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# *PERFORMANCE TARGET DOCUMENT FOR THE YEAR 2011*

Statistics Finland is a central government agency within the administration of State finances. As an administrative sector, we secure stable economic foundations and opportunities for future generations by building a well-to-do and economically strong society. As an employer, we want to set the trend for others. We operate at a vantage point in the State corporation and offer tasks with responsibilities and development potential for a variety of competencies.

The Ministry of Finance and Statistics Finland have agreed about the performance targets for the year 2011 and about the agency's activities under the common targets set for the administration of State finances:

## *I Statistics Finland's long-term strategic policies*

### **Mission**

Statistics Finland combines collected data with its expertise to produce statistics and information services for the needs of society, promotes the use of statistics and develops the national statistical service.

### **Vision**

Statistics Finland is a top organisation in its field, recognised nationally and internationally for its high-quality data production and expertise, and for its co-operative and service capacity.

### **Critical strategic success factors and strategic goals<sup>1</sup>**

Reliable data producer (Public responsibility)

1. Statistics Finland is known for its expertise and reliable statistics.
2. Statistics are based on basic data and statistical methods of high quality.

Good service for data users (Customer perspective)

3. Statistics meet essential national and international data needs.
4. Statistical services form a clear entity meeting the needs of user groups.

More for less (Financial perspective)

5. Financial and human resources are used appropriately and flexibly from the point of the whole organisation.
6. Statistics Finland's productivity will improve at the average annual rate of at least two per cent.

Better and more uniformly (Process perspective)

7. The statistical production process is as uniform as possible and supported by appropriate support services.
8. Development activity is strategy-oriented and systematic.

Professionally (Learning perspective)

9. Statistics Finland has competent, developing and motivated personnel.
10. Statistics Finland develops as a learning organisation.
11. The personnel are able to cope and feel well.

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<sup>1</sup> Operational Strategy of Statistics Finland 2007

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## *II Statistics Finland under the targets set for the effectiveness of the whole administrative sector in 2011*

Statistics Finland aims to act so that both national and international confidence in the statistics it produces and in its expertise remains high, and its statistics serve as well as possible the needs of key domestic and international data users. Statistics Finland continues to aim at being among the best national statistical institutes in the world.

The strategic target of the administrative sector of the Ministry of Finance is to provide a stable foundation and opportunities for future generations by building a well-to-do and economically strong society. Statistics Finland's task is to support the achievement of this target by producing a significant proportion of the statistical information describing society and its economic state, which serves as the basis for decision-making and research.

Statistics Finland develops the national statistical service as a high-quality organisation that functions efficiently and uniformly. In addition, Statistics Finland promotes the application of the European Statistics Code of Practice in the national statistical service.

The society around us is changing continuously. This affects the statistical description area; on one hand as a need to develop and produce new statistics and, on the other hand, as a challenge to the accessibility and comparability of the statistics already being produced. Among other things, such changes comprise the globalisation of business and the problematic measuring of national output which follows from it, growing domination of services in production, increasing importance of immaterial factors of production and product quality changes, as well as the development and distribution of welfare among the population, ageing of the population, growing migration and the needs to describe e.g. the socio-economic characteristics of immigrants and emigrants that arise from it. In the public sector, changes have already taken place or are imminent in the structure of municipalities and services, as well as in the procedure on State subsidies.

The vision of Eurostat, the Statistical Office of the European Communities, of the future of the European Statistical System challenges to ever closer international co-operation and already now creates needs to implement certain changes to, for instance, data systems (e.g. Statistical Data and Metadata Exchange SDMX, population census data dissemination solution HUB). Both international and domestic users emphasise the need to improve descriptions of the environment and well-being. Agreements and legislation related to international climate and energy policy also add to data needs in the area of environmental and energy statistics.

The EU's economic governance is making growing demands on e.g. statistics describing municipalities. The information society strategy and the EU's dissemination policy highlight the importance of the accessibility and free availability of data describing public administration to social development. The demand to improve the accessibility of data for social research has also grown.

As follow-up to the project set up to explore possibilities for further rationalisation and decentralisation of the national statistical service, several working

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groups have been established on, e.g. statistics on municipalities, statistics on the environment, natural resources and energy, remote data access services for researchers, review of the Statistics Act and free availability of basic datasets. The terms of the working groups will end in 2011 and 2012. Statistics Finland's operating conditions are additionally influenced by measures aimed at improving the compatibility of information systems within public administration, as well as changes in corporate steering.

Statistics Finland will continue to raise the efficiency of its activities in accordance with the Productivity Programme 2015 currently being drawn up. Statistics Finland will participate in the productivity project of the Ministry of Finance by compiling data on the productivity of the public sector.

### *III Performance targets for Statistics Finland's activities and measures for improving productivity in 2011*

#### *3.1 Operational effectiveness*

No	Productivity	2009			
		Financial Accounts	2010 Planned	2010 Estimate	2011 Planned
1	Reliability of data produced by Statistics Finland: %	87	-	-	87
2	Familiarity with Statistics Finland: %	83	-	-	84
3	Share of electronic responding in data collections from enterprises: %*	64	67	65	74

1 and 2: The information is based on the Business Image Survey conducted by Taloustutkimus Oy in uneven years

3: Revised definition of electronic responding: besides data collected with web questionnaires, now also includes automatic direct data capture. Realised share in 2009 obtained from the Operational Planning and Monitoring System.

1 and 2.<sup>2</sup> Statistics Finland will rise to the challenges from the operating environment so that it retains at least the present level of confidence in its statistics and the familiarity of the public at large with it grows. To this aim, Statistics Finland will co-operate goal-orientedly and consistently with domestic and international stakeholders. In international evaluations, Statistics Finland aims to locate among the world's top statistical institutes. Resources into co-operation with stakeholders will be allocated in accordance with Statistics Finland's stakeholder policy.

3. To ensure that the basic data are of high quality and to ease the response burden, data collections with web-based questionnaires will be developed further. Electronic means will also be introduced in communications with respondents. Data from enterprises will increasingly be obtained with automatic data capture in which data are transferred direct from the enterprises' own information systems by exploiting standard format reporting codes. The VIRATI joint data collection system of Statistics Finland, the Financial Supervisory Authority and the

<sup>2</sup> The numbering refers to the measures listed in the tables.

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Bank of Finland will be renewed to comply with the recently introduced FIN-REP data collection framework for economic information.

Data from individual persons will also be increasingly collected via the Internet. The aim is to introduce web-based questionnaires alongside other data collecting modes, such as interviewing (mixed mode data collection). The long-term objectives are improvement of the service offered to the respondents, reduction of the response burden and cost savings. The response burden is reduced by the exploitation of register data instead of directly collected data whenever possible and expedient.

## 3. 2 Operational efficiency

### 3.2.1 Productivity of operations

No		2009 Finan- cial Ac- counts	2010 Planned	2010 Esti- mate	2011 Planned
	<b>Productivity</b>				
4	Change in total productivity from previous year: %	4.8	2.0		2.0

4. Productivity is expected to rise by two per cent in 2011. The measures to be taken to improve productivity are described in the Productivity Programme 2015 due for completion by the end of 2010.

The practices of process management will be incorporated into management by results. Common production tools will continue to be introduced in core processes.

The most important single development project to improve productivity and the quality of business statistics is the construction of uniform tools and procedures for business statistics within the project on making the Business Register the core for business statistics, which will run from 2010 to 2014. This development project, financed with the appropriations granted by the Ministry of Finance for the promotion of productivity, will build a common warehouse of data on enterprises and standardise the production process for business statistics while taking into consideration the needs of all related economic and business statistics.

Data system renewals are taking place or pending in National Accounts as well as in cost and consumer price indices. Apart from improvement of productivity, the projects also aim to improve the quality of the statistics. The introduction of reversed liability for value added tax in construction requires adaptations to be made to the data systems and methods. Efficiency will be raised in both telephone and face-to-face interviewing.

Work on improving the efficiency and organisation of ICT activity will continue. In ICT activity outside the core functions common IT solutions for data management and electronic services in public administration will be introduced as required by data management legislation and as separately agreed with the Ministry of Finance.

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The introduction of the KIEKU financial and HR management system is scheduled to take place in May 2012. The tasks within the preparation stage of the introduction project, such as the Viitta self-evaluation, will be completed during 2011. The process of recruitment from outside the organisation will be developed in accordance with the experiences gained from the group recruitment pilot of 2010 by e.g. systematic centralisation of recruitment.

**To promote sustainable development** Statistics Finland has in place Environment Programme 2009. Statistics Finland's environmental goals are reductions in environmental burdening, and material and energy costs. In all its activity Statistics Finland aims at cost-effectiveness in which the emphasis is on efficient usage of resources and modern information technology, both at all stages of statistics production and in other activities.

### 3.2.2 Cost-effectiveness of activity

No		2009 Financial Ac- counts	2010 Planned	2010 Esti- mate	2011 Planned
	<b>Cost-effectiveness</b>				
5	Share of fixed costs of total costs: %	74.1	76.3	76.0	76.0
6	Production costs of statistical data per statistical release, EUR 1,000	80.6	78.2	85.0	84.0

5. The share of fixed costs of total costs will be brought down by increasing the use of outsourced services even further. Statistics Finland will heed in its activity the Government policies concerning savings in operating expenditure (4 February 2010).

6. The measures in the Productivity Programme 2015 will be implemented. The efficiency of the use of the office premises will be increased by participation in the project on facilities management in public administration (HTH). Rental expenditure will be brought down by subletting parts of the premises under Statistics Finland's control. In addition, in accordance with the proposals of the working group on the rationalisation and decentralisation of the national statistical service, possibilities will be investigated of closing down two regional service centres, rationalising the activities of the Library of Statistics through increased efficiency of co-operation and division of tasks with the Helsinki University Library.

### 3.2.3 Performance and profitability of charged activities

No		2009 Financial Ac- counts	2010 Planned	2010 Esti- mate	2011 Planned
	<b>Charged activities</b>				
7	Revenues: EUR 1,000	9,238	8,500	8,200	8,200
8	Cost coverage, %	105	100	100	100

7. The target for charged service activities is average cost coverage of 100 per cent over the three years from 2009 to 2011. The demand for charged services is estimated to fall, due to cancellations of large assignments or failure to secure them in a competitive tender situation.

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8. The cost-effectiveness of charged activities will be raised through the updating of charged service databases that started in 2010. Cost coverage will fall slightly due a reduction in the number of printed publications. As archived data are transferred to the National Archive for permanent storage, the provision of information service from them will also move away from Statistics Finland.

### 3.2.4 Cost coverage of co-financed activities

No	Co-financed activities	2009	2010		2011
		Financial Ac- counts	Planned	Esti- mate	Planned
9	Revenues: EUR 1,000	2,266	2,004	2,004	1,200
10	Cost coverage, %	43.7	40	36	36

9. Development projects partly funded by the European Union, as well as joint projects with other State authorities and with partners not financed from the State budget will be implemented with co-financing.

10. Fairly low cost coverage rate has been approved for co-financed projects because the financing is used for the obligatory production required by EU Regulations or national needs, or its development.

## 3.3 Outputs and quality management

### 3.3.1 Numbers of performances and produced public service goods

No		2009	2010		2011
		Financial Ac- counts	Planned	Esti- mate	Planned
11	Statistical releases: number	647	643	609	622
12	Tables in free statistical databases: number	1,817	1,200	1,850	2,150
13	Visits to website: 1,000/month (Search engines cleaned)	217	220	210	220
14	EU reporting and international inquiries: number	784	753	800	850
15	Commissioned assignments: number*	1,649		1,450	1,300
16	Customer organisations: number	8,164	8,500	7,400	7,200

\* New measure: Updated according to the classification of Statistics Finland's products and services.

11. Statistics Finland produces approximately 190 sets of statistics and takes care of their releasing as public service goods, as well as produces other performance outputs, either free-of-charge or against a fee. The statistics required by the valid EU Regulations or commitments will be produced. If the statistics cannot be produced as per the aforementioned requirements, separate negotiations will be held with the Ministry of Finance. Publishing will be started of the quarterly financial accounts whose compilation has been transferred from the Bank of Finland to Statistics Finland.

12 and 13. Statistics will be published on the Internet. The usability of the agency's website at [www.stat.fi](http://www.stat.fi) will be further enhanced by developing im-

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proved search functions. Thematic sets of pages and portals will be constructed. Widening of the supply of free data will be continued within the framework of available resources.

14. New or about to be passed EU Regulations require plenty of revisions and development work on the production of statistics: Due to the Regulation replacing the Directive on tourism statistics, accommodation statistics and statistics on Finnish travel will be reviewed. The Regulation on energy statistics and the Regulation on environmental economic accounts that is about to be passed require development of energy and environmental statistics. The Regulation concerning the European System of Accounts requires revisions in the compilation of National Accounts. The extensive survey concerning continuing vocational training provided by enterprises (CVTS) requiring direct data collection from enterprises will be conducted entirely with national funding in 2011. The adoption of the revised standard industrial classification in National Accounts will be completed in July 2011 in accordance with the timetable set by the EU. Preparations for the 2010 population census will continue. Development of statistics on the population with foreign background will be studied in the same context. Base year revisions (2010=100) are ongoing in index statistics.

### 3.3.2 Service capacity and quality of performances and public service goods

No		2009 Finan- cial Ac- counts	2010 Planned	2010 Esti- mate	2011 Planned
17	Share of releases with irregularities: %	7.4	6.2	5.0	5.0
18	Share of late releases of all releases: %	5.4	5.4	2.5	5.0
19	Share of releases with errors of all releases: %	6.6	4.7	6.9	5.0
20	Release lag of annual statistics: weeks	39.1	38.0	42.3	40.1
21	Release lag of quarterly statistics: weeks	8.2	8.3	8.2	8.6
22	Release lag of monthly statistics: weeks	4.8	4.8	4.8	4.7
23	Grade received in user satisfaction survey (School grades 4 to 10)	-	8.2	8.2	-

Activities will continue to be developed basing on the criteria of the European Framework for Quality Management (EFQM). Statistics Finland will ensure that its products and services are of high quality and secure its service capacity by, for instance, introducing new and discarding outdated services. With regard to statistics on municipalities, the working group set up by the Ministry of Finance is exploring ways of developing them.

17, 18 and 19. Data will be released at the times stated in advance. The number of irregularities in releases will fall from the target set for 2010 and the number of releases with errors from the estimate for 2010.

20, 21 and 22. At least the present speed of statistics production will be maintained.

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23. Centralisation of micro simulation models into Statistics Finland will be implemented with the appropriations granted by the Ministry of Finance for the promotion of productivity. Register-based data files will be built for the micro simulation models. Further development of the remote access system to data for research purposes will be studied in the working group of the Ministry of Finance.

A project will be launched to set levels for data security that will meet the State level requirements, and compliance with them will be audited.

The functionality of the processes of financial and human resources management will be evaluated with the self-assessment procedure included in the KIEKU project.

The **gender perspective** will be taken into consideration in decision-making in accordance with the agency's Equality Plan. Statistics concerning individual persons will be classified by gender wherever the available data allow for it. Statistics Finland will maintain a set of thematic pages on gender equality on its website.

### 3.4 Management and development of intellectual resources

#### 3.4.1 Management of competence

No		2009 Financial Ac- counts	2010 Planned	2010 Esti- mate	2011 Planned
24	Time spent on training: days/staff-year*	6.8	6.5	6.7	6.5
25	Time spent on teaching: days/staff-year*	1.4	1.4	1.4	1.4

\* Excl. interviewers

24 and 25. Human resources will be developed according to the Personnel Strategy Outlines 2010-2015. The objective is sufficient and correctly targeted competence. Competence level will be sustained through the Training Programme in Statistical Skills (TPSS) and training in SAS software skills. The training will solidify coherent procedures and increase learning by doing.

#### 3.4.2 Leadership

No		2009 Financial Ac- counts	2010 Planned	2010 Esti- mate	2011 Planned
25	Satisfaction with leadership (VMBaro survey)	3.4	3.5		3.5

25. Leadership and supervisory work will be developed in line with Statistics Finland's Management Policy and Personnel Strategy Outlines 2010-2015 through the provision of, among other things, coaching for work supervision and guidance. The emphasis is on goal-oriented leadership and management of change.

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### 3.4.3 Renewal

No		2009 Finan- cial Ac- counts	2010 Planned	2010 Esti- mate	2011 Planned
26	Job Satisfaction Index (VMBaro survey)	3.4	3.5		3.6
27	Applications per open vacancy: num- ber	13	30	28	28
28	Internal mobility cases: number	69	70		70

26. Development will expressly set out from the principles of a learning organisation. The target is improved job satisfaction among the personnel.

27. Statistics Finland wants to be a competitive employer, which will facilitate easier recruitment from outside.

28. Quantitative and qualitative human resources planning will be proactive. Encouragement to internal mobility will receive emphasis in recruitment. This will be supported by means of career planning and personal appraisal discussions. Deputising systems will be developed.

## IV Resources

Appropriations from the 2011 State budget total EUR 44,857,000, which includes an appropriation of EUR 910,000 for the promotion of productivity. EUR 760,000 of the appropriations have been earmarked for the development of the Business Register and EUR 150,000 for the development of micro simulation.

According to the estimate made on 15 November 2010, EUR 3.5 million will be carried forward to 2011. The appropriations carried forward from 2009 to 2010 amounted to EUR 5.9 million. The stock of appropriations carried forward will decrease further by good EUR 2 million in 2011.

The number of personnel has been cut back and activities adapted to the reduced frame of resources. Statistics Finland's monthly paid staff is estimated to have decreased by 39 staff-years during 2010. The target for staff-years in 2011 is 835, which is three staff-years more than the estimate for 2010.

The number of interviewers' staff-years fluctuates annually. This is especially due to extensive commissioned interview surveys conducted against a fee, but also to large interview surveys undertaken regularly at fixed intervals of years.

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Number of staff-years 2009-2011

	Actual 2008	Actual 2009	Planned 2010	Estimate* 2010	Planned 2011
Monthly paid	788	755	750	720	731
Interviewers	138	121	112	112	104
Total	926	876	871	832	835

\*Estimate 9 December 2010.

Due to the financial situation Statistics Finland will not be making any significant investments. As an expert organisation Statistics Finland's most important resource is its personnel.

### *V Validity and follow-up of the agreement*

This agreement will remain valid until the end of 2011.

Fulfilment of this agreement will be examined at meetings between Statistics Finland and the Ministry of Finance, convened by the Ministry at subsequently agreed times. Statistics Finland will compile a six-month report for the period between 1 January and 30 June 2011 and financial accounts for the year 2011 in accordance with the guidelines of the State Treasury.

Helsinki, xx February 2011

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### **APPENDICES**

Appendix 1 TTS 2012-2015: Basic statement of accounts

Appendix 2 TTS 2012-2015: Development plan