

# Year-to-year implementation of the strategy

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## Program

**Concept of contract management**

**External contract with ministry**

**Internal contracts**

**Examples of follow-up activities**



# Contract Management

**Standard in the government sector**

**Mission and vision**

**Annual contracts a concrete tool**

**Small manageable steps**

**Contract concept**

mutual agreements

no retaliatory measurements



# Challenges for the NSIs

**Politicians and other users expects better and faster statistics**

**Demands of easier access to statistics**

**Financial cuts**

**Competition with the private sector in purchasing qualified employees**

**New technologies**

**New management theories**

**New governments and changing political focus**



## Possible ways of responding

**Effective working procedures**

**Digital solutions**

**Technological development**

**Good working conditions**

**Competence building**

**Documenting your institution's special characteristics, abilities and results**

# >> Goal and Result Management





## The contracts

**Written agreement of where we are going**

**Closer to the mission and vision**

**Outcomes desired by society**

**Goals**

**Specific, Measurable, Ambitious, Realistic, and Time-scaled  
SMART**

**Prioritized**

**Degree of fulfillment**



# Purpose of Contract Management

## **Better management**

effectivity

productivity

quality

step-by-step closer to the strategy

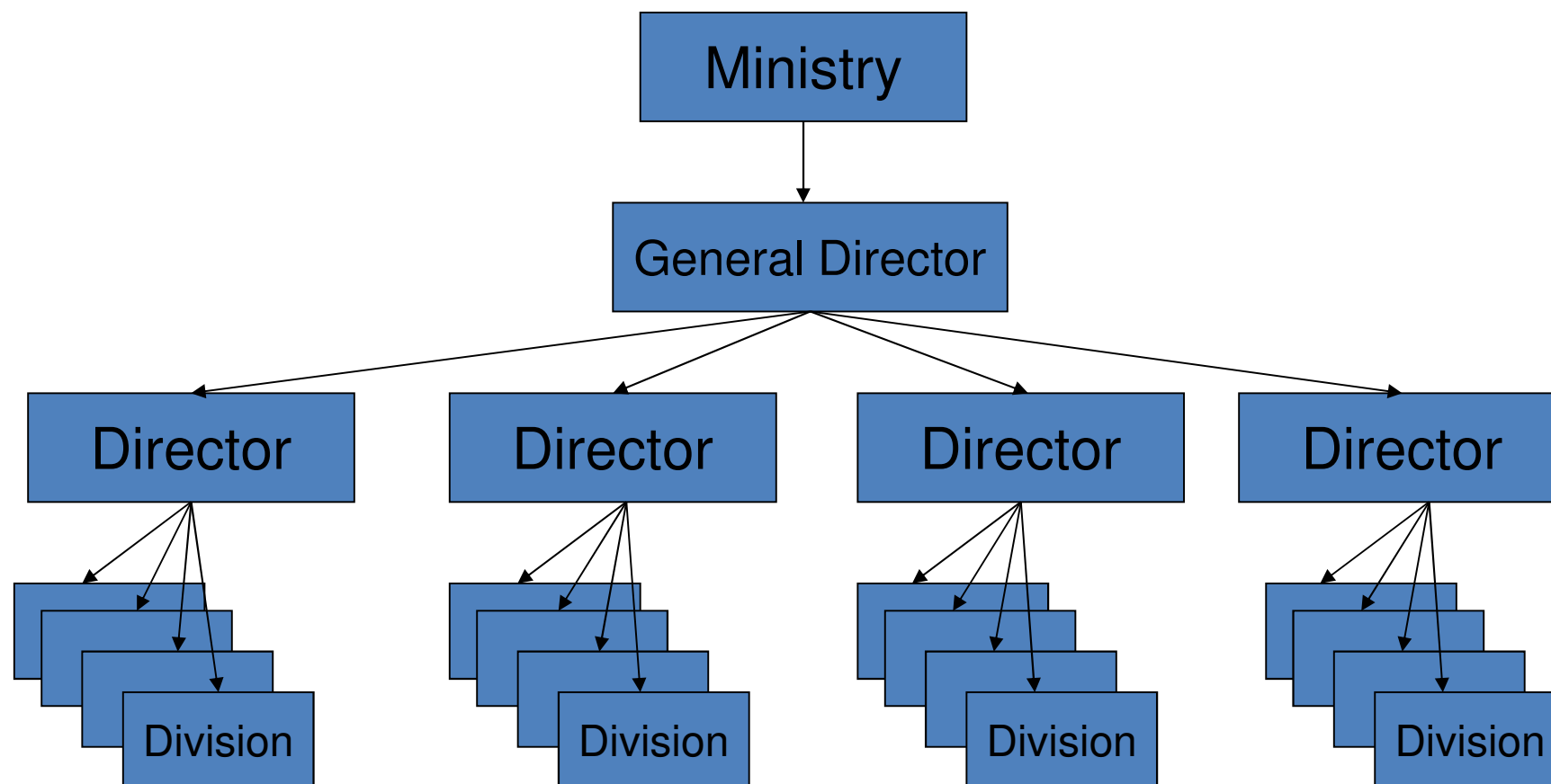
## **Focus on central issues**

## **Working towards common goals**

## **Involvement of the employees**

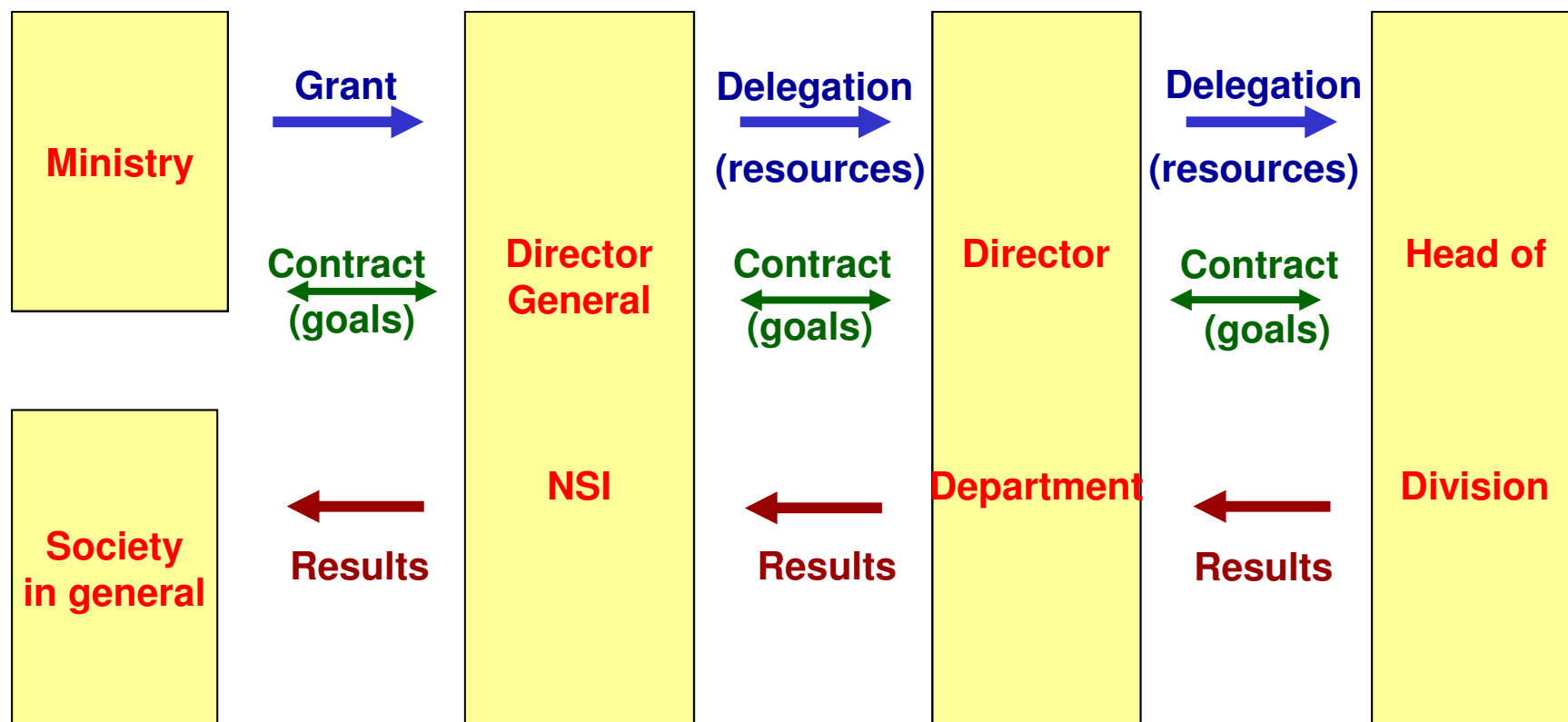


# >> Hierarchy of contracts





# Important management tools





## Goals and measurements

1. **Relevant for directing the institution**
2. **Balanced and covering all substantial areas**
3. **Few but essential**
4. **Possible to influence by the institution**
5. **SMART (specific, measurable, ambitious, realistic, time-scaled)**
6. **Coherent from top to bottom**
7. **Method of measurement should be clear**
8. **Development should be measureable**
9. **Follow-up is important**

## **Follow-up**

**Status 3 or 4 times**

**Systems for monitoring**

**Continuous assessment**

**Need for correcting actions**

## **Scoreboard**

**Points as weight for strategic importance**  
**Greatest if important for fulfillment of Statistic**  
**Denmarks strategy**  
**Clear what gives points**  
**Points should be graduated**  
**Sum up to 100**



# Performance Contract

**Contract with the Ministry**

**Still an independent institution**

**Better dialog between Statistics Denmark  
and the Ministry**

## **Main content**

Mission and vision

Strategic challenges

Goals

Scorebook



# Strategic Challenges

## **Closer to mission and vision**

Impartial statistics about society as the basis for democracy and national economy

One of Europe's most user friendly and data-supplier friendly statistical institutions

Effective and innovative

Attractive workplace

## **Support government strategies**

Growth strategy

Administrative simplifications

Digital administration

## **Coping with financial cuts**

## **EU-legislation**



# Scorebook

Nr.	Goal	Not fulfilled	Partly fulfilled	Fulfilled	Special effort by the General Director
	Score	0	33	67	100
1	Times of publication	Under 87 pct.	Min. 87 pct.	Min. 90 pct.	Monthly follow-up and taking initiative to correcting actions.
16	Electronic document handling system	System purchased, but not installed	System purchased, and partially installed	System purchased, and installed	Motivate to a positive reception by the employees.





## Process of preparation

### **August-September: Strategic challenges and general goals**

Administration and Management

Status on present state

Outcomes expected by society

### **September-October: Specifying goals**

Management, divisions and Administration

Draft send by Statistics Denmark to the Ministry

Meeting with the Ministry (chiefs)

### **November: Final adjustments**

Meeting with the Ministry (technical)

### **December: Approval**

Board, employees, ministry

### **December-January: Goals for department and divisions**

# Timeline

	Strategic Challenges	External Contracts	Internal Contracts
August			
September			
October			
November			
December			
January			



# Performance Contract 2013

## **General regarding statistics**

Actuality and punctuality

Quality and reliability

## **Reporting**

Digitalization of communication with respondents

Burden of respondents

## **New statistics**

Global economy, environmental accounts and working time accounts

## **Dissimination**

Usability of StatBank and home page

## **Efficiency**

Economic management (2 goals)

Productivity



## Follow-up on performance contract

**Follow-up is publiced as part of the Annual Report**

### **Content**

Report

Fulfillment of the goals

Accounts



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## Departmental Contracts

**Contract between director general and the directors of each department**

**General goals from performance contract**

**General internal goals**

**Specific goals relevant for the department**



# Follow-up on departmental contract

Social statistics		Weight	Partly achieved	Achieved	Status	Result
Degree of compliance: 92 pct.						
Mål fra resultatkontrakt						
~ Goal 1	<b>Aktualit og rettidighed</b> - At least 95.0 pct. of all publications must keep the maximal publication times. - At least 95.0 pct. of the pre-announced dates of publication must be kept.	10	1/2	2/2	😊	96,2 pct.  99 pct.
~ Goal 9	<b>Productivity</b> - The work productivity should rise at least 3.0 pct. in average for 2010, 2011 and 2012. (Common goal for the three statistical departements)	10		At least 3.0 pct.	😊	3,3 pct.



## **Contracts at the level of division**

- Last element in the chain of contracts
- Ensuring the fulfilment of performance contract and the departmental contract
- More technical and detailed
- At the level of action/task
- Not at the level of employee





## From strategic goals to results

