

Hungarian Central Statistical Office

HCSO's Strategy 2009–2012

**HCSO's Strategy
2009–2012**

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Contents

Page

■	Introduction by the President	5
	HCSO's Strategy, 2009–2012	7
■	Mission	7
■	Vision	8
■	Values	9
■	Main objectives	12
■	Strategic field 1 – Quality statistics	15
	Methodological developments in order to improve the quality of statistical products	18
	Further development of macro-economic statistics in order to ensure international comparison and consistency.....	19
	Statistical developments in analyses of business cycles and structure.....	21
	Preparation and implementation of censuses in 2010–2011	22
	Development of measurement of social processes	22
	Development of sustainable development indicators	24
■	Strategic field 2 – Data production	25
	Reduction of respondent burden	28
	Extension of the use of administrative registers and data sources for statistical purposes	28
	Development of survey methods	29
	Development of standardized methods on data collection organization, data preparation and data processing.....	30
	Elaboration of the quality assurance system of production processes	30

	Page
Strategic field 3 – Dissemination and services	31
Relation with users	34
Clarity	34
Simultaneous and wide-spread access.....	35
Regional dissemination.....	36
Strategic field 4 – Organization	37
Human resource management	40
Enhancing the role of HCSO in national and international fields	41
Improvement of corporate management systems and tools	42
Implementation of our strategy	43



Introduction

Building on the strategy of the Hungarian Central Statistical Office for the years 2005-2008, we have prepared our new strategic programme for the next four-year period.

The main objective of our previous mid-term programme was to modernize the operation of the office. In line with the objectives set:

- Territorial units of the office were concentrated by regions
- The internal division of labour changed, competence centres were established according to subject matter statistics
- The method for measuring the resources needed to implement our programmes was elaborated, serving as a basis for the planning system of the HCSO
- The proportion of electronic data collection increased significantly and data processing methods became more up-to-date
- The basis for a modern quality assurance system was laid down
- Our internal professional training system, the HCSO-school is operating
- Complementary tasks supporting statistical activity were rationalized, their staff was reduced by one third

During the past years HCSO's operation became more efficient and modern. In the meantime our professional work was characterized by data provision and methodological development of statistics according to the statistical requirements of the European Union. In our dissemination activity the role of Internet became prevalent and several new products were introduced.

We published annual reports on the implementation of the office's strategy that can be accessed on our web site. Basically, the results of the implemented developments will be evaluated by our users, new tools to measure user satisfaction have been put in place. An important feature concerning the assessment of our results is that the activity of the HCSO is already compliant with the principles laid down in the European Statistics Code of Practice.

The strategy of the HCSO up to 2012 is built on the developments of the period covering the years 2005–2008 and on the mission and values of the office. Keywords for the improvements in the next strategic period are credibility, quality, transparency and resource efficiency.

- We will broaden and improve the communication channels built with users and data providers. The strengthening of our relations with users will also contribute to increase the trust of society in statistics
- We will introduce and operate an integrated quality assurance system of statistical products and processes
- We will improve the efficiency of our activity by generalizing the use of harmonized statistical methods and standardized IT tools
- We will reduce respondent burden by using administrative registers and data sources for statistical purposes
- We will ensure documentation of management activities in order to enhance accountability
- We will develop a comprehensive human resource strategy and staff policy

The strategy is primarily a guideline for our staff to plan and implement their tasks. Taking into consideration the wide range of users of our services and data providers the development strategy of our office will be made public.

I am confident that the strategic programme of the HCSO will be implemented with the active contribution of our staff and will enjoy the support of our partners.

Péter Pukli
President

HCSO's Strategy 2009–2012

The strategy of the HCSO is a framework of general organizational objectives that determines statistical public service activity for a long term, incorporates the plan of the most important measures aiming to implement our objectives and provides a guideline for the decisions of the strategic period and the programmes to be implemented in order to reach these objectives.



MISSION

Our mission is to provide as part of the European Statistical System credible and good quality statistical services adequate for users' needs about the state and changes of society, economy and environment.



VISION

Our vision determines the desired state of the office by the end of the strategic period for which we are going to work in the next few years.

The HCSO, preserving its strengths and achievements shall be seen as:

- the leading statistical institution of the Hungarian statistical service acknowledged at national and international level, an independent professional organization working in an efficient and transparent way
- the most important treasury of statistical information in the country. It shall produce the information and services required by users in time, in a good quality, in a comprehensible way, ensuring equal opportunity of access for all and causing a reasonable burden on data providers
- an institution serving evidence based social, economic and political decision making with data and facts, improving the wide distribution of statistical knowledge
- using and adopting best practices of statistics
- complying with the principles of the European Statistics Code of Practice, and an active participant of the European Statistical System.

VALUES

Values are the key lines of activity which have long-term influence and serve the implementation of the mission. In order to implement our mission and reach our vision, the whole staff of the HCSO shares the following values.

■ Independence and objectivity

HCSO's professional independence is guaranteed by law. The methods and results of our professional activity cannot be affected by any interest group. We publish our results in an objective and comprehensible manner.

■ Customer orientation

In our approach official statistics are an important public service, so our activity is focused on satisfying the needs of different user groups. Dialogue with users, their trust and its preservation are essential for us. We take into consideration our data suppliers' interests and our aim is to decrease respondent burden. We lay a special emphasis on the respect of our data suppliers' and the protection of their personal and business data.

■ Commitment to quality

We rely on the quality principles of the European Statistics Code of Practice. The continuous measurement and evaluation of the quality of products and data production processes and the required development of statistics based on these results are an integrated part of our activity.

■ Tradition and ability to renew

HCSO is the leading institution of the official statistical service and an important knowledge base of statistical profession. We rely on the 140-year history of our institution



Károly Keleti, the founder of Hungarian official statistics, in 1867.

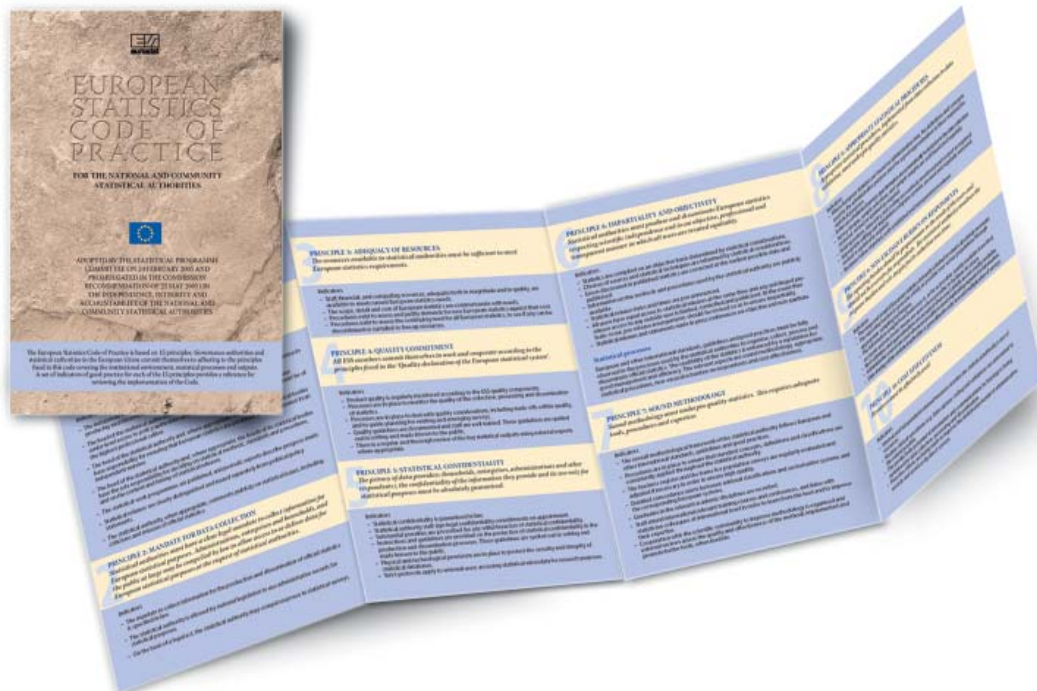
and comply with the requirements of changing times while keeping the values established by our predecessors. We fulfil our function at high level relying on our accumulated expertise. We appreciate and acknowledge our key resource: committed staff with high-level knowledge.

■ Research and development

We are open to methodological and technological development of statistics. We follow and adopt approved theoretical and practical solutions and experiences in our practice. We publish important scientific results. We keep adapting to changes in the requirements of the European Statistical System. We consider knowledge as a key value, therefore we aim to increase continuously the capacity of our human resources by developing the internal training system and improving the Hungarian statistical education.

■ Cooperativeness

The institution and the staff of the HCSO aim to actively cooperate in their relations. Traditionally, the HCSO is continuously strengthening its national and international professional and scientific relations. We are an active participant of the European statistical community. We are open to work together and to learn from each other.





■ **Developed organizational infrastructure**

The establishment of a competence-based operational model of organizational units, the continuous improvement of our high technological level and the organizational centralization of supporting activities make it possible to be among the first in the modernization process of the country's public services.

■ **Efficiency**

We improve efficiency in all phases of the production process. We seek and adopt new technical achievements, methods of management and electronic data collection by which we are able to decrease resource demands of our statistical data production activity and to increase the quality of produced outcomes.

MAIN OBJECTIVES

HCSO's main strategic objectives for the period 2009–2012 are action guidelines closely connected with each other and referring to the given period. These objectives are derived from our vision and values.

■ Subject matter and methodological developments in statistics

The continuous improvement of statistical data supply is the central point of our strategy. We react in a fast and sensitive manner to the changes of economy, society and environment, and to discovering and tracking new and remarkable phenomena. This leads us to a continuous development of our statistics. We aim to follow up the changes in requirements of international statistical practices and methods in every field and to improve services. Hence we modernize notions, methods, nomenclatures of statistics and procedures of analysis and data production.

■ Development of relations with users, continuous measurement of needs and satisfaction, strengthening trust in statistics

We wish to use communication channels built with our users more actively than before, and develop new methods to interact with different user groups. We will continue to measure user satisfaction in a regular and organized way, we will elaborate a system to gather feedback from different user groups, and utilize the results of satisfaction surveys in developing new statistical products. We strengthen trust in statistics by enhancing relations with users.

■ Measurement, control and improvement of the quality of our service

We will launch and run an integrated quality assurance system of products and processes. In the frame of this system we will pay attention to product quality and inform users on the results. For the sake of continuous improvement we will regularly monitor whether products and processes comply with quality requirements and we will use the conclusions drawn to improve our activities. External experts will be asked to evaluate quality in the most

important statistical fields. We will launch an international quality standard certification procedure for the whole institute and analyze its implementation with external experts.

■ **Improvement of the accessibility and usability of statistical services**

We will develop electronic dissemination techniques and services, and ensure equal opportunity of access to data for all. In order to ensure user-friendly dissemination we will keep improving analyses and comprehensibility, and support the extensive use of visual tools and methodological (meta) information required to understand statistics. We will pay attention to spread basic statistical knowledge and to propagate the conscious use of data. We will extend the range of databases aiming to research microdata.

■ **Efficient data production methods supported by cost-benefit analyses**

Within the development of statistical methodology we set a high value on cost-benefit analyses and on measures improving efficiency of data production. We have to increase efficiency by using harmonized statistical methods, standardized IT tools, state-of-the-art technologies and by generalizing electronic data collection.

■ **Improving relations with data suppliers, rational alleviation of respondent burden**

We intend to establish a more active relationship system with data suppliers based on mutuality. We continue ensuring the strict protection of statistical data. We intend to regularly measure respondent burden. According to the results, we will elaborate measures to decrease the burden of different groups of data suppliers. While keeping in view the satisfaction of data demands, we will take steps to reduce the number of data collections and data cells within them or decrease the sample size in case of sample surveys. We aim to broaden the use of administrative registers and data sources for statistical purposes. If necessary we will initiate changes in the content of the registers. During the strategic period we will generalize electronic data collection and data reception techniques both for enterprise and population surveys.

■ **Proactive role in different forms of cooperation with members of the official statistical service and international statistical institutions**

As the leading organization of the official statistical service, we fulfil our professional tasks set by law. We will continue to play an active role in the scientific, professional and development activities of national and international organizations and institutions. We will strengthen HCSO's presence and professional reputation both in Hungary and abroad by expressing our opinion and comments and by playing an active role in working groups and other boards.

■ **Improving the level of management and developing managerial tools**

We intend to improve the documentation of management tasks within the institution in order to enhance reporting, accountability and regular feedback of information. We continuously develop technical tools and internal services supporting the management of the organization. We will further improve the system of selecting, replacing and training the heads of organizational units by using modern human resource methods.

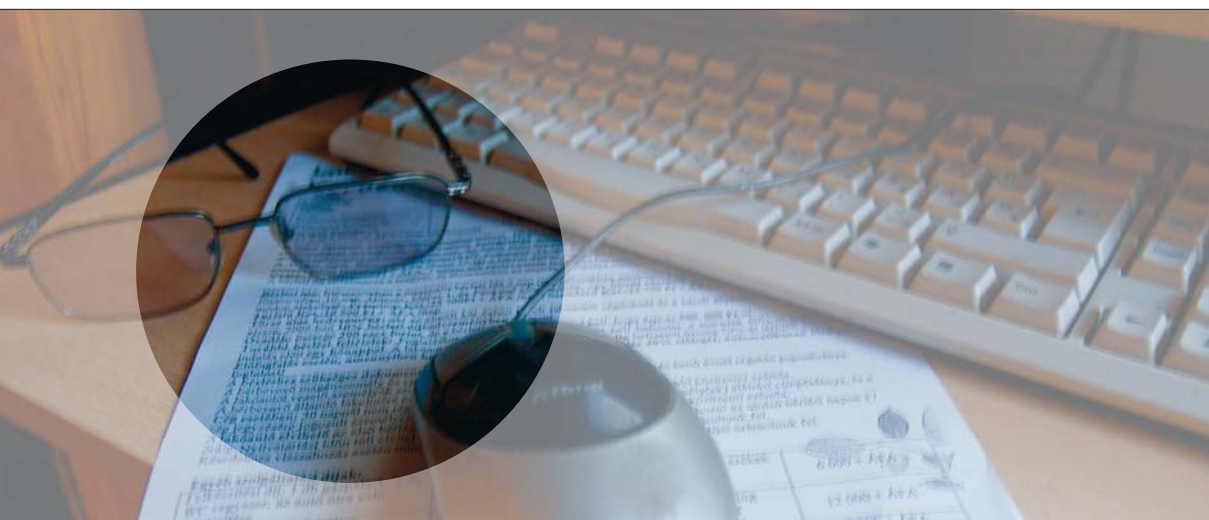
■ **Development of the professional knowledge of our staff**

We will establish an integrated human resource strategy and aim to pursue a conscious personnel policy. Within this the satisfaction and advancement of our staff, the improvement of their knowledge, the adoption of individual careers, the running of a high-level training system and talent management play an essential role.

■ **Development and transparency of our organizational activity**

The organization of the implementation of our tasks must be changed in a way that the administrative tasks of staff working in the statistical production process should decrease. At the same time it is indispensable to increase the documentation related to professional requirements in order to increase the transparency of our work. We will perform the functional tasks supporting statistical work in the most economical way.

STRATEGIC FIELDS



Strategic field 1

QUALITY STATISTICS

**STRATEGIC
OBJECTIVES OF
THE FIELD QUALITY
STATISTICS**

QUALITY STATISTICS

This strategic field contains the developments of strategic importance which are planned to be implemented in the different fields of statistics. The measures defined are based on existing statistical requirements, and expected changes in these requirements.

■ Changes in social and economic processes

In the field of economic statistics globalization, the widening scope of international economic activities, the permanent rise in the share of services and the strengthening role of information economy require to develop the measurement of these processes. Among the changes in society a new interpretation of welfare, the growing importance of handling social inequalities and the phenomenon of ageing society motivate the development of new statistical indicators. The process of climate change requires increasingly detailed data and new measurement methods in environmental statistics.

■ Change in user needs

The development directions of the European Statistical System are set up in the five-year work programme of Eurostat that the national statistical service is also implementing. By meeting the requirements of European Statistics we also satisfy national user needs for internationally comparable data. Analysts pay increasing attention to the accuracy of preliminary data and there is a need to reduce the number and extent of revisions, as well as to further improve the quality of statistical data in general.

■ Requirements of the European Statistics Code of Practice

In the field of statistical developments compliance with the requirements of the code of practice needs a continuous improvement of quality dimensions (relevance, accuracy, reliability, timeliness, comparability and coherence) concerning statistical products.

■ **Budgetary limits**

Users expect more and more detailed data from official statistics. However, limited financial resources are available for the statistical service, and respondent burden should also be alleviated at the same time. Hence, in satisfying user needs, priorities must be determined on the basis of cost-benefit analyses.

The results of subject matter statistical developments can appear in the refinement of definitions, the diverse content of different data, the introduction of new data collections and the abandonment of others, the changes of respondent groups and sampling methods or in the changes of indicators counted from the collected data. Among the different fields of statistical developments we have highlighted in our strategy the measures aimed to implement important changes, which are the most relevant from the point of view of satisfying user needs.

Main domains of the strategic field:

- Methodological developments in order to improve the quality of statistical products
- Further development of macro-economic statistics in order to ensure international comparison and consistency
- Statistical developments in analyses of business cycles and structure
- Preparation and implementation of censuses in 2010–2011
- Development of measurement of social processes
- Development of sustainable development indicators

It has to be considered that developments in other strategic fields, especially in data production, have important impact on the reliability of subject matter statistics. Results achieved in the development of dissemination facilitate the usability of subject matter statistics through improved accessibility and interpretation.

■ Methodological developments in order to improve the quality of statistical products

Measures	Timing	Expected results
<p>In order to increase methodological transparency:</p> <ul style="list-style-type: none"> ● creation of a documentary system; ● elaboration of recommended methods, development of existing methods; <p>for all elements of the statistical process (editing, imputation, sampling, weighting, error calculation, validation, seasonal adjustment, data protection, analysis).</p>	2009–2012	<p>Methodological documentary system, elaborated recommended methods.</p> <p>Extension of the scope of methodological trainings in the HCISO-School to all elements of the statistical process.</p> <p>Methodological development in the field of sampling, data validation and data protection.</p>
<p>In order to increase the consistency of data:</p> <ul style="list-style-type: none"> ● development of linking devices of different (administrative and statistical) data sources; ● development of methods for consistency analyses; ● integration of geographical codes into registers; ● preparation of statistical data and metadata exchange (SDMX-system). 	2009–2012	<p>The possibility of linking statistical data to each other and to administrative data improves, data consistency increases.</p> <p>More user needs will be satisfied from integrated and consistent data.</p>
<p>Development of quality measurement: Measurement of product quality. Introduction of self-monitoring, internal and external audits, implementation on a regular basis.</p>	2009–2012	<p>Measures and methodological developments based on the results of quality measurement and control. Internal and external users obtain information on the quality of statistics.</p>
<p>Development of methodological cooperation:</p> <p>Elaboration of co-operation forms within the official statistical service and with scientific institutions. Integration of scientific achievements into developments, publication of outcomes.</p>	2009–2012	<p>Co-operation contracts, common developments. Publication of methodological documents on the website. Availability of the articles of the Statistical Review on the internet. Participation in international research projects.</p>

Further development of macro-economic statistics in order to provide international comparison and consistency

Measures	Timing	Expected results
<p>Methodological developments in order to meet the requirements of EU regulation concerning national accounts, in the following topics:</p> <ul style="list-style-type: none"> ● elaboration of estimation methods for employment data in the approach of national accounts; ● tracking back homogeneous time series of national accounts to 1995; ● improvement of estimation methods of the non-observed economy; ● improvement of implementation rates concerning regulations for price and volume measurement. 	<p>2010</p> <p>2009</p> <p>2009</p> <p>2010–2011</p>	<p>Satisfaction of national user needs and data requirements of the European System of Accounts Data Transmission Programme on a higher level by improving coverage as well as data quality.</p>
<p>Accomplishment of tasks concerning the Gross National Income methodological inventory requested by the European Commission.</p> <ul style="list-style-type: none"> ● accomplishment of the action plan; ● abolition of GNI-derogation. 	<p>2009–2010</p> <p>2011–2012</p>	<p>Complete implementation of the regulation of the EU GNI Commission. Finalization and publication of a methodological manual presenting Hungarian GNI calculations.</p>
<p>Tasks concerning the change to the new classification system of economic activities (NACE/TEÁOR).</p>	<p>2009–2011</p>	<p>Accomplishment of legal obligations, producing comparable economic statistics.</p>
<p>Statistical tasks concerning the introduction of euro:</p> <ul style="list-style-type: none"> ● Compilation of quarterly sector accounts until joining the euro-zone; ● Creating algorithms and accomplishment of corrections for economic statistical time series to which the requirements of the Economic and Monetary Union (EMU) refer to; ● Measuring inflation effects after the introduction of the euro. 	<p>Start of the conversion: 2 years before the introduction of the euro</p>	<p>Comparable time series in euros. Publication of new indicators in accordance with the requirements of EMU. Information on inflation effects of the introduction of the euro.</p>

■ **Further development of macro-economic statistics in order to provide international comparison and consistency (continued)**

Measures	Timing	Expected results
Methodological developments of international trade statistics: <ul style="list-style-type: none"> ● simplification of Intrastat, launching a new system to be established with the contribution of member states; ● follow-up of changes in customs policy and electronic customs systems in the Extrastat data collection system. 	2009–2012 2010–2011	Implementation of quality requirements on the new Intrastat regulation to come into force, and further alleviation of respondent burden. Preservation of Extrastat coverage in changing conditions.
Measures to improve and maintain the consistency of macro statistics: <ul style="list-style-type: none"> ● integration of calculations relating to input-output tables into national accounts; ● creation and running a common database for calculations of annual economic statistics and national accounts; ● improvement of estimations concerning the enumeration of non residential (foreign) firms operating in Hungary. 	Switch to the new calculation method: 2010 2009–2010 2009–2010	Improved data quality by increasing consistency of annual business statistics and macro statistics, and by using a broader range of administrative data sources.

■ Statistical developments in analyses of business cycles and structure

Measures	Timing	Expected results
Macro-validation of quarterly value indicators concerning the performance of companies using short term indicators of subject matter statistics.	2010	More accurate measurement of development dynamics using two measuring approaches.
Extension of short term statistical indicators in accordance with EU regulations. Introduction of price index calculations concerning imports; enhancing the price observation of business services; development of calculations on owner-occupied dwelling price index; changing the frequency of quarterly service sales data to monthly.	2009–2012	New short term indicators in accordance with EU requirements.
Launching consistency analyses between commercial, international and consumer prices, price indexes of certain product lines.	2009–2012	Improved reliability of price indexes.
Enhancing business service statistics and adaptation to new phenomena of real flows.	2009–2012	Establishment of a new database of border traffic and accommodation services; creation of a new indicator system representing delivery, logistic and public transportation needs; more accurate data on activities of super- and hypermarkets.
Extending the observation of information and communication technologies (ICT) to still non-observed fields, and measuring impacts of ICT usage in the business sector.	2009–2012	Total coverage and standard methodology; impacts become measurable.
Development of the register and indicators of research and development (R&D) statistics.	2009–2012	More accurate description of the state of the R&D sector. Inserting R&D data into the system of national accounts.

■ Preparation and accomplishment of censuses in 2010–2011

Measures	Timing	Expected results
Preparation and execution of the agricultural census of 2010: ● preparation: ● execution:	2009 2010	Available data meeting quality requirements.
Preparation of the population census of 2011: ● preparation: ● execution:	2009–2010 2011	Cost efficient census with the slightest respondent burden possible. Reliable data of high accuracy, usable for governmental and local decision making. Accessible data for regular and temporary users and for all interested groups.

■ Development of measurement of social processes

Measures	Timing	Expected results
Elaboration of new indicators for social services (for fields of education, cultural, health and social services and housing), and improvement of the quality of existing indicators by developing relevant data collections and executing new surveys.	2009–2012	Satisfying national and international user needs and monitoring the impact of central and local governmental measures.
Renewing statistics on the non profit sector, and establishing a more modern observation system.	2009–2010	Data collecting system for the non-profit sector, which is cost-efficient and aims to reduce respondent burden in accordance with national and international data needs.
Establishing special registers for institutions providing social services, and linking these registers to the business register.	2009–2012	Ensuring complete coverage of data suppliers and providing the opportunity to execute sampling surveys.

■ **Development of measurement of social processes (continued)**

Measures	Timing	Expected results
Enhancing the scope of financial information relating to social services. Accomplishment of methodological improvements in order to measure education, the system of health accounts, the statistical system of social protection and the expenses of non-profit institutions in an internationally harmonized manner.	2009–2012	Measuring amounts spent on services in line with national and international needs; educational and non-profit satellite accounts.
Developing the observation systems of tourism and transportation habits of the population based on EU regulations.	2009–2012	Integrated tourism and transportation population survey with permanent and ad hoc modules.
Harmonizing the structure of earnings survey with EU regulations and satisfying national needs.	2012	Quarterly data supply, extension of the survey to smaller enterprises (staff of 1–4).
Revision of the classification system of occupations. Introduction of computer assisted coding, launching a coding program for population surveys, conversion of employment time series.	2012	Introduction of the new occupation classification system. Computer-assisted coding for all population surveys. Comparable data files and time series for each occupation.
Mapping user needs concerning the time use survey, creating a data collection plan accordingly, and conducting the survey in a cost-effective manner.	2009–2010	Actual data on lifestyle statistics for national and European users, and background data for estimations on the informal economy.
Improving the statistical measurement of equal opportunities and social exclusion.	2012	Ensuring as many relevant indicators in this field as possible.
Integrated development of population surveys on consumption, income, and life conditions. Revision and rationalization of the present data collections. Examination of the possibilities of involving sampling and sample selection methods (primarily in case of incomes), and administrative data sources. Enhancing the micro simulation procedure.	2009–2012	Better cost-benefit ratio including increased quality. National and European Union needs are satisfied more completely and at a higher quality. Improved timeliness of data.

■ Development of sustainable development indicators

Measures	Timing	Expected results
Examining the environmental impacts of economic, social and demographic processes, with special regard to the state of environmental elements, waste management and environment policies.	2009–2012	Sustainable development indicators which satisfy national and international user needs; publication of results.
Examining interactions between climate change and economic, social, demographic, environmental processes, with special regard to the emission of greenhouse gases.	2009–2012	Indicators measuring the effects of climate change, and meeting the needs of national and international users.



Strategic field 2 DATA PRODUCTION

STRATEGIC
OBJECTIVES OF
THE FIELD DATA
PRODUCTION

DATA PRODUCTION

The strategic field of data production includes those development programmes which aim to improve the efficiency and quality of work phases in data collection and data processing and the relations with respondents.

We base our work on the developments already started in the previous strategic period, aiming to establish an electronic reporting system, to renew the system for organizing population surveys, to develop the quality assurance system of production processes and to measure respondent burden.

Measures were identified taking into consideration respondents' requirements and the qualitative and technological challenges prevailing in data production.

■ Requirements of the European Statistics Code of Practice

The quality of the current statistical processes is generally high, at the same time there is a need for the systematic introduction and more structured use of several formalized procedures in line with the quality declaration of the European Statistical System. Access to data of administrative registers for statistical purposes must be extended.

■ Need for expansion of electronic data flow

In the interest of increasing efficiency state-of-the-art methods of data collection and data processing must be emphasized.

■ Needs identified by respondents

Respondents expect the alleviation of their statistical burden among significant administrative obligations. Their expectations involve both the reduction of the frequency and range of surveys and the possibility of electronic data supply.

■ Expectations concerning the development of data quality

The quality assurance of data production processes is an inherent part of the statistical system of countries with developed statistical culture. By the use of standardized, up-to-date, electronic data collecting, data entry and data processing systems the disengaged labour capacity creates further opportunities to improve data quality.

Main domains of the strategic field:

- Reduction of respondent burden
- Extension of the use of administrative registers and data sources for statistical purposes
- Development of survey methods
- Development of standardized methods of data collection organization, data preparation and data processing
- Elaboration of the quality assurance system of production processes

■ Reduction of respondent burden

Measures	Timing	Expected results
Continuous measurement of respondent satisfaction and burden, modelling respondents' costs. Using the results of respondent satisfaction surveys in the course of preparing questionnaires and manuals.	2009–2012	User-friendly questionnaires elaborated using the results of the satisfaction surveys.
Updating the register of surveys. Simplification and review of questionnaires and manuals in respect of clarity. Reduction of the frequency of surveys. Optimization of data receipt, processing and disclosure deadlines and population survey periods.	2009–2012	Fewer and easy-to-fill-in questionnaires – with appropriate manuals – asked to be returned at optimal dates and frequency. A reduction in administrative burden on respondents as well as in peak periods of interviewers and data processing capacity.
Extending relations with respondents with a special regard to our major partners. Establishing respondent feedback paths.	2009–2012	Improving response willingness.

■ Extension of the use of administrative registers and data sources for statistical purposes

Measures	Timing	Expected results
Summarizing previous experiences, and evaluating the current data transmissions from other organizations. Review of all surveys from the perspective of usable administrative data sources. Improving the methodology of data receptions.	2009–2012	Quality reports on the administrative registers used. Surveys explored from the point of view of data transmissions from other organizations.
Developing relations with other organizations of the public administration towards data transmission from them. Organization of data transmission from other organizations, elaboration of legal, administrative and information technology requirements. Review of related statistical and administrative registers, harmonization of their contents in order to ensure the quality of data receptions.	2009–2012	Improved relations with other organs of the public administration in the interest of data transmission from them. Harmonized registers.
Replacing some data collections with data taken from other organisations. Using administrative registers when determining the sample frame and validating data.	2009–2012	Fewer questionnaires to fill in on the respondent side. Relieving data collection resources.

■ Development of survey methods

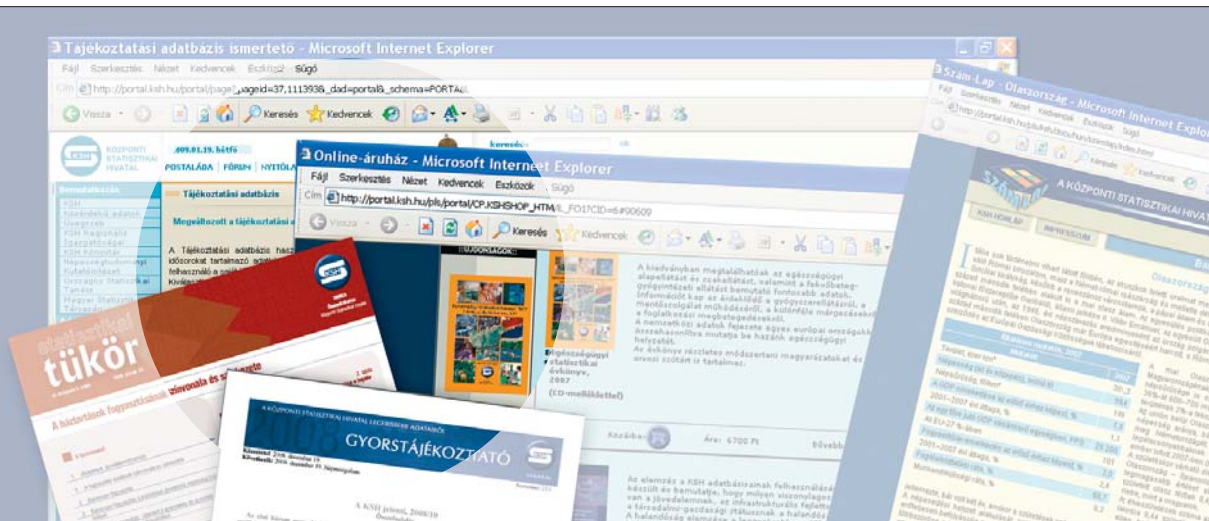
Measures	Timing	Expected results
Improving a new, up-to-date electronic data collection system, which eases data provision for enterprises and local governments, fitted to the systems used in the office, shortens the data processing procedure, and makes possible to universalize electronic data supply for our respondents.	2009–2011	Standard, easy to use electronic data supplying system.
Gradual introduction of computer-assisted population surveys.	2009–2012	Adequate tools and background for interviewers. Shortening data processing procedure, and quality control prevailing already at data capture.
Concentration of the interviewer network of regular infra-annual population surveys, increase of professional standards, regular quality control and feedback.	2009– 2009	Fewer and more qualified interviewers. More efficient interviewer network.
Establishment of an IT system supporting the organization of population surveys.	2009– 2010	Transparent and more efficiently organized population surveys.
Harmonization of settlement samples. Optimization of the execution of different surveys on a common settlement sample, and so the reduction of the number of settlements in the sample.	2009–2012	Reduction of interviewing costs.

■ Development of standardized methods of data collection organization, data preparation and data processing

Measures	Timing	Expected results
Use of up-to-date and uniform methods and systems of data collection organization and data preparation.	2009–2010	Uniformly used methods of data collection organization and data preparation for all the data collections.
Instead of the specialized methods of data processing, a system applicable to all statistical fields and based on an integrated logic has to be elaborated, which ensures an efficient division of labour between the statistical departments and IT support.	2009–2011	A methodological handbook based on advised methods and standard procedures. Standard data processing system permitting statisticians direct data access and further data processing.

■ Elaboration of the quality assurance system of production processes

Measures	Timing	Expected results
Elaboration of tools and procedures to control quality guidelines. Extension of the documentation to the complete production process. Measurement of process quality, elaboration of indicators built in the process and supported by IT tools.	2009–2010	Elaborated quality guidelines, and applied quality improving methods deriving from the guidelines. Regularly revised processes in respect of quality. Users get a picture about the quality and usability of statistical data.



Strategic field 3 DISSEMINATION AND SERVICES

STRATEGIC
OBJECTIVES OF
THE FIELD
DISSEMINATION
AND
SERVICES

DISSEMINATION AND SERVICES

The development of dissemination and services is a continuous task, and their direct relation with users requires permanent improvement and alignment with changing needs.

In the previous strategic period we accomplished the system level transformation of the strategic field: a measurement system of user satisfaction was elaborated, the necessary regulations and standards were established, and considerable steps were taken to develop electronic dissemination. In the period of 2009–2012 the key point of development will be the measurement of users' satisfaction and needs and the implementation of improvement actions based on test results. Improvement of the relation with users, the enhancement of simultaneous and wide-spread access and clarity are priority areas.

The measures were set in the light of challenges and requirements in the field of dissemination and services.

■ Change of users' needs and habits

Our improvement actions are based on the measurement of users' satisfaction, opinions and needs and on the analysis of test results. The demand for statistical information increases gradually, and the number of users of statistics grows. Beside our regular users an increasing number and proportion of clients less familiar with statistics – only making acquaintance with this area – search for our products and services. Needs range from some pieces of data to complex databases and from short and clear analyses to comprehensive studies, and there is a gradually extending demand for tailor-made services.

■ Continuously changing communication tools

We must apply the optimal combination of different dissemination means for the sake of user-friendly public services, by increasing the proportion of electronic techniques in line with their increased use. This requires following up the technological changes of communication tools and the spread of their use, and the e-government regulations.

■ Quality requirements of the European Statistics Code of Practice

We fulfil the quality requirements of the European Statistics Code of Practice regarding dissemination. But due to this we must comply with the principles of impartiality and objectivity in the future, too, and we have to take further steps in order to improve accessibility and clarity. We must promote easier access to metadata principally to increase the comprehensibility of electronic information, and it is necessary to provide access to the ever-widening circle of microdata for research purposes.

■ Recommendations of international organizations

We take into account the recommendations of international organizations, primarily Eurostat, which aims at facilitating orientation for users by gradually standardizing the dissemination activity of member states, and at supporting development by sharing good practices.

■ The rules and the strategy of e-government

In the development of electronic services it is necessary to take into consideration the normative rules of e-government and the framework conditions of the e-government strategy, focusing on the creation of customer-oriented public services.

■ Free public services

In the frame of developing dissemination and services we intend to meet the requirement of providing free public services despite budget constraints.

Main domains of the strategic field:

- Relations with users
- Clarity
- Simultaneous and wide-spread access
- Regional dissemination

■ Relation with users

Measures	Timing	Expected results
Development of relation with users to efficiently measure user needs and satisfaction. Improvement of relations between the regional information services and the users, measurement of local user needs and satisfaction. Development of tools facilitating the structured registration, processing and analysis of users' feedbacks.	2009–2011	We can reach new and potential users. We will attain a higher respondent motivation in the measurement of users' claims and opinions, and the measurement becomes more effective. We will develop a structured register which will be available for every department of the institution.
Creating a multilevel system of customer service activities built upon one another. Extending tools for communicating with users.	2009–2011	More efficient customer service. Improved relations with users (e.g. with the press).
Amendment of the regulation necessary to pursue profit-oriented activities, and elaboration of a framework for the use of HCSO's services.	2009–2010	Uniformly regulated procedures, rates and discounts.

■ Clarity

Measures	Timing	Expected results
Focusing on analyzing activities and improvements of comprehensibility in order to make statistical data more understandable.	2009–2011	The proportion of analyses increases, and their standard improves. Comprehensibility improves.
Preparing a manual presenting principles and good practices for the uniform and accurate language use and content planning of publications, chart and diagram design, and the technical compilation of publications.	2009–2010	Using an „Author's Guide” helps make publications more uniform and clear.
Extension of visual tools (graphs, interactive thematic maps etc.) serving the understanding of data, and development of applications.	2009–2010	The interpretability of data improves. Data representation with diagrams and cartograms spreads.

■ Clarity (continued)

Measures	Timing	Expected results
The continuous extension of the meta database, improvement of its comprehensibility, its improvement based on users' feedback.	2009–2012	The meta database grows and complies with user needs.
Development of tools facilitating user orientation by better using the opportunities of electronic dissemination.	2009–2011	Searching by key words (possibly statistical thesaurus), connecting points.

■ Simultaneous and wide-spread access

Measures	Timing	Expected results
Ensuring wide-spread access to data by continuous extension of content of databases used in dissemination, especially the researcher's database. Ensuring simultaneous and wide-spread access to the data of large surveys (e.g. population census) to be executed in the strategic period, satisfying different needs of user groups.	2009–2012	New available datasets of databases. Researchable microdata complying with researchers' needs.
Creating a website structure which facilitates the users' orientation. Introduction of Internet applications meeting technological requirements.	2009–2010	Well structured, user friendly website. New, multi-functional, unified Internet applications. Reliable operation.
Introducing new techniques in electronic dissemination.	2009–2012	The use of more efficient electronic forms meeting user needs in dissemination.

■ Regional dissemination

Measures	Timing	Expected results
Establishment of a new system for regional dissemination activities. Modernization of regional publications and the related division of tasks. Development of the methodology of regional statistics.	2009	Harmonized planning, and uniform regional dissemination activities. A new type of division of labour.
Increase of the role of new types of analyses studying the spatial impact of socio-economic processes, and the improvement of the quality of regional analyses. General use of geographical information system applications.	2009–2012	Complex analyses.



Strategic field 4
ORGANIZATION

**STRATEGIC
OBJECTIVES OF
THE FIELD
ORGANIZATION**

ORGANIZATION

In the frame of the development of organization and management issues, we have implemented important reforms during the previous strategic term. Hence between 2009 and 2012 we intend to stabilize the new organizational and operational system.

Our aim is to enhance the trust of our external stakeholders¹ towards the HCSO by strengthening the professional recognition of our work, developing cooperation between administrative and scientific organizations, making our operation more transparent and by active participation in international statistical life. We would like to gain the confidence of our internal stakeholders² by means of conscious human resource management (management of talented employees, high standard and targeted internal trainings), the reduction of administrative burden in connection with functional tasks and the development of up-to-date management systems and tools.

In the course of planning the development measures influencing the improvement of the quality of our operation, we have taken into consideration the following factors:

■ **The key measures concerning the modernization of the public administration will have an effect on the operation of HCSO**

At the time of preparing our strategy, the external administrative stakeholder environment is not stable enough to elaborate concrete, precisely formulated plans adapted to it. Instead of it we can progress in a proactive way in two directions: on the one hand we have to ensure the flexibility of the organization in order to maintain the standard level of our operation, on the other hand we have to improve the leading role of the HCSO within the official statistical service.

1 Our external stakeholders are respondents, users in the field of society, economy, public sector, science and media, and supranational and international organizations.

2 Our internal stakeholders are the employees and management of HCSO.



■ **We have to comply gradually with the principles of the European Statistics Code of Practice and the related regulations of the European Union**

Following the assessment of the realization of the principles determined in the Code of Practice, we have defined several development plans for our office which are conform with international requirements and trends. Concerning the management and operation of the organization, the primary objective of the measures is to increase efficiency. This involves the better mapping of our operational processes and their support with up-to-date management tools, the permanent provision of transparent operation and the even more conscious development of our human resources.

Main domains of the strategic field:

- Human resource management
- Enhancing the role of HCSO in national and international fields
- Improvement of corporate management systems and tools

■ Human resource management

Measures	Timing	Expected results
Development and implementation of a manager selection system based on professional principles. Continuous improvement of manager knowledge and skills.	2009–2010	Accomplishment of necessary changes in manager positions without any rupture in professional work. Improved knowledge and skills of managers.
Implementation of the „proper labour force to the proper position” policy in the human resource management of the office: creating a classification system concerning scopes of work in line with qualification and competences, adapting the system of individual professional career opportunities.	2009	Scopes of work in line with qualification and competences. Providing individual professional career opportunities according to knowledge, skills, capabilities and performance.
High quality trainings in the HCSO-School meeting actual challenges. Maintenance and development of the knowledge and skills of the staff, providing the opportunity for life long learning.	2009–2012	Providing a range of training courses corresponding to the (new) professional and international tasks of HCSO, and satisfying the training demands of employers. Labour force with adequate professional knowledge.

■ **Enhancing the role of HCSO in national and international fields**

Measures	Timing	Expected results
Compliance with the principles of the European Statistics Code of Practice in the official statistical service, regular evaluation of the process.	2009–2010	Total compliance with the European Statistics Code of Practice in HCSO, enforcement of the principles in the other organs of the official statistical service.
Modification of Act on Statistics according to the European regulation.	2009	Enhancing the professional role and prestige of HCSO in Hungary.
The coordination within the official statistical service has to be improved. HCSO has to play a leading role in the harmonization of statistical methodology. The operation of the National Statistical Council has to be modified, and its functions have to be intensified.	2009	Solution of the revealed, unsettled problems and unconventional practices within the service with the leadership of HCSO. Only those organizations can be the members of the official statistical service which operate in line with the principles of the code.
Encouragement and increase of the participation of experts particularly in the working groups of the European Union and other international organizations.	2009–2012	The international prestige and relations of HCSO strengthen.
Participation as a donor in the development of the statistical systems of emerging countries.	2009–2012	The international prestige and relations of HCSO strengthen.
Contacting the Spanish and Belgian statistical offices – preceding HCSO in the EU presidency – to prepare HCSO for the tasks related to the EU presidency.	2010–2011	Review of the international practice of the tasks of the statistical office during the rotating EU presidency, and implementation during our presidency.

■ Improvement of corporate management systems and tools

Measures	Timing	Expected results
Further rationalization and simplification of the programme planning system. Adaptation of the task-based planning system evolving in public administration.	2009	Less complicated planning system. Reasonable adjustment to the planning system that would be implemented in the whole public administration.
The development of cost-benefit-burden indicators for the operation of the office according to the similar measurement-assessment efforts of European statistical institutions.	2010	Operational indicators in line with EU regulations.
Further developments of the technical devices and internal services used for the management and operation of HCSO, and their adjustment to management requirements. Establishment of the conditions for the reporting system of managers.	2009–2010	Transparent management activity, managers' reporting according to objective requirements. A widening range of electronic services for the management, a new document-management system. More accurate analyses of the operation of HCSO, which better meet management requirements.
Gradual implementation of a quality management system covering the whole HCSO, based on international standards, as well as auditing its realization with the contribution of external experts.	2009–2012	Complete implementation of quality assurance of processes and quality management. Extension of the production management system for all production processes, and for management and supporting processes. Obtaining a quality management certification. Implementation of an external audit.

Implementation of our strategy

Our aim is to assure the successful implementation of our four-year programme by the following measures:

- Each year the time proportional strategic tasks and the defined development programmes will be inserted into the annual work programme of the HCSO, according to the task-based programme planning. This guarantees that besides the resources needed for the regular work of the office, the human and financial resources for the determined strategic tasks will also be available.
- Responsible persons will be appointed for the main domains, whose task will be to launch and monitor the implementation of the planned developments. The implementation of developments that cannot be inserted in the normal organizational hierarchy will be done in the framework of a project structure created for the purpose and lead by an appointed project leader.
- A monitoring system will follow the progress of the projects and main domains. In order to measure the realization of the programmes, indicators will be elaborated to provide an overview of the implementation of the strategy.
- Alike the previous years, the responsible persons will report on the implementation, progress and results of the projects and main domains to the Strategic Development Council, which is the decision-preparatory and advisory forum of the president of the HCSO.
- Each year an annual report will be published in Hungarian and in English including a chapter on the strategic tasks implemented in the reference year.

Budapest, December 2008

HUNGARIAN CENTRAL STATISTICAL OFFICE

STRATEGY, 2009–2012

Our mission is to provide as a part of the European Statistical System credible and good quality statistical services adequate for users' needs about the state and changes of society, economy and environment.

