

## 6. Staff and Organisation

### 6.1 Work Programme and Internal Contracts

*Work Programme* The annual work programme is the primary management tool for the development of Statistics Denmark's main tasks, including the total statistical production. The work programme sets out the most important goals, and the most important changes to be made in the statistical production in the following year. The work programme also gives an overview of all Statistics Denmark's products and resources.

The work programme is endorsed by the Board in December, after a draft has been commented by the advisory committees.

*Reprioritising* The work programme is drawn up on the basis of the resources expected to be at the disposal of the institution in the form of the basic grant for statistics and own income. The programme prioritises the use of resources. The management of Statistics Denmark makes annual demands on departments to increase their efficiency. A large part of the resources thus freed will go towards financing a reduction in the statistical grant, which is part of the state's usual budget procedure. The other freed resources are reprioritised and allocated to new tasks, or to improvement within existing areas. In addition, each department continuously carries out renewal of statistical products with the resources freed within the department.

*Internal Contracts* Internal contracts are an important part of the planning procedure. The aim of the contracts is to consolidate the objectives formulated in Strategy 2006 and in the annual work programme and, in so doing, delegate the responsibility for reaching these goals throughout the organisation. Two types of internal contracts are formed annually at the level of department and division.

Departmental contracts are made between the Director General and the heads of department. The contracts define the goals which the department should achieve during the year, within the five strategic areas.

The contracts at the level of division are formed between the heads of department with the heads of division. The contracts at the level of division define the goals which form part of departmental contracts, but at the level of division, and define other goals relevant to the divisions.

General to the procedure of internal contracting is that all employees are involved in drawing up the contracts, before they are agreed.

### 6.2 Principles of Management

*Goal and Result Management* The main management principle of Statistics Denmark is the consistent use of goal and result management. Goals are formulated in the form of hierarchy of goals, starting with the overall mission and filtering down to specific goals. The goals are then consolidated in the annual work programme, and contracts at the level of department and division. The results being documented and disseminated on a regular basis.

*Balanced Scorecard* To achieve good results in the long term, it is important that goals take into consideration a broad spectrum of perspectives and are not only economically and professionally biased. Statistics Denmark has been inspired by the management principles of balanced result management, better known as the "balanced scorecard".

Balanced result management has led Statistics Denmark to formulate objectives in terms of the following 5 dimensions: professional effort, income and costs, user needs and assessments, staff development and satisfaction, as well as the efficiency of the

internal working process. Within these 5 dimensions a selection of success criteria have been identified (i.e. goals), and the results are then documented.

**Value-based Management** To achieve Statistics Denmark's goals all work is carried out in accordance with the four common values: User-orientation, quality, efficiency and innovation. The values give rise to a quality culture, which implies a desire to strive for constant improvement.

The third management principle of Statistics Denmark is that of value-based leadership, endeavouring to make values tangible in daily working practices. Value-based leadership means that employees and their immediate managers must have significant influence on their daily work so that these values can be upheld.

**Expectations of Management** Successful management at Statistics Denmark means managers achieving results together with their staff – with an expectation of, and regard for, effort, dedication and results. The managers are expected to embrace four main roles: those of professional manager, staff manager, administrative manager and cross-functional manager.

The managers at Statistics Denmark employ a style of management which is visibly open, motivational and result-oriented, and they value the importance of open dialogue. Managers should be proactive, which means providing an initial focus on development, goal setting and problem solving. Subsequently, all ideas and proposals are discussed openly, and the employees are involved in all decisions to make change.

**Objective** Statistics Denmark has set the following objective for management development:

45. Statistics Denmark introduces and develops a system for the systematic and regular *evaluation of the management*. These evaluations provide the basis of a continual development of *managers*.

### 6.3 Strategic Development of Human Resources

**Staff Expectations** In this section the terms staff is used as a concept embracing all employees. The ability of Statistics Denmark to achieve its goals is dependent on human resources. All staff are therefore required to be active in maintaining and improving their own qualifications and skills.

The skills of staff comprise their professional and personal qualifications as well as attitudes and opinions which enable them to carry out their work in an accomplished manner. Statistics Denmark believes it necessary that these skills be constantly improved and developed, and that all members of staff have both the right, and the duty to pursue further training.

Each employee is responsible for the development of his/her skills. Statistics Denmark has the responsibility to provide its staff with the opportunities to develop these skills further.

**Strategic Development of Human Resources** The great importance we attribute to our human resources necessitates that staffing and education policies be closely linked to the objectives set out in Strategy 2006. The personnel and education policies must support the institution's goals and strategies, and thus it is important that we ensure that staff have the skills necessary for us to achieve our goals.

Statistics Denmark values highly the strategic development of human resources so that they are in harmony with Statistics Denmark's current and future operations. For the employee this means that any additional training should not only aim at the

optimal performance of the task at hand, but should also take into account a general need for flexibility in order to keep abreast of future changes within the institution. The development of human resources should therefore be planned systematically.

**Objectives** The strategic development of human resources is an important area which comes under scrutiny during the strategy period. The objectives are:

46. To establish *development plans*, with specific goals, for individual employees during the annual job review interview. The plans are followed up, and the results are then evaluated at the following job review. Consequently, the head responsible for staff is given greater responsibility and competence.
47. A systematic *training programme* is decided, and a series of courses on various subjects and at various levels is implemented. These courses could be either internal or external. The programme should cover the needs that arise from the strategic objectives.
48. A number of *training courses* are established for each staff group. Some parts of the training courses are compulsory.
49. We value highly the *international dimension* of human resource development. Our staff are encouraged to seek out and participate in international courses and supplementary training programmes. Statistics Denmark will also support international consultancy, and staff stationed abroad in other statistical institutions, including Eurostat. The active participation in international seminars and conferences is important, and English language skills will be given greater emphasis.
50. Human resources should be developed in many areas. Statistical Denmark is an IT company, and the improvement of staff skills in more general subjects such as *IT* is crucial. *Dissemination and communication skills* are also of vital importance for many employees.

The development of skills also includes *on the job training*. In order to develop staff skills in a number of areas, work should be diverse, with a range of different tasks and responsibilities. We view mobility within the institution positively, and all members of staff should be able to function as a back-up for jobs other than their own.

## 6.4 Personnel Conditions

**Personnel Policy and Strategy** Statistics Denmark's personnel policy promotes the achievement of good results, by ensuring that the institution is an attractive place to work. In agreement with the state's general personnel policy, Statistics Denmark's personnel policy will promote the objectives determined in Strategy 2006.

**Personnel Policy** Statistics Denmark's personnel policy aims to provide work which is:

- *Professional*. This necessitates an environment conducive to good work. All employees are expected to be user-oriented, professional, quality conscious and efficient.
- *Independent*. The aim is delegate jobs with a level of responsibility and skills equal to each individual's qualifications. Employees are expected to be dedicated to their duties and willing to work together with other members.

- *Development.* Good professional and personal development possibilities should be offered, including training courses, job development and mobility. Staff should be flexible, and take responsibility for developing their own skills. All staff have the opportunity to develop their careers by undertaking work of increased responsibility, higher salary levels and promotional opportunities (also without staff responsibility).
- *Integrated.* It is important that the working lives and family lives of employees function in accordance with each other. We take steps to ensure that we operate a policy of sexual and racial equality, and we provide opportunities for older employees and people with working disabilities, and provide the opportunity to opt for reduced working hours and less responsibility.
- *Good working environment.* We aim to provide a safe and healthy working environment, both physically and mentally - a conducive working atmosphere in physically pleasing surroundings.

The personnel policy, training policy and remuneration policy of Statistics Denmark are described in a publication which is regularly updated, and a staff handbook is produced which lays out the rules on personnel conditions.

*Evaluation of the Personnel Policy* The personnel policy is constantly evaluated and improved. This is done in the following ways:

- An evaluation by the Joint Consultation Committee.
- Annual job review interviews which all staff undergo. During the interview, their training needs are assessed, the previous years' results are evaluated, and specific developmental goals are set.

*Remuneration Policy* The previous state remuneration policy had seniority as an important influence on salary level, with increases in salary given in accordance with age, until a certain level. The new state remuneration system does not prioritise seniority in the same way.

The new system is based on agreed basic salary levels. These may or may not increase with seniority. Salaries are also determined in the light of whether the individual employee is eligible for income supplements due to their job function or qualifications, or one-off bonuses (which are determined internally within Statistics Denmark).

Statistics Denmark views this new remuneration system positively, and the salaries of the majority of employees have already been transferred to this system. The new system stipulates an annual evaluation of each employee's qualifications and effort.

Statistics Denmark uses the new remuneration system to reward high qualifications, good results and a high level of effort.

*Working Environment* Statistics Denmark understands the value of a pleasant physical working environment. The workplace should be ergonomically designed, and technology should be as environmentally friendly as possible.

The physical appearance of the institution should be that of a modern, congenial workplace which will attract and keep qualified employees.

Statistics Denmark appreciates the value of a congenial working atmosphere for all members of staff and aims to inspire an atmosphere of quality, efficiency, enjoyment and motivation throughout the entire working process. The personnel policy must contribute towards the fulfilment of this objective.

**Objectives** To ensure the fulfilment of a congenial working atmosphere Statistics Denmark has set the following objective:

51. Regular *staff surveys* of the physical and mental working environment will be carried out. The surveys will monitor employee satisfaction in a number of areas with a view to improving the working environment.

## 6.5 IT Policy

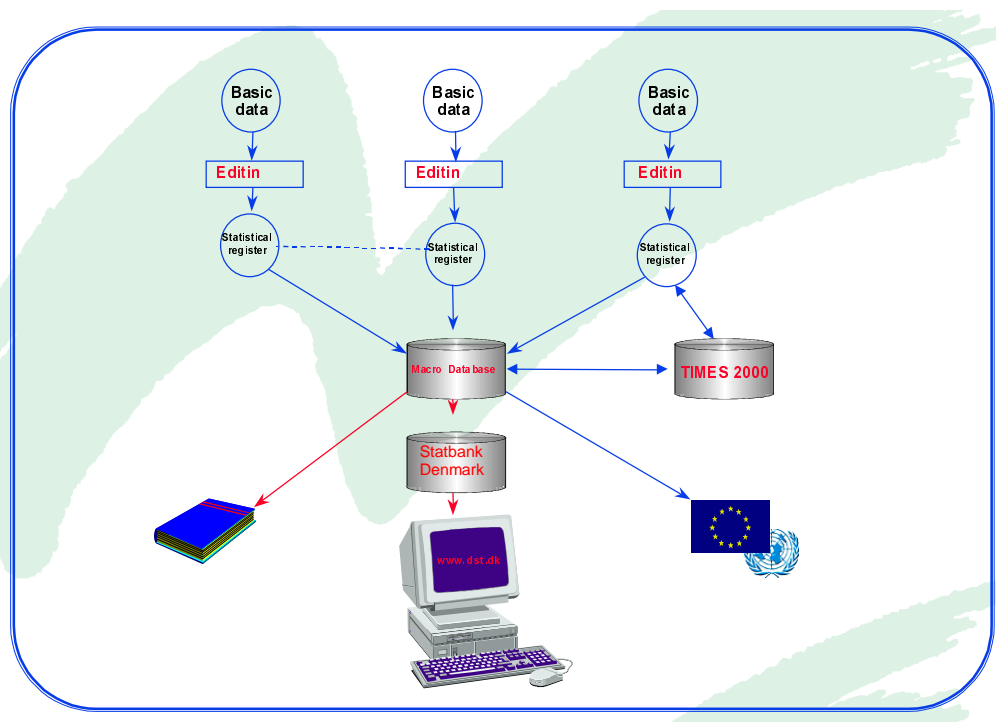
**Technology Plays a Central Role** Statistics Denmark is an IT company. A steadily increasing use of information technology will contribute to user-friendliness, quality, efficiency and innovation. IT tools play an integral part in all statistical production, from collection and processing of data to dissemination of statistics and other information.

Statistics Denmark will constantly make use of the potentials for improving and enhancing the efficiency of carrying out the work resulting from the increasing use of digital administration. Consequently, technology will continuously be developed and upgraded in accordance with new demands and technological advancements, thereby achieving efficiency gains for data suppliers as well as the internal performance of all work.

**International Cooperation** The IT policy attributes great importance to international cooperation, especially with other statistical offices. Statistics Denmark is actively working to incorporate the best methods available from other countries in its IT policy. In order to advance these international working relationships Statistics Denmark works hard to set and implement international standards.

**Objectives** A new IT policy focusing on the total use of IT will be determined, to realise Statistics Denmark's general objectives in Strategy 2006. The most important goals for the IT policy are:

- 52. The *mainframe* will be phased out during the strategy period. This task is very comprehensive and resource-demanding, and will imply that many statistical systems are transferred from the mainframe to the PC/LAN environment.
- 53. The development of the Macro Database – Statistics Denmark's common central database for all aggregated statistics which are under production or ready for publication.
- 54. The development of a single system to facilitate the speedy and complete *reporting of statistics* to the EU and other international organisations, in a standardised format, direct from the Macro Database.
- 55. The development of those technologies necessary to enable *data suppliers* to report their information by establishing digital self-service solutions.
- 56. In close cooperation with other government agencies suitable *security solutions* will be prepared, to ensure sufficiently safe reporting of information via the Internet.
- 57. The development of "*the paper-free office*". For example, the integration of the registration of incoming mail, case administration and electronic document exchange. This involves the integration of the Internet and the Intranet.



## 6.6 Organisation and Internal Information

### *Organisational Structure*

The internal organisational structure of Statistics Denmark has 4 main columns – each of which has a number of divisions, see appendix 5. The organisation comprises three statistical departments – for social statistics, business statistics and economic statistics. There is also the department for user services which provides services to both external and internal users. Finally there are administrative and secretariat functions, which are closely connected to the office of the Director General.

The organisational structure is an important resource which supports the objectives to increase the quality of the statistical production, statistical dissemination and the service activities. The basic principle of the organisation is that of organisation in accordance with product area.

The management of Statistics Denmark has not determined an organisational structure beneath the level of division, with the exception of those divisions which have a chief consultant with staff responsibility. Following the principles of goal and result management the responsibility of organising work within divisions is decentralised.

### *Management and Meeting Structure*

An important element in the organisation of Statistics Denmark is the structure of management, meetings and committees. Much of this structure is as follows:

- The management comprises the Director General, heads of departments, head of administration and chief consultants from the management group. The management discusses all main issues and coordinates the institution's activities.
- Departmental management comprises the heads of departments, heads of divisions and chief consultants. Departmental management concentrates on general matters and departmental issues.
- The Joint Consultation Committee and other committees contribute to the working relationships between the management and employees' associations. These include committees on safety, technology, equality, education and appointments.

- The weekly meeting for heads of divisions involves the management, heads of divisions and chief consultants. The meetings are primarily a forum for the exchange of information.
- Meetings at the level of division involve all the employees of a division, to air all matters relevant to the work of that division.
- Other permanent committees and temporary work groups are determined by the management of Statistics Denmark.
- The New Year Meeting assembles all employees to hear the Director General outline objectives, results achieved, resources, work programmes and the tasks for the year ahead.
- Meetings and mini-meetings of each division with the Director General and the head of department. At the meetings employees from the division have the opportunity to discuss their work. These meetings are held every second year in each division. At the annual mini-meetings employees from the division discuss with the head of department the goals of the report which has been prepared by the division to achieve last year's contract at the level of division.

*Project Groups and Matrix Organisation* In addition to the basic organisational structure, project groups and matrix organisation have been established. Statistics Denmark plans to increase these methods of working.

Experience suggests that the completion of complex and resource-demanding tasks is best tackled by project groups, which can use the allocated resources more efficiently and effectively. Similarly matrix organisation can be used for tasks across divisions. These forms of organisation strengthen the links between differing departments and subject areas.

*Internal Information* The communication of information internally is of vital importance for an organisation as large as Statistics Denmark, and communication channels need to be further developed. As an example either written or verbal reports are provided on all the meetings mentioned above.

The Intranet plays a central role in Statistics Denmark's information system. The aim of the Intranet is to make all relevant issues and supporting information available to staff, to help them to work more efficiently. This also ensures that experience and knowledge is shared between employees. The Intranet allows the staff to locate information quickly and efficiently, i.e. information including official policies, reports, announcements, forms etc.

*Objective* To ensure that staff can locate internal information quickly and efficiently Statistics Denmark has set the following objective:

58. A new policy on *internal information* will be formulated and implemented. As part of this policy Statistics Denmark is in the process of expanding and improving the Intranet.

## 6.7 Efficiency, Productivity and Benchmarking

*A Basic Value* One of Statistics Denmark's basic values is efficiency. As a contribution to ensure that the work carried out at Statistics Denmark is affected by this value, we will measure the development in efficiency and productivity. Internal benchmarking will also be undertaken.

*Efficiency and Productivity* The link between the production of the services made available to society and the resources used is reflected in the productivity. The link between the results achieved among users of Statistics Denmark's products and the resources used is reflected in the efficiency.

Different indicators will be used by Statistics Denmark to monitor developments in the productivity and efficiency.

*Internal Benchmarking* Internal benchmarking is achieved by comparing the results from different departments and divisions within Statistics Denmark. The aim of internal benchmarking is to make general improvements throughout the institution by monitoring which departments and divisions have high achievements. The benchmarking results can form background for analysing reasons for imperfect performance and initiatives for improvements.

*Objectives* As a contribution to improve efficiency, Statistics Denmark has set the following objectives:

59. *High productivity and efficiency* will be ensured. Indicators for measuring developments in the productivity and efficiency will be developed, and the results are included in the annual company accounts.

60. A system for making systematic comparisons between the results from the departments and divisions within Statistics Denmark will be developed. The results are published in an annual *internal benchmarking report*.

