EU Twinning Project
IS12/ENP-APFI/08

Support to the Israeli Central Bureau of Statistics in the development of National Accounts, Education Statistics, Survey Methodology, ICBS Website and Coordination of Israel National Statistical System

Component D
Survey Methodology

Activity D5
Study visit on establishment of quality control methods and tools for monitoring field and telephone interviewers

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STATISTICS DENMARK

הלשכה המרכזית לסטטיסטיקה
Central Bureau of Statistics
دائرة الإحصاء المركزية

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Only the annexes D5.3-D5.13 are available on the project's website.

List of Abbreviations

BC   Beneficiary Country (Israel)
ICBS   Israeli Central Bureau of Statistics (Israel)
MS   Member State

1   Summary

The study visit to Heerlen was another part of the Twinning project in order to learn more about interviewers' managing, guiding and about using mix mode data collection systems.

Before the visit a TOR was designed and the programme for each day was planned.

We decided to learn about weighting and imputation concerning the usage of mix mode data collection, and therefore a statistician for the methodology unit was invited to the visit.

As part of future learning we have heard a lecture about Big Data collection.

2   Background

This study visit of the EU Twinning Project to Statistics Netherlands took place as part of the project to learn about methods for optimizing data collection.

2.1 Mandatory results of component D

Mandatory results of the component

MR16	Establishment of quality control methods and tools for monitoring field interviewers
MR17	Establishment of quality control methods and tools for monitoring telephone Interviewers
MR18	Establishment of a manual of guidelines for interviewers
MR19	Detailed design of at least one web questionnaire
MR20	Guidelines in cognitive aspects of questionnaire and interview design
MR21	Guidelines on how to measure and reduce response burden on enterprises

2.2 Terms of Reference - purpose and expected output of D5 activity

Subject / purpose of the D.5 activity

As a supplement to the D1 mission and D2 misson which took place in Israel dealing with monitoring and managing field and telephone interviewers, the purpuse of the study visit was to increase the knowledge on these topics.

Expected output of the D.5 activity

Mission report on

- Managing and monitoring field interviewers
- Managing and monitoring thlephone interviewers
- A mix mode disgen survey
- Mode effect on weighting and big data
- Training interviewers
- Quality assurance as a monitoring toll

3   Activity Results

3.1 Managing and monitoring field interviewers

As is also the case of the telephone surveys, there are large fluctuations in the monthly scheduled working hours for field interviews, and this requires great flexibility in the personnel, waves of employment, lay-offs and recruitment, field interviewers with flexible contracts versus permanent contracts, etc.

In the Netherlands, the number of interviews (portions) are fixed in advance in accordance with pre-allocation, which is calculated using an algorithm which calculates distances to the households.

There is a national goal for completed surveys, and a regional survey goal depending on the composition of the region. A weekly report on the surveys is published on the level of the country, region and for the interviewer. The interviewer can see his achievements relative to other interviewers. The hours of the home visit are examined, as well as the effectiveness of the home visiting hours.

There is a division into four windows of hours:
1. Before 12:00
2. 12:00 – 17:00
3. 17:00 – 19:00
4. 19:00 – 21:00

For each interviewer, the hours he visited homes is examined, as well as the effectiveness of his persuasion in these visits. The first visit must be in a specific time window of 10 days from receipt of the portion and in the afternoon-evening. Every visit has a specific absentee letter, up to a maximum of six visits. On average, less than 2.5 visits per sampled person are required.

In addition, the response rate and the refusal rate are examined.

Furthermore, interviewers are accompanied, and there is telephone supervision.

Today, the ICBS do not ask for telephone number in the field because the population is opposed to giving out telephone numbers, so it is difficult to carry out a quality control survey. Because of the few telephone numbers, we turn to the respondents and non-respondents with a paper survey, with a limited number of questions, to assess the quality of the interviewer's work. This approach (quality control survey) is carried out by the telephone interviewers.

The coordinator's work:

In the Netherlands, the coordinator accompanies an interviewer once a week in the field and this creates a burden. Once a month, there is a meeting with his interviewers. They plan the activity for the month, participate in the development of training, and recruitment (for example, participating in the development of online tutorials). Today they are working on how to deal with areas of overlap between the regions, following-up on the progress of the surveys on the basis of hourly management of the interviewers, travel expenses and feedback. Each accompaniment requires leaving the workplace.

The interviewer reports his working hours into the system, as well as the hourly distribution on visits, administration, and travel time. Travel time includes the travel between the addresses and hours of training. There are training hours associated with the survey and general training hours. There is no follow-up from the coordinator on the interviewer's daily route of visits. Problems of location and refusal are not dealt with at the level of the coordinator (except for assistance in individual cases earmarked for accompaniment).

There are situations where two interviewers are sent; when one interviewer has strong persuasive skills he will be assigned to someone who needs help.

Response rate has decreased in the field because of mixed mode data collection (which has generally increased the overall response rate). Interviewers are mainly sent into the field because of difficult cases, and this decreases motivation and they leave the job.

In the case of an assault on interviewers, a record is kept and it is reported to the management.

There are areas which have been declared non-entry areas. In dangerous areas, the area is first visited by car and then it is decided whether it is possible to survey there, in earlier work hours when it is still daylight.

CAPITI – a few field interviewers perform telephone surveys when they do not have work and Statistics Netherlands want to keep them in the system. This is done on a voluntary basis. They work from home, in the same way as telephone interviewers. Each month they will work as both field and telephone interviewers. Field interviewers receive higher salaries than telephone interviewers. When interviewing by phone they still receive the salary of a field interviewer because most of their work is the field.

Problem that must be addressed: During periods of heavy work in the field, the interviewers lose their CATI skills.

3.2 Managing and monitoring telephone interviewers
Organizational structure of the data collection center:
1 Department Manager
1 Assistant Manager
10 Business shift managers
6 Telephone team managers
12 Field team managers

The telephone center is centrally managed. There is a monthly planning for telephone interviewers and adjustments during the course of the workdays. All the positions are taken advantage of in the evening as well as the positions of regular workers.

Shift hours: 9:00-13:00, 13:00-17:00, 17:00-21:00, according to need, a double shift can be worked. In each shift, there are two 15-minute breaks. In the ICBS, we are interested in reducing to a single break, which is under discussion with the labour union.

Shift managers manage the times of the workers' breaks. They manage the meetings and therefore can tell the interviewers that they need to return during the busy hour. It is possible to work from home.

The performance data of the individual interviewer is compared with the group of interviewers who work on the survey.

Supervision by listening to telephone interviewers – the interviewer is informed in advance about the timing. The interviewer is informed of the time window within which he will be recorded. In any case this is a recording and the coordinator can supervise the call in his spare time, including on-screen display of the answers typed-in.

Because sometimes there are too few investigations regarding the interviewer, there are further supervisions on telephone and field interviewers by sending a short paper questionnaire to respondents, as well as non-respondents, designed to evaluate the work of the interviewer.

There are bi-weekly follow-up reports for the region, for the interviewer, and survey.
There is an annual planning for the number of expected investigations per month in the field and on the phone.

A target number of total respondents is defined every week, month, and for each survey. Comparisons between the output and the target number are made during the course of a survey and afterwards. Moreover, the planned working hours are compared to what is actually taking place.

There are many built-in reports regularly produced weekly, monthly or cumulatively for several consecutive months. For example, on the following topics:

- On a staff level – for all the surveys (consumer confidence, social responsibility, index, job vacancies, Labour Force Survey in the first stage, Labour Force Survey in further stages, driving habits, etc.) there is a presentation on: Average response rate per interviewer, average response rate per group, total calls, average call time per interviewer, per group, and more.
- For the interviewer in each shift – number of hours, number of calls, the response rate, and more.
- For all the surveys (in one report) - the target number of investigations (or total for surveying), persons surveyed and not surveyed, response rate and special notes on special days.

There is a bonus once a year depending on the quality of the work, the response rate, discipline and behavior.

3.3 Visit to the phone center:
During the visit, we watched and discussed the following topics:
1. Centralized management report of the surveys in the shift
2. Planning report for interviewers of the shift in all surveys, forecast for two weeks ahead
3. Increasing motivation through a bulletin board with setting goals and updating status during the shift
4. CATI interviewers work from home and their management from the center
5. Large physical space that the interviewer has in the phone center, but, on the other hand, not having a permanent location
6. Automatic dialing system (the interviewer did not dial the number - saves errors).
7. The system hangs up the phone after six-seven rings with no answer

In CATI, there is a maximum of eight communications per sampled person. Only if there is a problem one may exceed eight communications per sampled person.

3.4 Mix mode survey

Measurement Error Calibration in Mixed-Mode Sample Surveys: Jan van den Brakel
Lack of response is not uniform when using mixed-mode response methods. Measurement of the bias depends on the collection method. A test was conducted on the Victims of Crime Survey:

- A national sample of 19,000 respondents out of about 40,000.
- Collection starts online and paper questionnaires
- Two reminders
- Telephone collection and finally, field collection

Local authorities are allowed to add sampled persons to the survey, during the year between 20,000 and 180,000 respondents are added. The method is online and paper, and then phone (not by CBS interviewers) without field collection.

Most surveys in the Netherlands are mixed-mode methods. Usually they begin with CAWI and the enumeration is completed with CATI or CAPI.

The problem is that a person will provide different answers depending on the method used for the investigation (Measurement Effect). Therefore, estimates from various surveys (or the

same survey in subsequent years) cannot be directly compared if they have different percentages of response methods.

For example, the Victims of Crime Survey in the Netherlands consists of two surveys. The first - the Bureau's annual survey (about 20,000 respondents) and an "auxiliary" survey on the basis of a request of the local authorities (varies between 40,000 and 200,000).

In the CBS Netherlands' survey the percentage of respondents without the accompaniment of an interviewer (CAWI, PAPI) in 2009-2011 stood at about 40% on average, and 60-70% in the general survey. When the series of five selected questions from the survey are compared, there are two disturbing things:

1. The series are very blurred
2. There are also large differences in level and in deviance between the CBS survey and the overall survey.

One explanation is the different composition of the respondents according to the methods of investigation in each of the surveys.

The questions that were examined:

1. Percentage of victims of crime in the past year
2. Total number of crimes in the past year
3. Percentage of people who feel unsafe
4. Satisfaction with the performance of police
5. Dissatisfaction with anti-social behavior towards them.
6.

GREG-Mode-Calibrated Model:

The solution proposed is to insert an additional auxiliary variable for calibration, which is an indicator of the investigation method. This is in addition, of course, to the usual auxiliary variables of demographic data, etc. which were entered up to now (GREG). The model solves the Mode Effect problem only on deviance estimates. For estimates of level, one must be sure that the bias resulting from the Mode Effect will be constant for all periods (or surveys).

During the study visit, we ran the model on the Victims of Crime Survey with an auxiliary variable that receives 1 or 0, according to the method of investigation: filling out a questionnaire without an interviewer (CAWI, PAPI) or with an interviewer (CAPI, CATI). The variable calibrates to a fixed percentage of 40% of surveys without an interviewer and 60% with the interviewer. The percentages were determined according to the CBS survey.

o Basic assumption for this model is that the effect of the method of investigation (Measurement Effect) is constant at all times.
o The problem of Selection Effect should be solved (at least partially) by the standard auxiliary variables such as gender, age.
o Note that treatment of Mode Effect in this form does not correct biases arising from non-response

Operation of the proposed model has solved the two phenomena mentioned above in for questions 3-5 but not for questions 1-2. It is possible that the source of the difference in questions 1-2 is a bias resulting from non-response, people who have experienced crime are more likely than others to participate in the survey, and as noted above, the model does not correct for biases arising from non-response.

Mode effect

In the Labour Force Survey, each personal questionnaire has an option to indicate who the respondent is and thus a proxy response can be detected. The goal is to try to reduce proxy response. Significant differences were found in the data from proxy response versus non-proxy response, in the topics of participation in the labour force and job search.

It is worthwhile for ICBS to start planning an online questionnaire and then make adjustments for other collection methods.

Mixed Mode Collection: Ongoing research of the European Statistical System (ESSnet), with the cooperation of Eurostat and the statistical offices of several European countries (NSIs), has examined the issue of data collection with various collection methods and the resulting consequences over the course of years.

The transition of European countries to the CAWI collection method was carried out at more or less the same time, which provided the option of harmonization between various countries. The possibility of a joint examination of the mixed mode collection method by countries is a big advantage.

European countries use a variety of combinations of mixed mode collection. There are combinations of paper surveys with a telephone survey, or combined with field and telephone, and more.

Of the participating countries, 11 countries use the CAWI collection method for the census. Among the participating countries it was found that a majority of the countries declared intention to switch to using online collection. In the Dutch Labour Force Survey questionnaire, questions were adjusted to an online response system. In the approach letter, emphasis is given to the topic of online response because there is no involvement and persuasion of an interviewer. There should be a focus, already in the letter, on persuading respondents to answer online. Questions should be formulated for each respondent in the household (individual questionnaire).

The use of mixed mode collection methods was made in a number of models:

1. Internet as a first method, to be followed by other methods without respondents.
2. Internet as an operating tool alongside other collection methods
3. Internet is presented as a tool without respondents after performing the telephone/field survey
4. Internet is offered as a collection tool for advanced waves, after collection of the first wave in a non-Internet method.

The choice of the mixed mode method is related to the goal.

If the goal is to reduce the problems of coverage or errors of non-response: The survey structure should be designed so that respondents will have the possibility of a number of methods, the most expensive method of collection is displayed first.

If the goal is to reduce costs: the collecting structure will be based on the cheapest method.

The costs related to using a mixed mode collection method: Implementation of a mixed mode collection system depends on the design of the system and the existing system of data collection. Integration of Internet collection will lower costs of collection, but may result in higher costs in taking the sample, processing data, management systems and necessary adjustments. Some countries reported a decrease in costs in one part of the survey, along with increases in other parts.

Measurement errors: It was found that there are measurement errors between different responding methods, but these errors were not always found, and not in all the surveys. In the Netherlands, in the Labour Force Survey, differences were found in accordance with the various response methods, but these could be taken care of with weights.

In mixed mode collection methods it was found that the online response method brings a significantly lower percentage of respondents who are willing to participate in the next wave of the same survey (Labour Force Survey).

Examination of the age of the respondents shows that Internet users are mainly between the ages of 55-64 (38% of respondents online survey conducted in Finland), and 45% of respondents have a college degree; there is a relationship between level of education and online response – as the level of education rises, so too, the online response rate rises.
The Netherlands' Labour Force Survey questionnaire regarding employment is a personal questionnaire and indicates when the responder is a proxy.

3.5 Training interviewers

- Training of interviewers includes a basic course, additional courses, and at the end of this process they are designated as expert interviewers.
- Training of interviewers: a basic course the same for all interviewers > sub-training > specialized
- Levels of interviewers in accordance with the training they have undergone: Beginning > specialized > professional > expert
- **The responsibility for training is on the interviewer.** He should prepare himself for his work so that if there is a new survey, he has the responsibility to undergo the training, using the from-a-distance training service. If the interviewer does not prepare, he cannot work and his manager will find out why he was not ready. The interviewer can be trained to improve his persuasive abilities, and can train another interviewer.
- The courses relate to various subjects and there is no obligation to participate in all of them.
- Interviewers are not rewarded financially according to the number of courses they participated in and that may be a problem, the incentive is mainly the desire to be more professional at work. The payment is for teaching hours according to a pre-determined time estimate.
- The big advantage is that learning is enabled for the interviewers on their own time, at any time, and that the interviewer can take the initiative and get to know other topics which although not directly related to his work, may contribute from in other ways. In addition, the initiative for learning other surveys creates more diversity at work for the interviewers (for example, if they are interested in teaching other interviewers in the field).
- There has been great success in the cooperation of interviewers with the interactive courses system. They often take courses, participate in professional chat conversations, constructive comments, share interesting cases encountered during surveys, and more.
- Using an array of E-learning courses also helps in cases where new interviewers have to be prepared in a short time.
- In 2009, the project of from-a-distance learning began. A demo of a training environment was prepared, and a pilot was conducted with the interviewers.
- The use of from-a-distance learning is flexible and reduce overall costs.
- The costs of training were cut by a fourth. There is no need for classrooms or travel of the interviewers and trainers. There is no charge for a whole day of work and for food.
- Today, the course is defined in accordance with the amount of time it takes to do it on the computer. A course of three hours is designated and the interviewers are asked to do it. There is monitoring when the interviewer entered the system to study in a course. This allows flexibility for the interviewers, who can enter the system whenever they want.

- There are currently 30 different courses. There are two basic courses, one for telephone, and one for the field. There is a forum in which the interviewer can exchange information with the other interviewers, receive professional information and more (listed below).
- Each day a staff member enters the learning environment and makes sure that the content uploaded by the interviewers are relevant and that the advice given by them is appropriate. If necessary, it is possible to remove content or to respond individually or collectively.
- Examples of providing specialization and components in training: Active listening, verbal expression, writing skills, taking the lead, sensitivity, representativeness, professional behavior, computer use skills, time management, standing up to pressure, assertiveness, flexibility, focus on results, distribution/sharing knowledge and more.
- There is a combination of from-a-distance learning with other learning methods.
- Telephone interviewers have six study days in the classroom, and field interviewers have a basic course of three days.
- Field interviewers meet once a month at the regional level, and a classroom is rented for this meeting. Telephone interviewers have seminars, and per year there are about two and a half days of seminars for telephone interviewers as well as field interviewers.
- From-a-distance learning systems have the option of creating a "community" for the interviewers, and they can correspond with each other. The communications are monitored, videos can be uploaded; it is possible for the team manager to make comments and notes. Uploading videos raised motivation, because the videos were used to increase success on the level of the interviewers and on the regional level. This is a type of forum for interviewers where they can exchange notes and experiences; there is the option for a chat in which the forum manager invites interviewers for a specific day and time. Each applicant, interviewer, or manager has a corner for self-presentation (photo, personal background, etc.). Additionally, there is a link and access to Statistics Netherlands' website.
- In the future, we intend to prepare a personal training portfolio for each interviewer, containing a record of the topics about which he was trained and the issues for which he needs guidance. Additional upcoming projects: introducing a reporting system and a link to the human resources system, an expansion of online learning for all of Statistics Netherlands, plus learning from the experience of other departments at Statistics Netherlands.
- The from-a-distance learning project is implemented by an external company.
- Distance learning courses are built layer upon layer, so that the interviewer gets the list of courses he could or needs to pass and he should enter the course and do it. The course has a test and a passing grade for each course. Immediate feedback on the correctness of the answers are given for exercises and tests, including interactive role-playing games, in which one can choose an option and in accordance see a filmed response (requires filming a lot of scenarios) and so on. At the end there is a score for the quality of task performance and the written feedback has an explanation of what was required to do (in case the interviewer failed).
- In a course based on a survey conducted last year, if the interviewer participated last year, the training will be very short if there were no changes, compared to an interviewer who is joining the survey and will undergo the training for the first survey and possibly the changes as well for the new year.
- There is a log in which one can watch the activity of all the interviewers in the system. It can be seen when he entered, what he did – did he select a course, did he participate in a chat, upload video, ask a question, etc.
- There are courses at Statistics Netherlands, there is a course that teaches the use of the website and search data. In the basic course a video demonstrating the use of Statistics Netherlands data from the website is presented. At the end there is a "test" of a few questions, after which the interviewer receives feedback.

- The courses include videos. Some of the videos were produced by the CBS and some by an external company. Building a course takes two months for one employee, including consultation from the accompanying company.

4   Conclusions and Recommendations

(a) As for the methodology for monitoring Cati interviewers and quality assurance: it is recommended to use interviews recording and to listen to the interview. It is recommended to notify the interviewer that he/she is going to be recorded for a period of time. This goes together with other monitoring tools like PCAW. Sitting aside the interviewer and

(b) As for the CAPI interviewers it is recommended to institutionalized a routine check for visiting efficiency for the visiting hour for each interviewer

(c) It is recommended for the ICBS to start working towards an E-learning system for the CAPI interviewers.

(d) Monitoring and managing CATI: it is important to have an annual planning for expected investigations per month. It in recommended to define the breaks in each shift

(e) ICBS needs to consider a max number of calling per each sampled unit.

(f) More flexible management for the field interweaver's that will be monitored with effectiveness per time frame.

(g) Lack of response is not uniform when using mixed-mode response methods. Measurement of the bias depends on the collection method. The solution proposed is to insert an additional auxiliary variable for calibration, which is an indicator of the investigation method. This is in addition, of course, to the usual auxiliary variables of demographic data, etc. which were entered up to now (GREG). The model solves the Mode Effect problem only on deviance estimates. For estimates of level, one must be sure that the bias resulting from the Mode Effect will be constant for all periods (or surveys).

5   Other Comments

(a) The study visit was held in a meeting room and was very well organized and the issues were very interesting and enlightening.

(b) During the meeting we understood we would like to hear more about the household expenditure survey, and the Statistics Netherlands' staff was kind enough to organize it.

(c) We received a Log In code for the E-learning site that was very useful although it is in Dutch.

6 Annexes

Annex D5.1 Programme

Support to the Israeli Central Bureau of Statistics in the development of National Accounts, Education Statistics, Survey Methodology, ICBS Website and Coordination of Israel National Statistical System

Component D: Survey methodology

Mandatory results of the component

MR16   Establishment of quality control methods and tools for monitoring field interviewers
MR17   Establishment of quality control methods and tools for monitoring telephone Interviewers
MR18   Establishment of a manual of guidelines for interviewers
MR19   Detailed design of at least one web questionnaire
MR20   Guidelines in cognitive aspects of questionnaire and interview design
MR21   Guidelines on how to measure and reduce response burden on enterprises

Subject / purpose of the D.5 activity

Dutch experience with management and monitoring of surveys, particularly CATI and CAPI.

Added as a result of already implemented activities: As a follow-up to the D1 and D2 activities that took place in Israel' regarding the monitoring and managing of field and telephone interviewers the porpuse of the study visit is to increase the ICBS's knowlege on these topics.

Expected output of the D.5 activity

Participants briefed on Dutch methods for survey management and monitoring. I
Mission report on lessons learned from the study visit:

- Managing and monitoring field interviewers
- Managing and monitoring thlephone interviewers
- A mix mode disgen survey
- Mode effect on weighting and big data
- Training interviewers
- Quality assurence as a monitoring toll

Participants from the Israeli Central Bureau of Statistics

Mr Nitzan Hacohen – Deputy Senior Director of Department
Mr Yoel Domb - Director of Field Operation Department
Mr Zohar Chessakov – Director of Households Sector CATI Center
Ms Efrat Friedrich – Senior supervisor for estimation in households and business surveys

Programme (Agenda) and persons met: 26 May 2014 – 28 May 2014 (Heerlen)

<u>Monday 26 May</u>
Chair: Kees van Berkel

09.00 – 09. 15	Coffee and word of welcome	Frank Halmans	0B13
09.15 – 09.45	Survey design of household web surveys	Björn Janssen	0B13
09.45 – 10.30	Questionnaire design of household web surveys	Jelmer de Groot Gabriël van Dam	0B13
10.30 – 10.45	Coffee break		
10.45 – 11.30	The business survey proces	Ger Snijkers Frank Halmans	0B13
11.30 – 12.30	Questionnaire design of business web surveys	Myra Wieling	0B13
12:30 – 13.30	Lunch		Restaurant
13.30 – 15.00	Mixed mode research: ESSnet and unimode questionnaire	Annemieke Luiten	0B18
15.00 – 15.15	Coffee break		
15.15 – 15.45	Mixed mode research: ESSnet and unimode questionnaire continued	Annemieke Luiten	0B18

<u>Tuesday 27 May</u>
Chair: Deirdre Giesen

09.00 – 10.30	Training of capi interviewers and of cati interviewers	Wim Burgers	0B13
10.30 – 10.45	Coffee break		
10.45 – 11.30	Cati management	Nicolle Aelmans Marjo Kikken	0B13
11.30 – 12.00	Visit of Cati room	Nicolle Aelmans	Cati room
12.00 – 14.00	Lunch and visit of mine museum		Restaurant
14.00 – 15.00	Capi management and Mixing capi and cati: capiti	Nicolle Aelmans	0B17
15:00 – 15.15	Coffee break		
15.15 – 16.15	Research about Household expenditure survey: Cawi, experiments	Saskia te Riele	0B17

<u>Wednesday 28 May</u>
Chair: Deirdre Giesen

09.00 – 10.45	Big data – strategy and research	Peter Struijs Martijn Tennekes	0B17
10.45 – 11.00	Coffee break		
11.00 – 12.30	Dealing with mode effects in data weighting	Jan van den Brakel	0B17
12.30 – 13.15	Lunch		Restaurant
13.15 – 14.00	Research on smart phone interviewing	Mattijn Morren	0B17
14.00 – 14.15	Last remarks and farewell	Deirdre Giesen	0B17

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7   Annexes external to the report: Presentations

E-learning at CBS datacollection department

Interviewertraining and -instruction

Statistics Netherlands