

Activity plan for 2007

Statistics Norway

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Preface

The Activity plan for 2007 provides a concise overview of the activity plan for Statistics Norway for 2007. A separate budget publication illustrates the internal budget allocation for 2007.

The Activity plan for 2007 builds on guidelines in Report no. 1 to the Storting (2006-2007), and is based on Strategy 2007. EU legislative acts on statistics are also a crucial framework for the plan.

Activity plans have been drawn up for the different departments.

Statistics Norway also compiles an annual report on the activity, a separate annual report for international collaborations and an annual report on the research activity.

Oslo, 8 March 2007

Frøydis Langmark
Chair of the Board

Øystein Olsen
Director General

Innhold

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1. Prerequisites for the Activity plan for 2007

The Activity plan for 2007 is based on a number of previously compiled documents, and is influenced by international requirements, particularly those resulting from the statistical collaboration within the EEA.

Strategy 2007 Strategy 2007 builds on and supplements the strategy that was developed in 2002. The new main strategies are more refined and concise, and in addition build on more long-term scenarios that have been developed. More detailed sub-strategies have also been drawn up for areas such as IT, data collection and human resources. Ethical guidelines have also been compiled.

Strategy 2007 is based on five main strategies:

- Statistics portray society
- Research of high quality
- Satisfied users and motivated respondents
- Cooperation to improve statistics
- Quality in every process

The review of prioritised areas in section 3 follows the division into main strategies.

International requirements – EU legislative acts Adapting statistics to EU requirements is a key part of Statistics Norway's work. Requirements from other international organisations such as the IMF, OECD and UN are also crucial to the planning. The quality requirements that are collectively formulated in the EU's Code of Practice are a new addition, and also apply to Norway.

Budget proposals for 2007-2010 The budget proposal for 2007 was compiled in autumn 2005. Several of the prioritised areas of work in 2007 were for the first time referred to in the budget proposal, which was submitted to the Ministry of Finance on 20 November 2005.

With regard to the national budget for 2007, the government proposed allocating NOK 587 million to Statistics Norway; a good NOK 80 million more than the previous year. The increase is due to the high growth in user-financed assignments, partly as a result of the transfer of statistics work from Norges Bank. With regard to government assignments, resources have been allocated to the Electronic integration project, the work on the new industry standard (NACE), the house rentals survey and indicators for sustainable development.

The current strategy and budget proposal for the next four years make up Statistics Norway's long-term programme. In accordance with the Statistics Act, these are matters that must be submitted to the Board, in addition to annual budgets/work programmes and annual reports.

Text of Report no. 1 to the Storting The text of the national budget is compiled in May and June, and reference to the plans for 2007 is largely based on the budget proposal drawn up the previous autumn.

2. Risk assessment 2007

Formalising risk management throughout the institution in line with finance regulation requirements began in 2006. The risk management will be partly linked to Statistics Norway's performance indicators, and will form part of the activity planning and strategic management.

The initial phase involved compiling a document describing the method and giving examples (Interne dokumenter 2006/6). Examples of risk assessment linked to the

primary aim of maintaining the confidence in Statistics Norway are included, as well as targets linked to performance indicators such as timeliness and punctuality in the statistics. The process of compiling the Activity plan for 2007 also entails drawing up a number of risk assessments on the departments' work areas, and risk assessments are an integral part of the planning of projects.

Three primary risk assessments for Statistics Norway are presented here: one linked to the main goal of maintaining at least the same quality of the statistics production and dissemination as the previous year, one for the transfer project from Norges Bank to Statistics Norway, which is a key project in 2007, and one for the financial administration as the Office of the Auditor General of Norway has made comments on a number of conditions related to Statistics Norway's accounts. In order to maintain the confidence in Statistics Norway, it is important to succeed in these areas.

2.1. Statistics production

Objective To maintain ongoing production and dissemination of statistics with a quality that is at least equal to the current level.

Critical success factors

- Human resources: sufficient capacity and expertise
- Functioning IT systems
- Effective organisation/routines
- Constructive cooperation
- Sufficient financial resources

Risks

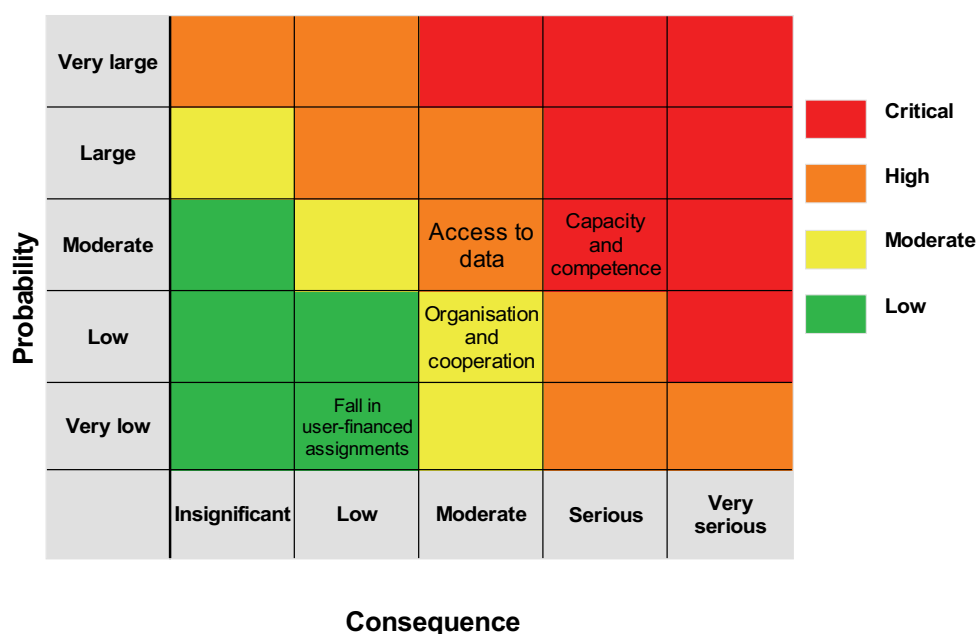
- Insufficient capacity within necessary expertise
- Failure of IT systems
- Inexpedient organisation
- Poor cooperation
- Shortage of user-financed assignments

Assess and prioritise the risks Failures in the critical success factors can result in Statistics Norway not managing to complete and publish the statistics as planned, or in other errors or quality failures occurring (e.g. insufficient documentation). The probability and potential consequences of the main risks for the statistics production are considered below.

1. Capacity and expertise. Finances set the ceiling for development and thereby renewal, but access to people with the right expertise is more critical for the ongoing production in the short term. A lack of resources can occur due to staff turnover, and where it is difficult to recruit personnel with the right expertise quickly enough. The labour market is currently tight and some divisions are having the highest turnover for some time. The probability that Statistics Norway can lose key expertise to a significant degree is moderate, but the consequences can be serious. The risk is therefore critical.
2. Access to data. A large part of Statistics Norway's statistics are based on administrative registers, and the quality of these registers is crucial to the quality of the statistics (as for accuracy and timeliness). The consequences of delays can be serious for some statistics. One example of this is the salmon statistics that are published weekly based on export figures from Norwegian Customs and Excise. It can also be difficult to obtain enough good quality data where Statistics Norway is responsible for collection. An example here is the consumer survey where it is expensive to maintain a sufficiently high response rate. The risk varies from one set of statistics to the next. The overall risk for Statistics Norway will be high, with moderate probability and consequences.
3. IT systems. The IT systems in Statistics Norway have a large degree of stability, and great efforts are made to quality assure the systems. In relation to the ongoing activity, the probability of a failure is now regarded as very small, but the consequences can be serious where Statistics Norway may not, for example,

- be able to publish statistics on time. The risk is therefore high. The probability and thereby the risk will be higher in the future if we do not renew the systems.
4. Organisation and cooperation. The ongoing activity works well under the present organisation of the work and cooperation. The risk of a failure in this area is regarded as small and the consequences as moderate. The risk is therefore moderate.
 5. User-financed assignments. Assignment revenues currently make up around 30 per cent of Statistics Norway's budget. A lack of user-financed assignments could constitute a risk, but the probability of this is regarded as small in the short term. Many contracts are long term, so the consequences of failure will also be small in 2007.

Risk map for statistics production



Initiatives, control activities and follow-up

- A more active recruitment policy, also in connection with universities and university colleges, cf. the new human resource strategy.
- Development of a trainee scheme.
- Initiatives to retain personnel with key skills, e.g. the statistics adviser scheme and a more flexible salaries policy.
- Initiatives to ensure back-up via greater flexibility and flow of manpower internally and externally, such as rotation and exchange of staff between statistics institutions.
- Various initiatives have been implemented for statistics that have quality problems in the data collection. For instance, it has been decided to delay the weekly salmon statistics by a day in order to obtain complete data and minimise the risk of errors.
- A risk and vulnerability analysis was carried out of the IT activity in Statistics Norway. Risks that were identified include the running of Statistics Norway's web service ssb.no and internal systems. These will be followed up. One initiative is to consolidate Statistics Norway's IT infrastructure into one data centre.
- Projects to produce statistics in a more uniform manner in the various divisions/departments, for example for data revisions. This will make Statistics Norway less vulnerable with regard to human resources (back-up is easier to secure).

2.2. Risk assessments of the transfer project from Norges Bank to Statistics Norway

Objective The short-term objective of the transfer project is to transfer the statistics products and the associated production routines, IT systems, documentation and publication to Statistics Norway. The aim is to change the production routines, IT systems and statistics as little as possible upon transfer.

This entails all IT systems being tested and providing stable production well before the end of the project, which is planned for 1 July 2007. The project shall also ensure that the statistics products are transferred to Statistics Norway without interruptions to the ongoing statistics production. The statistics have been published by Statistics Norway from 1 January 2007, and have so far been published in line with the statistics calendar.

Critical success factors The project has identified the following critical success factors, which will help to achieve the aims within the planned timeframe:

- The project shall have access to personnel resources with relevant expertise, and all affected employees shall have ownership of the project.
- The electronic access between Norges Bank and Statistics Norway shall enable the transfer of systems and personnel to take place independently of each other.
- The statistics shall be published on time and with the right quality during the project period.
- The need for change shall be dealt with in a restrictive and sensible manner.
- The data shall be of the right consistency upon transfer.

The most important factor that is considered here is the access to personnel resources (capacity) with the right expertise. All of the factors have been weighed up in the steering group's memorandum of 1 November 2006. The risk assessments for this project will be updated on an ongoing basis.

Risks

- The risk that employees leave or are absent for various reasons (1 in the figure).
- Lack of capacity as a result of production stops in the statistics work plus competing projects/activities in both institutions (2 in the figure).

Risk map for capacity and competence in the transfer project



Assess and prioritise the risks

Over such a long project period there is a certain risk that the employees will become unavailable to the project (as a result of job changes, illness, leave etc.). The restructuring process taking place in Norges Bank could lead to an increased strain on the working environment and thereby increase the risk. However, we believe that this will not create major problems for the project.

The probability is greater that conditions related to production stops and competing activities will create a problem for resource availability. This project has been the main priority in both organisations with regard to the ongoing production of statistics, as well as other projects and activities. Changes in the Orbof systems during the project period as a result of the IFRS (International Financial Reporting Standard) also represent a risk for the progress plan. Overall, the probability that these conditions will arise is high. Moderate consequences therefore mean a high risk.

Initiatives

- Identify beforehand what the planning relates to
- The correct prioritisation of resources, e.g. consider delaying the tasks with the lowest priority
- Training of resource personnel in Statistics Norway
- Consider consultancy assistance
- Administrative agreement with Norges Bank

2.3. Financial management

A primary aim of Statistics Norway is to be cost effective, whereby budgets are balanced in the long term. Effective financial management is important in order to ensure this.

Objective

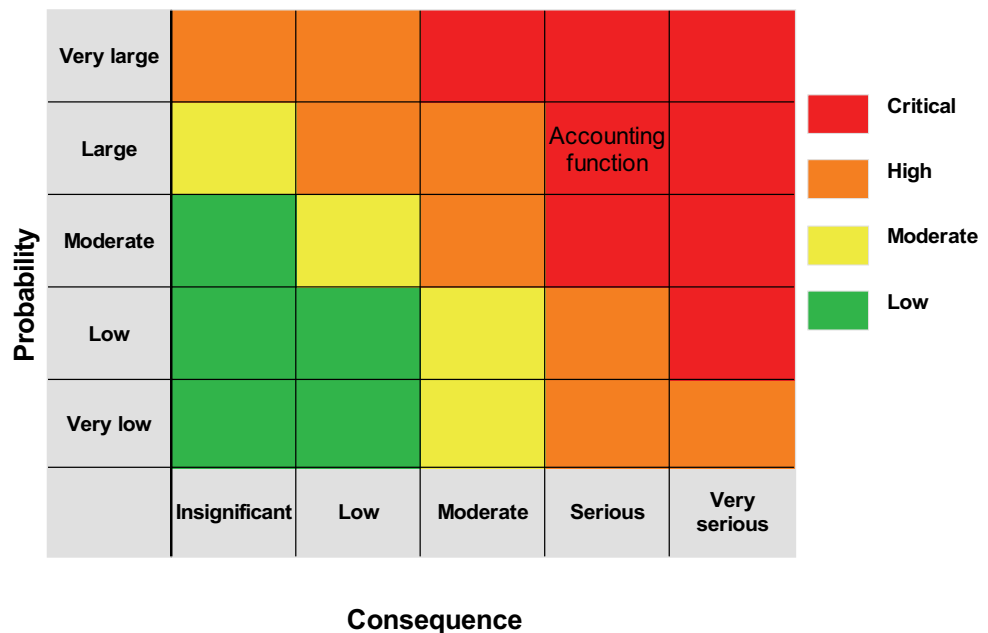
Reliable and transparent financial management.

Critical success factors

- Clear responsibilities for all personnel working in financial management in Statistics Norway
- Clear distribution of tasks within the Division for budget and accounting and in relation to the rest of Statistics Norway
- Effective financial management routines that are followed throughout the organisation
- Sufficient back-up systems for the finance functions
- Good flow of information
- Sufficient expertise among Statistics Norway's finance personnel
- Accounts system, pay system and associated support systems with good functionality that satisfy the requirements of finance regulations

Risks

- Resource waste (where the routines are not effective or not followed by all personnel)
- Tasks are not carried out properly or not at all due to inadequate routines
- Tasks are not carried out properly due to financial management personnel not having the necessary information
- Lack of back-up, which can cause delays and errors
- Unexpected deficit or surplus
- Comments from the Office of the Auditor General of Norway

Risk map for financial management*Assess and prioritise the risks:*

Reliable and timely accounting in accordance with the prevailing finance regulations and other provisions is vital. On the whole, Statistics Norway's accounting is regarded as satisfactory. The final accounts are correct and submitted within the deadlines. However, the correlation between prognoses and final accounts can sometimes be problematic, as can deductions for VAT payments and salary reconciliation. The Office of the Auditor General of Norway has made comments on Statistics Norway's accounts for two years in a row, including with regard to VAT (dealing with regulation no. 18 of the VAT Act has been a difficult area). The consequences of new comments from the Office of the Auditor General of Norway can be serious. The risk is regarded as critical.

Initiatives, control activities and follow-up

- A review of the financial management and external support was carried out in autumn 2006. The review covered the mapping of routines and responsibilities, the interaction between the parties involved and whether there was sufficient documentation. A number of shortcomings were identified. The review also resulted in several proposals for improvements.
- An external resource is being brought in to follow up the financial management review. New routines, expertise, the organisation of the division and the sharing of work with other units will also be considered.
- Statistics Norway will replace its finance system on 1 January 2008 (to Agresso, managed by the Norwegian Government Agency for Financial Management). A project has been initiated to prepare and implement this.
- The capacity in the Division for budget and accounting has increased with the creation of a new project manager position to introduce the new accounting system.

3. Priorities

3.1. Statistics portray society

The statistics shall be highly relevant, and the ongoing statistics production shall be carried out with

- maintained or improved timeliness
- at least the same level of punctuality as before
- the response rates remaining at the same level as before
- a high level of productivity

Population management

The need for an overall review and adaptation of Statistics Norway's administration and management of the statistical population registers was defined as a key focus area in 2004. The work shall prepare the populations for common use in Statistics Norway and improve the set-up for systematic monitoring and the quality in the registers. The focus is being continued in 2007 with particular emphasis on implementing a new industry standard (NACE) in the Central Register of Establishments and Enterprises and a new cadastre in the Ground Property, Address and Building Register (GAB). In connection with the introduction of a new industry standard, it is also important to consider the current system for first-time allocation of industry code and to compile an effective system for creating yearly files.

Census statistics

Future population and housing censuses should be based on register data. Data on education levels is not available for the immigrant population that arrived in Norway after the last census in 1999. There is a need here for an additional survey prior to the next census. The efforts to quality assure the dwelling address register and to increase the coverage in the population register will continue in 2007. Special measures will be implemented to increase the degree of coverage in Oslo, which has a low coverage of dwelling numbers. An initial table of sector data for population census statistics will be compiled in 2007.

Dwelling statistics

The project to develop register-based dwelling statistics has two purposes:

- To develop the current statistics over the total housing stock, cf. preceding paragraph.
- To develop statistics that identify changes in the dwelling components in the existing building stock, i.e. the addition and removal of dwellings as a result of rebuilding, change of use and demolition.

During the first half of 2007, figures shall be published for the housing stock as at 1 January 2007. These will also include identifiers linked to the standard of the dwellings, such as size (utility floor space and number of rooms), and information on bathrooms, WCs and kitchens. An overview will be available by August 2007 of which of the identifiers in the UN's recommendations it is possible to include in register-based dwelling statistics.

Routines shall be drawn up for quality assuring the building and dwelling section of the GAB. The aim is to establish a system for reporting to the Norwegian Mapping and Cadastre Authority any inconsistencies in the GAB, and between the GAB and other registers, such as the National population register. The long-term objective is to improve the quality of the GAB.

Register-based household statistics

It is important to establish an all-encompassing register base for different types of household data. This will give obvious gains in the form of an increased degree of detail and less statistical uncertainty. The income statistics for households 2005, with a completion date of mid 2007, will be based on register-based household statistics. These statistics will provide an extended data base for the financial model Lotte.

*Statistics for the public sector***Kostra**

Kostra covers the municipal sector, with whom a collaboration has existed for a number of years.

Quality indicators have been established, and will be published in 2007. In 2006, a working group compiled guidelines for developing quality indicators. The group's proposal will require further follow-up, including with regard to developing publishing solutions.

The work carried out in register-based personnel reporting has resulted in recruitment figures for all Kostra areas, but the figures have not yet been released. In 2007, Statistics Norway aims to complete the work of publishing total recruitment figures for the municipalities.

The municipalities have chosen different models for sharing production responsibilities between the municipality and others. In order to obtain comparable figures for service levels and municipal accounts between municipalities with different models, consolidated figures are being compiled. This work will continue in 2007.

Publishing and acceptance routines are vulnerable. A working group has considered how the Kostra solutions can best be arranged in Statistics Norway's general production system. The proposal from the working group will form the basis for further work in 2007.

StatRes

The StatRes project was initiated in 2006. StatRes is financed with support from the Ministry of Government Administration and Reform, but was also given a subsidy from Statistics Norway's general funds; NOK 1.5 million in 2006. Plans have been made to increase the contribution from government assignments to NOK 2 million in 2007. The contribution from the Ministry equates to NOK 4.675 million in 2007.

Phase 2 of StatRes runs from June 2006 to the end of 2007. The main points of the work are described in a separate implementation agreement with the Ministry, and cover in brief outline:

- Defining, developing and publishing a set of statistical indicators at a primary aggregate and national level described as levels 1 and 2 in the specialist model for StatRes
- Defining, developing and publishing a set of statistics and indicators for four pilot areas at level 3 in the specialist model (child welfare authorities, higher education, environment protection and the specialist health service).
- Developing and establishing a dissemination solution for the first releases in autumn 2007.

Separate sub-projects have been created for these, and the work is progressing well. A working group has also been set up with responsibility for problems related to accounting data.

National accounts

The main audit of the national accounts was completed in 2006 for the real accounts section and for the institutional accounts dating back to 1995. In 2007, the institutional accounts will be calculated back to 1978. The work in 2007 will otherwise be characterised by more stringent requirements, including those related to new quarterly institutional accounts, previous estimates of quarterly national accounts and more stringent requirements for fixed price calculations.

A quality project will be carried out in the electricity field in order to ensure consistency between the national accounts figures and energy statistics. The preparatory work for the changeover to a new industry standard (NACE) will be initiated. Norges Bank's statistics on the national accounts (FINSE) will be worked

into Statistics Norway's national accounts routines. Trial calculations with capitalised R&D costs in the national accounts will begin.

Focus areas that are being continued from 2006 include a quality project in manufacturing and the further development of the balance of payments based on UT data.

Price project The existing price statistics are currently being upgraded, and new statistics are being developed in order to meet international requirements provided for in the EU's short-term decree (1165/98) and the Handbook on price and volume measurement in national accounts (Eurostat 2001). The work is also motivated by the need for better price indicators in the national accounts.

A number of projects have been carried out since 2004. In 2007, the following new price indices shall be put into regular operation and published: Price index for cleaning activity, legal services, sea transport, telecommunications, air services and data processing. With regard to the CPI, work is being carried out that is aimed at using new methods for holiday travel. New methods are also being developed within health, education, culture and leisure, as well as for housing – tenants and freeholders.

The development of common IT applications for controls, revisions and index calculations is progressing well. The applications shall be used for all new price statistics in the service industries. In the long term, it will also be appropriate to use the applications in other areas of statistics.

Labour market and salary statistics Efforts to create a more comprehensive mapping of employees from new EU countries on short-term stays in Norway will continue. Data from register-based statistics and from the labour force survey will continue to form part of the methodical work of compiling the recruitment section of the national accounts.

The system for analysing the correlation between the two sets of unemployment figures (those from the labour market survey and those registered unemployed) will continue.

Initiatives are expected to be implemented in 2007 that, in the long term, will improve the timeliness of the salary statistics. This includes efforts to ensure more electronic data collection via AltInn, and to improve the timeliness and data quality of submitted data. New international requirements for the salary statistics shall be met, partly by improving the data access from the public sector and by clarifying which data sources can cover the necessary information on pension costs.

Service statistics – further development In addition to the focus on price statistics, another objective is to increase the timeliness of more of the annual structure statistics. Furthermore, the timeliness of the quarterly turnover statistics shall be improved to 60 days from the end of the quarter. The survey on product and customer distribution within commercial services shall be evaluated and developed in collaboration with Eurostat. New quarterly investment statistics for retailing shall be commissioned in 2007.

An important task for 2007 will be to improve parts of the passenger transport statistics, primarily by establishing a stable and effective production system for the new quarterly and annual statistics for public transport and by completing the development of new uniform statistics for taxi transport.

A pilot survey will be carried out in 2007 on behalf of the Ministry of Transport and Communications for a flow of goods analysis, where the goods are followed from the manufacturer to the consumer. The pilot survey will map the possibilities for conducting a resource-intensive main survey in 2008.

The transport industry is at full throttle where IT is concerned. In 2007, the efforts to use electronic data both with regard to commercial vehicles and public transport will be stepped up, both in order to reduce the response burden and improve the quality.

Changing to a new industry standard

A new industry standard will be implemented in Statistics Norway's Central Register of Establishments and Enterprises in 2007. A minimum of NOK 4 million has been estimated for the recoding work, including costs for a form-based survey of 110 000 units. The standard was formally approved in December 2006.

Transfer of Norges Bank's statistics activity

In accordance with the decision made in autumn 2006 by Norges Bank's executive board and considerations made by the Board and directors of the eight departments in Statistics Norway, the statistics activity previously carried out by Norges Bank was transferred to Statistics Norway on 1 January 2007. The transfer was classed as a transfer of business in accordance with the provisions of the Working Environment Act. Twenty-six man-years were transferred to Statistics Norway. The physical relocation of staff and IT solutions, and adapting the statistics products to Statistics Norway's conditions will continue in 2007. A project group was set up to oversee the transfer of tasks and staff from Norges Bank. The project shall be concluded by 1 July 2007.

A transfer from the beginning of 2007 of the financial market statistics was initiated with Norges Bank buying this statistics service from Statistics Norway as a user-financed assignment, item 21 special operating expenses. This item in Statistics Norway's budget for 2007 has therefore increased by NOK 35 million. The bulk of the statistics products that were transferred to Statistics Norway are official statistics, and financing proposals have been submitted for the government assignment part of the financial market statistics.

Norges Bank shall furthermore pay Statistics Norway to produce activity statistics on behalf of Norges Bank for certain products.

The budgeted amount of NOK 35 million for item 21 in 2007 shall cover the salary costs of the employees transferred from Norges Bank, as well as overheads. The NOK 35 million also includes NOK 3.5 million for restructuring costs in 2007. Part of this sum will be tied to licence agreements on products that are not available in Statistics Norway's IT portfolio.

Reorganisation of foreign trade statistics

This project is now approaching an ordinary operations phase, but some development is still required. The IT routines for the non-financial sector are mostly in place. In June 2006, statistics were published for the first time on the non-financial enterprises' foreign investments, including quarterly figures for the period Q1 2005 to Q1 2006.

There is still great room for improvement in a number of areas, particularly for the non-financial sector, where data extractions from the reports require the most adaptations. The efforts to quality assure the statistics for international trade and services shall be intensified. The challenges linked to population delimitations for the non-financial sector are immense. Efforts will be aimed at analysing data in the new currency register in 2007 when it is more complete. All banks with a duty to report are expected to report from 2007.

Environmental statistics and indicators for sustainable development

The consolidation of the environmental statistics' portfolio in relation to requirements for official statistics will continue to be given a high priority. Statistics Norway is responsible for updating and publishing the indicator set for sustainable development. Further development and consolidation of the set shall be discussed with the authorities and other affected parties.

<i>Dwelling component in CPI</i>	Analyses based on data from the rental market surveys in 2005 and 2006 have shown a need for greater focus on the dwelling component in the Consumer price index (CPI). The principle on applying rental equivalence to measure freeholders' dwelling consumption in the consumer price index and the consumer survey is well established but is dependent on good data that clearly separates conditions that are specific to rentals. More focus will be placed on improving the quality of the rental equivalence method and alternative methods will be considered.
<i>Skattefunn</i>	The evaluation of Skattefunn is in its completion phase and the project will be concluded in 2007. A survey will be conducted of Skattefunn users' views on the system.
3.2. Research of high quality	
<i>Tax analyses</i>	Tax models are updated with an expanded data basis, based on income statistics, and must be usable by central government. Service to users shall be maintained. Research into improving micro-based behaviour models shall be continued, with the emphasis on the transition from work to social security. Work on distribution analyses shall be continued. More research will be carried out on micro models for corporate taxation.
<i>Public finances</i>	Analyses of the sustainability of public welfare systems shall continue and new model versions to be used in this work will be completed.
<i>Macro-economic models and analyses</i>	The macro models have been updated and the service to users shall continue. The work on macro-economic model building will be strengthened. The scope of applied model analyses, including reports on economic trends, shall be continued.
<i>Micro-econometric analyses</i>	Econometric behaviour analyses of establishments and households based on Statistics Norway's micro data are continuing, and the results shall be used in the micro and macro models. Emphasis shall also be given to analyses of research policy instruments and problems related to the financing of education.
<i>Resource and environmental economics</i>	Models and analyses of energy markets will be further developed. The link between energy, the environment and economic conditions as found in the macro model shall be further developed and updated. Focus will be on studies of the effective use of instruments and analyses of the significance of technological changes for energy consumption and the emission of greenhouse gases.
<i>Analyses of demographic trends</i>	Analyses that can give a better insight into factors that affect demographic trends will continue. Analyses of mortality trends and a better information and indicator system for fertility trends will be given priority, with the emphasis on mortality research and migration research linked to population projections in 2008. Analyses of changes in household and family structures will be continued.
<i>Living conditions research</i>	Analyses of the relationship between the development in the population's living conditions and mechanisms and processes that can explain different living condition components shall be focussed on, including living conditions of immigrants. The Life cycle, generation and gender survey (LOGG) shall be conducted.
<i>Statistics/research interaction</i>	A number of research projects in connection with transverse statistics and development projects shall be given priority. These include the price project, StatRes, measurement problems in the national accounts linked to real capital and R&D, education financing, distribution and living conditions research.

3.3. Satisfied users and motivated respondents

Electronic data collection

The further development of solutions for electronic data collection will continue in 2007, partly financed by the earmarked appropriation for the Electronic integration project (which totals NOK 6.5 million in 2007). The work in 2007 shall support the following objectives:

- Idun and AltInn shall be integrated in the form of a common log in and authentication solution from the first quarter of 2007. A total of 149 Idun forms are available from AltInn. The work in 2007 will include further adaptations in Idun in order to make the changeover between the solutions less noticeable for the users.
- Statistics Norway shall help to formulate AltInn II, initially in the strategy phase, then in the formulation of the competitive basis for AltInn II.
- Kostra shall have an online solution for completing forms.
- Statistics Norway shall develop and execute the data collection from the municipal and county elections in 2007, based on Kostra's online solution.
- Provided there is a sufficient foundation in the Tax Directorate, NAV and the Brønnøysund registers, solutions will be developed for the coordinated reporting of salary and personnel data from industry. A completed specification will be available in 2007, for implementation in AltInn II.
- A new, common tool and platform for electronic forms will be selected early in 2007.

Measures to limit the response burden

Measures to improve the coordination of samples, including revolving the participation and review of sample sizes, continue. A closer and more continuous follow-up of sample plans is planned by entering more information in the product register. Further work is being coordinated with the development of a new product register.

It has been proposed that all new surveys be user tested – both with regard to forms on paper and on the web. This will entail the divisions allowing time in the planning for testing.

Solutions for reporting back to customers will be given priority in 2007. At least three sets of statistics will have customised feedback reporting in 2007.

In collaboration with pilot enterprises, the “Coordinated data collection from large enterprises” project will continue with the creation of defined simplifications in the data collection from the enterprises with the greatest response burden.

Other efficiency measures in data collection

A plan of action has been drawn up in connection with reviewing the data collection routines for samples in 2007. Focus will be placed on identifying routines that are resource intensive, with a view to increasing the timeliness and reducing the use of resources.

Since the Division for sample surveys became part of the Department of IT and data collection, the organisation and work processes in the data collection have been reviewed in order to achieve greater synergy effects between the units in the department. The transfer of work and/or adaptations of the units will be dealt with and implemented during the first half of 2007.

User-oriented dissemination

The development work in dissemination in 2007 will be characterised by several technical solutions being put in place. This will provide the opportunity to establish more user-friendly solutions.

Work will be carried out to enable automatic updating from StatBank when new statistics are entered. This is a big step for ssb.no, and forms the basis for a system for the automatic updating of key figures on facts on municipalities (in relation to the municipal election in autumn 2007) and Focus on pages, amongst others. This also forms the basis for tables in Today's statistics, StatRes – and eventually – the Kostra dissemination being automatically generated from StatBank and updated upon release, provided that the bank is updated with the figures to be published.

The solution for stored searches in StatBank will be in place at the beginning of 2007. This will make using the bank easier for regular users, and means that different user services can be expanded to apply to the bank, such as news via e-mail.

Within the framework of the Electronic integration project, and in consultation with the members of the Statistics Council, a number of pilots will be developed and commissioned in 2007 for a common Norwegian statistics calendar, common news presentation and a common news subscription. Electronic transfer solutions and StatBank solutions for (smaller sized) producers of official statistics will also be created. When the technical solutions have been established, the first theme-based portals will be developed in 2007.

In 2007, ssb.no shall be further developed, based on a new home page, including a new page for the research activity.

The departments aim to have 25 per cent of publications in Nynorsk.

Infrastructure for micro data for research

The main objective of the project is to help improve researchers' information on and access to micro data in Statistics Norway. The part financing from the Research Council of Norway runs out in 2006, but the work will continue in 2007. Statistics Norway's infrastructure in the area has been improved. It is crucial that this framework is kept up to date and developed. The work in 2007 will focus on establishing effective and uniform routines for updating the web-based research pages, further improving and increasing the efficiency of the service to researchers and developing the data tool in relevant areas for research assignments.

3.4. Quality in every process

Systematic quality work

The main principles for the systematic quality work in Statistics Norway are:

- User information
- Process information
- Improvements based on documentation and data
- Participation and contributions from all employees
- Active leadership and continuity

Systematic quality work shall be an integral part of all activity in Statistics Norway. Particularly important in 2007 is the efforts to use the same and best methods in the statistics production (such as the review referred to below), the work on documentation and meta data, risk management and internal control. Quality training in pilot courses and Proteam (see below) will continue. The quality pilots will support projects and processes as advisers. The coordination of the quality work will be ensured through the quality network.

Manuals describing recommended practice and methods are crucial. A new project management tool will be developed and introduced in Statistics Norway. Project manuals will be reviewed in accordance with this. Manuals will be issued on variance estimation and on statistical methods in the statistics production in 2007.

A system will be established for a systematic screening of statistics, with a view to quality and efficiency improvements. This will entail a self-assessment – whereby those responsible assess all conditions linked to the statistics production – and a review by a multi-disciplinary inspection team, which will identify good examples and suggest improvements. Identifying and documenting best practice are important in this context.

The EU's Code of Practice also provides a framework for the systematic quality work in Statistics Norway. These guidelines for European statistics include requirements for institutional conditions, such as professional independence, requirements for methods (including the response burden and cost effectiveness), and requirements for the quality of the statistics products. The guidelines shall be applied in relation to systematic self-assessments and for reviews by external experts. A peer review will be carried out by an external inspection team in Statistics Norway in June 2007. Preparations for this review include a user survey.

Simplifying the planning process

Efforts to simplify the planning processes in Statistics Norway will continue. A revised system for activity planning covers the assessment of the reorganisation of the processes for planning and follow-up, in addition to a review and improvement of Statistics Norway's planning system.

Coordinated revision system

A system for common revision and calculation solutions has been developed and applied to around 10 statistics. At present, the system is primarily linked to the price project, but the use of standardised solutions is also expected to be extended to other statistics. New methods and techniques are planned to improve and coordinate the revision processes. Framework solutions have been drawn up where the interaction with modules for population, data collection, metadata, dissemination and other systems is ensured. The aim in 2007 is to develop the system with a view to being a common reference template for a number of revision and calculation solutions in Statistics Norway.

Work was initiated in 2006 to coordinate the drawing of samples for the industry statistics. As a continuation of this project, preparations will be made to improve the coordination of production and revision systems, as well as the revision principles for the industry statistics.

Metadata

Links between most of the metadata systems in Statistics Norway have been established in recent years. Vardok (the system for variable documentation) will change from a development project to a production phase in 2007. Information from Vardok is shown externally via other systems in Statistics Norway, e.g. StatBank and data for research.

A common entry to Statistics Norway's master systems for metadata (Datadok, Stabas and Vardok) is also being established. The aim is to make Statistics Norway's metadata systems and other metadata sources more accessible and easier to use.

Risk management and internal control

The requirements of financial regulations on risk management and internal control shall be met. A guide has been compiled that demonstrates the method, and risk assessments are linked to the most important goals and projects.

Information security

Separate focus areas in 2007 include the review and updating of Statistics Norway's security manual, work on emergency plans and encryption. In addition,

the updating of the overview of all of Statistics Norway's internal data files and registers shall be completed.

Statistical methods

Work on methods is central in all quality work. The Division for statistical methods and standards will continue to prioritise the ongoing method-statistical support and advice to the divisions, and continue the implementation of international method standards in the statistics production. New focus areas for the central statistical method work in 2007 will be research projects in economic statistics, with emphasis on structure statistics and indices.

Human resource development

A new human resource strategy is being completed. Five focus areas have been identified for ensuring the relevant expertise:

- Management development
- Sharing knowledge and experience
- Systematising and evaluating human resource development measures, training offers in statistics
- Strategic profiling and recruitment

In order to ensure the quality in the production, expertise development will be given a greater focus in 2007. In order to ensure access to a high level of professional expertise, Statistics Norway will develop new measures in the recruitment process. Strategic information on Statistics Norway and the activity's professional challenges will be compiled. Statistics Norway will review the organisation of the overall human resource development work. The aim is to achieve a uniform coordination of the offers.

3.5. Cooperation to improve statistics

Statistics Council

The Statistics Council shall help improve quality by coordinating Norwegian official statistics. This work will continue in the same scope as in 2006. Important activities and measures are coordination meetings and seminars, common human resource development for statistics producers and annual reports. Reference is also made to common information solutions in section 3.4.4.

International collaboration - reorganisation of statistics in line with international requirements

EEA collaboration

International statistics collaboration is a fundamental element of most statistics areas, both through the development of common standards and definitions, and through requirements for the supply of data. The EEA collaboration in particular has become increasingly important, with formal requirements for the supply of data and for developing Norwegian statistics.

Since its inception in 1994, the EEA collaboration has led to a major reorganisation and development of Norwegian statistics. There were originally only 26 legislative acts that related to the statistics collaboration. By the end of 2006, the statistics collaboration was covered by around 210 legislative acts, after 23 new acts were formally included in the agreement in 2006.

In 2006, the following important legislative acts were made binding for the statistics collaboration within the EEA:

- Directive that changes the Council's decree on short-term statistics
- Directive on quarterly non-financial accounts
- Directive on statistics for vocational training
- Directive on changes to the Council's directive on statistics for income and living conditions

Work is currently being carried out on a number of important directives that are expected to be passed in 2007:

- New framework for establishments register
- New industry standard (NACE)
- Integrated statistics on social care (ESSPROS)
- Statistics on enterprises with foreign ownership interests (FATS)
- Statistics on education and lifelong learning
- New programme for transferring figures from the national accounts
- Health statistics, including accounts

Statistics Norway has also followed up the work related to the action programme for short-term indicators and structure indicators. The coverage of Norway is at a satisfactory level.

In 2007, Statistics Norway will also give priority to supplying data in accordance with the prerequisites in existing and new legislative acts, and to ensuring that Norway plays an active role in relation to meeting participation and project collaboration.

*Other international statistics
collaborations*

Oslo group for energy statistics

This group was set up by the UN's statistics commission and its main task is to be responsible for the UN's energy statistics manuals. Another important task for the project is to introduce the requirements for official statistics in relation to the production of energy statistics, in order to ensure the quality of the national statistics products. The second meeting of the Oslo group will be held in New Delhi at the beginning of February 2007. The project shall be concluded in 2010.

Nordic collaboration

A Nordic statistics meeting, which is held every three years, is being held in Iceland in June 2007. A broad participation is planned, with a large number of contributions from Statistics Norway.

International development work

Efforts linked to institution-building and cooperation with sister organisations within statistics production and social planning will be continued. This applies to Norway's present cooperation with developing countries, particularly in Africa, and to an increasing extent in countries with transitional economies, such as Kazakhstan and Kyrgyzstan. The focus also covers work on methods and analyses in collaboration with these organisations or international players, in areas such as a uniform household survey system, poverty analyses, national accounts and macro models. Focus will be given to coordination between different players, such as the current collaboration between the Nordic countries, but also with other European countries and international organisations.

In an agreement with the Ministry of Foreign Affairs, Statistics Norway shall act as the secretariat for a government appointed committee that will look at correlations in Norwegian policy with developing countries. Focus will be on trade versus aid, the environment, the labour market and migration, security policy and business ethics.

Work on international development cooperation increased to more than 20 man-years in 2006. A review of this field of activity will be undertaken in 2007, including an assessment of the scope of the activity.

3.6. Administration and financial management

Financial management

Statistics Norway has decided to buy a new finance system through the Statlig senter for økonomisyring (National centre for financial management). A project will be set up to ensure the preparation for and execution of the implementation of a new finance system. In addition to the actual finance system, consideration will be given to buying other financial services from the centre.

A project will also be carried out aimed at improving work processes and routines throughout the finance field.

These two projects will be coordinated. The aim is to produce a uniform result as a basis for effective and practical financial management, and reliable accounting in accordance with prevailing legislation, regulations and provisions.

The Office of the Auditor General made comments on Statistics Norway's accounts for the years 2004 and 2005. Follow-up and obtaining approval for matters raised by the Office of the Auditor General have a high priority. Efforts are being made to correct faults and omissions identified. Statistics Norway endeavours to keep the Office of the Auditor General informed of the matters that are being dealt with.

Review of administrative systems

Statistics Norway shall have administrative systems that make the overall running and planning of the activity both practical and effective. Together, the systems shall provide the necessary data, be well integrated and produce informative control reports. Control reports and electronic executive work shall be easily accessible.

A working group will consider and submit a proposal on improvements in the systems, the infrastructure and the coordination between the systems. The planning and reporting system that is linked to the statistics production will also be considered. Resources will be allocated to carrying out the necessary improvements.

3.7. IT infrastructure

Effective monitoring solutions shall be established in order to ensure that services are delivered and that uptime is in line with the provisions of the service level agreements. In addition, sufficient storage space will be secured in a cost-effective manner. Old storage technology will gradually be replaced.

Based on the Risk and vulnerability analysis that was issued in October 2006, a prioritised list will be drawn up of measures in the fields that are characterised as business critical.

In addition, the following deliveries of infrastructure solutions and services are planned for 2007:

- All employees in Statistics Norway shall change over to the Windows XP platform at the beginning of 2007. During the first half of 2007, the solution will be upgraded to the newest version of Citrix.
- More functional and secure solutions for using the Internet shall be implemented in 2007.
- A project (the ITIL project) for improving work processes in developing and running the IT infrastructure will conclude with a description of roles and processes early in 2007. Implementation of the routines will be a priority in 2007.

- The project for One data centre shall be initiated, and the first systems shall be gathered in Kongsvinger in 2007. The project shall consider a number of challenges:
 - Establish emergency protection
 - New back-up solution, with sufficient capacity
 - Establish a test environment
- The infrastructure shall be reviewed with a view to identifying shortcomings. The work shall begin with establishing a robust solution for ssb.no.
- The infrastructure solutions needed to complete the transfer from Norges Bank to Statistics Norway and to carry out the election database project shall be supplied.
- Statistics Norway's existing Unix environment will gradually be replaced by Linux. The capacity needed for the Unix/Linux environment has been secured in order to establish Linux as an adequate production platform.
- The need to remember several passwords shall be reduced, whereby as many systems as possible will be linked to a single log on solution.

4. Resources

4.1. Budget

This section illustrates the budget divided into different items. The internal budget distribution is presented in an annual budget publication, which is released in the "Interne dokumenter" series.

In section 1620 of the national budget, the total for Statistics Norway equates to NOK 586 800 million for 2007. This amount is split as follows between the different items:

Item 01	NOK 393 300 million
Item 21	NOK 185 500 million
Item 45	NOK 8.5 million

Total operating budget in 2007

Statistics Norway's total operating revenues for 2007 are budgeted at NOK 587 124 million (government appropriations and user-financed revenues). In addition, there is an investment budget of NOK 8.5 million.

For items 01 and 21 in total, a negative operating result of NOK 2 934 million is budgeted for 2007.

Government assignments - item 01

The appropriation for 2007 is NOK 393 million. This is NOK 13.4 million more than the appropriation for 2006. The increase is due to earmarked appropriations for a new industry standard (NACE) and indicators for sustainable development, among other things.

Budgeted expenses for the item total NOK 393.2 million. An application has also been made for a transfer of funds from 2006 to 2007 in the sum of NOK 15 960.

User-financed assignments

Appropriations for user-financed assignments for 2007 is NOK 185 million, including NOK 35 million in connection with the transfer of tasks from Norges Bank. In the 2007 budget, Statistics Norway has the authority to exceed the item of expenditure against a corresponding additional income.

Statistics Norway's budget for 2007 for user-financed income is NOK 193 824 million, of which NOK 35 million relates to Norges Bank. This is an increase of around 14 per cent compared to budgeted revenues for 2006.

The item is budgeted with a deficit of barely NOK 3 million.

Transferred funds from 2006 to 2007 equate to NOK 23 404 million, which Statistics Norway seeks to transfer. The large amount for transfer is related to the accrual of payments received and expenditure. In line with the cash principle, the accounts will show expenses and revenues that are paid in the financial year. The accounts do not take account of the obligations linked to the payments received. The user-financed assignments represent approximately 30 per cent of Statistics Norway's total budget.

Investments The appropriation for this item is NOK 8.5 million. The budget has been adjusted downwards by approximately NOK 1 million compared with 2006. This downward adjustment relates to investments in connection with the Electronic integration project. Transferred funds from 2005 to 2006 total NOK 378 000, which Statistics Norway has applied to have transferred. Budgeted expenditure for this item is NOK 8.5 million.

Operating budget 2007 – total for items 01 and 21. NOK 1 000

	Accounts 2005	Rev. budget 2006	Accounts 2006	Budget 2007
Government appropriations	362 700	371 700	371 700	393 300
Assignment revenues	157 177	170 510	173 327	193 824
Wage reimbursements	3 500	8 200	8 200	
Refunds	12 862		13 288	
Total revenues and refunds	536 239	550 410	566 515	587 124
Wage costs	363 425	372 784	384 068	415 740
Goods and services	160 626	171 349	163 903	174 318
Total expenditures	524 051	544 133	547 971	590 058
Operating result	12 188	6 277	18 544	-2 934
Brought forward from previous year ..	9 245	20 820	20 820	
Carried forward to next year	21 433	27 097	39 364	-2 934

Government assignments, item 01. NOK 1 000

	Accounts 2005	Rev. budget 2006	Accounts 2006	Budget 2007
Government appropriations	362 700	371 700	371 700	393 300
Wage reimbursements	3 500	8 200	8 200	
Refunds	12 862		13 288	
Total revenues and refunds	379 062	379 900	393 188	393 300
Wage costs	267 477	264 812	277 125	279 170
Goods and services	99 572	114 800	114 919	114 070
Total expenditures	367 049	379 612	392 044	393 240
Operating result	12 013	288	1 144	60
Brought forward from previous year ...	2 802	14 816	14 816	15 960
Carried forward to next year	14 815	15 104	15 960	16 020

User-financed assignments, item 21. NOK 1 000

	Accounts 2005	Rev. budget 2006	Accounts 2006	Budget 2007
Appropriations	125 000	150 000	150 000	185 000
Additional income	32 177	20 510	23 327	8 824
Assignment revenues	157 177	170 510	173 327	193 824
Total revenues and refunds	157 177	170 510	173 327	193 824
Wage costs	95 375	107 972	106 943	136 570
Goods and services	60 440	56 549	48 984	60 248
Total expenditures	155 815	164 521	155 927	196 818
Operating result	1 363	5 989	17 400	-2 994
Brought forward from previous year ..	4 689	6 004	6 004	23 404
Carried forward to next year	6 052	11 993	23 404	20 410

Major acquisitions, item 45. NOK 1 000

	Accounts 2005	Rev. budget 2006	Accounts 2006	Budget 2007
Government appropriations	10 100	9 300	9 300	8 500
Total expenditures	7 753	12 150	15 957	8 500
Operating result	2 347	-2 850	-6 657	0
Brought forward from previous year ...	4 688	7 035	7 035	378
Carried forward to next year	7 035	4 185	378	378

4.2. Personnel*No. of employees*

Statistics Norway had 967 employees at the beginning of 2007, including 23 on maternity leave. At the start of 2006, the total number of employees was 948. The increase is mainly due to the increase in the number of assignments that are financed by users directly. Employees based in Oslo total 578, while 389 are based in Kongsvinger.

Statistics Norway also had 38 employees on other types of leave without pay.

In addition, Statistics Norway employs 233 interviewers, who work with questionnaire surveys; 159 local interviewers throughout Norway and 74 interviewers centrally. At the end of the previous year, Statistics Norway employed 166 interviewers. The increase is due to the conducting of a living conditions survey of immigrants and a growing demand for interview surveys. A total of 49 man-years were spent on interviews in 2006.

Statistics Norway recruited 75 new members of staff in 2006, which is 25 more than the year before. Seventy-six per cent of the new employees had a higher university degree.

Forty-eight members of staff left in 2006, compared with 40 in 2005, i.e. 5 per cent of employees. The number who left increased in the group with 5-14 years service.

No. of man-years

A total of 956 man-years is planned for 2007. This is an increase of 52 compared with 2006. Government assignments increased by 3 man-years, and the remainder is a result of growth in the user-financed assignments. The greatest contribution was in connection with the transfer of 26 man-years from Norges Bank to Statistics Norway in relation to the transfer of the financial statistics.

Some of the man-years for the government assignments have temporary financing linked to projects and programmes, such as the new industry standard (NACE), international collaborations, the StatRes project etc. Approximately 73.5 man-years are planned for 2007 with temporary financing.

Age structure

Thirty-five per cent of the employees are under 40, 23 per cent are aged between 40 and 49, and 42 per cent are 50 or older.

Budgeted man-years by financing and department. 2007. Main categories

Department	Total man- years in 2006	Man-years 2007	Gov. assign. 2007	User-fin. assign. ¹ 2007
Total	903,8	956,3	660,05	296,25
100 Dept. of management support ²	43,9	47,4	22,7	24,7
200 Dept. of economic statistics	193,4	230,7	165,75	64,95
300 Dept. of social statistics ³	156,9	155,9	89,1	66,8
400 Dept. of industry statistics	175,5	179,6	149,5	30,1
500 Research department	83,0	84,0	47,0	37,0
600 Dept. of administrative affairs	55,3	55,4	37,6	17,8
700 Dept. of communication	50,5	55,4	50,6	4,8
800 Dept. of IT and data collection ³ ...	145,3	147,9	97,8	50,1

¹ Man-years financed by overheads are also included in user assignments.

² For user-financed assignments in the Division for development cooperation (140), short-term assignments are charged to the individual divisions and departments. Additionally, two man-years were omitted for 2006. They have been entered here in the corrected overview.

³ For 2006, it was taken into account that the Division for sample surveys was transferred from the Department of social statistics to the Department of IT and data collection from 1 February 2006.

Part time A total of 163 employees work part time, and 69 of these work less than 80 per cent. The majority of part-time staff are women.

Absence due to illness In 2006, the average absence due to illness was 4.3 per cent, compared with 4.9 per cent in 2005. In 2006, a total of 10 employees on sick leave had either a short-term or long-term agreement on active sick leave.

Men and women in Statistics Norway There are more female than male employees; 55 per cent and 45 per cent respectively, the same as the previous year. The majority of employees over 40 are women (59 per cent), and the under 40s have a majority of men (53 per cent). The Oslo offices have about the same number of men as women, while the proportion of women in Kongsvinger is 64 per cent.

Women hold the majority of lower positions, and men are in the majority in academic and managerial positions. The proportion of women holding a middle position is 58 per cent.

Share of women at start of year

	1999	2003	2005	2007
Office positions ¹	93	94	90	88
Executive officers, lower level	79	85	84	86
Executive officers, higher level	40	48	48	58
Academic/research positions	34	33	37	37
- Higher academic			39	39
- Researchers			30	28
Special positions ²	76	69	70	68
Managerial positions	24	33	29	33

¹ The office positions group is made up of 32 employees.

² The special positions group is made up of 22 employees.

Education level At the start of 2007, 47 per cent of employees held a higher university degree, while 18 per cent held a university college qualification or a standard degree. Education levels differed between the sexes. Thirty-four per cent of the women and 63 per cent of the men hold a higher university degree.

At the end of 2006, 33 employees were qualified as statistics advisers, including 15 women. The proportion of women is therefore 45 per cent.

At the end of 2006, Statistics Norway had 43 quality pilots, including 22 women. The proportion of women is therefore 51 per cent.

Four employees qualified as statistics advisers in 2006 and Statistics Norway has a total of 33 statistics advisers. The number of employees with a PhD increased by four in 2006. A total of 34 employees now hold a PhD. Statistics Norway has 70 researchers, including 35 senior researchers.

Length of service in Statistics Norway A total of 40 per cent of employees have worked in Statistics Norway for 20 years or more. The proportion that have been employed for less than five years fell from 25 to 22 per cent in 2006. Correspondingly, the proportion employed for 5-9 years increased from 21 to 23 per cent. Eight per cent have been employed for 10-14 years and 8 per cent for 15-19 years. The number of employees with 30 years service or more increased, and this group now consists of 191 members of staff. Thirty-one per cent of the employees with higher education have been employed for less than five years.

Managers Statistics Norway is now divided into 52 units that vary in size from 1 to 43 employees, with an average of 19. Employees in the Department of management support are included in this. If these employees are excluded, the average number of employees in the divisions is 22.

At the start of 2007, Statistics Norway had 52 managers, made up of 17 women and 35 men. The proportion of women is therefore 33 per cent. The corresponding figure at the previous year-end was 31 per cent. The average age of managers is 51.

Twenty-nine of the 52 managers were also managers in Statistics Norway five years ago, and the majority headed the same division or unit as today. The 23 newly appointed managers include 9 women.

Management and planning systems in Statistics Norway

Statistics Norway is accountable to the Ministry of Finance and is headed by a Board of Directors and the Director General. The Board is appointed by the Ministry of Finance. The Chair of the Board is Frøydis Langmark of the Cancer Registry of Norway.

Work and composition of the Board

The duties of the Board are described in the Statistics Act of 16 June 1989. The Board shall consider and determine Statistics Norway's strategic plans, budget proposals, annual activity plans and annual reports, at the suggestion of the Director General. The Board shall present these matters to the Ministry of Finance. Furthermore, the Board shall oversee the development of statistics in Norway and the activity in Statistics Norway. The Director General shall submit all matters to the Board that are of significance to statistics in Norway and the activity in Statistics Norway.

The Board was made up as follows at the start of 2007:

Frøydis Langmark (Director), Chairman
Professor Einar Hope, Acting deputy chairman
Professor Lars Erik Borge (on leave from the Board until summer 2007, and is the deputy chairman)
Thor Bjarne Bore
Ida Helliesen (Director of finance)
Berit Kvæven (Head of division)
Eilef A. Meland (Associate Professor)
Solveig Nygårdseter (Senior executive officer)

Deputy Board members:
Anne Britt Djuve (Researcher)
Bjørn Henriksen (Director)
Ole Bjørn Røste (Associate Professor)
Bjørn Mathisen (Adviser)

Director General's responsibilities and duties

The Director General has professional responsibility for the activity in Statistics Norway. Pursuant to the Statistics Act, the Director General shall compile and submit to the Board proposals for the long-term programme, annual budget proposals, annual activity plans and annual reports. He shall also ensure that the work programme laid down is executed in as practical and cost-effective manner as possible.

The Director General heads Statistics Norway in collaboration with the departmental managers. The departmental managers are Hans Viggo Sæbø, Olav Ljones, Johan-Kristian Tønder, Nils Håvard Lund, Ådne Cappelen (Director of research), Cecilie Wilberg (Director of administration), Anne Skranefjell and Rune Gløersen.

Organisation

Personnel, budget and IT responsibilities are to a large extent decentralised in the departments. The departments therefore act as independent cost centres for their own activity within the ceilings and guidelines drawn up by management.

The most important aspects of Statistics Norway's organisation and management structure are presented in the document entitled Statistics Norway's organisation and management, which is updated at least once a year. The most recent update was in February 2006. (Interne dokumenter 2006/1).

There are six civil service organisations represented in Statistics Norway. The relationship to the civil service organisations is safeguarded in accordance with paragraph 1 of the National wage agreement in Norway and a separate adaptation agreement. The cooperation between the management of Statistics Norway and the trade unions, both centrally and locally, must be characterised as good.

Internal committees

The Director General makes decisions of an executive and fundamental nature in the Director Meeting, which meets every fortnight. A system has been established with the forum of directors to discuss professional matters, and this shall take place at least once every term. A broader participation is possible in the forum of directors than the meeting of the executive committee.

The Working Environment and Liaison Committee is a joint committee between Statistics Norway's management and the civil servant organisations. The committee is headed by the Director General. The cooperation between the management and the civil servant organisations is mainly safeguarded through this committee, which holds 8-10 meetings a year. Work related to gender equality is carried out by a separate committee, which is subordinate to the Working Environment and Liaison Committee. Working environment issues that apply throughout Statistics Norway, cf. § 24, point 2 of the Working Environment Act, are dealt with by the Working Environment and Liaison Committee. Other environmental issues are dealt with by the Working Environment Committee. Where the head safety delegates are participants and the company health service is an observer at the Working Environment and Liaison Committee, this then acts as the Working Environment Committee.

The Safety Committee is an advisory body on safety issues, including conditions surrounding confidentiality, integrity and accessibility. The committee can also initiate, establish and follow up preventive safety measures.

The IT Committee is a forum for discussing the development of a common infrastructure in IT and for coordination between the departments.

The Committee for Statistics Standards regulates the work in statistics standards. The committee draws up annual reports on the standards work, and contributes to the work by determining the content of statistics standards and drawing up plans for the work during the planning period.

Confidentiality Committee

In 2005, the committee that was set up to assess the publishing activity in relation to § 2-6 of the Statistics Act was given extra duties in connection with the approval of institutions that can apply for access to micro data. The committee changed its name to the Confidentiality Committee and now reports directly to the executive committee.

Work on the activity plan

The work on the forthcoming years' activity plan begins with the management drawing up priorities for the planning work based on provisional budgets.

After the priorities have been discussed in the departments and in the Board, a proposal to the activity plan is drawn up, which also gives details of budget

prerequisites and which documents and updates shall be drawn up in connection with the planning. The management considers proposals for departmental plans in separate meetings. Separate planning meetings shall also be held for major multi-disciplinary projects or areas.

When the departments' proposals for activity plans have been discussed, the budget is balanced in early December. The final activity plan is subsequently completed.

Activity plan for each department

Activity plans are drawn up for each department. In addition to the plan, a project document is compiled for major projects and for projects that cover more than one department.

Products and product register

A separate planning system and a product register have gradually become important tools for planning and follow up. All products are given a number, and the planned man-hours per product are entered in the system. The product register is used for both target figures and historical figures. The register includes details of man-hour consumption, timeliness, response rates, response burden, data sources, availability, context and relevance. The product register is an important prerequisite for managing targets and results in Statistics Norway.

Budget

All departments compile a budget proposal on the basis of the provisional budget ceilings that are specified in the draft activity plan. Section 3 on resources shows the budget for 2007 both as a whole and divided into government assignments and user-financed assignments. The overview also includes accounting data. An overview of the internal budget distribution is also issued annually.

Staff appraisal interviews and job evaluations

Staff appraisal interviews are held once a year, normally in connection with the drawing up of the activity plan. A list of areas to be discussed during staff appraisal interviews is available. A job evaluation form has been drawn up for all positions. The job evaluations are updated as required, such as in connection with local wage settlements.

Follow-up of activity plans

Activity plans are followed up periodically in the individual divisions and departments, and in connection with the finalising of the accounts. All employees' man-hour consumption distributed by product is registered throughout the year. The product register is also kept up to date. The follow-up of activity plans is based on reports related to the product register, departmental and product accounts, publication overviews and a review of the annual report.

Long-term plans and strategic plans

A long-term plan or strategic plan is devised for Statistics Norway roughly every five years. A new strategy – Strategy 2007 – is currently being completed. A number of sub-strategies are also being completed, including human resources, IT and data collection. Ethical guidelines are also being drawn up for Statistics Norway; Ethics and statistics. The strategies will be issued in separate publications, and will be published on the intranet and on ssb.no.

