

# PEER REVIEW REPORT

ON COMPLIANCE WITH THE CODE OF PRACTICE AND  
THE COORDINATION ROLE OF THE NATIONAL STATISTICAL INSTITUTE

## NORWAY

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## TABLE OF CONTENTS

1. EXECUTIVE SUMMARY	3
2. INTRODUCTION	7
3. BRIEF DESCRIPTION OF THE NATIONAL STATISTICAL SYSTEM	9
4. COMPLIANCE WITH THE CODE OF PRACTICE AND THE COORDINATION ROLE WITHIN THE NATIONAL STATISTICAL SYSTEM	11
4.1 Strengths of the National Statistical Institute in relation to its compliance with the Code of Practice and to its coordination role	11
4.2 Issues and recommendations	13
4.2.1 Legal aspects	13
4.2.2 Central monitoring	15
4.2.3 Quality management	16
4.2.4 Dissemination	17
4.2.5 Resources	21
4.3 National Statistical Institute views where they diverge from Peer Reviewers' assessment	26
ANNEX A - PROGRAMME OF THE VISIT	27
ANNEX B - LIST OF PARTICIPANTS	30

## 1. EXECUTIVE SUMMARY

The Norwegian statistical system is highly centralised, with Statistics Norway playing the essential role of the main producer of official and European statistics. Statistics Norway is a member of the European Statistical System (ESS) according to the Agreement on the European Economic Area (EEA Agreement, Article 76 and Protocol 30).

Statistics Norway is a professionally autonomous institution with a strong legal mandate implemented in the Statistics Act. Its independence and impartiality are widely recognised and unchallenged. It accounts for 85-90% of all Norwegian official statistics and has the responsibility of mapping and prioritising the official statistics needs and coordinating official statistics compiled by other government agencies. Statistics Norway also has primary responsibility for international statistical cooperation. Currently, there are 12 other producers of European official statistics in Norway. The Peer Review team considers that the coordination role of Statistics Norway should be strengthened and a better manageable definition of the term “official statistics” is necessary.

Statistics Norway has a longstanding commitment to quality. It has developed a systematic approach to quality improvement, but the office-wide coordination in managing quality tasks needs increased attention. Quality requirements are applied to all statistics, regardless of whether they are produced as part of a government-financed or user-financed assignment. There exists a long tradition of producer-user dialogues, supported by the Statistics Council, advisory committees and user surveys. Statistics Norway also meets regularly with the main users, and takes their needs into consideration. The Peer Review team recommends activities to streamline and improve the coordination of the Norwegian statistical system as well as the quality procedures of Statistics Norway.

Statistics Norway’s current website reflects contemporary dissemination standards. The new form, design and content were launched in spring 2013, after an extensive development phase. However, there are aspects of the statistical information structure, the range and quality of presented metadata, and the visualisation of results that should be further improved in order to enhance user access to information.

The Norwegian statistical system strongly relies on the use of administrative sources. Statistics Norway has a powerful mandate and tradition for using data from administrative systems and from nationwide municipal organisations as the basis for official statistics. It obtains data from 88 national administrative registers owned by 25 institutions. To secure the sustainability of this system, important activities are carried out. The Peer Review team has identified related innovative practices, such as the collaborative project between four agencies on joint data collection and the quality service package for administrative sources.

Statistics Norway bears responsibility for providing information for research and public planning purposes. There is a strong and growing demand from the scientific community for Statistics Norway’s microdata. The Peer Review team believes that amendments to the current practices are needed concerning pricing and the equal treatment of users.

Statistics Norway is active in the ESS and participates in many working groups and projects at European level. It shares its experience in international projects and offers technical assistance to developing countries. Statistics Norway sees these contributions as an essential element of improving its own efficiency.

Generally, the Peer Review team considers that Statistics Norway has a high level of compliance with the Code of Practice.

## **RECOMMENDATIONS**

### **Legal aspects**

1. The responsible authorities should amend the statistical legislation with regard to the definition of the term “official statistics”. (European statistics Code of Practice, Principles 4, 7, 12, 13 and 15.)
2. The responsible authorities should amend the statistical legislation to clarify the Board’s status and the accountability of the Board members. (European statistics Code of Practice, indicators 1.1, 1.2, 1.3 and 1.4.)
3. The responsible authorities should amend the statistical legislation to more precisely define the responsibilities of the Director General. (European statistics Code of Practice, indicators 1.1, 1.2, 1.3 and 1.4.)
4. The responsible authorities should amend the statistical legislation to strengthen Statistics Norway’s coordination role. (European statistics Code of Practice, Principles 4 and 11, coordination.)
5. The responsible authorities should incorporate the establishment, composition and mandate of the Statistics Council in the statistical legislation. (European statistics Code of Practice, Principles 4, 12, 14 and 15, coordination.)

### **Central monitoring**

6. Statistics Norway should centrally monitor the actions of the Other National Authorities producing European statistics on data delivery and cooperation with Eurostat. (European statistics Code of Practice, indicators 4.1, 4.2, 13.1 and 13.3, coordination.)
7. Statistics Norway should strengthen its coordination of the Other National Authorities producing European statistics in planning and monitoring European statistics actions. (European statistics Code of Practice, indicators 4.1 and 4.2.)

### **Quality management**

8. Statistics Norway should enhance quality management by improving the completeness and public accessibility of product quality documents. (European statistics Code of Practice, Principle 4.)
9. Statistics Norway should enhance quality management by improving internal communication of responsibilities and streamlining the division of work on quality management tasks. (European statistics Code of Practice, Principle 4.)
10. Statistics Norway should enhance the institution-wide monitoring system for quality management by implementing regular quality reviews, including documentation updates. (European statistics Code of Practice, Principle 4.)

### **Dissemination**

11. Statistics Norway should enhance the content of the dissemination policy document. (European statistics Code of Practice, indicators 6.1, 6.3, 12.3, 13.2 and 15.1.)

12. Statistics Norway should develop and regularly update metadata content and improve access for the public. (European statistics Code of Practice, indicators 4.3, 6.4, 7.2, 10.2, 10.4, 15.1 and 15.5.)
13. Statistics Norway should reconstruct the content and elaborate a regular update procedure for the “About the statistics” webpages of statistical releases. (European statistics Code of Practice, indicators 6.1, 6.3, 12.3, 13.2, 15.1, 15.5, 15.6 and 15.7.)
14. Statistics Norway should create a comprehensive publications catalogue to provide users with better accessibility to the statistical content and with information on its availability. (European statistics Code of Practice, indicators 6.5, 13.4 and 15.1.)
15. Statistics Norway should offer clear and complete information to users about the conditions of paid and free-of-charge services. (European statistics Code of Practice, indicators 15.3 and 15.4.)
16. Statistics Norway should reconsider its pricing policy for the provision of microdata. (European statistics Code of Practice, indicators 5.6 and 15.4.)
17. Statistics Norway should enhance the transparency of the microdata provision procedure to ensure equal treatment of researchers, especially with regard to pricing and timeliness of service. (European statistics Code of Practice, indicators 5.6, 6.4 and 15.4.)

## **Resources**

18. Statistics Norway should harmonise cost accounting practices across the organisation and enhance the use of this information for management purposes. (European statistics Code of Practice, indicators 10.1, 10.4, 11.1 and 11.2.)
19. Statistics Norway should elaborate further specific plans to ensure a smoother, more balanced transmission of competences and experience between retiring and newly recruited staff. (European statistics Code of Practice, indicators 3.1, 7.5 and 7.6.)
20. Statistics Norway should improve horizontal and vertical internal communication, expand staff mobility and enhance the involvement of staff in office matters. (European statistics Code of Practice, indicators 3.1, 7.5 and 7.6.)
21. Statistics Norway should enrich the training opportunities and manage individual training plans more consistently. (European statistics Code of Practice, indicators 3.1, 7.5 and 7.6.)
22. Statistics Norway should consolidate the mid-term plan on information technology, by further integrating information technology solutions and common tools, and achieving a better balance of the resources allocated between different development actions. (European statistics Code of Practice, indicators 3.1, 7.5, 7.6, 10.2 and 10.4.)
23. Statistics Norway should decide on the scope of information technology audits and security checks, and carry them out regularly. (European statistics Code of Practice, indicators 5.5, 7.1, 7.6, 10.2 and 10.4.)

24. Statistics Norway should develop visualisation tools and competences in the area of infographics. (European statistics Code of Practice, indicators 3.1, 7.5, 7.6, 10.2, 10.4 and 15.4.)

## 2. INTRODUCTION

This peer review report is part of a series of assessments, the objective of which is to evaluate the extent to which National Statistical Institutes (NSIs and the European Statistical System (ESS)<sup>1</sup> comply with the European statistics Code of Practice (CoP).

The CoP, which sets out a common quality framework for the ESS, was first adopted in 2005 by the Statistical Programme Committee and updated in 2011 by its successor, the European Statistical System Committee. The CoP - 15 principles and related indicators of good practice - covers the institutional environment, the statistical production process and the output of European statistics. The ESS is committed to fully complying with the CoP and is working towards its full implementation. Periodic assessments review progress towards reaching this goal.

The first global assessment, a round of peer reviews in 2006 – 2008, explored how the NSIs and Eurostat were progressing in implementing the parts of the CoP relating to the institutional environment and dissemination of statistics (Principles 1 – 6 and 15). This resulted in reports for each NSI and Eurostat, available on the Eurostat website<sup>2</sup>. These reports also include a set of improvement actions covering all the principles of the CoP; these informed the annual monitoring of the implementation of the CoP in the ESS in the period 2009-2013.

The scope of this second round of peer reviews is broader: the assessment of CoP compliance covers all principles; the CoP compliance of selected other national producers of European statistics (as well as the NSI) in each country is assessed; and the way in which statistical authorities coordinate the production and dissemination of European statistics within their statistical systems is explored.

It should be underlined that there is a fundamental difference between the reports in the previous round of peer reviews conducted in 2006-2008 and the reports from this round. In the 2006-2008 round compliance with principles 1 to 6 and 15 of the CoP was assessed by means of a four-level scale (fully met; largely met; partly met and not met) and improvement actions were agreed on all 15 principles. After five years of continuous development most of the improvement actions have been implemented and significant progress towards full compliance with the CoP has been made. Therefore, rather than stating the state of play for all principles of the CoP, the reports from the 2013-2015 round mainly focus on issues where full compliance with the CoP has not been found or further improvements are recommended by the Peer Review team.

In order to gain an independent view, the peer review exercise has been externalised and an audit-like approach, where all the answers to the self-assessment questionnaires have to be supported by evidence, has been applied. As in 2006-2008, all EU Member States, EFTA/EEA countries and Eurostat are subject to a peer review.

Each peer review in the Member States and EFTA/EEA countries is conducted by three reviewers and has four phases: completion of self-assessment questionnaires by a country; their assessment by Peer Reviewers; a peer review visit; and the preparation of reports on the outcomes. The peer review of Eurostat has been conducted by the European Statistical Governance Advisory Board (ESGAB).

To test and complete the methodology, it was piloted in two countries, Iceland and Slovakia, over the summer of 2013.

The peer review of Norway was conducted by Ms Ulrike Rockmann (chair), Mr Rimantas Vaicenavičius and Mr József Kárpáti, who conducted a peer review visit to Oslo on 8 - 12 December 2014. The programme of the visit is in Annex A and a list of participants in Annex B.

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<sup>1</sup> The ESS is the partnership between the Union statistical authority, which is the Commission (Eurostat), the national statistical institutes (NSIs) and the other national authorities responsible in each Member State for the development, production and dissemination of European statistics. This Partnership also includes the EEA/EEA countries.

<sup>2</sup> <http://ec.europa.eu/eurostat/web/quality/first-round-of-peer-reviews>

This report focuses on compliance with the CoP and the coordination of European statistics within the Norwegian statistical system. The report highlights some of the strengths of Statistics Norway in these contexts and contains recommendations for improvement. Improvement actions developed by Statistics Norway on the basis of this report will be published within the four-week period starting when the final report is sent to the NSI.

### **3. BRIEF DESCRIPTION OF THE NATIONAL STATISTICAL SYSTEM**

#### **Legislation**

Statistics Norway is a member of the European Statistical System (ESS) according to the Agreement on the European Economic Area (EEA Agreement). Article 76 of the agreement refers to Protocol 30 dealing with specific provisions on the organisation of cooperation in the field of statistics and to Annex XXI containing specific provisions on statistical areas. The legal acts listed in Annex XXI were also incorporated into Norwegian law as a regulation pursuant to the Norwegian Statistics Act. Besides the Statistics Act (1989, no. 54), there are further amended regulations relevant for statistical issues (1989, no. 387; 1990, no. 105, no. 1228). The EEA Agreement safeguards Norway's participation in all groups and committees managed by Eurostat including the European Statistical System Committee (ESSC). Statistics Norway has the main responsibility for international statistical cooperation beyond the ESS, including the United Nations (UN), the International Monetary Fund (IMF) and the Organisation for Economic Co-operation and Development (OECD).

Statistics Norway also has overall responsibility for the production of official statistics on Norwegian society and for the dissemination of the results (Statistics Act, no. 54, § 3-1, including Svalbard since 2007: regulation of 15 December 2006, no. 1454). The Norwegian statistical system is highly centralised, where Statistics Norway accounts for 85–90% of all Norwegian official statistics. It has the responsibility for mapping and prioritising the official statistics needs and coordinating official statistics compiled by other government agencies including the Other National Authorities producing European statistics (ONAs); it also has primary responsibility for international statistical cooperation.

Statistics Norway is a professionally autonomous institution (Statistics Act, no. 54, § 4-1 (1)) administratively subordinated to the Ministry of Finance (MoF). It is subject to the overarching guidelines and financial framework determined by the Norwegian government and parliament.

Statistics Norway has to comply with the Personal Data Act (14 April 2000, no. 31) and the rules set out by the Norwegian Data Protection Authority with regard to the processing and disseminating of personal data. It publishes a wide range of statistics at municipal and county level on population, environment, municipal activities, economy and business sectors in the municipalities.

#### **Other National Authorities**

Currently, there are 12 ONAs producing European statistics: the Directorate of Fisheries; the Nordic Institute for Studies in Innovation, Research and Education; the Directorate of Immigration; the Environment Agency; the Agricultural Economics Research Institute; the Labour Inspection Authority; the Labour and Welfare Administration; the Norwegian Institute of Public Health; the Agricultural Agency; the Food Safety Authority; the Ministry of Labour and Social Inclusion; and the National Policy Immigration Service. Their number has increased in recent years.

The Norwegian statistical system as a whole has no mission or vision. Separate strategies exist for different ONAs. Statistics Norway is the only authority that has the production of statistics as its core task.

#### **Administration of Statistics Norway**

Statistics Norway is administrated by an executive committee (Board) and a Director General (DG) (Statistics Act, no. 54, § 4-1). The seven members of the Board are appointed for a four-year term by the MoF, which also nominates the chairman and the vice-chairman. One member is an employee proposed by the trade unions in Statistics Norway. The DG is not a member of the Board, but attends Board meetings.

The Board discusses and stipulates long-term institutional programmes, drafts budgets, annual work programmes and annual reports prepared by the DG. After the Board's approval, these plans and reports are transmitted to the MoF. The Board has no further specified "general supervisory

role with respect to the development of official statistics and to the activities of Statistics Norway” (Statistics Act §4-1(2), 4-2(1))

The DG is appointed for six years by the MoF. The contract can be renewed for another six years without public tender, if the parties involved agree. The appointment of the DG follows the same procedures for advertisement, application and appointment as for other public institutions stated in the Act relating to Civil Servants (4 March 1983, no. 3, Articles 9, 10 and 15). The Board gives its opinion before appointment but consultation is not based on any legal requirements and is not binding. The DG is responsible for the administration of Statistics Norway, ensuring that the programme is implemented in the most efficient way, and informing the Board about all major issues, for example matters that have a significant impact on the budget (MoF regulation no. 105, Chapter 5).

### **Organisational structure**

The internal management of Statistics Norway consists of the DG, the deputy DG and the departmental directors. Besides the regular management meetings, Statistics Norway has three internal standing committees: the portfolio board, the standards committee and the confidentiality committee. As at October 2014, Statistics Norway had 887 employees (864 full-time equivalents), of which 348 were working in Kongsvinger (100 km from Oslo) and 539 in Oslo. The share of staff with a Master’s degree or higher was 53%. The average staff age was 49 (47 in Oslo and 52 in Kongsvinger). The organisation is structured in nine departments: four for statistics, one for research and four for services.

### **Use of administrative data**

Statistics Norway is permitted to use national administrative data systems and registers (Statistics Act, no. 54, § 2-2, § 3-2 (1)) and obtains data from 88 national administrative registers. There is an active bilateral cooperation between Statistics Norway and other Norwegian producers of statistics and register owners. Statistics Norway has the right to propose changes in planned administrative data collection in order to ensure that the data can be efficiently used for statistical purposes. Because the registers use the same personal identification (ID) numbers, organisation numbers and addresses, Statistics Norway can assemble and link data from the registers to compile statistics that describe the correlations between the different aspects of Norwegian society.

### **Statistics Council**

Statistics Norway has the duty of coordinating the statistics produced by administrative agencies (Statistics Act, no. 54, § 3-1 b, § 3-3 (1)). An essential instrument to fulfil this task is the Statistics Council, a consultative body for all Norwegian producers of official statistics headed by the DG of Statistics Norway. Currently it consists of 25 institutions, of which 9 produce European statistics. The Statistics Council meets once a year. It contributes to the coordination of production and dissemination of official statistics, especially regarding quality standards and requirements.

## **4. COMPLIANCE WITH THE CODE OF PRACTICE AND THE COORDINATION ROLE WITHIN THE NATIONAL STATISTICAL SYSTEM**

This section summarises the Peer Reviewers' views on the extent of CoP compliance and the nature and effectiveness of coordination within the Norwegian statistical system. It first summarises the strengths of Statistics Norway in these respects, and then explores specific issues and provides recommendations to strengthen compliance with the CoP.

### **4.1 STRENGTHS OF THE NATIONAL STATISTICAL INSTITUTE IN RELATION TO ITS COMPLIANCE WITH THE CODE OF PRACTICE AND TO ITS COORDINATION ROLE**

The Norwegian statistical system is highly centralised with Statistics Norway playing the essential role as the main producer of official and European statistics. The Statistics Act (no. 54 of 16 June 1989) provides Statistics Norway with a strong legal mandate that is widely recognised. It ensures the professional independence of Statistics Norway (§4-1(1)) and guarantees confidentiality for respondents (§ 2-4, § 2-5, § 2-6). Statistics Norway has a longstanding commitment to quality, reflected in the quality document available on the website and in a large number of scientific publications and contributions to conferences (CoP indicators 1.1, 2.1, 2.2, 4.1, 4.2, 5.1, 5.2 and 5.3).

The legislation provides Statistics Norway with a powerful mandate for data collection (Statistics Act § § 2-2, 3-2, MoF regulation no. 105, 1990, Chapter 1). The law provides the right to use data from administrative systems and from nationwide municipal organisations as the input for official statistics, overall from 88 administrative databases. Linkages of different registers and the linkage over time (panels) are possible by using unique, encrypted ID numbers for individuals and enterprises. In 2011, the first fully register-based population census was conducted. Data are collected conjointly with administrations. In the case of surveys, Statistics Norway balances the response burden by rotation techniques (Statistics Norway's system for coordinated sampling for corporate and enterprise surveys – NORSAMU), by the further reduction of paper-based collections and by increased usage of input-checking mechanisms. A strategy to decrease non-responses was created and implemented (CoP indicators 2.1, 2.2, 7.1, 8.1, 8.2, 8.3, 8.8, 8.9, 9.2, 9.3, 9.4, 9.5 and 9.6).

Statistics Norway applies quality requirements to all statistics produced, regardless of whether they are produced as part of a government-financed or user-financed assignment. The Division of Statistical Methods is involved in all surveys of social statistics, agricultural statistics and in most surveys of economic statistics for quality assurance. Cross-checking of the quality of administrative data by conducting sample surveys with the same variable range is carried out. Since 2011, internal quality reviews have been conducted. Twenty-one statistics areas had been reviewed up to the end of 2014 (CoP indicators 4.1, 4.2, 7.2, 8.5, 8.6 and 12.2).

The Statistics Act (§3-1) stipulates that Statistics Norway bears responsibility for the development of statistical methods, the use of statistics in analysis and research, as well as for the provision of information for research and public planning purposes. Statistics Norway has its own research department with about 100 employees that, with its five units, covers the areas of microeconomics, macroeconomics, energy and environmental economics as well as social and demographic research and the development of models. Scientific research, for example ongoing doctoral projects, is partly funded by the Research Council of Norway. The output of the research department generally receives media attention in most research areas. Statistics Norway provides a register of microdata for researchers. Microdata from surveys are available in cooperation with the Norwegian Social Science Data Service (CoP indicators 5.5, 5.6, 7.7 and 15.4).

The Division of Statistical Methods has developed standardised methods in the areas of non-response and editing as well as for non-response adjustments for all surveys of social statistics. More automatic and selective editing has been introduced in the production process, especially in

business statistics. Applications to enhance the quality of administrative data are developed and implemented (CoP indicators 6.4, 7.1, 8.1, 8.2, 8.4, 10.3 and 10.4).

Statistics Norway has a long tradition of producer-user dialogue, supported by advisory committees and user surveys. To better fulfil user needs, an integrated system for releases of new data from its homepages with permanent Uniform Resource Locators (URLs) was developed. A text with clear interpretations, simple charts, ready-made tables and a link to the application for interactive table generation is made available. Links to metadata and contact persons are included. General user needs are also met through disseminating as much as possible free of charge. The equal treatment policy in relation to the media not only entails data releases and tables, but also all other publications (CoP indicators 6.4, 11.1, 11.3, 13.3 and 15.7).

Statistics Norway is managed in an open corporate culture. The staff met by the Peer Review team showed involvement and dedication. Planning and priority procedures, systems for project and portfolio management as well as for risk assessment are in place and evaluated in the annual reports. The internal management processes are currently subject to change to be more streamlined. The financial accounting and control system is based on business management principles. The share of staff with a Master's degree or higher has increased to 53% (CoP indicators 3.1, 3.2, 3.3, 3.4, 7.5 and 10.1).

Statistics Norway is active in regional cooperation and with ESS members on technical cooperation in the Nordic countries. It participates in ESSnet and in European and national research programmes. Furthermore, it is an active contributor to the European Statistical Training Programme (ESTP), providing several courses (Cooperation).

The Peer Review team concluded from discussions with staff, the media, ministries and other stakeholders, that Statistics Norway's independence and credibility are unquestioned and generally accepted (CoP indicators 1.1, 1.3, 1.6, 1.7, 5.4 and 6.1).

As Statistics Norway has numerous advanced solutions in operation, the Peer Review team identified two practices that can be considered **innovative** in the context of the ESS.

### **Electronic Dialogue with Employers (EDAG)**

EDAG is a collaborative project, established in 2011, between the Norwegian Labour and Welfare Administration (NAV), Statistics Norway and the Norwegian Tax Administration. The electronic dialogue with employers is an application of the Single Entry Point system and will cover all the data needed for reporting to the government on employment, wages and tax using employee payroll data. The EDAG system follows the principles of "one face to the customer" and of reducing the response burden by data usage for multiple purposes. Employers will only have to report their data through a single transmission channel. The collected data will be shared in a way that the participating institutions have the access they need to fulfil their duties. Data will be available faster with better coherence and therefore will provide a better basis for statistics, especially for short-term statistics on employment. EDAG will be operational on 1 January 2015 (CoP indicators 9.3, 9.4, 9.5, 10.3, 10.4 and 14.1).

### **Quality package for administrative sources**

NSIs that detect errors in administrative databases cannot communicate these errors to the database owner on a microdata level owing to confidentiality rules. As with other NSIs, Statistics Norway is highly dependent on the quality of administrative databases and registers. To better secure quality, Statistics Norway regularly applies quality indicators from the Blue-Enterprise and Trade Statistics (Ets) Work Package 4 to the main administrative sources. The quality reports are used by the register owners as a tool for quality improvement. Furthermore, Statistics Norway offers a service for data owners. Information technology (IT) tools have been developed and are run by Statistics Norway to detect inconsistencies in administrative data. When inconsistencies are found within one source, Statistics Norway can communicate these to the database owner on a microdata level. It is even possible to compare two administrative data sources should data owners have a legal basis to access each other's data. Before doing this, Statistics Norway enters into data handling agreements with the data owners. Statistics Norway's service, as described in

the data handling agreements, provides quality feedback on a microdata level on inconsistencies for each owner separately without conflicting with data protection regulations. Such cooperation between official statistics and administrative data owners helps significantly to improve the quality of the administrative data records held by the data owners and is at the same time in line with data protection regulations (CoP Principles 4, 7 and 10).

## **4.2 ISSUES AND RECOMMENDATIONS**

### **4.2.1 LEGAL ASPECTS**

#### **4.2.1.1 SPECIFICATION OF THE TERM “OFFICIAL STATISTICS”**

The term “official statistics” is defined in the Statistics Act (1989, § 1-2 (2)) without any reference to European statistics or its core elements. The Act stipulates: “Official statistics are statistics which are made available to the public by Statistics Norway or another state agency.” The Act does not determine any further specifications; hence, the term “official statistics” does not contain any explicit quality requirements. No links to other legal provisions, quality documents or regulations are made. Therefore the current definition stipulated in the Statistics Act of 1989 is now considered far too broad. Any statistics and numerical data made public by any Norwegian state agency can be named “official statistics” regardless of production conditions or data quality. A strengthening of the “official statistics” brand can be further advanced through requiring compliance with the CoP or its elements.

Although the current Statistics Act has been successfully applied for over a quarter of a century, its application area might be interpreted differently in different contexts. As already mentioned, the Act stipulates that statistics made available to the public by a state agency are treated as official statistics. Nevertheless, the Peer Review team was told that the ONAs are not subject to the Statistics Act. Remarkably, several ONAs stated that they would probably benefit from a clearer definition and a wider institutional application of the official statistics concept. Therefore, the Peer Review team deems it necessary that the efforts already made to clarify the term “official statistics” are reflected in the legislation.

To further enhance compliance with the Code of Practice, **the Peer Reviewers recommend that:**

- 1. The responsible authorities should amend the statistical legislation with regard to the definition of the term “official statistics”. (European statistics Code of Practice, Principles 4, 7, 12, 13 and 15.)**

#### **4.2.1.2 ADMINISTRATION OF STATISTICS NORWAY**

The Statistics Act states that Statistics Norway is a professionally autonomous institution and administrated through an executive committee (Board) and a Director General (DG) (Statistics Act §4-1 (2)). The MoF appoints the Board members. The Board is made up of the chair, deputy chair and five board members, one of whom is an employees’ representative proposed by the trade unions in Statistics Norway. All members are appointed for a term of four years.

The DG is “in charge of administration except in those matters which come under the auspices of the Board” (Statistics Act §4-1 (2), Regulations of 13 February 1990, no. 105, §5-1). The DG prepares proposals for the long-term programme, the annual budget, the annual work programme and the annual report of Statistics Norway (Regulations of 13 February 1990, no. 105, §5-2). Furthermore, the DG ensures “that the prescribed work programme is carried out in the most appropriate and economical manner” (Regulations of 13 February 1990, no. 105, §5-3).

The Board considers Statistics Norway’s budget proposals, strategies and activity plans (Statistics Act 1989, §4-2) and carries out “a general supervisory function”. It approves the documents proposed by the DG before these are delivered to the MoF.

From the Peer Reviewers' perspective, it remains unclear whether the Board is an integral part of Statistics Norway and therefore part of a professionally autonomous institution. Furthermore, it is unclear whether the Board members are independent of the nominating MoF. Because of the essential role of the Board in the management of Statistics Norway, a legal clarification of the role of the Board and its dependencies in relation to the MoF and the DG is seen to be necessary.

Some responsibilities of the DG are described with vague legal concepts, for example "appropriate manner". Therefore, it is necessary to explicitly enumerate the responsibilities of the DG. Currently there is no legal document in place which would correspond to the requirements of the CoP. Moreover, under the legislation in force, the Board's duties and composition are laid down in the Statistics Act itself, while the DG's duties and responsibilities are regulated in the MoF regulation no. 105, which is a lower-level piece of legislation. The Peer Review team considers this an unbalanced legislative situation; however, this does not result in non-compliance with the CoP.

To further enhance compliance with the Code of Practice, **the Peer Reviewers recommend that:**

- 2. The responsible authorities should amend the statistical legislation to clarify the Board's status and the accountability of the Board members. (European statistics Code of Practice, indicators 1.1, 1.2, 1.3 and 1.4.)**
  
- 3. The responsible authorities should amend the statistical legislation to more precisely define the responsibilities of the Director General. (European statistics Code of Practice, indicators 1.1, 1.2, 1.3 and 1.4.)**

#### **4.2.1.3 STRENGTHENING THE COORDINATION ROLE**

The Norwegian statistical system is highly centralised, with Statistics Norway producing about 85-90% of all official statistics. Its coordination role is specified in law (Statistics Act § 3-1, 3-3; MoF regulation no. 105, Chapter 2). Statistics Norway has assigned the key elements of the coordination task to its Department of Administration.

Statistics Norway has the main responsibility for international statistical cooperation and should coordinate statistics produced by administrative agencies. The Statistics Act defines the coordination activity in a rather limited way: "In the case that state bodies or nationwide municipal organisations are to establish or modify a major administrative data-processing system or is to carry out major statistical investigations" (Statistics Act §3-2(2), 3-3(1)), Statistics Norway has to be informed in advance. It is entitled to make proposals concerning the definition of statistical units, data collection, processing and dissemination (MoF regulation no. 105, §2-3, §2-3). With its rather limited legal mandate for coordination, Statistics Norway, however, has no formal or legal basis for enforcing ONA compliance with the principles of the CoP. As the Peer Review team was told, the ONAs are not subject to the Statistics Act.

Against this background, the Statistics Council, established in 2004 by Statistics Norway, could be used as an instrument to strengthen the coordination role. The DG of Statistics Norway heads this consultative body. The 25 major producers of statistics or central register owners nominate the members. Currently, the Statistics Council meets at least once a year. It contributes to the coordination of production and dissemination of official statistics and to the preparation of common rules and practices with regard to professional independence, quality, confidentiality and response burden.

Currently, decisions on the Statistics Council's existence or its mandate are not mentioned in the Statistics Act or in related regulations. To some extent, this fact may hinder its impact. According to Statistics Council members, its potential is not entirely used at present. It would be beneficial for official statistics in Norway to establish the Statistics Council through amending the statistical legislation, preferably by amending the Statistics Act.

The Peer Review team was told that there is no mission or vision for the Norwegian statistical system as a whole. There is no established body to which the task of developing these could be

addressed. The Board of Statistics Norway has no mandate for the whole Norwegian statistical system and is not involved in coordination issues. Statistics Norway could take the main responsibility, but it would need a broad array of committed counterparts for input, discussion and development, for example from the scientific community. Additionally, successful implementation and monitoring would only be possible if Statistics Norway were equipped with the necessary instruments.

Summing up, the Peer Review team was of the opinion that the role and mandate of the current Statistics Council should be reviewed. The establishment of sub-committees should be taken into consideration to better fulfil the different tasks, inter alia recommending different competences from the involved participants.

To further enhance compliance with the Code of Practice and to improve the overall coordination across the Norwegian statistical system, the **Peer Reviewers recommend that:**

4. **The responsible authorities should amend the statistical legislation to strengthen Statistics Norway's coordination role. (European statistics Code of Practice, Principles 4 and 11, coordination.)**
5. **The responsible authorities should incorporate the establishment, composition and mandate of the Statistics Council in the statistical legislation. (European statistics Code of Practice, Principles 4, 12, 14 and 15, coordination.)**

## **4.2.2 CENTRAL MONITORING**

Although Statistics Norway is entitled by national law to lead the co-ordination activities in official statistics, currently there is no single complete overview of the fulfilment of Norway's European statistical obligations. Statistics Norway does not track data transmission procedures as to how the ONAs supply data and metadata to the European Commission (Eurostat). In fact, Statistics Norway just offers some technical assistance in the usage of transmission channels and formats, for example Statistical Data and Metadata Exchange (SDMX). In addition, there is no clear common agreement about the ONAs' roles at European Statistical System (ESS) fora, where issues determining their obligations are negotiated or agreed.

Statistics Norway's current practices rely profoundly on bilateral cooperation with the ONAs, while important aspects of this cooperation are neither formalised nor centrally monitored. On the other hand, the Information Centre of Statistics Norway stated that it considers itself a national advisory hub for European statistics. A more centralised handling of the ESS responsibilities with regard to data transmission would be advantageous for Statistics Norway and the ONAs; hence, a common planning and monitoring system as regards the ONAs' participation in statistical decision-making at European level and their fulfilment of European requirements is needed.

It is important to mention that – since the country is not a member of the EU – activities within the ESS inevitably embrace the EFTA/EEA dimension. Depending on the level of involvement of the EFTA Statistical Office in Luxembourg and of the NSIs of other EFTA countries, intermediate, additional coordination and cooperation actions are sometimes required, as Norway's views cannot always be directly expressed at EU level. From interviews and reports, the Peer Review team gained the feeling that Statistics Norway seems, occasionally, to have better opportunities to express its views at international (OECD or UN) level. The level of engagement and ownership may be advanced by further strengthening coordination efforts in Statistics Norway with regard to Norway's statistical obligations at EU level.

In regard to Norway's activities at EU level, there is a large bundle of issues from monitoring to funding structure. The Peer Review team was informed that Statistics Norway recognises that there is a lack of funding for European initiatives. The weak monitoring system might pose a higher risk if budgetary pressures further accelerate in the future. When new EU statistical regulations are introduced or existing ones are amended, institutional budgets are not automatically adjusted to the new requirements and to the growing costs of participation in the European statistical

programme. Possibly, the ongoing management initiative (hereinafter called Lean project<sup>3</sup>) could contribute to advancing data delivery and co-ordinated planning.

To further enhance compliance with the Code of Practice, **the Peer Reviewers recommend that:**

- 6. Statistics Norway should centrally monitor the actions of the Other National Authorities producing European statistics on data delivery and cooperation with Eurostat. (European statistics Code of Practice, indicators 4.1, 4.2, 13.1 and 13.3, coordination.)**
- 7. Statistics Norway should strengthen its coordination of the Other National Authorities producing European statistics in planning and monitoring European statistics actions. (European statistics Code of Practice, indicators 4.1 and 4.2.)**

### **4.2.3 QUALITY MANAGEMENT**

Although the quality of statistics is at an advanced stage, Statistics Norway is still looking for the optimal organisation for conducting quality reviews. Until now, a group of senior staff has been performing this task, headed by a specialist from the Department of Administration. After a recent reorganisation of Statistics Norway, quality coordination tasks are being transferred to the Division for Corporate Governance. Although there is no separate document on quality management within the statistical production process, there is a transparent hypertext document on the Statistics Norway Intranet with appropriate links to all relevant documents. CoP indicator 4.1 requires that a quality policy is defined and made available to the public. The quality document publicly available at the time of the Peer Review visit was of a more general nature; therefore, it needs to be enhanced to provide more detailed information on the quality policy.

One of Statistics Norway's strategic principles is articulated as "Quality at every stage". In Statistics Norway, quality measurement and monitoring of the product and process exist at different levels of the organisation, but in a large organisation quality actions at different stages function to some extent as islands of quality management areas, instead of being a part of an office-wide, centralised approach. The Peer Review team formed the impression that quality management actions are more dependent on the external duties of the units (e.g. quality reports for Eurostat or for the MoF) and less based on a joint internal commitment by the organisation. This situation could be improved by introducing uniform quality management tasks at all levels.

Product quality monitoring varies throughout Statistics Norway, and the practice in different statistical areas has been reported in the systematic quality reviews which Statistics Norway has conducted since 2011. All in all, 21 statistics or clusters of statistics had been covered by the end of 2013. While 8 and 10 reviews were conducted in 2011 and 2012, respectively, in 2013 the number of reviews was reduced to 3. In 2014, there was a temporary halt in quality review activities, which Statistics Norway explained by the need to coordinate with the planned institutional activities related to the Lean project. Among the areas covered by European statistics were statistics on foreign trade, the labour force survey, the producer price index, education statistics and PRODCOM. The quality review process was supported by standard self-assessment forms, which were developed by Statistics Norway based on the CoP. Reports for each statistics reviewed followed a common template, and included action plans. The work of the review team, consisting of four members, relied on talks with user focus groups. Overall evaluation reports are available on the Intranet. At present, the infrastructure that ensures updated quality documentation is under development. At this stage, the documentation linked to each statistics is given on the "About the statistics" webpage.

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<sup>3</sup> Statistics Norway's Activity plan for 2013 and their presentation held in the European Conference on Quality in Official Statistics explains the Lean project: [http://www.ssb.no/forside/attachment/122067?ts=13f2de450a8:www.q2014.at/fileadmin/user\\_upload/Q2014\\_Lean\\_asu\\_gol\\_final.pptx](http://www.ssb.no/forside/attachment/122067?ts=13f2de450a8:www.q2014.at/fileadmin/user_upload/Q2014_Lean_asu_gol_final.pptx).

Statistics Norway had no specific training for statistics quality auditors, since quality reviews were performed previously by senior staff members, and partly by former managers. The current review process relies on on-the-job training, where more experienced staff instructs "newcomers" to this area. The quality review teams are composed of senior experts with different skills, for example management, methodology, statistics production, IT and quality work.

To further enhance compliance with the Code of Practice, **the Peer Reviewers recommend that:**

- 8. Statistics Norway should enhance quality management by improving the completeness and public accessibility of product quality documents. (European statistics Code of Practice, Principle 4.)**
- 9. Statistics Norway should enhance quality management by improving internal communication of responsibilities and streamlining the division of work on quality management tasks. (European statistics Code of Practice, Principle 4.)**
- 10. Statistics Norway should enhance the institution-wide monitoring system for quality management by implementing regular quality reviews, including documentation updates. (European statistics Code of Practice, Principle 4.)**

#### **4.2.4 DISSEMINATION**

##### **4.2.4.1 THE DISSEMINATION POLICY**

Since Statistics Norway's current dissemination policy dates back to 2007, it is partly out-dated and could be further elaborated. It is accessible on the website in both the Norwegian and English language. By and large, this policy is a rather short statement covering a few basic principles of some dissemination aspects, instead of offering comprehensive, detailed information on those issues relevant to the CoP dissemination indicators that are the prerequisite for important, accessible documentation. The presentation of an updated documentation in a more detailed way would help the users to better judge Statistics Norway's transparent and responsible operation during the dissemination procedure.

Statistics Norway stated several times in the self-assessment questionnaire and it was also confirmed for the Peer Review team during the visit that new rules and protocols on key elements of dissemination-related issues (e.g. error corrections, revision policy, pre-release access exceptions) have been agreed. These newly agreed rules are intended to be soon made public, in order to emphasise the impartiality and objectivity of statistical dissemination.

To further enhance compliance with the Code of Practice, **the Peer Reviewers recommend that:**

- 11. Statistics Norway should enhance the content of the dissemination policy document. (European statistics Code of Practice, indicators 6.1, 6.3, 12.3, 13.2 and 15.1.)**

##### **4.2.4.2 METADATA**

With ever growing pressure on time and resources, it is often difficult for the subject matter division to give priority to improving the scope and validity of metadata. As Statistics Norway acknowledged, sufficiently high priority has not been given to metadata maintenance in recent years. Statistics Norway has prepared guidelines for documenting and updating variables and classifications to be used in statistics, and also for the "About the statistics" webpages. There is, however, a widespread lack of continuous updating. At the same time just about 25% of the query data in the dissemination database – Statbank – is linked to metadata resources.

Statistics Norway also affirmed that the systems for standard classifications – Stabas – are established on an out-dated IT platform, and a preparatory project has just been launched to

prepare a new version of the system. The project should also contribute to better access to classifications for external users.

During the Peer Review visit, a clear-cut need for developing the Content Management System (CMS) was expressed, to allow the direct retrieval of variables from a variable database – Vardok – and from the classification database Stabas.

There used to be a training module – an introduction to metadata –in the orientation programme for new employees, but it was removed a few years ago when the duration of the programme was reduced and, to some extent, the focus from metadata shifted to other priorities. Most likely, the low priority of metadata training has to do with the overall temporarily reduced priority of central metadata work and development.

To further enhance compliance with the Code of Practice, **the Peer Reviewers recommend that:**

- 12. Statistics Norway should develop and regularly update metadata content and improve access for the public. (European statistics Code of Practice, indicators 4.3, 6.4, 7.2, 10.2, 10.4, 15.1 and 15.5.)**

#### **4.2.4.3 CONTENT OF “ABOUT THE STATISTICS” DOCUMENTATION**

Statistics Norway’s current website was launched in the spring of 2013, after an extensive development phase. The form, design and content reflect contemporary dissemination standards. However, there are some aspects of the statistical information structure, the range and quality of presented metadata, and the visual forms of presentation that can be further improved in order to enhance accessibility of information.

“About the statistics” is the name of the group of webpages (sub-pages) offering explanatory background information to the statistical releases of Statistics Norway and directly linked to the related statistical releases. They are available in both the Norwegian and English language. These pages present information on the target and frame population of the sample surveys, data sources and data collection methods, among other methodological information. Moreover, they contain brief information on the revision practice, estimations, confidentiality and sources of errors; they also explain some definitions used in the given subject matter area. In their current form, the “About the statistics” descriptions of different statistical releases vary both in detail and in the quality of the information provided. The descriptions of statistical subjects, methods, definitions, etc., are rather detailed. There is, however, a general lack of updating this documentation. The internal quality reviews of 21 statistics/clusters of statistics showed, for instance, that more than 80% of these descriptions had not been updated. Those statistical releases that are used intensively have more detailed meta-information coverage on the website “About the statistics”.

During meetings with the Peer Reviewers, staff agreed that "About the Statistics" webpages still need further restructuring and development. “About the statistics” follows the same fixed template for all statistics. Statistics Norway claims that less experienced users hardly use the “About the statistics” pages, since in some cases they seem too complicated, and more experienced users sometimes find these pages outdated. Several managers of subject matter statistical areas agreed with the Peer Review team that, in some cases, the structure and content may not be completely satisfactory for users. Main users do not always consider the background information provided useful. As a result, there is growing consensus about the need for wide restructuring of the content of the “About the statistics” pages. These webpages should serve the interests of external users, rather than simply be a repository for internal documentation. Therefore, improved, user-friendly content needs to be developed. Because Statistics Norway has radically reduced paper publications in recent years, its website has become the preferred channel of dissemination. Developing and harmonising content during a regular revision procedure would enhance the usability of these webpages.

To further enhance compliance with the Code of Practice, **the Peer Reviewers recommend that:**

- 13. Statistics Norway should reconstruct the content and elaborate a regular update procedure for the “About the statistics” webpages of statistical releases. (European statistics Code of Practice, indicators 6.1, 6.3, 12.3, 13.2, 15.1, 15.5, 15.6 and 15.7.)**

#### **4.2.4.4 ACCESSIBILITY OF THE PUBLICATION CATALOGUE**

Statistics Norway publishes three types of products via its website. Statistical releases (known on the website as “statistics”) are produced most frequently. The other two products, publications and articles, which are longer, analytical products, are published with lower frequency.

The advance release calendar on the homepage of the Statistics Norway website contains the timing of all releases at least three months ahead of publication. Entries are labelled with brief indication marks if the timing of a release has been changed.

Statistics Norway’s Research Department also produces rich content in several economic, social and environmental areas. Analytical publications and articles are published both by researchers and statisticians. Most of these products are available through the search pages under the global menu “Statistics”, linked to the respective subject matter areas. The researchers’ analyses and discussion papers are also directly accessible via a drill-down menu under “Research” on the “ssb.no” homepage.

The current format makes it difficult for users to get a complete overview of the timing and scope of products available. A better accessible and more comprehensive collection of the available products with their timing could even drive users to areas that were originally not in the scope of their initial query.

To further enhance compliance with the Code of Practice, **the Peer Reviewers recommend that:**

- 14. Statistics Norway should create a comprehensive publications catalogue to provide users with better accessibility to the statistical content and with information on its availability. (European statistics Code of Practice, indicators 6.5, 13.4 and 15.1.)**

#### **4.2.4.5 FREE-OF-CHARGE SERVICES**

Statistics Norway offers channels of direct contact to users having questions or specific needs. If users are not able to find the product they are searching for on the website, or if they have a specific need for data that are not accessible via the website, the Communications Department or the subject matter units provide tailor-made statistical data, requested via an online query form or by phone. The common practice of Statistics Norway is to serve users’ specific data needs free of charge, if meeting their needs only takes up to 15, or in some cases up to 30 minutes, estimated work time. This is subject to consideration in each case. As a rule, if it requires only the composition of some simple tables or straightforward data extraction, data can be obtained for free. Fairly simple requests from journalists mostly fall under this rule of thumb and they are served free of charge with requested tables or data. The Communication Department and the relevant subject matter department usually decide together on an ad hoc basis whether or not to charge the user. By contrast, the Peer Review team was told that requests that require the composition of data from several sources are considered a paid service.

Statistics Norway gives general information on its pricing of data requests on its website. This information, however, is noticeably difficult to locate. Moreover, this webpage does not refer to the opportunity of getting data for free, if the fulfilment of the request does not exceed the time ceiling or if providing an answer is judged a straightforward operation. To better serve users, a clear delineation between free and paid services should be published.

To further enhance compliance with the Code of Practice, **the Peer Reviewers recommend that:**

- 15. Statistics Norway should offer clear and complete information to users about the conditions of paid and free-of-charge services. (European statistics Code of Practice, indicators 15.3 and 15.4.)**

#### **4.2.4.6 PRICING AND EQUAL TREATMENT OF MICRODATA REQUESTS**

There is a strong demand from the scientific and applied research community for use of Statistics Norway's microdata sets. Statistics Norway serves researchers' microdata needs on a contractual basis with officially approved research or educational institutions. At present, researchers get the datasets for scientific purposes in electronic form, after the required de-identification or anonymisation is done. A project currently under development by the Norwegian Social Science Data Services (NSD) and Statistics Norway – Remote Access Infrastructure for Register Data (RAIRD) – will streamline the time-consuming ordering procedure and provide remote access to the analysis of microdata without direct access to the microdata itself.

Researchers experienced an unexpected price increase in microdata set orders at the beginning of 2013. The scientific community informed the Peer Review team that prices have increased several times. The Peer Review team got the impression that although there is a clear willingness on the part of the scientific community to pay for these services, the new pricing policy has delayed scientific research in Norway, because scientists have to secure additional funding. Statistics Norway plans to implement the RAIRD project by 2017. This Internet application will give researchers easier and cheaper access to microdata, thus reducing significantly the extra costs of additional working hours for data processing.

Access to and use of microdata by researchers heavily depends on the price, and this fact risks having a prohibitive impact. The research community is complaining about long waiting times, especially for microdata sets combined from different administrative databases. In some cases, research projects have been delayed by one or two years because of missing data. Moreover, scientists complained that neither the transparency of the priority line while executing requests nor the waiting time meets their needs.

At the beginning of 2014, the system of requests was restructured and data delivery waiting time was reduced, but main users still experience bottlenecks during certain periods of the year. At the end of 2014, 20 statisticians at Statistics Norway were serving the research community.

In addition, researchers also complained that the price of the datasets is not known at the time of ordering. Therefore, researchers have to “gamble” on whether they will have sufficient resources for the data request or not. This uncertainty is especially critical when the research project is funded with a budget set in advance, since unexpectedly expensive data-provision services upset the balance. In an attempt to mitigate these price effects, Statistics Norway applies a 20–25% discount for data services for researchers. It is worth mentioning that the current policy of discounts is hardly consistent with the declared goal of charging researchers in accordance with the hours worked.

Main users also stated that the pricing of data services could be adjusted to the level and detail of their use in the specific research project, since in some cases the obtained data are mostly used for simple analytical purposes, after which they are no longer required by the researchers.

During the Peer Review visit, some researchers assumed that a long-term framework contract gives advantages for some institutes when it comes to microdata access. The Ragnar Frisch Centre for Economic Research has such benefits compared to others. During the visit, the Peer Review team also heard that the staff of the Research Department of Statistics Norway has easier access to microdata than external researchers. It was even mentioned that for this reason research teams sometimes attempt to involve researchers from the Research Department of Statistics Norway in their projects.

Though many positive steps have been made recently, Statistics Norway recognised that, although it strives for equal treatment, currently not all research institutions are treated equally. Moreover, some legal decisions, not in the responsibility of Statistics Norway, do not allow the application of an advantageous solution for all researchers. Statistics Norway has already made significant efforts to resolve the above-mentioned imbalances but there has not been any satisfactory outcome yet.

To further enhance compliance with the Code of Practice, the Peer Reviewers recommend that:

16. Statistics Norway should reconsider its pricing policy for the provision of microdata. (European statistics Code of Practice, indicators 5.6 and 15.4.)
17. Statistics Norway should enhance the transparency of the microdata provision procedure to ensure equal treatment of researchers, especially with regard to pricing and timeliness of service. (European statistics Code of Practice, indicators 5.6, 6.4 and 15.4.)

## **4.2.5 RESOURCES**

Statistics Norway's total annual budget is financed from two sources: a larger part (~70%) is allocated from the state budget and a smaller part (~30%) is financed by external contracts. This ratio, calculated at institutional level, was stable with small variance in recent years. The total 2014 budget reached 743.4 million NOK (approximately €82 million). The ratio of external financing varies significantly between the departments, depending on the subject area. The tasks and projects of the Research Department are highly dependent on financing from the market, while the resource needs of most subject matter statistical departments dealing with core statistical tasks are predominantly funded by the state budget. During the last few years, no short-term or mid-term financing difficulties have put the production of European statistics or other Statistics Norway's core operations at risk.

Even if there are no evident funding risks, state budget allocations for Statistics Norway have been decreasing year by year. This downward trend is mitigated by technological developments that are reducing the need for human resources.

In order to manage financial challenges in the long-term, Statistics Norway has introduced a more cost-driven approach as distinctly demanded by the MoF in its letters of allocation. These letters set quantitative indicators to be reached by the annual state budget expenditure. As a result, a balanced outcome has to be reached between society's growing demand for information, EU/EEA statistical requirements and gradually decreasing resources. At the same time, a coherent capacity-building process for human resources is being re-considered. In this context, the Peer Review team identified two areas of possible improvement.

### **4.2.5.1 FINANCIAL MANAGEMENT TOOLS**

Statistics Norway applies contemporary business management tools – among others a detailed nomenclature for the categorisation of its activities (statistical data collection tasks, projects, etc.) – and applies a standard nomenclature of process steps based on its business process model. The time and cost accounting systems are used to map costs, as well as, to some extent, for some business process analysis purposes, but the information is not yet fully used for wider analysis of the processes from the point of view of office-wide resource planning.

Employees of Statistics Norway have to report their working time in the WinTid IT system, but the implementation of time reporting is not yet consistent. Some units are recording their human resource use at programme level, whereas others also apply the breakdown by process steps, especially when projects are externally financed. The Peer Review team had the impression that the information produced by WinTid and other accounting tools is not widely used in the steering processes. Some aspects are dealt with in the ongoing Lean project, but there is no system-wide

application. More harmonised, cost-based planning and controls would enable the centralised monitoring and analysis of business activities and the identification of deviations from resource plans and would show up other resource constraints on a more detailed level. Such analysis would also contribute to priority-setting actions when making decisions on cost efficiency or measuring costs against users' needs or quality improvements.

To further enhance compliance with the Code of Practice, **the Peer Reviewers recommend that:**

- 18. Statistics Norway should harmonise cost accounting practices across the organisation and enhance the use of this information for management purposes. (European statistics Code of Practice, indicators 10.1, 10.4, 11.1 and 11.2.)**

#### **4.2.5.2 HUMAN RESOURCES**

##### **Dynamic changes in human resources**

Statistics Norway's current major institutional development actions have a great influence on restructuring human and IT resources. Manual work is being even further supplanted by IT systems and applications. From a resource point of view, this evolution requires new types of staff competences. Most employees with secondary level education are currently approaching retirement. Against this background, Statistics Norway wants to fill only some of the vacant positions. It is planned that newly recruited staff will have a broader set of skills and higher levels of education.

Statistics Norway has a tradition of transparent strategic planning of human resources. It announced a Human Resource (HR) Strategy in 2007. A new version for the period 2014–2017 was recently finalised, but is not yet published. The Peer Review team was told that the new document concentrates on general values and goals of the organisation while more detailed actions are set out in the annual HR work plans.

In recent years, external staff turnover has been significant. Many members of staff have retired; others have left before retirement. At the same time, mostly younger, new staff members have been employed. The Peer Review team got the impression that there is some tension within the organisation related to the fact that Statistics Norway has two offices: one in the city of Kongsvinger, consisting of about one third of staff; and the Oslo office, consisting of the other two thirds. At present, eight directors of departments are situated in Oslo and one in Kongsvinger. There is a risk of losing useful subject matter experience that may not be transferred to the next generation of employees, since there are mostly no overlaps or exchange of information between retiring and newly recruited staff.

To complement the dynamic structural changes in Statistics Norway, and to enhance compliance with the Code of Practice, **the Peer Reviewers recommend that:**

- 19. Statistics Norway should elaborate further specific plans to ensure a smoother, more balanced transmission of competences and experience between retiring and newly recruited staff. (European statistics Code of Practice, indicators 3.1, 7.5 and 7.6.)**

##### **Capacity building**

Structural changes, with significant staff downsizing, influence the core tasks of statisticians which are accompanied by re-drawing of the lines of responsibility. The Peer Review team got the impression that staff sometimes perceives institutional plans with a degree of uncertainty. Internal communication should be improved to better engage staff. The sessions during the Peer Review visit supported the Peer Review team's opinion that employees do not feel sufficiently informed about plans, processes, circumstances and reasons behind the decisions being taken at top-management level. Staff tends to consider that to some extent the department heads and top management are rather distant and relatively difficult to approach. In some cases, the staff members also claimed that advancement in career levels is rather constrained and that there is a perceived rigidity at mid-management level. Strengthening communication between staff levels

may burden top-level managers and mid-level managers, but it could significantly expand staff engagement.

The Peer Review team gained the impression that feelings of isolation may occur when members of staff work mostly on their own, either conducting research activities or implementing statistical data processing tasks. This might result in a perceived lack of dialogue and dynamic exchanges of experiences between organisational units and in no horizontal flow of information. Besides individual work or career achievements, a certain kind of team approach could be initiated. This could be done, for example, by enhanced internal communication, the fostering of mobility between units and departments or the formation of specially designated working groups on specific issues. Attempts to initiate such mobility and horizontal communication have had moderate success so far.

The session with junior staff demonstrated that employees consider training programmes mostly useful, but that initiatives to participate on trainings are not always supported by unit managers. Therefore training is not necessarily closely related to consistent personal career plans. Decisions on participation in training are rather driven by the members of staff themselves. However, junior staff also highlighted some positive cases, where there was a more deliberate plan behind the unit manager's training decisions. The Peer Review team's examination of the institutional training plans for 2013 and 2014 revealed that some topics were only loosely related to statistical activities, thus the selection of the courses offered should be re-considered.

In order to improve the current level of staff engagement, the ownership of tasks and processes in Statistics Norway, and also to enhance compliance with the Code of Practice, **the Peer Reviewers recommend that:**

- 20. Statistics Norway should improve horizontal and vertical internal communication, expand staff mobility and enhance the involvement of staff in office matters. (European statistics Code of Practice, indicators 3.1, 7.5 and 7.6.)**
- 21. Statistics Norway should enrich the training opportunities and manage individual training plans more consistently (European statistics Code of Practice, indicators 3.1, 7.5 and 7.6.)**

#### **4.2.5.3 INFORMATION TECHNOLOGY**

##### **IT plans**

In Statistics Norway, the planning of IT development has been recognised as an important part of the overall institutional strategy, although the further consolidation of plans and their proper implementation are required. Statistics Norway's Strategy 2014–2017 states the necessity of developing excellent IT tools and having access to the right expertise in order to ensure effective processing and dissemination of statistics. The document also asserts that existing technology for collecting data and disseminating statistics is acknowledged as one of six key external developments behind the new institutional strategy. Statistics Norway's strategy foresees the utilisation of new technology and the development of effective tools that support all parts of the work processes.

Although the IT Department, being one of nine departments in Statistics Norway, has a high institutional standing, some IT issues have not gained sufficient budgetary and managerial attention. There is an institutional consensus that the cost of building modern IT systems has been underestimated in the past. Although the overall IT qualifications of staff seem to be appropriate, the Peer Review team was informed that there are bottlenecks in the IT area, which are hampering the development and implementation of new solutions. IT solutions are crucial for the deep integration of statistical processes. Reflecting the high standing of the IT function and the appropriate qualifications of the IT staff, IT architects advise on project estimates and are requested to investigate business cases to identify similar project initiatives.

As determined in the institutional strategy, the modernisation of the IT infrastructure is focused on two components: processes and data structures. The first component concentrates on standardised and efficient processes, while the second relates to structured data. In addition, the IT strategy for Statistics Norway 2014–2017, which was published in November 2014, closely follows and elaborates on the IT content of six strategic goals outlined in the institutional strategy.

A focus on standardised work processes is sought to reduce vulnerability and to facilitate efficiency through continuous improvement. Excellent IT tools and the right IT skills are, therefore, considered essential. The IT strategy maintains that IT shall contribute to the development of common solutions that ensure standardisation and automation of work processes, use the best statistical methods and create consistent quality indicators and link metadata and data in the production of statistics in order to ensure good storage and reuse of data. The development of efficient, robust and standardised production processes is expected, hence, to require adequate investment in IT. The result of these initiatives should be a coherent system (framework) of applications that guides statisticians through the entire business process, supporting them with more and more standardised, possibly automated, solutions at different stages. Focusing on structured data is justified by statistics data reuse and further efficiency needs from collection to dissemination and analysis. Therefore, the final outcome of this line of development should be a complex data warehouse that contains all the data produced by Statistics Norway, ready for cross-linked, integrated use in the production or dissemination processes.

To further enhance compliance with the Code of Practice, **the Peer Reviewers recommend that:**

- 22. Statistics Norway should consolidate the mid-term plan on information technology, by further integrating information technology solutions and common tools, and achieving a better balance of the resources allocated between different development actions. (European statistics Code of Practice, indicators 3.1, 7.5, 7.6, 10.2 and 10.4.)**

### **Checks and audits**

Statistics Norway's practice of IT security audits varies depending on the perceived risk facing the IT systems in production. In the past, Statistics Norway has completed several security audits; however, they were not done on a systematic and regular basis. Nonetheless, for the newly developed IT systems, which have connection to the Internet, Statistics Norway always requires security audits before launching them. At present, the regularity of IT audits is not yet established in any planning document. The Peer Review team formed the impression that security checks are often performed on an ad hoc basis, while a planned, risk-proportional regularity could better serve Statistics Norway's security purposes.

Logical security is handled by a zone-based network design, where all servers with data not supposed to be published are protected by at least two Internet firewalls. Access to statistical databases is managed by in-house application and access control in Oracle. The actual use of data is recorded for specific databases, upon request from the data owner. By default, all updates to statistical databases are recorded. With regard to the procedures of IT database access, there is some undesirable risks. In some IT environments manual procedures are still used to remove expired permissions, although in other environments permissions are automatically removed after expiration. Besides securing data at operation system level, Statistics Norway has physical protection. Entrance to all three Statistics Norway computer labs is managed by granting explicit individual access, and the doors are electronically locked.

It is important to observe that Statistics Norway maintains a comprehensive Security Handbook for its internal use. This comprehensive document is applied to all procedures related to security risk.

To further enhance compliance with the Code of Practice, **the Peer Reviewers recommend that:**

- 23. Statistics Norway should decide on the scope of information technology audits and security checks, and carry them out regularly. (European statistics Code of Practice, indicators 5.5, 7.1, 7.6, 10.2 and 10.4.)**

## Visualisation tools and competences

Statistics Norway Strategy 2014–2017 sets user needs at the top and explicitly defines an action to “ensure easy access to data and statistics for our users”; being a general document, however, it does not detail accessibility components. The IT Strategy for Statistics Norway 2014–2017 does not touch on visualisation, either. Very likely, this will be properly dealt with in a forthcoming dissemination strategy document. Efficient visualisation is a key element in case of the strategic documents and of those documents which are for the general public.

Against a backdrop of quickly progressing visualisation technology, data visualisation is becoming an indispensable part of modern official statistics dissemination – as well as production – processes. The United Nations Economic Commission for Europe (UNECE) Making Data Meaningful guides are used as reference material in the Communication Department of Statistics Norway. Part 2 of this guide deals predominantly with visualisation techniques. In addition, Statistics Norway still uses an internal document on statistics visualisation, which originated in 2002. Work is in progress in the Department of Communications to renew this document and refine the role of infographics in Norwegian statistical dissemination. Infographics are more specialised and relatively costly, but because of their high degree of accessibility for the general public, they are of great interest.

The Peer Review team got the impression that there is a consensus in Statistics Norway regarding the need to advance the visualisation of statistics data. By contrast, although a number of possibilities have been created for making tables in the Statbank and lots of data are being published, it is hard to find important key numbers for some statistics or to get a time series view. Visual data presenting solutions are not widely explored; however, the Peer Review team was told that the recently elaborated communication strategy contains some references to this topic. Statistics Norway also reported that the first, more complex visual interpretation of Norwegian society (available on the Statistics Norway website) received very positive feedback and proved to be useful. Continuing these efforts, Statistics Norway should take bolder steps in this area, but with some precautions because of the limited know-how of the IT component of the task in the office at present. Dealing with the ever growing complexities of visualisation production, staff members creating visualisation, or being recruited for this task, should possess specific qualifications.

To further enhance compliance with the Code of Practice, **the Peer Reviewers recommend that:**

- 24. Statistics Norway should develop visualisation tools and competences in the area of infographics. (European statistics Code of Practice, Indicators 3.1, 7.5, 7.6, 10.2, 10.4 and 15.4.)**

### **4.3 NATIONAL STATISTICAL INSTITUTE VIEWS WHERE THEY DIVERGE FROM PEER REVIEWERS' ASSESSMENT**

Statistics Norway has no diverging views from the Peer Reviewers' findings.

## ANNEX A - PROGRAMME OF THE VISIT

### PEER REVIEW VISIT TO NORWAY

8 – 12 December 2014

### AGENDA

Time	Programme	Participants
<b>Day 1 – Monday, 8th December 2014</b>		
08.30–10.15	1 PR team discussion to finalise the preparation of the visit.	<b>PR team</b>
10.15–10.30	Coffee break	
10.30–11.45	2 Preparatory meeting with the NSI coordinator team and, possibly, other national participants in the visit to discuss practical aspects of the visit.  <b>Meeting room “Befolkning”</b>	Ms Live Margrethe Rognerud, Mr Hans Viggo Sæbø, Ms Fride Eeg-Henriksen, Ms Grete Olsen, Mr Richard Ragnarsøn
11.45–12.15	3 Welcome and introduction of programme, organisational matters  <b>Meeting room “Befolkning”</b>	<b>Senior management:</b> Mr Hans Henrik Scheel, Mr Olav Ljones, Ms Marit Rønning, Ms Anna Rømo, Mr Dagfinn Sve Ms Elisabeth Nørgaard, Ms Siv Nordrum, Ms Anne Sundvoll, Mr Richard Ragnarsøn <b>NSI coordinator team:</b> Ms Live Margrethe Rognerud, Mr Hans Viggo Sæbø, Ms Fride Eeg-Henriksen, Ms Grete Olsen
12.15–13.00	Lunch	
13.00–13:45	4 General information session with a description of how the national statistical system is organised (bodies, distribution of responsibilities, relations between authorities).  <b>Meeting room “Økonomi” (from Monday after lunch and onwards)</b>	Mr Hans Henrik Scheel, Mr Olav Ljones Mr Hans Viggo Sæbø, Mr Thorleiv Valen <b>Observer:</b> Ms Marit Rønning <b>NSI coordinator team:</b> Ms Live Margrethe Rognerud, Mr Richard Ragnarsøn
13.45–15.15	5 The statistical law and related legislation (CoP Principles 1, 2, 5 and 6).	Mr Hans Henrik Scheel, Mr Olav Ljones Mr Thorleiv Valen, Mr Hans Viggo Sæbø <b>Observer:</b> Ms Vilde Heggen <b>NSI coordinator team:</b> Ms Live Margrethe Rognerud, Ms Fride Eeg-Henriksen, Mr Richard Ragnarsøn
15.15–15.30	Coffee break	
15.30–17.00	6 Coordination role of the NSI	Mr Olav Ljones, Mr Thorleiv Valen, Mr Hans Viggo Sæbø, Mr Richard Ragnarsøn, Ms Ingvild Maanum Møller <b>Observer:</b> Ms Vilde Heggen <b>NSI coordinator team:</b> Ms Live Margrethe Rognerud, Ms Fride Eeg-Henriksen, Mr Hans Viggo Sæbø
<b>Day 2 – Tuesday, 9th December 2014</b>		
09.00–09.30	7 Microdata access (CoP 15)	Ms Elisabetta Vassenden, Mr Thorleiv Valen NSI coordinator team: Ms Fride Eeg-Henriksen
09.30–11.00	8 Meeting with the Board	Mr Morten Reymert, Mr Anders Sønstebø <b>NSI coordinator team:</b> Ms Live Margrethe Rognerud
11.00–11.15	Coffee break	
11.15–12.30	9 Meeting with ONA	<b>NIFU – Nordic Institute for Studies in Innovation, Research and Education:</b> Ms Susanne Lehmann

Time	Programme	Participants
	Statistics Council	Sundnes, Mr Ole Wiig <b>Directorate of Fisheries:</b> Ms Tove Aasheim, Ms Randi Sofie Sletten Hopland <b>UDI - The Norwegian Directorate of Immigration:</b> Mr Aleksander Åshim, Ms Marie Hesselberg, Ms Peter Akre <b>NSI coordinator team:</b> Ms Live Margrethe Rognerud, Mr Hans Viggo Sæbø, Ms Fride Eeg-Henriksen
12.30–13.30	Lunch	
13.30–15.15	10 Programming, planning and resources, including training (CoP Principles 3, 9 and 10)	Mr Bjørnar Gundersen, Mr Hans Viggo Sæbø, Mr Rune Gløersen, Ms Anne Sundvoll, Ms Elisabeth Nørgaard Ms Marit Rønning, Ms Ingvild Maanum Møller <b>Observer:</b> Mr Olav Ljones <b>NSI coordinator team:</b> Ms Grete Olsen, Ms Live Margrethe Rognerud, Mr Hans Viggo Sæbø
15.15–15.30	Coffee break	
15.30–17.00	11 Meeting with main users – Ministries and other public/private institutions (including the Central Bank as a user)	Ms Siri A. Holte Wingaard, Ms Tonje Lauritzen, Mr Bjørn Erik Naug, Mr Øystein Haram, Mr Stein Reegård <b>Observers:</b> Mr Olav Ljones, Ms Elisabeth Nørgaard Ms Ann-Lisbet Brathaug <b>NSI coordinator team:</b> Ms Live Margrethe Rognerud, Ms Fride Eeg-Henriksen
<b>Day 3 – Wednesday, 10th December 2014</b>		
09.00–10.30	12 Quality (organisational structure, tools, monitoring ...) (CoP principles 4 and 11–15)	Mr Hans Viggo Sæbø, Ms Anne Sundvoll, Mr Øyvinn Kleven, Ms Elisabeth Nørgaard, Ms Grete Olsen, Ms Fride Eeg-Henriksen <b>Observer:</b> Mr Olav Ljones <b>NSI coordinator team:</b> Ms Live Margrethe Rognerud
10.30–10.45	Coffee break	
10.45–11.45	13 Implementation of quality management: concrete example and discussion <b>Lean management and quality reviews</b>	Mr Hans Viggo Sæbø, Mr Torgeir Skovdahl, Ms Elisabeth Nørgaard, Ms Marit Rønning, Ms Grete Olsen, Ms Fride Eeg-Henriksen <b>Observer:</b> Mr Olav Ljones <b>NSI coordinator team:</b> Ms Live Margrethe Rognerud
11.45–12.30	Lunch	
12.30–14.00	14 Dissemination, including users' consultation (CoP Principles 6, 11 and 15)	Ms Siv Nordrum, Ms Elisabeth Nørgaard, Mr Thorleiv Valen, Ms Herborg Bryn, Ms Kathrine Remers-Hansen Ms Ragnhild Rein Bore, Ms Fride Eeg-Henriksen <b>Observer:</b> Mr Olav Ljones <b>NSI coordinator team:</b> Ms Live Margrethe Rognerud, Mr Hans Viggo Sæbø
14.00–15.00	15 Methodology, data collection, data processing and administrative data (CoP Principles 2, 7 and 8)	Ms Anne Sundvoll, Mr Rune Gløersen, Mr Per Morten Holt, Mr Hans Viggo Sæbø, Mr Øyvinn Kleven Mr Thorleiv Valen, Mr Peder Næs, Mr Coen Hendriks <b>NSI coordinator team:</b> Ms Live Margrethe Rognerud, Ms Fride Eeg-Henriksen Ms Grete Olsen
15.00–15.15	Coffee break	
15.15–17.00	16 Methodology, data collection, data processing and administrative data (CoP principles 2, 7 and 8) (Cont'd)	Ms Anne Sundvoll, Mr Rune Gløersen, Mr Per Morten Holt, Mr Hans Viggo Sæbø, Mr Thorleiv Valen, Mr Peder Næs, Mr Coen Hendriks <b>NSI coordinator team:</b> Ms Fride Eeg-Henriksen, Ms Grete Olsen
<b>Day 4 – Thursday, 11th December 2014</b>		
09.00–10.00	17 Cooperation/level of integration of the ESS	Mr Olav Ljones, Mr Hans Viggo Sæbø, Mr Richard Ragnarsøn, Ms Marianne Vik Dysterud, Ms Ragnhild Rein Bore, Mr Per Øyvind Grindalen, Ms Vilde Heggen <b>NSI coordinator team:</b> Ms Live Margrethe Rognerud, Ms Fride Eeg-Henriksen
10.00–10.15	Coffee break	

Time	Programme	Participants
10.15–11.00	18 Confidentiality (CoP Principle 5)	Mr Thorleiv Valen, Mr Tore Eig, Mr Rune Gløersen, Mr Johan Heldal <b>Observer:</b> Mr Olav Ljones <b>NSI coordinator team:</b> Mr Hans Viggo Sæbø, Ms Fride Eeg-Henriksen, Ms Grete Olsen
11.00–12.30	19 Meeting with junior staff	Mr Lars Kristian Katralen, Mr Jon Scheistrøen Ms Kristin Egge-Hoveid, Ms Trude Melby Bothner Ms Isabell B. Lorentzen, Mr Peter Myrén Mr Mathias Revold, Ms Anni Sutatip T. Fretheim
12.30–13.15	Lunch	
13.15–14.15	20 Meeting with main users – media	<b>Media:</b> Mr Fredrik Solvang, Ms Line Tomter, Mr Sigurd Bjørnstad <b>Observers:</b> Ms Siv Nordrum, Ms Herborg Bryn, Mr Torbjørn Hægeland <b>NSI coordinator team:</b> Ms Fride Eeg-Henriksen, Mr Hans Viggo Sæbø
14.15–15.15	21 Meeting with main users – scientific community	<b>Scientific community:</b> Mr Oddbjørn Raaum, Mr Amir Sasson, Ms Marijke Veenstra, Ms Britt Slagvsold <b>Observers:</b> Mr Olav Ljones, Mr Torbjørn Hægeland, Ms Elisabeth Nørgaard <b>NSI coordinator team:</b> Ms Live Margrethe Rognerud, Mr Hans Viggo Sæbø
15:15–15.30	Coffee break	
15.30–17.00	22 Meeting with main data providers/respondents	<b>Data providers:</b> Mr Trond Hjelmervik Hansen, Mr Gunnar Nygaard Owren, Ms Elin Karlsen, Mr Dermot Dunne, Ms Guri Galtung Kjæserud <b>Observers:</b> Mr Olav Ljones, Ms Irene Arnesen, Mr Thorleiv Valen <b>NSI coordinator team:</b> Mr Hans Viggo Sæbø, Ms Live Margrethe Rognerud
<b>Day 5 – Friday, 12th December 2014</b>		
09.00–10.30	23 PR team discussion	<b>PR team</b>
10.30–11.00	Coffee break	
11.00–12.00	24 Clarifications, remaining or additional issues and focus areas <b>Meeting room “Befolkning”</b>	<b>PR team + NSI coordinator team</b> Ms Live Margrethe Rognerud, Mr Hans Viggo Sæbø Ms Fride Eeg-Henriksen, Ms Grete Olsen Mr Richard Ragnarsøn
12.00–13.00	Lunch	
13.00–15.00	25 Meeting with senior management: conclusions and recommendations <b>Meeting room “Befolkning”</b>	<b>Senior management:</b> Mr Hans Henrik Scheel, Mr Olav Ljones, Mr Bjørnar Gundersen, Mr Torstein Bye, Ms Anna Rømo, Mr Per Morten Holt, Ms Siv Nordrum, Ms Anne Sundvoll, Mr Torbjørn Hægeland, Mr Hans Viggo Sæbø <b>Observer:</b> Ms Marit Rønning <b>NSI coordinator team:</b> Ms Live Margrethe Rognerud, Ms Grete Olsen, Ms Fride Eeg-Henriksen, Mr Richard Ragnarsøn

## ANNEX B - LIST OF PARTICIPANTS

	<b>Peer Review Team</b>
1	Ms Ulrike Rockmann, peer reviewer (chair)
2	Mr Jozsef Karpati, peer reviewer
3	Mr Rimantas Vaicenavicius, peer reviewer
	<b>Eurostat observer</b>
4	Mr Gunter Schäfer, Head of Unit, Regional statistics and geographical information, Eurostat
	<b>NSI management</b>
5	Mr Hans Henrik Scheel, Director General
6	Mr Olav Ljones, Deputy Director General
7	Mr Rune Gløersen, Director IT Development
8	Mr Bjørnar Gundersen, Director of Administration
9	Ms Anne Sundvoll, Director of Data Collection and Methods
10	Mr Torstein Bye, Director of Economic, Energy and Environment statistics
11	Mr Per Morten Holt, Director of Industry statistics
12	Ms Anna Rømo, Director of National accounts and Financial statistics
13	Mr Torbjørn Hægeland, Director of Research
14	Ms Elisabeth Nørgaard, Director of Social statistics
15	Ms Siv Nordrum, Director, Department of Communications
16	Mr Morten Reymert, Chair of Board (Oslo University Hospital)
	<b>National coordinator team</b>
17	Ms Live Margrethe Rognerud, Senior Adviser, International secretariat (Dep. of Administration) and National Coordinator
18	Mr Hans Viggo Sæbø, Quality manager (Dep. of Administration)
19	Ms Fride Eeg- Henriksen, Senior Adviser, Dissemination (Dep. of Communications)
20	Ms Grete Olsen, Senior Adviser, Div. for Corporate governance (Dep. of Administration)
	<b>Other NSI staff members</b>
21	Ms Marit Rønning, Head of Corporate Governance
22	Ms Ann- Lisbet Brathaug, Head of Div. for National Accounts (Dep. of National accounts and financial statistics)
23	Ms Irene Arnesen, Head of Div. for Public Finance statistics (Dep. of National accounts and financial statistics)
24	Mr Peder Næs, Head of Division for Business surveys and populations (Dep of Data Collection)
25	Ms Kathrine Remers- Hansen, Head of Division for Dissemination (Dep. of Communications)
26	Ms Herborg Bryn, Head of Division for Information and public relations (Dep. of Communications)
27	Mr Øyvyn Kleven, Head of Division for methods (Dep. of Data Collection and Methods)

28	Ms Ragnhild Rein Bore, Head of Division for Web editing and StatBank (Dep. of Communications)
29	Mr Dagfinn Sve, Head of Transport, tourism, and ICT statistics
30	Ms Elisabetta Vassenden, Head of Access to microdata (Dep. of Social statistics)
31	Mr Richard Ragnarsøn, Head of International Secretariat (Dep. of Administration)
32	Ms Marianne Vik Dysterud, Head of IT development (Dep of IT)
33	Mr Torgeir Skovdahl, Project manager - Lean management, Div. for Corporate governance (Dep. of Administration)
34	Mr Anders Sønstebo, Employees representative
35	Mr Thorleiv Valen, Senior Adviser and Legal officer (Dep of Administration)
36	Mr Tore Eig, Senior Adviser and Security Officer (Dep. of Administration)
37	Mr Peter Myrén, Senior Adviser, Div. for IT- development (Dep. of IT)
38	Mr Johan Heldal, Senior Adviser, Div. for methods (Dep. of Data Collection)
39	Mr Coen Hendriks, Senior Adviser, Div. for user contact (Dep. of Data Collection and Methods)
40	Ms Ingvild Maanum Møller, Senior Adviser, Division for HR (Dep. of Administration)
41	Ms Vilde Heggen, Adviser and Legal officer (Dep of Administration)
42	Ms Trude Melby Bothner, Adviser, Construction and Service statistics (Dep. Of Industry statistics)
43	Mr Per Øyvind Grindalen, Adviser, Div. for External Trade Statistics (Dep. of National Accounts and financial statistics)
44	Ms Kristin Egge- Hoveid, Adviser, Div. for Social welfare statistics (Dep. of Social statistics)
45	Ms Isabell B. Lorentzen, Adviser, Div. for Web editing and StatBank (Dep. of Communications)
46	Mr Lars Kristian Katralen, Senior Executive Officer, Div. for Corporate governance (Dep. of Administration)
47	Mr Jon Scheistrøen, Senior Executive Officer, Div. for Price statistics (Department of Economic, energy and environment statistics)
48	Ms Anni Sutatip T. Fretheim, Senior Executive Officer, Div. for Public Finance statistics (Dep. of National Accounts and financial statistics)
49	Mr Mathias Revold, Senior Executive Officer, Div. for social surveys (Dep. of Data collection)
	<b>Representatives of main users</b>
50	Mr Stein Reegård, LO (The Norwegian Confederation of Trade Unions)
51	Ms Siri A. Holte Wingard, Ministry of Finance
52	Ms Tonje Lauritzen, Ministry of Finance
53	Mr Øystein Haram, Ministry of Labour and Social Affairs
54	Mr Bjørn Erik Naug, Norges Bank (The Central bank)
	<b>Representatives of media</b>
55	Mr Sigurd Bjørnstad, Aftenposten
56	Mr Fredrik Solvang , NRK (Norwegian Broadcasting Corporation)
57	Ms Line Tomter, NRK (Norwegian Broadcasting Corporation)

	<b>Representatives of main data providers/respondents</b>
58	Ms Guri Galtung Kjæserud, Oslo University Hospital
59	Mr Dermot Dunne, Skattedirektoratet (Norwegian Tax Administration)
60	Ms Elin Karlsen, The Municipality of Bergen
61	Mr Trond Hjelmervik Hansen, KS (The Norwegian Association of Local and Regional Authorities)
62	Mr Geir Nygaard Owren, KS (The Norwegian Association of Local and Regional Authorities)
	<b>Representatives of the scientific community</b>
63	Ms Marijke Veenstra, NOVA (Norwegian Social Research)
64	Ms Britt Slagsvold, NOVA (Norwegian Social Research)
65	Mr Amir Sasson, BI – Norwegian Business School
66	Mr Oddbjørn Raaum, FRISCH (The Ragnar Frisch Centre for Economic Research)
	<b>Representatives of the Other National Authorities</b>
67	Mr Aleksander Åsheim, UDI
68	Mr Peter Akre, UDI
69	Ms Marie Hesselberg, UDI
70	Mr Ole Wiig, NIFU
71	Ms Susanne Lehmann Sundnes, NIFU
72	Ms Randi Sofie Sletten Hopland, Directorate of Fisheries
73	Ms Tove Aasheim, Directorate of Fisheries