</p> <p><b>11.</b> Better dissemination through user surveys, GIS etc. (section 5.3)</p>	<p><b>12.</b> More internationally comparable statistics (sections 2.4 and 5.1)</p> <p><b>13.</b> Influence on EU cooperation (section 2.4)</p> <p><b>14.</b> Development through international benchmarking (section 6.6)</p>	<p><b>15.</b> Customer satisfaction (section 5.4)</p> <p><b>16.</b> Increased turnover, quality assessments and development of services (section 5.4)</p> <p><b>17.</b> Fair pricing monitored by financial analyses and publication on pricing policies (section 3.5)</p>	<p><b>18.</b> Continued development and assurance of quality (section 3.4)</p>	<p><b>19.</b> Strategic human resource development (section 8.2)</p> <p><b>20.</b> New IT policy (section 7.3)</p> <p><b>21.</b> Annual benchmarking report (section 6.6)</p> <p><b>22.</b> Staff surveys (section 6.5)</p> <p><b>23.</b> Systematic management audits (section 8.1)</p>

## 2. Legal Basis and Foundation

### 2.1 Main Tasks

#### *Main Tasks Arising from Responsibilities*

Statistics Denmark is the central statistical office of Denmark. The key responsibilities of the institution are laid out in the Act on Statistics Denmark section 1, the Act on the Central Business Register and a series of EU legal acts<sup>1</sup>. There are four principal tasks:

The first and most important task is *to collect, process and publish statistical information* on social and economic conditions and, in connection with this, carry out statistical analyses and forecasts. These tasks can be carried out in conjunction with other producers of statistics.

The second task is to contribute to *the international statistical cooperation* and promote statistical usefulness by making them internationally comparable. As a member of the EU, Statistics Denmark enters into a binding agreement to cooperate on the collection and processing of statistical information.

The third task is to carry out statistical analyses for private and public customers for a fee, these are the so-called *service activities*.

The fourth task is to administer *the Central Business Register* on both private and public enterprises. This is also done in conjunction with other public authorities.

#### *Central Authority*

Statistics Denmark is established as the central authority for Danish statistics. This means that:

- The most important statistics revealing social and economic trends in Danish society are produced by Statistics Denmark.
- Statistics Denmark has a special responsibility for providing the statistical information used by the Danish Parliament and central government administration.
- Other public authorities and institutions must coordinate their efforts with Statistics Denmark if they intend to collect and process statistics.
- Statistics Denmark will be in charge of, or assist in, the organisation of public registers which can be used for statistical purposes.

### 2.2 Independence

#### *Professional Independence*

Statistics Denmark is an independent institution within the Danish Ministry of Economic Affairs (see the Act on Statistics Denmark, sections 2–4). The basic principle behind its independent status is that of *professional independence*.

#### *Management*

Statistics Denmark is governed by a *Board*. The Board consists of the National Statistician (Director General) as Chairman, and six other members with insight into social and economic conditions, appointed for four-year terms by the Danish Minister of Economic Affairs. The Board makes decisions on the annual work programme i.e. on the nature of the statistics compiled and on guidelines for the

---

<sup>1</sup> Statistics Denmark published the "Statistical Code" in 1998. The Statistical Code comprises national legislation, legislation on EU statistics and the UN's basic principles for official statistics. The Statistical Code is written in both Danish and English.

development of statistical areas. It also makes decisions on the nature of information to be collected from public and private enterprises. The Board makes decisions on matters of wider economic significance, and makes proposals for the budget to the Danish Minister of Economic Affairs. The Board establishes guidelines for the co-ordination of activities with other producers of statistics and public registers.

As stated in section 2.4, much of Statistics Denmark's statistical programme is determined by EU legislation. This naturally restricts the scope of the Board to make independent decisions on the work programme.

A few of the institution's specific functions have their own steering committees. The Central Business Register has a steering group and a user group. The economic model ADAM (a macro-economic model containing a cohesive and in-depth description of the Danish economy over a lengthy period of time), has its own management committee. The General Equilibrium Model DREAM also has its own steering group.

*The Danish Minister of Economic Affairs* has overall responsibility for Statistics Denmark's budget, accounting and personnel policy, as well as for the institution as a whole. The Minister of Economic Affairs also appoints the other six members of the Board for maximum individual terms of four years. The responsibility for the budget and accounts implies a responsibility for the financial conditions of Statistics Denmark. In practice the responsibility for the personnel policy is delegated to the National Statistician.

*The National Statistician* is the professional and administrative director of Statistics Denmark. If specific matters fall under the legal jurisdiction of the Danish Minister of Economic Affairs, the National Statistician will carry them out on behalf of the Minister. The National Statistician is permanently employed as a civil servant. The various aspects of the role played by the National Statistician serve to emphasise the independence of the institution.

## 2.3 Trustworthiness

<i>Trustworthy</i>	Statistics must be factual and trustworthy. Only this can legitimise Statistics Denmark's position in Denmark and the rest of the World. Users will only benefit from our efforts if the statistical information produced is completely trustworthy.
<i>Impartiality</i>	Statistics Denmark serves the interests of the general public and because of this must retain total independence from economic and political interests. The institution will supply <i>comprehensive and impartial</i> statistics compiled by scientific methods. Statistics produced by authorities or organisations with strong political or economic persuasions may on the other hand run the risk of being subject to suspicion, irrespective of their quality.
<i>Scientific Methods</i>	Statistics Denmark is committed to scientific methodology, implying that <i>professionalism</i> and <i>academic regard</i> are our principal criteria in selecting methods for the collection, processing, storing and dissemination of data. This also means that the whole process is well-documented.
<i>Other Conditions</i>	There are other conditions essential to institutional trustworthiness. Some of the most important ones are: <ul style="list-style-type: none"> <li>• That statistics are reliable. Users should be able to trust our figures, analyses and comments. The <i>quality</i> of statistics should always be so high that there is no doubt that they give a representative picture of society.</li> </ul>

- That statistics should be made *public* as quickly as possible once they have been compiled and subject to quality control. The time of publication should be announced in advance and all users should gain access to statistical information simultaneously.<sup>2</sup>
- That information on individuals and business units is handled *confidentially*. We ensure that statistics not yet publicised are equally confidential.



#### Cooperation with Other Authorities

In a number of cases Statistics Denmark works with other authorities and organisations on the production of statistical information. Equally, other authorities may collect and process data which we then process further and publish. Such collaboration helps to ensure the presentation of top-quality statistical information.

Except for joint publications, Statistics Denmark has final responsibility for the publishing of figures and supporting comments.

Drafts of final reports are also confidential and can only be discussed by the relevant staff within the institution. However, discussions with external working partners on statistical principles, working papers, or the interpretation of certain figures, are essential in promoting useful and user-oriented statistics<sup>3</sup> of high quality.

<sup>2</sup> Current statistics are always published in *News from Statistics Denmark* at 09.30 am. Nobody from outside Statistics Denmark can view *News from Statistics Denmark* before it has been made public. Publications on specific topics and other similar analytical publications may be published at other times of the day. In exceptional circumstances, the National Statistician retains the right to decide that a certain publication may be released under embargo before its official publication time to the media. Similarly the National Statistician can decide that a specific statistical figure may be revealed under embargo.

<sup>3</sup> In certain cases some authorities or organisations, are so involved in the production of certain statistics that they have access to results before they are publicised by Statistics Denmark. The management has to approve this and any other exceptions to the main rule.

*Political  
Objectives*

To ensure trustworthiness and political impartiality, Statistics Denmark has defined further principles which address political objectives and business plans.

The main principle is that Statistics Denmark (along with other national statistical institutions) does not express its opinion on whether political objectives have been achieved, but simply sheds statistical light on results. Consequently it may be relevant and useful to report the content of political goals and plans in statistical publications, and relate tables and graphs to them.

In exceptional circumstances when Statistics Denmark does express its opinions on whether political objectives have been achieved (for example in the environmental sector), it can be assumed that there is a particular reason for having done so. These decisions are taken when the political objectives are clear and unambiguous, the data is of high quality, and the management are of the opinion that these conditions have been fulfilled.

## **2.4 EU Cooperation**

*Consolidation of  
Working Partnerships*

The ever closer collaboration within the EU gives rise to an increasing demand for statistics in many areas. There is a steadily increasing demand for more detailed statistics and for statistics to be produced according to commonly defined standards, thus allowing for comparisons between countries. Consequently, Statistics Denmark is producing an ever increasing volume of statistical information under EU legislation which closely regulates the production.

*More than the EU*

The European Statistical System covers more than just EU countries. The European Economic Area Agreement obliges Norway, Iceland, and Liechtenstein to produce the same statistics as EU member states in most statistical areas. Furthermore all countries seeking eventual EU membership need to adapt their statistical systems accordingly.

*Amsterdam  
Treaty*

The Amsterdam Treaty (articles 284 and 285) defines the general provisions for the production of statistics where necessary for the performance of the activities of the EU. Through the so-called "co-decision procedure" the Council and the European Parliament agree on the statistics necessary to plan and monitor developments within the EU and make political and economic decisions within the areas of EU cooperation. The European Central Bank can also make decisions on which statistics should be produced by the euro-countries.

The Amsterdam Treaty makes the following demands on EU Statistics:

*The production of Community statistics shall conform to impartiality, reliability, objectivity, scientific independence, cost-effectiveness and statistical confidentiality; it shall not entail excessive burdens on economic operators.*

<i>Statistical Law</i>	The general principles and framework for EU statistical activities were laid down in the Council Regulation of 17 <sup>th</sup> February 1997, (EU no. 322/97), also called "Statistical Law".
<i>The Working Programmes</i>	The EU's working programmes provide guidelines on the processing of EU statistics. The basic programme is the 5-year working programme, which has to be decided on by the Council and the European Parliament <sup>4</sup> according to the Amsterdam Treaty. Once approved, the Commission then agrees on complementary annual working programmes.
<i>Areas of Cooperation</i>	EU cooperation spans many areas in which statistical information on member states is necessary. The following are the most important areas:
<i>EMU</i>	<ul style="list-style-type: none"> <li>The Economic and Monetary Union (EMU). Denmark is taking part in the first and second stage of the monetary union, i.e. the cooperation on economic policy. This cooperation was outlined in the 1997 Stability and Growth Pact which requires Denmark to meet the so-called convergence criteria: low inflation, low interest rates, stable exchange rates, as well as maintaining a government deficit and debt below certain limits. This makes considerable demands on comparable statistics - especially with reference to prices, public finances and the national accounts, and also to a number of short-term indicators such as industrial production, trade, employment, the balance of payments, capital markets, earnings, etc.</li> </ul> <p>Denmark is not participating in phase 3 of the Economic and Monetary Union, from 1<sup>st</sup> January 1999, which introduced a common European currency, and the establishment of the European Central Bank (ECB). However, the Danish currency is linked to the Euro via the exchange rate mechanism ERM II. This means in practice that Danish statistics should live up to the same standards as other member states, as stipulated by either the Council or The European Central Bank. The ECB has set out its own requirements in the so-called <i>statistical package</i>, which the Danish Central Bank and Statistics Denmark will cooperate to meet.</p>
<i>The Internal Market</i>	<ul style="list-style-type: none"> <li>The internal market. The freedom of movement of goods, services, people and capital has been gradually introduced, but became a reality from 1<sup>st</sup> January 1993. In connection with this a new statistical system has been introduced for EU trade between member states (INTRASTAT). Furthermore, the internal market requires such statistics as e.g. those on immigration and emigration, transport, tourism, business structure, economic capacity, and production in manufacturing, construction and the service industries.</li> </ul>
<i>Agriculture</i>	<ul style="list-style-type: none"> <li>Agricultural policy. Agricultural subsidies take up about half of the EU budget. In order to monitor development and make political decisions on agricultural issues there is a great need for statistical information on such areas as structure, prices, revenue and production.</li> </ul>
<i>Employment</i>	<ul style="list-style-type: none"> <li>Employment policy. The European Council, consisting of heads of government from each of the member states agreed, at the Summit on Employment in November 1997, that each of the EU member states would prepare a national programme on employment. These programmes on employment would be prepared and evaluated on the basis of comparable statistics on employment, unemployment, and active labour market measures.</li> </ul>

---

<sup>4</sup> The current working programme is valid for the years 1998 to 2002.



<i>Social Conditions</i>	<ul style="list-style-type: none"> <li>• Social and regional policies. The European Regional Development Fund and The European Social Fund take up almost a third of the EU budget. In order to monitor developments and make decisions on the allocation of these resources, statistics are needed on the following: income, unemployment, integration of the long-term unemployed and physically disabled, equal opportunities, the working environment and social expenditure. There are also various needs for regional statistics.</li> </ul>
<i>Environment</i>	<ul style="list-style-type: none"> <li>• Environment and energy. In order to monitor developments and make political decisions there is increasing demand for statistics in these areas. Among more recent requirements are those for the development of environmental indicators, and green satellite accounts to the national accounts.</li> </ul>
<i>EU Budget</i>	<ul style="list-style-type: none"> <li>• The greatest part of EU revenue comes from VAT and the GNP based own resource on member states. The national accounts provide the necessary basis for the calculation of such contributions<sup>5</sup>. This imposes high demands on the comparability and accuracy of the national accounts of member states.</li> </ul>
<i>The Consequences of EU Cooperation</i>	<p>The obligations which arise as a consequence of EU cooperation have a decisive influence on Statistics Denmark's activities - see appendix 4, fact 1. Firstly Statistics Denmark is involved in a wide range of EU committees which set guidelines for the compilation of the common EU statistics. Secondly Statistics Denmark is involved in the production and supply of a wide range of statistical information.</p>
<i>Eurostat</i>	<p>The production of statistics is done in cooperation with Eurostat (The Statistical Office of the European Communities) and the national statistical authorities. The role of Eurostat in the production of statistics is laid down in the Commission decision of 21<sup>st</sup> April 1997. The organisation of EU cooperation and working partnerships is further described in appendix 2.</p>
<i>Objectives</i>	<p>It is Statistics Denmark's intention to take active part in the development of the European Statistical System and to influence the statistical programme as well as proposals on EU legal acts. The efforts to fulfil these objectives will be based on the following five considerations:</p> <ul style="list-style-type: none"> <li>• Overall statistical comparability is a substantial improvement in data quality, and deserves consequently to be supported. This will allow comparisons between developments in Denmark and other countries.</li> <li>• The harmonisation of the European statistical systems should be in accordance with the general harmonisation of systems at international level, and should in no way impair the quality of Danish statistics.</li> <li>• The needs of statistical users should be weighed against the response burden imposed on industry, which should be kept to a minimum.</li> <li>• The costs to Denmark, and to Statistics Denmark, with reference to the European statistical programme should be minimised, taking into account the purpose of the statistics.</li> <li>• To the greatest possible extent, Statistics Denmark will use information from public registers in the production of statistics in order to keep both the response burden and costs to a minimum.</li> </ul>

---

<sup>5</sup> Denmark's total contribution to the EU was in the region of DKK 14 billion (2 billion euros) in the year 2000.

## 2.5 Other International Cooperation

*Organisation* Statistics Denmark also participates actively in other international cooperation, the most notable being the UN and its affiliated organisations, as well as cooperation with the Nordic countries. The organisation of these international activities (with the exception of EU activities) is described in appendix 3.

*The Aim* The UN and other international organisations work towards international statistical comparability. In this context, classifications and guidelines for compiling statistics are decided, and demands are made on the statistics that are to be reported to the organisations by Denmark and other member states.

*International Consultancy* Statistics Denmark frequently receives requests from other countries which are seeking assistance to improve their production of statistics. To meet these requests we have formed an international consultancy division. The work involves sending experts abroad for long and short-term projects, hosting study visits from other institutions and the running of a series of training programmes.

This cooperation extends to countries in central and eastern Europe, where extensive work and adjustment is needed to adapt their statistical systems and methods to EU requirements. The consultancy also works with countries in Africa and Asia.

The international consultancy is subject to user charges. The greatest contributions are in the form of Danish foreign aid and EU funding.

*The Danish Points of View* Statistics Denmark actively contributes to international statistical activities and seeks to influence them along the following lines:

- The harmonisation of statistics at international level is vital to the improved quality of statistics and this should be supported.
- Cooperation with other countries and international organisations allows the exchange of experience to the benefit of all involved. The division of work within the statistical field needs to be strengthened so that developmental work are not pioneered simultaneously in several countries.



## 3.0 The Financial Basis

### 3.1 Income

*Types of Income* Statistics Denmark carries out its activities within the economic framework provided for in the annual state budget. We have 6 principal types of income:

- The basic grant for statistics
- Revenue from publications
- Financial contributions
- User charges
- Transfers to the Central Business Register (CBR)
- Sales of information from the Central Business Register

The first four types of income relate to the activities referred to in the Act on Statistics Denmark, and EU legislations. The last two types of income relate to the Act on the Central Business Register.

*The Basic Grant  
for Statistics*

The basic grant for statistics is the greatest source of income, just as in other countries. Statistics are primarily considered by all democracies as a collective good and an indispensable part of the infrastructure of the society. Without public statistics the economy and democracy is unable to function. As far as EU countries are concerned an ever increasing part of their statistical production is affected by EU legislation.

In principle, the basic grant for statistics covers the costs of the most important statistics on social and economic conditions as well as statistics demanded by legislation. The sum to be received is proposed in the state budget by the Danish Minister of Economic Affairs and is agreed to by Parliament.

*Own Income*

Statistics Denmark generates its own income (for example via publications, financial contributions and user charges). In an international context this income is an unusually high percentage of the total income, see appendix 4, fact 2.

### 3.2 The Statistical Programme

*Main Tasks*

As mentioned in section 2.1 Statistics Denmark has four main tasks. The first is *to collect, process and publish statistical information* and the second is *to further international statistical cooperation*. These two main tasks are called the statistical programme.

*Finances*

The statistical programme is financed chiefly by the basic statistical grant. In addition to this, income is generated through the sales of publications and from financial contributions.

*Prioritising Activities  
Covered by the  
Statistical Grant*

The statistical programme should include the most relevant statistics on social and economic conditions in the Danish society - as well as those required by EU legislation and other international cooperation. However, the limitations of the statistical grants mean there is need to prioritise. The following considerations are given high priority:

- To fulfil legal statistical requirements.
- To give a full picture of the national economy, business life and the environment, via integrated statistical systems such as the national accounts.
- To give comprehensive statistical information on short-term economic trends.

- To give a full picture of the population and general living conditions via integrated statistical systems.
- To ensure that the dissemination of statistics is user-oriented.
- To ensure that the production of statistics runs efficiently, with the help of information technology and the development of new methods.

*Income from Publications*

The role of income from publications in the statistical programme is that of contributing to finance the dissemination of statistics, partly covering printing costs and distribution.

*Financial Contributions*

The basic statistical grant cannot finance the production of all statistics relevant to society. In some areas, users of statistics agree to make financial contributions when the statistics are of common interest. Financial contributions go towards the production of current statistics, the development of new statistics and the improvement of methods. Financial contributions cover an agreed part of the costs incurred on specific tasks.

By far the largest amount of financial contribution comes from the Danish ministries and the EU. Danish financial contributions are often part of a long-term working agreement, while EU contributions are more short-term, and are allocated for the harmonisation of statistics between member states.

### 3.3 User Charges

*Principle Task*

Statistics Denmark's third main task is to carry out statistical tasks for private and public customers for a fee. The fees charged for commissioned work are called user charges and cover the total costs of production. These service activities are governed by the national legislation for user charges.

*User Charges*

Following legislation for commissioned work, income should cover the total costs of the development and provision of the service activities. The total costs include both direct and indirect costs for service functions, management, administration etc.

The user charges should as a minimum remain economically sustainable. There must be no deficit when aggregating the 3 latest years' running costs. In those areas where Statistics Denmark does not experience direct competition from others with a similar product (for example, databanks and research databases), income and costs should balance. In those areas where there is competition (for example, interviewing tasks, international consultancy and statistics on sub-areas of the municipality), the income may be greater than the costs.

*Type of Service Activities*

Service activities encompass the following types of tasks for individual customers:

- Tailor made statistics and analyses on individual population groups, industry, geographical areas, types of enterprises and types of household spendings.
- Statbank Denmark and other databanks
- Research services and research databases
- The Law Model and Business Model
- Interviewing tasks
- International consultancy
- Standardised systems of service - for example, foreign trade, statistics by sub-areas of the municipality and the publications appearing in the series Statistics Service.

### 3.4 The Central Business Register

#### *Principal task*



C

V

R

**DET CENTRALE  
VIRKSOMHEDS  
REGISTER**

Statistics Denmark's fourth main activity area is to administer the Central Business Register on all private and public enterprises. We carry out this task together with the Central Customs and Tax Administration, the Danish Commerce and Companies Agency, the Directorate for Employment, Placement and Vocational Training and the Danish Working Environment Service. The Act on the CBR was passed in 1996, and the register was developed from 1996 to the autumn of 1999.

#### *Aim*

The main aim of the Central Business Register is to assign and register unambiguous identifications number to all enterprises and, in so doing, lighten the administrative burden for the enterprises and public authorities. Each enterprise has its CBR number, corresponding to the individual's CPR (Central Population Register) number. An enterprise is defined as a legal entity. An enterprise can have several workplaces or production units which are also given separate numbers ( P numbers).

The central authorities are obliged to use the CBR number, as well as basic information from the CBR, in their own registers. In this way enterprises only need to submit the information once.

General information on enterprises, such as name, address, industry, telephone number, company structure, number of employees, date of registration and date of discontinuation of activities etc. can all be found in the CBR.

#### *Financing*

The CBR is funded in part by the sale of statistical information from the register. Other funding comes from the Danish Ministry of Economic Affairs (Statistics Denmark) and as transfer income from the Ministry of Taxation, the Ministry of Trade and Industry, and the Ministry of Labour.

Most of the information in the CBR is not confidential and is accessible to public and private organisations at a fee.

#### *Objectives*

Statistics Denmark has the following objectives for the Central Business Register:

- The CBR is to be developed so that it contains all information allowed by the act.
- The role of the CBR is to be developed further. The register will play a vital role in plans to introduce a digital signature for enterprises. Addresses in the Central Business Register, the Central Register of Buildings and Dwellings and the Central Population Register, are to be harmonised.
- The information compiled in the CBR should be of the highest quality and regular quality controls and quality surveys are carried out on, for example, kind-of-activity information.

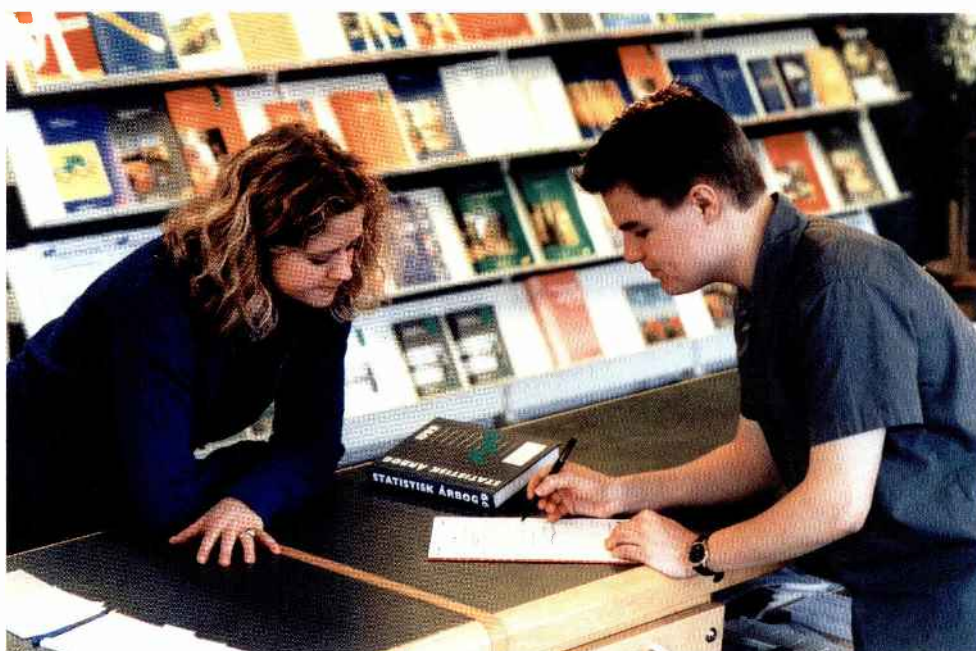
### 3.5 Pricing policy

*Pricing Policy* The pricing policy differs depending on whether it is applied to the statistical programme, commissioned work, or the Central Business Register.

*Statistical Programme* In a democratic society fundamental statistics should be accessible to the public. Statistics Denmark therefore provides a number of free services. Some examples are:

- Free access to key economic figures, municipal statistics, a number of publications as well as the main daily statistical news via Statistics Denmark's homepage. The range of free services are under continual expansion.
- Free copies of publications are sent to the central libraries, the media, the government and ministries.
- Statistics Denmark's library lends out publications and allows free access to figures in *Statbank Denmark*.
- A free copy of *News from Statistics Denmark* (daily bulletin of statistical news) can be obtained at the reception.
- A telephone service for people who need quick access to readily available statistical information.
- International organisations receive a great volume of statistical information according to Statistics Denmark's international obligations.

The production of Statistics Denmark's publications entails costs such as editing and printing. Only part of these costs are covered by the price of the publications as we believe that it is important that these statistical publications should be available at a low price.





<p><i>Commissioned Work</i></p>	<p>The pricing policy for service activities is based on the principle that all costs should be covered. The following principles apply:</p> <ul style="list-style-type: none"> <li>• According to rules laid down by the Danish Ministry of Finance each client should pay the same price for the same service. However, volume-based discounts are given, for example, for educational purposes. In addition, there are certain grants available for specific statistical purposes (i.e. research) and this may mean that customers interested in those areas may receive the services at a subsidised rate.</li> <li>• The prices should be transparent. To this end Statistics Denmark has fixed prices and issues price lists for standard tasks. For tailor made tasks the costs are calculated using set rules.</li> <li>• Prices should be visible. Whether the prices are set or are calculated on the basis of tailor made tasks, the client should be informed of the total cost before the task is undertaken. This also applies to the self-service system of <i>Statbank Denmark</i>, where prices for potential statistical requests are quoted.</li> <li>• For customised statistical requests over the sum of DKK 10,000 standard contracts are to be used.</li> </ul>
<p><i>The Central Business Register</i></p>	<p>The Danish Minister of Economic Affairs has approved the price structure for the CBR services. These are based on the following principles:</p> <ul style="list-style-type: none"> <li>• Free information on single businesses is available via CBR's homepage.</li> <li>• Physical data-extracts from the CBR must be paid for. These extracts can be delivered either in a one-time delivery or by subscription, in which case the data are continually up-dated.</li> <li>• Against the background of the experience gained the price structure and price level will be currently revised .</li> </ul>
<p><i>Objectives</i></p>	<p>The pricing policy has the following objectives:</p> <ul style="list-style-type: none"> <li>• The prices for the service activities are set in accordance with the rules for commissioned work. Statistics Denmark aims to achieve a balance between income and costs. Because commissioned work must not run at a loss, a profit of a maximum of 3% of turnover is allowed when the previous 3 years' running costs are calculated. If the profit is any greater, either the prices for the services will be lowered or the extra income will be used to improve the quality of the services at the same price.</li> <li>• Each main product category should balance financially to ensure that cross-subsidising does not occur to the disadvantage of specific customers.</li> <li>• Prices for service activities should reflect the work and the investments put in the production of the service activity by Statistics Denmark. The greater the effort and work, the higher the price. The greater the input by the customer, the lower the price.</li> <li>• In order to monitor our achievements in light of the objectives set, financial analyses are occasionally carried out on each service area.</li> <li>• A publication is produced (both in print and electronically) which describes Statistics Denmark's pricing policy and contains regular up-dates of prices in all areas.</li> </ul>

## 4. External Relations

### 4.1 Users

<i>A Variety of Users</i>	The users justify the existence of Statistics Denmark. The aim of the institution is to produce and disseminate a large range of statistics on social and economic conditions, to meet the different needs of the variety of users.
<i>Relevance</i>	<p>Statistics need to be relevant to their users. Some statistics are of interest to a small minority of the population. Others have such great importance to society that they are continually of interest to the media, politicians and economic analysts. They have become pivotal to the functioning of society. This applies to statistics on:</p> <ul style="list-style-type: none"><li>• Employment and unemployment</li><li>• The balance of payments and foreign trade</li><li>• The national accounts and economic growth</li><li>• Prices and inflation</li><li>• Earnings and incomes</li><li>• Economic expectations of enterprises and consumers</li><li>• The environment</li><li>• Population trends and health.</li></ul>
<i>User-Orientation</i>	<p>Statistics Denmark is user-oriented. This does not change whether the users are from influential user groups or are individual citizens. Being user-oriented means, among other things:</p> <ul style="list-style-type: none"><li>• That the production of statistics is adapted to current and future needs of the users.</li><li>• That the dissemination of statistics is organised according to user needs.</li><li>• That we actively seek information on user needs, recognising that they differ widely and are constantly changing.</li><li>• That we carry out a variety of surveys to assess user satisfaction.</li></ul>
<i>User Groups</i>	<p>Statistics Denmark has divided users into six main groups. They are:</p> <ul style="list-style-type: none"><li>• The State, which includes the central administration and state institutions.</li><li>• The research sector, which includes universities and other institutions of higher education and sector-based research institutions.</li><li>• The local authorities, which include counties and municipalities.</li><li>• The business community and organisations, which include enterprises, labour market organisations and other private organisations.</li><li>• The general public, which includes the media, libraries, institutions of education (excluding institutions of higher education) and ordinary citizens.</li><li>• EU and other international organisations</li></ul> <p>These six categories can also be sub-categorised. Sub-divisions of user groups are used to analyse in detail the needs of each segment for statistics and for different methods of disseminating the statistics.</p>

### *Customers*

The sub-division of user groups is also used to monitor our customers. Customers are users who pay for our services. The sub-division is used by Statistics Denmark in our customer database, in surveys of customer satisfaction, and in analysing Statistics Denmark's revenues by customer groups.

Fact 3 in appendix 4 shows the financial importance of the various costumer groups.



### *The Advisory Committees*

According to the Act on Statistics Denmark, section 3, the Board can appoint advisory committees. The Board has appointed 6 advisory committees with representatives from various user groups and data suppliers. Committees have been set up for the following statistical areas: social statistics, business, agriculture, economics, energy and the environment, and on research.

The main tasks of the advisory committees are to advise on the annual work programme and all other general aspects of Statistics Denmark's work. The advisory committees work within the following areas:

- Strategies for the development of statistics
- The discussion and evaluation of existing statistics
- New statistics and large scale changes to existing statistics
- Dissemination issues
- Methods of data collection
- Prioritising issues

The role of the committees will grow as committee members are involved in frequent user-satisfaction surveys.

## 4.2 Data Suppliers

<i>Necessary Information</i>	Statistics Denmark is unable to process a single statistic without relevant information from data suppliers, who therefore play a crucial role in the production of statistics.
<i>The Law</i>	<p>Both the Act on Statistics Denmark and EU legislation, legally oblige public authorities and private enterprises to submit on request, information to Statistics Denmark.</p> <p>The Board decides which information needs to be collected, in which context and by which means. The Board is under obligation to follow EU regulations.</p> <p>If a company refuses to provide information on time, or provides grossly inaccurate information, the company can be fined under the Act, section 13. If companies fail to meet their deadlines on submitting information on foreign trade between EU member states (INTRASTAT), those companies will be charged an administration fee.</p>
<i>Policy on Data Suppliers</i>	Statistics Denmark gives high priority to good working relationships with suppliers, ensuring that we receive information of the highest quality as quickly as possible. We also aim to reduce the costs to suppliers as much as possible. Consequently, in 1997 Statistics Denmark adopted a data suppliers' policy. <sup>6</sup> This policy covers both the service available to data suppliers, and initiatives to limit the costs to them (this is called the response burden).
<i>Data Supplier Service</i>	<p>The data supplier service ensures that Statistics Denmark provides the best service to data suppliers and that all surveys are carried out with common principles in mind. The policy describes the following initiatives regarding both private and public data suppliers (they are together called the enterprises):</p> <ul style="list-style-type: none"><li>• Enterprises will be informed clearly of reasons why data is needed, to motivate them to provide it. This means that information sheets must be produced for all surveys.</li><li>• Questionnaires are designed to be user friendly, with clear instructions and a common format, so that they are immediately associated with Statistics Denmark (seen to be an essential and trustworthy institution).</li><li>• All enquiries from enterprises will be handled quickly, comprehensively and in a friendly manner. When surveys require numerous telephone enquires, Statistics Denmark will set up a special telephone answering service.</li><li>• In most cases enterprises will receive a report on the results of the survey to which they have contributed. This may be in the form of documents with specially processed statistics, or in the form of written articles from Statistics Denmark.</li><li>• Enterprises participating in compulsory surveys are treated equally by Statistics Denmark. When there is an obligation to report information uniform reminder procedures will in principle apply to all enterprises. Similarly, uniform procedures apply for cases referred to the police with a view to punishing the enterprise by fine.</li></ul>

---

<sup>6</sup> The data suppliers' policy is described in the brochure *The Burden Imposed on Enterprises in Reporting Data to Statistics Denmark* (only available in Danish).

<i>The Response Burden</i>	<p>We aim to reduce the response burden for enterprises as much as possible. However, it must be understood that Statistics Denmark is legally bound to carry out the majority of its surveys. Appendix 4, fact 1 shows that the greater part of the response burden is subject to EU legislation.</p> <p>Whether legislated or not, there is a natural conflict of interests between enterprises wishing to minimise their response burden, and users - for example the state and the business community - who need information to help them further economic and business developments.</p> <p>In order to lower the response burden, Statistics Denmark:</p> <ul style="list-style-type: none"> <li>• Carefully weighs up the needs of the user for the statistics, against the response burden on the enterprise.</li> <li>• Endeavours to provide information from existing administrative registers rather than sending questionnaires to the enterprises.</li> <li>• Urges public authorities to coordinate the collection of information from enterprises - taking into account statistical needs.</li> <li>• Develops opportunities for enterprises to submit information electronically.</li> <li>• Ensures that the number of enterprises in sample surveys is never greater than necessary, and that smaller enterprises are either omitted from these samples altogether, or have minimal representation.</li> </ul>
<i>Measurement of the Response Burden</i>	<p>With the assistance of various trade organisations Statistics Denmark has developed an instrument to measure the time in which enterprises are involved in reporting to Statistics Denmark. Since 1996 we have managed to greatly reduce the response burden, see appendix 4, fact 4.</p>
<i>Objectives</i>	<p>In the years to come Statistics Denmark will increase its initiatives to improve data suppliers' policy through:</p> <ul style="list-style-type: none"> <li>• <i>Advance notice.</i> Those enterprises selected to provide statistical information will be given advance notice of the surveys they will be asked to complete during the following year. This will allow them to gradually register the information throughout the year, lessening the work involved for this purpose. Statistics Denmark will develop a computer system for this purpose based on the Central Business Register.</li> <li>• <i>Adapting to the Euro.</i> Statistics Denmark will adapt questionnaires, guidelines and computer programmes so that enterprises can submit information on such areas as accounts, in Euros, if they so wish.</li> <li>• <i>Electronic reporting.</i> Together with other public authorities, Statistics Denmark is enhancing the opportunities for enterprises to submit information electronically. We are focusing our efforts on the development of electronic data input pages which can be sent via the Internet, as well as electronic data interchange (EDI) solutions.</li> <li>• The results of these initiatives should lead to a <i>reduction of the response burden</i>. Consequently, our objective is to reduce further the response burden.</li> </ul>

### 4.3 Confidentiality and Data Security

#### *The Act on Public Registers*

The information received from data suppliers is stored in the computerised statistical registers. If the registers contain information on individuals, they come under the Act on Public Registers of 1978 - with later amendments. The Act determines rules on the approval of the registers and their contents, on statistical information which must not be registered and on security measures. The Data Surveillance Authority ensures that these rules are upheld.

#### *Data Security*

Statistics Denmark places great importance on data security, and our security measures are very strict. They protect the registers from misuse, and prevent unauthorised persons from gaining access to information about individuals and enterprises.<sup>7</sup>

Statistics Denmark has also worked out data emergency measures with a view to securing data in emergency situations.



#### *Confidentiality*

Statistical information is confidential if it either directly or indirectly enables the identification of individuals or enterprises. It is a rule that all information on individuals or enterprises is treated in strict confidence, and staff are bound to exercise professional secrecy. This is supported by the Administration Act, section 27, and the Penal Code section 152.

As mentioned above, most of the information in the Central Business Register is not confidential.

Under a special researchers arrangement, researchers can obtain permission to work with confidential data at Statistics Denmark's premises in Copenhagen, or from its branch in Aarhus. However, the data does not contain individual identifiers, and researchers are bound to exercise professional secrecy in the same way as Statistics Denmark's employees.

---

<sup>7</sup> Rules and security measures are described in the brochure *Introduction to Statistics Denmark's Registers* (1998) and *Data Security Regulations for Statistics Denmark* (1996) (only available in Danish).



All data and statistics published by Statistics Denmark is compiled so that individuals remain anonymous. Anonymity is normally also secured for both private and public enterprises.

Public authorities cannot call for anonymity in the published statistics. On the contrary, the right of the public to access information on how the authorities function is an essential part of a democratic society.

*Passing on data*

The Administration Act, section 30, states that confidential data, collected for purely statistical reasons, must not be passed on for administrative or any other reasons. The Public Registers Act lays out further rules limiting the passing on of data.

Statistics Denmark does not normally pass on confidential information even for statistical purposes. However, there are three exceptions. The main purpose of the first two exceptions is to lessen the response burden on enterprises.

One exception applies in those few cases where information on enterprises is collected by Statistics Denmark for both statistical purposes and for administrative use, by a particular authority which already has the right to collect this information.

The second exception applies in the few cases when Statistics Denmark is working with another organisation on the production of a specific statistic. In these cases authorisation can be given for the sharing of information on enterprises, as well as anonymous information on individual persons, to an organisation which is bound by the same professional secrecy as Statistics Denmark. Passing on data requires permission from the Data Surveillance Authority.

The third exception applies to the transmission of confidential data to Eurostat as required of Statistics Denmark under EU legislation. Additionally, confidential information can be exchanged with national statistical institutions in other countries which are collaborating on the production of the same statistics.

Statistics Denmark never passes on the CPR number with accompanying information.

*Microdata  
for Analysis*

Sets of non-confidential data, based on samples, can be made available for the purposes of research and education. These data sets are compiled so that it is impossible to identify individuals or enterprises.

## 5. Objectives for Statistics, Dissemination and Service

### 5.1 Statistical Developments

#### *The Development of Society*

As we enter the 21<sup>st</sup> century, developments in society will present great challenges to national statistical institutions. Some of the most important trends emerging are those of growing global economic integration, the development of information technologies, the growing importance of service industries and the process of European integration.

#### *The Information Society*

Information technology is of ever increasing importance to developments within society, the implications giving rise to the concept of an information society, replacing the former industrial society and service society. The information society eliminates distances - operates globally - enabling us, through the electronic media, to follow developments around the World. An information society carries with it an almost overwhelming volume of information and data, which can make interpretations of life and society very difficult.

As the information society grows, the importance of statistics grows with it. Statistics are pieces of information. This information provides the basis for political, economic and other decisions.

#### *The Objectives for Coherent Statistics*

The role of statistics is to shed light on developments within society. For statistical information to be of the greatest significance, and not drown in the sea of other information, it needs to be as coherent as possible. Statistics Denmark has determined the following goals on statistical coherence:

- Statistics must be *internationally coherent*, and facilitate international comparisons. The volume of statistical information on other countries must increase as the demand for information on their social and economic conditions increases. Where possible, Statistics Denmark's publications will draw on international comparisons.
- Statistics must be *coherent over time*. When there is a need to revise current statistics, Statistics Denmark will strive to establish consistent time series correcting any gaps in statistical information. Long time series of historical data will also be produced, ideally together with researchers.
- Statistics must be *conceptually coherent*. As far as possible, statistics shedding light on different aspects of life should contribute to a coherent picture of developments within society as a whole. Towards this end, a given concept will have only one definition when used in a variety of statistical areas. This adds value for the users, and at the same time simplifies working procedures, allowing the reuse of data. At a higher level, importance is given to increasing the coherence of statistics between the areas of the economy, environment and social conditions.
- Statistics must be *presented coherently* too and we will continue to focus our efforts on those publications which use statistics from a variety of areas to analyse specific themes, such as children's conditions, immigration, IT or transport industries.

**Objectives for  
Methods and Research**

To ensure the scientific development of statistics, Statistics Denmark has determined the following goals:

- Statistics Denmark will systematically develop and use *scientific methods to produce statistics*, working together with university researchers and relevant international professional networks.
- Statistics Denmark also *carries out its own research* within selected statistical areas, notably economic models and statistical methods. This work is often carried out in conjunction with other researchers - placing us in a position to contribute to the education of PhD students.

**Objectives for  
Social Statistics**

For social statistics, the following objectives have been determined:

- A policy on integrated statistical registers, or databases, which contain data from various statistical registers, will be developed. These registers have a wide range of data which enables them to provide opportunity for cheaper analyses and research. The development of these integrated statistical registers, their limits, their contents, name and technical construction, will be determined in the policy.
- We will continue the integration of labour market statistics; the labour time accounts and labour market accounts being developed further. These two accounts will be linked to the national accounts as satellite accounts, enabling better analysis of the links between economic development and the labour market.
- Statistics on immigrants and the health of the population will be expanded in order to give better coverage of these vital areas.
- Statistics on employment and social conditions will be expanded in the areas stipulated by EU legislation, see section 2.4

**Objectives for  
Business Statistics**

Within the field of business statistics, Statistics Denmark has determined the following objectives:

- Statistics on enterprises will be co-ordinated and integrated to a higher degree. This applies to structural data as well as short-term indicators. The register system of business statistics, ESR 98, will provide the basis for the production of these statistics, and will be further developed to include economic units, and omitting insignificant units.
- Statistics on the service industries, especially within the IT field, will be expanded to cover these growing areas more thoroughly.
- Statistics on the birth, death and survival of enterprises (business demographics) will also be expanded.
- Business statistics, relating to EMU and the internal market, will be expanded as a consequence of EU cooperation, see section 2.4.

## *Objectives for Economic Statistics*

Within the field of economic statistics, Statistics Denmark has set the following objectives:

- General economic statistics, the scope of which is defined by the national accounts, will be consolidated and continually expanded, enabling the complete national accounts system (SNA 93/ ENS95) to be implemented by the end of the period. It is important to maintain Statistics Denmark's strength in the compilation of national accounts and input-output tables, especially in view of the growing administrative use within the EU, of national account figures.
- Economic statistics will be further expanded in a number of areas relating to developments within the EU, including the EMU - see section 2.4. This relates to the harmonised consumer price index and GDP calculations at constant prices, as well as developments in the area of the balance of payments statistics and quarterly accounts for general government.
- A number of important short term indicators on the national economy will be made public much more quickly - particularly foreign trade statistics, balance of payments statistics and the quarterly national accounts.
- Foreign trade statistics account for, by far, the bulk of the statistical response burden. Statistics Denmark is actively working within the EU to alter current legislation to reduce the response burden, without downgrading the quality or usefulness of these statistics. Together with the Danish Central Bank, efforts continue to ensure that there is the necessary consistency between the statistics produced by Statistics Denmark on foreign trade and the balance of payments, and the Central Bank's external payment statistics.
- Statistics on the environment and energy will be developed with the aim to produce systematic and cohesive environment, energy and resource balance data. These statistics will then be linked to the national accounts as satellite accounts (green national accounts). This will allow for better comparisons of economic and environmental development and will contribute towards the debate on sustainable development. A number of other important environmental indicators and environmentally related agricultural statistics will be developed.
- The economic models ADAM (a macroeconomic model) and DREAM (a general equilibrium model) will continue to meet international standards concerning the use of economic theories and empirical methods. The development of these models will continue to reflect the development of Danish economic institutions.

## **5.2 Quality**

### *Quality*

Quality originates from the individual staff member and pervades the whole working process. Quality can be improved by using appropriate working procedures, methodologies, technologies and organisation. We can talk of quality of results, as well as quality of process. In this section we describe quality of results and some of the processes used to ensure quality results.

### *The Concept of Quality*

It is generally agreed that statistical products should be of the highest quality. Statistical institutions from many countries share an understanding of what quality means. Statistics Denmark expresses quality in 5 dimensions - high quality statistics are seen as relevant, reliable, timely, coherent and accessible.

*Quality  
Declarations*

Statistics Denmark produces Quality Declarations to document the quality of more than 250 different statistical products. Since January 1999 there has been free access to our Quality Declarations via our homepage on the Internet. Each of our Quality Declarations have similar formats and the contents are described in relation to the 5 dimensions of quality. An abridged version of the Quality Declarations can be found in the book *Guide to Statistics*.

*The Dimensions  
of Quality*

In order to achieve high quality statistics we must focus on continual improvement within the following 5 dimensions. Statistics should be:

*A. Relevant.*

Statistics should 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 users needs, both nationally and internationally.

*B. Reliable.*

The figures should be as accurate as possible. The picture given of society through figures, analyses and supporting text should be trustworthy.

*Provisional figures* will be the subject of a certain amount of uncertainty, but they should still give a true and fair picture. When figures are estimated, a measure of the statistical uncertainty for the main results should be stated.

The compilation of reliable statistics is a very demanding task. Much of the work undertaken by national statistical institutions world-wide, rests in controlling reports received from the data suppliers, and the editing of that data. *Quality control and data editing* are very resource intensive tasks.

Statistics Denmark's internal *quality assurance* guards against errors and statistical uncertainty. Initially the heads of division, together with their staff, are responsible for quality assurance, and our Dissemination Centre plays an active role. An extensive quality assurance policy exists for statistical areas of central importance: statistics referring to the balance of payments, foreign trade, the national accounts, public finances, unemployment, salaries and consumer expectations.

Despite very careful quality control, experience has shown that on occasions inaccurate statistics have been published. Our policy is to *publish corrected statistics* as soon as possible.

*C. Timely.*

Statistics should be published quickly in order to be of high value to the user. The speed of production is measured in two dimensions. The first dimension is that of *publication time*, i.e. the time distance between the statistics' reference point and the date of publication. The publication time can be divided into *data supplier time*, before Statistics Denmark has received the data, and the *internal production time*. The second dimension is that of adherence to *specialised goals of timeliness*, determined by Statistics Denmark, see section 6.3.

Statistics should also be published *on time*, i.e. at a previously determined point in time.

*D. Coherent.*

Statistics should be easily comparable. As far as possible they should be internationally coherent, and coherent over time, conceptually coherent and presented in a coherent manner, see section 5.1.

E. *Accessible.*

Statistics should be easily accessible to users, dissemination being adapted to the target user group. The two methods of dissemination, via electronic media and printed matter, should be used to optimum effect, see section 5.3.

The statistics should be *well documented* and Quality Declarations and other metadata should be easily accessible.

**QUALISTAT** Statistics Denmark is continually striving to make improvements within these 5 dimensions of quality, through a number of different initiatives with the name QUALISTAT (Quality in Statistics).

**Objectives** QUALISTAT sets the objectives for the development of quality statistical products. These are:

- A number of *quality projects* are to be carried out within the most important statistical areas. These will evaluate all the dimensions of quality, and make proposals for their improvement. The procedures for data editing are incorporated in the project and the evaluations conclude with a report. In addition to the members of staff involved, representatives from the methodologies unit and from management and user groups may also be involved in these quality projects.
- *Annual quality surveys*, based on the Quality Declarations, will be undertaken to illuminate the improvements and deteriorations made in the quality of the statistics.
- Frequent *user surveys* are carried out, allowing Statistics Denmark to monitor user satisfaction with the statistical products provided.
- Annual reports are submitted which document the differences between provisional and final statistics relating to the areas in which *provisional statistics* are compiled.
- The *average publication time* for monthly, quarterly and annual statistics has been reduced considerably over the past years, see appendix 4, fact 5. The possibilities of further reductions are limited - however, reductions are envisaged for some specific statistics. This particularly refers to the most important macroeconomic statistics, so that economic trends can be better monitored.
- The number of statistics produced in accordance with *specialised goals of timeliness* have grown considerably in the past year, see appendix 4, fact 7. They are expected to increase further over the coming years.
- A system will be developed to measure the percentage of statistics produced *on time*, see section 6.3.
- Goals are set for the *response rate* from the various sample surveys used in the statistical programme, and the results are included in the annual quality survey.



### 5.3 Dissemination

#### *User-oriented Dissemination*

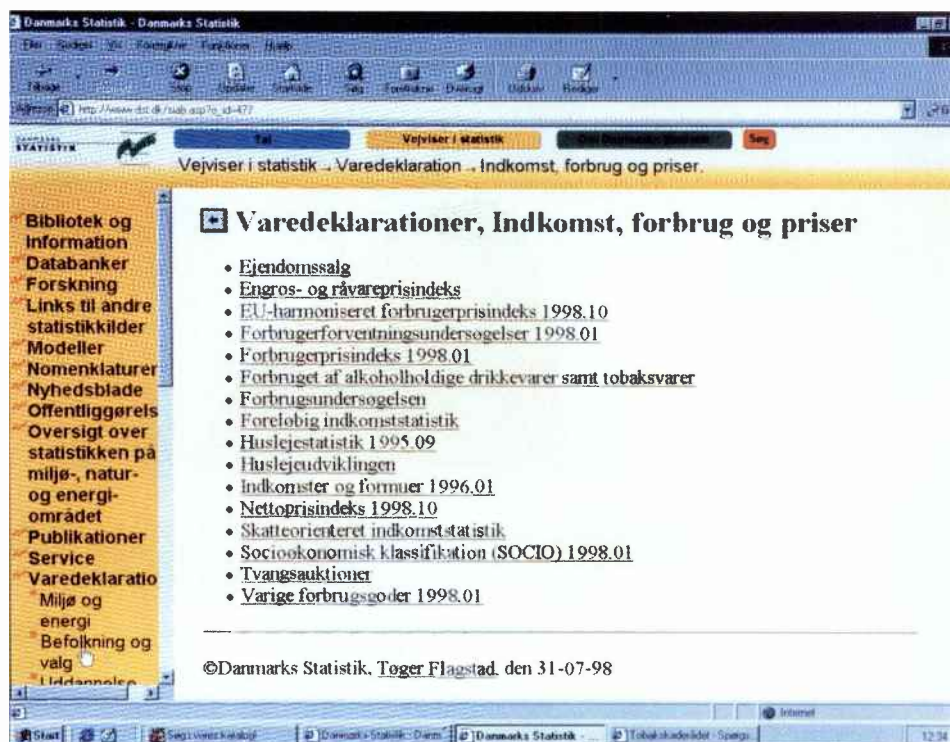
Statistics should be of high quality, but this is insufficient in itself. If the statistics are not used efforts have been wasted.

Statistics should be disseminated to the general public in such a way that the users can both locate and use the statistics for their own purposes. The statistics should be presented in ways adapted to various user needs. Dissemination must be user-oriented.

#### *The Basic Principles of Dissemination*

The user-oriented dissemination strategy is based on the following nine principles:

- Electronic dissemination is suitable for large amounts of data, and detailed statistics, so all statistical data will be available electronically. Expert users should have easy access to this data so they can further process figures with their own programmes.
- Written dissemination, especially paper publications, should focus on the most important news. An understanding of complex developments within society is enhanced through the use of key figures, graphs and explanatory comments.
- Electronic and paper publications will be coordinated. When summary tables and simplified tables appear in paper publications, more detailed tables are available on CD ROM or in *Statbank Denmark*.



- Users should be able to find the information they require easily. To facilitate this Statistics Denmark will continue to develop its homepage on the Internet with good search facilities and links.
- Users should only have one access point to Statistics Denmark as far as electronic dissemination of statistics and paper publications are concerned. Electronically, statistics can be accessed via our homepage on the Internet, which includes *Statbank Denmark*, electronic publications and Quality

Declarations. Similarly, all paper publications are published by the Dissemination Centre.

- In the dissemination of statistics, only one foreign language, English, is used by Statistics Denmark. Increasing amounts of information about Danish statistics will be made available in English on the Internet and in paper publications.
- Statistics Denmark's library and information centre is the centre for the dissemination of international statistics in Denmark. This includes statistics from Eurostat, the UN and OECD countries, as well as statistics from a number of other countries. The library is also the main library in Denmark for descriptive statistics, and is part of a network of research libraries.
- In the dissemination of statistical products – with particular reference to *News from Statistics Denmark* - statistical professionalism and communication expertise are regarded as equally important.
- Erroneous interpretation and misuse of Statistics Denmark's results will be commented by Statistics Denmark as soon as the error comes to light.



**Objectives** Statistics Denmark has set the following objectives for the development and improvement of the dissemination strategy:

- A new coherent communication policy will be drawn up and implemented for the dissemination of information. The policy stems from a recommendation from the Danish Research Ministry, *Information on Time*. The communication policy will contain guidelines on what profile Statistics Denmark should adopt in the future.
- An important link in the communications policy will be a new media policy, with the goal of improving the profile of Statistics Denmark as an invaluable information source for the press and media. We will give journalists the highest quality service customised to their precise needs. We aim to work more closely with the press in the future.
- The language of our communication will be improved. Simple and clear language is important for the effective communication of information.

Through training courses and critical assessments, we aim to *improve the quality of the language* of future publications.

- To keep pace with increasing demands from users, the volume of statistical information *disseminated electronically* will increase, especially on the Internet.
- The publication *News and Information*, which has previously been a marketing publication will become a periodical giving a broader review of Statistics Denmark's news and activities.
- Frequent *user surveys* will be carried out, with users being invited to express the level of their satisfaction with our dissemination methods and telephone service.
- *Geographical aspects*, as supported by geographic information systems (GIS), will be increasingly integrated into the presentation of statistics.
- *Conference papers* and *lectures* will help to make the work of Statistics Denmark more visible to the outside World.

## 5.4 Service Activities

<i>As mentioned earlier</i>	<p>One of the four main tasks of Statistics Denmark is to carry out for a fee, statistical tasks for public and private customers. These service activities are addressed in section 3.3.</p> <p>Service activities are referred to in the rules for commissioned work. Section 3.5 outlines the principles and goals of the pricing policy for service activities.</p>
<i>The Starting Point</i>	<p>In an information-based society, statistics have an ever increasing significance. This is true not only for the general statistics on society, covered in the statistical programme, but also for a wide range of statistics required by individual customers.</p>
<i>Objectives</i>	<p>The service activities of Statistics Denmark are based on the statistical programme, and the services should have the same high standards of quality. This is the starting point for the objectives set for the development and improvement of our service activities. These objectives are:</p> <ul style="list-style-type: none"> <li>• The service activities should meet with <i>customer satisfaction</i>, which in turn should be <i>above the average satisfaction score</i> for public institutions. Customer satisfaction surveys should also document that requirements are being met <i>at the time agreed</i>.</li> <li>• Statistics Denmark wishes to play the central role as supplier of statistics - including paid service activities - in a society where information plays an increasing role. <i>The revenues</i> from service activities should consequently rise in the coming years. In order to secure this growth, marketing efforts need to be increased.</li> <li>• Statistics Denmark will subject the most important standard service activities to a <i>quality control</i>. The aim is to improve quality, where finances allow, and generally expand the services offered.</li> <li>• Opportunities for the ordering, reporting and delivery of statistics <i>electronically</i> will also be expanded.</li> <li>• A target is set for the <i>response rate</i> obtained from sample surveys, and the results will be included in the annual quality survey.</li> </ul>

## 6. Operating Results

### 6.1 Company Accounts

#### *About Company Accounts*

Under the states rules on company accounts, Statistics Denmark is obliged to submit annual company accounts which provide a professional and financial picture of the institution and its activities.

The company accounts should include information on financial accounts, on professional and financial goals and results, and on staff policy. The company accounts should also show the links between expenditure and activities undertaken, and the results of the main operations of the institution. Our company accounts also contain green accounts and knowledge-based accounts.

The company accounts are intended in particular, for the following users: The Ministry of Economic Affairs, The Office of the Auditor General of Denmark, The Parliamentary Financial Committee, Parliament and the Ministry of Finance. They are also intended for the users represented in Statistics Denmark's advisory committees.

#### *Company accounts and results*

The company accounts report on the main results attained by Statistics Denmark and compares them with the objectives set, and the use of resources. In other words, the results of Strategy 2005 will especially be documented in the company accounts.

The main surveys carried out by Statistics Denmark, in order to document enterprise results are outlined below. The tables in appendix 4 give an example of exactly what is revealed in these surveys. Other surveys are also carried out, as mentioned earlier, i.e. the survey of the response burden imposed on enterprises.

### 6.2 Quality Surveys

#### *Quality Declarations*

Quality Declarations are produced in order to document the quality of each statistical product and are revised at least once a year.

#### *Quality Surveys and Quality Reports*

From the year 2000, an annual quality report will be published stating whether quality has improved or deteriorated over the period. The report is based primarily on a questionnaire sent to those staff responsible for specific statistical products, in which they report on the quality of the product, in relation to the Quality Declarations.

The quality survey addresses the same concepts of quality as described in section 5.2, and developments are judged in accordance to the five dimensions of quality. The survey also asks questions on changes in society, internal initiatives and conditions which may have influenced the quality of a statistical product during the year. The report on quality is then submitted to the advisory committees.

As mentioned in sections 5.2 and 5.4 the quality report also addresses the goals and results on the response rate from sample surveys.

#### *Other Quality Surveys*

Statistics Denmark carries out other quality surveys, which are reported in the form of short reports, see section 5.2. A number of quality projects will be carried out as well as reports on the differences between the provisional and final operating results. A quality assessment of service activities is also carried out, see section 5.4.

### 6.3 Publication Time

One dimension of quality requires that statistics should be timely. They should be published quickly, on time, and in accordance with the specialised goals of timeliness. This dimension is particularly suited to quantitative reports on results. Statistics Denmark has focused on publication times more generally since 1987 and has published detailed statistics since 1994.

#### *Rapid Statistics*

Operating results show that statistics today are published more quickly than before. Fact 5 in appendix 4 documents this development between the years 1989-1999. In the latter part of this period, when Statistics Denmark employed goal and result management, the results show remarkable improvement.

As mentioned in section 5.2 the publication time can be split into data supplier time, i.e. the time taken until Statistics Denmark receives data, and the internal production time. Fact 6 in appendix 4 shows that the data supplier time is longer than the internal production time.

#### *Specialised Goals of Timeliness*

The specialised goals of timeliness, determined by Statistics Denmark are that, at the very latest, annual statistics should be published before the end of the following year - quarterly statistics by the end of the following quarter - monthly statistics within the following 2 months. Long data supplier times make it difficult (sometimes impossible) to achieve this goal, but fact 7 in appendix 4 shows that results in this area have improved in later years.

#### *Statistics on Time*

We will develop a system to measure how many statistics are produced on time. The system will be based on advance announcements made in the work programme. These state how many weeks after the reference period, monthly and quarterly statistics are expected to be published, and how many months later annual statistics are expected. In addition, an extensive information system has been established on the Internet, in which expected publication dates are updated constantly.

### 6.4 User Surveys

#### *Customer Surveys*

Since 1996 Statistics Denmark has carried out systematic surveys on customer satisfaction with the service activities. The surveys address all paid services of DKK 5,000 or more.

Together with the completed results, customers are sent a short questionnaire, with 7 questions relating to general satisfaction with the task performed, the content, and personal service, as well as the documentation of the data supplied. The questions are marked on a scale from 1 to 5 where 1 is "very dissatisfied" and 5 is "very satisfied". In addition customers are asked about their level of satisfaction with the price and speed of delivery.

Fact 8 in appendix 4 shows the key results of the customer satisfaction survey. The results could be broken down in detail so that the answers can be viewed in relation to customer groups and main products. Customer satisfaction surveys also show whether Statistics Denmark delivers the agreed product on time - from the customer's point of view. Fact 9 in appendix 4 shows that to a large extent this is the case.

#### *User Surveys*

Customer surveys only address the paid service activities. In the future Statistics Denmark will also carry out frequent user satisfaction surveys with the basic statistical programme, as well as the dissemination. The surveys will be directed



towards the advisory committees as well as the main groups of statistical users. The surveys are expected to be more qualitative and will lead to a better dialogue with users.

Statistics Denmark will continue to measure, at intervals, the level of user satisfaction with the library and telephone service.

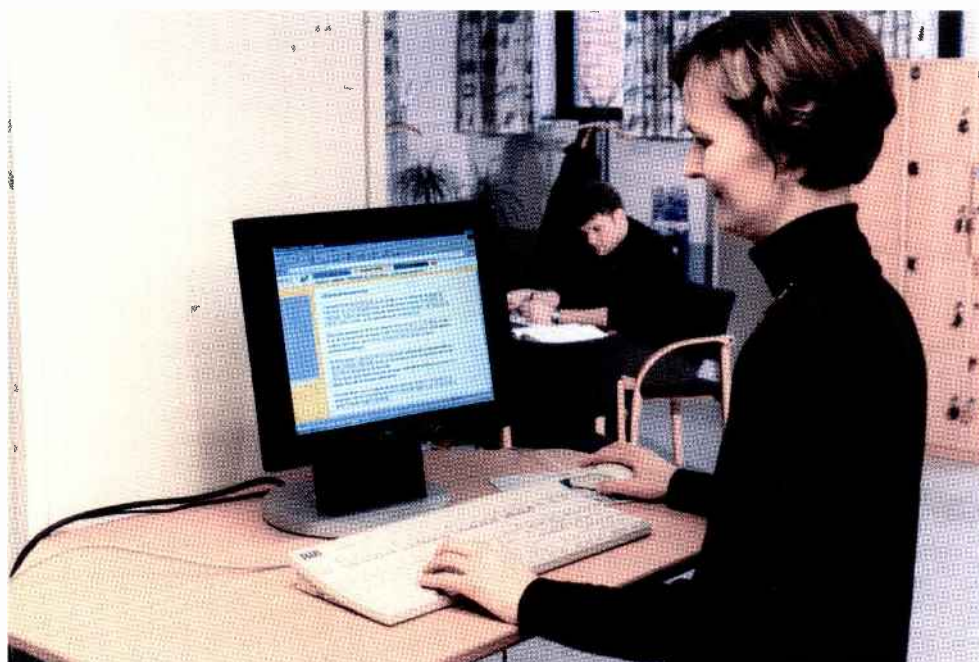
#### *Public Surveys*

A new initiative will be surveys of the attitude of the general public towards Statistics Denmark, and their familiarity with our products.

### **6.5 Staff Surveys**

#### *Workplace Evaluation Survey*

In accordance with the Law on the Working Environment, a written evaluation of safety and health conditions at the work place will be made regularly. Termed a workplace evaluation survey, the survey asks staff to evaluate their working environment with a view to improving general working conditions.



#### *Staff Surveys*

Statistics Denmark will regularly carry out staff surveys, the model to be determined in the form of questionnaires, addressed to all permanent staff.

The staff survey will shed light on general staff satisfaction, and perceptions and opinions on a variety of areas. These areas will include: work tasks, the organisation of work, influence, flexibility, cooperation, and working atmosphere and relations with colleagues.

The staff at Statistics Denmark are of vital importance to the institution and its ability to reach the goals set in Strategy 2005. All staff are expected to work in accordance with the four common values which are: user orientation, quality, efficiency and innovation. The aim of staff surveys is to identify strengths and weaknesses, and to improve the general operation and working environment of the institution.

## 6.6 Benchmarking

Our vision is: *Statistics Denmark must be among the best statistical institutions, measured on the results achieved.* In order to realise this vision, benchmarking should be undertaken with other statistical institutions as well as internally within Statistics Denmark.

### *Benchmarking as a Method*

Benchmarking is a method of making systematic comparisons in specific areas with other relevant organisations, especially organisations with the best performance. The aim is to determine areas where results can be improved. At Statistics Denmark we work with two types of benchmarking: international benchmarking and internal benchmarking.

### *International Benchmarking*

International benchmarking implies that Statistics Denmark will compare its results with those from national statistical institutions in other EU and OECD countries. The Nordic statistical cooperation can also be used for such benchmarking.

Statistics Denmark will carry out benchmarking on a number of statistical products with corresponding products in the other countries. They will be compared on a number of quality criteria, including the dissemination of statistics.

In 1999, as an introduction to future benchmarking analyses, Statistics Denmark carried out a comparison of the sizes of national statistical institutions and the extent to which statistical products have been centralised in the EU countries and Norway. Results can be seen in appendix 4, fact 10.

### *Internal Benchmarking*

Internal benchmarking is achieved by comparing the results from different departments and divisions within Statistics Denmark. Since 1996 we have carried out and published comparisons of the results between different departments - with reference, for example, to the timeliness of statistics and customer satisfaction. The comparison of results from the divisions will be expanded.

The aim of internal benchmarking is to make general improvements throughout the institution by monitoring which departments and divisions have high achievements and which achieve less well. The benchmarking results can form background for analysing reasons for imperfect performance and initiatives for improvements. Fact 11 in appendix 4 gives an example of the internal benchmarking on the three statistical departments. Benchmarking reports explore these differences in depth and endeavour to explain them.

### *Benchmarking Report*

Statistics Denmark will expand and systemise both international and internal benchmarking, and report the results in an annual benchmarking report.



## 7. Planning, Organisation and Technology

### 7.1 Work Programme and Internal Contracts

#### *Work Programme*

The annual work programme is the primary management tool for the development of Statistics Denmark's main tasks and total statistical production. The work programme sets out the most important goals, and the most important changes to be made in the statistical production in the following year. The work programme also gives an overview of all Statistics Denmark's products and resources.

The work programme is endorsed by the Board in December, after a draft has been commented by the advisory committees.

#### *Reprioritising*

The work programme is drawn up on the basis of the resources expected to be at the disposal of the institution in the form of the basic grant for statistics and own income. The programme prioritises the use of resources. In order to free up resources, say for new developments, the management of Statistics Denmark makes annual demands on departments to increase their efficiency. Part of the resources thus freed will go towards financing a reduction in the statistical grant, which is part of the state's usual budget procedure. The other part of freed resources is reprioritised and allocated to new tasks, or to improvement within existing areas. In addition, each department continuously carries out renewal of statistical products with the resources freed within the department.

#### *Financial Analyses*

The greater part of Statistics Denmark's financial resources are used to fulfil legal demands made by the EU. Another part, derived from our own income, is used to carry out the commissioned work.

One relevant question is what resources are left available in the planning of the work programmes, and how are these resources used. In order to shed light on this question, financial analyses are carried out frequently on various divisions and on certain types of tasks.

#### *Internal Contracts*

Internal contracts are an important part of the planning procedure. The aim of the contracts is to consolidate the objectives formulated in strategy 2005 and in the annual work programme and, in so doing, delegate the responsibility for reaching these goals throughout the organisation. Two types of internal contracts are formed annually at the levels of department and division.

Departmental contracts were initiated in 1996. They are made between the Director General and the heads of department. The contracts define the goals which the department should achieve during the year, within such fields as: statistical quality, new products, data collection, user satisfaction, dissemination, personnel relations as well as finances and efficiency.

The contracts at the level of division take effect from the year 2000. They are formed between the heads of department and the heads of division. The contracts at the level of division define the goals which form part of departmental contracts, but at the level of division, and define other goals relevant to the divisions.

Central to the procedure of internal contracting is that all employees are involved in drawing up the contracts, before they are agreed.

*Internal Service* The main objectives of Statistics Denmark are directed towards our users and the general public. Goals are also determined for the internal service functions, including the IT functions and administrative functions. The goals in these areas are consolidated in annual contracts at the levels of department and division. The internal service functions should be subject to the same values as the rest of the institution, i.e. user-orientation, quality, efficiency and innovation.

## **7.2 Organisation and Internal Information**

*Organisational Structure* The internal organisational structure of Statistics Denmark has 5 main columns - each of which has a number of divisions, see appendix 5. The organisation comprises three statistical departments - for social statistics, business statistics and economic statistics. There is also the department for user services which provides services to both external and internal users. Finally there is one column, which is not a complete department, consisting of staffing functions, which is closely connected to the office of the Director General.

The organisational structure is an important resource which supports the objectives to increase the quality of the statistical production, statistical dissemination and the service activities. The basic principle of the organisation is that of organisation in accordance with product area.

The management of Statistics Denmark has not determined an organisational structure beneath the level of division, with the exception of those divisions which have a chief consultant with staff responsibility. Following the principles of goal and result management the responsibility of organising work within divisions is decentralised.

*Management and Meeting Structure* An important element in the organisation of Statistics Denmark is the structure of management, meetings and committees. Much of this structure is as follows:

- The management comprises the Director General, heads of departments, head of administration and chief consultants from the management group. The management discusses all main issues and coordinates the institution's activities.
- Departmental management comprises the heads of departments, heads of division and chief consultants. Departmental management concentrates on general matters and departmental issues.
- The Joint Consultation Committee and other committees contribute to the working relationships between the management and employees' associations. These include committees on safety, technology, equality, education and appointments.
- Other permanent committees and temporary work groups are determined by management. As goals have been set to reduce the number of committees to an absolute minimum, their functions are revised at regular intervals.
- Departmental meetings involve all departmental employees. Each department holds two compulsory departmental meetings each year, at which work programmes, internal contracts, resources and results are discussed. The Director General participates in one yearly meeting in each department.
- The weekly meeting for heads of division involves the management, heads of division and chief consultants. The meetings are primarily a forum for the exchange of information.

- Meetings at the level of division involve all the employees of a division, to air all matters relevant to the work of that division.
- The New Year Meeting assembles all employees to hear the Director General outline objectives, results achieved, resources, work programmes and the tasks for the year ahead.



#### *Project Groups*

In addition to the basic organisational structure, project groups have been established. In the future, Statistics Denmark plans to increase this method of working. The larger developmental projects will be undertaken by project groups which can work within and between subject areas, sections and departments.

Experience suggests that the completion of complex and resource-demanding tasks is best tackled by project groups, which can use the allocated resources more efficiently and effectively. Project work also strengthens the links between differing departments and subject areas.

The project groups are determined by the heads of departments or heads of divisions.

#### *Internal Information*

The communication of information internally is of vital importance for an organisation as large as Statistics Denmark, and communication channels need to be further developed. As an example either written or verbal reports are provided on all the meetings mentioned above.

The Intranet plays a central role in Statistics Denmark's information system. The aim of the Intranet is to make all relevant issues and supporting information available to staff, to help them to work more efficiently. This also ensures that experience and knowledge is shared between employees. Intranet allows the staff to locate information quickly and efficiently, i. e. information including official policies, reports, announcements, forms etc. We are in the process of expanding and improving Intranet.

Meetings of each division with the Director General and the head of department play an important role in the internal information system. At these meetings employees from the division have the opportunity to discuss their work. These meetings are held every second year in each division.

### 7.3. IT Policy

#### *Technology Plays a Central Role*

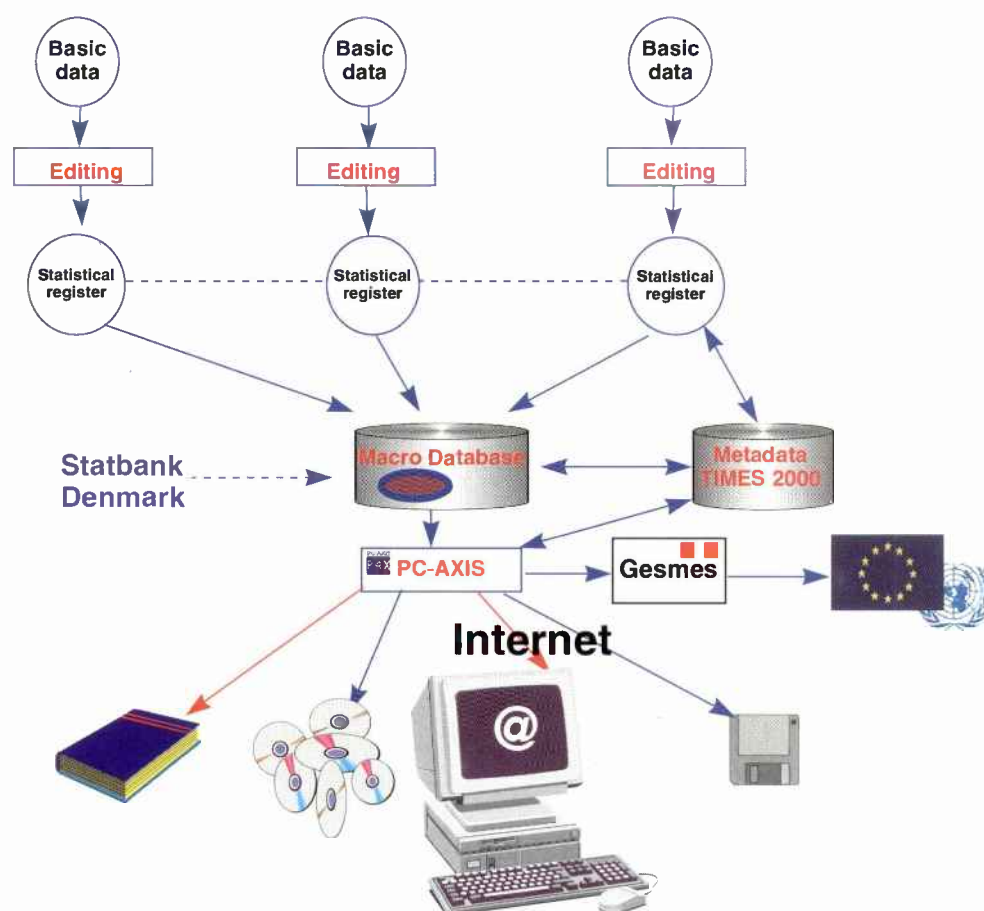
Statistics Denmark is an IT company - IT tools playing an integral part in all statistical production and dissemination.

The aim of technology at Statistics Denmark is to support and make more effective all work carried out within the institution. Consequently, technology is under constant development and is upgraded in accordance with new demands and technological advancements.

#### *Objectives*

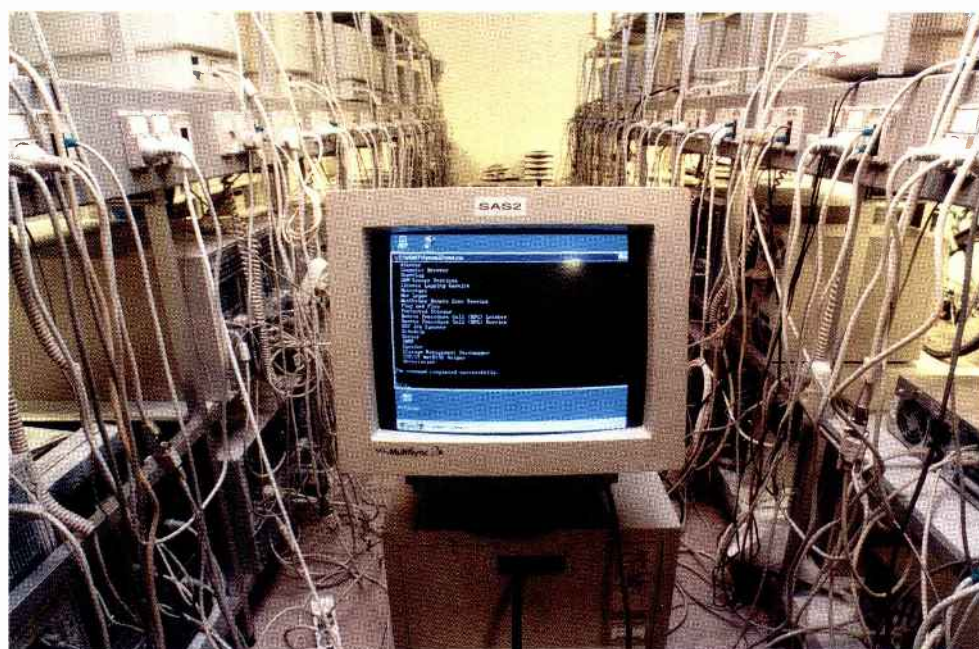
The IT policy is a means to help Statistics Denmark realise its objectives. In 2000 a new IT policy will be determined as a result of the objectives set in strategy 2005. The most important goals for the IT policy are:

- The development of the Macro Database - Statistics Denmark's common central database for all aggregated statistics which are under production or ready for publication.
- The development of Statbank Denmark, which is that part of the Macro Database accessible to the public, allowing access to all statistics of general interest. This will be developed so as to better satisfy our users' need for functionality and easy accessibility.
- The development of a single system to facilitate the speedy and complete reporting of statistics to the EU and other international organisations, in a standardised format, direct from the Macro Database.



- The development of the documentation system Times 2000, designed to document all of Statistics Denmark's production. It is a fundamental principle that all data should only be documented once, and that this documentation should be a common resource.
- The development of those technologies necessary to enable data suppliers to report their information by electronic means.
- The development of "the paper-free office". For example, the integration of the registration of incoming mail, case administration and electronic document exchange. This involves the integration of the Internet and Intranet.

The IT policy attributes great importance to international cooperation, especially with other statistical offices. Statistics Denmark is actively working to incorporate the best methods available from other countries in its IT policy. In order to advance these international working relationships Statistics Denmark works hard to set and implement international standards.



## 8. Staff and Management

### 8.1 Principles of Management

#### *Goal and Result Management*

The main management principle of Statistics Denmark is the consistent use of goal and result management. Goals are formulated in the form of a hierarchy of goals, starting with the overall mission and filtering down to specific goals. The goals are then consolidated in the annual work programmes, and contracts at the level of department and division. The results being documented and disseminated on a regular basis.

#### *Balanced Scorecard*

To achieve good results in the long term, it is important that goals take into consideration a broad spectrum of perspectives and are not only economically and professionally biased.

Statistics Denmark has been inspired by the management principles of balanced result management, better known as the balanced scorecard.

Balanced result management has led Statistics Denmark to formulate objectives in terms of the following 5 dimensions: professional effort, income and costs, user needs and assessments, staff development and motivation, as well as the efficiency of the internal working process. Within these 5 dimensions a selection of success criteria have been identified (i.e. goals), and the results are then documented.

#### *Value-based Management*

To achieve Statistics Denmark's goals all work is carried out in accordance with the four common values: User-orientation, quality, efficiency and innovation. The values give rise to a quality culture, which implies a desire to strive for constant improvement.

The third management principle of Statistics Denmark is that of value-based leadership, endeavouring to make values tangible in daily working practices. Value-based leadership means that employees and their immediate managers must have significant influence on their daily work so that these values can be upheld.

#### *Expectations of Management*

Successful management at Statistics Denmark means managers achieving results together with their staff - with an expectation of, and regard for, effort, dedication and results. The managers are expected to embrace three main roles: those of professional manager, staff manager and administrative manager.

The managers at Statistics Denmark employ a style of management which is visibly open, motivational and result-oriented, and they value the importance of open dialogue. Managers should be proactive, which means providing an initial focus on development, goal setting and problem solving. Subsequently, all ideas and proposals are discussed openly, and the employees are involved in all decisions to make change.

#### *Objectives*

Our strategies introduce a system for the systematic and regular evaluation of the management. These assessments provide the basis for the continual refinement of management style.

## 8.2 Strategic Development of Human Resources

### *Staff Expectations*

In this section the term *staff* is used as a concept embracing all employees. The ability of Statistics Denmark to achieve its goals is dependent on human resources. All staff are therefore required to be active in maintaining and improving their own qualifications and skills.

The skills of staff comprise their professional and personal qualifications as well as attitudes and opinions which enable them to carry out their work in an accomplished manner. Statistics Denmark believes it necessary that these skills be constantly improved and developed, and that all members of staff have both the right, and the duty to pursue further training.

Each employee is responsible for the development of his/her skills. Statistics Denmark has the responsibility to provide its staff with the opportunities to develop these skills further.

### *The Strategic Development of Human Resources*

The great importance we attribute to our human resources necessitates that staffing and education policies be closely linked to the objectives set out in Strategy 2005. The personnel and education policies must support the institution's goals and strategies, and thus it is important that we ensure that staff have the skills necessary for us to achieve our goals.

Statistics Denmark values highly the strategic development of human resources so that they are in harmony with Statistics Denmark's current and future operations. For the employee this means that any additional training should not only aim at the optimal performance of the task at hand, but should also take into account a general need for flexibility in order to keep abreast of future changes within the institution. The development of human resources should therefore be planned systematically.

### *Objectives*

The strategic development of human resources is an important area which comes under scrutiny during the strategy period. The objectives are:

- To establish *development plans*, with specific goals, for individual employees during the annual job review interview. The plans are followed up, and the results are then evaluated at the following job review. Consequently, the head responsible for staff is given greater responsibility and competence.
- A systematic *training programme* is decided, and a series of courses on various subjects and at various levels is implemented. These courses could be either internal or external. The programme should cover the needs that arise from the strategic objectives.
- A number of *training courses* are established for each staff group. Some parts of the training courses are compulsory.
- We value highly the *international dimension* of human resource development. Our staff are encouraged to seek out and participate in international courses - including the Training of European Statisticians (TES) programme. Statistics Denmark will also support international consultancy, and staff stationed abroad in other statistical institutions, including Eurostat. The active participation in international seminars and conferences is important, and English language skills will be given greater emphasis.
- Human resources should be developed in many areas. Statistics Denmark is an IT company, and the improvement of staff skills in more general subjects



such as *IT* is crucial. *Dissemination* and *communication skills* are also of vital importance for many employees.

- The development of skills also includes *on the job training*. In order to develop staff skills in a number of areas, work should be diverse, with a range of different tasks and responsibilities. We view mobility within the institution positively, and all members of staff should be able to function as a back-up for jobs other than their own.
- The policy of *recruiting* staff with the relevant work experience is increasingly important.
- Staff, our users and IT technology are the basis of a *knowledge-based reporting system* which is represented in the company accounts. They should also document the effects of the human resource development strategy.

### 8.3 Personnel Conditions

#### *Personnel Policy and Strategy*

Statistics Denmark's personnel policy promotes the achievement of good results, by ensuring that the institution is an attractive place to work.

In agreement with the state's general personnel policy, Statistics Denmark's personnel policy will promote the objectives determined in Strategy 2005. The four common values closely link these objectives with the personnel policy.

#### *Personnel Policy*

Statistics Denmark's personnel policy aims to provide work which is:

- *Professional*. This necessitates an environment conducive to good work. All employees are expected to be user-oriented, professional, quality conscious and efficient.
- *Independent*. The aim is to delegate jobs with a level of responsibility and skills equal to each individual's qualifications. Employees are expected to be dedicated to their duties and willing to work together with other members.
- *Developmental*. Good professional and personal development possibilities should be offered, including training courses, job development and mobility. Staff should be flexible, and take responsibility for developing their own skills. All staff have the opportunity to develop their careers by undertaking work of increased responsibility, higher salary levels and promotional opportunities (also without staff responsibility).
- *Integrated*. It is important that the working lives and family lives of employees function in accord with each other. We take steps to ensure that we operate a policy of sexual and racial equality, and we provide opportunities for older employees and people with working disabilities, and provide the opportunity to opt for reduced working hours and less responsibility.
- *Good working environment*. We aim to provide a safe and healthy working environment, both physically and mentally - a conducive working atmosphere in physically pleasing surroundings.

The personnel policy, training policy and remuneration policy of Statistics Denmark are described in a publication which is regularly updated, and a staff handbook is produced which lays out the rules on personnel conditions.

*Evaluation of the  
Personnel Policy*

The personnel policy is constantly evaluated and improved. This is done in the following ways:

- An evaluation by the Joint Consultation Committee.
- Annual job review interviews which all staff undergo. During the interview, their training needs are assessed, the previous years' results are evaluated, and specific developmental goals are set.
- Regular staff surveys.
- Regular management audits

*Remuneration  
Policy*

The previous state remuneration policy had seniority as an important influence on salary level, with increases in salary given in accordance with age, until a certain level. The new state remuneration system does not prioritise seniority in the same way.

The new system is based on agreed basic salary levels. These may or may not increase with seniority. Salaries are also determined in the light of whether the individual employee is eligible for income supplements due to their job function or qualifications, or one-off bonuses (which are determined internally within Statistics Denmark).

Statistics Denmark views this new remuneration system positively, and the salaries of the majority of employees have already been transferred to this system. We believe the new system will better enable Statistics Denmark to achieve its objectives, as it sets greater demands on the employees' working performance, and stipulates an annual evaluation of each employee's qualifications and effort.

Statistics Denmark uses the new remuneration system to reward high qualifications, good results and a high level of effort.

*Working  
Environment*

Statistics Denmark understands the value of a pleasant physical working environment. The workplace should be ergonomically designed, and technology should be as environmentally friendly as possible.

The physical appearance of the institution should be that of a modern, congenial workplace which will attract and keep qualified employees. This is monitored by frequent workplace evaluation surveys.

Statistics Denmark appreciates the value of a congenial working atmosphere for all members of staff, and aims to inspire an atmosphere of quality, efficiency, enjoyment and motivation throughout the entire working process. The personnel policy must contribute towards the fulfilment of these objectives, which are monitored via a series of annual job reviews and staff surveys.

# Appendix 1

## Short History of Statistics Denmark

<i>Early Beginnings</i>	1769	The first population census in Denmark (including Norway, Iceland the Faroe Islands, Slesvig-Holsten, Oldenburg and Delmenhorst).
	1833	The Table Commission was founded, which consisted of highly ranked civil servants.
<i>The Institution was Founded</i>	1850	The Statistical Bureau was established on the 1 <sup>st</sup> January and was directly responsible to one minister (at that time the Danish Minister of Internal Affairs).
	1869	The first publication of the forerunner to the Statistical Year Book <i>Statistical Summary</i> .
	1895	The first Act on Statistics was passed, the institution expanded and changed its name to the Government Statistical Bureau.
	1896	The first edition of the Statistical Yearbook.
	1913	The institution's name was changed by law to <i>The Statistical Department</i> and the institution expanded.
	1945	The first Danish national accounts were published.
<i>Statistics Denmark</i>	1966	Parliament passed a new statistical law which emphasised the institution's independent status. The name was changed to <i>Statistics Denmark</i> .
	1973	Denmark became a member of the European Community which had considerable consequences on the production of statistics.
	1975	Parliament passed the Act on the Central Business Register, which is administrated by Statistics Denmark.
	1976	The first register-based population census in Denmark. This was made possible with the establishment of the Central Population Register in 1968.
	1980	The first register-based dwelling census. This was made possible with the establishment of The Central Register of Buildings and Dwellings in 1977.
	1981	The first completely register-based population and housing census.
	1984	Direct access to electronic statistical databases.
	1996	Parliament passed the Act on the new Central Business Register, which is administrated by Statistics Denmark.
	1996	Statistics Denmark's first strategic plan called <i>Strategy 1996</i> which focused, among other things, on user-orientation, quality, timeliness and efficiency. It also introduced goal and result management.

## Appendix 2

### Organisation of EU Cooperation

<i>SPC</i>	The Statistical Programme Committee (SPC) was appointed in 1989 and consists of the Directors General for the national statistical institutions and is presided by Eurostat's Director General. The SPC advises on the planning of the 5-year work programme, the annual work programme and statistical legislation. The committee also functions as an implementation committee in accordance with current comitology procedures. The Directors General for the statistical institutions in the European Economic Area participate in the meetings without a vote.
<i>Eurostat Working Groups etc.</i>	The preparation of new statistical legislation under the auspices of Eurostat is done by working groups, in which all member states are represented. From time to time work is carried out in taskforces, where selected member states are represented. Before a proposal for new statistical legislation is put before the Council and European Parliament, a draft is presented to the SPC for comments.
<i>Council Working Groups and the European Parliament</i>	<p>When the Council and European Parliament have received the final proposal for legislation from the Commission, it is discussed in a Council working group. Member states participate and are normally represented by the statistical institutions. Simultaneously a parallel reading is carried out in the European Parliament.</p> <p>The execution of new European statistics occurs once it is decided by the Council and European Parliament in the form of specific legislation, or by agreements between the national authorities and the EU authorities.</p>
<i>The Implementation Committees</i>	<p>The Commission is often authorised to determine detailed rules and carry out small adjustments to the legislation on condition that this is accepted by a specified implementation committee.</p> <p>Statistics Denmark is represented by the National Statistician in the SPC which, with reference to certain legislation acts as an implementation committee. In addition Statistics Denmark is represented in 7 other committees: 1) Standing Committee for Agriculture Statistics, 2) Customs Code Committee, Tariff and Statistical Nomenclatures, 3) The Committee on Statistical confidentiality, 4) The GNP committee, 5) The Committee on the Statistics of the Trading of Goods between Member States (INTRASTAT), 6) The Committee on External Trade Statistics with third countries and 7) The Health Monitoring Committee.</p>
<i>CEIES</i>	In 1991 the Council decided to establish a European advisory committee for statistical information in the economic and social spheres (CEIES). The committee consists of representatives from the Commission, in practice Eurostat, the Directors General from the national statistical institutions and users of statistics.
<i>CMFB</i>	In 1991 the Council also decided to establish a committee for monetary, financial and balance of payments statistics in order to establish a close working relationship in this field with a view to implementing the economic and monetary union. The committee consists of representatives from the Commission and from the most important institutions working with monetary, financial and balance of payments statistics in the member states. In practice this tends to be the national statistical authorities and central banks.

## Appendix 3

### Organisation of Other International Cooperation

**UN** The UN's Statistical Commission is the overall authority, aided by the UN statistical office in New York. In 1994 the Commission agreed to the fundamental principles of all official statistics, see note 1. In 1993 the Commission decided the world-wide system of national accounts (SNA93). The Commission agrees on further statistical classifications, principles and guidelines, for example the basic industrial classification (ISIC) and the classification of products (CPC).

**The UN Family** The UN's Economic Commission for Europe (ECE) and its Conference for European Statisticians (CES) play an important part in the UN's statistical system. For example it was the CES/ECE who first produced and approved the fundamental principles of official statistics. CES provides the forum where the chief statisticians from all European countries, the former Soviet Union, USA, Canada and Israel as well as international organisations such as OECD, Eurostat, ILO, FAO, IMF, WHO, UNESCO, the World Bank etc. meet to coordinate and develop the production of statistics at international level.

Statistics Denmark participates in the statistical activities of the above-mentioned international organisations. In many cases the organisations have agreed the essential guidelines for statistical productions which Denmark adheres to, for example ILO's guidelines for statistics on unemployment, and the IMF's guidelines for the balance of payment statistics.

In other cases, organisations have a monitoring function and the purpose to disseminate the information. For example Statistics Denmark hands in a timetable to the IMF (The International Monetary Fund) with the dates when key economic figures will be published.

To ensure that figures are comparable international organisations are in charge of extensive work to harmonise statistics, which ranges from guidelines to direct requirements for the statistical information which Member States must report to these organisations.

**Nordic Cooperation** Cooperation between Nordic statistical institutions involves both the exchange of experiences and direct cooperation on statistical projects. This working relationship is extremely beneficial as the countries' statistical systems have many similarities. The heads of the central statistical offices of the Nordic countries therefore hold a number of meetings each year. The heads of the central statistical offices have also established a number of network groups for specific statistical areas. The principal goal of these groups, which consist of a member from each country, is to exchange experience and "best practices".

In addition Statistics Denmark contributes to the work of the Nordic Social Statistics Committee (NOSOSKO) and the Nordic Medical Statistics Committee (NOMESCO), both of which produce an annual statistical publication. Statistics Denmark also has chief responsibility for the publication of the Nordic Statistical Yearbook.

**ISI** Statistics Denmark also participates in the work of the world-wide International Statistical Institute (ISI), especially the section for official statistics (IAOS). Furthermore Statistics Denmark participates in a number of other international working relationships, for example The Round Table on Business Survey Frames, service statistics (Voorburg-Group) and national account issues (IARIW).

## Appendix 4

### Facts about Statistics Denmark

---

#### Fact 1

- The greater part of Statistics Denmark's statistical programme is affected by EU legislation.
  - By 1 January 2000, 130 statistical legal acts were passed with consequences on Statistics Denmark's statistical programme.
  - In 1999 the total response burden imposed on industry by Statistics Denmark was equal to 252 man years. 92 pct. was affected by EU legislation.
  - In 1999 employees from Statistics Denmark's were represented in 10 committees, 81 working groups and 27 task forces in the European Commission, and 6 working groups in the European Council. In 1999 Statistics Denmark has a total of 621 travelling days for EU purposes.
- 

#### Fact 2

In 1999 Statistics Denmark had an income of DKK 288 mio. (excluding the Central Business Register). These were split up between the following areas:

The Basic Statistical Grant .....	66 pct.
Income from Publications etc. ....	4 pct.
Financial Contributions .....	8 pct.
User charges.....	22 pct.
Total .....	100 pct.

This shows that a third of Statistics Denmark's employees are involved in tasks which generate their income, i.e. income not coming from the statistical grant. This is equivalent to about 200 out of a total of 616 man-years.

---

#### Fact 3

In 1999 Statistics Denmark's self-generated income was DKK 97 mio. (excluding the Central Business Register and other minor incomes), the income was split between the following customer groups:

The State.....	40 pct.
The Business Community and Organisations.....	24 pct.
Foreign Customers .....	16 pct.
The Research Sector .....	11 pct.
Municipalities.....	6 pct.
The General Public .....	3 pct.
In total .....	100 pct.

---

---

**Fact 4**

- The response burden exacted on industry by Statistics Denmark has developed according to the following:

1996.....	310 man-years
1997.....	248 man-years
1998.....	239 man-years
1999.....	252 man-years

- From 1996 the response burden fell by an average of 21 pct. for the years 1997-1999.
  - In 1999 only 24 pct. of enterprises reported data to Statistics Denmark.
- 

**Fact 5**

The developments in the average publication time in days during the period 1989-1999

	1989	1994	1999
Monthly Statistics.....	55	54	35
Quarterly Statistics.....	110	102	74
Annual Statistics.....	367	341	239

- In the period 1989 to 1994 the publication time for statistics decreased by an average of 2-7 pct.
  - In the period 1994 to 1999 the publication time for statistics decreased by an average of 27-35 pct.
- 

**Fact 6**

The average publication time in days split up into data supplier time and internal production time in 1999

	Monthly Statistics	Quarterly Statistics	Annual Statistics
Publication time.....	35	74	239
Data Supplier Time.....	19	47	154
Internal Production Time.....	16	27	85
Data Supplier Time as a percentage.....	53	64	64

On average the data supplier time lies around 63 pct. of publication time.

---

**Fact 7**

The percentage of publications which observe the specialised goals of timeliness.

	1994	1999
Monthly Statistics.....	72	90
Quarterly Statistics.....	50	76
Annual Statistics.....	64	78
All Statistics .....	62	82

---



---

**Fact 8**

Average customer satisfaction with the service activities in 1999 measured in points out of 5.

Contents .....	4.3
Service .....	4.4
Documentation .....	3.9
General Satisfaction .....	4.1

During the years 1996, 1997, 1998 and 1999, the average level of satisfaction remained constant at 4.1.

---

**Fact 9**

The percentage of customers who are of the opinion that the service tasks are delivered on time

	1996	1997	1998	1999
Before Time .....	6	11	17	15
On Time .....	80	80	74	78
Too Late .....	14	9	9	7
In total .....	100	100	100	100

---

**Fact 10**

The size of the national statistical institutions measured by the number of permanent employees (man years) in 1998

- Statistics Denmark has 593 employees and is the third smallest institution compared to the statistical institutions of 15 other comparable countries, including Sweden, Norway and Finland. Only Ireland and Luxembourg have institutions with fewer permanent employees.
  - Some of the employees are employed by means of the institution's self-generated income (i.e. income that is not covered by statistical grant), and are employed to carry out the tasks that generate this income. In Statistics Denmark's case this percentage of employees is 31 pct., which is unusually high.
  - Apart from these employees, Statistics Denmark has 409 permanent employees and on this account is the second smallest statistical institution. Only Luxembourg has fewer employees.
- 

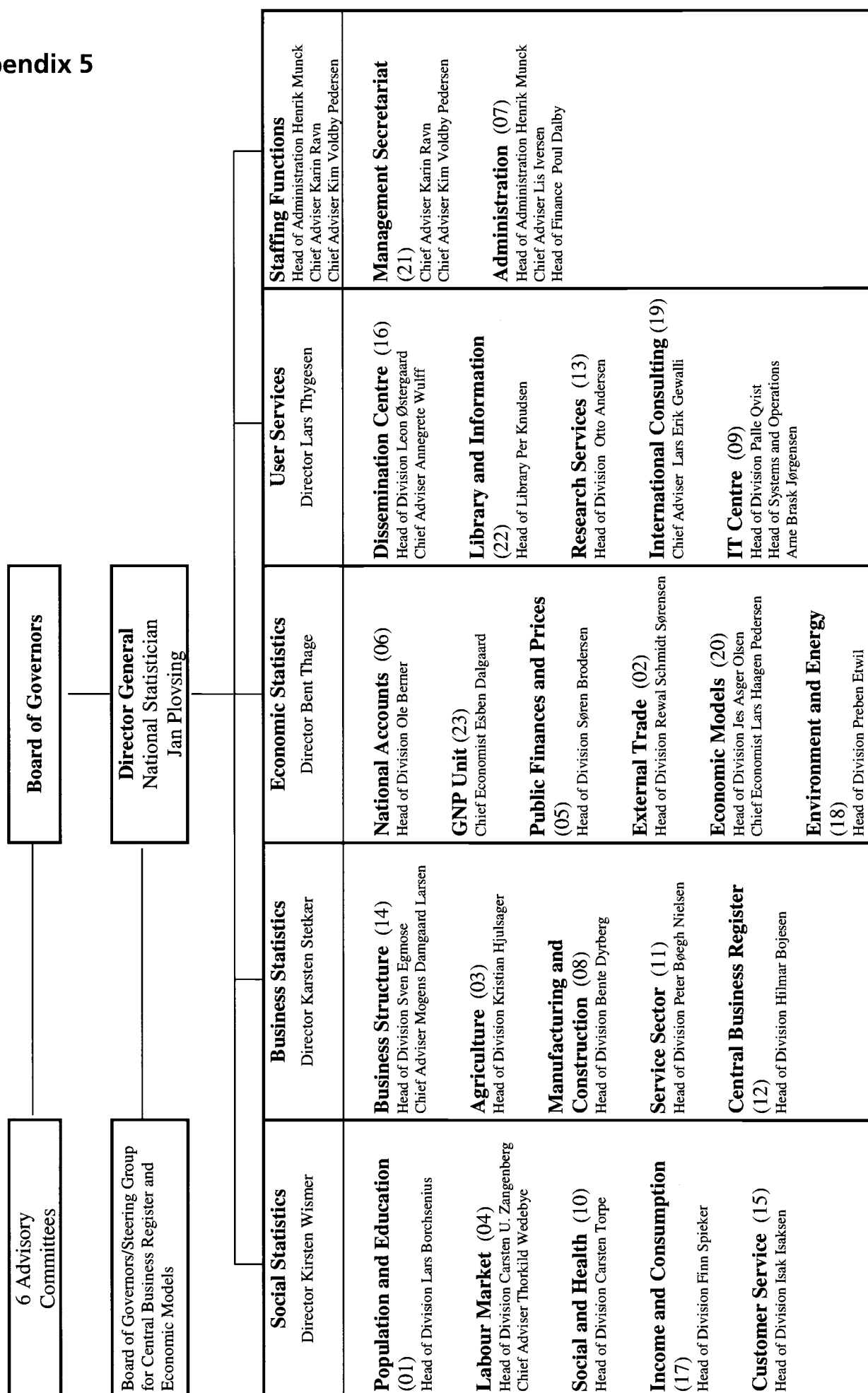
**Fact 11**

Average publication time for quarterly statistics in days in 1999

	Statistics on Persons	Business Statistics	Economic Statistics
Publication time .....	76	72	76
Data Supplier time .....	54	36	55
Internal Production Time .....	22	36	21

---

## Statistics Denmark Organisation Chart, 1 June 2000



# Subject Index

*Figures refer to page numbers*

## A

Act on Public Registers 26  
ADAM (Annual Danish Aggregate Model) 30  
Administration Act 27  
Advisory Committees 23  
aims 5  
Amsterdam Treaty 13

## B

balanced scorecard 45  
benchmarking 39  
Board 10-11  
business statistics 29

## C

CEIES (Comité consultatif européen de l'information statistique dans les domaines économique et social) 50  
central authority 10  
Central Bank of Denmark (Danmarks Nationalbank) 5  
Central Business Register (CBR) 7, 9, 19, 21  
CES (Conference of European Statisticians) 51  
CMFB (Committee on Monetary, Financial and Balance of Payments Statistics) 50  
coherent statistics 28-31  
commissioned work 17-18, 20-21, 35, 52  
communication policy 34  
company accounts 8, 36  
comparable statistics 5, 28  
concept of quality 5-6, 11-13, 30-32  
confidentiality 12, 26-27  
contracts, internal 40  
core values 6  
Council working groups 50  
CPC (Central Product Classification) 51  
customer surveys 32, 35, 37-38, 54

## D

Danmarks Nationalbank 5  
Danmarks Statistikbank (Statbank Denmark) 20, 33, 43  
data security 26-27  
data suppliers 24-25  
demographic statistics 29  
Director General 11  
dissemination 7, 9, 20, 33-35  
documentation system 44  
DREAM (Danish Rational Economic Agents Model) 30

## E

economic framework 17-21, 52  
economic models 30

economic statistics 30  
electronic dissemination 20, 33, 35  
electronic document exchange 44  
energy statistics 30  
ENS95 (European System of National and Regional Accounts) 30  
environmental statistics 30  
ESR98 29  
EU cooperation 13-16, 43, 50, 52  
European Parliament 50  
Eurostat 15, 50

## F

FAO (Food and Agriculture Organization of the United Nations) 51  
financial resources 17-21, 52  
foreign trade statistics 30  
free copies 20

## G

GIS (geographic information systems) 35  
goal and result management 45  
green company accounts 36  
green national accounts 30

## H

human resource development 6-7, 9, 45-47

## I

IAOS (International Association for Official Statistics) 51  
IARIW (International Association of Research in Income and Wealth) 51  
ILO (International Labour Organization) 51  
IMF (International Monetary Fund) 51  
implementation committees 50  
independence 10-13  
integrated statistical registers 29  
internal benchmarking 39  
internal contracts 40  
internal information 42  
internal service 41  
international benchmarking 39  
international coherence 5, 28  
international consultancy 16  
international cooperation 5, 7, 9, 13-16, 43, 50-51  
internet 20, 33  
intranet 42  
ISI (International Statistical Institute) 51  
ISIC (International Standard Industrial Classification) 51  
IT policy 43-44

## K

knowledge-based company accounts 36, 47

- L**  
labour market statistics 29  
library 20, 33
- M**  
management 10-11, 41-42, 45  
management principles 45  
media policy 34  
meeting structure 41-42  
Ministry of Economic Affairs 11
- N**  
national accounts statistics 30  
national cooperation 5, 12  
National Statistician 11  
NOMESCO (Nordic Medical Statistics Committee) 51  
Nordic cooperation 51  
NOSOSCO (Nordic Social Statistics Committee) 51
- O**  
OECD (Organisation for Economic Co-operation and Development) 51  
organisational structure 41-42, 55
- P**  
personnel policy 47-48  
pricing policy 20-21  
professional independence 10-13  
project groups 42  
public surveys 38  
publication times 32, 37, 53-54
- Q**  
QUALISTAT 32  
quality, concept of 5-6, 11-13, 30-32  
quality declarations 31, 36  
quality surveys 32, 35-36
- R**  
reliability 5, 11-13, 31  
remuneration policy 48  
response burden 25, 44, 52-53  
Round Table on Business Survey Frames 51
- S**  
self-generated income 17-18, 20-21, 35, 52  
service activities 7, 9, 17, 20-21, 35  
SNA93 (System of National Accounts) 30, 51  
social statistics 29  
SPC (Statistical Programme Committee) 50  
staff, man years 54  
staff development 6-7, 9, 45-47  
staff policy 47-48  
staff surveys 38  
standing committees 41  
Statbank Denmark (Danmarks Statistikbank) 20, 33, 43  
Statistical Law 14  
statistical methodology 29-30  
statistical programme 7, 9, 17-18, 20, 28-31, 40, 52  
Statistical Programme Committee (SPC) 50  
Statistics Denmark's Library and Information 20, 34  
strategic objectives 7-9
- T**  
technology policy 43-44  
TES (Training of European Statisticians) 46  
trustworthiness 5, 11-13, 31  
Times 2000 44
- U**  
UN cooperation 16, 51  
UNESCO (United Nations Educational, Scientific and Cultural Organization) 51  
user charges 18-20  
user groups 22-23  
user surveys 32, 35, 37-38, 54  
user-orientation 22-23, 32-35
- V**  
value-based management 45  
values 6  
Voorburg-Group 51
- W**  
WHO (World Health Organization) 51  
work programme 40  
working environment 38, 47-48  
workplace evaluation surveys 38, 47-48  
World Bank 51