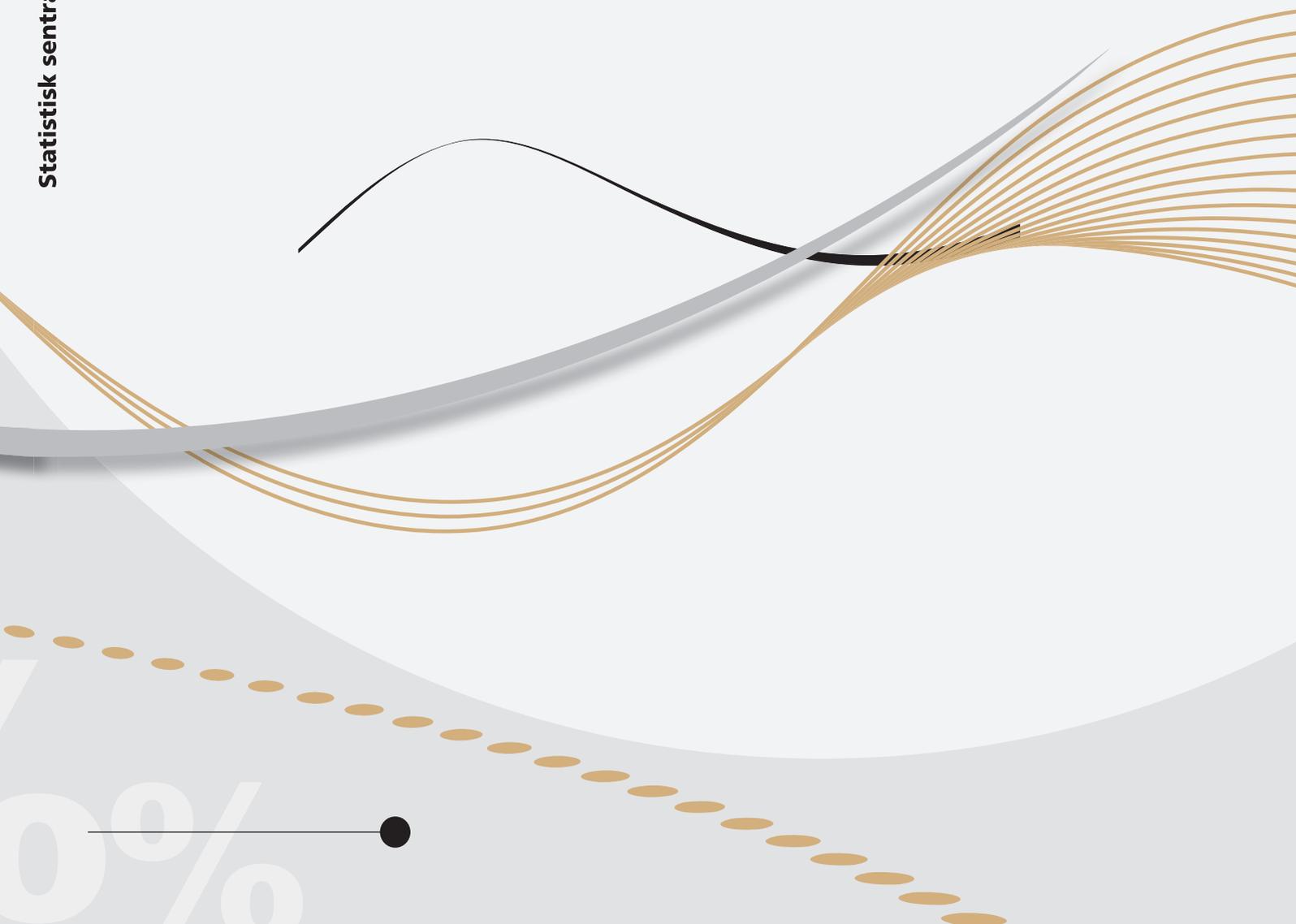


**Activity Plan for 2012.  
Initiatives and priorities**  
Statistics Norway

Statistics Norway



Statistisk sentralbyrå





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## Preface

The *Activity plan for 2012* gives an overview of Statistics Norway's plans for activities in 2012. The publication includes a brief overview of risk assessments, which are presented in more detail in a separate publication. A publication dedicated to internal budget allocation has also been published.

The Activity plan is based on Statistics Norway's priorities as stipulated in Report no. 1 to the Storting (2011-2012), on Statistics Norway's budget proposal for 2012 and on *Strategy 2007*. EU directives on statistics are also pertinent to the plan.

More detailed activity plans for each of Statistics Norway's departments are also available in the series *Internal documents*.

Oslo, 14 February 2012

Frøydis Langmark  
Chair of the Board

Hans Henrik Scheel  
Director General

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# 1. Activities in 2012 – prerequisites and goals

## 1.1. Strategy and budget ceilings

*Strategy* Statistics Norway's strategy is based on five main strategies:

- Statistics reflect society
- Research of high quality
- Satisfied users and motivated respondents
- Cooperation to improve statistics
- Quality at every stage

The following review of prioritised areas roughly follows the division of the main strategies.

*International cooperation* International cooperation in statistics aims to ensure greater comparability between statistics. The EU's statistics programme is becoming increasingly more extensive, and imposes requirements on the content, scope and quality of statistics. New statistics must be developed or existing statistics must be adapted in order to meet these requirements. This will influence the direction of our activities.

*Budgetary framework* Statistics Norway's budget proposal for 2012 was submitted to the Ministry of Finance in November 2010. The strategy and budget proposal for the next four years constitute Statistics Norway's long-term programme. An extract of the text in Proposition no. 1 to the Storting (2011-2012) is given in Appendix A.

The national budget for 2012 gives a ceiling for operation of NOK 502.2 million to Statistics Norway. This is approximately the same nominal ceiling as for 2011. Special and earmarked initiatives are the Population and housing census 2011 (NOK 4 million), Agricultural census 2010 (NOK 1.5 million), Time use survey (NOK 0.7 million), Education completed abroad (NOK 2 million) and IT development and electronic integration (NOK 4.0 million). The appropriation relating to the EEA obligations increased by NOK 2.0 million. In addition to working capital, NOK 9.8 has been allocated for investments. Assignment revenues of NOK 191.0 million have been budgeted for in 2012.

*Efficiency improvements* A tight budget, together with growing requirements and demand from the users for higher quality statistics make it necessary to improve the efficiency of both the statistics production and the support functions in Statistics Norway. Standardisation initiatives are undertaken on an ongoing basis. In 2012, Statistics Norway will review and streamline central production routines using Lean techniques. As a result of increased productivity, the current production and quality can be maintained. Internal redistribution is necessary in order to make way for new focus areas and improvement initiatives within the existing financial framework.

*Recruiting and retaining skilled employees* Execution of the approved plans for 2012 is dependent on having skilled, adaptable employees. Targeted and systematic efforts are therefore being made to develop the right skill-set among employees in order to meet the requirements of a changing environment with new user needs.

## 1.2. Goals for activities in 2012

*Ongoing activities* Some of the goals for ongoing activities are set out in the letter of award from the Ministry of Finance.

- The timeliness is measured as the number of weeks after the end of the observation period.
  - Monthly statistics* – 3.2 weeks or better
  - Quarterly statistics* – 8.0 weeks or better
  - Annual statistics* – better than 37.2 weeks
- The punctuality measures deviations from pre-announced publishing dates.

*The deviation should be less than 10 per cent.*

- Goals for response rates  
*Surveys with a requirement to respond: minimum of 96 per cent*  
*Surveys that are voluntary: better than 74 per cent*
- Goal for response burden  
*The response burden shall be less than 100 FTEs for surveys aimed at industry.*
- Goal for electronic reporting  
*The share shall be higher than 65 per cent.*

- Development tasks** All parts of the organisation undertake major development tasks and many of the initiatives are spread over a number of years. Key goals in 2012 are:
- Launch of the new ssb.no.
  - Complete the digitalisation project, where 22 000 publications will have been scanned using OCR and published on ssb.no.
  - Improve the supply of microdata to researchers, including shortening the delivery time.
  - Continue the initiative aimed at electronic data collection by using services in AltinnII. Further reduce the use of paper questionnaires.
  - Strengthen the cooperation with register owners in order to improve the quality of registers that are used to produce official statistics, including entering into cooperation agreements on quality with all major owners of such registers.
  - Quality assure and publish statistics from the register-based Population and housing census, with a census date of 19 November 2011. First publication of statistics on ssb.no is planned for the end of June 2012.
  - Complete the data collection in the survey *Education completed abroad*, including a supplementary survey of approximately 30 000 persons who immigrated to Norway between September 2011 and September 2012. The plan is for the Norwegian Directorate of Immigration (UDI) to introduce questions on education completed abroad in the EEA register from October 2012.
  - Conduct a consumption survey for the first time since the changeover from annual to periodic, and with a larger sample. A consumption survey is also to be carried out on Svalbard. The results will be published in 2013.
  - Reorganise the data collection and carry out the *European Study on Income and Living Conditions (EU-SILC)* in line with EU requirements in order to reduce non-response and strengthen the data basis.
  - Complete the Time use survey and publish.
  - Increase the timeliness in the income statistics so that they can be published this year t+1 compared with previous years t+2. This means publishing both 2010 and 2011 in 2012.
  - Incorporate flow figures based on registers and the Labour force survey into the current publications of labour market statistics.
  - Complete the Agricultural census 2010, with the remaining publishing, documentation and data supplies to Eurostat.
  - Start planning a new audit of the national accounts in order to incorporate new international standards (including 2008 SNA and ESA 2010), which are to be implemented in the accounts in autumn 2014.
  - Adopt the new institutional sector classification, which is to be introduced in the national accounts' income and financial accounts in autumn 2014 and in the primary statistics from the first quarter of 2012.
  - Upgrade the technological platform for IT and introduce a new security architecture in the network with a view to having a fully functional solution in place by the end of 2012. The planning will be concluded in the first quarter. The solution will be set into production for groups of users during the course of the year, and for everyone in the third quarter of 2013.

- Maintain and further develop model tools for economic and demographic analyses. New micro simulation models for corporate taxation (LOTTE-AS) and national insurance (LOTTE-TRYGD) will be available in operative versions in the course of 2012.
- Increase the number of Statistics Norway's research works that are published in scientific journals.
- Review production routines with a view to improving the efficiency using Lean techniques.

### 1.3. Risk assessments 2012

Risk assessments are presented in a separate publication. Risk assessments have been made for the following areas:

- Production of statistics
- IT
- Financial management and purchasing
- Security and terror
- Some key projects and examples of statistics

Some risk assessments are presented at a more detailed level in the activity plans of the relevant departments.

## 2. Initiatives and priorities

### 2.1. Statistics reflect society

#### 2.1.1. Social and population statistics

Timeliness has been improved for several statistics in this area, such as sample-based living condition statistics, statistics on reason for immigration, the Svalbard statistics, cause of death and the throughput statistics from the National Education Database (NUDB). The aim is to maintain timeliness at this level for these statistics. The following projects will be undertaken in 2012: Population and housing census, Education completed abroad and the Programme for the International Assessment of Adult Competencies (PIAAC). Common framework solutions will be used for reporting and data processing.

In 2011, the statistics on investigated offences and cause of death were subject to a quality review, which will be followed up in 2012. A quality review is also planned for the election statistics and the statistics on primary and lower secondary schools. Various current statistics and publications will be considered with regard to simplification, improvements to the data basis and data processing.

#### *Population and housing census 2011*

Administrative and statistical registers are used as data sources in the Population and housing census 2011. The census meets the requirements of the Regulation of the European Parliament and of the Council on population and housing censuses, which is also applicable in the EEA countries. Statistics Norway also aims to meet the wishes of other census users to the greatest degree possible.

The Directorate of Taxes' work aimed at improving the coverage of dwelling numbers in the National Register, and the Norwegian Mapping Authority's work to improve the quality of data on dwellings in the land register are pivotal. The coverage of dwelling numbers has improved considerably, and the target of 95 per cent coverage of dwelling numbers in multi-household dwellings has been achieved.

A number of quality improvement measures are being implemented in the statistical registers in order to use supplementary data sources or develop methods

to combine existing data in new ways. The survey on immigrants' highest level of education is also crucial to the quality of the census.

The tables required by the EU regulation are very significant to the publication. The regulation sets requirements for how data is to be disseminated to Eurostat. A total of 60 multi-dimensional tables are called for, with a high degree of detail. Relatively comprehensive quality reporting is also required. In addition, Statistics Norway will also give priority to GIS-based products, statistics on small areas and the assembly of data across traditional statistics areas. The census date is 19 November 2011, and the findings will mainly be published in the second half of 2012 and in 2013.

*Living conditions survey* The coordination of the subject-rotating living conditions surveys with the EU's Survey on Income and Living Conditions (EU-SILC), which started in 2011, has resulted in Statistics Norway now covering more of the elements that the Stiglitz Commission emphasised. Statistics from the sample-based living conditions surveys will be extended with more background variables in StatBank in 2012, based on links to the income statistics.

*Time use and consumption surveys* The findings from the Time use survey were published in January 2012. Samfunnspeilet no. 4 in 2012 will be the subject number for time use. The first Consumption survey since the changeover from an annual to a periodic survey will be conducted in 2012. A separate Consumption survey will also be carried out on Svalbard, with the findings to be published in 2013.

*FD-Trygd events database* With regard to FD-Trygd (Statistics Norway's events database), new solutions need to be developed for some of the events data as a result of changes with the Norwegian Labour and Welfare Organisation (NAV), the pension reform and new regulations. The database is being extended to the area social inheritance. The new area will be based on data for social security and disability pensions for the period prior to 1992 in order to throw light on social conditions over several generations.

*Statistics related to crime and the courts* The processing of the imprisonment statistics will be reorganised in 2013, with a view to cost savings. For the statistics on investigated offences, sanctions and imprisonment, the routine in StatBank will be improved in order to include retrospective figures. Access to the time series data will be extended.

*Health statistics* The health statistics in Statistics Norway comprise of statistics on primary health care, the specialist health service and data on inhabitants' state of health based on the Living conditions survey. The reorganisation of the public health service as a result of the Coordination Reform (Samhandlingsreformen) poses a number of challenges for official statistics. These challenges include adapting the type and function chart of accounts for the local authorities and registering coordination units in the Central Coordinating Register for Legal Entities.

Statistics Norway has a leading role in establishing new statistics on accidents at work and occupational illnesses based on data that is collected and administered by NAV. The new statistics must meet the requirements laid down in EU regulations. The work primarily consists of strengthening and streamlining NAV's data collection by developing an electronic solution to replace the current paper-based reporting of occupational injuries and occupational illnesses.

A fully automated code system (IRIS) was implemented in the Causes of death registry in autumn 2011 in order to enable uniform coding of the cause of death diagnosis on death notices and better international comparability. The Ministry of Health and Care Services wants to discontinue data processing agreements and transfer the operation of the Causes of death registry to the Norwegian Institute of Public Health. This will impact the further work in this area.

Developing statistics based on data from the Norwegian patient register (NPR), which is aggregated with data from Statistics Norway, is a key focus area that will give society a completely new data basis on the population's use of health services. The practical work entails clarifying legal problems, establishing ICT solutions and developing new health statistics. Before the practical work can begin, the health authorities and Statistics Norway must agree on important principles.

New official statistics on the activity in the general medical practitioners' service in municipalities, based on information from the Norwegian Health Economics Administration's (HELFO) programme for the control and payment of reimbursements for health care services, are currently being developed. The aim is to publish new statistics in the second half of 2012.

#### *Education statistics*

The National Education Database (NUDB) will be updated in 2012 with data from the survey on education completed abroad from 2011. A supplementary survey will be conducted for the approximately 30 000 persons who immigrated to Norway between September 2011 and September 2012.

The Norwegian Directorate of Immigration (UDI) plans to introduce questions on education completed abroad in the EEA register as from October 2012. Statistics Norway will follow this process closely in order to enable use of the register information in official statistics.

The data collection for universities and university colleges will be reorganised in autumn 2012, and replaced by a centralised data collection via Norwegian Social Science Data Services (NSD). This will reduce the response burden for the respondents. A similar process, where the aim is for Statistics Norway to receive student data from the vocational colleges from NSD and not from the individual institution, was initiated in 2011. Implementation is planned for autumn 2012.

PIAAC (Programme for International Assessment of Adult Competencies) is an OECD project that Statistics Norway carries out on behalf of the Ministry of Education and Research and the Ministry of Labour. The survey is based on a representative sample of the adult population in Norway. The survey requires home visits, and in addition to being interviewed, participants are asked to take various tests. The aim of PIAAC is to map the skills that are required in the workplace, basic education, further and higher education, and the population's ability to use ICT, in addition to their literacy and arithmetic skills. The survey will produce internationally comparable data for statistics and analyses of correlations between individuals' qualification profile and their participation in the labour market. Data collection started in September 2011 and was completed in the first quarter of 2012. The planning of statistics based on the PIAAC and the national report will start in 2012, with publication in 2013.

#### *Election statistics*

Commissioned by the Ministry of Local Government and Regional Development, Statistics Norway's role in the last four elections has been to develop a reporting solution and forecasting model, in addition to operation of the system and dissemination on the Internet. Statistics Norway will evaluate the work in 2012 and, together with the Ministry, will establish a framework for any further work.

#### *International cooperation*

Since June 2008, 11 EU directives affecting social statistics have been adopted, and several new regulations are in the process of being adopted in the EU. All regulations require changes to existing statistics, with the expansion of existing interview-based surveys or establishing new data collections. This will require a great deal of resources but will contribute to the development of statistics in several areas and will cover more user needs. In 2012, this will entail following up the work with a new regulation on population statistics, planning a new survey on the population's exposure to crime, following up the work on developing statistics for

accidents at work and occupational illnesses and conducting a survey on adult education.

### **2.1.2. Statistics on work, income and wages**

#### *Income and wages*

The efficiency gain in 2011 is being used to increase production (annual salary calculations), improve quality (in general) and improve topicality (wage statistics).

The current wage statistics will be provided with the same quality and topicality as in 2011, when the topicality was improved, and annual salary calculations were published. Active measures are needed to achieve high-quality and timely data input from businesses for the wage statistics.

Improving the topicality of income statistics for households (from t+2 to t+1, i.e. pushing publication forward by 3 months) and incorporating calculations of housing income into the income statistics and housing stock into the wealth statistics have a high priority. This will also mean quality assuring statistics on personal taxpayers at an early stage. A key task is ensuring high-quality and accurate data input from administrative sources for the income statistics. This entails cooperation with the register owners in order to establish a common understanding of quality aspects and reuse of data for statistical purposes. Work is underway to establish quality controls among register owners.

Plans will be drawn up for the Labour force cost survey 2013 in 2012. A review will also be carried out of the labour force cost indices with a view to developing the indices in the four years between the labour force cost surveys.

The EDAG project is a key focus area for 2012, and will continue until 2016 (possibly moved forward to 2015) in line with the central focus project. Important tasks in 2012 include providing final clarification of data elements, clarifying how reconciliation over the year will take place in the new project, clarifying the source of the database and organising the internal database, as well as participating in the work on the legal basis. Work also needs to be initiated on clarifying internal forms of cooperation with income, wage and labour market statistics.

#### *The labour market*

The current statistics will be published with the same production time and quality. Emphasis will be placed on using the dissemination potential in the new ssb.no. A number of development projects that were completed in 2011 will be incorporated into the ordinary ongoing publishing in 2012. This particularly applies to flow figures based on register data and the Labour force survey.

The EDAG project is particularly important to the development of the employment statistics in the longer term. The project will improve the data for short-term statistics on employment as well as the consistency with wage totals data. Emphasis will be placed on effective methods for analysing and following up register quality in the implementation.

Implementation of all relevant framework solutions (see section 2.5 for further details) for the establishment surveys is ongoing. This has not yet been done for the survey on self-certified sickness absence, which will go over to ISEE in 2012. Both this and the survey on job vacancies will be transferred to AltinnII.

A number of assignment-funded analyses will also be prepared in 2012. A growing focus will be placed on flow data in order to throw light on phenomena such as retirement and changing jobs. Additionally, various comparative studies will be published, particularly between Nordic countries.

### **2.1 3. National accounts, prices and financial statistics**

#### *Main revision 2014*

New international guidelines are to be introduced in the national accounts system in autumn 2014 (2008 SNA and 2010 ESA). A new balance of payments manual

and the OECD's revised direct investment manual will also be implemented in 2014. The new standards include a new and comprehensive table program for the national accounts statistics, which entails shorter reporting deadlines and more frequent reporting of various specifications, in addition to which a number of exemption schemes will be revoked. This means that there will be a new main audit of the national accounts, including the balance of payments' long time series. Some of the main changes in the international guidelines relate to guidelines on research and development (to be capitalised), pensions, military expenditure and greater requirements for wealth figures. The planning work is already underway, and this will initially be related to changes in the guidelines on public sector occupational pensions and national insurance.

**Uniform national accounts**

The institutional sectors' net finance transactions that are calculated in the national accounts' financial accounts are, in principle, equal to the net financial investments from the income accounts. As in other countries, we are seeing increasing deviations between net financial investments in the two accounts since the financial crisis in 2008. The difference for the households was reduced somewhat for 2009 and 2010 as a result of the main audit in 2011. We need to map possible reasons for the deviations. Quantifying the households' transactions and debt abroad is particularly challenging, and Statistics Norway will consider data sources that can improve the data basis, such as the use of credit cards and Internet shopping. Data input and calculations for the public and municipal administration in the two accounts have been carefully reviewed, and such reviews of other sectors will be continued in the years ahead in order to ensure the same degree of consistency. After the main audit in 2014, the aim is for Statistics Norway to be able to present, on an ongoing basis, uniform and consistent national accounts that encompass both the management and financial part of the national accounts.

**Quality assurance**

In 2012, further work needs to be undertaken in order to improve the quality of the national account figures and underlying data sources. A lack of coherence has been identified between the production and export of gas. A working group will be tasked with coordinating and improving calculations and sources across the organisation. This work will also help to improve the quality of the data. A project is also being initiated aimed at improving and streamlining the supply of data between the divisions and the national accounts. This project covers several departments. The project must also be viewed in conjunction with the need to further develop the process tables included in Eurostat's audit of the national accounts in a way that it will also be useful to use them internally in Statistics Norway in conjunction with the divisions.

The Division for national accounts will otherwise be involved in several quality improvement projects, including in connection with the production index for building and construction, and foreign shipping and calculations of tourism in the balance of payments.

**Institutional sector grouping**

The Norwegian institutional sector grouping was changed on 1 January 2012. The sector grouping has been updated in conjunction with the audit of the international national accounting standards (ESA 2010 and SNA 2008). Also from 1 January 2012, all of the sectors will have a 4-digit sector code in the Central Coordinating Register for Legal Entities, as opposed to the current 3-digit system. New sector codes will be introduced in the primary statistics from the reporting year 2012, and will subsequently be incorporated into the national accounts' income and financial accounts in conjunction with the main audit in 2014. The consequential changes in databases and programs will impact a number of divisions in Statistics Norway. In addition, new sector codes will need to be adapted in extraction, analysis and publication programs. The reporting parties, which include all banks, insurance companies, pension funds and other financial enterprises, may also have to make extensive adaptations to their own computer systems in connection with this change.

<b>Other international requirements</b>	The enterprise demography became a part of the Regulation of the European Parliament and of the Council on structural statistics (295/2008, Annex IX), with compulsory reporting from 2010. New requirements and preferences for internationally comparable statistics in the area are still being developed, and Eurostat is in the process of drawing up new requirements for activities in employer enterprises and innovative high-growth enterprises. The OECD has asked Statistics Norway to contribute to the project on ownership by gender, where the basis is employer enterprises. Statistics Norway has also been asked to help devise indicators for small and medium-sized businesses' access to financing, which entails assembling data from various areas of statistics.
<i>Enterprise demography and data on boards, management and ownership in businesses</i>	
<i>Extensions of the directive on social protection (ESSPROS)</i>	The EU conducted a pilot study for the project <i>Net social benefits</i> in 2008. As a follow-up to the pilot, Eurostat adopted two directives in 2011 as supplementary modules, and the reporting for net social benefits is now annual.
<i>Reporting of accounts by financial institutions</i>	The International Accounting Standards Boards (IASB) and several EU bodies have initiated a number of projects aimed at assessing changes in the International Financial Reporting Standard (IFRS), since the financial crisis showed that IFRS and use of the market value principle means greater fluctuations in the financial institutions' recognised assets and liabilities. In consultation with the Financial Supervisory Authority of Norway, Statistics Norway will consider whether the supervisory and statistical reporting on the financial market should be changed to a fully integrated IFRS. The consequences of the new capital adequacy regulations on the reporting must also be clarified.
	Additionally, more frequent and more topical interest rate statistics that are harmonised with the requirements of the European Central Bank are planned. Solvency II rules for insurance companies are expected to be implemented through Norwegian regulations for the fiscal year 2013, and consequences for the insurance reporting must be clarified in cooperation with the Financial Supervisory Authority of Norway.
	Unfortunately, developments in supervisory reporting are more and more often at odds with the data needs of the national accounts.
<i>Eurostat's reporting model for the external trade of goods</i>	In 2012, the monthly reporting of the external trade of goods will be adapted to Eurostat's reporting model, which is used by the member states. The publishing of these statistics will also be more on a par with the member states.
<i>External trade of services</i>	One of the goals in this area is to achieve a level of quality in the external trade of services that enables the quarterly samples from 2012 and onwards to be used in the balance of payments.
<b>Prices</b>	In 2012, priority will be given to developing the EU-financed indices. This relates to the Harmonised index of consumer prices at constant tax rates and the Harmonised index of consumer prices at administered prices (HICP-CT and HICP-AP). A fifth level in the Classification of Individual Consumption according to Purpose (COICOP) will also be established in line with the official version that was recently approved. In addition, new indicators will be developed that cover major repairs and maintenance of own dwellings and insurance related to dwellings.
	The use of bar code data in the Consumer price index (CPI) will be extended. In the price index for food and non-alcoholic beverages there is a need to consider alternative methods for dealing with seasonal goods. It is also important to evaluate the auditing methods and alternative solutions in order to secure an improved auditing tool. The use of bar code data in new areas will also be considered, including in the electronics industry, soft furnishings and sports equipment. Furthermore, Statistics Norway will try to establish a cooperation with finn.no for

the possible supply of data for package holidays. Statistics Norway will also give priority to a stronger coordination of the data basis in the Purchasing power parities (PPP) and the CPI. This entails a common sample plan and establishment samples of selected consumption areas, and stronger coordination of the product sample.

The goal for the sample of high quality Producer price indices (PPIs) is to provide good deflators to the national accounts on import and export from 2014. The indices will also be published separately. This forms the basis for phasing out the price part of the External merchandise trade - value and prices. Efforts to develop a sample plan and an annual procedure for drawing and updating the sample will continue in 2012. The number of establishments that are to be enlisted will be somewhat lower than previously planned but this is considered to be adequate.

Work is underway to place as many of the indices as possible under Statistics Norway's framework solution ISEE (see section 2.5).

#### **2.1.4. Statistics on the public sector**

In relation to the transition to the new ssb.no and the new subject structure, there is a need to carefully consider how public finances, Kostra and StatRes are to be presented as an integrated part of the public sector.

*KOSTRA* The efforts to coordinate technical routines in Kostra with general IT routines in Statistics Norway continue. The focus on municipal units will continue in order to increase the comparability of the key figures. The automated solution for estimating national figures within Kostra's production line was implemented in March 2011, and will be further developed in order to replace the current average calculations with the estimated national values.

*StatRes* Further work will be carried out in the StatRes project on new and old areas in order for Statistics Norway to be in compliance with the contract with FAD, which expires at the end of 2012. There is a need to establish a data warehouse solution ("super file") where the population administration is safeguarded and where all statistics on the resource input in public administration are stored. Discussions on continuing the project are ongoing.

#### **2.1.5. Industry statistics**

*Agricultural census* The work on the Agricultural census 2010 is to be completed in 2012. The main tasks are to complete publishing, documentation and data supplies to Eurostat. User-friendly access to the census findings on the new ssb.no will also be established.

*Agricultural survey* The annual sample-based agricultural survey will be conducted in 2012. Special themes this year are investments and costs of maintenance of machinery and outbuildings in the farming. In 2011, the theme was the environment, which is one of the obligations of the census.

*Farming and environment* The demand for environment-related farming statistics is followed up in the annual collective report on farming and the environment. A new survey is also planned on the use of pesticides in farming.

*Agriculture - publishing* A new edition of the publication *Landbruuket i Norge* (Agriculture in Norway – in Norwegian only) will include official statistics from Statistics Norway and other institutions.

*Register-based dwelling stock statistics* Further work will be carried out on the register-based dwelling stock statistics, which form the basis for the dwelling section of the Population and housing census 2011. The degree of coverage for dwelling variables that have already been published will be increased. Variables will also be added to the dwelling stock statistics as a result of recommendations by the UN and the EU regulation. A

	distinction will be made between occupied and unoccupied dwellings, and the number of occupants per dwelling and occupant density (square metres of available area per dwelling) will be calculated. The statistics will also be extended with data on lifts, heating systems, water supply and sewers/waste and type of ownership.
<i>Service prices</i>	The development project for service price indices for sample industries will be concluded in 2012, with publishing of the last three indices; for information services, technical testing and analysis, and investigation and security services. Statistics Norway will consequently have 20 service price indices in operation.
<i>Prices for building and housing</i>	Further development of price statistics for building and housing will be given priority. This includes completing the development of new price statistics for new dwellings that meet the requirements of the HICP, continuing the development of a price index for the letting of business premises and considering the potential for further improvements to the price functions in the housing price index.
<i>Annual structural statistics</i>	Efforts to streamline and quality assure the annual structural statistics continue in 2012, based on evaluation meetings held in autumn 2011. The aim is to have a clearer distribution of responsibilities in NORSAMU (Coordinated drawing of samples for economic surveys). The work includes optimised sample plans - partly to reduce the response burden, and a new and improved specification of the deliveries to the national accounts. The work also entails improving methods to break down figures from enterprises, including considering the data collection and cooperation on audits across the divisions, reviewing how auxiliaries are treated in audits and publishing, a common publishing solution on the new ssb.no and a streamlined auditing process in order to save time and be able to publish earlier with at least the same level of quality. The main aim is to strengthen the data basis for the annual national accounts.
<i>"Hole" in the statistics</i>	After a new industry standard has been implemented new industries are reviewed in order to ensure that the most important ones are appropriately covered by the statistics. Some holes have been identified and as a result classification 41.1 <i>Development of building projects</i> is to be added to the production index for building and construction. The potential to extend the structural and VAT statistics should also be examined for the main industry classification R <i>Arts, entertainment and recreation activities</i> . The industry area includes training centres, amusement and theme parks and adventure activities.
<i>Tourism</i>	A new Regulation of the European Council on tourism was approved on 6 June 2011. This means that the small units in the overnight statistics must be mapped and the figures reported to Eurostat in May 2012. On the demand side, the mapping of day tourism is particularly challenging, with reporting in 2015.
<i>ICT</i>	A new edition of the publication <i>Nøkkeltall i informasjonssamfunnet 2012</i> (Key figures in the information society 2012 – in Norwegian only) will be compiled in 2012. The last edition covered 2009.
<i>Transport</i>	The transport statistics are well developed, but central users want to repeat one-off surveys that are now quite old. In 2012 this will be followed up with a view to prioritising users' wishes, mapping resource needs and investigating key players' willingness to provide funding. Relevant surveys are transport with small goods vehicles, product flow surveys on land and by sea, and development of terminal statistics.
<i>Production index for manufacturing</i>	Efforts to standardise the basket of goods in the <i>Production index for manufacturing</i> are almost complete. Using a standardised basket of goods will enable a more automated updating of the basket of goods and improve the correlation with other statistics in Statistics Norway. The basket of goods will be based on the UN's product standard SITC. Plans have been made to reduce the

number of product assortments in the basket of goods from around 2 000 to 400. Some work still needs to be done on price weights before a system for shadow calculation of the index can be devised. The plan is to shadow calculate the index with a new basket of goods throughout 2012 in order to obtain a data basis for a final decision. If the quality of the index is satisfactory, the aim is to publish according to the new system as from January 2013. In 2012, data on externally hired personnel will also be incorporated into the *Production index for manufacturing*.

*Innovation* Questions have been raised concerning the quality of the innovation statistics. A number of projects aimed at examining this further were therefore initiated in 2011. The projects also form part of a cooperation with Eurostat and the OECD. A two-part supplementary survey has been conducted in order to see if a) imposing a requirement to respond or not and b) using separate forms or one form for R&D and innovation have a bearing on the data quality. This work will provide useful experience in the preparation of the next innovation survey.

*R&D* The planning of the R&D survey for 2011 is aimed at improving the quality of information for the respondents. This was suggested in a report by SINTEF on the possible under-reporting in the R&D statistics. The recommendations in the report will be followed up and the conclusions will be discussed with the trade organisations. Cooperation with the trade organisations is also pertinent in the follow-up of the enterprises. More detailed information on the R&D concept will be included in the introductory letter for the 2011 survey. Changes in the form are not very relevant in 2012, but can be carried out in connection with the changeover to AltinnII.

*Global value chains* Extensive efforts have been made in following up the decision in the Nordic chief statistician meeting in 2009 on the study of the potential for quality improvements in statistics for foreign-controlled operations (incoming and outgoing FATS). The work is organised as an EU network project (ESSnet) *Measuring Global Value Chains*, where Statistics Norway has responsibility for the area *FATS mirror analyses*. The plan is that the network exchanges data in order to map whether this road can be navigated. The legal aspect of exchanging microdata between the statistical agencies is also a key topic. The aim of the ESSnet project as a whole is to develop new globalisation indicators and improve the quality of the statistics for foreign-controlled enterprises and the population data in the establishment and enterprise registers and the Euro Group Register. The project will be concluded in 2013.

*Effective auditing* The auditing process will be automated as much as possible, and the micro audit will be reserved for the large and determining units. In 2012, greater emphasis will be placed on analysing the effect of audits, and this will be used as a basis for improving the editing routines.

### **2.1.6. Energy, environmental and resource statistics**

The work within energy and the environment was reorganised in 2011 in order to give a more holistic perspective of energy and emission statistics with regard to quality, expertise and more effective use of resources. The quality and topicality of the statistics products will be maintained or improved, and the scope of some products will be assessed. This applies to municipal energy and environmental statistics, statistics on environmental investments and international cooperation. The assessments will place a large focus on quality aspects and the response burden.

*Energy statistics* Statistics Norway will continue its efforts to ensure consistency between energy accounts, environmental accounts and national accounts. The work will be documented. This work is also in line with the development of SEEA and the work

in Eurostat (NAMEA). Full consistency in the figures for these accounts will also help improve the efficiency throughout Statistics Norway.

A survey on energy use in buildings in the service industries will be conducted in 2012, which will partly be financed by the users. A possible reorganisation of this survey to enable it to support the statistics on energy use in the service sectors will be considered in 2012. Efforts to coordinate the surveys on energy use in households and on wood burning will be undertaken in 2012.

#### *Environmental statistics*

A large part of the work on emission intensities will be an integral part of the emission calculations. This is expected to improve the efficiency of the daily statistics publication of emission intensities. More sources will be added to the climate statistics than those defined under the Kyoto Protocol (forestry, shipping, aviation). The organisation of and content structure in the report on sustainability indicators will also be assessed.

A new EU regulation on the reporting of emissions to air in relation to Norwegian economic activity, environment-relevant taxes and material flow accounts (MFA) was approved in the European parliament in summer 2011. In 2012, Statistics Norway will consider how to adapt the work in order to effectively meet the new reporting requirements from 2013 and with the least response burden as possible.

Several new statistics directives are to be issued for the area of environmental statistics. A thorough assessment will be made of the potential for identifying resource-effective solutions in order to meet the new requirements.

Active efforts are underway to adopt common data collection solutions and other framework solutions in all surveys. A number of forms will be transferred to AltinnII in 2012. The capabilities in the new ssb.no will also be used, for example to create better overviews within energy and the environment for the benefit of external statistics users.

#### *Resource statistics*

The overarching goal for the natural resources and environmental statistics is to provide a total overview of the use of land resources, activities that are related to the exploitation of the resources, and measures that have been established to protect the environment from pollution (water, sewer, waste). In 2012, Statistics Norway will continue the activity in the land area for the most part, while other areas will be given a lower priority.

Within land, existing statistics will be prioritised and presented within a recently adopted classification system. This includes land statistics for Norway (land resources and land use), building in coastal zones, urban and central zones, protected areas and holiday home areas. Indicators will be developed for irreversible disposal of biologically productive land, which is included in the sustainability indicators. Work on geographic information systems (GIS) will be continued through an EU-funded project. The potential afforded by the new ssb.no will be exploited to give a more holistic and systematic presentation of the different elements of the land statistics.

The waste and sewer statistics, which are ongoing, will be continued, and the data source will be prepared in order to improve the efficiency of the data collection by using customer registers and other administrative registers. Some statistics will be given a lower priority. This applies to the sample survey for waste in manufacturing, StatRes waste, Svalbard waste and some international reporting that is based on a "gentleman's agreement".

The international activity within energy, the environment and resources will remain high in 2012.

### 2.1.7. Svalbard statistics

Since the scope of the Statistics Act was extended to include Svalbard, Statistics Norway has had a targeted focus on improving the statistical coverage of the group of islands. In order to simplify the access to Svalbard-related data, Svalbard has been added to the standard county list in StatBank on ssb.no for all statistics that publish county tables. The quality assurance work on the populations continues, and a link has been created between the population register for Svalbard and the land register (Matrikkelen). This enables a register-based household population to be created.

Of the industries that are highlighted as important focus areas in Report no. 22 to the Storting – Svalbard (R&D, mining and tourism), a good statistical basis is now emerging. Some work remains in creating a good statistical description of the R&D activity, but the expectation here is that using data from the research database RiS 2 (Research in Svalbard) will be useful. A key focus area for 2012 is to draw up a description of the Svalbard community's effect on the environment. A new consumption survey will also be conducted for Svalbard in 2012. The publication *This is Svalbard* will be updated with new results and published in spring 2012.

## 2.2. Research of high quality

### Research department

Good professional development and skills development are focussed on in all areas of research. All doctorate projects are given a solid basis for execution and progress. Furthermore, Statistics Norway aims to maintain or increase the extent of publication, both in Norway and globally.

#### Public finance

Ongoing obligations to several ministries will be met as before. Existing projects will be continued. The efforts relating to analyses of pensions and the health and care sector will be strengthened. Work on the StatRes project and an NFR project on persons on the periphery of the labour market will be escalated. An operational version of the micro simulation model for national insurance (LOTTE-TRYGD) will be released in 2012.

#### Energy and environmental economics

Econometric projects will be given a greater focus within environmental/energy economics. Statistics Norway's existing models of the Norwegian economy and of international energy markets will be used and developed, and a new general equilibrium model will be developed. The projects in 2012 involve work in all of the major models in the portfolio.

A new dynamic petroleum model will be completed and applied in new analyses. Various other projects will also be completed and final reports compiled, including the following projects financed by the Research Council of Norway: *Bærekraftig biodrivstoff, olje- og gassmarkedene mot 2050* (Sustainable bio-fuel, oil and gas markets in 2050) and *Indikatorer for bærekraftig utvikling* (Indicators of sustainable development).

#### Macro economics

The reports on economic trends will be presented/published on the planned dates, with a high quality.

Development, operation and maintenance of the models KVARTS and MODAG will be based on the contract with the Ministry of Finance and the need associated with the economic trend reports.

The main revision ~~audit~~ of the national accounts necessitates a re-estimation of the models. This will be done before a new MODAG version is submitted to the Ministry of Finance in summer 2012. The documentation of the model will also be updated.

*Micro economics* The goal is to ensure good progress in projects relating to welfare research and job offers, including completing a project on job offers among immigrants and a project on the evaluation and distribution of public services financed by Eurostat.

An operational version of the micro simulation model for corporate taxation (LOTTE-AS) will be released in 2012.

Additionally, the efforts to prepare the data basis in the model KOMMODE will be completed with data dating back to 1972. The model will be estimated for all of these years. This project will show the historical development and enable the stability over time and other characteristics of the model to be studied. The data basis will also be used in various projects within welfare research.

A number of projects will be completed or continued. A project on the significance of economic incentives for study choices, the project *Socio-economic determinants of cancer* and the project *Entrepreneurship in Norway: Dynamics, barriers and outcomes* will be continued. In addition, historical projects on economic growth, income disparities and welfare will be strengthened.

*Demography and living conditions* New population projections will be produced and published. Statistics Norway will examine whether regional immigrant population projections and urban projections for Oslo should be included in the official projections. Work will also be undertaken in the different aspects of the population project work, particularly in relation to immigration, but also through the analysis of regional migration, with a special focus on immigrants' mortality and migration.

A new project funded by the Research Council of Norway: *Nordic family policy and demographic consequences* will be executed over a number of years, starting in 2012.

Two major projects stretching over several years and funded by the Research Council of Norway will be completed: *Gender and partnership dynamics* and *Mobilisering av arbeidskrafts* (Mobilisation of the labour force).

*Statistical methods and standards* The ongoing demand for methodology assistance from the different divisions will be covered. Assistance will also be given in several major multi-discipline projects in Statistics Norway, including the Population and housing census 2011 and further development of the framework tool ISEE.

The methodology expertise among Statistics Norway employees will be strengthened, partly by new employees taking part in a course on statistical methods and by reviewing several of Statistics Norway's internal courses on statistical methods. One key methodology project for 2012 is connected with handling non-response.

The following major projects will be given a high priority in 2012:

- Development of ISEE, with special emphasis on selective auditing
- Standardised non-response handling for surveys on individuals and households
- Research project on data integration of administrative registers for statistical purposes
- Population and housing census 2011. Measuring quality and confidentiality.
- Stochastic population projects

### 2.3. Satisfied users and motivated respondents

*Dissemination and publishing*  
*New ssb.no*

The new ssb.no is behind schedule but will be launched in 2012. A controlled and successful transition from project to operation is one of the aims of this project. The Department of communications will conclude the project and personnel with website expertise will ensure professional administration of the website. Technical

administration and stabilisation of the website will be carried out together with the Division for IT communication systems within the framework of the service level agreement (SLA). Prior to launch, and during the initial phase of the operational website, extensive work will be carried out by the individual statistics divisions to develop tables and prepare content of new statistics. During the final phase of completion, an evaluation will be made of the web project, headed by the Department of administration. User tests will also be performed before and after the new *ssb.no* is launched.

*Working on ssb.no* The ongoing publishing on *ssb.no* will be reorganised and will take place in an environment where all parties involved have a closer cooperation than previously. In order to stabilise the operation, the publishing process and routines will be reviewed and quality assured. The cooperation with the Division for IT communication systems is of major importance, and close cooperation and regular assessments of working methods, roles and responsibilities will be facilitated.

*Managing ssb.no* Work will be undertaken to ensure a holistic information architecture (IA). The work will result in skills upgrading, documentation of the web strategy and content strategy, as well as principles for architecture that cover the content both inside and outside the statistical areas on the new *ssb.no*. The holistic information architecture will form the basis for the work of securing content that is not already transferred to the administration and storage system on the web (CMT).

Fault correction and improvements to the existing functionality will be carried out on an ongoing basis once the website is operational, and in parallel with the information architecture work. Implementations will be carried out at well-defined intervals. Stable operation, holistic IA and collective content will form the basis for systematically working with and prioritising new functionality. Technical administration of the website will be in cooperation with the Division for IT communication systems within the framework of the SLA.

*Table builder and StatBank* The table builder is based on StatBank, which will therefore become a more central part of *ssb.no* after launch. Operation of StatBank, the advice to the statistical divisions and the quality assurance of the content will all entail new and stronger requirements. Work will continue on improving the quality of content in tables and metadata in StatBank. Improvements are also needed in the administrative interface for internal users, as well as the functionality and user interface for the end user. Certain quality improvement measures will be made on an ad hoc basis, but more extensive efforts will be mapped and planned in cooperation with the Division for IT communication systems.

*Evaluation* Simultaneous to the conclusion of the new *ssb.no* project, an external evaluation will be made of the development process. The evaluation will be completed by 1 June.

*User evaluation* In order to ensure a high quality in the administration of the new *ssb.no*, and that content and functionality that are developed and maintained meet user requirements, a web analysis tool has been procured.

*Courses for international participants* Due to the work on the new *ssb.no*, fewer courses have been held in recent years. The course activity will be slowly increased in 2012 until returning to the normal level in 2013. Relevant courses in 2012 will be *Finn statistikken (norsk og internasjonal)* (Finding statistics (Norwegian and international)) and use of *KOSTRA*. A three-day course funded by EFTA will be held on user-friendly dissemination for international participants.

**Publications**  
*Population of Norway 1814-2014* In connection with the marking of the 200th anniversary of the Constitution of Norway, Statistics Norway will publish "Norges befolkning 1814-2014", which will describe the population trends over the past 200 years. The demographic

change will form the framework for the publication, which will have numerous links to other statistics that highlight central changes. The project will also review the electoral system and produce a generally available and explanatory book on the Internet and in hard copy.

*Multi-discipline dissemination products*

The *This is* publications are regularly updated. *This is Norway*, *This is Svalbard* and *This is Statistics Norway* were last published in 2009. *Women and men in Norway* (which is regarded as a *This is* publication) was published in 2010.

- *This is Svalbard* – update will be completed in the first quarter of 2012
- *This is Norway* – to be updated in early autumn 2012
- *Women and men in Norway* – also to be updated in early autumn in a cooperation between the Division for social welfare statistics and the Department of communications.

*Statistical Yearbook of Norway*

Steadily fewer are buying the hard copy version of the Statistics Yearbook of Norway. Whether the yearbook is to be continued and whether it should be a collective hard copy publication or more fragmented will be considered in 2012. The yearbook for 2012 will be published as usual.

**Tidemann**

The Library and Information Centre is responsible for quality assuring metadata and registering Statistics Norway's publications in Tidemann, which is a metadata system for publications and articles in journals. The new ssb.no will retrieve information directly from Tidemann. The service carries certain requirements for continual registration, scope and quality.

A user survey will also be conducted before and after the new ssb.no is launched. The library, media contacts and statistics divisions all receive direct enquiries, and respond to questions from users. Such enquiries can provide useful information on ssb.no as a supplement to web analyses and user surveys, and help to improve user friendliness.

**Documentation and digitisation**  
*Documentation and preservation of the data archive*

In 2011, a discussion was initiated on the need to assign responsibility and develop expertise for the long-term preservation of the digital statistics basis in Statistics Norway. In 2012, the matter will be considered in order to ensure that Statistics Norway's needs and guidelines for long-term storage of data are updated and adapted to the current requirements and solution possibilities. The aim is also to adapt Statistics Norway's metadata and other relevant documentation to existing standards, and the correlation between archived data and available documentation will be improved. In this area, the report must be coordinated with Statistics Norway's other development work on microdata. The report will cover resource needs, accountability and tasks related to a central archive function, and will recommend organisational placement. In addition to the current work on Statistics Norway's archive in relation to electronic document handling, the unit will be given tasks associated with the preserving and delivery of the statistical basis and of ssb.no.

*Organisation and preservation of archive material*

In connection with the relocation to Akersveien in 2014, older hard copy archive material that is worthy of preservation and is located centrally and locally in Kongsvinger and Oslo will be handed over to the National Archives of Norway or incorporated into Statistics Norway's central archive. It may also be appropriate to digitize some of this material. The scope of the work and content of the material will be mapped. From 2014, there will no longer be local archives connected with the departments/divisions in Statistics Norway.

*Discarding and handing over printed publications*

The goal of the discarding project (both handover and discarding) is to half the library collection by 1 May. Part of the adaptation to the electronic collection will include identifying and retaining the books, journals and statistics that are most relevant to Statistics Norway's work.

<i>Completion of digitisation of Statistics Norway's publications</i>	By the end of 2012, 22 000 hard copy publications will have been scanned using OCR and published on ssb.no. Registration in the Tidemann metadata system must be quality assured in order to ensure that the publications are retrievable in search engines, and that the publications are available in the correct location on ssb.no in addition to the historical pages. Registration is ongoing, and should be completed in 2013.
<i>Statistics Norway's institutional publication archive</i>	Content is in the process of being added to Statistics Norway's Open Research Repository (working title SNORRe). The institutional archive has been updated in order to make Statistics Norway's researchers' external publications openly available to users. In 2012, the work will focus on ongoing registration of research publications.
<b>Outcome indicators</b>	<p>Outcome indicators will be introduced in 2012 for</p> <ul style="list-style-type: none"> <li>• <i>serious errors in publications</i></li> <li>• <i>external courses and course participation.</i></li> </ul> <p>Individual user surveys to respondents in general, microdata tasks in particular and for e-mail enquiries to the library will also be introduced.</p>
<b>Data collection</b> <i>Register focus</i> <i>Cooperation agreements on quality in administrative registers</i>	<p>The focus on registers is aimed at improving the quality of data that Statistics Norway retrieves from administrative registers. The goal is fewer corrections and thus less use of resources in Statistics Norway. The improvement in data quality will be realised by making the contact with register owners more professional. Applicable agreements with register owners will be reviewed, and cooperation agreements will be established with all major public register owners. The agreements will regulate mutual cooperation on quality.</p> <p>In 2012, Statistics Norway aims to improve the tools that are used for measuring quality in registers, and implement a common routine for reporting errors and omissions to the register owners. The aim is that various quality controls can be carried out by the register owner.</p> <p>If progress in the development project on joint data receipt (<i>Felles datamottak</i>) goes as planned, Statistics Norway will begin preparations for the receipt of register information through Altinn and joint data receipt in the second half of 2012. This will streamline the data collection further and replace receipt from various different registers.</p>
<i>Register-based Population and housing census.</i> <i>Households</i>	<p>The work in the first half of 2012 entails creating links between the statistical population register (BeReg) and the land register (Matrikkelen) in order to establish households based on the address in the National Population Register (DSF). For students, residents of Svalbard and residents in institutions, the actual address is used.</p> <p>In 2012, Statistics Norway plans to improve the quality of central dwelling variables by using a number of data sources and implementing statistical imputation methods. The population of private households and occupied dwellings will be harmonised in 2012.</p> <p>One of the main tasks for 2012 is to complete the work on a decision system that handles different address sources, and which enables the right address (the best address) to be chosen for the right purpose. The household formations will also be included as units in the sample surveys, and the different addresses can be used for tracking purposes in order to improve the data collection. The households will be included in a range of statistics in Statistics Norway, including the income statistics, and will also be released based on such needs.</p>
<i>Higher quality in population registers</i>	Efforts to improve and standardise processes in the population administration will continue in 2012. The focus is on compiling quality descriptions and improving the process quality across the register systems. Statistics Norway takes part in several

external working groups aimed at improving the quality in the basic data registers and ensuring a more appropriate division of labour between the agencies.

The work on globalisation/creating an international dimension will continue through participation in the ongoing development of the scope in Eurostat's Euro Group Register (EGR) with regard to the multinational European groups. Statistics Norway will implement further identifiers in the Central Register of Establishments and Enterprises in order to cover other dimensions than ownership.

Statistics Norway will help ensure that the delivery from the Norwegian Mapping Authority (Norway Digital) to the geodatabase is more effective, quality assured and takes place in a timely manner. Geodata is used inter alia for quality assurance purposes in the new routines for geo-referencing establishments. Geodata will also be used as an aid in interview work in 2012 in order to determine the most appropriate travel routes.

*Greater electronic integration via Altinn*

The focus on increasing electronic integration via Altinn continues in 2012. From the first half of 2012, Statistics Norway will escalate the work on the transition from existing form solutions in Statistics Norway's portal for data collection from businesses (IDUN) to using services on the AltinnII platform. Here the emphasis will be on improving existing form solutions and adopting more automated reporting solutions. Where appropriate, Statistics Norway will convert the forms directly to AltinnII without major changes. Form solutions in AltinnI will be transferred to AltinnII during the course of 2012. The report on the transition for KOSTRA reporting in Altinn is planned for completion in autumn 2012. Statistics Norway will continue the efforts to transfer the reporting to Statistics Norway via Altinn for financial enterprises in 2012.

*Developing framework solutions and streamlining the data collection*

A framework solution for joint data receipt in Statistics Norway will be put into production in 2012. The data receipt supports integration with AltinnII and the semantics register for electronic integration in Brønnøysund.

Statistics Norway also plans to put into production a framework solution for the pre-completion of information in letters and reporting solutions. The plan is to start developing a common feedback module in autumn 2012, with joint data receipt and the reporting service in Altinn as the primary infrastructure for electronic communication with respondents.

The sample plans for establishment and enterprise surveys will be reviewed with a view to a fairer distribution of the response burden and a possible reduction in samples. Statistics Norway will review the existing system for measuring and reporting the response burden in 2012. Use of paper forms in correspondence will be further reduced.

The interview activity will be made more cost effective through more effective distribution of work to and between interviewers, more effective contact efforts, and more targeted follow-up work. The follow-up work will be given a clearer priority based on process data on how the non-response is broken down. Travel costs will be reduced through more cost-effective sample plans for face-to-face surveys.

## **2.4. Cooperation for better statistics**

### **2.4.1. National cooperation**

In order to further develop statistics and analyses that are relevant, of a sufficient quality, and without burdening the respondents too much, close cooperation with other agencies and statistics users is essential.

*Statistics Council* The Statistics Council is an instrument for coordinating the production of Norwegian official statistics in order to safeguard and improve their quality. The Council encompasses 25 statistics producers. New EU directives also impose requirements on statistics producers other than Statistics Norway.

*Register cooperation* Agreements have been entered into on the quality of data that Statistics Norway retrieves from administrative registers. The agreements are reviewed and renewed every year. Statistics Norway starts with register owners/cooperation partners in the Statistics Council.

In addition to the Statistics Council, cooperation is also undertaken in the following areas:

- The SKATE cooperation (management and coordination of services in e-administration), overarching cases in the register cooperation/requirements for joint solutions
- Cooperation with Altinn
- Cooperation forum for the Central Coordinating Register for Legal Entities with owners of associated registers and the Norwegian Mapping Authority
- Cooperation on Matrikkelen, including annual contact meetings
- Norway Digital and sub-groups
- Cooperation linked to the National Register, the user forum and modernisation of the DSF
- Working groups aimed at quality in the basic data registers, including with the Directorate of Taxes and the Office of the Prime Minister
- Ongoing cooperation between register owners and statistics divisions
- Ad-hoc cooperation in connection with development projects etc.

The cooperation with NAV is also being tightened in order to meet the challenges associated with deliveries of data, and to coordinate the work with new routines that are being devised for quality in administrative registers.

*Data processing agreements* Data collection from financial enterprises is a cooperation between the Financial Supervisory Authority of Norway, the Central Bank of Norway and Statistics Norway. Statistics Norway is responsible for collecting supervisory and accounting information for all types of financial enterprises, and for joint database solutions. Statistics Norway also processes data in a number of other areas for other government agencies, e.g. in Kostra. Statistics Norway also currently has a data processing agreement with the Ministry of Health and Care Services.

*e-administration - Altinn and SERES* Statistics Norway's participation in the e-administration cooperation continues. More extensive and clearer requirements for integration internally in the administration are expected, and Statistics Norway is to continue its efforts to adapt its own data processing and IT architecture to the requirements for the public sector. Statistics Norway participates in the cooperation forum SKATE, where strategic challenges in ICT and e-administration are discussed.

*Micro data for research* *Micro data for research*  
Demand is high for micro data for use in research. This applies to linked micro data from administrative registers as well as individual data from Statistics Norway's interview surveys. Statistics Norway has gradually improved researchers' access to data. One initiative has been to make the researchers more aware of the processing tasks by means of a dedicated page on [ssb.no](http://ssb.no).

One of the aims is to reduce the delivery time for disseminating micro data to researchers. Various conditions affect the delivery time, including approval requirements, where Statistics Norway is dependent on external authorities, but also how data is organised internally. In cooperation with the relevant divisions, the internal data organisation will be assessed with a view to more effective

dissemination of data to researchers. In connection with this, the Research Council of Norway has granted funds for a project where the objective is to facilitate anonymous access to de-identified micro data for researchers (RAIRD). The project is to be carried out in cooperation with NSD and will be executed over five years prior to full implementation.

#### **2.4.2. EEA cooperation**

Statistics Norway is an active participant in the international statistical cooperation. This requires a major focus in 2012 on the preparation, execution and follow-up of both the ongoing work and more time-limited assignments. Statistics Norway has taken over the helm in the EFTA cooperation on statistics for a two-year period.

Improvements were made to the procedures and routines for implementing new legislative acts on statistics in the EEA Agreement in 2011. Also during the course of the year, the final report from Sponsorship on Quality was submitted, with Norway, through Statistics Norway, holding the chair. The final report included revised guidelines for the European Statistics Code of Practice, which was adopted by the ESS committee in September 2011. The international secretariat will also perform the secretariat functions actively in 2012 via international and internal coordination and information.

The goals for 2012 include:

- Improving and updating international information on the intranet (including publishing routines for EU grants and Norwegian translations of legislative acts).
- Improving the integration of work on the European statistics programme, important processes and new legislative acts and make the integration more systematic internally in Statistics Norway (particularly in relation to Statistics Norway's directors' meetings).
- Further developing the processes relating to international budgets, particularly in connection with applications.
- Reviewing routines and templates for travel reports.
- Compiling a brochure on international cooperation in Statistics Norway.

#### **2.4.3. Other international cooperation**

The work in connection with other international bodies, such as the UN, OECD, IMF, ILO and at a Nordic level, is followed up with regard to data supplies and meeting participation.

##### *UN - Statistical Commission*

Statistics Norway will represent Norway in the UN's Statistical Commission for a four-year period until 2013.

##### *UN – Oslo group for energy statistics*

A cooperation is in place with the ESCM (Energy Statistics Compilers Manual), which will be discussed at a meeting in Finland in October. Norway continues to have secretariat and leadership responsibility for the Oslo group.

#### **2.4.4. Nordic cooperation**

A Nordic statistics conference is to be held in Bergen in 2013, and the chief statistician meeting will be held in Rosendal. The conference will coincide with Norwegian chairmanship in the Nordic cooperation. The work has already started and will continue in 2012. However, much of the preparatory work will be carried out in 2013.

#### **2.4.5. International development cooperation**

The overarching objective for Statistics Norway's international statistical advisory work is to help strengthen the developing countries' potential for and expertise in producing statistics, including contributing to its own and others' use of statistics for social planning and social discussion, directly and indirectly by:

- Helping developing countries to develop and strengthen their national statistical systems
- Helping to ensure that Norwegian aid and foreign aid policy are, to an increasing extent, based on fact-based knowledge of our development partner countries
- Helping to ensure that Statistics Norway as an active player in the global statistics community is well informed about statistics production in developing countries and needs, opportunities and expertise for their national statistics offices

Statistics Norway's strategy for achieving these objectives encompasses the following focus areas in 2012:

- Continue the long-term institution cooperation with high priority partner countries
- Continue aid for professional development within selected niches/specialist areas where Statistics Norway has comparative advantages, such as poverty analysis and dissemination
- Further develop and consolidate the efforts from 2011 for active use of national statistics in the partner countries and in Norwegian aid environments
- Consolidate the cooperation on statistics work internally in Statistics Norway in line with the pattern in 2011

## 2.5. Quality at every stage

### *Information security*

A risk and security analysis of IT and security was carried out in 2011. A number of recommendations for measures were presented, which will be followed up by the security team, including the need for a comprehensive update of the security manual. Exercises and controls are carried out in order to ascertain if plans are followed.

Goals for 2012:

- Satisfactory information security in Statistics Norway
- Plan and execute at least one security exercise
- Follow up the risk and security analysis
- Update the plans after reorganisation
- Greater security awareness in the organisation

### *Portfolio management*

The portfolio of development projects is followed up with quarterly prioritisation meetings and ongoing deviation reports to the directors' meeting. The portfolio management collects and organises the information on the projects in the portfolio. A committee assists the portfolio management in the assessment of projects (setting points).

Goals for 2012:

- The portfolio management will play a role in improving the efficiency in Statistics Norway in the form of better planning, progress and achieving goals for the development projects
- Assess the current system of portfolio and project management, partly with a view to improving reporting routines.

### *Statistics Norway's planning system*

The first version of the new product register was launched in October 2011. The remaining functionality is planned for launch in 2012. The register has an interface with the programs for timesheets and timetables, as well as SAP, Agresso and WebSak. In the longer term, an interface will also be established with the new ssb.no and STABAS, among others.

Goals for 2012:

- Develop the remaining functionality in the product register

The systems for recording hours worked and hours planned will not be changed in 2012. The systems will eventually be replaced, however, as they are based on a technical platform that Statistics Norway plans to phase out.

*Indicators* Outcome and quality indicators are used as a management tool and for making improvements at various levels in Statistics Norway – from reporting to the Ministry of Finance and the supervisory authorities to process level. Several new indicators are to be developed in 2012, including a new indicator for productivity.

*Continuous improvement and Lean* Lean encompasses principles and tools for creating the most value as possible for users with the least possible waste. Lean has evolved from the TQM (Total Quality Management) that Statistics Norway's quality work is based on, and builds on the same principles, such as studying processes and user needs in order to identify what improvements can be made. Measurements to ensure that improvements are based on facts are also a key part of Lean, as are personnel involvement and continuous improvement.

Lean will play a key role in the efforts to execute Statistics Norway's main priorities with regard to quality improvements and improving efficiency. Competence in Lean will be developed in Statistics Norway, and a coordination group is to be established that will lead the review of the production processes with a view to improving efficiency.

*Internal control* A framework for internal control was established based on the Guidelines for European statistics (Code of Practice - CoP). A system for reviewing statistics has been established, and 8 statistics were reviewed in 2011. The reviews apply Lean techniques, among others.

Goals for 2012:

*The following 10 statistics are planned for review in 2012*

- Tax statistics for personal taxpayers
- Producer price index
- Labour force survey
- Household waste
- Election statistics
- Statistics on primary and lower secondary schools
- Maritime transport statistics
- PROCOM
- Publicly-owned enterprises
- Monthly external economy

*The following internal control initiatives are also planned for 2012*

- External evaluation of the new ssb.no, with a deadline of 1 June 2012
- Review of the practice for suppressing confidential data
- Follow-up of shortcomings in relation to CoP and actions from the Peer review
- Access controls

*Standardised solutions* Effective retrieval of data and processing of the data basis helps to keep the costs down while simultaneously ensuring a high quality and relevant topicality. In recent years, Statistics Norway has worked on the transition from specific solutions to different forms of standardised solutions (i.e. the framework), automated solutions etc.

*Electronic integration via Altinn* Statistics Norway aims to increase the electronic integration via Altinn, and link internal framework solutions for the data collection with Altinn by developing joint data receipt in Statistics Norway. The development work on data receipt in Statistics Norway will continue in 2012. The focus is on the integration with

respondents and receipt from register sources. More and more of the data collection from Statistics Norway's own system; IDUN, will be transferred to Altinn. New services are also being established in Altinn, such as the capability for the financial industry to report via the Altinn portal as from 2012. In 2012, Statistics Norway is considering a changeover from data collection in the current KOSTRA solution to reporting via Altinn. The data receipt is supported by common metadata systems and will be integrated with common framework solutions for pre-completed information in forms and administration of sample units. The data collection follows the principle of electronic first choice, where using paper forms in 2012 will be systematically phased out in ordinary dispatches, and where respondents will need to call a specific telephone number to order a paper form.

*Controls in forms* Control systems that identify errors as early as completion and submission help to improve the efficiency of the data collection, while also reducing the perceived response burden. Experiences with placing controls with the respondents in web-based surveys have been positive. This work will be continued in 2012.

*Automated systems* A fully automated code system (IRIS) has now been implemented in the Causes of death registry in order to enable uniform coding of the cause of death diagnosis on death notices. The new system also enables better international comparability. The aim in 2012 is that the new system can code around 50 per cent of deaths in 2011.

*ISEE* ISEE (Integrated System for Editing and Estimating) was developed by Statistics Norway and gives standardised access to various statistic modules for the preparation of data. ISEE is made up of several parts, including Dynarev (system for data audits), PRIS (audit and index calculation) and STRUKTUR (estimating of total figures based on a sample) and Grid/Driller (a system for inspection from overarching/aggregate level of large data volumes and registers).

Around 150 statistics now use ISEE, and several more are planned in 2012. Focus will also be given to using ISEE for register-based statistics.

*Coordinated drawing of samples* Statistics Norway has developed a standard solution for drawing samples; Norsamu. The goal is that all establishment and enterprise-based surveys will use Norsamu in 2012. Norsamu is a system aimed at better and fairer distribution of the total response burden. Reducing the sample sizes is also a goal for Norsamu, thereby reducing the response burden.

*Effective auditing* The aim is to automate the auditing systems as far as possible, and to reserve micro audits for large and determining units. In 2012, more emphasis will be placed on analysing the effect of audits, as a basis for improving the efficiency of the editing routines.

*IT administration and development*  
*Ongoing administration* The IT department's most important goals for 2012 are ensuring predictable deliveries and completing development tasks through better planning and follow-up. Furthermore, all parts of the infrastructure need to be reviewed and upgraded in order to reduce the scope of problems as a result of the outdated solutions.

Around 80 per cent of available IT resources are used in the administration of existing solutions. The administration is regulated and prioritised through the SLAs. The communication between the statistics side and IT in relation to fault correction and ongoing maintenance will be reviewed in order to remove bottlenecks and put an end to doubling up work. Efforts are ongoing to streamline the administration, but the most important measure is the continued new development of common solutions aimed at reducing the scope of various applications that are used in statistics production.

*Development work* The main priority in 2012 is to complete the new ssb.no and establish complete joint data receipt that covers all communication and data transfers between Altinn

and Statistics Norway. A comprehensive development of ISEE is also planned in order to enable the system to cover all relevant processes for preparing data, for both sample and register-based surveys.

Efforts to create common analysis solutions will be initiated, including the design of a solution for EDAG. Use of data warehouse technology will be considered in this field.

#### *IT infrastructure*

The main priority in 2012 is to ensure the quality in the daily operation, and eliminate problems that hinder effective execution of the work for the end users. The most comprehensive and heaviest burden in 2012 will be the upgrade of all clients, and adapting the security architecture in the network in order to strengthen security and emergency preparedness with regard to Statistics Norway's production data and improving users' Internet access.

Statistics Norway's need for storing and archiving data must be viewed from a holistic perspective. The storage and archive technology has changed considerably in recent years, which means that safeguarding continuity and security can now be much more straightforward and less resource intensive than is currently the case. An administration plan will be devised to ensure that equipment and solutions used in Statistics Norway are always up to date.

#### **Personnel and skills development**

General goals:

- *Statistics Norway shall recruit the labour needed in the organisation at any given time, and all personnel shall be given the necessary training and development.*
- *Statistics Norway shall contribute to the training of external users in order to increase the users' expertise, and as part of the profiling of Statistics Norway.*
- *Statistics Norway shall have systematic recruitment and training in order to avoid a high turnover of staff, and ensure effective skills transfer between employees.*
- *Statistics Norway shall endeavour to increase the rotation of employees.*

Initiatives in 2012 include:

Skills and resources are to be mapped and internal training facilitated. Efforts include new proteam and quality courses, and development of the e-learning offer in central specialist areas.

A systematic final interview will be held of all employees who leave Statistics Norway before completing 3 years' service.

Statistics Norway endeavours to have active profiling in relation to the educational institutions and the fields of study that are regarded as most relevant. The need to recruit BA graduates with a relevant background must be considered.

The recruitment process will be strengthened by, for example, group recruitment and more systematic testing and interviewing.

## **2.6. Administration and financial management**

#### *Financial management*

All financial routines are subject to regular maintenance checks. Devising and maintaining routines for all areas within finance are important parts of the internal control work. A materials register has been obtained, where all assets in Statistics Norway with a value in excess of NOK 30 000, or which are easily transferrable, are registered.

Goals:

- Budgets and accounts are prepared within defined time frames and according to guidelines.

Documents are published on the intranet and as printed documents, plans and notifications. In the follow-up of the budget, two main reports are prepared for the Ministry of Finance (as of 30 June and 31 December). Four reports (as of 30 April, 31 August, 31 October and 31 December) are prepared for Statistics Norway's executive committee, in addition to extra reports as the need arises.

Statistics Norway plans to initiate efforts aimed at introducing a new standard government chart of accounts and recording the activity accounts according to the accounting principle in cooperation with the Norwegian Government Agency for Financial Management (DFØ).

*Purchasing* Statistics Norway introduced e-commerce in June 2011. The work in 2012 will concentrate on extending the solution to as many suppliers as possible. The competition execution tool (Merzell) that is used for all competitive tendering in Statistics Norway will be integrated with the archive system Websak, and Statistics Norway's purchasing strategy will be reviewed in 2012.

Goals:

- Purchasing will be in accordance with legislation and regulations on public procurement, the state's financial management regulations (Statens økonomireglement) and Statistics Norway's purchasing strategy.

*Property management* A key task is ensuring that operation of the buildings in Kongens gate is adapted in line with the relocation date in February 2014 with regard to agreements, maintenance and investments.

Goals:

- Contribute to a good physical working environment and offer a service to the users within the areas that the division is responsible for. Ongoing service and operating tasks are to be carried out during ordinary working hours.

Activities covered in the operating budget for 2012 include a new ventilation plant in the basement level, a cooling plant on the 3<sup>rd</sup> floor and maintenance at Kongsvinger, building an IT operating centre, considering the transport arrangement and need, and upholding the requirements of the environmental certification. Security measures in Kongsvinger will be considered on a par with the level planned for Akersveien.

*New premises in Oslo from 2014* Statistics Norway in Oslo is moving to Akersveien 26 in February 2014. The work is organised as a project in staff in the Department of administration. The project reports to the Steering group, which is headed by the Director General. The construction and rehabilitation work will start in Akersveien in 2012 and the project will ensure that Statistics Norway takes the decisions that need to be taken during the construction phase. A technical consultant and an interior architect are involved in the project as support for the decisions that need to be made. Good communication with employees in the process leading up to the actual move is crucial. Preparations for the move include tidying, discarding unwanted items and archiving, which will be carried out in 2012, and fitting and decorating work will also be initiated.

### 3. Resources

#### 3.1. Budget

In section 1620 of the national budget, the total for Statistics Norway equates to NOK 706.8 million for 2012. This amount is split as follows between the different items:

Item 01 NOK 502.2 million  
 Item 21 NOK 194.8 million  
 Item 45 NOK 9.8 million

*Total operating budget* Statistics Norway's total operating revenues for 2012 are budgeted at NOK 693.2 million (government appropriations and user-financed revenues). In addition to this is the investment budget of NOK 9.8 million.

For items 01 and 21 in total, a negative operating result of NOK 3.2 million is budgeted for 2012.

*Government assignments - item 01* Budgeted expenses for this item total NOK 499.7 million. An operating result of NOK 2.5 million is budgeted. Application has been made for a transfer of funds from 2011 to 2012 in the sum of NOK 11.9 million.

*User-financed revenues - item 21* Statistics Norway's budget for 2012 for user-financed income is NOK 191 million. This is an increase of NOK 9 million compared to budgeted revenues for 2011.

The item is budgeted with a deficit of NOK 5.7 million. Transferred funds from 2011 to 2012 equate to NOK 52.7 million, which Statistics Norway is seeking 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 payments received. The user-financed assignments make up around 28 per cent of Statistics Norway's total budget.

*Investments – item 45* Budgeted expenditure for investments totals NOK 9.8 million.

#### Operating budget 2012 – total for items 01 and 21. NOK 1 000

	Regnskap 2010	Rev. budsjett 2011	Regnskap 2011	Budsjett 2012
Statsbevilgng .....	485 400	503 400	503 400	502 200
Oppdragsinntekt .....	208 348	190 322	207 236	190 959
Lønnskompensasjoner .....	10 300	4 600	4 600	
Merinntekt salgsmntekter post 01 .....	86		302	
Refusjoner .....	19 797		17 025	
<b>Sum inntekter og refusjoner .....</b>	<b>723 931</b>	<b>698 322</b>	<b>732 564</b>	<b>693 159</b>
Lønnsutgifter .....	497 441	502 616	518 427	490 638
Varer og tjenester .....	200 826	217 785	209 900	205 688
<b>Sum driftsutgifter .....</b>	<b>698 267</b>	<b>720 401</b>	<b>728 327</b>	<b>696 327</b>
Driftsresultat .....	25 664	-22 079	4 237	-3 168
Overføringer fra året før .....	34 702	60 365	60 365	
<b>Overføringer til neste år .....</b>	<b>60 366</b>	<b>38 286</b>	<b>64 602</b>	

#### Government assignments, item 01. NOK 1 000

	Regnskap 2010	Rev. budsjett 2011	Regnskap 2011	Budsjett 2012
Statsbevilgning .....	485 400	503 400	503 400	502 200
Lønnskompensasjoner .....	10 300	4 600	4 600	
Merinntekt salgsmntekter .....	86		302	
Refusjoner .....	19 797		17 025	
<b>Sum inntekter og refusjoner .....</b>	<b>515 584</b>	<b>508 000</b>	<b>525 328</b>	<b>502 200</b>
Lønnsutgifter .....	371 553	377 034	393 844	357 547
Varer og tjenester .....	131 305	148 126	142 318	142 104
<b>Sum utgifter .....</b>	<b>502 858</b>	<b>525 160</b>	<b>536 161</b>	<b>499 651</b>
Driftsresultat .....	12 726	-17 160	-10 834	2 549
Overføringer fra året før .....	10 033	22 759	22 759	
<b>Overføringer til neste år .....</b>	<b>22 759</b>	<b>5 599</b>	<b>11 925</b>	

**User-financed assignments, item 21. NOK 1 000**

	Regnskap 2010	Rev. budsjett 2011	Regnskap 2011	Budsjett 2012
Inntektskrav i statsbudsjettet .....	183 200	188 900	188 900	194 800
Mer/mindre- inntekt .....	25 148	1 422	18 336	-3 841
Oppdragsinntekt .....	208 348	190 322	207 236	190 959
<b>Sum inntekter .....</b>	<b>208 348</b>	<b>190 322</b>	<b>207 236</b>	<b>190 959</b>
Lønnsutgifter .....	125 888	125 582	124 584	133 091
Varer og tjenester .....	69 521	69 659	67 582	63 585
<b>Sum utgifter .....</b>	<b>195 410</b>	<b>195 241</b>	<b>192 166</b>	<b>196 676</b>
Driftsresultat .....	12 938	-4 919	15 070	-5 717
Overføringer fra året før .....	24 669	37 606	37 606	
<b>Overføringer til neste år .....</b>	<b>37 607</b>	<b>32 687</b>	<b>52 676</b>	

**Major acquisitions, item 45. NOK 1 000**

	Regnskap 2010	Rev. budsjett 2011	Regnskap 2011	Budsjett 2012
Statsbevilgning .....	10 400	9 600	9 600	9 800
Sum utgifter .....	12 078	9 600	3 213	9 800
<b>Driftsresultat .....</b>	<b>-1 678</b>	<b>0</b>	<b>6 387</b>	<b>0</b>
Overføringer fra året før .....	1 681	3	3	
<b>Overføringer til neste år .....</b>	<b>3</b>	<b>3</b>	<b>6 390</b>	

The internal budget distribution is presented in an annual budget publication, which is released in the *Plans and reports* series.

**3.2. Personnel**

Recruiting and retaining competent employees is a priority.

*Working environment - HSE*

Statistics Norway has inclusive working life agreements with the following objectives:

- Statistics Norway will work actively to keep sickness absence at a low level
- Statistics Norway will safeguard the resources that employees of all ages represent, through an active life phase policy

Job vacancy advertisements clearly state that persons with reduced functional capacity will be accommodated, and qualified applicants with reduced functional capacity will always be invited to job interviews.

HSE work in 2012 will be performed in accordance with the HSE manual. Emphasis will be given to the local HSE reviews and action plans for HSE work in the individual departments.

*Number of employees*

As of 31 December 2011, Statistics Norway has 980 employees, including 13 on parental leave. Statistics Norway also has 196 interviewers; 97 located centrally and 99 located locally throughout Norway.

*Number of full-time equivalents (FTEs)*

A total of 913.4 FTEs are budgeted for 2012, which is 24 less than for 2011. Budgeted FTEs for government assignments total 672 and for user-financed assignments the figure is 241. Approximately 65 FTEs are also planned for interviewers.

Reorganisations carried out in 2011 with effect from 1 January 2012 affect the development of FTEs at departmental level.

**Budgeted FTEs, by financing and department. Main categories 2012**

Department	FTE total 2011	FTE total 2012	Government assignments		User-financed assignments <sup>1</sup>	
			2011	2012	2011	2012
<b>Total</b>	937.5	913.4	716.9	672.0	220.6	241.4
100 Dept. of administration <sup>2</sup>	24.8	85.6	16.8	47.1	8.0	38.5
140 International development cooperation <sup>3</sup>	20.6		-		20.6	
200 Economics, energy and the environment	127.6	106.3	97.8	75.9	29.8	30.4
300 Social statistics	110.7	109.7	71.0	68.5	39.7	41.2
400 Industry statistics	116.4	107.9	101.4	93.2	15.0	14.7
500 Research department	92.4	93.7	51.9	44.1	40.5	49.6
600 Dept. of communications	94.3	50.0	76.1	42.8	18.2	7.2
700 IT and statistical methods	114.8	110.3	98.2	95.9	16.6	14.4
800 Data collection	122.3	120.3	99.7	87.9	22.6	32.4
900 National accounts and financial statistics	113.6	129.6	104.0	116.6	9.6	13.0

<sup>1</sup>User-financed assignments also include FTEs financed by overheads.

<sup>2</sup>The figures include the Division for international development cooperation.

<sup>3</sup>For user-financed assignments in the *Division for international development work (140)*, short-term assignments are posted to the individual divisions and departments.

## Appendix A. Extract from Proposition no. 1 S (2011-2012)

### Key challenges and priorities in the statistics production in 2012

Statistics Norway works systematically to develop and improve the overall statistics product. Focus is placed on developing statistics for areas where the coverage is limited. The demand for statistics and analyses is steadily increasing to more areas that directly or indirectly describe social trends and living conditions for different groups. Current statistics shall retain at least the same level of quality and topicality as before. The production of statistics will follow international requirements and guidelines. A key goal is to limit the total response burden as much as possible. The research activity endeavours to highlight trends in society and will continue at a high international level.

The growing demand for both new and improved statistics has led to an ongoing need to modernise and streamline the statistics production. In 2012, this work will be continued, particularly through various standardisation initiatives.

#### *Information security*

Information security is given a high priority in Statistics Norway, and work is ongoing to further develop routines for security and emergency preparedness in all areas. The activity is adapted to the requirements and guidelines of the Personal Data Act and the Security Act. The work on data security will continue to be given a high priority in 2012, and Statistics Norway will take part in relevant, central exercises relating to security and emergency preparedness.

#### *Electronic data collection*

The work initiated in 2010 on converting forms in AltinnI and IDUN (Statistics Norway's system for electronic reporting) to AltinnII is due to be completed in 2012. The transition to Altinn II will involve a complete modernisation of the data collection in Statistics Norway.

The planning work aimed at moving the KOSTRA reporting to AltinnII will be continued in 2012.

Electronic integration with respondents and other statistics producers is given a high priority in Statistics Norway. Re-using data and developing effective reporting solutions helps to maintain a low response burden. The intention is that businesses will only need to report information once to one government agency. In connection with this, Statistics Norway is taking part in the planning of a new common communication system for employers' reporting on employees, wages and deductions. This is described in more detail in chapter 1618 Norwegian Tax Administration under the paragraph Electronic dialogue with employers.

A recently developed system for coordinating samples aimed at achieving a more even distribution of the response burden has been implemented. The implementation of a common system for feedback to respondents on the quality of their reporting is planned to start in 2012.

#### *Population and housing census 2011*

The Population and housing census 2011 will be based solely on administrative and statistical registers as sources of data, as opposed to previous censuses, which were partly based on forms sent to respondents. The census has been developed over several years, and the aim is that the costs will constitute around 10 per cent of the costs of the Population and housing census 2001. The census date is 19 November 2011. The target of 95 per cent coverage for residents in multiple occupancy dwellings before the census is conducted has been achieved.

The Directorate of Taxes' work aimed at improving the coverage of dwelling numbers in the National Register, and the Norwegian Mapping Authority's work to improve the quality of data on dwellings in the land register have been crucial to achieving such a high coverage.

The Population and housing census 2011 is founded on an EU directive and is also therefore applicable in other EEA countries. The EU directive imposes requirements for the reporting and tables to be available in Statistics Norway's dissemination database. The main publishing will take place in 2012 and 2013.

#### *Agricultural census 2010*

In 2012, the work on the Agricultural census 2012 will be completed, and results from the last register links will be made available. The census is based on requirements in the EEA Agreement as well as national needs. The information will mainly be taken from administrative registers, supplemented with a form-based survey of all 45 000 farm holdings in Norway.

#### *Main revision ~~audit~~ of the national accounts etc.*

In 2012, Statistics Norway will start planning a new audit of the national accounts with the aim of incorporating the revised UN standards (2008 SNA) and the EU standard (ESA 2010). According to Eurostat's plan, the new revision ~~audit~~ of the national accounts systems will be published in autumn 2014. The revised manual for the balance of payments by IMF will also be implemented. This also applies to the revised manual for direct investment by the OECD and new guidelines for international trade of services. In 2012, Statistics Norway will also carry out further work on the quality of the national account figures. How the globalisation affects the primary statistics will be given special focus.

In the wake of the financial crisis, and in conjunction with the increasing internationalisation and globalisation, there is a need for adjustments and expansions in the financial statistics and national accounts with regard to topicality, frequency, degree of detail and international comparability. This will partly be based on new EU requirements and the action plan drawn up by the 20 largest economies (the G20 countries) on strengthening the statistics basis.

#### *Statistics for the public sector*

StatRes is a framework for the development and dissemination of statistics and indicators for resource input, activity and outcomes for central government activity. StatRes is central to the development of statistics for the public sector. The work on developing this area of statistics with a view to covering the entire public administration will continue in 2012.

#### *Time use survey*

The data collection for the Time use survey started in February 2010 and was completed in spring 2011. Processing of the data collected and publishing of the results will take place in autumn 2011 and in 2012.

#### *Reorganisation of living conditions and consumption surveys*

Coordination of the previously subject-rotating living conditions surveys with the EU's Survey on Income and Living Conditions (EU-SILC) came into force in 2011. In line with a Eurostat initiative, a separate module on life quality (well-being) is being added to the living conditions survey. The living conditions surveys cover many of the elements emphasised by the Stiglitz Commission in 2009.

The consumption survey will change from an annual survey with a small sample to a periodic survey with a large sample, which will be conducted for the first time in 2012. These changes will enable greater potential for analyses of consumption and living conditions.

*Svalbard statistics*

The work on describing Svalbard society through separate analyses of economic and social conditions, including the environmental situation, will continue in 2012. Statistics Norway considers it a priority to develop comparable statistics that can provide central and local authorities with a better basis for decision-making. Work related to improving the data basis for the foreign settlements will be carried out in 2012.

**Research and analysis in 2012**

The research activity in Statistics Norway aims to contribute to new knowledge on finance-related behaviour and the economic effects of different events, including political initiatives. The research is also aimed at providing a retrospective review of the statistics. The research effort continues in 2012, mainly to the same degree as last year, but adapted to new challenges in areas such as the environment, pensions and living conditions. The priorities in the different areas of research are described in more detail below.

*Tax analyses and public sector economy*

The tax and pension models are being updated and developed. Tasks aimed at the administration and the Storting parties will continue. Distribution analyses will be further developed, with a special focus on income and wealth distribution and the effects of public welfare arrangements.

*Resource and environmental economics*

Studies of agreements and use of policy instruments in the environment and energy policy are given priority, together with analyses of the impact that technology choices have on emissions and the environment.

*Micro econometric analyses*

Statistics Norway's analyses of establishments, enterprises, individuals and households' behaviour are being continued. Emphasis is placed on incorporating results from this research into the models. Prioritised areas include choice of education and factors that affect the influx to the social security system.

*Macro economic analyses*

The work on economic cycle analysis, macro models and model assignments for the administration and Storting continue. Long-term studies of the correlation between demography, central government finances and economic development are also ongoing.

*Population analyses and research on living conditions*

The work on publishing annual population projections continues. Analyses of mortality and migration are prioritised, and the correlation between the development of the population and living conditions is being examined.

**Budget 2012**

A budget ceiling of NOK 706.8 million has been proposed for Statistics Norway for 2012. This covers around the same activity level as in 2011. Various fixed-period surveys will be completed in 2012.

The following primary objectives apply to Statistics Norway's ongoing activity:

- Developing statistics for areas with insufficient coverage
- Maintaining the scope of the current statistics production with at least the same level of quality and topicality as before
- Maintaining the research activity at a high international level
- Focussing further on user-friendly and effective dissemination of statistics and research results on Statistics Norway's website.

Another key objective is to keep the response burden of reporting to Statistics Norway as low as possible.

**Item 01 Operating expenses**

This item includes wage costs, training expenses, rental and operation of office premises, travel, office equipment etc. The proposed appropriation for this item in 2012 is NOK 502.2 million.

**Item 21 Special operating expenses, transferrable**

Special operating expenses are attributed to user-financed assignments. The scope of such assignments is estimated at NOK 194.8 million in 2012.

With regard to user-financed assignments, the expenses are posted in chapter 1620 Statistics Norway, item 21 Special operating expenses. The revenues from such assignments shall cover the expenses in full and be posted in chapter 4620 Statistics Norway, item 02 Assignment revenues.

Statistics Norway can exceed the appropriation for the assignment activity in chapter 1620, item 21 Special operating expenses, with an amount that corresponds to the extra revenues in chapter 4620, item 02 Assignment revenues. Any unused extra revenues can be included when calculating transferrable amounts in item 1621, cf. proposal on decision II.2.

**Item 45 Major equipment acquisitions and maintenance, transferrable**

This appropriation will mainly be used on investments to further develop the data security and data capacity in Statistics Norway's technology platform.

## Appendix B. Executive management and planning in Statistics Norway

Statistics Norway is a subordinate agency of the Ministry of Finance and is headed by a Board and Director General. The Board is appointed by the Ministry of Finance. Frøydis Langmark BMed, from the Cancer Registry of Norway, is Chair of the Board.

### Responsibilities and composition of the Board

The responsibilities of the Board are described in the Statistics Act of 16 June 1989. The Board considers and determines Statistics Norway's strategic plan, budget proposals, annual activity plan and annual reports in line with proposals from the Director General. The Board subsequently presents these issues to the Ministry of Finance. The Board is also responsible for supervising the development of Norwegian statistics and the activity in Statistics Norway. The Director General presents to the Board all matters of major importance to Norwegian statistics and the activity in Statistics Norway.

### The Board was made up as follows on 1 January 2012

Frøydis Langmark BMed, Chair of the Board  
 Tor Borgenvik (Adviser), Deputy Chair of the Board  
 Professor Ragnar Torvik  
 Knut Andersen (Managing Director, Leines)  
 Dr Ragnhild Balsvik  
 Randi Punsvik (Director of public relations)  
 Kaja Sillerud Haugen (Adviser)

Deputy members:

Anne Britt Djuve (Researcher)  
 Eirik Pedersen (Managing Director)  
 Ole Bjørn Røste (Associate Professor)  
 Bitten Sveri (Chief administrative officer)  
 Anders Sønstebø (Adviser)

### Responsibilities and duties of Director General

The Director General is responsible for the activity in the various disciplines in Statistics Norway. In accordance with the provisions of the Statistics Act, the Director General shall devise and present to the Board proposals for long-term programmes, annual budgets, annual working plans and annual reports. He is also responsible for ensuring that the working plan is carried out in the most appropriate and financially expedient manner possible. Hans Henrik Scheel is the Director General in Statistics Norway.

The Director General heads Statistics Norway in cooperation with the Deputy Director General, Olav Ljones, and the heads of department. The department heads are as follows:

Torstein Bye, Director of Economics, energy and the environment  
 Elisabeth Nørgaard, Director of Social statistics  
 Nils Håvard Lund, Director of Industry statistics  
 Anna Rømo, Director of National accounts and financial statistics  
 Torbjørn Hægeland, Director of Research  
 Bjørnar Gundersen, Director of Administration  
 Siv Nordrum, Director of Communications  
 Rune Gløersen, Director of IT and statistical methods  
 Anne Sundvoll, Director of Data collection

### Organisation

The key areas of Statistics Norway's organisation and management structure are presented in the document *Statistics Norway's organisation and management*, which is updated at least once a year. The most recent version of the document was issued in May 2011 as *Plans and reports 2011/08*.

Four civil servant unions are now represented in Statistics Norway. The relationship with these unions is provided for in accordance with paragraph 1 of the collective wage agreement and a separate adjustment agreement.

### **Internal committees**

The Director General makes decisions of an overarching and fundamental nature in the directors' meeting, which is held weekly. All members of the executive management take part. Discussions on issues relating to the various disciplines are held in the directors' forum, which is held once or twice a month. The directors' forum has a broader participation than the directors' meeting.

The *Working environment and liaison committee* is a joint committee between the management of Statistics Norway and the civil servant unions. The committee is headed by the Director General. The cooperation between management and the civil servant unions is mainly provided for through this committee, which holds eight to ten meetings a year. The work on equality is undertaken by a separate committee under the Working environment and liaison committee. Working environment matters that apply to the whole of Statistics Norway, cf. Section 24, chapter 2 of the Working Environment Act, are dealt with in the Working environment and liaison committee. Other matters relating to the working environment are dealt with in the Working environment committee. When the head safety representative takes part in a meeting of the Working environment and liaison committee, and the company doctor is in attendance as an observer, the committee then acts as the Working environment committee.

The *Security committee* is an advisory body on matters relating to security. The committee can also initiate, establish and follow up preventive security measures.

The *Committee for statistical standards* governs the work on statistical standards. The committee prepares an annual report on the standard work, and assists with the work on determining the content of statistical standards and devising plans for the work during the planning period.

The *Confidentiality committee* is responsible for assessing the publishing activity in relation to Section 2-6 of the Statistics Act, and has duties in relation to the approval of institutions that can apply for access to micro data.

### **Work on the activity plan**

The work on the Activity plan begins with management drawing up priorities for the planning work based on preliminary budget ceilings.

After the priorities have been discussed in the departments and the Board, a draft activity plan is prepared, which includes budget assumptions and what documents and updates need to be included in connection with the planning. Management considers proposals for departmental plans in separate meetings. Separate planning meetings are also held for major multi-discipline projects or areas.

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

**Activity plan for each department**

Activity plans are prepared for all departments. In addition to the plan, project documentation for major projects and for projects that affect several departments is prepared.

**Products and product register**

The system for recording hours worked and the product register are important management and follow-up tools. All products and projects are given a product number. Reports on hours worked can be retrieved from the product register by product/division/person, response burden, breakdown of resource use in types of activity, frequency of data collection and whether the data source was collected separately or from a register. The product register is an important prerequisite for target and performance management in Statistics Norway.

**Budget**

Each department draws up a budget proposal based on preliminary budget ceilings given in the draft activity plan. Chapter 3.1 on resources contains the budget for 2012 as a whole and divided into government assignments and user-financed assignments. The overview also shows accounting figures. A total overview of the internal budget allocation is also issued every year.

**Performance appraisal and assessment of posts**

Staff performance appraisals are held once a year, normally in connection with the work on the activity plan. A checklist is available for use in performance appraisals. A job assessment scheme has been established, with a job assessment form for all posts. The job assessments are updated as required, and often in connection with local wage settlements.

**Reporting of financial results**

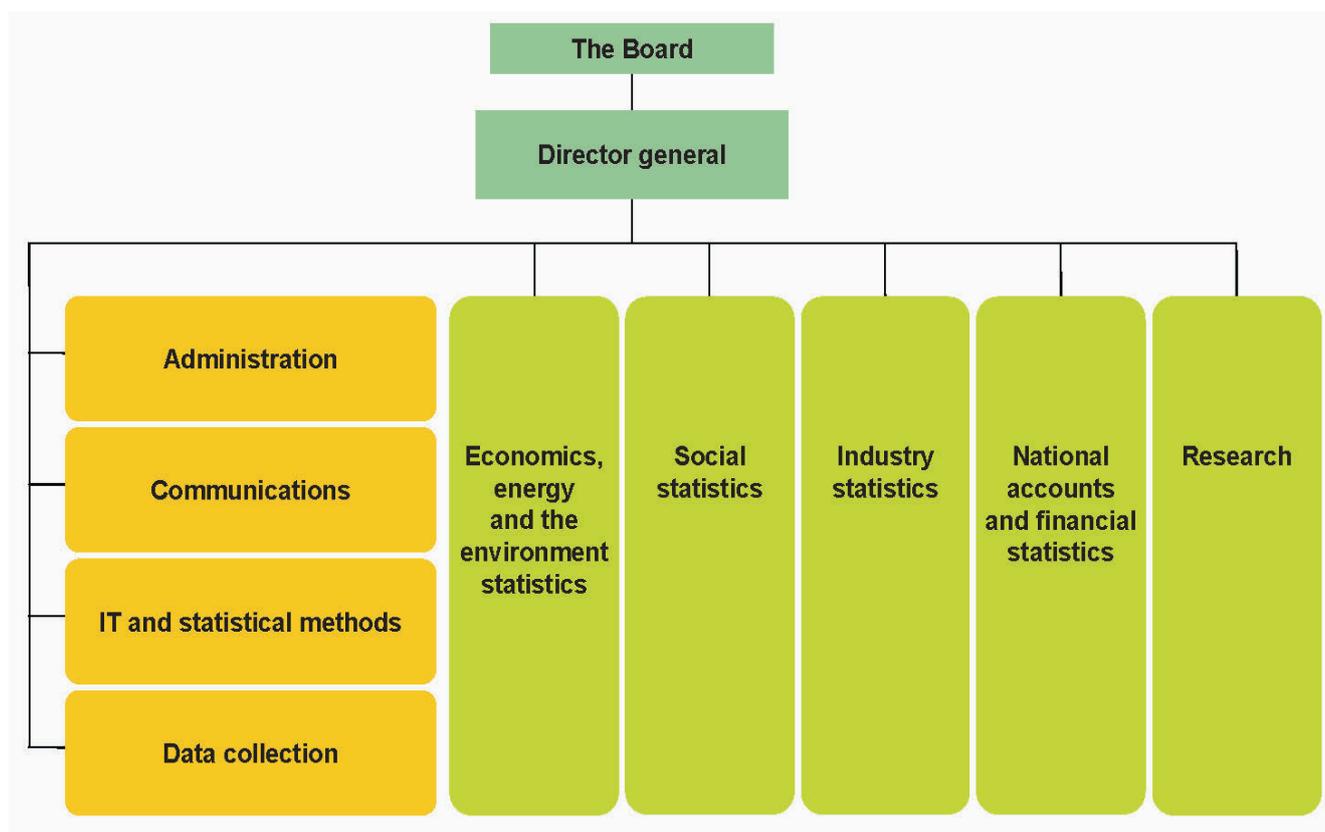
The most important reporting to the Ministry of Finance is the half-yearly and annual reports. The deadline for submission of the half-yearly report is always around 20 August, and around 20 February for the annual report.

The Board prepares a separate directors' report each year.

**Strategies**

A new long-term plan or strategy for Statistics Norway is compiled roughly every five years. The new main strategy, along with sub-strategies, was completed in 2007. The strategies are issued in separate publications and are available both on the intranet and at [ssb.no](http://ssb.no).

## Appendix C: Organisation of Statistics Norway as per 1 January 2012







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**Statistisk sentralbyrå**  
Statistics Norway