

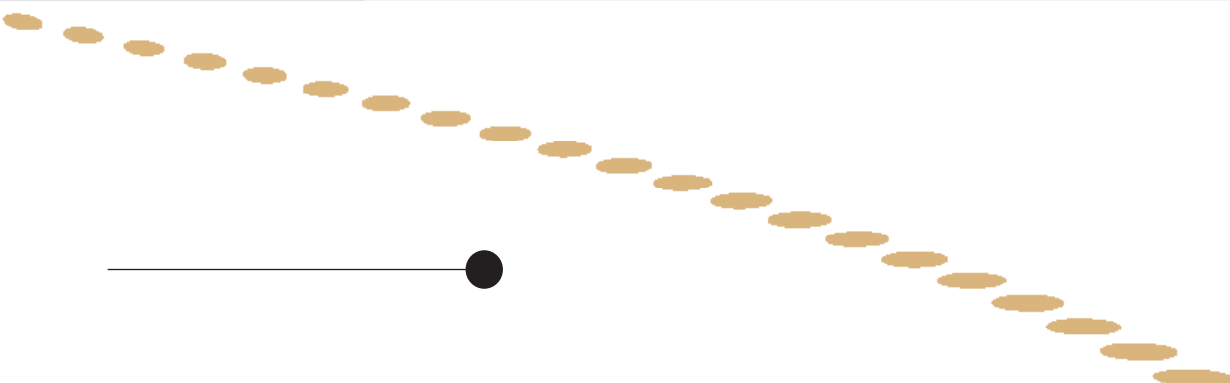
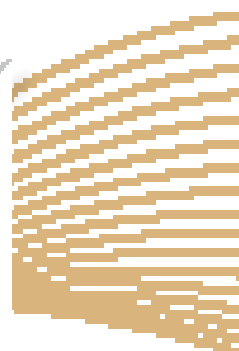
Organisation and management in Statistics Norway

August 2014

Statistics Norway



Statistisk sentralbyrå



**Organisation and management in
Statistics Norway
External edition**

August 2014

Preface

This steering document outlines some important aspects of Statistics Norway's organisation and management structure. In addition to information on key framework conditions for Statistics Norway's activity, senior management, organisation and distribution of responsibility between managers at different levels, the publication also includes details of standing committees and the cooperation between Statistics Norway and the employees' organisations.

The document was first published in January 1995 and is revised about once a year. The last edition was published in May 2012. Supplementary to this document are a range of laws and regulations, instructions, guidelines and management routines. This publication is an external version of an internal document. Information on more detailed publications and documents that are only available internally on Statistics Norway's intranet has, for the most part, been removed.

Statistics Norway,
Oslo/Kongsvinger, 31 August 2014

Hans Henrik Scheel

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1. Activity framework

1.1. Statistics Act

Statistics Norway's duties and activities are regulated through the Statistics Act of 16 June 1989, the delegation of authority to the Ministry of Finance by Royal Decree of the same date, and the regulations of 13 February 1990 (see *Statistics Act of 16 June 1989*). The duties stipulated in the legislation can be briefly summarised as follows:

- identify and place in order of priority the need for official statistics
- coordinate comprehensive statistics that are produced by other administrative bodies
- develop statistical methods and use the statistics in analysis and research
- provide information for research purposes and for public planning
- bear the main responsibility in Norway for the international statistical cooperation

The Statistics Act entered into force for Svalbard on 1 January 2007 in accordance with the regulations of 15 December 2006, no. 1454-

Professional autonomy

Statistics Norway is a professionally autonomous institution, administratively subordinate to the Ministry of Finance. Statistics Norway is headed by a board and Director General. The professional independence as enshrined in the Statistics Act and confirmed through practice means that Statistics Norway cannot be instructed in relation to statistical and research matters. The legal basis for data collection of all statistics is stipulated in the section on Background in the *About the statistics* document that is associated with the individual statistics on ssb.no.

Duty to provide information and compulsory fines

Under the Statistics Act and associated regulations, Statistics Norway has the right to impose the duty to provide information and, where appropriate, compulsory fines on establishments and individuals. The rates for such fines are determined based on the court fee. In the event of an adjustment to the said fee, the fine will be adjusted accordingly.

Statistics Act's provisions on administrative data

The Statistics Act includes provisions that give Statistics Norway permission to use administrative data for statistical purposes and to propose changes in planned data collection in order to ensure that the data can be used for statistical purposes.

Register of business reporting obligations

The register was established in an act of law on 1 November 1997. In 2011, the register was replaced by SERES (semantics register for electronic integration in Brønnøysund). All surveys with a duty to provide information are to be reported to SERES in advance. This applies to both new surveys and changes to surveys already conducted.

See also *Act no. 35 of 6 June 1997 on the Register of Business Reporting Obligations and associated regulations and comments on the regulations, November 1997*, published by the Ministry of Trade, Industry and Fisheries (reference K-0609 B).

Microdata for research purposes

Statistics Norway provides data on individual units (private individuals and establishments) for research purposes and public planning within the framework of § 2-5 of the Statistics Act.

Provision on third party collection

The Statistics Act also provides for data collection via third parties. This is ratified in a letter from the Legislation Department of the Ministry of Justice and Public Security dated 13 February 2004.

Potential influence of authorities

The Norwegian parliament (Storting) governs Statistics Norway's activity through legislation and budget decisions. The Ministry of Finance's annual budget proposal gives key policy guidelines. The Ministry of Finance governs Statistics Norway through annual letters of award, board instructions (see appendix), mandates and reporting requirements, and in meetings that form part of the governing dialogue between the Ministry and Statistics Norway. All governing is adapted so that the professional autonomy of Statistics Norway is maintained.

1.2. EEA Agreement and statistical cooperation

Through the EEA Agreement, Norway has an obligation to participate in the EU's statistical cooperation, see [EFTA/EU Statistical Cooperation Handbook, EFTA 2011](#).

Article 76 of the EEA Agreement forms the basis for the statistical cooperation. The practical organisation is specified in Protocol 30 of the EEA Agreement on participation in the EU's statistical programmes, data reporting and data dissemination. The EEA Agreement safeguards Norway's participation in all case preparation committees and expert groups arranged by Eurostat. Statistics Norway normally represents Norway in such committees and groups. Statistics Norway also participates in the programme committee for the statistical cooperation (ESSC), consisting of the directors of all the national statistical agencies in the EU and EFTA countries, headed by Eurostat's director. Key strategic decisions are discussed on expansions and changes in the European statistical cooperation, and new and amended legislation is voted on.

All EU legislative acts adopted within the framework of the EEA Agreement are legally binding and thus largely govern the formulation and development of Norwegian statistics in key areas.

Annex XXI to the EEA Agreement stipulates which EU legislative acts are applicable to the EFTA/EEA countries in the field of statistics. The cooperation is comprehensive and dynamic, and as of 1 January 2014 around 360 legislative acts are included in Annex XXI. An updated list of all statistical legislative acts that are relevant for Norway is available in [Annex XXI of the EEA Agreement](#).

European legislation on statistics

Regulation (EC) No. 223/2009 of the European Parliament and of the Council on Community statistics on European statistics – the European Statistics Act – was agreed and incorporated into the EEA Agreement in 2009. The regulation includes guidelines on the development, production and dissemination of European statistics, and is applicable in Norwegian law through regulations to the Statistics Act of Norway.

Regulations on the implementation of EEA legislative acts in European statistics were adopted by the Ministry of Finance on 20 June 2008. The regulations also take into account the implementation of future EEA rules in the field of statistics. All statistics regulations that are incorporated into the EEA Agreement are implemented in Norwegian law through inclusion in the regulations on European statistics. These regulations are founded on the Statistics Act, and the regulations are therefore given the status of Norwegian regulations.

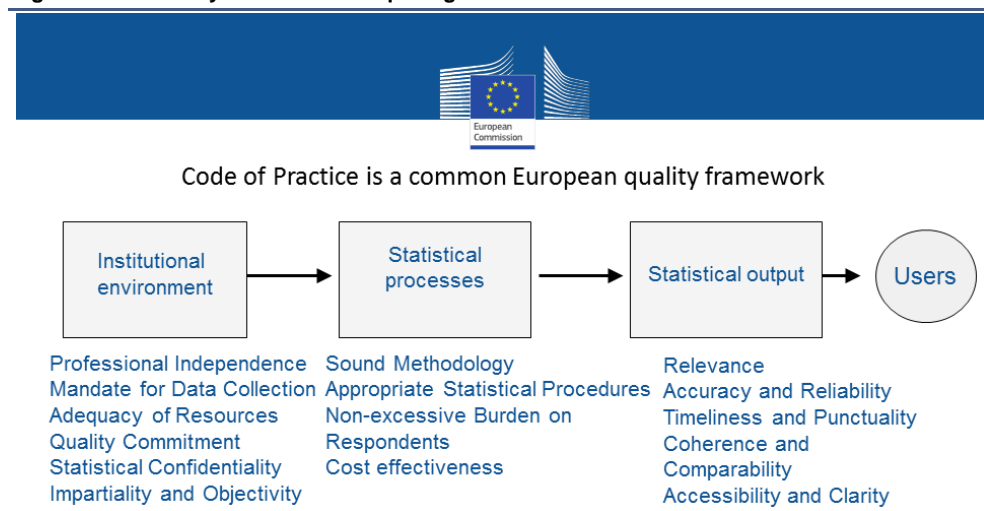
European guidelines on statistics

The European Commission has adopted [guidelines on European statistics](#) (Code of Practice), which apply to Eurostat, for the national statistical agencies and other national producers of official statistics in Europe. The applicable guidelines from 2011 are based on the European Statistics Act and provide a framework for quality assurance in the European statistical system and Statistics Norway. The guidelines consist of 15 main principles, with a number of underlying indicators that are associated with institutional conditions, statistical processes and products. These principles can be linked to the quality model illustrated in figure 1 below.

In 2014 and 2015, compliance with the requirements in the guidelines for European statistics will be mapped for the statistical agencies throughout Europe. An independent team will visit Statistics Norway, which will spend a week reviewing and assessing Norwegian statistics in relation to all of the requirements. Based on the review, Statistics Norway will create an action plan. A similar but less comprehensive review of Statistics Norway was carried out in 2007.

The [European guidelines on statistics](http://ssb.no) can be viewed at ssb.no.

Figure 1. Quality model and European guidelines on statistics



Quality statistics

The European guidelines on statistics provide a framework for quality assurance in Statistics Norway aimed at creating a culture of continuous improvement. Quality in the statistics means that the statistics satisfy different users' requirements. These must be weighed against each other and Statistics Norway must also take into account the totality of the statistics. The requirements can be summarised by the indicators that refer to the statistical products in figure 1. Consideration must be given to costs and efficient production.

See also information on [quality](http://ssb.no) at ssb.no.

1.3. National cooperation

Service declaration

Statistics Norway has a [service declaration](#) that describes how Statistics Norway manages its communication with users, parties reporting data and interview subjects.

The distribution of responsibilities for external communication is stipulated in Chapter 3 and is further detailed in various instructions, regulations and guidelines. Of particular significance is the communication with users of Statistics Norway's statistics and research and institutional contacts in Norway and further afield.

Statistics Council

[The Statistics Council](#) currently consists of 25 institutions. The Council coordinates the production and dissemination of official statistics in Norway.

The Statistics Council has the following mandate:

1. The Statistics Council is a consultative body for Statistics Norway and other producers of official statistics in Norway.
2. The Statistics Council shall:
 - a. Contribute to the coordination of production and dissemination of official statistics.
 - b. Contribute to establishing standards for official statistics with regard to professional independence, quality (relevance and coverage, accuracy,

- topicality and timeliness, comparability and coherence, availability and documentation), confidentiality and (the lowest possible) response burden.
- c. Promote forms of cooperation that contribute to meeting these standards and lead to the efficient production of statistics.
- d. Act as a forum for the sharing of experience, skills development and effective solutions for data collection, production and dissemination of statistics, and data distribution to researchers. This may be through arranging courses and seminars etc.
- e. Contribute to the coordination of the international statistical cooperation as necessary.

Advisory committees Contact with respondents and users of statistics partly takes place through advisory committees, which meet to discuss plans and the development of statistics. There are currently 17 advisory committees (see the appendix).

Liaison committees The following committees have been established based on cooperation agreements with the ministries, cf. follow-up of the Statistics Act:

- The liaison committee for health and social statistics
- The liaison committee for education statistics

Cooperation on quality in administrative data A large part of Statistics Norway's production of statistics is based on the use of administrative data (registers) from other government agencies. The quality of such data has a large bearing on the quality of Statistics Norway's statistics. Routines and tools have been devised aimed at improving the quality of administrative data for statistical purposes and to improve and standardise contact with the register owners, including establishing cooperation agreements. In 2012, a template agreement was created for the supply of data to Statistics Norway and cooperation on quality in administrative data. The purpose of the cooperation agreement is as follows:

- To regulate practical conditions concerning the statutory provision of data from administrative registers by register owners to Statistics Norway pursuant to the Statistics Act
- To determine what information on quality is relevant to exchange
- To clarify what quality improvement measures are to be implemented
- To improve quality and maximise resources both for register owners and Statistics Norway
- To help reduce the total response burden

Knowledge of the content of the registers is essential, and quality improvement requires close contact and ongoing cooperation between Statistics Norway and the register owners. Efforts to establish agreements were initiated by register owners/cooperation partners in the Statistics Council. As part of an international cooperation project, Statistics Norway has devised templates for measuring and describing the quality of administrative data sources. Statistics Norway has established a total of 19 cooperation agreements with a total of 25 contracting parties. Quality reports have been devised for 81 of the 88 data sources from which Statistics Norway receives data.

Other areas of cooperation The national statistical cooperation is partly covered in the following forums:

- The SKATE cooperation (management and coordination of services in e-administration).
- Cooperation forum for the Central Coordinating Register for Legal Entities with owners of associated registers and the Norwegian Mapping Authority
- Cooperation on the land registry (Matrikkelen), including annual contact meetings
- Norway Digital and sub-groups
- Cooperation linked to the National Register, the user forum and modernisation of the National Register

- Working groups aimed at ensuring quality in the source data registers, including with the Directorate of Taxes and the Norwegian Mapping Authority
- Ongoing cooperation between register owners and statistics divisions. Ad-hoc cooperation in connection with development projects etc.
- The joint council in KOSTRA (Municipality-State-Reporting)

Consultations Statistics Norway often acts as the consultative body when new laws, regulations and official reports (the NOU series) are being drawn up.

Dealings with the media Questions about Statistics Norway's activity and work programme in general are normally answered by the Director General or one of the department directors, while individual employees answer questions about the research/statistics in their area. The questions normally relate to the interpretation or description of figures, analysis or research results.

Language variants Statistics Norway complies with the provisions of the Act on use of language in public service (*Lov om målbruk i offentlig teneste*). This means that responses to enquiries must be given in the same language they were received. Statistics Norway's goal is for each language variant to be used in at least 25 per cent of material published by Statistics Norway, including job vacancy announcements.

2. Management of the activity

2.1. The Board

The Board discusses and determines Statistics Norway's strategy and annual overarching activity plans based on proposals by the Director General, and presents these issues and the annual report to the Ministry of Finance. The Board makes a statement on the annual report to the Ministry. The Board must also approve the proposed budget (for $t + 2$ years) from Statistics Norway before submission to the Ministry of Finance. The Board is otherwise generally responsible for overseeing the development of official statistics and the activity within Statistics Norway.

The Ministry of Finance has produced instructions for the Board, which are applicable from 1 January 2014. See appendix.

The Ministry of Finance appoints the chairman of the Board and members for a four-year period. The Board consists of a chairman, deputy chairman and five members, including one member who is nominated by the employees. A total of three deputy members are appointed, one of which is the deputy for the employee representative.

2.2. Director General

The Director General is appointed in a fixed-term position by the government, and has subject-related and administrative responsibility for the activity in Statistics Norway. In accordance with the provisions of the Statistics Act, the Director General shall draw up, and submit to the Board, proposals for strategies, budgets, annual activity plans and annual reports. The Director General is responsible for ensuring that the work programme is implemented within Statistics Norway's economic framework and in the most effective way possible. More detailed provisions are given in the instructions to the Board (appendix).

Guidelines are given in the main instructions to the Director General on financial management in Statistics Norway (*Hovedinstruks til administrerende direktør om økonomiforvaltningen i Statistisk sentralbyrå*), as determined by the Ministry of Finance, dated 10 June 2004.

2.3. Other management

The management consists of the Director General, a deputy director general and the departmental directors. The management team is required to keep one another informed of important external contacts or enquiries that affect Statistics Norway as an institution, the departments' specialist field or the cooperation with other parties.

Within the management team, the individual department directors are responsible for the specialist areas attributed to their own department. Individual cases of principle or which affect other parts of the activity shall be discussed in the directors' meetings (DM). The deputy director general is the executive director's deputy. The deputy director general may also be responsible for some larger multi-discipline projects, nationally and internationally, and other tasks as determined by the Director General. The research director has a specific responsibility to coordinate all research activities in Statistics Norway.

<i>Directors' meeting (DM)</i>	Management usually meets every week in a DM. The Director General determines the agenda based on proposals from the department directors, and others where relevant. Other managers generally have access to the documents. Minutes of DMs are available to all employees. The meeting documents are also recorded in Statistics Norway's electronic records.
Issues dealt with by management	<p>As a basis for the Director General's decisions, issues of material importance to Statistics Norway are dealt with in the DMs. The issues fall into two, often overlapping, main categories;</p> <ul style="list-style-type: none"> - subject-related questions and - questions relating to the Board and administration. <p>Subject-related questions include assessing the need for new statistics, overarching priorities, strategic considerations, issues relating to the legal basis and the relationship with users and respondents.</p> <p>The other main group of issues is questions with an administrative, planning and management significance for the activity as a whole, and includes devising an overarching strategy and activity plan, reporting, budgeting and financial issues, personnel policy issues and guidelines that regulate various aspects of the activity.</p>
<i>Morning meetings</i>	The Director General, deputy director general, director of administration and director of communications meet three times a week to follow up and prepare relevant issues.
<i>Directors' forum (DF)</i>	The DF is a platform for discussing issues related to the various specialist areas and administrative issues, and is held once or twice a month. Larger projects and strategic decisions are discussed in the DF before being submitted to the DM for a decision.

2.4. Management criteria in Statistics Norway

The management criteria were reviewed in conjunction with the programme for management development conducted in 2009 and 2010. In accordance with the management criteria, a manager in Statistics Norway shall

- ...actively realise the strategy
- ...be innovative and strive for improvement
- ...take responsibility for the big picture
- ...develop expertise
- ...recognise each individual employee's contribution

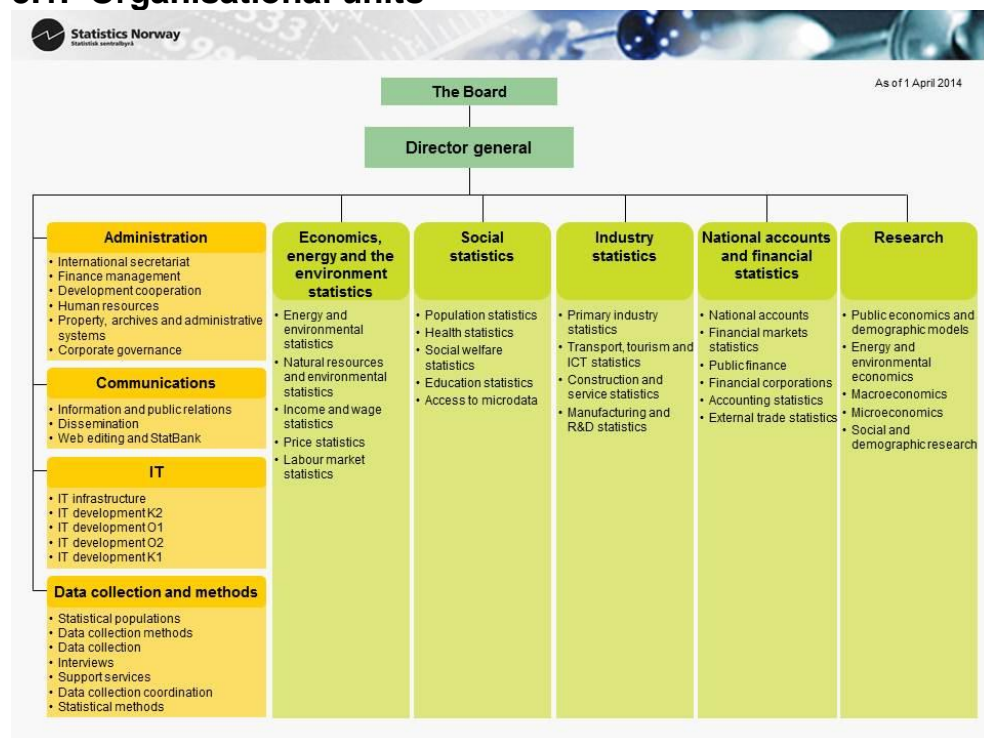
2.5. Project management

Guidelines have been established for project and portfolio management in Statistics Norway. These are set out in the project model and framework for portfolio management.

The DM serves as the overarching body in portfolio management, and approves commencement and completion of all projects in the portfolio. The DM is also responsible for the strategic management of the project portfolio, and for ensuring good framework conditions for project management in Statistics Norway. See also Section 12.1.

3. Internal organisation

3.1. Organisational units



3.2. Departmental management

Responsibilities and duties

Responsibility for the various specialist areas also entails the harmonisation and coordination between the different working areas in and outside the relevant department. The department has overall responsibility for carrying out evaluations of the activity within the subject area for which the department is responsible.

Management team

The management team in a department consists of the director of the department and middle managers, i.e. division managers/research managers.

Compliance with Statistics Act

The departments are responsible for ensuring compliance with the provisions on administrative data, and that the necessary agreements are in place and adhered to.

3.3. Division and research group managers

Responsibilities and duties

Division/research managers are responsible for personnel issues and subject-related issues in the activity in their own unit. Within each area, individual middle managers shall present proposals that contribute to the professional development of Statistics Norway, and ensure the planning and implementation of the processes underlying Statistics Norway's products.

Harmonisation, documentation and standards

The divisions are independently responsible for the harmonisation and coordination of the specialist fields in their own department and with other departments. This requires the preparation of necessary documentation for the work of the individual statistics and use of statistical standards. The statistics divisions shall work closely

with the Standards Committee in dealing with revisions of individual standards and classifications.

Management team The management team in a division consists of division or research managers and staff with managerial responsibilities for specific activities within their field. Regardless of the internal organisation in the division, the division or research manager is responsible for providing plans and reports for the department director/Director General, and has responsibility for the personnel in their division. There is no fixed pattern for the internal organisation of the divisions. Many of the divisions delegate responsibility for specific areas to group or project managers.

Level of detail in planning Planning and reporting shall have a level of detail that makes it possible to monitor the progress of the work. It must also be possible to analyse the reasons for not reaching a goal or exceeding resource limits. Goals therefore need to be devised that can be analysed in retrospect in order to monitor progress, and milestones or dates need to be set for when a project or parts of a project will be completed, within the allocated resource limits.

3.4. All managers' meeting

The all managers' meeting is the central joint meeting platform for managers in Statistics Norway. The participants are managers as shown in the organisation chart and project managers of large multi-discipline projects. Three all managers' meetings are normally held a year, one of which is an activity plan seminar in September/October.

4. Information security and emergency preparedness

Work in the area of security in Statistics Norway has the following main goals:

- To prevent breaches of confidentiality, integrity and accessibility of information and the system in which the information is available.
- To ensure that information is not accessible without authorisation.
- To ensure that information is not changed or destroyed without authorisation.
- To ensure that information is accessible and can be used by employees to enable them to perform statutory duties.

Security organisation in Statistics Norway The *Director General* has overall responsibility for information security in Statistics Norway.

The *director of administration* has supervisory responsibility for the area, and is the security manager in accordance with the regulations on security administration in § 2-5 of the Security Act.

The *security advisor* is responsible for advising, coordinating and overseeing the implementation of information security in Statistics Norway, and is the deputy security manager in accordance with the regulations on security administration in § 2-5 of the Security Act.

The *security team* consists of the security advisor in the day-to-day work.

Individual managers at every level are responsible for safeguarding information security within their area of responsibility. Managers shall ensure that employees and other parties are given sufficient training in security. Managers are responsible

for complying with and monitoring information security within their own area of responsibility.

Individual employees are responsible for ensuring that information security (the duty of confidentiality) is safeguarded within their own area of responsibility and undertake to make an effective contribution to security.

Systems and plans Statistics Norway has a security manual and emergency preparedness plans for dealing with serious crises, an overarching and area plans for IT infrastructure, physical security/buildings/technical facilities, crisis communication and pandemic influenza. These are aimed at serious and extraordinary situations such as crime, fire, accidents, natural disasters, security policy crises and acts of war.

Statistics Norway has a government agency plan relating to Norway's civil emergency preparedness system (*Sivilt beredskapssystem*) and a plan for self-protection against acts of terrorism (*Plan for egenbeskyttelse mot terrorhandlinger*).

Risk management and internal controls The state's financial management regulations' (*Statens økonomireglement*) requirements for risk management and internal controls are to be complied with. Risk assessments are associated with the main goals and projects. The Department of administration is responsible for risk management and internal controls.

Risk assessments have been carried out for the production of statistics in general, IT, financial management, procurement and security. The risk assessments are published in the [Activity plan 2014: Risk assessments – Statistics Norway](#)

The internal control activity in Statistics Norway shall verify that the requirements for systems and routines in § 14 of the state's financial management regulations and chapter 2 of the provisions on financial management in the state (*Bestemmelser om økonomistyring i staten*) are complied with and documented. In order to determine whether a requirement is complied with and documented in accordance with the definition in the financial management regulations, controls must be made to ascertain that systems and routines exist, are documented in writing, are complied with and that written evidence of compliance exists. In Statistics Norway, the European guidelines on statistics in addition to the financial management regulations constitute the framework for internal controls, and the production of statistics is assessed in relation to these, partly through quality reviews as discussed in Chapter 6. The Department of administration is responsible for the central internal control.

5. Planning and follow-up

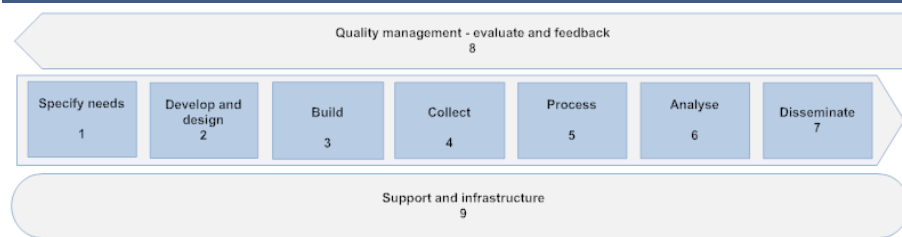
Strategy Statistics Norway's strategy directs how Statistics Norway shall evolve in the years ahead. [Strategy 2014-2017](#) replaces the strategy from 2007. The main goals are:

1. Statistics Norway shall be society's leading supplier of facts
2. The statistics shall meet user needs
3. Relevant research and analysis shall give the statistics extra value
4. Statistics Norway shall take part in the international cooperation for improved statistics
5. Statistics Norway shall have easy access to data sources
6. Statistics Norway shall be an effective and knowledge-based organisation

Statistics Norway's business model Statistics Norway has developed a business model that, among other things, can be used in efforts to adopt standardised routines, systems and methods that match

best practice in this area. Standardisation of processes, methods and systems is central in Statistics Norway's work on quality and efficiency improvements.

Figure 2. Business model for Statistics Norway



<i>Activity planning</i>	In connection with the internal distribution of the budget for the coming year, guidelines are drawn up for work on the activity plan, which also include technical guidelines that the departments should act in accordance with in the detailed planning. The departmental activity plans are completed after the overarching activity plan is finalised internally and by the Board.
<i>Outcome indicators</i> <i>Portfolio management</i>	Activity in Statistics Norway is monitored at a senior level using a set of <i>outcome indicators</i> that measure the use of statistics, production volume (such as the number of statistics released and publications), quality (e.g. response rates, topicality and timeliness) and resource input (distribution of man-hour consumption in activity areas, finances and personnel-related issues). The response burden is also a key indicator. Portfolio management is carried out in accordance with best practice. See Section 3.5 for more information.
<i>Systematic quality work and Lean</i>	The European guidelines on statistics form the framework for Statistics Norway's quality work, and Statistics Norway has introduced various tools, such as quality indicators, quality reports, self-assessments and, most recently, a quality review system, as part of the internal controls. In 2012, a programme was initiated to introduce continuous improvement based on Lean. The emphasis here is on improving the efficiency of production processes.
<i>Cooperation agreements for IT</i>	A set of cooperation agreements was established, which regulates roles, responsibilities and processes in the cooperation between the Department of IT and the other departments in relation to requirements for IT services. The service agreements are structured as follows:
Level 1 – Governing document	The governing document is uniform for all agreement areas and defines the framework for the scope of service agreements, such as the definitions in the agreements, roles and responsibilities, list of services, and routines for planning, monitoring and reporting.
Level 2 - Services	The services provided by the Department of IT are described in a set of appendices to the agreements. The appendices describe how to order the services and the general quality requirements that are applicable.
Level 3 - Delivery specification	The delivery specification describes the operational content of the deliveries of the individual agreements and includes the systems that the agreement relates to. The annual activity plans shall describe the planned need for change for each system. Balancing resource needs, including available resources for development purposes, takes place through portfolio management.
<i>Follow-up and reporting</i>	The main reporting on activities in different areas, including goal achievement, takes place after year-end and covers all activity. A half-year report is also drawn

up for the Ministry of Finance in August each year. Status reports on the budget situation as at 1 May and 1 September are sent to the Ministry of Finance.

6. Personnel responsibility

Each department is responsible for all matters concerning the department's personnel, and the division and research managers have direct personnel responsibility for the employees in their unit. This implies a duty to ensure that employees are treated in accordance with applicable laws and regulations, and in line with the aims of Statistics Norway's personnel policy.

Health, safety and the environment, HSE

HSE checks are to be conducted every two years and reported to the Working environment committee in the form of an action plan. The departments shall report annually the status of their action plans to the Working environment committee. The purpose is to map physical and psychosocial factors in the department in order to identify areas for improvement and the need for action.

Performance appraisals

Staff performance appraisals are held once a year.

7. Budget responsibility

Delegation

The Division for finance management under the Department of administration has coordination responsibility for the budget and resource priorities and submits proposals for these to the Director General. Statistics Norway's budget is allocated to departments and areas of activity. The budget allocation authority is delegated to the departmental directors. This is done in writing and is included in the annual budget document. The departmental directors may in turn delegate budget allocation authority, which must be done in writing. The person responsible for the budget shall ensure that the funds are used in accordance with management decisions and applicable rules, and in accordance with requirements set out in the activity plan and internal allocation documents etc.

Financial reporting

Monthly financial reports are drawn up and more extensive financial reviews are conducted after the end of April, August, October and December.

Procurements

Procurements shall be made in accordance with the Act and regulations on public procurement, Statistics Norway's procurement strategy and guidelines in the Procurement Handbook. All contracts relating to procurements over NOK 100 000 shall be subject to competition and arranged via Statistics Norway's electronic tender competition tool.

Revenue-generating activity

Revenue-generating activities consist of the production of statistics, provision of micro data and analyses and research projects funded directly by users. Statistics Norway also undertakes data processing tasks from time to time. *The Division for access to microdata* is responsible for giving researchers access to micro data.

Contracts

Within the frameworks and guidelines drawn up on revenue-generating activity, decisions concerning ordinary assignments are made by division managers or department directors. If an assignment calls for more personnel in the division/department, or the assignment deviates from past practice or the assignment portfolio, including where the assignment does not involve the production of statistics or research, the Director General and, where relevant, the rest of the management team shall be involved in the decision-making process.

Assignment contracts with national clients with a value up to NOK 100 000 can be signed by the division manager, unless the assignment covers a number of specialist fields or is of a principal nature. Major contracts shall be signed by the

department director. The Director General shall sign contracts at institutional level and contracts that cover a number of specialist fields.

Standard contracts shall be used.

Contracts with international clients, such as international statistical organisations, shall be signed by the Director General. Standard EU grant contracts can be signed by the responsible department director.

Original contracts shall be recorded and archived in Statistics Norway's files.

Pricing of products and services

Assignments must be priced so that the full costs are covered. The assignments must bear their share of the activity's general joint costs. These are costs that cannot be linked directly to the final product.

8. Training and skills

The responsibility for planning, implementing and monitoring skills development measures lies with the management, while employees are responsible for their own learning and development.

Planning and monitoring of individual skills development shall be undertaken in the annual performance appraisal.

Statistics Norway has internal training programmes and courses.

9. Establishing new statistics

Decision to establish new statistics

The Director General is responsible for making decisions on establishing new statistics (Statistics Act § 2-1). This normally takes place in the DM, but can also occur through an individual decision. The decision shall include a determination of whether the duty to provide information (the Statistics Act § 2-2) and compulsory fines (§ 2-3) are applicable. See the appendix for a schematic description of the process.

Form-based data collection – electronic and paper

In order to ensure coordination and proper procedures when preparing questionnaires, the *approval form for data collection* shall be used. The form, which is used under the provisions of the Statistics Act, shall be approved by the Director General prior to initial dispatch, and when the form has undergone major changes.

The appendix provides details for preparing a new form or making extensive changes to an existing form. There are also guidelines on the layout of questionnaires, *Retningslinjer for visuell utforming av spørreskjema*, issued in Handbook 88.

User testing

Forms shall normally be tested on users. A handbook is available that provides information on practical user testing, *Praktisk brukertesting, Håndbok 87*.

Editing

A handbook is also available giving information on editing data, *Datarevisjon. Kontroll, gransking og retting av data. Anbefalt praksis*. (Statistics Norway's handbook 84 from 2005).

ISEE

Integrated System for Editing and Estimating (ISEE) is Statistics Norway's framework solution for preparing data. ISEE and its underlying modules, including modules for editing micro data and estimation routines, is used in a number of statistics, and is planned for use in several other statistics in line with the development of functionality. Ownership of ISEE lies with the Department of

industry statistics, and is managed through an interdisciplinary ISEE resource centre made up of the statistics departments, the Division for statistical methods and the Department of IT.

Metadata In connection with publication, metadata is provided about the statistics in Norwegian and English (*About the statistics*). All variables published in the statistics shall be documented in Statistics Norway's system for variable documentation (Vardok), and all classifications used shall be documented in the database for standard classifications (*Stabas*).

Storage Data storage shall be in line with the guidelines in the *Security Manual for Statistics Norway* and in the *Data storage in Unix in Statistics Norway*. Archive files should be documented in Datadok, which is the central file documentation system.

As a rule, personal ID numbers should be encrypted in archive files. The rules for encryption are given in the Security Manual.

10. Publishing

Dissemination policy Product responsibility for statistics also entails a responsibility for disseminating statistics and analyses in line with Statistics Norway's dissemination policy.

Initial publication The statistics departments are responsible for ensuring that initial publication of new statistics, after discussion with the Department of communications, is formally approved by the Director General.

Statistics calendar The statistics calendar is available at ssb.no.
The planned date for publishing statistics is reported to the *Statistics calendar* as soon as possible, and at least three months before publication. Advance notice shall also be given in the calendar for publications and articles – by the day before publication at the latest.

StatBank Statistics shall be published on ssb.no with the key findings given in the article and tables. All figures that are published shall be included in StatBank.

About the statistics In connection with publication, metadata shall be provided in *About the statistics* in Norwegian and English.

Microdata for research purposes Under certain conditions, microdata can be obtained from Statistics Norway's statistics by researchers at approved research institutions. See Data on research at ssb.no.

11. Standing committees

The committees described below form part of Statistics Norway's organisation.

11.1. Portfolio board

The portfolio board assesses project ideas it receives and presents a proposal to the DM on which initiatives merit a preliminary project to be initiated. The portfolio board monitors the progress of the portfolio and helps to solve problems that arise in or between the projects. Deviations that exceed specified frameworks are raised at the DM. The portfolio board is headed by the portfolio director and also consists of the head of the portfolio office and selected middle managers (line managers and project managers).

In support of the work of the DM and portfolio board, a separate function has been created in the Division for corporate governance; the portfolio office. The office's role is to support and assist the projects in the portfolio with advice and guidance relating to project management in accordance with *Best practice*. See also Section 3.5.

11.2. Standards committee

Mandate The standards committee shall:

- Have a coordinating function in the work on standards and metadata in Statistics Norway
- Drive relevant standardisation and metadata issues, and create flexible networks as needed to aid the research work
- Process proposals from the departments concerning new and revised standards, and present these to the Director General for approval
- Help to establish a framework around the statistical systems via standardisation of metadata, templates and common metadatabases
- Process and present annual reports and plans for the standards work in Statistics Norway
- Collect information on Statistics Norway's contact with international and national institutions and bodies that administer the work on standards.

Composition The committee is headed by the research manager for the Division for statistical methods, and otherwise consists of one member from each department.

11.3. Confidentiality committee

The confidentiality committee is an advisory committee for assessing the confidentiality of access to microdata and publishing of detailed statistics. The committee shall:

- Mandate*
- Process and check applications from external units to the DM requesting status as a unit that can receive microdata for research purposes
 - Maintain an official overview of units that can receive microdata from Statistics Norway for research purposes
 - Advise the statistics division that processes and authorises the access to microdata for a specific project
 - Process proposals for the publishing of statistics that are deemed to conflict with § 2-6 of the Statistics Act.

Composition The committee is chaired by a lawyer from the Department of administration. All of the statistics departments, the Division for statistical methods and the Department of communications are represented in the committee. The Department of research participates in the processing of cases involving microdata.

12. Employee organisations

Adjustment agreement An agreement has been entered into between Statistics Norway and the civil servant unions in accordance with § 4 of the collective wage agreement (*Hovedavtale*): adjustment agreement for Statistics Norway. The agreement's main purpose is to ensure the best possible basis for cooperation between managers and employees in Statistics Norway, and includes guidelines on the cooperation between Statistics Norway's management and union representatives.

Working environment and liaison committee The cooperation between Statistics Norway's management and the unions is primarily dealt with through the Working environment and liaison committee. The role of the committee is to provide information and discuss/negotiate between the parties. Eight to ten meetings are normally held a year.

The committee is made up of representatives from management and representatives from each of the four civil servant unions. The committee is chaired by the Director General. The Department of administration is responsible for the secretariat.

The committee deals with matters covered by §§ 11-14 of the collective wage agreement (information, discussion and negotiation issues) and § 7.2 (2) of the Working Environment Act (working environment matters). In relation to working environment matters under § 7.2 (2) of the Working Environment Act, the head safety representative and company doctor shall also take part in meetings.

Working environment
committee matters

Other matters relating to the working environment are dealt with by the Working environment committee. The Working environment and liaison committee thus becomes the Working environment committee when the head safety representative and a line manager with voting rights take part. Representatives from the external occupational health service also take part. The head of the committee alternates between the employer and the employee's representative for a period of one year.

Appendix: Relevant handbooks and documents

Laws and principles

Statistics Act

The main work of Statistics Norway is laid down in the Act relating to official statistics and Statistics Norway ("The Statistics Act of 1989") of 16 June 1989.

Guidelines on European statistics (Code of Practice)

The guidelines aim to safeguard the public's confidence in European statistics by laying down principles on how the statistics are to be developed, compiled and disseminated. See also Section 1.2.

Regulation on European statistics – supplement to the Statistics Act of Norway
Regulation (EC) No. 223/2009 of the European Parliament and of the Council on Community statistics on European statistics, which was adopted in March 2009, applies to the European statistical system and is adopted as a supplement to the Statistics Act of Norway.

UN principles for official statistics

On the grounds that official statistical information is an essential basis for the development of the economy, demography, environment and social areas, the UN Statistical Commission has developed ten principles for official statistics, approved by the UN's General Assembly in January 2014.

International cooperation

EFTA/EU Statistical Cooperation Handbook. EFTA 2007.

Security Handbook for Statistics Norway

Taushetserklæring i SSB (Confidentiality statement in Statistics Norway)

Krise- og beredskapsplan for Statistisk sentralbyrå (Crisis and emergency preparedness for Statistics Norway)

Områdeplan for IT infrastruktur (Area plan for IT infrastructure)

Områdeplan for krisekommunikasjon (Area plan for crisis communication)

Områdeplan for fysisk sikkerhet, bygg og tekniske anlegg (Area plan for physical safety, buildings and technical plant)

Branninstruks for Statistisk sentralbyrå (Fire instructions for Statistics Norway)

Planning and reporting

Strategy 2014-2017. Statistics Norway. Plans and reports 2014/1.

IT strategies 2007. Plans and reports 2007/13. In Norwegian and English.

Strategy for data collection. Plans and reports 2007/15
In Norwegian and English.

Strategy for skills development. Plans and reports 2007/16. In Norwegian and English.

Ethics and statistics. Plans and reports 2007/18. In Norwegian and English.

Virksomhetsplaner (Activity plans) and risikovurderinger (risk assessments)

Årsmeldinger og årsrapporter (Annual reports)

Årsrapport. Statistikkrådet 2013. (Annual report. Statistics Council)

Integration and coordination

Virksomhetsmodell for Statistisk sentralbyrå (Business model for Statistics Norway)

Subject areas. SSB.no/Statistikkområder

See the tab under the Statistics heading.

Standard Industrial Classification. 2007. NOS D383

For this and standard classifications in general, see Database for standard classifications (STABAS)

Production of statistics

Statistics Norway has a number of handbooks and documents that support the production of statistics. Many of these are only available internally, but are still included in the following list without a link/reference in this external version of Statistics Norway's organisation and management. The list follows the various steps in the production process as described in Statistics Norway's business model.

- Clarify need

- Plan and design

Checklist for establishing new statistics or major restructuring, see appendix

Retningslinjer for behandling og prising av oppdrag (Guidelines on processing and pricing assignments)

Praktisk brukertesting (Practical user testing) Statistics Norway's handbook 87. Published in 2006

Retningslinjer for visuell utforming av spørreskjema (Guidelines for design and layout of questionnaires) Statistics Norway's handbook 88. Published in 2006

En praktisk innføring i utvalgsplanlegging (A practical introduction to planning samples). <http://www.byranettet.ssb.no/publikasjoner/1254472322.36> Notes 2006/38

Spørreskjemametodikk etter kokebokmetoden (Questionnaire methodology using the recipe book method). Ad Notam 1999, Gustav Haraldsen

Prosjekt- og Porteføljestyling (Project and portfolio management in Statistics Norway)

- Collect

Coping with decreasing response rates in Statistics Norway. Recommended practice for reducing the effect of non-response. Report 2006/29

Opplysningsplikt og tvangsmulkt. (Duty to provide information and compulsory fines.) Revised 1 March 2013.

- Prepare

Datarevisjon. Kontroll, gransking og retting av data. Anbefalt praksis. (Data audit. Control, checking and correcting data. Recommended practice)

Handbook 84/2005

- **Analyse** http://www.ssb.no/english/subjects/00/90/rapp_200629_en/

Logistisk regresjon (Logistic regression). Notes 2006/54

Dokumentasjon av sesongjusteringer i SSB (Documentation of seasonal adjustment in Statistics Norway). Notes 2009/27

- **Disseminate**

Ssb.no provides a brief overview of the dissemination policy.

Statistisk sentralbyrås formidlingspolitikk. Håndbok 2007/89

Statistics Norway's dissemination policy. Documents 2007/10

Visualisering av statistikk (Visualisation of statistics). From table to diagram
Notes 2002/47

User-friendly presentation of statistics (handbook I, statistics dissemination created for the UN in 2009)

Tall kan temmes. IJ forlaget 2007, Jan Erik Kristiansen

Making Data Meaningful is a series of handbooks giving guidelines, advice and good examples in relation to communication and dissemination. The handbooks are compiled within the framework of the Work session on Statistical Communication, which is a part of the UNECE statistical cooperation.

- Making Data Meaningful, part 1, A guide to writing stories about numbers, United Nations, New York and Geneva 2009
- Making Data Meaningful, part 2, A guide to presenting statistics, United Nations, Geneva 2009
- Making Data Meaningful, part 3, A guide to communication with the media, v United Nations, Geneva 2011
- Making Data Meaningful, part 4, A guide to improving statistical literacy, United Nations, Geneva (Final draft 2012)

Evaluation of the quality reviews 2011–2012.

Appendix: Advisory committees

Statistics Norway has a great deal of contact with users, including to identify and prioritise the need for official statistics and analyses. The main formal contact is via various forms of committees, normally an advisory committee, which Statistics Norway has appointed for most statistical areas. The members of the advisory committees are appointed for a period of four years. The chair and secretariat are the responsibility of Statistics Norway.

Mandate for advisory committees

1. The committees are advisory bodies for Statistics Norway.
2. The committees are to help Statistics Norway identify and substantiate individual user groups' needs for statistics and analyses within specific statistical areas.
3. The committees shall give Statistics Norway advice on prioritisation.
4. The committees shall give Statistics Norway advice on the planning of individual surveys, including the design and content of the surveys.
5. The committees shall give advice on how the results are to be disseminated.
6. The committees shall take part in the preparatory work for the next year's activity planning.

Minutes of the committee meetings with a summary of the need for statistics and priorities are an important source material for Statistics Norway's work in planning the activity. The minutes are sent to the DM. Statistics Norway does not pay committee members for their work, but may, where necessary, cover diet and travel expenses.

Advisory committees

Department of economics, energy and the environment

Division for energy and environmental statistics

Advisory committee for energy statistics

Division for natural resources and environmental statistics

Advisory committee for land area statistics

Advisory committee for waste statistics and waste accounts

Division for price statistics

Advisory committee for price indices

Division for labour market statistics

Advisory committee for labour market statistics

Department of industry statistics

Division for primary industry statistics

Advisory committee for hunting statistics

Advisory committee for land use statistics

Division for transport, tourism and ICT statistics

Advisory committee for tourism statistics

Advisory committee for land transport statistics.

Advisory committee for shipping statistics

Advisory committee for ICT statistics

Division for construction and service statistics

Advisory committee for commodity statistics

Advisory committee for construction and plant statistics

Advisory committee for housing and property statistics

Advisory committee for business service statistics

Division for manufacturing and R&D statistics

Advisory committee for manufacturing statistics

Advisory committee for Svalbard statistics

Appendix: Checklist for establishing new statistics and major restructuring

Approval of plans

In the AP process or separate case for DM	
	The <i>Division for statistical methods</i> and the <i>Department of communications</i> shall be consulted when establishing new statistics.
	When planning projects that require IT resources, the portfolio board shall be contacted (see also Section 6).
	Guidelines on pricing of user-financed assignments

Data collection

Administrative data	See the Statistics Act and use of administrative data, Plans and Reports 2000/12	
Use of own form/data collection system	<p>When planning a new survey, the <i>Department of data collection and methods</i> must be contacted as early as possible. The <i>Division for data collection methods</i> will initiate a start-up meeting where all involved parties and relevant statistics divisions are invited (<i>Division for data collection methods</i>, <i>Division for data collection</i>, <i>Division for support services</i> - and when necessary – the <i>Division for statistical populations</i>, <i>Division for interviews</i> and the <i>Division for data collection coordination</i>). A schedule will be agreed at the meeting, with clarification of who is responsible for the various activities.</p> <p>The list below shows some of the work processes that are discussed at the start-up meeting.</p>	
<i>All forms sent to businesses will generally be available both in paper form and an electronic version. The use of paper forms is to be reduced in the main dispatch, but paper forms may be ordered by the respondent.</i>	Assistance in form design and data collection methods. Consider the type of user testing. It is a general objective that all new surveys should be user tested.	<i>Division for data collection methods (820).</i>
	Metadata registration for establishing electronic forms (IDUN and Altinn)	<i>Division for data collection (830)</i>
	Formulate electronic form (Altinn)	<i>Division for data collection (830)</i>
	Test electronic form	<i>Division for data collection (830) in close cooperation with the statistics division</i>
	Formulate the paper form	<i>Division for data collection (830)</i>
	Establish a sample with an overview of reporting units (NORSAMU and System for sample administration)	<i>Responsible statistics division together with A800</i>
	Prepare for optic reading of paper form, programmers in Eyes & Hands.	<i>Division for data collection (830)</i>
	Data processing (response service, controls, audit etc.), deadlines and data transfer to the statistics division's system	<i>Division for support services (850)</i>

Data collection cont'd.

	Approval form for data collection as a checkpoint to ensure that applicable guidelines on form design are adhered to.	<i>Division for data collection methods (820)</i>
	Production routines for data collection in IDUN and Altinn	<i>Division for data collection (830)</i>
	Duty to provide information	To be approved by Director General
	Compulsory fines	To be approved by Director General
	Language	To be available in Bokmål and Nynorsk. Substantiated exceptions may be granted by the Department of communications.
	Audit	See the <u>audit handbook</u> , Handbook 84

Security

<i>Security aspects are considered and a risk assessment is performed</i>	Guidelines are given in the <i>Security Manual for Statistics Norway</i> .
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Release and publishing

Statistics calendar	<ul style="list-style-type: none"> The date of publication shall be given in the <u>statistics calendar</u>. Contact the <i>Department of communications</i>.
Release	<ul style="list-style-type: none"> The Director General shall approve first releases. A statistics release entails the statistics being placed in StatBank, and publishing of Today's statistics and About the statistics.
Publishing	<ul style="list-style-type: none"> See <u>About ssb.no</u>

Documentation and storage

Product register	<ul style="list-style-type: none"> Data on products is to be entered in the product register.
Storage	<ul style="list-style-type: none"> In line with the guidelines in the <i>Security Manual</i>/see also <i>Data storage in Unix in Statistics Norway</i> Archives shall be documented in <i>Datadok</i> (the central data documentation system)

Media contact

Guidelines	<ul style="list-style-type: none"> Media contact
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Appendix: Planning and budget calendar

Preliminary DM seminar

- strategies
 - budget proposal drawn up the year before
 - text to Proposition to the Storting, no 1
 - input from the departments
- August**

Decisions – priorities

The following documents are prepared:

- consequence-adjusted budget
 - proposal for main priorities
 - proposal for new projects
 - proposal for budget for the year after next
 - draft document
- September**

Guidelines on the work with the activity plan

Prepared, approved by the DM and issued

- text on prioritised areas
 - budget proposal
 - product register (start of December)
 - discussed in AP seminar in mid-October
- By mid-October**

Planning documents to be prepared and discussed

- text
 - budget
 - FTEs table
 - planning systems updated
 - project documentation
- October/November**

Further planning process

- meetings for inter-disciplinary projects
 - meetings for selected areas
 - meetings with the departments
- October/November**

Budget proposal for the year after next

- finalised and submitted to the Ministry of Finance, after processing by the Board
- End of November**

AP – balancing the budget

Around turn of year

Finalising the AP

- complete planning document – incl. Activity Plan. Initiatives and priorities, Activity plan. Risk assessments and Statistics Norway's budget (internal budget distribution) – to be published
- As soon as possible after final decision**

Follow-up of the activity/annual reports

- follow-up of the activity
 - Ministry of Finance's annual report
 - annual report
- in conjunction with the accounts review for the year
 - during February
 - by the end of the first quarter

Appendix: Guidelines on contact with Storting

It is important that Statistics Norway conveys its statistics and research to the outside world in a way that ensures our credibility as an independent institution. The contact with Storting's bodies and parties should be undertaken in a formal, orderly and transparent manner.

Meetings with Storting's bodies and parties differ from other meetings, partly because Storting is constitutionally superior to the Ministry of Finance and Statistics Norway, and represents the political power in Norway. It is especially important that Statistics Norway's information and accountability is not questioned here, and that the information given is publicly available.

The principles of Statistics Norway's contact with Storting (committees, party groups and individual representatives) are the same as for all our communication:

- We shall to a large extent try to accommodate everyone who wants to convey research results, statistics and other analyses. It is an important part of Statistics Norway's responsibility to society.
- We shall treat all parties equally (including government and opposition).
- We shall be professionally autonomous.
- We shall be open and transparent about what we do and who we communicate with.

Internal procedures for requests for lectures and presentations:

1. When you receive a request, you should:
 - a) Be positive and forthcoming (dissemination is an important part of our responsibility to society).
 - b) When relevant, say that, in principle, we prefer presentations in fora that are open to representatives of all parties.
 - c) State that written material that is presented or supplied will be made publicly available.
2. Inform the division manager of the request, who in turn will inform the department director. The department director, in consultation with whoever received the request, the division manager and, where appropriate, the Director General shall decide how to handle the request. Often it will be appropriate for a number of Statistics Norway employees to participate, partly to ensure a breadth of expertise. Requests to meet with Storting *committees* should always be reported to the Director General.
3. Information on the meeting is included in a separate list of external publications. This applies to all Statistics Norway employees and is updated immediately after the meeting.
4. Presentations and other submitted material shall be supplied upon request.

Logging enquiries and responses:

As with other archived documents, written enquiries from Storting and written responses from Statistics Norway, along with any other material to Storting shall be logged, cf. Freedom of Information Act. This also applies to correspondence in connection with Statistics Norway's specialist technical assistance in relation to, for example, model calculations.

Written responses should normally be forwarded to the division manager and/or the department director.

Appendix: General reporting – responsible unit

In connection with the preparation of annual reports, other reports and follow-up meetings, information is required in various areas of Statistics Norway's activity. In order to avoid confusion about which division is responsible for the various reports, an overview is presented below. The reports must be submitted as soon as possible after the year end.

Department of administration

- Overview of the planning system:
- Distribution of FTEs by type of activity
- Table of budgeted FTEs
- Overview of meetings outside Norway
- Overview of decisions on the duty to provide information and/or compulsory fines
- Number of consultations
- Security
- Accounts (and budget), with comments and notes
- User-financed assignments – customer groups
- Product accounts
- The portfolio of development projects
- FTE overviews. Total and broken down by department
- Personnel overviews. Number of employees by: gender, age, length of service, category of position, education
- Skills development, courses
- Sickness absence
- FTE overviews. Total and broken down by department
- Miljøfyrtårn (eco certification) - dedicated portal for annual reporting within the environmental work

Department of communications

- Topicality of releases
- Timeliness of releases
- Number of publications
- Enquiries about Statistics Norway's web service and StatBank
- Enquiries to Statistics Norway's library and information centre
- Number of media enquiries
- Overview of new statistics and statistics that are to be expanded, resumed or changed significantly
- Language
- Consultations

Department of data collection and methods

- Information on electronic reporting
- Response rates
- Response burden

Department of IT

- Standards work – status report

Department of research

- External publishing

Appendix: Instructions for the Board in Statistics Norway

Instructions to the Board of Statistics Norway are determined pursuant to Chapter 1.2 of the Provisions on financial management in the state (*Bestemmelser om økonomistyring i staten*), issued by the Ministry of Finance on 8 June 2010.

The instructions clarify the duties and responsibilities laid down in the Statistics Act and associated regulations, and the Regulations for financial management.

1. Board proceedings

- a) The Board shall process matters in meetings, unless the chairman finds that the matter can be submitted in writing or processed in another satisfactory manner.
- b) The Board of Statistics Norway shall have seven members. The Ministry of Finance appoints the chairman, his deputy, five ordinary members and deputy members for periods of up to four years. Reappointment is permissible. One member and deputy member is appointed by the employees.
- c) All members and deputy members shall have access to all documents relating to matters concerning the Board's scope of work.
- d) The Director General attends Board meetings.
- e) The Board meetings are chaired by the chairman, and in his absence, the deputy chairman will chair the meeting.
- f) In order for the Board to constitute a quorum, at least three members or deputy members plus the Director General or his deputy must be present in addition to the chairman or deputy chairman.
- g) For cases submitted to the Board for a decision, the notice of meeting shall include an attached dispatch note with a brief presentation of the issue and the proposed resolution.
- h) Each year, the Board shall prepare a plan for its activity. The plan shall be based on the Board's main tasks during the year. The plan shall be prepared in cooperation with the Director General.
- i) Remuneration of directors is determined by the Ministry of Finance.

2. Notice of meeting and case documents

- a. Board meetings are convened by the chairman as often as is necessary for the issues to be processed, or at the request of at least three board members.
- b. The notice of meeting shall be in writing and shall normally be sent at least 14 days before the meeting. A copy of the notice of meeting and associated documents shall also be sent to the deputy members.

3. Board minutes

- a. The Board shall take minutes of meetings, which are signed by the members present and the Director General.
- b. The minutes shall, in each case, include:
 - a list of submitted documents
 - particularly important information given verbally at the Board meeting
 - Board decisions
 - any dissent
 - information that a Board member wants recorded in the minutes

If a Board members has not participated in the processing of a case, this must be stated in the minutes.

- c. Statements by the Board on financial and administrative matters should be documented in writing in the Board minutes.
- d. Board members and the Director General may demand to have dissent recorded in the minutes.
- e. A copy of the minutes shall be sent promptly to the Ministry of Finance and the Office of the Auditor General of Norway for information.
- f. A secretary is provided for the disposal of the Board, who is responsible for calling meetings, sending supporting documents and taking minutes.

4. Work of the Board - governance

- a) The Board shall consider and determine strategies¹ and the strategies' duration for the activity based on a proposal by the Director General.
- b) Each year, the Board shall consider and determine the overarching activity plan for the activity² based on a proposal by the Director General.
- c) The Director General will forward the proposed budget for Statistics Norway to the Ministry of Finance after it is approved by the Board in accordance with the deadlines stipulated in the letter of award.
- d) The Board shall consider and approve annual reports,³ including the annual accounts describing the activity and the extent to which the activity has achieved the objectives and requirements set by the Ministry. The Board shall make a statement on the annual report to the Ministry. The Board or the chairman shall sign the annual report together with the Director General.
- e) The Board shall consider matters of principle and/or matters with significant budgetary implications as presented by the Director General, including
 - o Advising the Director General on the professional development of the activity. This mainly includes a framework for the development of official statistics and research. The Board should participate in efforts to identify key user needs.
 - o The Board shall, on the recommendation of the Director General, stipulate guidelines for the scope and the main direction of externally-funded assignments performed by the activity.

5. Work of the Board - controls

- a) The Board shall ensure that the activity has adequate internal controls and shall help prevent control failures, errors and omissions.
- b) The Board shall ensure that assessments are performed to identify the main risk factors of the activity, and that plans are in place for follow-up.
- c) The Board shall ensure that the objectives and performance requirements set out in the letter of award, other decisions and steering documents are followed up and implemented within the framework of the allocated resources, and shall ensure that the Ministry is informed of significant deviations from the letter of award or budget.
- d) The Board may impose more detailed reporting requirements on the activity during the year as deemed necessary for the Board to perform its duties.
- e) The Board may initiate evaluations in order to obtain information about the efficiency, goal achievement and results of the activity. The Board shall consider the frequency and scope based on the risk and level of need. Evaluations must be accommodated within Statistics Norway's applicable budget.

6. Activity aimed at the Ministry of Finance

- a) The Board shall take part in the work with comments to the draft annual letter of award.

7. Organisation

- a) The Director General is appointed by the King in the Council of State. The Ministry invites the Board to make known its overarching views on the requirements for a new director before the position is announced.
- b) The Board shall consider the issues presented by the Director General that involve significant changes in the organisation and/or location of the activity. The Board shall, in particular - and independently - assess the progress, deliverables, costs and risks of such processes.

Validity of Board instructions

The Board instructions are applicable from 1 January 2014.

¹ The term "strategy plan" refers to the long-term programme in 4-2 of the Statistics Act.

² The term "activity plan" refers to the annual work programme in 4-2 of the Statistics Act.

³ The annual report includes earlier reports and annual reports on the international cooperation.

B

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