

STRATEGY 2015

*Objectives and Frameworks for the
Development of Statistics Denmark*



STATISTICS
DENMARK

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Preface

*"If you don't know where
you're going, any road will
take you there"
Alice's Adventures
in Wonderland*

Strategy 2015 is Statistics Denmark's plan for producing the best possible official statistics on social and economic trends in Danish society. The Strategy shows the path we want to take. It contains the objectives for developing Statistics Denmark in the years to come and sets out the main priorities.

Official statistics are a national as well as an international matter. Consequently, Statistics Denmark has the view that developments in Denmark should as far as possible be compared to developments in other countries.

In Strategy 2015 the work performed by Statistics Denmark is focused on users and data suppliers. The vision of Statistics Denmark is to be one of Europe's most user-friendly and data supplier-friendly statistical institutions. Consequently, user needs for statistics and services and data supplier needs for reducing the response burden is a general theme of the Strategy.

The target group of the present documentation is Statistics Denmark's cooperative partners as well as managers and employees.

Statistics Denmark's first strategy plan was adopted in 1996. Strategy 2015 is Statistics Denmark's fourth strategy plan, whereby developments over the coming years are governed.

Strategy 2015 contains the objectives and initiatives for a five-year period. It is the view of Statistics Denmark's Board that during the strategy period it may be necessary to undertake revisions due to changes in society or changes in the circumstances of Statistics Denmark.

The Strategy applying at any time can be viewed at: www.dst.dk.

Strategy 2015 was approved by the Board of Statistics Denmark 23 June 2009.

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1. Frameworks for Statistics Denmark

1.1 Main tasks

<i>History</i>	In January 1850 Denmark's statistical institution was founded under the name <i>the Statistical Bureau</i> . The activities of the Bureau were initiated following the adoption of Denmark's Constitutional Act in 1849. See <i>appendix 1</i> .
<i>Two fundamental acts</i>	In 1966 the Danish Parliament adopted the Act on Statistics Denmark. The Act was completely new and defined the independent status of the institution. The name was changed to Statistics Denmark (abbreviated SD) and the head's title was changed from permanent secretary to National Statistician (Director General). Today, the activities of SD are carried out in accordance with this Act, as subsequently amended, and <i>the European Parliament and Council Regulation on European Statistics</i> from 2009, called EU's Statistical Law.
<i>Main tasks</i>	The main tasks of SD are set out in the Act on Statistics Denmark and can be summarized in three main tasks: The first task is to <i>collect, process, and publish statistical information</i> on social and economic conditions. This may be carried out in cooperation with other producers of statistics. Furthermore, statistical analyses and forecasts may be prepared. The institution may also assist committees and commissions in statistical matters. The second task is to contribute to <i>the international statistical cooperation</i>. As a member of the EU, Denmark enters into a legally binding statistical cooperation. In this context, SD is responsible for coordinating all Danish contributions of data to the European Statistics. SD is also actively involved in the statistical activities in the UN, OECD, IMF and in the Nordic countries, etc. The third task is to carry out statistical tasks for private and public customers for a charge. These tasks are conducted in accordance with the Government's rules for <i>user charges</i>.
<i>Central authority</i>	SD is the central authority for Danish statistics, cf. section 1 of the Act on Statistics Denmark and article 5 of EU's Statistical Law. This implies that: • The greater part of the statistics on social and economic trends is produced by SD, thereby creating increased value by combining statistics into new enriched products. • SD may order public authorities, private businesses, institutions and organizations to submit information. • SD is responsible for coordinating all Danish activities involved in the development, production and dissemination of European statistics, i.e. statistics set out in the European Union's statistical program. SD is the national contact point for the Commission (Eurostat) with regard to statistical matters. • Other public authorities must inform SD and coordinate their efforts with SD if they intend to collect and process statistical information. • SD must be in charge of, or assist in the design and use of public administrative registers for statistical purposes.

1.2 Management of Statistics Denmark

<i>Independence</i>	SD is an independent institution according to section 2 of the Act on Statistics Denmark. The independence of SD is described in greater detail in subsections 2-4 of the Act and furthermore follows general administrative rules. The independence implies that the Board of SD and the National Statistician make decisions on production and
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dissemination of statistics within the frameworks of national and international legislation. The management of SD is divided among the Minister, the Board and the National Statistician.

<i>Minister</i>	The Minister (Minister of Economic and Business Affairs/Government/Ministry): • has the general parliamentary responsibility. • appoints members of the Board (The National Statistician is ex officio Chairman). • is responsible for SD's appropriations from the national budget, accounting and financing of selected statistics. • is responsible for the personnel. • can determine certain reductions in the reporting of data by the business community. • is responsible for entering into an annual performance and director's contract with SD. • is responsible for making decision on whether SD or other authorities should carry out certain statistical, administrative and technical tasks.
<i>Board</i>	SD is governed by a Board consisting of the National Statistician as Chairman and six other members with insight into social and economic conditions. The Board establishes its own order of business and has decided to appoint a Deputy Chairman among its members. Within the framework allowed by legislation and the available resources, the Board makes decisions on: • SD's annual work program prioritises the tasks that are to be carried out. • the extent of and the manner in which information is to be collected from the business community, including implementation of EU and national legislation. Thereby, the Board is responsible for the response burden imposed on the business sector by SD. • which information is to be reported by public authorities and institutions to SD. • guidelines for coordinating the collection and processing of statistics between SD and other public and private producers of statistics. • assigning tasks to Denmark's central bank concerning financial statistics. • SD's budget, including issues of greater financial importance. • setting up advisory committees.
<i>National Statistician</i>	The National Statistician is the professional and administrative manager of SD. This implies that the National Statistician is responsible for: • producing statistics and carrying out charged services based on professional principles. • how and when statistics are to be disseminated. • SD's international statistical cooperation. • finance and accounts, organisation, data security and other administrative and technological conditions. • those parts of personnel administration, which are delegated to the institution.
<i>ADAM</i>	The macro-economic model ADAM has its own board chaired by the National Statistician and with representatives from the Ministry of Finance, Ministry of Economic and Business Affairs, the central bank of Denmark and the research community. The work program for ADAM is decided by the board.

1.3 Professional independence

<i>Professional independence</i>	The purpose of SD's independent status is to ensure professional independence so that the statistics are objective and impartial. This complies with international principles for credible official statistics, which are adopted by the EU and the UN.
<i>Code of Practice for European Statistics</i>	In 2004 the ECOFIN Council asked the Commission to lay down a set of minimum standards for compiling EU statistics owing to problems with the reliability of economic statistics in some countries. In 2005 this resulted in a recommendation from the Commission that the independence, integrity and accountability of the national and Community statistical authorities should be ensured. The recommendation contains a <i>Code of Practice</i> for the European statistical system. The ECOFIN Council has adopted the recommendation and the Code of Practice. The Code of Practice, which has subsequently been entered into EU's Statistical Law as article 11, is a common European standard for all national authorities and Eurostat producing and disseminating European statistics. See <i>appendix 2</i>.
<i>UN's fundamental principles</i>	The European Code of Practice is based on United Nations Fundamental Principles of Official Statistics from 1994. They establish that official statistics provide an indispensable element in the information system of a democratic society. The statistics are to be made available to the government, the economy and the public and are to be compiled on an impartial basis. See <i>appendix 3</i> .
<i>Credible</i>	Based on the international principles of official statistics, the Board of SD has laid down the following nine criteria to ensure the credibility of official statistics: • Statistics must be <i>impartial</i>. Figures, analyses and explanatory text are prepared on an objective basis and independent of political and economic interests. • Statistics must be prepared on a <i>scientific basis</i>, i.e. professional considerations determine the choice of methods applied for data collection, processing, storing and dissemination. • The picture given of society through statistics must be <i>reliable</i>. In the case of errors in published statistics corrections to the statistics are published as soon as possible. • Statistics should be <i>published</i> as quickly as possible once they are compiled. Political considerations must not be taken into account. • Statistical release dates and times must be <i>pre-announced</i>. • The statistics must be available to all users <i>at the same time</i>.¹ • SD does not comment on whether <i>political objectives</i> have been attained. • SD comments on <i>erroneous interpretation</i> of the statistical results. • Information on individual persons and businesses is treated <i>confidentially</i> and is not passed on for administrative or similar purposes.²
<i>Cooperation with other authorities etc.</i>	In a number of cases SD cooperates with other authorities and organizations on the production of statistical information and in other cases to assure the quality of the data. Discussions with such partners about the primary statistical data and preliminary results are essential in promoting quality and usefulness. When statistics are prepared through formalised cooperation with an external partner, the partner can in some cases have access to the statistical results before they are published by SD. In such cases a specific agreement must be made with the external

¹ Current statistics are always published at 9:30 a.m. No one from outside SD can view the statistics before they are published. This also applies to ministers. Theme publications, etc. may be published at other times of the day. The National Statistician can decide that such publications may be released under embargo before their official publication time, e.g. to the media and other stakeholders.

² See appendix 5.

partner to ensure that the results are treated as strictly confidential until they are published.

The cooperation may imply that SD does not have sole responsibility for the publishing of the statistics. In such situations, the borderline between content for which SD is responsible and content for which the partner is responsible must be made clear.

1.4 Legislation on statistics

<i>Comprehensive EU legislation</i>	The major part of SD's statistical production comprises statutory tasks subject to EU legislation. At the beginning of 2009 more than 200 EU legal acts were in force, which together resulted in a detailed regulation of the statistics production. EU legislation encompasses, e.g. national accounts, balance of payments, government finance, short-term economic indicators, consumer price index, external trade, labour force survey, labour costs, income, living conditions, business structure, agricultural statistics, transport, tourism, and the information society.
<i>Reasons for legislation</i>	EU's statistical cooperation is partly motivated by a direct administrative use and partly by the need for statistical information on developments in the areas of cooperation, where political and economic decisions are made by the EU. The most important areas of decision-making, which necessitate statistics on member states, are the following:
<i>EU revenue</i>	The greater part of EU revenue comes from the GNI-based own resource paid by the member states. Consequently, this imposes great demands on the comparability and accuracy of the national accounts of member states and thereby also the numerous primary statistics used for compiling the national accounts.
<i>Economic policy</i>	The provisions of the Treaty on European Union governing the convergence criteria make demands on high-quality statistics with reference to inflation, interest rates, government deficit and debt. The European Central Bank also requires economic statistics in order to carry out its functions. This imposes great demands on data comparability and detailed statistics on national accounts, government finance, prices and other short-term indicators.
<i>Agriculture</i>	Expenditure on agricultural policy and development in the rural districts take up a large part of the EU budget. In order to monitor developments and make political decisions on agricultural issues, there is a need for statistics on such areas as agricultural structure, production, prices and revenue.
<i>Structural funds</i>	Another great part of the EU budget is used by the structural funds, supporting partly the economically relatively weaker regions, partly various projects involving job creation. The allocation of the resources is made on the basis of statistical information on national accounts by region, purchasing power parities as well as statistics on unemployment and employment.
<i>Trade statistics</i>	The statistics on trade between EU member states (Intrastat) are motivated by the free movement of goods, services, people and capital. Furthermore, the Single Market has resulted in a need for statistics on, e.g. transport, tourism, energy, trade in services, business structure and production and competitiveness in the industries. Trade agreements with countries outside the EU also imply that there is a need for highly detailed external trade statistics on goods and services.
<i>Political decision</i>	After discussions in EU committees (including the committee of the directors general of the national statistical institutions) proposals for legislation on statistics are put forward by the Commission. Subsequently, legislation on statistics is negotiated and adopted by the European Parliament and the Council of Ministers.

<i>Danish legislation</i>	Danish legislation on statistics is less comprehensive as the national need for statistics is to a great extent fulfilled via EU legislation. It can be mentioned as examples of Danish legislation that a wide range of information on the population, including distributions by age, education, income, unemployment, number of immigrants and descendants from non-western countries, receipt of specific social benefits and population forecasts is a prerequisite of calculating the general subsidies to regions and municipalities.
<i>Statistical Code</i>	A detailed summary of national and international legislation is given in the publication <i>Lovsamling om statistik 2009</i> (Statistical Code) published by SD.

2. Strategic messages

2.1 Mission

Information system of a democratic society

The introduction to UN's fundamental principles of official statistics sets out that "Official statistics provide an indispensable element in the information system of a democratic society".

Statistics on developments in the population, unemployment, employment, earnings, prices, external trade, balance of payments, economic growth, etc. are a prerequisite for a society's democracy and economy to work. This is reflected in SD's mission, which sets out the aim of the institution.

Statistics Denmark produces impartial statistics on society as the basis for democracy and the national economy.

Application of the statistics

Statistics are about people and their activities and conditions in society. The development of these conditions is continuously described by SD. The use of statistics is very comprehensive as the statistics are, e.g. used for:

- knowledge, education and social debates
- analyses and research
- international comparisons
- monitoring and planning of developments
- economic and political decisions
- regulation of social benefits and geographically-based subsidies
- regulation of earnings, contracts and insurance premiums
- calculation of Denmark's contributions to EU's revenue

International comparison

The value of official statistics is considerably enhanced when the statistics are internationally comparable so that developments in Denmark can be compared to developments in other countries. Consequently, SD contributes to the development of internationally comparable statistics by active participation in international statistical cooperation. See *appendix 4*.

Free and paid tasks

In order to fulfil our mission official statistics on social and economic conditions are made available free of charge to every citizen via the database StatBank Denmark and SD's website. Private and public customers requesting specific statistics, data, analyses and consulting services pay for the time spent and any direct expenses involved in carrying out these tasks.

2.2 Vision and values

The strategy is governed by the vision

The vision is a picture of what we are working towards and how we want to see SD in the future. The objectives and initiatives formulated in Strategy 2015 are thereby governed by the vision.

The vision of Statistics Denmark is to be:

- one of Europe's most user-friendly and data supplier-friendly statistical institutions
- an effective and innovative institution solving tasks digitally
- the institution integrating the official statistics on all social and economic conditions
- an attractive workplace

<i>User-friendly</i>	The work performed by SD is focused on the <i>users</i> . This implies that focus is on user needs for statistics and other services. However, this must be balanced against the available resources and the interests of data suppliers. User-friendliness implies that SD provides high-quality products and that SD seeks an active dialogue with the users.
<i>Statistical quality</i>	The users must be provided with statistics of high quality, which implies that the statistics must be relevant, reliable, timely, punctual, accessible, documented, comparable and coherent over time, see article 12 of EU's Statistical Law. The efforts made by SD to produce high-quality statistics are mentioned in chapter 3 in several of the action areas.
<i>Data supplier-friendly</i>	The work performed by SD is also focused on the <i>data suppliers</i> . This applies to private businesses and public authorities, including the municipalities. This implies that SD is continuously making efforts to facilitate the reporting of data and that SD also seeks an active dialogue with the respondents and their organizations.
<i>Effective and innovative institution</i>	SD must be an <i>effective and innovative</i> institution solving tasks digitally. This implies that new products and new work processes, including digital data submission to SD, are developed. A further standardization of work processes, methods, systems and tools must also be implemented.
<i>Integration of official statistics</i>	SD is the <i>central authority</i> for Danish statistics. Today, the majority of statistics on aspects of Danish society is produced by the professionally independent institutions Statistics Denmark and the Central Bank of Denmark. The statistics produced by the Central Bank of Denmark are also available via StatBank Denmark. However, some statistics on social and economic conditions are produced by ministries and government agencies and are thereby closer to the political decision-makers.
<i>Advantages to users and data suppliers</i>	During the strategy period further efforts will be made to integrate official statistics on social and economic trends at SD. Integration of official statistics will result in advantages to users and data suppliers and will: • Open up better possibilities of <i>describing developments</i> in society as data can be combined with already existing data on persons, businesses or dwellings at SD. • Facilitate user access to statistics on social and economic conditions, when the statistics are published in SD's database <i>StatBank Denmark</i>. • Give access to a wider range of data for researchers and analysts working under SD's <i>scheme for external researchers</i>. • Ensure an overall focus on coordination and reductions in the <i>data reports</i> submitted by data suppliers. • Ensure that attention is focused on compliance with the <i>Code of Practice for European Statistics</i>, and that the statistics are impartial, release dates and times are pre-announced and that the statistics are published once they are compiled, and not when it is considered politically expedient. The advantages of <i>further</i> integrating official statistics at SD are, in particular, important regarding statistical information that can be linked to one of the three central Danish registers, i.e. Central Population Register (persons), Central Business Register (businesses) and Central Register of Buildings and Dwellings (dwellings, addresses).
<i>Government statement</i>	The vision of integrating official statistics on all social and economic conditions at SD complies with the government statement from November 2007, which states that: "The Government wants to integrate to a greater extent official statistics at Statistics Denmark".
<i>Existing and new statistics</i>	Integration of official statistics on social and economic conditions may partly imply that existing tasks are transferred to SD, partly that new needs for statistics are to be

covered by SD. StatBank Denmark should – in the interest of users – be the site where all official statistics on social and economic conditions are accessible.

Not all statistics The concept of official statistics comprises general statistics on social and economic conditions and does not comprise the continuous compilation of operational statistics from ministries, etc. The difference between the two types of statistics will be clarified.

Attractive workplace SD must be an *attractive* workplace in order to recruit and maintain well qualified employees and managers. This implies that the job content is of great importance and that there are good opportunities for SD's employees to make use of and develop their competences. SD must also be a social-minded and a family-friendly workplace.

Values To realise SD's vision and mission all employees must, in addition to the values applying to the Ministry of Economic and Business Affairs, perform their work in accordance with two values. The two values are:

- We supply *impartial* and *objective* statistics to society.
- We *cooperate* internally and externally to achieve the best possible results.

2.3 From strategy to results

Strengths and weaknesses Strategy 2015 must lead to concrete results in the years to come. In this context, it is important to take the strengths and weaknesses of SD as a starting point. They are described in two international evaluations (*Budget analysis of Statistics Denmark*, August 2003 and *Peer Review on the Implementation of the European Statistics Code of Practice*, Eurostat, 26 September 2007). The two international evaluations resulted in the following uniform evaluations:

According to the evaluations the *strengths* of SD are in particular that:

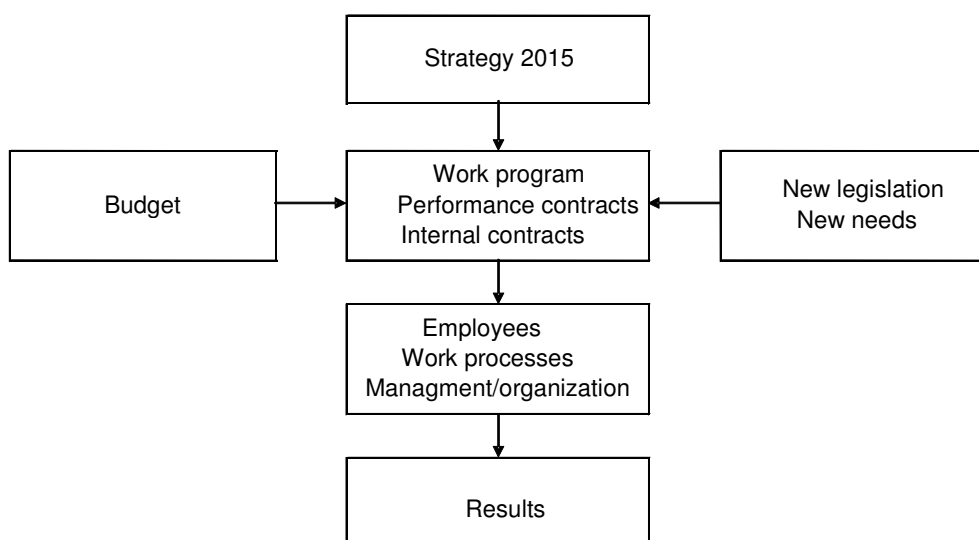
- The institution is recognized as being impartial and objective.
- The institution is one of Europe's most user-friendly and effective statistical institutions.
- This has been achieved by way of good management, strong team spirit, extensive use of administrative data, modern statistical methods and a high technological level.
- StatBank Denmark and micro-data for researchers and analysts are internationally recognized as pioneering areas and peak competences.

According to the evaluations the *weaknesses* of SD are in particular that:

- Monitoring of the statistical quality is inadequate, documentation is insufficient and there are other quality problems, including the risk of delays and errors in publishing statistics. In addition, there is a lack of resources for developing new statistics and for active participation in international statistical cooperation. This is due to the fact that markedly fewer resources are available to SD, compared to the other Nordic countries and comparable European countries.
- Official statistics in Denmark lack coordination and SD's possibilities of playing a coordinating role in relation to the statistics production of other ministries are limited.

A low-cost statistical institution In relation to many comparable European countries SD is among the most low-cost institutions in Europe. The vision in Strategy 2015 and initiatives in relation to SD's weaknesses are materialized in the objectives and initiatives described in the action areas in chapter 3. The basis here is that the objectives must be ambitious but also realistic, taking the available resources into account.

<i>Performance management</i>	The road from objectives to results is ensured by SD's system for performance management. The system is shown in the figure below.
<i>Annual goals and preconditions</i>	Each year the Board sets out a number of goals in SD's work program. In addition to this, a performance contract and a director's contract are agreed with the Ministry. The work program and the contracts agreed with the Ministry are subsequently implemented in internal contracts with the departments and statistical divisions of SD. The content of these goals and contracts depends on SD's annual budget comprising appropriations from the national budget and SD's own generated revenues. Furthermore, the content hinges on new legislation – primarily EU legislation – and on new national statistical requirements.
<i>Implementation</i>	The efforts and competences of SD's employees are essential in achieving the desired results of the objectives and the Strategy. Organization and planning of the work processes and the way management is performed also have an essential impact on the results.
<i>Results</i>	By results are meant the extent, quality and dissemination of the statistics production and other tasks. To this is added the economic result, results from IT development and results in relation to the data suppliers.



3. Action areas

3.1 Involvement of users

Vision and objectives The vision of SD is to be one of Europe's most user-friendly statistical institutions. This implies that users of the statistics must be involved in the work performed by SD.

The objectives of this action area are to:

- contribute to *development* of the statistics production.
- improve *dissemination*, including presentation of statistics in a clear and understandable form and documentation.
- enhance the *competence* of users of statistics.
- increase the *use* of free official statistics as well as the tasks for which a fee is charged.
- have *satisfied* users.
- enhance SD's *knowledge* of user needs.

Users SD's users constitute a large and heterogeneous group comprising, e.g. politicians, public officers in the government administration, the media, business community, organizations, researchers, students, international organizations and statistical institutions of other countries. Each year the results of the statistics are used by more than 1 million Danes. Consequently, users have to be involved in a great variety of ways.

Initiatives To achieve the objectives during the strategy period the following initiatives are taken:

- Structure and tasks for the *advisory committees* and for the working groups for specific statistics or statistical areas are reconsidered. The existing committees are abolished and the following committees and groups are established:
 - a number of general professional committees, e.g. for labour market statistics, educational statistics, national accounts, short-term indicators, food statistics, welfare statistics and knowledge society,
 - a number of working groups for specific statistics,
 - a research committee, a committee for data reports by businesses and a coordination committee for European statistics, see sections 3.2 and 3.3.
- *Professional seminars* are arranged by the general professional committees with contributions from users and SD.
- An annual *round of meetings* involving central public officers on the work programs of the ministries and SD.
- Offer of *briefing* Danish Parliament committees and European parliamentarians on statistics.
- Expansion of SD's *strategic cooperation* and cooperative agreements on the production and use of statistics. The cooperation focuses, in particular, on the responsible authorities for administrative registers and on working relationships concerning production.
- Expansion of the cooperation with the ministries, etc. on *financing* of specific statistics.
- Expansion of the cooperation with universities on partner scholarships for PhD students.
- Expansion of SD's existing *courses* setting up courses on more subjects.

- *Surveys* of user satisfaction and customer satisfaction and of more specific products such as SD's website, StatBank Denmark and services provided by the library are conducted periodically. Furthermore, a survey of the citizens' use and view of SD.

3.2 Reductions in the response burden

Vision and objectives The vision of SD is to be one of Europe's most data supplier-friendly statistical institutions and an institution solving tasks digitally.

In the period 1996 to 2008 the total response burden of the business community to SD was reduced by 32 pct. which implies that the response burden now accounts for 0.5 pct. of the total administrative burdens. Although the actual response burden is relatively low, the burden is experienced by the businesses to be considerably greater.

The objectives of this action area are to:

- reduce the *actual response burden* of businesses by 25 pct. from 2001 up to and including 2010. In the period until 2015 the response burden of businesses and municipalities is further reduced.
- reduce the *perceived response burden* of businesses and municipalities.
- make it possible for businesses and municipalities, etc. to report all data *digitally*.
- increase the *share of digital* data reports year by year, implying that almost all data are reported digitally by the end of the period.

Initiatives To achieve the objectives during the strategy period the following initiatives are taken:

- An *annual action plan* is adopted by the Board whereby specific initiatives in relation to the above-mentioned objectives are decided.
- The Board sets up an *advisory committee* for business data reports comprising representatives from organizations in the business sector. Discussion papers for data collections due to new EU legislation and new national requirements will, e.g. be submitted to the committee. The issues and selection of respondents as well as the information to businesses are discussed by the committee.
- To simplify and standardise work processes SD aims at two types of digital solutions for data reporting by businesses: *systems-to-systems* solutions and the website *vir.k.dk*. Digital reporting will be compulsory for most surveys. Data reporting by paper are phased out as soon as possible.
- SD will contribute to making municipalities and other public authorities use a few *standardised electronic solutions* when they report data to SD.
- During a transition period SD will maintain some existing *alternative forms of data reporting* out of consideration for the data suppliers. For the accounts statistics it will still be possible for businesses to submit a copy of their internal accounts. It will also still be possible to report data for the index of retail sales by phone.
- To contribute to reducing the perceived response burden, businesses reporting data digitally will automatically receive *feedback* via e-mail with the results from the statistics in question. The purpose and usefulness of the statistics are thereby highlighted.
- To ease both the actual and the perceived response burden, all *questionnaires* will be developed and refined for electronic reporting, and *search modules* will be developed for classification variables (industry, commodity code, and education code, etc.). Guidelines are integrated in the questionnaires.

- SD will make efforts to ensure that scanned data from the major retail chains can, e.g. be used for the index of retail sales and price statistics.
- SD's *functional organisation*, where one single statistical division is responsible for the greater part of the data reported by businesses, is continuously being expanded. The responsible division has a central help desk and is clearly focused on realising the objectives concerning reductions in the response burden.

General policy To achieve the objectives SD pursues a general policy for data reporting, which will be continued during the strategy period. The policy is implemented by means of specific initiatives in the annual work programs. The policy covers, e.g.:

- Use of *administrative registers* to the greatest possible extent.
- *Initiatives in the EU* to achieve administrative reductions for the businesses.
- Optimising *sample surveys* so that the response burden and reliability of the statistics are weighed against each other.
- A system ensuring that the maximum number of statistics to which *small businesses* (less than 10 employees) have to report data annually is limited to three.
- To ensure that businesses and municipalities, etc. are not reporting *the same data* to several public authorities, SD can, as the responsible institution for data processing, assist in collecting data for other authorities and for other purposes than statistics.

3.3 Development of statistics

Vision and objectives The vision of SD is to be one of Europe's most user-friendly statistical institutions and the institution integrating official statistics on social and economic conditions in Denmark.

The objectives of this action area are that:

- the statistics are *relevant*, i.e. they are continuously developed along with developments in society, implying that their contents match with user needs of today and the future, nationally as well as internationally.
- the statistics are *coherent*, i.e. that standardised concepts, classifications and methods are applied, implying that different statistics can be combined into a coherent picture of society and developments in society.
- the statistics are *comparable*, i.e. developments can be compared (1) over *time*, so that consistent time series are established, (2) *geographically*, e.g. between municipalities, regions and countries, (3) *across statistics*, e.g. between industries or between population groups.

Committee for European Statistics

According to the European Parliament and Council Regulation on European Statistics from 2009 (EU's Statistical Law, article 5) SD is *responsible for coordinating* all Danish activities for the development, production and dissemination of European statistics, i.e. statistics set out in the European Statistical Program. SD is the national contact point for the Commission (Eurostat) in statistical matters. The EU member states must ensure that the Regulation is implemented.

As part of the implementation a *coordination committee* is set up comprising representatives from all Danish authorities and institutions submitting statistics being part of the European statistics, see *appendix 7*.

Initiatives

The concrete initiatives appear from SD's *annual work programs*, and it is a prerequisite that the necessary resources are provided. Consequently, only a small number, but an important selection of the initiatives in the strategy period, are highlighted.

- During the first 6 months of 2012, SD will be responsible for the EU Presidency of the Council Statistics Task Forces. EU's Statistical Program 2013-2017 is expected to be adopted under the Danish EU Presidency. In connection with the Presidency, efforts will, e.g. be made to promote globalisation statistics and to reduce the response burden of businesses and promote reprioritizations in the statistical program.
- It is expected that *new EU legislation* on statistics, which are to be implemented by the member states, will be continuously adopted. The national accounts are subjected to a comprehensive revision, which implements SNA 2008 and a new ENS Regulation scheduled for adoption by the European Parliament and Council in 2012, implying that data are to be submitted from 2014. To this is added the introduction of the new industrial classification, NACE, annual satellite accounts on research and innovation and measurements of public sector production.
- Global economic development and population growth are essential to developments in Denmark. Consequently, the statistics on globalisation and its importance on society must be expanded. The impact of globalisation on data quality of the national accounts, balance of payments, etc. must also be monitored.
- Based on the new e-income administrative system, an eIncome statistical register is established, opening up the possibility to improve the *monitoring of economic trends* with new and very timely statistics on employment and incomes. The register will also be able to monitor movements between employment and various forms of income transfers.
- The statistics on *welfare benefits and services* are improved and expanded on the basis of, e.g. what are known as documentation projects.
- *Longitudinal databases* are established in accordance with user demands, e.g. a longitudinal database on labour market status containing both persons in employment and persons who are not in ordinary employment.

3.4 Reliable and timely statistics

Vision and objectives

The vision of SD is to be one of Europe's most user-friendly statistical institutions. A precondition of achieving this objective is that the statistics are reliable, timely and punctual.

The general objectives of this action area are that:

- the statistics are *reliable*, i.e. they portray reality.
- the statistics are *timely*, i.e. the time between the reference period and date of publication is as short as possible.
- the statistics are *punctual*, i.e. they are published at the previously announced time.

Reliability and uncertainty

Published statistics will always be subject to a certain degree of *uncertainty* and margins of error. This is, among other factors, due to the fact that when data are received from administrative registers they are frequently incomplete or defective. Another factor is that data from sample surveys comprising businesses or persons depend on the size and design of the sample as well as the response rate and quality of the replies that are provided.

Taking the administrative burdens of the businesses into account leads to small sample surveys and to small businesses being frequently excluded from the surveys. To ensure that the statistics are also published in a timely manner will imply that the time available for data editing and quality assurance is reduced.

Quality assurance and resources To minimize the statistical uncertainty and errors in data imply that many resources are used on data editing, optimizing sample surveys and quality assurance. As SD's resources are limited in relation to comparable countries, there is a limit to the extent of quality assurance, unless important tasks are wholly or partially downgraded, including tasks subject to EU legislation or other rules of law.

During the strategy period efforts are made towards achieving the following specific goals for the work involved in ensuring reliable statistics:

- The reliability of the Danish quarterly national accounts must rank among the better half of the OECD countries.
- The share of published data subject to errors in the newsletter *News from Statistics Denmark* which result in the publication of corrected figures must not exceed 2 pct.
- To enable users to form a general overview of the reliability of the statistics, a system classifying the statistics on a scale according to their degree of reliability is developed. Documentation of the statistical reliability is also improved.

Initiatives To improve the statistical reliability the following initiatives are taken:

- An *overall plan* for improving the quality of selected statistics is laid down. The plan, which hinges on allocation of resources, is discussed with the relevant authorities as recommended in Eurostat's peer review from 2007 (see section 2.3).
- As part of the overall plan surveys are periodically conducted concerning the view of *expert users* as to the reliability and timeliness of the most important economic and political statistics.
- The reliability of the *quarterly national accounts* will be measured by comparing the first publication of data with the revised figures one year later. The following steps are taken to improve the statistical reliability (1) expanding the revision analyses so that they can be used for prioritizing action areas (2) incorporating improvements and expansions of the primary statistical data, (3) improving commodity balancing and explore the possibilities of using econometric methods to a greater extent. Allocation of resources is a precondition of the initiatives for a considerable improvement of the reliability. If the necessary resources are allocated, SD will make efforts to ensure that the reliability of the Danish quarterly national accounts ranks among the better fourth of the OECD countries.

Timeliness Statistics should be timely in order to be user-friendly. Today, the possibilities of achieving more timely statistics are restricted by two circumstances. Firstly, the length of time before the data is submitted to SD, which obviously accounts for the greatest share of the overall time of publication. Secondly, the statistical reliability has to be taken into consideration.

During the strategy period, efforts are gradually made towards achieving the following specific goals for timely statistics:

For the statistics published in the newsletter *News from Statistics Denmark* the average publication time for monthly statistics must not exceed 1 month, for quarterly statistics 2 months and for annual statistics 7 months.

The goal for timely statistics is considered to be achieved when the average publication time for monthly statistics does not exceed 31 days, for quarterly statistics 61 days and for annual statistics 214 days.

Initiatives To improve the timeliness of the statistics the following initiatives are taken:

- To a greater extent, SD will publish summary *preliminary* figures as well as detailed *final* figures.
- The possibility for some data suppliers to *expedite data reporting* to SD is examined.
- *New data sources* (e.g. the eIncome system and scanned data) may open up the possibility of producing more timely statistics.
- Adjustment of SD's *work processes* may expedite the publication of some statistics.

Punctuality Statistics should be published punctually in order to be user-friendly. For all statistics the day of publication or the week of publication are announced 1 year in advance. As problems of belated or erroneous data reporting occur regularly, it is not always possible to meet the goal of punctual statistics.

During the strategy period the objective is that:

The share of statistics published punctually in the newsletter *News from Statistics Denmark* must reach at least 90 pct.

The goal for punctual statistics is considered to be achieved when at least 90 pct. of all statistics of the year are published not later than on the day pre-announced 1 month earlier.

3.5 Dissemination of statistics

Vision and objectives The vision of SD is to be one of Europe's most user-friendly statistical institutions, an institution solving tasks digitally and the institution integrating the official statistics on social and economic conditions in Denmark.

The objectives for this action area are that:

- Statistics should be *accessible*, i.e. easy access for all users to the statistics and they are disseminated in a clear and understandable form.
- Published statistics should be *documented*, i.e. figures are supported by metadata explaining their meaning, limitations and uncertainty.

Initiatives concerning accessibility To improve accessibility a revised publishing policy is prepared comprising the following initiatives during the strategy period:

- *StatBank Denmark* stores all current official statistics published by SD and the central bank of Denmark. In the interest of users, other producers of official statistics are encouraged to make their statistics accessible from StatBank Denmark.
- The statistics stored in *StatBank Denmark* are presented in a convenient and understandable form, and StatBank Denmark is developed by including functions for calculating percentages, total sums and average figures and is also equipped with better graphs and maps. New tables with percentage distributions and growth rates for supplementing absolute figures are also developed.
- *SD's website* is – together with StatBank Denmark – SD's primary channel of disseminating statistics. The website is revised so that it is easier to browse information. The website will be more systematic and easier to use and will be continuously updated. The website will also be equipped with an interactive presentation of data, including graphs and maps.
- *SD's website* is expanded with a new entrance to all important short-term key figures presented in a clear and understandable manner. A number of newly developed thematic pages, e.g. on immigrants, the elderly, children and young people

and tourism are developed. The calendar showing major economic and political events is made free of charge.

- The main results from all new statistics are still published in the newsletter *News from Statistics Denmark* on SD's website. *News from Statistics Denmark* is adjusted to developments in society, where the web-based media are the dominant media. The size of *News from Statistics Denmark* is made flexible in the interest of users.
- Statistical Yearbook, Statistical Ten-Year Review and Denmark in Figures appear annually as *paper publications*. A few other publications will also appear on paper. All publications are accessible in a PDF version free of charge from SD's website.
- Concurrently with the falling demand by customers and for reasons of resources most or all the series of Statistical News as well as the monthly publication Main Indicators are *discontinued*.
- In disseminating statistics, *English* is the only foreign language used by SD. The Declarations of Contents and StatBank Denmark will still be available in a fully developed English version. In addition, the parts of SD's English-language website related to the official international statistical cooperation are extended.

Initiatives concerning documentation

The target groups of the documentation described below is users with different needs, and the level of detail of documentation is suited to official statistics. To improve this type of documentation the following initiatives are taken during the strategy period:

- *Declarations of Contents*, which were prepared and published on SD's website 1 January 1999, constitute the primary documentation of contents and quality of all statistics compiled by SD. The 300 declarations of contents are made more easily comprehensible and are extended by including more information on reliability (where relevant) as well as a general quality assessment that is easy to understand. All declarations of contents are to consist of modules and to describe all dimensions of EU's concept of quality.
- *Times* is a documentation system of data, concepts and variables included in the statistics. *Times* is expanded to cover a larger part of the statistics production.
- Today, some particularly important economic and political statistics published in *News from Statistics Denmark* are supported by *comments* on quality and other information explaining contents and limitations of the statistics. More statistics will be supported by such comments.
- A *conceptual dictionary* is developed and published. The dictionary contains definitions written in a way that is understandable to the general user. The conceptual dictionary ensures that formulations are harmonised across the various publishing types. It must be easy to users of StatBank Denmark to find a definition of the concepts applied in a given table.
- The series *Statistical News* contains a great deal of documentation. Consequently, earlier volumes are made available from SD's website free of charge. When data series in Statistical News are discontinued, it will be considered where to place the relevant documentation.
- SD's website also contains *other documentation* and classifications for certain statistical areas. This documentation is systematised and made easily accessible.

Knowledge sharing

The above documentation systems also form the basis for joint information, knowledge management and knowledge sharing internally at SD.

3.6 User charges

General and specific needs

Official statistics on social and economic conditions must make allowance for the general needs of society for statistics. In addition to this, there are also needs, both in the private and the public sector for data, statistics, analyses and consultancy of a

more specific character. These specific needs are fulfilled by offering statistical tasks subject to user charges.

Vision and objectives The vision of SD is to be one of Europe's most user-friendly statistical institutions as well as an effective and innovative institution. User charges are instrumental in realising this vision.

The general objectives of this action area are:

- to make allowance for the *specific needs* for data, statistics, analyses and consultancy requested by customers.
- to contribute to SD's *reputation* as a user-friendly and effective institution solving tasks in a professional manner.

4 Business areas SD's scheme for user charges comprises 4 business areas: Sales of data and analyses, interview services, research services and international consultancy. The areas offer different types of products and services and are aimed at different customer segments.

Tasks subject to user charges Tasks subject to user charges are widely based on statistical material collected for compiling official statistics. Furthermore, SD can supplement data from official statistics with the customers' own data and offer independent data collections. The basis of these tasks is that they should constitute a continuation of the tasks linked to official statistics.

Out of consideration for SD's reputation, it is a general condition that SD reserves the right to make public comments, if the data material submitted by SD is used by customers in a manner that may give rise to misunderstandings and incorrect conclusions. SD also reserves the right to publish the results from tasks subject to user charges, if the results are not published by the customer.

Economic terms User charges should as a minimum *remain economically sustainable*. This implies that the total direct and indirect costs in developing and carrying out the tasks should at least be covered by the revenue. In principle, each single task should also remain economically sustainable.

The customers pay for the time and any direct expenses used on carrying out the tasks. The primary data collected for official statistics are free of charge. Prices should be transparent to customers. Customers are informed of the price to be charged and this must be accepted in writing by the customer before a given task is carried out.

Sales and profitable growth Total sales from carrying out tasks subject to user charges depend on the demand by customers (which may be affected by economic trends) and on SD's ability to market and draw attention to our products and services.

During the strategy period the objective of SD is to achieve *profitable growth* in the tasks subject to user charges. This implies that:

- *sales* are generally increasing. An annual goal is set for income from user charges
- each year user charges *balance financially* or a small profit is achieved in all business areas.

General initiatives To achieve continued remunerative growth in the tasks subject to user charges the following initiatives are taken during the strategy period:

- The tasks offered must be made more *visible* to customers and potential customers by targeted marketing and by other initiatives towards different customer segments.
- The parts of SD's *website* aimed at customers are expanded. It must be possible to order standard products via self-services from our website and obtain the results via the same channel.
- Special initiatives are taken to provide services to *major customers and strategic customers*. These customers are of special importance to SD's total sales and reputation. Normally, official statistics are also used by this particular group of customers. Consequently, efforts are made to maintain and increase the involvement of these customers.
- Cooperation with private and public customers *reselling* SD's data is extended.
- Different measurements of *customer satisfaction* are developed, which are broken down by major customers, researchers and minor customers. The surveys are used in improving SD's efforts in areas where this is needed.
- Customers must experience that SD's is carrying out its activities as *one single institution*, where the responsibility for all agreements on tasks subject to user charges and the formal responsibility in relation to customers is allocated to SD's Department for Sales and Marketing. Cooperative forms between Sales and Marketing and SD's statistical divisions, which in some cases have to carry out the tasks, are established, whereby knowledge sharing and the right incentives are secured.
- The central *customer register* is developed as basis for relevant knowledge on all customers and their contractual relations with SD. The register is applied, e.g. in connection with agreements, invoicing, marketing and internal knowledge sharing.
- Data and statistics supplied to users are always supported by *documentation*. In this connection, attention is focused on balanced expectations with respect to extent and level of detail in relation to the price agreed.

*Initiatives
in specific areas*

During the strategy period the following initiatives are taken for the specific business areas depending on economic demand:

- The *infrastructure for researchers* and analysts relating to, e.g. IT, data sets and consultancy is expanded to ensure that Danish register researchers can be among the best in the world.
- The project on *high-quality documentation* is further developed so that more statistical areas are covered. The cooperation with other institutions, which are involved in work on documentation of register data, is also expanded.
- It must be possible for researchers and analysts to *order data via SD's website* and to get access to the most detailed documentation via the website.
- Researchers' and analysts' *access to microdata* processed by SD is regulated by legislation and by the rules adopted by the Board, see *appendix 6*. Similarly, homogeneous rules for access to and use of processed data by administrative authorities are established. These rules must also be adopted by the Board.
- Initiatives are taken to ensure that the unique possibilities of the *pharmaceutical database* are used to a greater extent by researchers.
- Marketing the possibility of combining *register data and survey data* is expanded. This also applies to the possibilities of constructing a random sample via register data and subsequent weighting of survey data based on register data.
- The use of *web interviews*, combined with, e.g. other data collection methods is expanded. This may result in higher response rates and lower costs.
- SD will maintain and market an interview team consisting of more multilingual interviewers with a view to conducting qualified surveys among immigrants.

- Customers, who want to establish their *own databank*, can receive assistance from SD in developing and maintaining such a databank (called StatHost). However, official statistics should be entered in StatBank Denmark.
- Through *international consultancy* SD is instrumental in building up statistical capacity and competences in other countries, primarily in EU neighbouring countries and in Africa. SD's consultancy activities consist primarily in sending out experts for a short or long term, study visits and courses at SD. The demand for SD's expertise will still be met as this partly benefits the recipients, partly contributes to making SD a more attractive place to work. The international consultancy activities are primarily funded by the Danish Ministry of Foreign Affairs and the EU. In technical terms, EU funding is not regarded as tasks subject to user charges, but as financial contributions.

Types of tasks that are not carried out

Tasks subject to user charges must be based on SD's core competences and must be instrumental in ensuring that SD's reputation as a user-friendly, effective and professionally working institution is maintained. Consequently, the following rules for the contents of interview-based surveys have been decided by the Board of SD:

- All questions relating to economic and social trends in society are, as a general rule, accepted, provided that they constitute a natural continuation of SD's general activities.
- However, questions relating to the following subjects are not accepted:
 - Political affiliations, including which political party did you vote for at the last general election and which party will you vote for at the next general election.
 - Ethnicity and religious affiliations.
 - Criminal offences committed (except for moonlighting).
 - Sexual orientation.
 - Knowledge of trademarks and consumption of trademarks.

Finally, SD does not undertake consultancy surveys

3.7 Employees and managers

Vision and objectives

Well qualified employees are essential in achieving the objectives of Strategy 2015. Consequently, the vision of SD is to be an attractive workplace, which is able to recruit and maintain well qualified employees and managers.

The objectives for this action area are:

- to recruit and maintain *well qualified* employees and managers.
- that the *professional objectives* of the strategy are realised by SD's employees and managers.

Attractive workplace

The great breadth of SD's tasks implies that SD is an attractive place to work, offering interesting jobs and good possibilities of applying and developing competences. The tasks comprise, e.g. statistics production, dissemination, tasks subject to user charges, international cooperation, IT development, information service as well as administrative and staff-policy tasks.

General staff policy

Staff conditions fall under the competency of the Ministry of Economic and Business Affairs, but part of the competency is delegated to SD. To obtain an overall overview of staff policy, the joint rules of the entire domain of the Ministry are integrated into SD's staff manual.

Surveys of employee satisfaction, managerial evaluations and workplace evaluations are conducted regularly. The results from the surveys are used in improving efforts in areas where there is a need to do so.

- 4 focal points** The work involved within this action area is aimed at 4 focal points: job contents and competences, remuneration, management and social responsibility.
- Job contents and competences** The competences of employees are developed concurrently with SD's present and future tasks, known as *strategic development of competences*. In this context, a common (compulsory) foundation of competences is established in relation to each single type of tasks.

Human resource development interviews constitute a central tool for discussing and reconciling expectations with regard to job contents, development of competences, mobility and pay. In connection with the human resource development interviews an annual *development plan* is agreed, encompassing on the job training (new tasks, new areas of responsibility, co-worker to co-worker training, etc.) and formalised education by participation in courses. The development plan is followed up. Each employee is responsible for the development of his/her competences and SD contributes to the development of competences by making different possibilities available.

Importance is attached to an effective *recruitment process* and a good introductory program for new employees. It is taken into account that in connection with recruitment, employees and managers are important ambassadors to SD.

A systematic *training program* is established comprising a wide range of offers of education opportunities, which can be instrumental in improving competences concerning, e.g. statistical processes, IT, dissemination, English and international cooperation.

All employees and managers are responsible for contributing to *knowledge sharing*. In this context, the intranet is modernised, documentation is improved, theme days are held, and work is performed across project groups, etc.

- Remuneration** SD's *pay policy* is used in rewarding the employees' and managers' results, qualifications and responsibility. Furthermore, a day-to-day job well performed is recognized and rewarded.

Importance is attached to broad-based *career opportunities* and career review interviews are conducted. Positions such as senior head clerk, senior adviser and chief adviser are career positions for employees with no staff responsibility. Good professional qualifications and management abilities are a precondition for employment as manager. Furthermore, experience from different jobs/statistical divisions and experience with international cooperation are usually required.

- Management** An *introductory program* for new managers at SD is established in addition to an *overall program* for employment as manager at SD. Participation in professional groups is part of the program.

A *manual for managers* providing an overview of decision-making competences at SD as well as contents and chronology of tasks is prepared. A new concept for *management development interviews* is developed.

The current *management information system* concerning SD's finances, pay conditions, professional results, man-years, absence due to sickness and jobs subject to pay subsidies, etc. is further developed.

- Social responsibility** It is important that SD is considered a *family-friendly workplace* with flexible working hours and where possible providing the possibility to work from home. Importance is also attached to a policy for gender equality and diversity.

Continued development of a *good working environment*, both physically and mentally, is of great importance as well as the promotion of health measures. SD has also laid down a policy for serious or long-running sickness. Initiatives to reduce absence due to sickness are taken.

To maintain a *good social environment* various staff events and staff associations are supported.

3.8 Work processes and IT support

Vision and objectives The vision of SD is to be an effective and innovative institution solving tasks digitally and one of Europe's most user-friendly and data supplier-friendly statistical institutions.

The objectives of this action area are:

- to be instrumental in realising annual average *work productivity increases* of 2.5 to 3 pct. in the production of statistics.
- to *standardise* work processes, methods, tools and IT systems in a manner ensuring optimum use of resources in relation to the development of statistics and tasks subject to user charges.
- to solve tasks digitally applying an up-to-date *IT architecture*.
- to improve *documentation* of statistics and IT systems.

Standardisation Increasing standardisation is the most important initiative. This implies that homogeneous tasks and job functions are performed in accordance with best practice applying common methods, tools and systems.

Standardisation gives rise to a higher quality via a higher level of documentation for work processes, statistics and systems. Moreover, this will in the long term result in a reduction of the consumption of resources for producing statistics and for operating, maintaining and developing IT systems.

A prerequisite of standardising work processes is that they are identified and subsequently optimised and standardised, wherever possible and expedient. The standardised work processes are supported by common standard systems, tools and methods. This implies that SD is less vulnerable to staff replacements and opens up possibilities of a more flexible use of employees across the institution. Targeted efforts and investments are required to achieve these advantages.

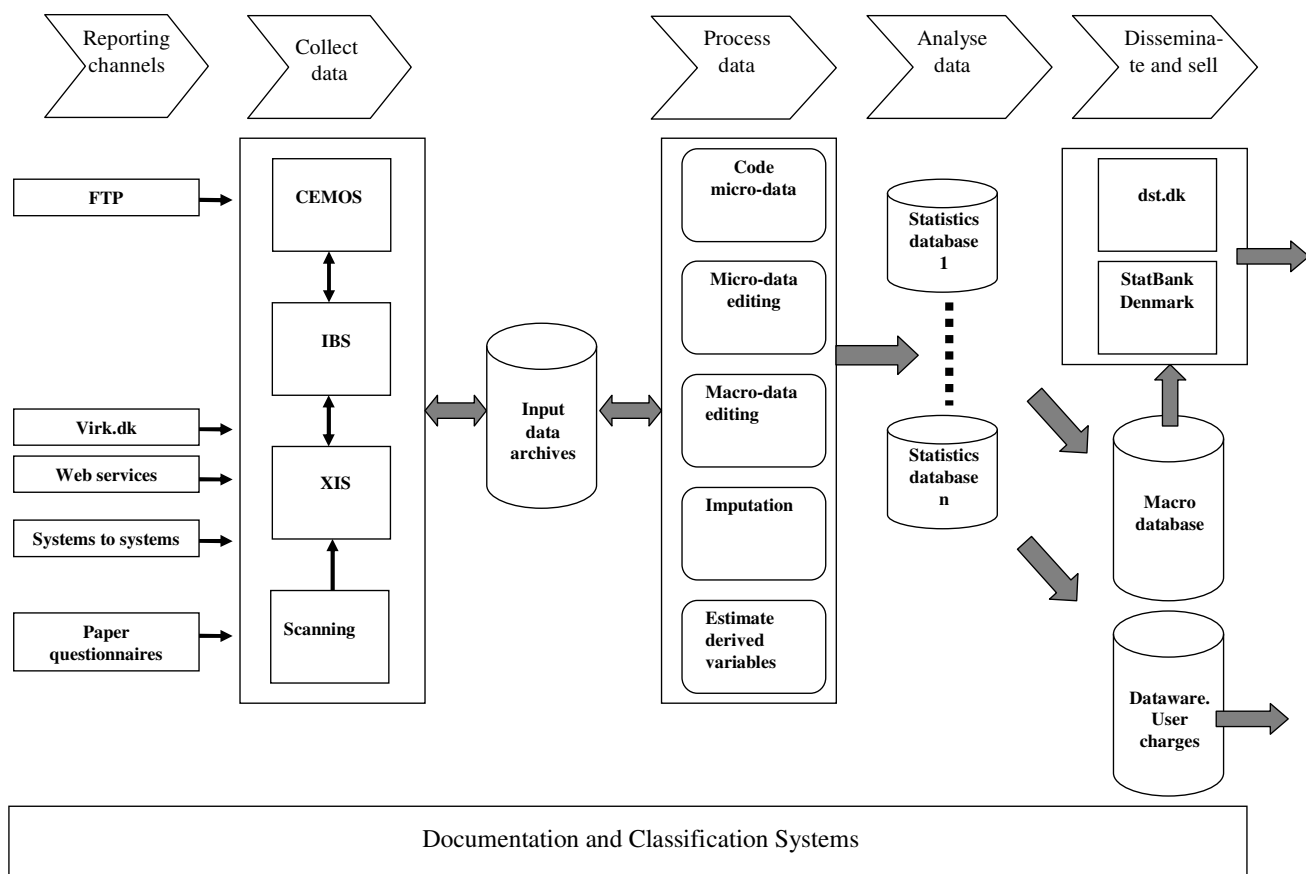
Documentation The documentation of statistical systems and IT systems is improved. All employees are obliged to document their work processes, and common methods must be applied for the work involved in documentation.

Initiatives To achieve the objectives the following initiatives are taken during the strategy period:

- A *general phased standardisation project* is conducted, which initially consists in laying down a common method for describing work processes and systems as well as one or several projects where the method is tested and evaluated. Subsequently, a project is implemented whereby work processes and related systems and tools for selected statistical areas are identified with a view to establishing where standards have already been laid down and where it is considered expedient to decide on new standardised work processes, tools and systems. Standard systems are developed and implemented according to a prioritised order.

- As part of the project attention will be focused on standardisation of *data processing* (data editing and error correction, etc.). Data editing is reorganized by way of, e.g. applying to a greater extent macro-data editing.
- A special model for the work processes is developed with respect to *combined statistics* such as the national accounts.
- A standardised use in the statistics of *the statistical basic registers* based on the Central Population Register, Central Business Register and Central Register of Buildings and Dwellings with common definitions of the statistical units and variables is implemented. At the same time, it must be ensured that the common address database is used in a homogeneous manner. A consistent version management of data extracts from the registers is also established.
- A general *IT architecture*, providing a picture of how SD's systems portfolio is to be developed in the future, is laid down. The design of the IT architecture takes into account the resource efficiency, professional needs, user-friendliness and government demands and standards for IT architecture. The general IT architecture is aimed at systems, tools and methods for IT development. All systems must be developed within the frameworks of SD's general IT architecture.
- Common *mandatory methods* for systems documentation, specification of requirements, systems design, tests and operation are established. The use of the methods is supported centrally by IT experts on methods and by templates and courses.
- The number of *reporting channels is reduced* as out-of-date and cost-intensive channels are phased out as soon as possible. SD's prioritised reporting channels are: FTP (transfer of large administrative registers via secure data lines), web-based services (OIOXML for small data quantities), systems-to-systems solutions, the website Virk.dk and interview-based surveys. These reporting channels are optimised with regard to operation and security.
- The digital *standard systems for receipt of data* (XIS and CEMOS for major register transfers) are gradually extended to cover the entire receipt of data. The system for administration of respondents (IBS) is to cover all questionnaire-based data reports by businesses.
- *Common standardised input data archives* are established. This will open up the possibility of standardised data processing systems, and measurement of data quality and the effect of data processing.
- Requirements are established with regard to *documentation* of the statistics production and methods as well as tools that are applied to ensure an effective preparation of the required documentation.
- *Integration* between the classification database, conceptual database, declarations of contents and Times is established.
- All types of *publishing* are more or less to be based on data from the internal Macro Database containing aggregated and quality-assured data, and one single common tool is applied as standard in preparing publications.

Summary figure The vision for standardisation of work processes, etc. appears from the figure below, which illustrates the efforts aimed at incorporating standard systems into the primary production of statistics. Work processes involved in combined statistics and interviews do not appear from the figure.



Appendix 1

Historical Landmarks

<i>Early beginnings</i>	1801	The first comprehensive population census was conducted in Denmark.
	1833	The Commission on the Collection of Statistical Tables was founded, but was dissolved in 1848.
<i>The institution was founded</i>	1850	The Statistical Bureau was established on 1 January and was directly responsible to a minister (at that time the Danish Minister of the Interior).
	1869	The first publication of the forerunner to the Statistical Yearbook "Statistical Summary".
	1895	The first Act on Statistics was passed and the institution was expanded and changed its name to the Government Statistical Bureau.
	1896	The first edition of the <i>Statistical Yearbook</i> .
	1913	The institution's name was changed to The Statistical Department and the institution was expanded.
	1948	The first Danish national accounts were published.
	1959	The first edition of the <i>Statistical Ten-Year Review</i> .
	1966	The Danish Parliament passed a new statistical act, which emphasises the institution's independent status and allows for access to administrative registers. The name was changed to Statistics Denmark.
<i>Statistics Denmark</i>	1967	The first edition of <i>News from Statistics Denmark</i> .
	1973	Denmark became member of the European Community, which had considerable consequences on the production of statistics.
	1975	The Danish Parliament passed the Act on the Central Business Register.
	1976	The first register-based population census in Denmark. This was made possible with the establishment of the Central Population Register in 1968.
	1980	The first register-based housing census. This was made possible with the establishment of the Central Register of Buildings and Dwellings in 1977.
	1981	The first completely register-based population and housing census.
	1984	Direct access to electronic databases by customers.
	1996	The website www.dst.dk is launched.
	2001	Free access to <i>StatBank Denmark</i> via the Internet.
	2001	Researchers and analysts get access to anonymised microdata via the Internet.
	2007	Government decision to centralize to a greater degree the official production of statistics at Statistics Denmark.

Appendix 2

Code of Practice for European Statistics

Adopted by the SPC on 24 February 2005 and endorsed by ECOFIN on 7 June 2005. The Code was later entered into EU's Statistical Law as article 11. (Abridged version. The entire text is available in English and Danish at www.dst.dk).

- Purpose** In accordance with the United Nations fundamental principles of official statistics the purpose of the Code of Practice is:
- Improving trust and confidence in the independence, integrity and accountability of both National Statistical Authorities and Eurostat, and in the credibility and quality of the statistics they produce and disseminate.
- Promoting the application of best international statistical principles, methods and practices by all producers of European Statistics to enhance their quality.
- Application** This Code is addressed for implementation to:
- Governance authorities* (i.e. Governments, Ministries, Commission, Council) – to provide guidelines for them to ensure that their statistical services are professionally organised and resourced to produce credible European Statistics in a manner that guarantees independence, integrity and accountability.
- Statistical authorities and their staff* – to provide a benchmark of statistical principles, values and best practices that should help them in producing and disseminating high quality, harmonised European Statistics.
- It is addressed for information to:
- Users* – to show that European and national statistical authorities are impartial and that the statistics they produce and disseminate are trustworthy, objective and reliable.
- Data providers* – to show that the confidentiality of the information they provide is protected, and that excessive demands will not be placed on them.
- Principles** The Code of Practice is based on 15 Principles. Governance authorities and statistical authorities in the European Union commit themselves to adhering to the principles fixed in this code and to reviewing its implementation periodically by the use of Indicators of Good Practice for each of the 15 Principles, which are to be used as references. (The indicators are not shown below).

Principle 1: Professional Independence

The professional independence of statistical authorities from other policy, regulatory or administrative departments and bodies, as well as from private sector operators, ensures the credibility of European Statistics.

Principle 2: Mandate for Data Collection

Statistical authorities must have a clear legal mandate to collect information for European statistical purposes. Administrations, enterprises and households, and the public at large may be compelled by law to allow access to or deliver data for European statistical purposes at the request of statistical authorities.

Principle 3: Adequacy of Resources

The resources available to statistical authorities must be sufficient to meet European Statistics requirements.

Principle 4: Quality Commitment

All ESS members commit themselves to work and co-operate according to the principles fixed in the Quality Declaration of the European Statistical System.

Principle 5: Statistical Confidentiality

The privacy of data providers (households, enterprises, administrations and other respondents), the confidentiality of the information they provide and its use only for statistical purposes must be absolutely guaranteed.

Principle 6: Impartiality and Objectivity

Statistical authorities must produce and disseminate European Statistics respecting scientific independence and in an objective, professional and transparent manner in which all users are treated equitably.

Principle 7: Sound Methodology

Sound methodology must underpin quality statistics. This requires adequate tools, procedures and expertise.

Principle 8: Appropriate Statistical Procedures

Appropriate statistical procedures, implemented from data collection to data validation, must underpin quality statistics.

Principle 9: Non-Excessive Burden on Respondents

The reporting burden should be proportionate to the needs of the users and should not be excessive for respondents. The statistical authority monitors the response burden and sets targets for its reduction over time.

Principle 10: Cost Effectiveness

Resources must be effectively used.

Principle 11: Relevance

European Statistics must meet the needs of users.

Principle 12: Accuracy and Reliability

European Statistics must accurately and reliably portray reality.

Principle 13: Timeliness and Punctuality

European Statistics must be disseminated in a timely and punctual manner.

Principle 14: Coherence and Comparability

European Statistics should be consistent internally, over time and comparable between regions and countries; it should be possible to combine and make joint use of related data from different sources.

Principle 15: Accessibility and Clarity

European Statistics should be presented in a clear and understandable form, disseminated in a suitable and convenient manner, available and accessible on an impartial basis with supporting metadata and guidance.

Appendix 3

United Nations Fundamental Principles of Official Statistics

UN Statistical Commission adopted on 14 April 1994 the fundamental principles of official statistics.

1. Official statistics provide an indispensable element in the information system of a democratic society, serving the government, the economy and the public with data about the economic, demographic, social and environmental situation. To this end, official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honour citizens' entitlement to public information.
2. To retain trust in official statistics, the statistical agencies need to decide according to strictly professional considerations, including scientific principles and professional ethics, on the methods and procedures for the collection, processing, storage and presentation of statistical data.
3. To facilitate a correct interpretation of the data, the statistical agencies are to present information according to scientific standards on the sources, methods and procedures of the statistics.
4. The statistical agencies are entitled to comment on erroneous interpretation and misuse of statistics.
5. Data for statistical purposes may be drawn from all types of sources, be they statistical surveys or administrative records. Statistical agencies are to choose the source with regard to quality, timeliness, costs and the burden on respondents.
6. Individual data collected by statistical agencies for statistical compilation, whether they refer to natural or legal persons, are to be strictly confidential and used exclusively for statistical purposes.
7. The laws, regulations and measures under which the statistical systems operate are to be made public.
8. Coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system.
9. The use by statistical agencies in each country of international concepts, classifications and methods promotes the consistency and efficiency of statistical systems at all levels.
10. Bilateral and multilateral cooperation in statistics contributes to the improvement of systems of official statistics in all countries.

Appendix 4

International statistical cooperation

EU cooperation As mentioned in section 1.4 the EU cooperation on statistics is to a great extent reflected in EU legislation legally binding the member states to compile a wide range of statistics.

The general framework for the cooperation is set out in the European Parliament and Council Regulation on European Statistics from 2009, called *EU's Statistical Law*. The Law applies to the Commission's statistical authority (Eurostat), the national statistical institutions and other national authorities responsible for developing, producing and disseminating European statistics, i.e. statistics laid down in the European Statistical Program.

EU's Statistical Law contains, e.g. articles on professional independence, code of practice for European statistics, statistical quality, the European Statistical Program, dissemination, protection of confidential data, access to administrative registers and the ESS Committee. To this is added the decision that one single national statistical authority is responsible for coordinating all national contributions of data to the European statistics as mentioned in sections 1.1 and 3.3.

The central committee of the European statistical cooperation is the European Statistical System Committee, *ESSC* consisting of the directors general of the statistical institutions in the EU member states under the chairmanship of Eurostat's Director General. The ESS Committee is consulted in the case of, e.g. new legislation, EU's statistical work programs, statistical confidentiality and development of the code of practice. The Committee is also a decision-maker (implementation committee) in relation to most Commission regulations on statistics.

Two other general committees are set up in accordance with the European Parliament and Council regulations from 2008. The first one is the European Statistical Advisory Committee, *ESAC* consisting of 24 members, who represent users, data suppliers, producers of statistics, European Parliament, Council of the European Union, European Central Bank, etc. The Committee has, among other tasks, to ensure that the European production of statistics takes into account user requirements as well as the costs imposed on data suppliers and producers of statistics. The second committee is the European Statistical Governance Advisory Board, *ESGAB*, which is responsible for supervising how the code of practice is observed by the member states.

UN's Statistical Commission United Nations Statistical Commission, *UNSC* is the overall authority aided by the UN Statistics Division in New York. One of the purposes of the Commission is to ensure that the international statistical system is becoming increasingly more consistent and coordinated in order to promote international data comparability.

The Commission consists of 24 countries elected for 4 years at a time. Other countries and many international organisations may participate at the meetings, but they are not entitled to vote.

In 1994 the United Nations fundamental principles of official statistics were adopted by the Commission, see *appendix 3*. To promote data comparability among countries the Commission agrees on a number of classifications, for example, the definition and grouping of the basic industrial classification (ISIC) and the classification of products and services (CPC). The Commission also decides on the manuals on the system of national accounts (SNA).

SD participates actively in many forums of cooperation within the UN system and reports data to the UN.

<i>Conference of European Statisticians</i>	The Conference of European Statisticians (CES) consists of the chief statisticians from the statistical institutions of Europe, the former Soviet Union, USA, Canada, Japan, Australia and New Zealand, etc. The CES is the regional UN authority for statistics. The purposes of the CES are to promote coordination, cooperation and comparability with reference to statistics.
<i>International Monetary Fund</i>	Among the purposes of the International Monetary Fund (IMF) are to monitor economic developments and to promote financial and international exchange stability. SD's relationship with the IMF is maintained in close cooperation with the central bank of Denmark. SD submits statistics to the IMF and participates in the statistical activities conducted by the Fund. The IMF determines the guidelines for compiling statistics on balance of payments, government finances and money and credit markets by preparing international manuals. The IMF has laid down international standards for publishing and data quality. The SDDS (Special Data Dissemination Standard), which was established in 1996, commits the participating countries, including Denmark, to comply with good international practice with respect to statistical integrity, independence and quality. Descriptions of the methods of collection and publishing of macroeconomic statistics (metadata) must be accessible on the IMF's website. The system also implies that there is a link to a national summary table, which must be kept updated with the most recent figures from SD and the central bank of Denmark. The SDDS also imposes demands on the frequency and timeliness of economic statistics. Finally, according to the SDDS access must be provided to a calendar showing future release dates of statistics. Country visits are conducted by the IMF in order to evaluate the economics statistics of member countries in accordance with the standardised grading system, called "Data Quality Assessment Framework" (DQAF).
<i>OECD</i>	The OECD collects and analyses data on developments in society. On this basis, forecasts of, e.g. economic developments are prepared, and member countries are provided with recommendations regarding their economic policy. The OECD is an important source for international data comparability. SD submits statistics to the OECD and participates at many levels in the statistical cooperation of the organization. The OECD's Committee on Statistics (CSTAT) consists of the directors general from the national statistical institutions of member countries and some international organizations. The CSTAT is, e.g. a forum for discussion of the OECD's statistical program and strategy, and for cooperation between EU member states and other member countries of the OECD.
<i>ILO</i>	The International Labour Organization (ILO) plays an important role in developing and coordinating statistics on especially employment, unemployment and prices. SD submits data to the ILO and participates in the statistical activities of the organization. The ILO has laid down a set of standards and classifications, including the definition of unemployment and the international classification of occupations/professions (ISCO).
<i>Nordic cooperation</i>	Cooperation between the Nordic statistical institutions involves both the exchange of experience and direct cooperation on statistical projects. The working relationship is very beneficial as the statistical systems in the Nordic countries are very similar. A number of meetings are annually held by the Directors General of the statistical institutions of the Nordic countries. A major statistical meeting and a major meeting of the Directors General are also held each third year. Network groups for specific statistical areas are also established by the Directors General of the statistical institutions. The principal goal of these groups, which consist of a member from each country, is to exchange experience and "best practices". The chairmanship of the Nordic cooperation alternates between the Nordic countries.

Appendix 5 Confidentiality and data security

<i>The Act on Personal Data Protection</i>	The information received by SD from data suppliers is stored in statistical registers. If the registers contain information on individuals, they come under the Act on Personal Data Protection. The Act determines rules for the handling of information on individuals. The Data Surveillance Authority ensures that these rules are upheld.
<i>Data security</i>	SD places decisive importance on data security. Our security measures protect the registers from misuse, and prevent unauthorised persons from gaining access to information on individuals and businesses. It is essential that the citizens are confident with the registers. It is also essential to ensure the necessary quality in the data reports for the production of statistics. Consequently, private individuals and businesses must be certain that information is treated confidentially. SD has drawn up a data emergency plan with a view to securing data in emergency situations.
<i>Confidentiality</i>	Confidential information is statistical data, which either directly or indirectly enable the identification of individuals or businesses on the basis of the existing information. Data from sources that are publicly accessible are not considered confidential, see article 25 of EU's Statistical Law. It is an invariable rule that all data on individuals or businesses is treated in strict confidence, and the personnel are bound to exercise professional secrecy. This is supported by section 27 of the Administration Act and section 152 of the Penal Code.
<i>Researchers and analysts</i>	Access to confidential microdata via the Internet may be granted for purposes of research and analysis. However, the data do not contain individual or business identifiers, and researchers/analysts are subject to the rules governing professional secrecy. Access is only granted to research and analysis institutions authorized by the National Statistician. The Board of SD has laid down the rules governing which research and analysis institutions can be authorized and the microdata to which they can obtain access. The rules are outlined in appendix 6.
<i>Anonymity</i>	All data and statistics published by SD are compiled so that individuals remain <i>anonymous</i>. Anonymity is normally also secured for both private and public enterprises, but there may be exceptions in relation to a few statistics. Public authorities cannot, in principle, call for anonymity in the published statistics. On the contrary, the right of the public to access information on how the authorities function is an essential part of a democratic society.
<i>Passing on data</i>	The Administration Act, the Act on Personal Data Protection and EU's Statistical Law state that confidential information collected for statistical reasons, must not be passed on for administrative or similar purposes. In accordance with the rules of the above-mentioned laws and subject to a decision by the Board of SD confidential data may be passed on in the following cases: • Confidential information may be exchanged among the authorities constituting the European Statistical System in relation to compilation of European Statistics. Confidential information may also be exchanged with the Central Bank of Denmark. Finally, confidential information may be exchanged with the statistical institutions of other countries. • When SD takes part in formalised cooperation on the production of concrete statistics with another institution/authority confidential information may be passed on.

Appendix 6 Rules for microdata for researchers and analysts

At its meeting on 18 June 2008 the Board laid down the following rules for access via the Internet to anonymised microdata under Statistics Denmark's research schemes:

Who can get access? Access is only granted to authorised research and analysis institutions. Only research and analysis institutions of a more permanent nature with a chief researcher and several researchers/analysts can be authorised, as sanctions in case of violation of the rules would otherwise have limited effect. Authorisation is granted by the National Statistician. The authorisation form is available from SD's website (selected sections are shown below).

Prior to granting the authorisation, Statistics Denmark makes a concrete assessment of the applicant's reliability as a data recipient. In respect of non-governmental organisations and enterprises it is relevant to examine the ownership, the staff (qualifications) and the assignments handled for public-sector clients in particular. The examination may include enquiries to such clients to obtain a statement.

When a research or analysis institution has been authorised, agreements may be concluded with specific researchers/analysts. The provisions of these agreements are available from SD's website.

The following institutions can be authorised:

1. *The user group defined under the framework agreement between Statistics Denmark and the Ministry of Science, Technology and Innovation* can be authorised and thus get access. This group comprises all employees in government funded research projects, employees in public research and analysis institutions (i.e. universities, government research institutes, ministries, government agencies, etc.) and researchers employed with non-profit foundations in Denmark.
2. In the private sector, the following organisations with research and analysis environments of a more permanent nature are eligible for authorisation:
 - a. Non-governmental organisations
 - b. *Consulting firms* may be authorised, but cannot generally get access to microdata containing business data. The National Statistician may grant exemption to consulting firms that carry out investigations or research for a public authority, or to a non-governmental organisation that would be eligible for authorisation if its client guarantees, in writing, the correct use of data in terms of security.
 - c. *Other individual enterprises* may be authorised, but cannot get access to microdata containing business data.
3. Danish researchers *who are working abroad for a period*, but who are attached to an authorised Danish research environment, may get external electronic access from their place of research abroad.
4. *Foreign researchers* may get access to microdata via an authorised Danish institution. In this case the responsibility lies with the Danish research institution.

What data can be accessed? Access can only be granted to anonymised data, i.e., data for which all identification details such as name, ID number and address have been removed.

Access is granted according to the need-to-know principle, which implies that researchers/analysts can get access to the data required for the specified purpose in accordance with the Act on Personal Data Protection. Accordingly, the research and analysis institutions have to document a reasonable relationship between the requested data content and the project description. If the issue requires total population coverage, access may be granted to total data material, or otherwise a sample will be made available. In addition, data may be limited in the form of grouping or segments for confidentiality reasons.

Generally, authorised persons have access to all types of personal and business data with the limitations following from the above rules on consulting firms and other individual enterprises, and the need-to-know principle. However, anonymised business data cannot be accessed until one year after the reference period. Detailed product data on individual enterprises are anonymised before they are made available.

In certain cases, Statistics Denmark may deny the requests of a researcher or analyst because of insufficient data quality, primarily in connection with compilation of information from different statistical fields. This applies to both personal data and business data.

Cases of doubt Acting on the recommendation of the SD's directors, the National Statistician decides any cases of doubt resulting from interpretation of the rules.

Authorisation *Selected sections from the authorisation form:*

- The researcher/analyst gets access to make batch runs on Statistics Denmark's special researcher computers from the research/analysis institutions. Access can also be granted via the authorised research/analysis institutions to linked-up home computers in accordance with the guidelines laid down by Statistics Denmark.
- Only the client software assigned by Statistics Denmark may be applied in connection with the token provided. A PC connection to Statistics Denmark may not be made available to unauthorised persons, and when the user leaves the PC, the PC must either be shut down or disconnected, i.e. protected from any unauthorised use.
- The passwords of the individual researcher are personal and strictly confidential.
- The researcher/analyst may not, directly or indirectly, download the data set or any data sets derived there from. All transfers of output for printing or further statistical processing (in spreadsheets or similar) must be executed in accordance with the guidelines and methods laid down by Statistics Denmark. Statistics Denmark will create a log file of such authorised transfers. Furthermore, individual records may not be printed, and all output must be aggregated to an extent that eliminates any risk of direct or indirect identification of persons or enterprises. The researcher/analyst may not attempt to make such identification.
- The person signing this agreement on behalf of the research/analysis institution shall ensure that publications by the institution do not contain any information that may identify individual persons or individual enterprises.
- In case of breach of the provisions of this agreement, the researcher/analyst will be excluded from using any researcher schemes of Statistics Denmark permanently or for a period of not less than 3 years. Furthermore, in the case of breach hereof, this authorisation will be withdrawn for a period of time.

Appendix 7 Danish authorities responsible for European statistics

In accordance with the European Parliament and Council Regulation (EC) No. 223/2009, section 1 of article 5, Statistics Denmark coordinates all national activities for development, production and dissemination of European statistics and operates as the contact point for the Commission (Eurostat) in statistical matters.

Consequently, a list of Danish authorities responsible for the production of European statistics is updated and available from Statistics Denmark's website. The list is published on the Commission's (Eurostat) website, see section 2 of article 5. In addition to Statistics Denmark, the following authorities produce European statistics for the present:

Ministry of Employment

National Board of Industrial Injuries: Industrial diseases, work-induced disorders
Danish Working Environment Authority: Industrial injuries

Ministry of Climate and Energy

Danish Energy Agency: Energy supply

Danish Ministry of the Environment

Danish Environmental Protection Agency: Waste and pesticides
Danish Forest and Nature Agency: Raw wood

Ministry of Refugee, Immigration and Integration Affairs

Danish Immigration Service: Areas of foreigners' affairs

Ministry of Food, Agriculture and Fisheries

Danish Directorate of Fisheries: Catch, fishery landings and aquaculture
Danish Food Industry Agency: Poultry and eggs

Ministry of Science, Technology and Innovation

National Institute of Public Health: Health Interview Surveys

Ministry for Health and Prevention

National Board of Health: Causes of death, hospitals, and health care staff

Ministry of Transport

Civil Aviation Administration – Denmark: Aviation

Danish Ministry of Education

Department/UNI-C: Areas of educational affairs

Ministry of Economic and Business Affairs

Danish Financial Supervisory Authority: Credit, pension and insurance institutes
Danish Patent and Trademark Office: Patents and trademarks

Furthermore, the central bank of Denmark - Danmarks Nationalbank - produces a number of financial statistics within the frameworks of the European System of Central Banks.