



Activity plan 2012 Risk assessments

Statistics Norway



**Activity plan 2012
Risk assessments**
Statistics Norway

<i>Plans and Reports</i>	In this series, documents of an institutional nature and notes with a certain official character are published.
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Published April 2013	Data not yet available	...
	Not for publication	:
	Nil	-
Print: Statistics Norway	Less than 0.5 of unit employed	0
	Less than 0.05 of unit employed	0.0
	Provisional or preliminary figure	*
	Break in the homogeneity of a vertical series	—
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Preface

Activity plan 2012. Risk assessments presents overarching risk assessments associated with the Activity plan and main initiatives in 2012, as well as some examples of key statistics and projects. Priorities and initiatives for the work in 2012 have been compiled in the publication *Activity plan 2012 Statistics Norway*. A publication dedicated to internal budget allocation is also in preparation.

Activity plans for each of Statistics Norway's departments are also available, along with risk assessments for individual areas.

Statistics Norway
Oslo/Kongsvinger, 12 March 2012

Frøydis Langmark
Chair of the Board

Hans Henrik Scheel
Director General

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Risk assessment for Statistics Norway 2012

Statistics Norway's primary aim is to meet society's need for official statistics and compile key analyses based on these statistics.

Achieving this aim is dependent on a number of factors, such as effective statistics production, quality, and society's confidence in Statistics Norway being objective, and not misusing data. These conditions are summarised in the European guidelines on statistics. Consideration to quality in all areas is also highlighted in Statistics Norway's central strategy documents and plans.

The following key factors are important to Statistics Norway's activity:

- Effective and quality assured statistics production and research
- Effective dissemination solutions
- Effective ICT systems
- Effective financial management
- Effective purchasing routines
- Effective personnel management
- Effective security routines

Statistics production and research are core activities in Statistics Norway, but the other factors are also crucial to our success. Some of these will therefore be included as critical success factors in the risk assessment of core activity. However, these still need to be assessed separately in order to facilitate a more detailed follow up where required. Effective and relevant expertise is vital to our success in all areas, and will therefore also be included in most of Statistics Norway's risk assessments.

Risk assessments have been undertaken of the statistics production, IT, financial management, purchasing and security. A more detailed risk assessment has also been carried out in connection with the development of the projects New ssb.no, Population and housing census 2011, Joint data receipt and the IT solutions for parts of the financial statistics that were transferred from Norges Bank to Statistics Norway. The risk assessment for EDAG is not included in this overview since no developments will take place in 2012 - only some planning before the activity is expected to be taken up again in 2013.

The risk assessments are performed with an implementation date of 1 January 2012 and onwards.

Overview of risks associated with the areas that are considered in the report:

- 1 ***Statistics production***
Risk of inadequate capacity with regard to the necessary expertise and risk of breakdown in IT systems based on software for which Statistics Norway only has limited expertise.
- 2 ***IT***
Risk of inadequate expertise, of undocumented old systems requiring a disproportionate share of resources, of unauthorised access to solutions, interruptions and downtime in excess of defined limits.
- 3 ***Financial management and purchasing***
Risk of incorrect and poor solutions in Statistics Norway due to inadequate capacity in the Norwegian Government Agency for Financial Management (DFØ).
- 4 ***Security***
Risk of inadequate information security and data security, and lack of security expertise.

5	<i>Key projects and examples of statistics</i>
5.1	<i>New ssb.no</i> Risk associated with establishing a new technical infrastructure, low performance in the developed solution and insufficient integration of StatBank in the new ssb.no.
5.1	<i>Population and housing census 2011</i> Risk that we do not achieve consistent household and dwelling data of sufficient quality.
5.3	<i>Joint data receipt</i> Risk that the adaptations in ISEE will not be finished in time, risk of inadequate access to resources, of inadequate coordination in support projects, not enough time for testing, insufficient integration with Altinn and that the project does not achieve the development objectives in time.
5.4	<i>Securities statistics</i> Risk of stoppage of old systems and inadequate data input.
5.5.	<i>Data input system for banks and finance enterprises</i> Risk associated with the system using software in which Statistics Norway does not have expertise, risk that the system cannot handle changes in Statistics Norway's IT infrastructure and of problems in the systems in the event of changes in reporting.
5.6	<i>International financial statistics</i> Risk associated with the system using software in which Statistics Norway has inadequate IT and specialist expertise, and of insufficient quality of the international population.

The main features of the risk assessments are summarised in a template, in addition to risk mapping according to the Government Agency for Financial Management's system. The template contains a column with a description and explanation of risk, a column for the ranking given in the risk mapping and a column for comments on initiatives and follow-up of any previous initiatives. With regard to critical risks, a detailed account is given of which specific consequences may be relevant.

The risk associated with various statistics/projects can be regarded as critical or high without necessarily entailing a corresponding degree of seriousness at Statistics Norway level, for the statistics production overall or for the users. The assessments for the projects are carried out by the project owners, who can use various criteria. Efforts will be made to harmonise these assessments going forward.

Initiatives relating to key development projects such as the new ssb.no and joint data receipt are governed by timetables for the projects. The milestone plan and responsible persons are stipulated in the project plans and are managed through the portfolio management.

Most of the initiatives apart from the projects are permanent. The departmental directors are responsible for the initiatives in the individual subject areas. For statistics production as a whole, this applies to all departmental directors in statistics-related areas, while the IT director is responsible for IT-related initiatives in all departments.

Different types of risk

As mentioned in the preface, this report presents risk assessments associated with the Activity plan and main initiatives in 2012, as well as some examples of key statistics and projects. The risk is related to events that can have a negative impact on achieving objectives.

Statistics Norway has chosen the term “overarching” for risk at institution level. These risks mainly entail *strategic risks* that can have an impact on achieving objectives in the long term, but in some cases *operational risks* can also quickly lead to failures in Statistics Norway’s ongoing production or service deliveries. The element of operational risk increases with the level of detail, such as when the level reaches the production of an individual statistical area. Some considerations of various risk types in Statistics Norway are given below.

Operational risk

Operational risk is defined as events and conditions that can lead to a failure in the activity’s ongoing production or service delivery, risk of loss as a result of insufficient or failing internal processes or systems, human error, or external events.

Examples of operational risks in Statistics Norway can be linked to:

- The dissemination; ssb.no going down
- The data collection; IDUN/Altinn going down
- The production of individual statistics, through manual errors or system errors
- Errors in accounts or budgets
- Unsuitable appointment of employees
- Incorrect decisions when imposing fines
- Deviations from the security provisions, such as breaches of confidentiality
- Fraud or misconduct

Examples of risks included in the current risk assessments that relate to operational risks (directly or indirectly) are the risk of the breakdown of IT systems, expertise shortcomings (unsuitable appointments), poor project management and underestimating projects, errors in the accounts, security breaches, risk of fire, break-ins and irregularities. Errors in the statistics can affect the quality and reputation of Statistics Norway in the long term.

The internal control has reviewed the processes linked to the production of a number of individual statistics, in other contexts known as quality reviews. A number of initiative proposals have been put forward, which are being followed up by the relevant divisions. Various corresponding reviews are planned for 2012. Efforts to standardise the statistics are also underway, with several statistics being produced using a common tool.

Errors in the statistics are logged, but work is ongoing to distinguish serious errors from minor errors that do not affect the result to any notable degree. It is also important to distinguish between errors and revisions of statistics that lead to figures being changed retrospectively. Figures that are published as preliminary figures and which are subsequently revised due to the supply of new data and more information are not classed as errors. The statistics will always be associated with a degree of uncertainty, and it is important to describe the uncertainty.

Errors are sometimes linked to input data, which Statistics Norway spends a great deal of time examining. There is no goal to prevent all errors; as already discussed, statistics are inherently uncertain, and the use of resources on revisions audits must be balanced with accuracy, in the same way as for timeliness. However, in order to improve the quality of input data, Statistics Norway has initiated measures with important register owners.

As from 2012, efforts will be made to develop an indicator for errors in the statistics. This indicator can be reported in the annual report, which until now has only contained a written reference to serious errors.

The upgrading of a manual for dealing with fines is in its final stages. The updated manual is expected to improve the quality of managing individual decisions on fines.

Statistics Norway's security provisions are described in a separate *Security manual for Statistics Norway*. The manual describes a procedure for how deviations from the security provisions are to be dealt with. Statistics Norway employees are urged to report deviations on the relevant form to Statistics Norway's security adviser. The security manual will be updated in 2012. The deviation reports are registered and discussed in Statistics Norway's Security committee.

Inherent risk and current risk

Inherent risk is the underlying risk that an activity has before implementation of measures and controls aimed at reducing the risk.

Current risk is the risk level after controls and measures that have already been implemented.

Expected future risk is the risk level in the event that further measures are to be implemented.

Statistics Norway has elected to apply the *current risk* to its risk assessments. Implemented measures and planned measures are described, but no explanation is generally given of the *inherent risk* there may have been without the measures that have been implemented and what the *expected future risk* could be after implementing new, proposed measures.

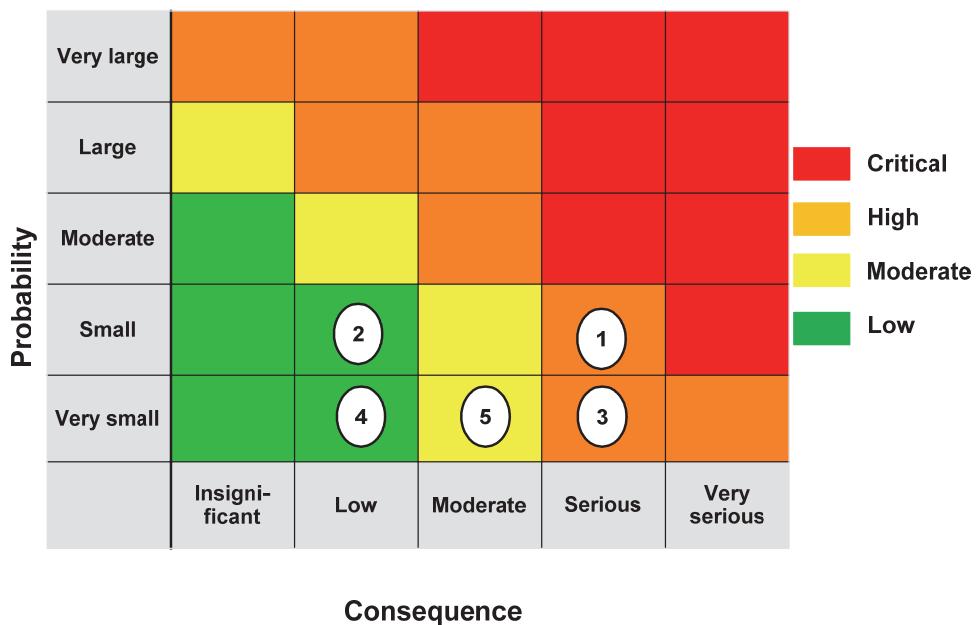
1. Statistics production

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

Change: There is no change in relation to the last risk assessment.

	Risk	Level	Initiative/follow-up
1	<p>Expertise</p> <ul style="list-style-type: none"> ➤ Risk of lack of capacity with regard to necessary expertise <p>Particularly applies to expertise linked to IT systems, such as JAVA expertise related to development and expertise in the operation of some older systems, such as the systems for statistics that were transferred from Norges Bank. See separate risk assessments for ICT and for some of these systems.</p>	High	<ul style="list-style-type: none"> a. Follow-up of competence strategy, with recruitment initiative at universities and university colleges, and training of new employees b. Standardisation that will make Statistics Norway less vulnerable with regard to expertise is fostered through portfolio management
2	<p>Financing</p> <ul style="list-style-type: none"> ➤ Risk of shortcomings in financing, particularly in relation to user-financed assignments 	Low	<ul style="list-style-type: none"> a. Periodic status in the accounts considered on an ongoing basis in order to assess whether any restrictive measures need to be initiated
3	<p>IT systems</p> <ul style="list-style-type: none"> ➤ Risk of breakdown in IT systems 	High	<ul style="list-style-type: none"> a. The KOPP project (client upgrading) aims to safeguard the necessary upgrades and play a role in reducing the vulnerability of a number of systems based on software that Statistics Norway only has limited expertise in b. Standardisation. Measures associated with the financial statistics that were transferred from Norges Bank, see separate risk assessments <p>Ongoing projects will improve the situation in the long term and reduce the risk to an acceptable level.</p>
4	<p>Organisation and cooperation</p> <ul style="list-style-type: none"> ➤ Risk of inexpedient organisation 	Low	<ul style="list-style-type: none"> a. Follow-up of management model for IT with SLAs with each department b. Portfolio management
5	<p>Data access</p> <ul style="list-style-type: none"> ➤ Risk of failure in access to data 	Moderate	<ul style="list-style-type: none"> a. Close cooperation with register owners and the Data Inspectorate b. Initiatives to reduce the response burden

Risk map for statistics production



2. IT

Risk assessment of Statistics Norway's general ability to deliver with regard to projects and administration work.

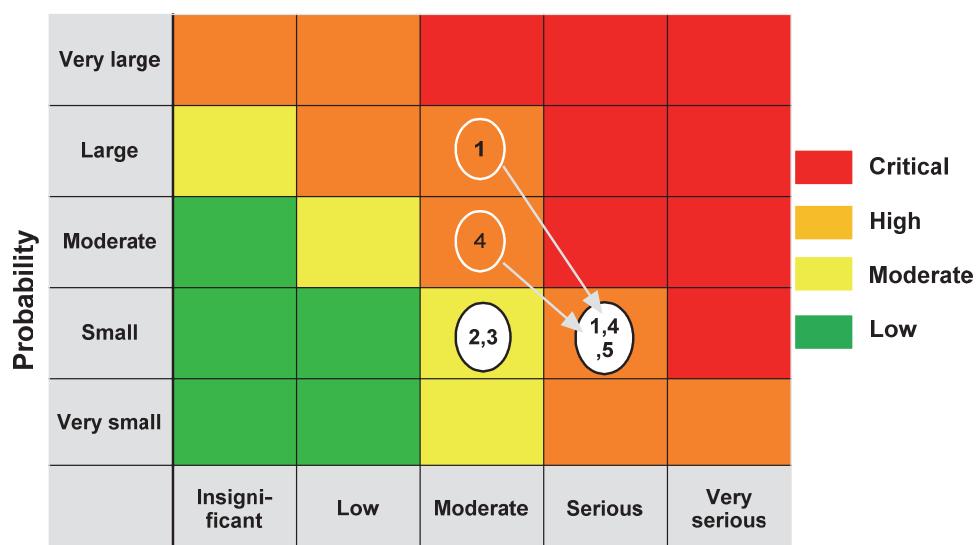
Goal: Satisfactory IT infrastructure in Statistics Norway.

Change: Only minor changes have been made within the same degree of risk, but various measures have been implemented that are expected to gradually reduce the risks.

	Risk	Level	Initiative
1	Skills gap <ul style="list-style-type: none"> ➤ Risk of gap in skills between what is needed to master "old" systems and what is needed to master the new systems ➤ Risk of recruitment freeze 	High	a. Carry out training initiatives. Extensive JAVA training in 2012 b. Outsource external assistance
2	Unclear project orders <ul style="list-style-type: none"> ➤ Risk of the IT work in development projects being underestimated ➤ Risk that the orders for IT work are unclear <p>Keeping developers in projects for longer than planned can delay both the operation and other projects.</p>	Moderate	a. Strengthen planning skills b. More precise requirements for planning c. Increase the precision in the orders d. Closer follow-up e. Intercept delays at an early stage and implement relevant measures f. Ongoing prioritisation between development and administration
3	Combination of critical administration/project work <ul style="list-style-type: none"> ➤ Risk of projects being delayed when critical administration is combined with project work. <p>Many employees are involved in both administration and project work. Administration often takes priority. Budget cuts do not correlate to reduced demand for IT services.</p>	Moderate	a. Shield employees from administration in periods b. Aim at several employees being able to carry out the same tasks c. Reduce the number of systems to ensure better overlap d. Demand strict prioritisation
4	No phasing out of old systems <ul style="list-style-type: none"> ➤ Risk of undocumented, old systems requiring a disproportionate share of operating resources etc. <p>Many systems are old and have no supplier support. The systems do not support the newest versions that other integrated solutions require.</p>	High	a. Map outdated solutions b. Plan phasing out, replacement or upgrading

	Risk	Level	Initiative
5	<p>Updated and secure infrastructure</p> <ul style="list-style-type: none"> ➤ Risk of unauthorised access to solutions ➤ Risk of lack of control with internal users ➤ Risk of breakdown and downtime that exceed defined limits ➤ Lack of support for new software or services 	High	a. Upgrade to new system software in the KOPP project (client upgrading) b. Further screening and tracking of the use of production data c. d. Improve monitoring e. Better operating routines f. More effective handling of events

Risk map - IT



Consequence

The development since the last risk assessment is indicated with arrows.

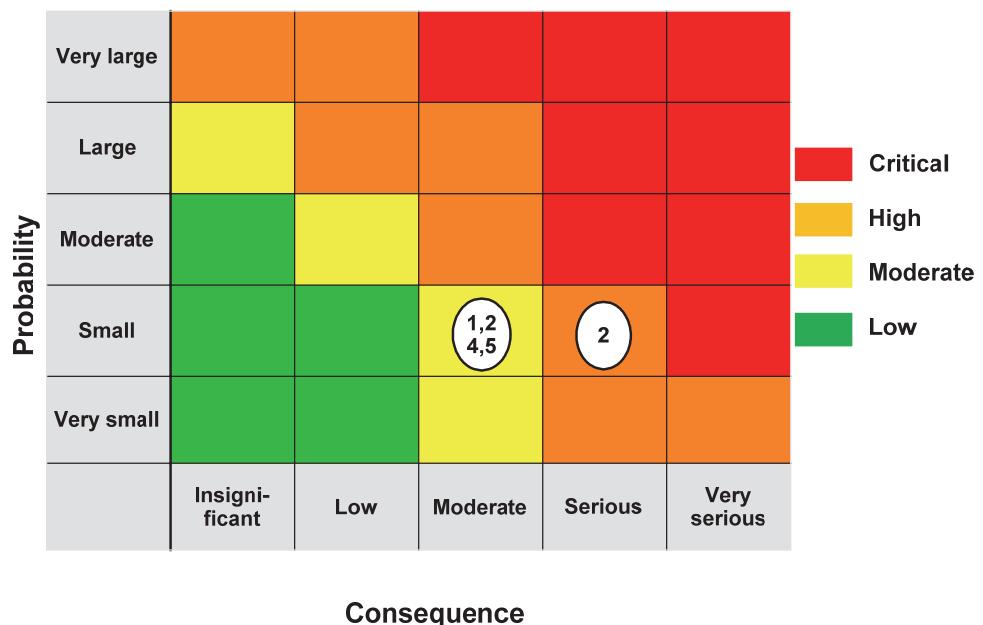
3. Financial management and purchasing

Goal: Reliable and clear financial management, effective acquisitions in accordance with applicable regulations and in accordance with Statistics Norway's purchasing strategy.

Change: No changes since the last risk assessment.

	Risk	Level	Initiative/follow-up
1	Expertise and staffing <ul style="list-style-type: none"> ➤ Risk of insufficient expertise and staffing 	Moderate	<ul style="list-style-type: none"> a. Continue to focus on skills development, use of electronic tools and working environment b. Defined roles and responsibilities in connection with finance-related tasks
2	Errors <ul style="list-style-type: none"> ➤ Risk of errors and poor solutions in Statistics Norway due to lack of capacity in the Norwegian Government Agency for Financial Management 	High	<ul style="list-style-type: none"> a. Continued close follow-up and cooperation with the Norwegian Government Agency for Financial Management and other government agencies b. Close cooperation with personnel/wages, with regular meetings for reconciliation, development etc.
3	Regulations and routines <ul style="list-style-type: none"> ➤ Risk of regulations and routines not being adhered to ➤ Risk of irregularities: serious intentional violation of rules 	Moderate	<ul style="list-style-type: none"> a. Central responsibility for acquisitions and contracts b. Follow up Statistics Norway's purchasing strategy and the acquisition regulations c. Maintain routines
4	Information and deadlines <ul style="list-style-type: none"> ➤ Risk of tasks being carried out incorrectly as a result of lack of information ➤ Risk of deadlines not being met 	Moderate	<ul style="list-style-type: none"> a. Good information internally in the financial administration and in Statistics Norway in general, partly through use of the intranet b. Close cooperation with personnel/wages as in point 2
5	Agreements <ul style="list-style-type: none"> ➤ Risk of poor agreements that do not enable goods/services to be provided at a reasonable price, or quickly or with the necessary quality. 	Moderate	<ul style="list-style-type: none"> a. Perform a needs assessment and alternative analysis prior to procurement b. Allocate sufficient resources to requirement specifications and follow-up of agreements c. Use Statistics Norway's own agreements or central government's standard agreements in preference to supplier agreements d. Always make use of Statistics Norway's legal expertise e. Ensure that all information on agreements and purchasing is available

Risk map - Financial management and purchasing



4. Security

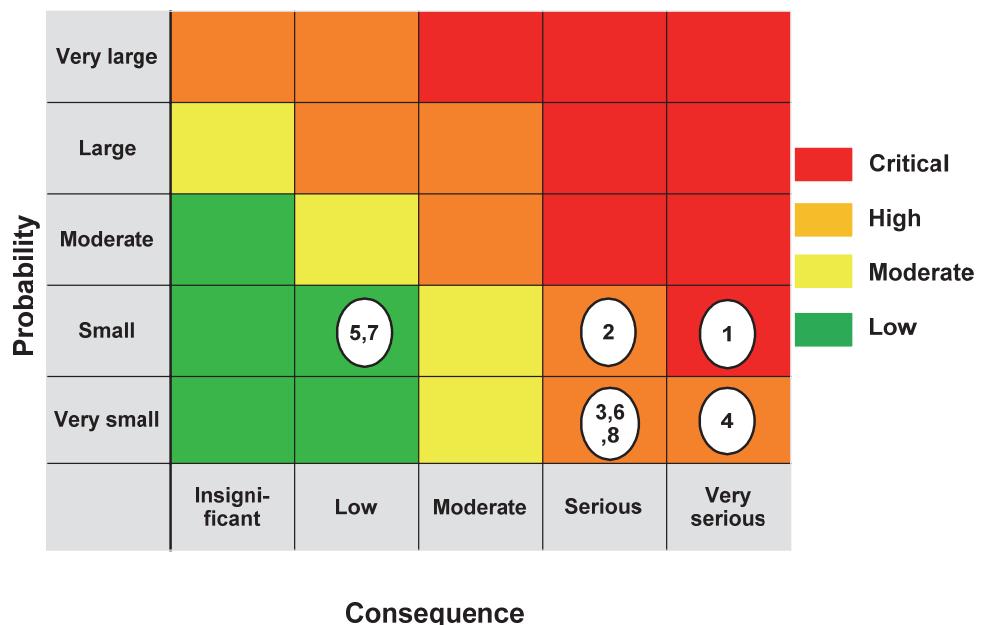
Goal: Satisfactory security in Statistics Norway

Change: Risk of terror and terror-related events has been included.

	Risk	Level	Initiative/follow-up
1	<p>Information security</p> <ul style="list-style-type: none"> ➤ Risk of inadequate information security <p>This applies to the inadvertent distribution of sensitive information (including to the media), disloyal employees, corruption (changing data for profit) and theft of equipment containing sensitive information (PCs, memory sticks, telephones etc.).</p> <p>Potential consequences: Distribution of sensitive information can reduce the public's confidence in Statistics Norway. This in turn can make it difficult to collect information in voluntary surveys etc. It can also be harmful to the units referred to in the information and can increase the likelihood of fictitious figures being reported.</p>	Critical	<ul style="list-style-type: none"> a. Improve systems for processing sensitive information, cf. introduction of KOPP (client upgrading) b. Consider alternatives to storing personal sensitive data with personal ID numbers c. Ongoing control that the need-to-know principle is being adhered to for access permissions <p>Timetable: KOPP is included in the portfolio/AP2012. Planning is ongoing and implementation will start in 2012.</p>
2	<p>Data security</p> <ul style="list-style-type: none"> ➤ Risk of inadequate data security <p>This applies to serious viruses, hacking, changes to data in external web services, loss of internal IT infrastructure and loss of Internet access via web servers.</p>	High	<ul style="list-style-type: none"> a. Introduction of KOPP (client upgrading) b. Use of DME for secure synchronisation and storage of mobile units c. Use of encrypted memory sticks for sensitive information d. Regular updating of program/infrastructure linked to security e. Regular logging of employees' use of critical systems f. Regular review of logs and monitoring of traffic
3	<p>Security crisis</p> <ul style="list-style-type: none"> ➤ Risk of the organisation not being well enough prepared for a security crisis 	High	<ul style="list-style-type: none"> a. Regular review and updating of the security plans (emergency plans, security manual etc.) b. Regular security drills c. Use of alternative crisis location
4	<p>Fire</p> <ul style="list-style-type: none"> ➤ Risk of extensive fire <p>The probability is very small, but the consequences could be very serious in the event of an extensive fire.</p>	High	<ul style="list-style-type: none"> a. Use a security firm b. Increase employee awareness c. Regular fire drills

	Risk	Level	Initiative/follow-up
5	Break-ins ➤ Break-ins with the theft of material goods without access to sensitive data	Low	a. Follow up the systems for access, locks and alarms
6	Expertise ➤ Risk of insufficient expertise This primarily applies to insufficient expertise in security among personnel, both in relation to avoiding breaches of security and following up any such breaches.	High	a. Training course for new employees b. Information on the intranet c. Information at departmental meetings etc. d. Practical tests/exercises e. Repetition of e-learning course
7	Irregularities ➤ Risk of irregularities beyond those covered in the risk in information security (point 1). This relates to the risk of irregularities related to purchasing, travel expense claims, telephones, supplies etc., including corruption.	Low	a. Internal control with selected areas and spot checks b. Two persons check all travel expense claims c. Follow-up of all purchases d. Controls relating to outgoing payments e. Overview of all framework agreements f. Expensive supplies not freely available for everyone g. Introduction of wage deductions for use of content services on mobile phones
8	Terror and terror-related events ➤ Statistics Norway is the victim of a terror attack as part of a general attack on government operations ➤ Statistics Norway is the victim of a terror attack specially aimed at Statistics Norway ➤ Statistics Norway is the victim of a physical attack by a respondent ➤ Statistics Norway is the victim of a terror attack where Statistics Norway is not the target.	High	a. Use of laminated windows on the ground and first floors in Akersveien b. Monitoring of extreme comments about Statistics Norway on the Internet/in the media c. Review of guidelines for contact with the media d. Terror drills e. Information/training f. Increased entry control, including locks at the entrances g. More controls of packages and letters that are delivered to Statistics Norway's buildings

Risk map - Security



5. Important projects and examples of statistics

5.1. New ssb.no

Goal: Develop ssb.no with a new user interface, revised and user-friendly structure, new services for wide distribution and new publishing solutions.

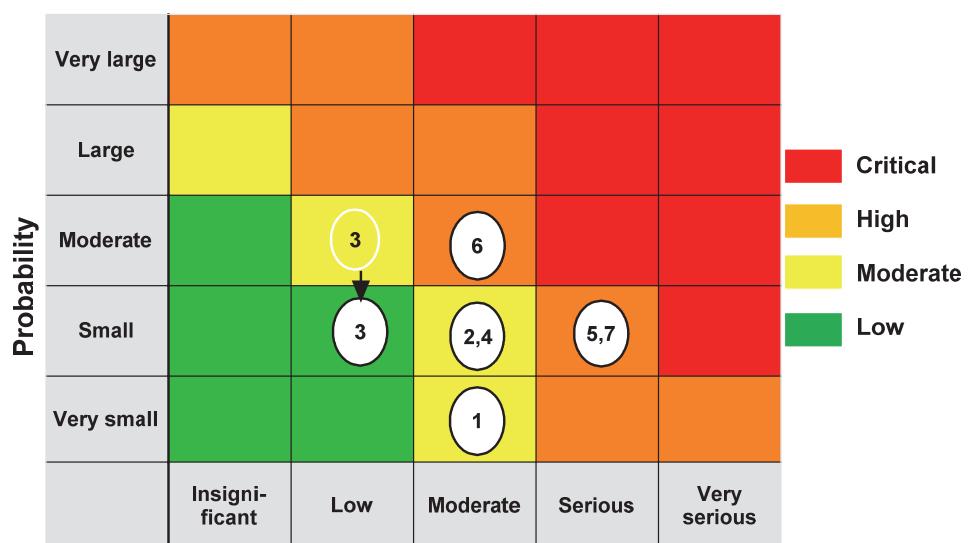
Change: The risk associated with changing existing web routines is no longer relevant and the risks associated with user needs and functionality have been reduced.

The assessment below is based on the launch date 29 April 2012. All specified risks have defined initiatives and plans aimed at achievement by the launch date.

	Risk	Level	Initiatives/follow-up
1	<p>Management and coordination</p> <ul style="list-style-type: none"> ➤ Risk of inadequate project management and coordination <p>Project owner and project manager's ability to make decisions that ensure holistic solutions and processes. Many persons involved means a large need for coordination. The project includes external consultants. There is also a need for ongoing assistance from critical resources in infrastructure.</p>	Moderate	<ul style="list-style-type: none"> a. Frequent meetings and close follow-up in project; steering group, project, scrum team, infrastructure and StatBank group (weekly meetings) b. Portfolio management responsible for prioritising in relation to other projects c. Important decisions in steering group/DM
2	<p>Resources</p> <ul style="list-style-type: none"> ➤ Risk of lack of access to resources in relation to need <p><u>Development:</u> OK now, but vulnerable <u>Business:</u> Very high workload (operation + conclusion of project) <u>Infrastructure:</u> Scarce resources (operation, other projects) PROD environment not finished, need for testing and tuning</p>	Moderate	<ul style="list-style-type: none"> a. Ongoing follow-up of resource use and estimates for remaining work b. Consider external resources c. Agreed delivery plan from Infrastructure for environments with scarce resources d. Ongoing planning and prioritising of remaining business tasks
3	<p>User needs - Functionality</p> <ul style="list-style-type: none"> ➤ Risk of important user needs not being covered ➤ Risk of developed functionality not working or not working correctly ➤ Risk of new requirements late in the project 	Low	<ul style="list-style-type: none"> a. Perform planned user testing b. Business resources take part directly in the development teams with clarifications and testing c. Strict prioritising of new requirements, or setting them for later versions
4	<p>Converting and moving content</p> <ul style="list-style-type: none"> ➤ Risk of it not being possible to convert the content from the current ssb.no to the new ssb.no or the content introducing errors ➤ Risk that the period from the last conversion to launch is demanding (double publishing) ➤ Risk that some old content is no longer available 	Moderate	<ul style="list-style-type: none"> a. Prioritise the tasks in converting content b. Testing of the conversion scripts c. Manual input and recreating content that cannot be converted d. Redevelop obsolete products e. Ongoing prioritisation of

	Risk	Level	Initiatives/follow-up
			remaining content tasks f. Scouring the current web to find all relevant products
5	Technical infrastructure <ul style="list-style-type: none"> ➤ Risk of delayed delivery of production environment ➤ Risk of low performance in the environments ➤ Risk of insufficient time for necessary technical testing and tuning 	High	a. Prioritise internal resources b. Staff with external resources c. Dedicated servers and middleware d. Establish plan for delivery of environment e. Continuous testing and tuning of environments
6	Non-functional requirements <ul style="list-style-type: none"> ➤ Risk of low performance in developed solution ➤ Risk that publication at 10am sharp cannot be met 	High	a. Continuous testing and tuning of environments b. Refactoring of solutions developed in-house c. Cooperation with CMS (Content Management System) supplier d. Clarify acceptance requirements and alternative solutions with regard to punctual publishing
7	StatBank <ul style="list-style-type: none"> ➤ Risk associated with completion of security improvement of StatBank Web ➤ Risk associated with completion of menu structure/short names with new ssb.no 	High	a. Prioritise internal resources b. Devise a delivery plan for completion of the StatBank tasks

Risk map - New ssb.no



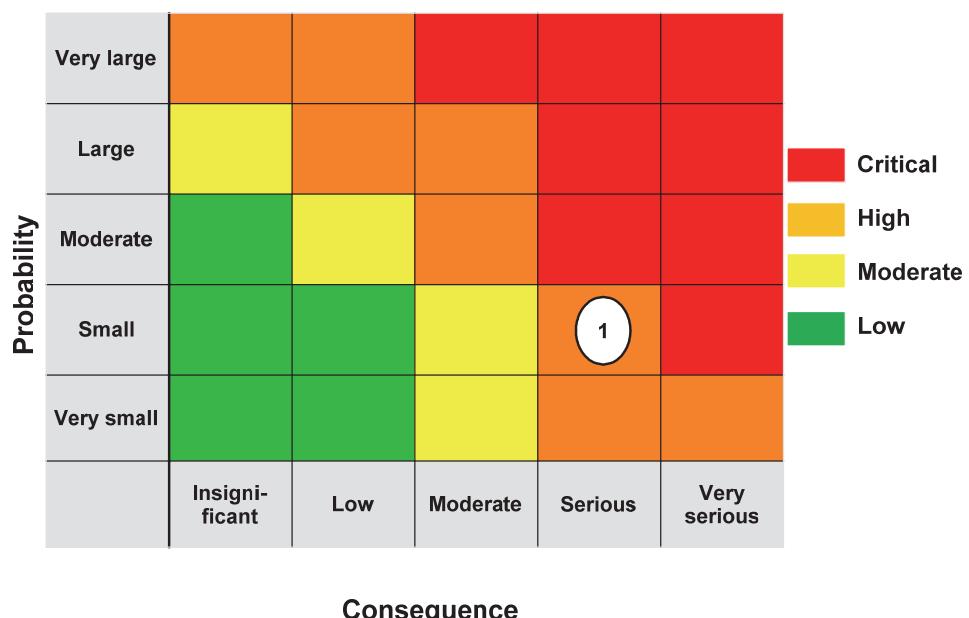
5.2. Population and housing census 2011

Goal: To assemble and present data for the Population and housing census 2011 that meets national and international requirements. The census is based solely on register data.

Change: Initiatives relating to quality in administrative registers have been implemented. The project must use register data with its existing quality. There is therefore no longer a risk associated with input data.

	Risk	Level	Initiatives/follow-up
1	<p>Household and housing data</p> <ul style="list-style-type: none"> ➤ Risk of not achieving consistent household and housing data of sufficiently good quality <p>Linking data from the National Population Register (DSF) and the land register (Matrikkelen) does not instantly provide data for households and dwellings of sufficiently good quality. Further processing of data is needed in Statistics Norway in order to achieve this.</p>	High	<p>a. Develop a method that ensures consistent data for households and occupied dwellings</p>

Risk map - Population and housing census 2011



5.3. Joint data receipt

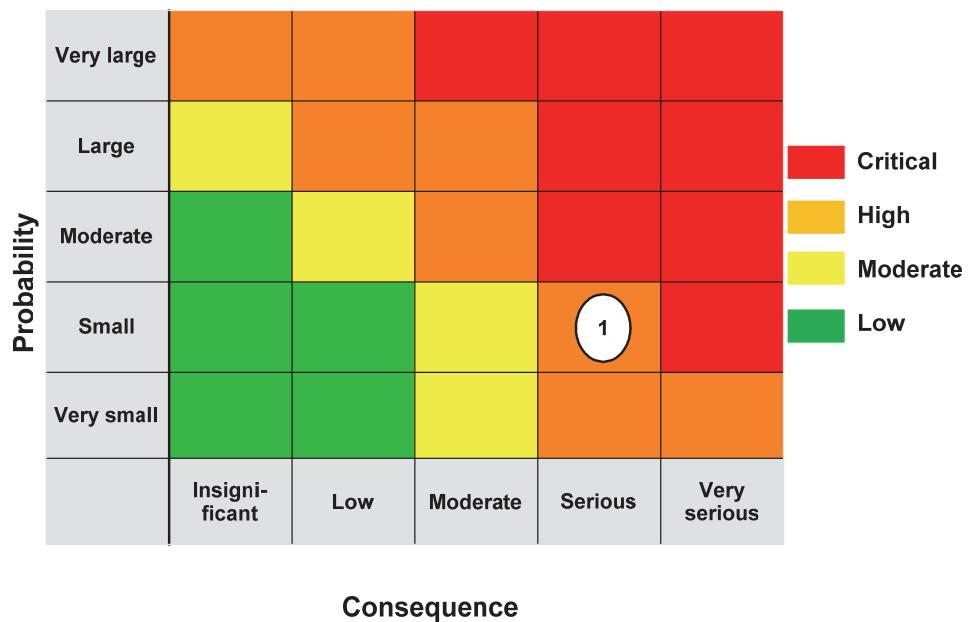
Goal: To develop joint data receipt for Statistics Norway where data is received, processed and published in a uniform and effective way using metadata.

Change: The risk has not increased in general, but several potential risks have emerged as the project has gained more experience.

	Risk	Level	Initiatives/follow-up
1	Adaptations in ISEE <ul style="list-style-type: none"> ➤ Risk of ISEE not being finished with adaptations for receipt of metadata, whereby surveys using ISEE cannot then be transferred to joint data receipt 	High	a. Draw up transparent plans for joint data receipt and ISEE b. S730 and S830 follow up the activities closely
2	Resource access <ul style="list-style-type: none"> ➤ Risk of lack of access to key skills such as project manager 	High	a. Continuous follow-up of resource access and needs
3	Coordination <ul style="list-style-type: none"> ➤ Risk of invidious consequences in supporting systems/projects (e.g. ISEE, Altinn), which in turn affect the progress in joint data receipt 	High	a. Appoint someone to have coordination responsibility for the data collection projects b. Director of division S830 takes a coordination responsibility for the line tasks, particularly in relation to the Altinn conversion from IDUN
4	Not enough time for testing <ul style="list-style-type: none"> ➤ Risk of the testing periods being too short if serious errors are identified during the testing. Fault correction may therefore lead to delays in relation to the original project plan. 	High	a. Define effective unit tests that are used during both the development and test period b. If necessary, modify the project plan
5	Relationship between administration and development <ul style="list-style-type: none"> ➤ Risk of resource use for administration tasks affecting the progress of the development of the system 	High	a. Focussed and prioritised administration
6	Integration with Altinn <ul style="list-style-type: none"> ➤ Risk of integration and interface for pre-completion not being in place on time 	High	a. Close follow-up with Altinn b. Close follow-up with SERES
7	PreSys – framework solution for pre-print and pre-completion of information <ul style="list-style-type: none"> ➤ Risk of the project not achieving the development goals on time 	High	a. Ensures that plans for joint data receipt and PreSys are transparent
8	Interface for notices in Altinn <ul style="list-style-type: none"> ➤ Risk of the interface for notices in Altinn not being in place on time 	Moderate	a. Close follow-up with Altinn

	Risk	Level	Initiatives/follow-up
9	<p>Too governed by the pilots</p> <ul style="list-style-type: none"> ➤ Risk of pilots governing joint data receipt and the solution therefore being adapted to the pilots and not taking the form of a general framework solution 	Low	<ul style="list-style-type: none"> a. Ensure that plans for the development projects joint data receipt and PreSys are transparent b. Choose pilots that also support and use framework solutions

Risk map - Population and housing census 2011



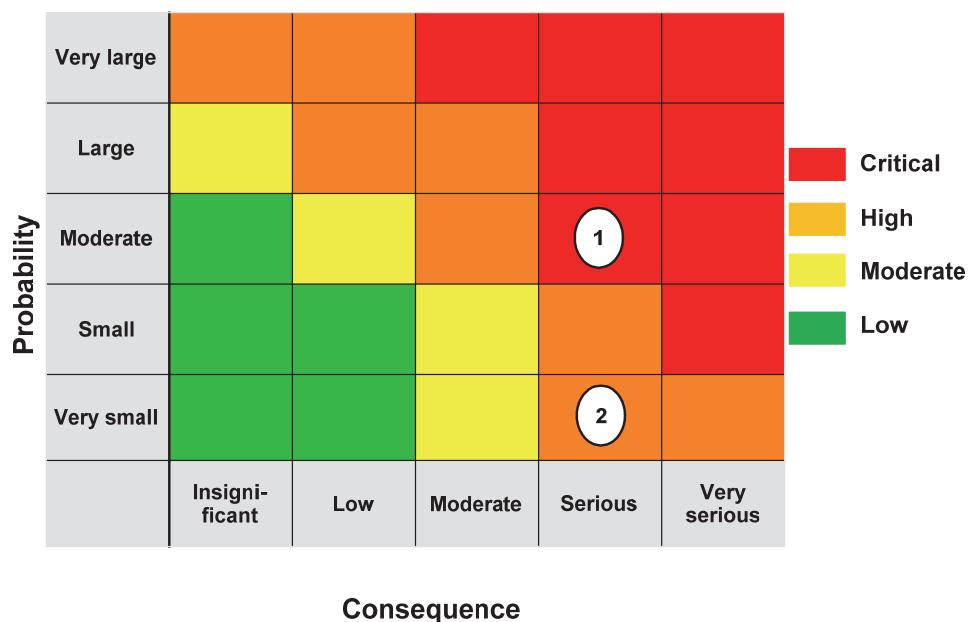
5.4. Securities statistics

Goal: To establish a system solution that reduces the risk and forms the basis for uniform securities statistics, which adheres to central international statistical standards and is a good source for the national accounts/balance of payments.

Change: There is currently no change from 2011. However, in relation to the risk profile from 2011, a new technical solution for unit trust and depository statistics will soon be ready for setting into production. This solution will replace the last of the old, risk-exposed production systems. The goal of a common system solution for all of the securities statistics has not yet been achieved.

	Risk	Level	Initiatives
1	<p>IT systems</p> <ul style="list-style-type: none"> ➤ Risk of insufficient maintenance of IT systems <p>Possible consequences</p> <p>Lack of maintenance and improvement or postponement of introduction of new systems can lead to a stoppage for several of the securities statistics, with the worst case scenario being that data is not delivered on time.</p> <p>The current solution was transferred from Norges Bank and uses software that Statistics Norway does not support or have much expertise in.</p>	Critical	<ul style="list-style-type: none"> a. Solution to replace the current solution for unit trust and depository statistics to be set into production in 2012 b. Sufficient expertise in the old systems to be safeguarded internally and/or externally <p>Initiative a was actuated in 2011 and completion is expected in 2012. Initiative b is to be followed up in cooperation with department 700 until initiative a is completed.</p>
2	<p>Reporting</p> <ul style="list-style-type: none"> ➤ Risk of deficiencies in the supply of third party information <p>The securities statistics are largely based on third party information. Incomplete delivery of such data from some major respondents could therefore have serious consequences for the statistics. The alternative, i.e. direct reporting, is not possible in practice due to the scope and the resources this would require. The likelihood of problems arising with these deliveries is, however, very small.</p>	High	<ul style="list-style-type: none"> a. Close cooperation with the individual respondent on format and delivery <p>The initiative is permanent.</p>

Risk map - Security statistics



5.5. Input data system for banks and financial institutions

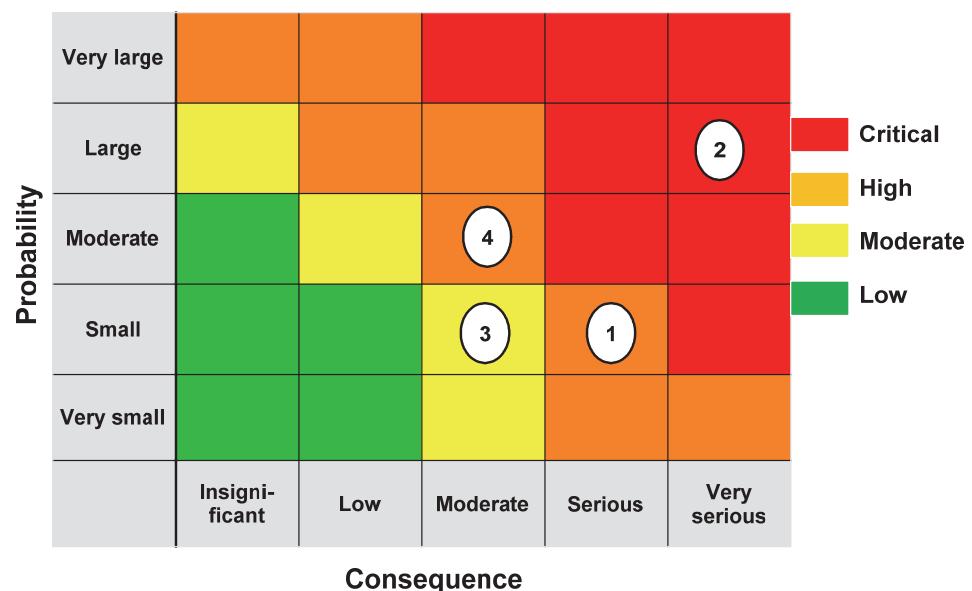
Goal: To receive data of good quality from banks and financial institutions for use in publishing etc. in Statistics Norway, and for the ongoing supervision of the financial institutions by the Financial Supervisory Authority of Norway.

Change: No changes in relation to the risk since the last assessment for 2011. However, a new technical system planned for implementation in 2012 will reduce/remove the risk in relation to the existing system.

	Risk	Level	Initiatives
1	<p>Technical changes</p> <ul style="list-style-type: none"> ➤ Risk of inadequate maintenance <p>The system uses software that Statistics Norway does not support or have expertise in, and the maintenance is dependent on an external consultant.</p>	High	<ul style="list-style-type: none"> a. Long-term solution is the development of a new system b. Initiative to maintain and gain an overview of any new technical needs in the current system, until a new system is in operation
2	<p>Changes in infrastructure</p> <ul style="list-style-type: none"> ➤ Risk of the system being unable to support changes in Statistics Norway's IT infrastructure <p>The system is vulnerable to changes in infrastructure outside the system, e.g. when replacing the e-mail server and operating system. The system has been out of operation during certain periods.</p> <p>Possible consequences: Banks and financial institutions are unable to report data to Statistics Norway. The Financial Supervisory Authority of Norway and Norges Bank do not receive the necessary data for monitoring and supervising the financial markets. Statistics Norway does not receive data for the money supply (M2), credit indicator (K2), national accounts and balance of payments. Furthermore, Statistics Norway may not be able to fulfil international obligations from the IMF (SDDS).</p>	Critical	<ul style="list-style-type: none"> a. Ensure that sufficient information is given on changes in Statistics Norway's infrastructure
3	<p>Client program</p> <ul style="list-style-type: none"> ➤ Risk of problems when using the client program <p>The input data solution is based on a client program that</p>	Moderate	<ul style="list-style-type: none"> a. Document and convey changes to the respondents b. Phase out client program in a new technical solution

	Risk	Level	Initiatives
	is downloaded by the respondents, and is vulnerable to changes since changes require the user to have a certain degree of technical expertise.		
4	<p>Reporting</p> <ul style="list-style-type: none"> ➤ Risk of problems with the systems after changes to the reporting <p>Frequent changes and new requirements for reporting from banks and financial institutions require a flexible and robust system</p>	High	<p>a. The new system that is developed must be robust in relation to changes in the structure</p>

Risk map - Input data system for banks and financial institutions



5.6. International financial statistics

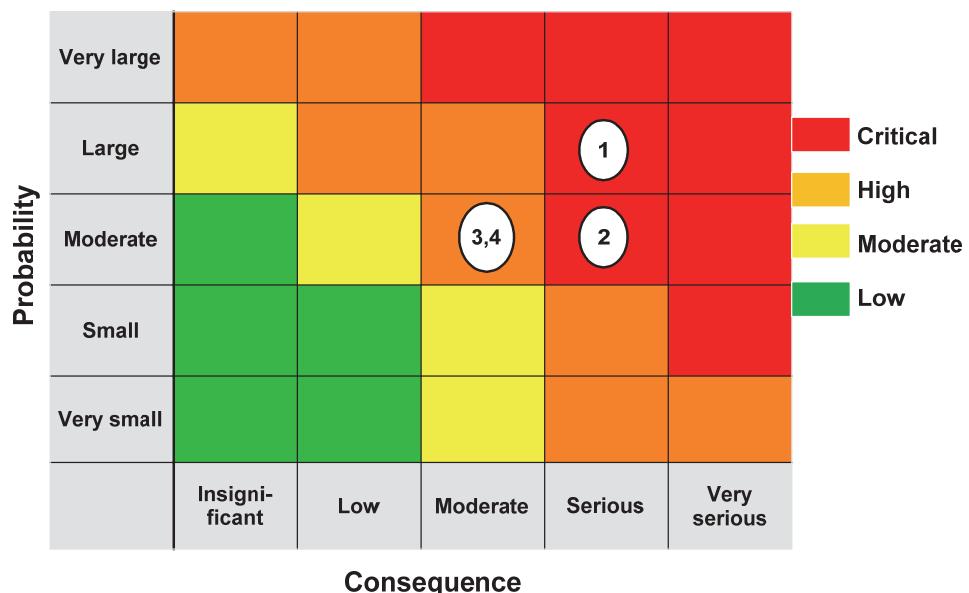
Goal: To meet international obligations and prepare and publish consistent international statistics with a high level of quality and timeliness. The relevant statistics are the balance of payments' financial accounts, international investment position, direct investments in/from abroad, portfolio investment abroad and external debt.

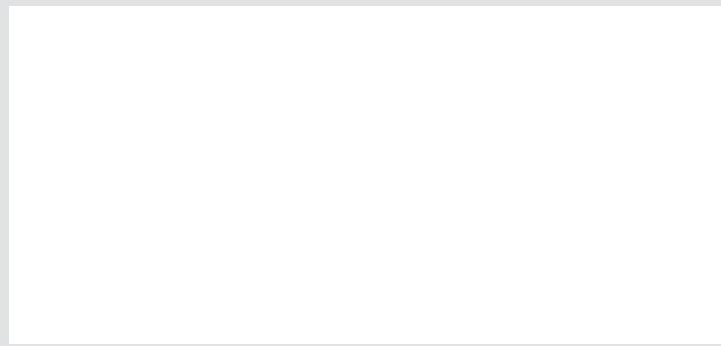
Change: A number of improvements have been made since 2011 with a view to documentation and sharing knowledge, but the risk profile on both the IT and statistical side as a whole has not changed.

	Risk	Level	Initiatives
1	<p>IT systems</p> <ul style="list-style-type: none"> ➤ Risk of errors that stop the production or lead to inconsistencies in the statistics <p>Possible consequences Delays in the production and possibility of the statistics not being published or delivered to international organisations on time. Reduced quality of the statistics that are published and reported.</p>	Critical	<ul style="list-style-type: none"> a. Mapping and documentation of sources, data flow, methods and calculations b. Coordination and development of the IT systems. Cf. project description for "Integret finansstatistikk overfor utlandet - IT-omlegging" (Integrated international financial statistics – IT adaptation) <p>Work was carried out on initiative a in 2011. Work on initiative b has not yet started.</p>
2	<p>IT expertise/resources</p> <ul style="list-style-type: none"> ➤ Risk that the expertise in the IT systems is only in S940 and that only one person has the necessary expertise <p>Possible consequences Vulnerability in expertise and shortage of resources can lead to delays in the production and publishing, as well as deliveries to international organisations. This risk factor reinforces point 1.</p>	Critical	<ul style="list-style-type: none"> a. Skills transfer from S940 to S740, i.e. involve a larger IT environment b. Available IT operating resources c. Available IT project resources <p>Work on the initiatives in points a and b has started, but the expertise is still centred around S940.</p>
3	<p>Specialist expertise/resources</p> <ul style="list-style-type: none"> ➤ Risk of some skills disappearing among senior employees 	High	<ul style="list-style-type: none"> a. Continue implementation of the group's skills plan b. Document routines <p>The initiatives are ongoing, but developing a broad skills base takes time.</p>
4	<p>Population and sample</p> <ul style="list-style-type: none"> ➤ Risk of inadequate quality of the foreign population 	High	<ul style="list-style-type: none"> a. Allocate sufficient resources in S940 and any other relevant divisions b. Establish the foreign population in the Central Register of Establishments and Enterprises (cf. project), including devising

Risk	Level	Initiatives
		<p>cooperation routines between the parties involved</p> <p>c. Establish a shareholder database</p> <p>Initiatives a and b are ongoing. Initiative c is being implemented in ISEE.</p>

Risk map - International financial statistics





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