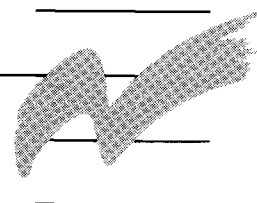


STRATEGY 96

The Objectives of Statistics Denmark



Danmarks Statistik
Sejrøgade 11
DK-2100 København Ø

Phone + 45 39 17 39 17

Fax + 45 31 18 48 01

e-mail: dst@dst.dk

<http://www.dst.dk>

Preface

Public institutions must always rise to the challenges that justify their existence, and should strive to carry out those tasks to the very best of their abilities. This demands that such institutions are under a continuous process of change and development.

In order to fulfil our responsibilities it is crucial that our objectives be defined, and that we share a vision which dictates the direction in which our efforts can be steered. It is also important that we realise to which extent these goals are actually achieved.

Strategy 96 describes Statistics Denmark's overall mission, as well as the objectives we strive towards in a continuous effort to improve and refine our results. Clearly establishing common goals and making them known enables us to make more efficient use of our resources.

Strategy 96 addresses the general public, our international colleagues, the Board of Governors and the staff, providing an insight into the agency's fundamental principles and objectives.

By emphasising our goals and results we are focusing on the very essence of Statistics Denmark's existence. Why exactly do we exist? What can we contribute to society? What is it that we actually contribute?

These questions will find their answers through goal and result management, and *Strategy 96* will consequently bring the results into focus.

Throughout 1996 this strategy has been conducted as a pilot project in conjunction with RIKA (the result-oriented pursuit for quality and applicability). From January 1997 goal and result management will have full effect throughout the entire institution.

April 1996

Jan Plovsing
Director-General
National Statistician

Goal and Result Management

The Fundamentals of Statistics Denmark

1. Tasks

- * Mission
- * Principal tasks
- * EU co-operation
- * Activities

2. Basic principles

- * Independence
- * Confidentiality
- * User-orientation

3. Resources

- * Income
- * Data sources

Main Objectives

4. To produce top quality products

- * Quality
- * Usefulness

5. To provide excellent services

- * Service-orientation
- * Dissemination

Priorities

6. Planning

- * Work programme
- * Strategic plans

7. Conflicts of interest

8. Specific goals

9. Efficient production

- * Staff
- * Organisation
- * Technology

10. Results

- * Objective results
- * User satisfaction
- * Reports

The Fundamentals of Statistics Denmark

1. Tasks

1. Our mission is to provide objective statistics on social and economic conditions in society. In so doing we aim to provide society with the information it needs in order for its **economy and democracy** to work.

Mission

Our purpose in producing these statistics is to enable:

- The general public to form a reliable picture of Danish society.
- Politicians, public agencies, the business community and other organisations to obtain the information from which rational decisions can be made.
- Research activities to be developed.
- A clear description of the trends in Europe and the rest of the world

1.2 Statistics Denmark is **the central statistical office of Denmark** and responsible for co-ordination of all official statistics concerning Denmark and Danish society.

Principal tasks

1.3 The principal responsibilities of Statistics Denmark are laid out in the Act on Statistics Denmark, adopted by parliament in 1966 with later amendments. (1)

Statistics Denmark's **principal task** is to collect, process and publish statistical information on social and economic conditions. This task should be carried out using efficient and scientific methods.

In certain statistical areas this task may be carried out in co-operation with local authorities and other official statistical agencies.

In addition Statistics Denmark may take on **paid statistical activities** and provide assistance to committees and commissions.

Statistics Denmark will also participate in **international** statistical activities in order to promote uniform standards and to increase the usefulness of statistics.

Statistics Denmark may also undertake statistical **analyses and forecasts**.

1.4 Statistics Denmark has been established as the **central authority** for Danish statistics. This means that:

- Other public authorities and institutions must co-ordinate their efforts with Statistics Denmark if they intend to collect and prepare statistical information.
- Statistics Denmark shall be in charge of, or assist in, the organisation and utilisation of public authorities' central registers which can be used for statistical purposes.

- The Minister of Economic Affairs may decide that Statistics Denmark must provide statistical information intended for use by the central government administration and the legislature.

1.5 In accordance with specific legislation Statistics Denmark will also administrate the **Central Register of Enterprises and Establishments** which is to be replaced by the **Central Business Register** over the next few years.

EU co-operation

1.6 As a member of the EU Denmark participates in a **binding co-operation** on compilation and preparation of statistics.

The significance and scope of this working partnership has increased considerably over the past few years, firstly with the establishment of the European Single Market from 1st January 1993, and then on 1st November 1993 with the Maastricht Treaty on the European Union. As a result of these decisions efforts to create a common European Statistical System (EES) have been intensified. (2)

Statistical co-operation within the framework of the EU aims to compile comparable European statistics that can be used to describe the development of the Union. These statistics provide vital background information for political decisions made on EU co-operation within, for example, the following areas:

- Development of the European Single Market
- Agricultural policy
- Economic convergence with reference to the EMU
- Other business and economic relations
- Labour market, social and regional relations
- Matters concerning energy and the environment
- Financing of the EU budget

The production of comparable statistics is an essential factor in understanding the influences of EU membership on the current development in Denmark.

Statistics Denmark is making a positive contribution to statistical activities within the EU and to Eurostat's statistical programme. To an increasing extent this co-operation is based upon **EU legal acts**, i.e. legislation that obliges Denmark to produce specific statistical information.

Other international co-operation

1.7 In addition to the EU the development of the European statistical system also involves the EFTA countries through EEA collaboration. Co-operation with central and eastern European countries also means that these countries will gradually become integrated into the European statistical system. Statistics Denmark's objectives include an active contribution to a **wider European statistical co-operation**.

Statistics Denmark is also active in Nordic and other international statistical co-operation. (3)

Activities

1.8 The activities of Statistics Denmark fall into three main areas: the statistical programme, service activities and supporting activities.

The statistical programme

The statistical programme comprises:

- The on-going production of statistics on persons, businesses and the economy, usually produced on a monthly, quarterly or annual basis

- Development of these statistics via, for example, research projects
- Statistical publications
- Basic statistical registers on persons and businesses
- Economic models

The statistical programme is financed from three sources: 1) grants provided for in the state budget 2) financial contributions, for instance specific allocations from the EU and public authorities to support the activities mentioned above, and 3) revenue from publications.

The service activities include:

Service activities

- Production of customised statistics for individual users, using the output from the statistical programme as basis for the compilations.
- Data banks
- Research service including research databases
- Small area statistics and annual statistics for municipalities
- Telephone interviews and postal questionnaires
- International consultancy
- The Law Model
- Foreign trade services
- The Central Business Register

The service activities are financed by their income. The costs are determined so that they cover both direct and indirect costs of providing the services as well as the costs involved in further development of the services. By covering the average long-term costs the service activities remain economically sustainable.

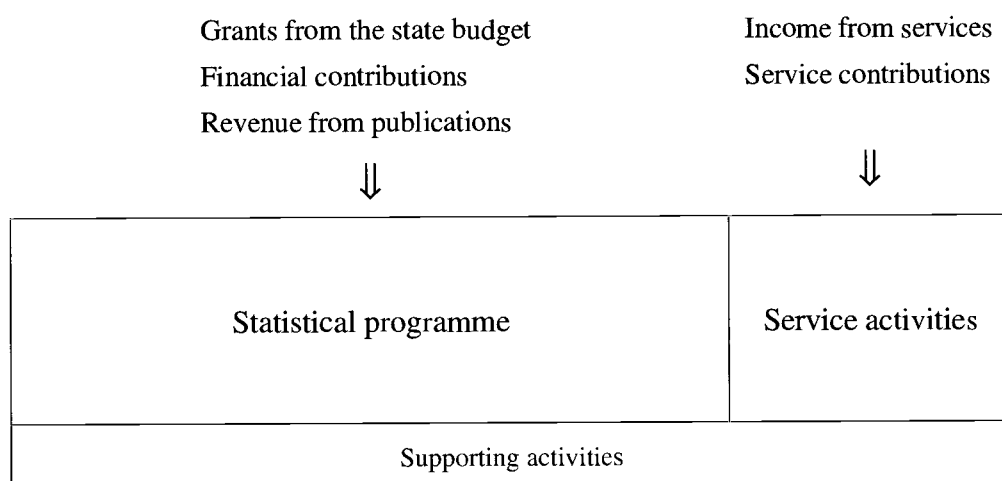
The supporting activities include:

Supporting activities

- Management and administration
- IT Centre, including computer facilities
- Library and reception

The supporting activities are financed by calculating them as indirect costs of all statistical activities whether they are part of the statistical programme or the service activities.

The financing of the statistical programme and service activities can be illustrated as follows:



2. Basic principles

Independence

2.1 Statistics Denmark is an **independent institution** within the Ministry of Economic Affairs (the Act on Statistics Denmark, sections 2-4)

The institution is governed by a **Board of Governors**, of which the chairman is the Director-General. Other members of the Board are appointed by the Minister of Economic Affairs. The Board makes decisions on the working plans as well as on the nature of information to be collected from businesses and other organisations. The Board also makes decisions of wider economic significance to Statistics Denmark, and draws up proposals for our budget for the Minister of Economic Affairs. The Board of Governors will also establish guidelines for the co-ordination of activities with other producers of official statistics and public registers.

Matters related to budget and staff fall within the jurisdiction of the **Minister of Economic Affairs**.

The **Director-General** has the professional and administrative management of Statistics Denmark.

The Board has established a number of **advisory committees** where both users and suppliers of statistical information are represented.

2.2 Statistics produced by institutions with strong political or economic interests may be prone to bias.

For this reason Statistics Denmark upholds a basic principle of **impartiality** on all academic matters. The institution aims to serve the interests of the general public by remaining independent of all political and economic interests. The institution shall provide balanced and **unbiased** statistics based on well-documented and objective information. Therefore, Statistics Denmark has established a set of principles to govern its working relations with other authorities.

2.3 An underlying characteristic of independence is that general statistics on society are a **public good**. These general statistics should therefore be made accessible to the public at negligible cost.

2.4 Another essential characteristic of independence is that statistical information is **to be made public** the moment it has been completed and subjected to quality control. It also follows that all users of these statistics should be allowed access to this information at the same time; literally, at the moment of publishing. (4)

Confidentiality

2.5 One of our basic principles is that all information on individual persons and businesses be treated in strict **confidentiality**, and that staff are bound to exercise professional secrecy on such matters.

Statistics Denmark places great importance on **data security** so that confidential information on people and businesses can be protected.

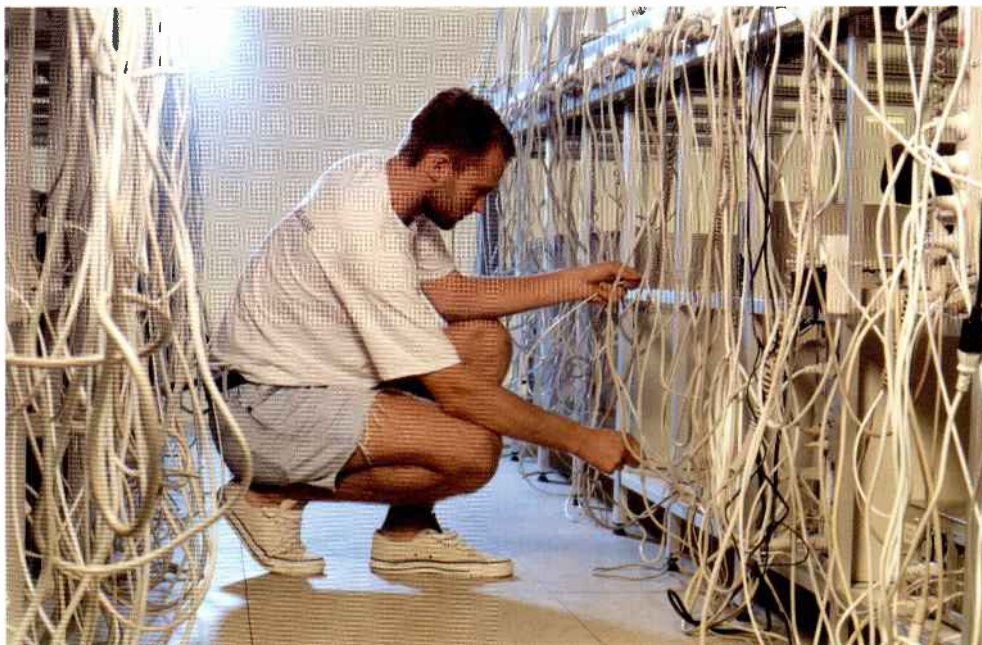
All data and statistics published by Statistics Denmark are compiled so that all persons remain **anonymous**. In general this principle also applies to businesses. (5)

2.6 Statistics Denmark exists in order to meet the statistical needs of both current and potential users.

User-orientation

To be **user-oriented** implies that we actively strive to understand the users' specific statistical needs, and that we aim to satisfy those needs wherever possible. Our users are (the list is not in order of priority):

- The public (citizens and press)
- The state (the Parliament, central government and ministries)
- The business community and labour market
- The EU and international organisations
- Research workers
- Local authorities
- Education and libraries



The IT-system supports our policy for data security

The IT-system of Statistics Denmark is based on a Local Area Network of around 600 pc work stations, all running MS Windows, and on an IBM-compatible mainframe computer running MVS. Until 1991, the system was based solely on the mainframe. This powerful machine is still very important and will remain so for the next few years because of its huge amount of data and applications. All LAN-based pcs are diskless and all data are stored centrally on file-servers or on the mainframe visualising the security aspect of the IT-policy. This policy also states that everyone uses the same software to perform the same type of tasks. Consequently, we have only one wordprocessing programme, one spread-sheet programme, one data base system, and so on. This makes in-house mobility more easy and support and training more efficient.

3. Resources

Statistics Denmark uses two basic external resources: income and data supplies. These resources play a crucial role in determining the nature of the statistics produced, and the range of areas they cover.

Income

Statistics Denmark receives two principle types of income: income financing the statistical programme and income financing the service activities.

3.1 The statistical programme is financed by a **basic grant** provided for in the state budget. In accordance with recommendations from the government and the Minister of Economic Affairs, the Danish parliament makes a political decision on the sum that is to be received. The grant covers the costs of statistics produced on social and economic conditions which are required by the state's politicians and EU legislation. This grant is supplemented by **financial contributions** and **revenue from publications** in order to cover all costs of the statistical programme.

3.2 The service activities are financed by the **income received** from these services and from **service contributions**. This income is received from clients who have specific and individual needs, either for tailor-made or standardised statistical products.

In step with the development of the information society we predict an increasing demand for specific statistical information. Statistics Denmark wishes to play an active and central role in this development and we naturally expect our range of services to expand accordingly in the coming years.

Data sources

3.3 The Act on Statistics Denmark states that **public authorities** and institutions are obliged to share their information. This also applies to **private institutions** where the nature of their information lies within the framework of the law. (6) The decision of the Board is to be solicited on both occasions. In addition to this EU legislation also has to be taken into consideration.

3.4 We give high priority to our **working relations with data suppliers**, and our aim is to be able to access the highest quality data as quickly as possible, whilst keeping data suppliers' costs to a minimum.

Main Objectives

Statistics Denmark's principal objective is to provide our users with top quality products and excellent services.

4. To Produce Top Quality Products

Statistics Denmark will produce top quality products relevant and useful to our users.

4.1 Statistics must be **reliable**. Our users should trust our figures, analyses and comments. This objective is unconditional and of vital importance to the entire institution.

Quality

Statistics must be of such high standards that there can never be any doubt as to the accuracy of their description. This also applies to provisional statistics. The final figures should be so precise that they form a solid and reliable background for the use of statistics in society.

4.2 Statistical products must be **relevant**. Their subject matter should be pertinent to current and future demands, both nationally and internationally. Statistics should evolve together with the developments in society so that they continue to reflect social and economic trends. They need to constantly adapt to changes in areas such as the business infrastructure, the welfare state and environmental issues.

4.3 Statistics should be described **clearly and precisely** so that users can easily understand what they cover, how they have been derived and their qualities.

Presentation of statistics must be carefully prepared so that the statistics can withstand the extensive coverage and treatment they receive from the media and other users.

4.4 The products of Statistics Denmark are to be **conceptually coherent**. This implies that each branch of statistics should be able to go together with other branches to combine these individual pictures of society to a comprehensive and coherent overview.

Statistics should also remain conceptually coherent through time and across national barriers. When they need to be revised users should be thoroughly informed.

As Denmark's central statistical authority, Statistics Denmark should always aim to establish one common and authoritative conceptual framework that can be applied to the various statistical producers in the country. The intention is to avoid the confusion which often arises from information not based on standard concepts.

4.5 Statistics must be produced **quickly**. The time lag between the reference period and the time of publication should be as short as possible. Statistics produced quickly are of a higher value.

Usefulness

Statistics should be publicised timely according to a **previously announced timetable** to give the users the opportunity to accommodate this time in their own plans, and to reinforce Statistics Denmark's independent status.

5. To Provide Excellent Services

Statistics Denmark offers its users high-quality services. We are service-oriented and promote the dissemination of information.

Service-orientation

5.1 Statistics Denmark offers its users high-quality services, which means that we actively strive to identify and **understand our users' exact statistical needs**.

The ability to provide excellent services also means that the various functions within Statistics Denmark's are **easily accessed** by the general public and that all inquiries will receive quick, helpful and competent replies.

5.2 Being service-oriented also requires that the **internal service functions** operate smoothly and effectively.

5.3 The services we offer our various users should take into account the current situation with our data suppliers. Branches of our statistical production will inevitably incur costs for our data suppliers, and we are aware that this **response burden** should be limited.

In order to compile economic and business statistics, Statistics Denmark is obliged to collect data from businesses. However our aim is to minimise these costs and therefore we always undertake the following:

- Carefully balance the social use of these statistics with the response burden.
- Use administrative registers for statistical purposes to the largest possible extent.
- Promote methods which make it simple for businesses to impart information.
- Ensure that, where possible, public authorities co-ordinate collection of statistical information from businesses.
- Explain thoroughly the reasons why statistics are being collected.

Statistics Denmark is the central information office for statistics in Denmark. The information service is part of our library, which offers the public the full range of Danish statistics as well as our vast collection of foreign and international statistics. We charge according to the complexity of the question.



5.4 Statistics Denmark will meet the users' special needs for specific statistics. On payment, these tasks will be carried out within the general scope of our **service activities**. The legislation has also defined this activity as an independent project area.

The service activities should grow continuously to position Statistics Denmark as a central data supplier in a society where information is of ever increasing importance.

The pricing strategy is determined so that the **pricing policy** is visible and consistent, and enables us to enter into unambiguous contracts with our clients.

5.5 Statistics Denmark will ensure that the dissemination of statistics is **coherent** and takes full advantage of **modern technology**.

Dissemination

The dissemination of statistics will take into account the fact that users have different uses and needs, and our statistical products and publications will be tailored towards specific target groups.

5.6 Whether statistics are published on paper or electronically they will always be presented in a **clearly comprehensible format**.

Statistics published on paper and accessible through electronic databases, will be made available **simultaneously**.

5.7 **Intersectoral and subject-related** publications of statistical analyses are important for the effective dissemination of statistics.



The Danish Statistical Yearbook celebrated its 100th anniversary in 1996 with a print run of 9,500 copies, i.e. one copy per 550 people.

The most popular publication is, however, the Ten-Year Review - with a disk version -, issued yearly in one copy per 240 people. The CD-ROM, Statistics Across Borders, includes Nordic statistics and is produced in cooperation with the other Nordic countries.

Our on-line data banks are accessible to subscribers and updated daily.

Priorities

6. Planning

Statistics Denmark has drawn up its plans on the basis of its main objectives and the available resources.

Work programme

6.1 The first managerial step to be taken is to plan the **annual activities**, both for the statistical production and the use of resources. This planning means establishing detailed activity plans as well as the overall work programme.

The activity plans lay out the objectives for each statistical product and their planned development, including the resources to be allocated to their production. The work programme sets out the most important trends of statistical production.

The yearly working plan is instrumental in deciding the **priorities** given to existing and future products.

Strategic plans

6.2 The objectives of the annual plans are governed by the aims of the **strategic plans**. They determine the overall direction in which the institution should steer its energies and resources. These strategic plans take into account the future developments expected in society, and the challenges of the 21st century. One of the most important trends emerging is that of growing global economic integration. The increasing influence of the service industries and the continual expansion of an information society are other significant trends.

6.3 The process of both European and global **integration** raises challenges for statistical production. The public's general standard of living, national politics and commerce are becoming more and more dependent on the international development. Wars, environmental problems, poverty, the development of a market economy, monetary crisis and the strains of European integration have boundless consequences.

The demand for information on other countries' economies and social conditions will consequently grow; likewise will the need for internationally comparable statistics. As the process of European economic integration develops it becomes clear that the way the labour market works will play an ever increasing role in general living standards. As part of the international division of labour the service industry will also have growing significance in our part of the world.

For these reasons Statistics Denmark will focus strategically on the following areas.

- To increase statistical information on other countries.
- To make statistics more easily comparable at international level, and in this way contribute to the development of the common European Statistical System (ESS).
- To develop a more comprehensive and consistent system for the compilation of labour market statistics. This development should also take into account the context of statistics on social affairs with reference, for instance, to recipients of income transfers. This also holds true for education and training statistics, and for revealing persons' living patterns and the development of the welfare state.

- To develop statistics on energy and the environment to facilitate their integration with economic statistics.
- To develop statistics on the service industries.

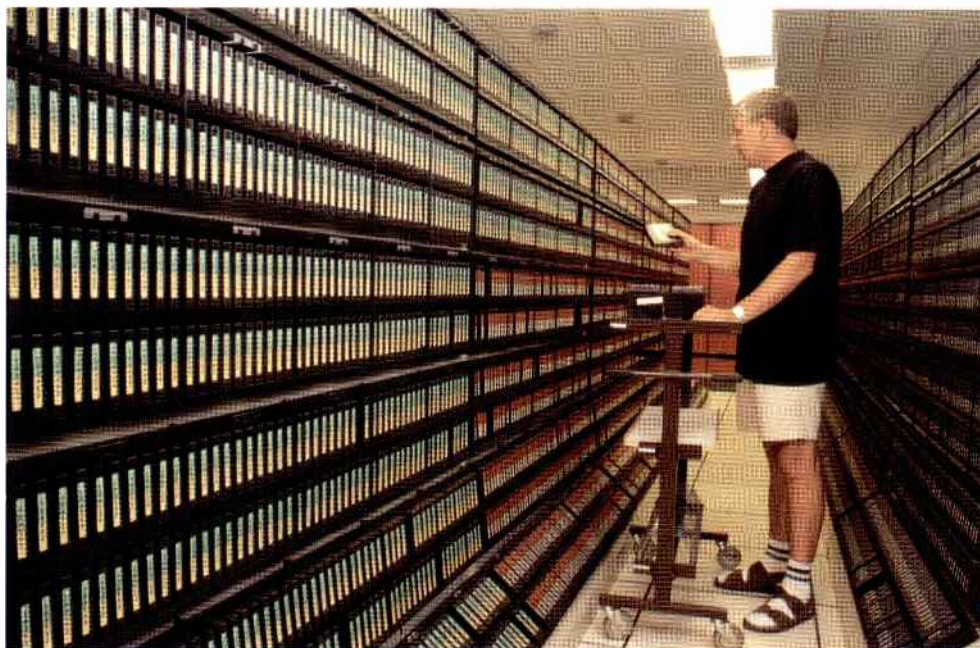
6.4 Information and information technology play an ever greater role in society. Although our society benefits from large data sources, information from those sources can often be complex and difficult to overview. Dissemination via electronic media allows people the possibility to follow the development of most countries in the world.

The development of the **information society** will stress the importance of statistics even more. Statistical information provides the basis for many decisions - politically, economically or otherwise. It can thus be expected that demands made on statistics by politicians and the media will increase and that the methods of dissemination will consequently be of greater significance.

In understanding our role as provider of statistical information, Statistics Denmark will focus its strategic planning upon the following:

- To increase the general public's understanding of the complex factors involved in society's development by disseminating statistics through different media, emphasising the use of key statistics, graphics, explanatory text and intersectoral analyses. Expert users will, however, have access to more complex statistics and data which they can then assimilate to their own programmes.
- To make use of information technology in order to facilitate the users' access to the precise information they need, and in the most appropriate form.
- To facilitate researchers' access to the data at Statistics Denmark by use of sophisticated electronic means, and by compiling research databases and registers designed specifically for research purposes.
- To develop the Central Business Register to form the basis of all industrial statistics, and relieve pressure from businesses' administrative functions.
- To develop a business model in co-operation with the Ministry of Economic Affairs, so that the consequences of political measures on various business sectors can be more closely monitored.
- To exploit all new opportunities presented by information technology so that businesses can impart statistical information on industrial development in such a way as to reduce the response burden.

**Response burden eased
by the use of data from
administrative registers**



The Act on Statistics Denmark states that the response burden must be reduced by producing statistics - as far as possible - on the basis of data already collected by other public authorities. Therefore, the Act grants Statistics Denmark access to data in administrative registers. Statistics Denmark has - over the last 20 years - developed a statistical system which is almost wholly based on administrative registers of other public agencies. Since 1981, even population and housing censuses have been solely based on administrative registers, excluding questionnaires. This implies that new and detailed census statistics are available every year.

**International
co-operation**



Eurostat, the statistical office of the EU, plays a major role in European statistical co-operation and Statistics Denmark is making its positive contribution. Above Mr Plovsing is signing a contract with his colleague Ms Antonovska, Director General of the Statistical Office of Macedonia.

7. Conflicts of interest

7.1 The various objectives set by Statistics Denmark, and our limited resources in terms of income and data supplies, naturally give rise to potential conflicts of interest. These disparities may either appear between Statistics Denmark and its interested parties or between these parties.

Conflicts of interest

Statistics Denmark's resources will always be limited and different interested parties have differing needs. Some of the disparities that arise from this can be clearly outlined:

- Users require statistics to **cover different areas**. If the resources available either entail an expansion or reduction of the statistical programme, which areas should then be affected? The labour market? Service industries? Salaries? Prices? Environmental matters? or something completely different?
- Many users, either from the public or private sectors, are interested in information on economic and business developments, however many companies wish to lower their **response burden**.
- Many users would like **service fees** to be reduced, however Statistics Denmark has to make sure that its own costs are covered. The only alternative to the current situation, where services are financed by the users themselves, is that services would be partly funded through taxes.
- Some of the users may require access to more **detailed data** at either individual or business level for the purpose of analysis or research. This aim may come into conflict with Statistics Denmark's duty to ensure that persons and businesses remain anonymous.
- Some users may require rapid short-term market information and in this respect are willing to accept **a certain amount of uncertainty**, where other users do not accept such potential inaccuracies.

7.2 These conflicts of interests may vary in proportion, but they should nevertheless be expected. In handling these problems Statistics Denmark will take its priorities into account, and **evaluate each case independently**. The institution will then justify the steps that are taken.

8. Specific Goals

Background

8.1 The objectives that have been presented earlier in *Strategy 96* need to be more specific in order to effectively steer Statistics Denmark efforts on a daily basis. Specific goals should be defined at each level: for the individual statistical product, the division, the department and for the institution as a whole. The **following concepts**, central to the institution's principle objectives, form the cornerstones for a series of more detailed goals.

Quality

8.2 Statistical products should be **thrustworthy**. The figures, analyses and comments must be reliable.

- All statistics will be accompanied by a description giving information on the quality and rapidity of the statistical information produced. This evaluation will be measured against a standard scale.
- Quality levels are established on all provisional statements. These requirements will set the standards on the acceptable difference provisional and final statements.
- Goals will be set for an increased number of seasonally adjusted time series, and for the harmonisation of both methods and principles of their compilation.
- Formal, external critiques on the quality of statistical products will be noted, and the future development of these statistical products will take these observations into consideration.

Usefulness

8.3 Statistics should be produced **as quickly as possible**.

- A time of publication will be set for each statistical product. As a general rule annual statistics should be published, at the latest, within the following year, quarterly statistics should be published within the following quarter, and monthly statistics within the space of the following two months after the reference period. (7)
- As the time of publication is calculated from the time needed for the suppliers to provide the data and the time to process this data, the duration of both these activities is measured and minimised as far as possible.

Service-orientation

8.4 High-quality services mean that **external enquiries** are handled as quickly as possible, and in a helpful and competent manner. Good services also require that the **internal service functions** operate smoothly and efficiently.

- Goals will be set to determine how quickly external enquiries should be replied. As a general rule any general enquiry should receive a written reply within 14 days.
- Service goals will be defined for all internal service functions.

8.5 Statistics Denmark's goal is to achieve **excellent working relationships** with its data suppliers, and reduce the business community's **response burden** to a minimum.

- Goals are set to determine the speed and quality of data from data suppliers.
- One or several numerical definitions will be attributed to the response burden and the development will be monitored over time.
- A set of guidelines will be established for new or modified statistics as well as a series of norms on how to meet enquiries and complaints from data suppliers.
- All fines and registration fees will be registered centrally.

8.6 The spectrum of **service activities** will expand to embrace the demands for data and statistical products made by specific users. In this way Statistics Denmark positions itself as a central data supplier in a society where information takes on an ever greater significance.

- The annual service income and service contributions indicate the extent to which these goals are realised.

8.7 Efficient dissemination of information requires that statistics are **easily accessible** to the users, and that efforts are focused on the production of **intersectoral and subject-related** publications.

Dissemination

- Goals for the dissemination and presentation of statistics will be based on the users' needs.
- Goals will be set to create easy-to-use data banks for the electronic dissemination of statistical information.
- Goals will be set to achieve an increased number of inter-sectorial and subject-related publications.

8.8 Specific goals will be established for every division starting in 1996 with full effect from 1997. The goals are described in a document and are re-evaluated each year in connection with the development of the working plans. During this process the goals are given priorities. For every statistical product a goal is defined in terms of quality and rapidity, reflecting the priorities given to that particular branch of statistics.

Goal-setting and priorities

In 1996 and 1997 the majority of divisions will concentrate on the time lag between the reference period and the time of publication, and will also place great emphasis on the improvement and maintenance of statistical reliability.

9. Efficient Production

Statistics Denmark will employ its resources to maximum efficiency in order to achieve the required results. **Efficiency** will be achieved through the following means:

- Highly qualified and dedicated staff
- Organisation structure and working methods appropriate to achieving the goals
- Appropriate technological applications

These three elements are necessary for efficient production of statistics.

Staff

9.1 It is only with highly qualified and dedicated staff that the institution is able to realise its goals. It is therefore of pivotal importance that Statistics Denmark provides excellent working conditions.

In order to achieve these aims Statistics Denmark has developed **personnel and training policies**. In accordance with the state's general policy on this subject our personnel policy aims to provide work that **challenges and develops** our staffs' personal resources. This necessarily takes two factors into consideration. On the one hand, our users demand that products are efficiently produced and continually renewed and modified. On the other, the staff's desire to share responsibility and to take an active role in their own personal and professional development. In other words these policies aim to achieve a positive development for each individual staff as well as for the institution as a whole.

One of the principle aims of Statistics Denmark's training policy is to prepare and qualify the staff to achieve the goals set out in *Strategy 96*.

9.2 Statistics Denmark shall provide high-quality products and offer excellent services. This emphasises the importance of a **quality culture** which permeates all levels of the work process. Quality starts with the individual and spreads through to all aspects of the working group. A general awareness of cost is also a feature of the quality culture.

The culture of Statistics Denmark will consistently pay great attention to both quality and cost.

Organisation

9.3 Statistics Denmark's governing organisational structure was established in **Organisation 95**. The objective is to promote:

- Quality and efficiency
- Usefulness and service-orientation
- International statistical co-operation
- A clear, easily comprehensible organisational structure

A certain **flexibility** in working methods is of vital importance to the efficiency of the organisation. This applies both within and between divisions, so long as the resources are put to the best possible use.

9.4 Information technology is an intrinsic part of Statistics Denmark and is also an essential tool in the production of statistics. **Technology**

Taking the available resources into account Statistics Denmark is continually developing and improving the technological tools required to achieve its goals and facilitate working processes.

IT tools contribute to the on-going efficient work processes in the institution and in this light Statistics Denmark has developed a **technological policy**.

10. Results

When the RIKA project (the result-oriented pursuit for quality and applicability) has been completed during 1996, Statistics Denmark will, to a large extent, be a result-oriented organisation. This implies that results and user satisfaction will be currently registered and monitored in order to see to which extent the goals have been achieved.

10.1 The **objective results** to be evaluated are mentioned in section 6. However the entire production will be under constant assessment. **Results**

10.2 In order to assess the **users' satisfaction** with Statistics Denmark's services, systematic surveys will be undertaken to evaluate the users' satisfaction with the fee-paying services. There will also be additional periodic surveys of user satisfaction with the entire activities of the statistical programme.

10.3 The results will be presented internally and externally in an **annual report**. Selected results will be mentioned in the Danish Finance Act and in Statistics Denmark's work programme. **Reporting**

Notes

1. The description of the principal tasks is an extract from the Act, section 1, with accompanying comments.
2. One area of co-operation is within the SPC (the Statistical Programme Committee), which comprises the director generals of national statistical institutions from both the EU and the EEA. This committee is chaired by Eurostat's Director-General. Co-operation also takes place within about 80 other work groups which consist of representatives from all countries.
3. This is especially for:
 - The Conference of Nordic Director-Generals for Statistical Institutions, Nordic statistical conferences and a number of other working groups.
 - UN co-operation, where the main event is the CES (Conference of European Statisticians). This comprises all European countries, and other countries including the former soviet republics, the USA, Canada, Australia, New Zealand and Japan.
 - Statistical co-operation with the OECD and ILO.
4. Like many other countries the minister responsible, (which in the case of Denmark is the Minister of Economic Affairs), will receive the News Releases on the main results a short time (about half an hour) before they are made public.
5. There is one exception that should be noted. In accordance with the law on the Central Register of Enterprises and Establishments (later the Central Business Register) everyone has access to information in this register.
6. The Act on Statistics Denmark sections 6 and 8-12.
7. Each specific statistical product will have its own goal and this will normally comprise an earlier publication time than those generally determined. In some cases, however, the general guidelines that determine publication times may not be upheld. This may be due to an unusually long time needed to collect data supplies or due to other exceptional circumstances. Nevertheless goals will be set for the time of publication.

Policies

In *Strategy 96* various policies have been mentioned which support our efforts to achieve our goals in important areas. These policies are on the following areas:

Independence and confidentiality

- Data security provisions for Statistics Denmark 1996
- Principles on co-operation with other authorities and on how to refer to their plans etc. 30th June 1995
- Statistics Denmark's discretion policy. October 1990

Personnel and organisation

- Organisation 95. 1st September 1995
- Personnel policy and personnel conditions 1995
- Statistics Denmark's educational policy 1996

Technology

- Statistics Denmark's technological policy 1996

Statistics Denmark's Organization Chart at 1 October, 1996

