



CENTRAL STATISTICAL OFFICE

Development Directions of Polish Official Statistics

until 2017



Warsaw 2012

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INTRODUCTION

The development and globalisation processes which occur in the modern world, the intermingling and interdependency of both human and material resources, as well as ongoing social and economic processes, all contribute to the growing significance of objective and reliable information. This constitutes an indispensable tool for the accurate diagnosis and assessment of reality, as well as for monitoring the ongoing changes and for providing the signalling of adverse phenomena.

Official statistics provides high quality statistical information on economic, demographic, social situations and the natural environment. These are produced in accordance with scientific methods, following objectivity and confidentiality principles.

Statistical information is used by government and local authorities – for analysing, planning, and making decisions which are strategic for regional and national development, by entrepreneurs and their organisations, as well as by other recipient groups, including individual citizens.

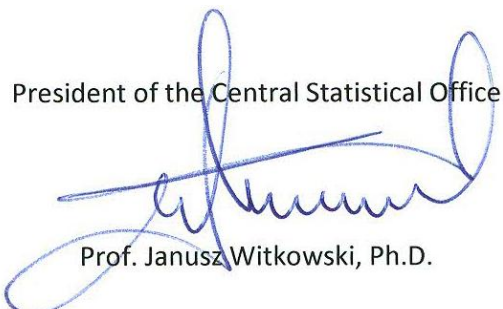
The official statistics system constitutes one of the fundamental public and countrywide elements of the state's information system, which has vast amount of data at its disposal, and ensures the necessary level of information security for the society, the economy, and the country.

However, the changing reality poses new challenges for statistics. These concern both the information scope of statistical surveys and the adaption of these for recipients' needs. These also must recognise the changes taking place in the environment, as well as the timeliness and high quality of the provided data. It is essential that official statistics gathers and disseminates not only the statistical data which describes socio-economic phenomena and the processes which took place in the past, but in meeting the recipients' expectations, provides information suitable for current analysis and projections.

An additional challenge for statistics, with the growing expectations regarding information, is the emphasis put on reducing respondent burden related to statistical obligations, while limiting the cost of conducting surveys. In order to tackle these tasks, a coordinated, scheduled, and long-term action is required. Following this assumption, the Central Statistical Office prepared this document, entitled: "Development Directions of Polish Official Statistics until 2017".

It is the first edition of such document. Its aim is to inform participants in the official statistics system, its respondents and recipients of statistical information, about its strategic objectives, as well as its operational objectives and planned development actions until 2017. Furthermore, it is aimed at strengthening the positioning of Polish official statistics as a modern, efficient and effective element of the national information system.

President of the Central Statistical Office



Prof. Janusz Witkowski, Ph.D.

Chapter I

THE OFFICIAL STATISTICS SYSTEM IN POLAND

Legal Bases for the Functioning of Official Statistics in Poland

The fundamental legal basis for the functioning of official statistics is the Law on official statistics of 29 June 1995 (Journal of Laws No. 88, item 439, as amended). The Law defines the principles of, and forms the bases for, a reliable, objective, professional and independent conduction of statistical surveys, the result of which is official statistical data. In addition, it establishes the organisation and mode of conducting these surveys, as well as the scope of the office's related obligations (Article 1).

An important role among the sources of law for official statistics is also played by the implementation of secondary regulations to the Law on official statistics which necessarily complement the statutory matter regulating official statistics. These include primarily the statistical survey programme of official statistics which is established by the Council of Ministers pursuant to Article 18 of the Law.

Public Administration Bodies Conducting Statistical Surveys

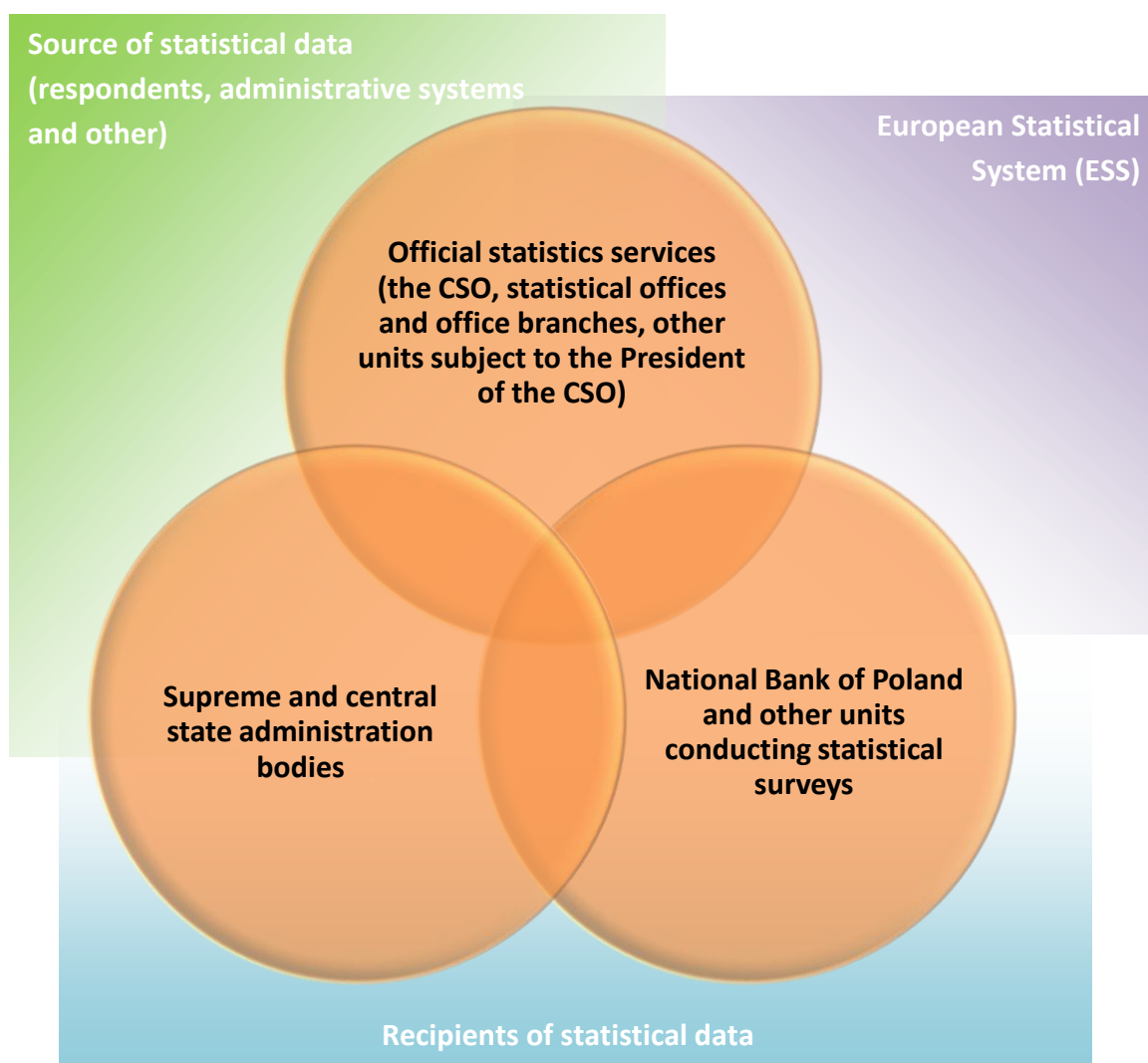
Pursuant to Article 20(1) of the Law on official statistics, statistical surveys of official statistics are conducted by the President of the Central Statistical Office (CSO). The Council of Ministers, upon request by the Statistical Council, may also establish in the statistical survey programme that the statistical survey will be conducted by:

- 1) another indicated supreme or central state administration or the National Bank of Poland, should the survey require specialist knowledge which this administration has, or if it is in possession of data collected for some other purpose,
- 2) the President of the Central Statistical Office, together with another indicated supreme or central state administration body, another governmental institution or the National Bank of Poland or a voivod,

- 3) an indicated statistical office, together with a voivod or a local government body per its request.

The Statistical Council is a consultative and advisory body in statistical matters, operating with the Prime Minister. The Council's tasks include, among other missions, establishing, on the basis of a proposal prepared by the President of the Central Statistical Office, annually for each following year, a draft statistical survey programme, and presenting this to the Council of Ministers, by 30th of June each year.

THE OFFICIAL STATISTICS SYSTEM IN POLAND



The organisation of Official Statistics Services

The official statistics services in Poland include the President of the Central Statistical Office, subordinate statistical office Directors, other statistics units formed pursuant to Article 27 of the Law, as well as units formed pursuant to the provisions of the Law on public finance (for which the President of the CSO acts as a founding body).

The President of the Central Statistical Office is appointed by the Prime Minister from among persons selected through an open and competitive recruitment. It is also the right of the Prime Minister to dismiss the President of the Central Statistical Office. However, the statistical office director is appointed and dismissed by the President of the Central Statistical Office.

The President of the Central Statistical Office performs his tasks with the assistance of official statistics services, in particular the Central Statistical Office, as well as other statistical offices.

The organisation of the Central Statistical Office is defined in a statute granted in a regulation by the Prime Minister. However, statistical offices are established and cancelled by way of an ordinance of the President of the Central Statistical Office. The detailed scope of tasks and organisation of any statistical office is defined by statute granted by an ordinance of the President of the Central Statistical Office.

The following units operate by the President of the CSO: the Scientific Statistical Council, the Council, the Programme Commission, and the Methodological Commission. The President may establish by ordinance, commissions and teams other than the above mentioned, as consultative and advisory bodies, permanent or ad hoc, defining the purpose for their forming, their name, composition, scope of tasks, and mode of operation.

The Scientific Statistical Council is a consultative and advisory body of the President of the CSO with regard to the methodology of statistical surveys. The Council prepares assessments and recommendations of methodological work which ensure the improvement of the statistical survey system.

The Programme Commission provides support in the preparation of draft annual statistical survey programmes of official statistics. It also aids with the development of themes for draft survey programmes, and their negotiations with other bodies conducting statistical surveys.

The Methodological Commission is a consultative and advisory body which supports the concern for improving statistical survey methodology in order to enhance the quality of statistical information. Moreover, it does so by means of assessing the existing statistical survey methods, as well as by means of initiating new methodological solutions and scientific research work related to the methodology of statistical surveys.

The legal basis for establishing official statistics units subordinate to the President of the CSO or to units for which the President of the CSO acts as a founding body, is Article 27 of the Law on official statistics, as well as the Law on public finance provisions. The provision of Article 27 of the Law on official statistics stipulates that the President of the Central Statistical Office may establish

service units of official statistics, defining in an ordinance, their scope of tasks and organisation. Service units of official statistics include the Statistical Computing Centre, the Central Statistical Library and the Statistical Publishing Establishment. Included in the units of official statistics services, established pursuant to provisions of the Law on public finance for which the President of the CSO acts as a founding body, is an institution for budgetary management – the Research and Statistical Education Centre of the CSO.

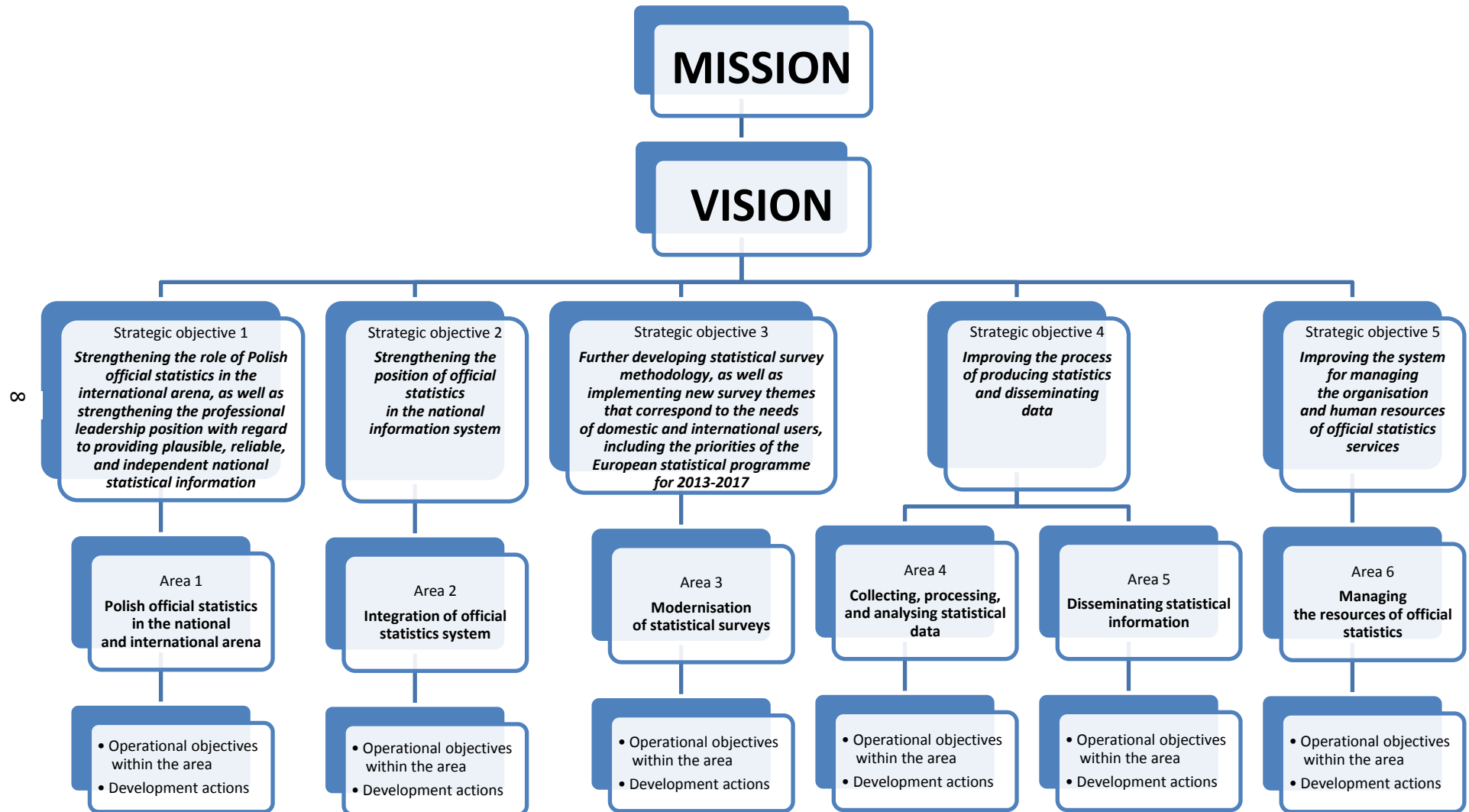
Polish Official Statistics in the European Statistical System

With the Republic of Poland joining the European Union in May 2004, the Central Statistical Office became a part of the European Statistical System (ESS) which constitutes a partnership between Eurostat, national statistical authorities, and other national bodies in EU Member States. ESS is responsible for developing, producing and disseminating European statistics. As of this date, therefore, Polish official statistics started operating as an equal element of European Statistics.

The Central Statistical Office functions in the ESS as a body responsible for coordinating all actions conducted at national levels which concern European statistics. It also operates as a point of contact of the European Commission (Eurostat) in the field of statistics. Its coordinating function is fulfilled by means of preparing, in cooperation with statutorily authorised bodies, annual statistical survey programmes of official statistics, the result of which are official statistical data. The implementation of some surveys included in the programme in Poland follows from the existing statistical legislation of the EU that the Republic of Poland, as a Member State, is obliged to implement. In order to ensure the consistency and comparability of European statistics, representatives of Polish official statistics cooperate closely with Eurostat, other national statistical authorities, and national bodies which are responsible in Member States for developing, producing and disseminating European statistical data, and for creating European statistical law. In addition, it is responsible for the implementation of this by way of conducting appropriate surveys and other statistical work which result in providing statistical data of the required scope and quality. This cooperation also concerns developing the concept and methodology of European surveys and other statistical work. This partnership is reflected in the active participation of Polish representatives in the work of different European statistical bodies, such as working groups and task forces organised by Eurostat, in social and economic statistics directors groups, as well as in committees, including the European Statistical System Committee and the Working Group of the Council of European Union on Statistics.

The cooperation of the CSO within the ESS enables Poland to develop closer ties, to exchange good practices, as well as to implement new solutions developed within the ESS. It also allows the continuous improvement of quality of both Polish and European statistics. Strengthening the cooperation and the role of Polish official statistics in the ESS constitutes one of priority objectives for the next few years.

THE LOGIC DIAGRAM OF THE DOCUMENT “DEVELOPMENT DIRECTIONS OF POLISH OFFICIAL STATISTICS UNTIL 2017”



Chapter II

THE MISSION AND VISION OF POLISH OFFICIAL STATISTICS, STRATEGIC OBJECTIVES UNTIL 2017 AND AREAS OF THEIR IMPLEMENTATION

The Mission of Polish Official Statistics

The mission of official statistics is to provide plausible, reliable, independent, and high quality statistical information about the state and about the ongoing changes in the society, in its economy, and in its natural environment which meet the needs of domestic and international users.

The Vision of Development

The vision of development defines the mode of operation, as well as the position that Polish official statistics is going to have achieved until 2017. Moreover, it determines the values which the official statistics will be driven by, in pursuit of the vision.

- ◆ Official statistics will play the leading role in the national information system by means of providing high quality official statistical information and metadata which serve as the basis for analysis and projections, and constitute information support when making decisions at different levels of central and local government administration, as well as in business. What is more, the provided information is intended to serve organisations and individuals who actively participate in the country's socio-economic life.

- ◆ The themes for surveys conducted within official statistics, as well as the scope of resultant information which is made available and disseminated, will be adapted to the ongoing changes in the country's socio-economic situation and in the natural environment, to the greatest possible extent.
- ◆ Statistical surveys conducted within the official statistics system will be integrated to the greatest possible extent in terms of information, methodology, and organisation.
- ◆ The resultant information made accessible by official statistics in a modern and friendly way will be current and adapted as much as possible to the needs of different groups of domestic and international recipients.
- ◆ The actions of official statistics will be implemented by taking into account the principles of the amended European Statistics Code of Practice, in order to enhance confidence in the independence, reliability, and responsibility of both Polish official statistics and Eurostat, as well as in the plausibility and quality of the statistics which these produce and disseminate.
- ◆ Official statistics will be a more active member of the European Statistical System, and its representatives will continue to participate in developing a common methodology for surveys, using the best experience of Member States' statistical offices (including those of Poland), ensuring the international comparability of survey results, but also their adaptation to the needs of Polish recipients.
- ◆ The Central Statistical Office and units of official statistics services subordinate to the President of the CSO will be managed in a modern way, which will enable optimal allocation of personnel and financial resources.

Strategic Objectives

Fulfilling the mission of official statistics, as well as implementing the afore-mentioned vision of development require that strategic objectives be formulated that define operational objectives within strategic areas, as well as operational actions leading to the expected results.

The strategic objectives determined by Polish official statistics are interrelated, just as the actions within different strategic areas should be related and consistent to achieve the overriding objective included in the mission. This is to provide access in a professional way to statistical information of the highest possible quality parameters. The implementation of the assumed strategic objectives will involve a set of actions leading to successive improvement of Poland's official statistics system in a way that is consistent with the programmes for the development of the country's information infrastructure, as well as with the programme for the development of the European Statistical System.

The strategic objectives of Polish official statistics until 2017 are as follows:

◆ ***Strengthening the role of Polish official statistics in the international arena, as well as strengthening the professional leadership position with regard to providing plausible, reliable and independent national statistical information***

Polish official statistics is an autonomous part of the global statistical system, and provides information for the United Nations and other international organisations. Since May 2004, it has also been a component of the European Statistical System (ESS) coordinated by Eurostat. Surveys conducted by the Member States within the ESS are implemented in accordance with an agreed, common methodology that allows all European Member States to obtain comparable results. The objective of Polish official statistics is to secure the position of being an effective participant of the ESS. Representatives of Polish statistics will thus participate actively in the work of European statistical decision-making structures, as well as in working groups whose task is to prepare surveys and European acts of law regulating these surveys. At the same time, they will promote innovative methodological solutions developed within Polish official statistics, analytical studies, and pioneer implementations of international statistical surveys. The involvement of Poland in the development of cooperative notions, including expert assistance in supporting the development of official statistics in the Eastern Partnership countries, is intended to enhance the prestige of Eurostat.

An important objective is to strengthen the position, as well as the positive image of official statistics nationally, as a reliable, plausible, and independent source of information. The CSO is going to continue with the already initiated actions modernising official statistics so as to enable it to offer increasingly better fulfilment of institutional needs, as well as individual users' needs. The actions will consist in, among other initiatives, providing integrated compiled statistics, as well as indicators supporting the creation and monitoring of public policies, both with regard to the whole of Poland and regionally. It is also intended to increase the availability of information for individual recipients, by way of wider access to output information via the Internet. At the same time, users will be informed about procedures applied in the CSO that have been put into place to ensure the provision of data of high quality that is compliant with EU standards, including the principles of the European Statistics Code of Practice.

Actions leading to the improvement and upgrading of the system of communication with users and respondents will be also expanded. This includes the implementation of modern forms of information transmission, large-scale information campaign regarding statistical data security, as well as the introduction of customer satisfaction surveys. Moreover, the promotion of products and services provided by Official Statistics will be intensified.

What is more, work will be performed aimed at building the system of statistical education for Polish society. The intention of this is to increase local and individual knowledge

of the methodology of surveys and of proper interpretation of statistical data, as well as to increase social awareness regarding the significance of official statistical surveys for the functioning of the state and the development of the country.

◆ ***Strengthening the position of official statistics in the national information system***

Official statistics constitutes one of fundamental public systems that make up the national information system. It not only provides vast amounts of statistical information that ensure information security for the nation, for its economy, and its society, but this also puts into place important tools for coordinating and integrating other information systems in the form of register offices, standards and classifications, definitions of concepts, measures of socio-economic categories, and so forth.

The implementation of official surveys within the official statistics system by way of the supreme or central state administration, the National Bank of Poland, and other statutorily authorised units, requires improving the consistency and integration of conducted surveys with regard to the themes, methodology and organisation.

The President of the CSO has tools for methodological coordination of surveys in the form of obligatory metadata and methodology standards, as well as for thematic coordination, in the form of annual statistical survey programmes. The CSO will take actions towards wider use of these tools, as this will allow cooperating bodies to generate complementary surveys of better comparability, so as to enable the wider exchange of information, as well as to use the results for comprehensive analyses. The added value of this action is the optimisation of burden and costs born both by respondents and particular bodies and institutions conducting statistical surveys.

Another important area that requires the active participation of the CSO is the shaping of the already existing national information systems and those that are being created, bearing in mind the need to apply in these identification and classification standards (and when possible, definition standards). This is to be done in order to create the opportunity to use information that is gathered by way of these, as source data providing knowledge about particular phenomena and social and economic processes, also as important sources of data for statistical surveys of official statistics. This is also in accordance with the intention of the European Commission with regard to the proposed legislative amendments in the Regulation of the European Parliament and of the Council regarding European statistics. This strengthens the right of national statistical authorities to use the data of administrative information systems, and it enhances the capability of these bodies to influence the forming of their informational content.

The development of administrative systems observed in recent years, with these being diversified, requires an increase in the coordinating role assumed by the President of the CSO.

Moreover, it compels members of this organisation to carry out actions to ensure the harmonious cooperation between the systems. Thus, work will be performed towards amending the Law on official statistics in this respect. In addition, cooperation with managers of administrative systems will be intensified.

◆ ***Further developing statistical survey methodology, as well as implementing new survey themes that correspond to the needs of domestic and international users, including the priorities of the European statistical programme for 2013-2017***

Due to increasing information needs, both domestic and those resulting from international commitments, as well as those related to the changes occurring in economic and social processes and phenomena, particular thematic domains of official statistics will be subjected to a thematic and methodological review. This thematic review will attempt to include new phenomena and processes in statistical observation, and to phase out and resign from carrying out surveys with themes that are not significant for characterising the country's present socio-economic situation.

The results of these reviews will be reflected in methodological work, taking into account also the use of modern statistical methods and techniques, and consequently, the themes of annual survey programmes of official statistics. Surveys conducted by Polish official statistics will take into account the survey priorities formulated in the European statistical programme for 2013-2017. Implementation of the main assumptions of this programme by Poland, as well as by other European countries, will allow the bodies of concern to acquire data for monitoring, developing, and assessing the policy of the European Union. At the same time, it will contribute to improved monitoring of development processes and the effects of national policies, in particular taking into account the territorial dimension of the phenomena.

◆ ***Improving the process of producing statistics and disseminating data***

Imposing increasing information requirements on official statistics, both in terms of quantity and quality, exacts the necessity to increase the effectiveness of statistical production process, as well as the accompanying organisation and coordination processes. Applying proper statistical procedures, modern methods and tools at every stage of a survey, begins with the planning, through collecting, processing, developing, and analysing data, as well as providing access to results. This is all based on the Polish Integrated Model for Conducting Statistical Surveys (*ZMRBS – Zintegrowany Model Realizacji Badań Statystycznych*), developed on the foundations of the GSBPM model (*Generic Statistical Business Process Model*).

This constitutes the precondition for successfully obtaining statistical process products of appropriate quality. Furthermore, implementing standardised and integrated work processes in conducting statistical surveys allows for the optimal allocation of resources.

Improving the process of making information with appropriate metadata accessible, by means of using modern information and communication technologies while allowing (if necessary) the use of the traditional paper form, is a guarantee of creating wider availability and greater transparency of statistical information for different user groups of varied level of needs, knowledge and skills. Actions will therefore be taken aimed at implementing, to the extent possible, electronic forms of access to data, in particular at creating web-browser accessible public databases together with metadata which describe them. A friendly interface and enhanced functionality of the system providing the access will allow easier and quicker access to studies, reports, and predefined tables or independent search, analysis and graphical presentation of data, in accordance with the user's information needs.

◆ *Improving the system for managing the organisation and human resources of official statistics services*

The nature and complexity of present-day challenges has brought about the need for modern and effective management. The system for managing units included in official statistics services, i.e. the CSO and organisation units subordinate to the President of the CSO, will be based on up-to-date management control procedures and will constitute the whole of actions taken to ensure the implementation of objectives and tasks in a way compliant with the law, as well as being effective, economical, and timely. In this regard, management control will be also aimed at the observation and promotion of rules of ethical behaviour, the effectiveness and efficiency of information flow, as well as enhancing risk management.

The system for managing the personnel of official statistics services will be based on a model in which defined competence constitutes the basis for managing human potential. The introduced competence model will be integrated with the personnel policy pursued so far, as well as with the defined mission and vision of official statistics. In this way personnel management will support the implementation of official statistics strategic objectives to a greater extent. Correctly defined competence constitutes the basis for most personnel processes, e.g. recruitment, assessment of employees, talent management, career and development paths. In order to improve the knowledge and development of employees, the prepared training programmes will be preceded by a diagnosis of competence gaps.

Strategic Areas

The formulated strategic objectives until 2017, translate into operational objectives and development actions. These are concentrated in the following six strategic areas:

Area 1

Polish official statistics in the national and international arena

Development actions within this area will concern, among other things, establishing a strategy for international cooperation enabling the enhanced participation and role of Polish official statistics in the European Statistical System, increasing the promotion of Polish official statistics in the international arena, as well as promoting the products and services provided by the statistics, both nationally and internationally. In so doing, the position and positive image of official statistics will be strengthened, and it will be considered a reliable, plausible and independent source of statistical information. Further to this, the intention is also to improve the cooperation and communication with respondents and users of statistical information, as well as to prepare and implement the concept of statistical education system.

Area 2

Integration of official statistics system

Within this strategic area, actions will be conducted aimed at strengthening the coordinating role of the President of the CSO in the official statistic system. This is to be done through necessary legal changes, standardisation of statistical surveys of official statistics and standardisation of administrative information systems.

Area 3

Modernisation of statistical surveys

Implementation of objectives within this area will be connected with acquiring a greater ability to recognise users' information needs, and to respond flexibly to their needs with regard to survey themes. The development of statistical surveys, supported by the necessary methodological work, is therefore intended to include new phenomena, as well as to include changes in the social and economic sphere in statistical observation. Additionally, it will take into account the survey priorities formulated in the European statistical programme for 2013-2017. This will allow it to ensure information security for domestic and international recipients, also with regard to data for creating, monitoring, developing, and assessing the effects of national and European policy.

Area 4

Collecting, processing, and analysing statistical data

Development actions within this area will be aimed towards facilitating and improving the process of statistical production (implementing a new organisation of survey process based on the Integrated Model for Conducting Statistical Surveys, building and enhancing the current statistical metadata system, as well as improving data collection methods), reducing respondent burden (widening the use of administrative data, integrating and simplifying reporting, searching, and evaluating new sources of data), and improving the quality of statistical information (implementing a statistics quality management system). What is more, the intention is to increase the analytical use of statistical data (implementing a support system for analysis, widening the scope of socio-economic analyses, strengthening macroeconomic studies and improving the analytical cooperation of research groups from the CSO, Statistical Offices and academic communities).

Area 5

Disseminating statistical information

This area concerns actions aimed at providing specific user groups with wide, easy and quick access to statistical information and metainformation which is adapted to their needs. This is to be in accordance with the developed standards for disseminating statistical data and using electronic forms of providing access, as well as new methods of social communication. A significant portion of the actions will be focused on enabling users to search for and analyse data independently, directly from the available public databases containing statistical data and metadata.

Area 6

Managing the resources of official statistics

Development actions within this area will be focused on initiating, bringing forth and implementing a new concept for managing the organisation and its resources, taking into account developing a rational policy for human resources management, ensuring appropriate division of tasks and competence among organisation units, increasing the independence and decision-making responsibility of official statistics services and improving cooperation between them. In addition, actions within this sphere are intended to develop and implement an integrated IT system for official statistics which will be adapted to the needs resulting from the new organisation of surveys and which is to take into account experience related with the censuses. What is more, all IT issues will be reflected in a separate document which discusses development directions of information technology in the CSO and which is consistent with official statistics development directions.

Chapter III

DEVELOPMENT DIRECTIONS OF POLISH OFFICIAL STATISTICS UNTIL 2017 BY STRATEGIC AREAS

Area 1

**Polish Official Statistics in the National and International
Arena**

◆ *Strengthening the position of Polish official statistics in the international arena*

Current status

Polish official statistics is a key element in the national information system, and the surveys conducted within it provide statistical data used for shaping, implementing, and monitoring social and economic policy. It is also an equal element in European and world statistics, and its image has been built for many decades through Central Statistical Office action in the international arena. The Polish presidency of the Council of the European Union in the second half of 2011 has had a positive influence on the reception of Polish official statistics nationally and abroad. In order to maintain the positive image of Polish official statistics in the international arena and to strengthen its position, it is required for the Central Statistical Office to intensify actions in the area of the widely defined international cooperation and promotion of Polish official statistics abroad.

Planned development actions

- Increasing the effectiveness of official statistics services participation in the work of international groups and teams.

Polish statistics has its own place in international statistics which is manifested through the participation of its representatives in the work of international groups and teams. In the coming years, one of the more important actions of the CSO in this respect will be to intensify participation in international task forces - in particular, within the European Statistical System (ESS). The intention is to provide candidates for positions which are appointed for developing

specific solutions, preparing methodology for surveys, creating survey tools, as well as participating in various statistical projects. These constitute a forum where Polish statistics may present its research potential and development capabilities, as well as contribute to the shape of European and world statistics.

The position and image of Polish statistics will be strengthened by means of promoting Polish official statistics-developed innovative methodological solutions, analytical studies of a new type, and pioneer implementations of new international statistical surveys. Moreover, active involvement in discussions and presentation of standpoints which take into account objectives and tasks of Polish official statistics will allow Poland's more efficient participation in the decision-making process within the ESS. In this context, it is necessary to provide analytical and information support for participants in the international meetings and to strengthen the coordination of work connected with preparing the standpoints of Polish official statistics.

- Strengthening the cooperation within the "Eastern Partnership".

The "Eastern Partnership" implements the European Neighbourhood Policy with regard to Ukraine, Moldova, Azerbaijan, Armenia, Georgia and Belarus. Its aim is to hasten the political association and further economic integration of the European Union with these EU partner countries. In the coming years, actions by the CSO in this area will be focused on providing help to the "Eastern Partnership" countries with respect to the transformation of their statistical system and the implementation of European standards.

In order to strengthen this cooperation, it is necessary to develop rules for providing support (study visits, consultations, internships, assistance in preparing methodological manuals), as well as to help these countries improve their expert base.

- Intensifying cross-border cooperation.

The beginnings of cross-border cooperation in the area of statistics within the existing euro-regions date back to the middle of the 1990s. At present, new initiatives in this area need to be considered. These should concern, among other issues, conducting joint surveys, providing access to data, as well as producing studies and analyses.

- Organising international conferences and working meetings.

One of the means to present and popularise the accomplishments and achievements of Polish official statistics, as well as to strengthen its image among different recipient groups, is the organisation of international statistical events. These allow Polish statisticians to exchange experience, as well as establish and strengthen contacts within the international community of statisticians, economists, journalists, and scientists.

- Arranging internships for employees of statistical offices of countries outside the EU.

Arranging of short and long term internships for statisticians from other offices is an important factor of support for countries outside the EU which are only building their statistical potential and are in the process of harmonising the national statistics with the European statistics. Polish official statistics constitutes a positive example of transformation of a national statistical system and its adaptation so as to comply with ESS requirements. Such form of international

cooperation will bring tangible benefits, not only to the interns, but also to Polish statisticians who will gain new experience in the area of arranging and conducting internships and training.

Expected results of development actions

- Increasing the number of papers, presentations, and other materials presented by Polish statisticians in international forums so as to show the attainments and experience of Polish official statistics and its participation in creating European and world statistics in areas important for their further development.
- A more active involvement of Polish services of official statistics in the work of international groups and teams by means of better preparation for the meetings in terms of merits, negotiating solutions advantageous from the point of view of Polish official statistics, and more efficient presentation of its interest.
- Involvement of statistics in the implementation of the European Neighbourhood Policy.
- Conducting comparative international surveys, presenting results in foreign language publications, ensuring data for Poland in international databases.
- Introducing international conferences organised by Polish official statistics into the calendar of meetings and conferences put out by statistical institutions in Europe and around the world. This will strengthen the image of Polish official statistics in the international arena.
- Including Polish official statistics in educational activity within European and world statistics education.

◆ *Strengthening the position of official statistics as the main, reliable, plausible and independent source of statistical information in the country; improving cooperation and communication with respondents and users of statistical information*

Current status

The position and positive image of official statistics is largely influenced by the extent to which the needs of domestic and foreign users are met, as well as the opinion created by the media. Also of significance is cooperation with representatives of the world of science so as to create opportunities to improve survey methodology and statistical analyses which are developed upon their basis. One of the ways to measure the extent to which users' needs are met is to conduct periodic or regular questionnaire satisfaction surveys which at present time, are implemented with insufficient frequency. What is more, cooperation with the media should become much more frequent and intensive (greater provision of press conferences, interviews, access to the

spokesperson for the President of the CSO, enhanced support by the press unit and provision of additional service channels).

This cooperation with the academic community, exchange of experience and application of academic methods in statistical surveys have long been present in official statistics. The scope of and rules for this cooperation are expressed in agreements and contracts concluded by the President of the CSO with authorities of numerous universities across the country. However, the information regarding the close cooperation of the CSO and statistical offices with the academic community is not sufficiently disseminated among statistical data recipients. In order to better adapt the themes of statistical surveys to the predicted new phenomena and changes in the socio-economic situation, as well as to further improve the quality of products and services provided by official statistics, the cooperation with the academic community needs to be deepened.

Planned development actions

- Anticipating the needs of users, including the media, and offering new products and better functionality of the system for providing access to these products.
- Broader cooperation with the academic community in:
 - recognising new socio-economic phenomena which should be reflected in statistical survey themes,
 - improving survey methodology and quality of statistical analyses.
- Concluding new agreements and contracts with universities and academic institutes.
- Informing recipients of statistical information more extensively about the quality of products and services offered by official statistics, as well as informing them about the scientific base used for statistical survey methodology.
- Carrying out information and promotion actions regarding the usefulness of outputs of official statistics, as well as their availability.
- Intensifying the cooperation with the media.
- Enhancing the cooperation of the spokesperson for the President of the CSO with spokespersons for other countries' national statistical authorities, as well as for Eurostat within the Press-net.
- Providing periodic user satisfaction surveys and application of survey results for modernising statistical work.

Expected results of development actions

- Increasing the level of satisfaction of users' information needs.
- Improving survey methodology, as well as the scope and quality of statistical analyses with the use of scientific bases.
- Facilitating and widening the access to statistical information.

- Improving the system for cooperation with respondents and users of statistical information, including developing positive relations with the media.
- Raising public awareness on the reliability, independence, quality and usefulness of official statistics.

◆ *Building a statistical education system which constitutes a source of statistical knowledge for respondents and users of statistical information, as well as a being a tool for improving the qualifications of employees of official statistics services*

Current status

There is a need to build a comprehensive system of statistical education which is focused on external beneficiaries (the respondents and users of statistical information), as well as internal beneficiaries (the employees of official statistics services). Recipients of information made accessible by the CSO need to have appropriate levels of knowledge in the field of statistics in order to understand, process and properly interpret and use statistical data. In turn, respondents, who are the source of information, should be able to acquire, process and transmit statistical information properly. Employees of official statistics services should update their possessed knowledge, as well as improve their qualifications systematically.

Planned development actions

- Developing a diversified offer of trainings, both traditional and e-learning (remote), as well as in the blended-learning system (supporting traditional training with e-learning training) which is dedicated to external and internal recipients.
- Using the possibilities offered by traditional media, as well as the so-called 'new media' to spread knowledge about official statistics, its role in a democratic country and economy, as well as about various aspects of its application.
- Publicising knowledge about the official statistics system by means of conducting open lectures in the area of official statistics for various recipient groups, popularising study visits and apprenticeship in the CSO and statistical offices, participating in mass and local educational events.
- Coordinating educational actions of statistical offices and CSO divisions focused on particular groups of Statistical Education System beneficiaries.

The presented actions constitute a representative selection of actions predicted to be implemented within the statistical education system which is now being designed. These will be subject to monitoring and continuous development.

Expected results of development actions

- Increasing the level of statistical knowledge in different groups of recipients of statistical information.
- Improving the quality of reports and surveys provided by respondents.
- Increasing the interest and the degree of habit formation regarding the use of information and statistical outputs at all stages of education and professional development.
- Widening the use of official statistics resources by particular groups of potential statistical information users.
- Increasing the competence level and improving the quality of work of official statistics services employees.

Area 2

Integration of Official Statistics System

- ◆ *Introducing legal changes which strengthen the coordinating role of the President of the CSO in the Polish official statistics system*

Current status

The existing Law on official statistics was passed on 29 June 1995. Since then, the internal and external conditions for the functioning of official statistics have changed significantly. The new phenomena which occur in the environment, and the challenges posed for official statistics, make it necessary to introduce comprehensive changes in the Law, as well as in implementing acts regulating the operation of Polish official statistics, taking into account solutions resulting from Poland's participation in the European statistical and legal system.

Planned development actions

- Introducing new laws on official statistics which are to regulate the functioning of the official statistics system, as well as strengthen the coordinating role of the President of the CSO within this system.

The planned changes will concern, among other issues:

- increasing the coordinating role of the President of the CSO within the country's information system, as well as his role as regards statistical issues in the international arena,
- strengthening the role of the President of the CSO with regard to joint surveys conducted with another body,
- consulting with the President of the CSO in regard to changes in the office registers which have been functioning so far, as well as to the creation of registers and information systems which aid statistic collection, etc.,
- strengthening the role of the President of the CSO in the context of the Law on the protection of personal data provisions (regulations regarding authorisation to process personal data collected in statistical surveys, or to collections of data reported to GIODO (Inspector General for the Protection of Personal Data) and the Law on access to public information provisions (regulation regarding refusal to provide access to data collected for statistical purposes),

- preparing a list of variables, in place of the ones which currently exist (pursuant to Regulation of the Prime Minister), in such a way to make it possible to collect data from one entity using as few forms as possible.

Expected results of development actions

- Strengthening the coordinating role of the President of the CSO within the country's information system.
- Ensuring full consistency with the European law in the area of statistics.

◆ *Coordination and standardisation of surveys conducted in the Polish official statistics system*

Current status

The Official statistics system in Poland is characterised by having a large number of participants (official statistics services, i.e. President of the CSO and subordinate units, supreme and central state administrations and other units which conduct statistical surveys) which are widely interrelated and interconnected. It also cooperates closely with a vast number of respondents and users of statistical information.

In order for the official statistics system to function correctly and efficiently in the systematic provision of reliable information to users, it is necessary to integrate this system. The coordination and standardisation of surveys, therefore, constitutes one of the significant elements of integration within it.

Planned development actions

- Developing principles, procedures and tools supporting and coordinating the cooperation between units which conduct surveys within official statistics. This includes designing an IT system supporting the development of a statistical survey programme of official statistics (SSPOS) and work related to the programme which would be accessible for all survey author units (including those outside official statistics services).
- Developing common and uniform organisation standards for conducting surveys and disseminating statistical information between CSO and units which carry out statistical surveys in governmental departments.
- Striving to harmonise the methodology applied in the official statistics system, and in the classification and information standards (metadata).

- Integrating the actions of the CSO and other governmental departments with regard to work on unifying, upgrading and improving statistical data collection processes (electronisation of reporting), as well as on avoiding excessive respondent burden.

Expected results of development actions

- Increasing the efficiency and effectiveness of cooperation of official statistics services and other governmental bodies which conduct statistical surveys within the official statistics system, including improving the arrangement process regarding the draft SSPOS at particular stages of its development.
- Increasing the comparability of statistical data collected by the CSO and other governmental departments, both within the conducted statistical surveys and in administrative information systems, as well as increasing the possibility of exchanging these data within the official statistics system.
- Providing the possibility of developing consistent analyses and projections which are based on a standardised information resource.

◆ *Improving tools enabling the standardisation of administrative records used as information source for official statistics*

Current status

The legal regulations existing so far regarding the use of REGON identification number (identification of an entity) in administrative records, as well as designations of territorial division units based on the TERYT register (address identification), i.e. the Regulation of the Council of Ministers of 11 October 2005 regarding minimum requirements for public registers and information exchange in electronic form (Journal of Laws No. 214, item 1781) have not been fully complied with by units responsible for particular administrative systems. For this reason, changes in this area are being drafted in the Ministry of Administration and Digitalisation, so as to establish regulations concerning National Interoperability Frameworks.

Article 40 of the Law on official statistics, of 29 June 1995, imposes an obligation on the President of the CSO to develop statistical classification standards in agreement with appropriate supreme state administrations. Provisions of the above-mentioned article impose an obligation on the CSO to apply the standards introduced by way of the regulations of the Council of Ministers in regard to statistics, records, accounting, as well as to official registers and public administration information systems.

These provisions have not always been in accordance with the practices applied by particular departments, e.g. until recently, three versions of Polish Classification of Products and Services were used in business transactions.

Furthermore, with regard to statistical definitions and concepts, there are no legal regulations regarding their common application in public administration registers.

The Communication from the Commission to the Parliament and the Council COM (2011)211: *Towards robust quality management for European Statistics* presents recommendations regarding a standard set of procedures and tools for effective quality management in statistics. This Communication proposes directions for changes within Regulation (EC) 223/2009 on European statistics. This is aimed at increasing the role of national statistical authorities in developing and coordinating administrative sources. These changes were reflected in the amended European Statistics Code of Practice, which was adopted by the European Statistical System Committee on 28 September 2011.

Planned development actions

- Implementing recommendations of Eurostat on coordinating administrative sources.
- Strengthening the cooperation with the keepers of administrative information systems, as well as with the Ministry of Administration and Digitisation, in order to make the systems they operate consistent and harmonised.
- Creating an IT system which enables the improvement and popularisation of electronic means of access to classification standards, metadata and office registers which are kept by the President of the CSO.

Expected results of development actions

- Improving and popularising electronic access to classification standards, to REGON and TERYT office registers, as well as to metadata systems, for public administration offices, socio-economic entities and citizens.
- Maintaining the consistency of the national standards used in Polish official statistics, with European and international standards.
- Providing fuller access to tools allowing the standardisation of administrative records used as information sources for statistics.

Area 3

Modernisation of Statistical Surveys

a. Demographic and Social Statistics

- ◆ *Development of statistics significant for the assessment of current demographic situations, and the prospects for population development*

Current status

Demographic statistics cover births, deaths, marriages, divorces, and legal separations. The data on vital statistics events (with the exception of deaths), is generated from the information bases of registry offices or are filled in electronically and sent to the CSO base. The method of acquiring data regarding deaths requires modification, especially in regard to the causes of death.

The dynamic changes in Poland's socio-economic development constitute the basic premise for introducing changes into population surveys, and for developing new empirical research and studies which will allow statistical agencies to monitor population, as well as related phenomena and processes.

Planned development actions

- Developing and disseminating the results of the National Population and Housing Census 2011 combined with the analysis of the current demographic and social situation.
- Implementing studies and research allowing government agencies to monitor demographic processes and to acquire information regarding demographic and social, as well as economic conditioning of their course.
- Preparing and implementing periodic questionnaire surveys concerning population migration, as well as implementing questionnaire surveys which include members of minority groups living in Poland, thus ensuring cooperation with neighbouring countries.
- Developing new, long-term demographic projections regarding the population and households bases, for the country, regions, and local government units, based on the results of NSP 2011 (the National Population and Housing Census 2011).
- Implementing a system for automated coding of the causes of death, as well as acquiring data on deaths directly from medical records.

Expected results of development actions

- Introduction of in-depth studies and analyses in the area of demography and migration. Moreover, gaining information on family formation and function for the purposes of assessing the current demographic situation, as well as ascertaining the prospects for population development, taking into account the course of demographic processes in retrospect, as well as its relation to the country's national socio-economic situation, with particular emphasis on the results of NSP 2011.
- Popularisation of the results of the multi-variant, regional diagnosis of population and households for 2012-2040, and of Poland's nationwide projection into the 2060 timeline.
- Implementation of questionnaire surveys and studies devoted to specific population groups, including children, the elderly, and to large and single-parent families.
- Introduction of automated data processing regarding death statistics.

◆ *Development of surveys and analyses concerning social development issues, including the quality of life, human and social capital, the phenomenon of poverty, as well as social exclusion*

Current status

Social surveys conducted in the CSO comprise many domains, including education, health and health protection, social assistance, culture, tourism, sports, social economy, as well as living conditions (including the risk of poverty). These are based on data coming from different sources (reporting, population sample surveys and administrative data), and currently are analysed primarily within the above-mentioned spheres of interest. It is necessary, therefore, to integrate the surveys and extend their analysis in order for these to constitute a tool for surveys concerning complex issues, such as: social services, human capital and social capital.

Planned development actions

- Developing surveys and analyses regarding people's living conditions which cover primarily integration and extension of surveys and analyses concerning the differentiation of wealth, including the methods for measuring and analysing the phenomenon of poverty and social exclusion, development of comprehensive analyses of people's quality of life (including families), taking into account various territorial breakdowns as well as sex, age and disabilities.
- Enriching analyses, and broadening the subject scope of surveys regarding non-profit organisations (including trade unions and political parties), as well as selected types of social economy entities (employee benefit and loan funds and cooperatives), with a simultaneous broadening of the application of administrative data.

- Comprehensively analysing social capital, its scale, form and effects in the public and economic spheres, as well as with regard to the quality of life of individuals and families, at the national level and in territorial breakdowns. These analyses will integrate data of different surveys concerning individual engagement in formal and informal networks, as well as ascertaining the resources which are transferred within them. Further surveys will, therefore, include equally important elements of social capital, such as norms, values and trust.
- Developing methodology, analyses and publications regarding human capital surveys, taking into account education. This is to be done by using qualitative, cost and income approaches.
- Improving surveys and analyses regarding availability and use of social services, as well as introducing comprehensive analyses in territorial breakdowns and by sectors (public, commercial and social).

Expected results of development actions

- Creating a more integrated and multifaceted system of social surveys and living conditions.
- Acquiring a more complete picture of social situation and the quality of life in Poland.

◆ *Development of surveys regarding labour market; preparing comprehensive analyses of the labour market*

Current status

In order to meet the expectations of the current as well as future users of statistical information, it is necessary to carry out comprehensive analyses of the labour market. This requires taking up new survey themes or expanding already existing ones.

Planned development actions

- Continuing to adapt the objective and subjective scope of working conditions survey to the needs of users of data of that scope, also including entities in the survey which currently are not surveyed, expanding the survey by assessment of new phenomena (e.g. stress, mobbing).
- Establishing broader cooperation with the Central Institute for Labour Protection – National Research Institute (CIOP-PIB) in order to consider the possibility of building a common information system regarding working conditions in Poland that, at the same time, is based on the results of systematic surveys of the CSO, as well as on experience and on surveys conducted by the CIOP.
- Performing analyses of the labour market which take into account various factors of its development, e.g. widening the use of flexible forms of employment.

- Developing indicators of employment quality according to recommendations of the United Nations Economic Commission for Europe (UNECE).
- Performing a multifaceted analysis of adapting the structure of education and professional training to labour market requirements.
- Analyzing the labour market in terms of population aging and retirement age shifting.
- Analyzing the data on the labour market which has been acquired through national censuses: PSR 2010 (National Agricultural Census 2010) and NSP 2011, with particular emphasis on acquiring information from administrative sources in terms of using administrative records to meet the needs of labour market statistics.

Expected results of development actions

- Full satisfaction of needs reported by users of statistical information in the area of working conditions.
- Significant expansion of the scope of comprehensive analyses of the labour market.
- Expansion of the scope and the list of indicators describing the current situation on the labour market.

b. Business Statistics

- ◆ *Development of surveys and analyses describing changes in the country's economic sphere, also in the functioning of enterprises, production, waste management, market for goods and services as well as transport and communications*

Current status

Surveys in the field of functioning of enterprises, also of production and services, provide a lot of significant data on the state and development of the Polish economy, as well as on its position in regard to European and world economies.

A significant influence that entrepreneurship has on the development, modernity and competitiveness of Poland's economy, as well as the increase in the significance of organisational and capital connections, both for the activities of enterprises, and for the economies of particular countries contribute to the growing interest in these phenomena within the national and international forum. The necessity to meet the growing needs of recipients justifies the further development of surveys and systematic broadening of information provided by statistics in this area.

The requirements for public and private enterprises in the area of environment protection also enhances the interest in data of this sphere, by domestic and international recipients, especially with regard to the waste management which is conducted in enterprises and which is an environmental protection priority in business. The range of administrative waste-related data being acquired at the moment from the Central Waste System of the Ministry of the Environment and other administrative sources is very broad, but insufficient with respect to the current requirements and those planned by Eurostat with regard to the availability and quality of data in this area. Hence, there is the need to expand the waste-related information system, especially with regard to business activity which leads to production of forestry and fishing residues.

The main factor which decides the taking-up of developmental actions with regard to surveys of enterprises which provide services related to supporting business activity, as well as to the demand for additional services, is the increase in significance of the services sector in creating added value. Alongside this is the need for an in-depth financial analysis in the area of service outsourcing, and assessing the factors determining its use by enterprises.

The structural, organisational and technological changes occurring in industry and construction influence both the necessity to verify the entities participating in surveys, as well as to verify and update the methodologies of surveys conducted in this area.

At present, there is a lack of current and comprehensive information on people's communication mobility. Only some elements, such as commuting to work, were surveyed in the NSP 2011. Yet, information in this area is required by the EU and is sought by domestic recipients, also for the purposes of monitoring the implementation of transport policy, environmental protection policy, regional programmes, as well as the European sustainable development strategy, etc.

Planned development actions

- Broadening the range of the already conducted surveys, as well as a better reuse of data already acquired for statistical purposes, or introducing new primary surveys. Among others, it is planned to:
 - broaden the range of information available within business demography surveys, by obtaining data concerning employer business demography and identifying innovative, high-growth enterprises, as well as acquiring selected data with greater frequency or on a regional scale,
 - expand the available set of entrepreneurship indicators, based on a consistent methodology and thus make this data internationally comparable,
 - take into account new aspects and trends in international economy in connection with the world economy in the surveys of the activity of enterprises.
- Improving the Central Waste System by means of broadening the range of data to include all business activities which generate waste, improving data quality, as well as enabling the versioning and archiving of microdata.

- Implementing surveys concerning the production and management of waste generated by fishing, as well as expanding the objective scope of surveys concerning the production and management of waste in forestry companies.
- Expanding the subjective scope of the survey “Assessment of enterprises providing services related to supporting business activity” to include entities employing 9 persons or less.
- Expanding the subjective scope of the survey “Demand for services” to include entities with 10-49 persons employed.
- Modernisation of methodology and organisation of short-term surveys regarding construction and assembly production (including entities with up to 9 persons employed).
- Verifying sampling methods for producer price surveys, improving the stage of editing the collected data, including imputation for non-response, upgrading the weighting systems.
- Developing a methodology followed by launching a survey on people’s communication mobility.

Expected results of development actions

- Preparing an extended set of data in the area of enterprise and enterprise demography, as well as ascertaining the degree and quality of connections between enterprises operating in Poland and in the international economy, for the needs of domestic and foreign recipients, including Eurostat.
- Developing in-depth analysis regarding the sizes and directions of the above-mentioned phenomena, as well as their effects and influence on the domestic economy.
- Expanding and improving information on waste management, also of that required by Regulation (EC) 2150/2002 of the European Parliament and of the Council on waste statistics.
- Acquiring information in regard to all entities which provide services related to supporting business activity, so as to allow better analyses of this part of economy.
- Obtaining more extensive information regarding the outsourcing phenomenon, and the factors which bring about the commissioning of external entities by enterprises to perform certain tasks.
- Including the whole grouping of construction entities in short-term surveys and presenting short-term indicators of construction and assembly production.
- Improving the quality and consistency of survey results regarding producer prices in industry and construction.
- Providing information on people’s communication mobility for the needs of domestic and foreign recipients.

- ◆ *The development of statistics concerning the use of the means of production, as well as crop diversification in terms of food safety, environmental protection and implementation of Common Agricultural Policy provisions*

Current status

After the National Agricultural Census conducted in 2010 (PSR 2010), and the survey of agricultural production methods of the same time period, there are grounds to take actions related to the development of statistics with regard to the use of the means of production, as well as crop diversification in terms of food safety, environmental protection and the implementation of Common Agricultural Policy provisions. Based upon the analyses of PSR 2010, in correlation with the results of surveys conducted in other public administration institutions, it is potentially possible to develop in detail, themes concerning the regional settlements of the sown area of agricultural and horticultural crops in connection with mineral and organic fertilisation, as well the use of pesticides for particular crops. An important issue is the development of organic production, as the number of organic farms with a certificate or in the transition period has increased in the recent years to reach approx. twenty thousand. Moreover, survey results indicate that these are farms with a larger agriculture area than the average Polish farm. The development of statistics in this survey area constitutes, therefore, the basis for providing contextual information to monitor and assess the national agricultural policy and particular agri-environmental programmes.

Planned development actions

- Deepening the analysis of data of PSR 2010, as well as of surveys regarding the agricultural production methods with a regional coverage in terms of agri-environmental factors, e.g. crop diversification, crop rotation, fertilisation, as well as the use of plant protection products.
- Expanding the cooperation with food safety control authorities and branch institutes (including the Ministry of Health, the Ministry of Agriculture and Rural Development, General Veterinary Inspectorate, General Sanitary Inspectorate, Main Inspectorate of Plant Health and Seed Inspection and the Main Inspectorate of Agricultural and Food Quality) in order to integrate data regarding food safety as well as use it in CSO studies and publications.
- Defining the possibility of acquiring a wider range of data related with the monitoring of pesticide residues in agricultural products. Analysis of the acquired data in cooperation with food safety control authorities and branch institutes.
- Appointing a group of experts from different institutions and research centres tasked (having performed analysis of the available data sources) with improving fertiliser use surveys and the quality of data in this area.
- Development of cooperation with the Institute of Soil Science and Plant Cultivation, as well as with institutions which report indicators related to the Gross Domestic Product. The intention

here is to analyse environmental risks resulting from excessive use of nitrogen and phosphorus compounds in agricultural production.

- Continued international and national cooperation with respect to further defining and developing methodology for calculating agri-environmental indicators.

Expected results of development actions

- In-depth analysis and improvement of statistics in this research area, among other purposes, to be used as a:
 - contribution to the National Action Plan for sustainable use of pesticides,
 - contribution to the development of Poland's standpoint regarding the Common Agricultural Policy - provision of data on agriculture, thus allowing for efficient negotiations for the form of the Common Agricultural Policy after 2013, as well as obtaining the best possible conditions for the development of Polish agriculture and the development of rural areas.

◆ *Development of surveys and analyses connected with the changes in the climate and energy situation, as well as with preventing negative phenomena within this domain*

Current status

Energy statistics is based on surveys conducted by the Central Statistical Office, the Ministry of Economy and the Energy Regulatory Office.

These surveys are conducted (depending on the subject of survey) on a monthly, quarterly, semi-annual and annual basis. Currently, new legal instruments are being created, both at the level of the European Union and at the national level, that increase requirements regarding energy statistics. This is related to the necessity of monitoring and improving planned actions in this area.

Planned development actions

- Monitoring the implementation of legal instruments connected with:
 - energy efficiency,
 - energy from renewable sources.
- Improving surveys in the area of energy consumption in the services, transport and households sector.

Expected results of development actions

- Expanding the information in the areas of energy statistics defined by new legal instruments and adapting this to users' needs.

c. Macroeconomic Statistics

- ◆ *Development of macroeconomic analyses concerning the composition of economic growth, business cycle and measures of socio-economic development*

Current status

Macroeconomic conditions, both internal and external, have significant influence on the course of socio-economic processes in Poland. Economic phenomena revealed by the financial crisis which began in 2008, require deeper analysis and a concise description of the socio-economic processes taking place in Poland. This is also necessary in the context of external, structural conditions and the business cycle.

Planned development actions

- Working on the analysis of macroeconomic issues, also developing the methodology for analysis of composition of economic growth in terms of the national economy, as well as by region and in terms of international comparisons.
- Developing methodology for business cycle and economic situation surveys, by way of the use of macroeconomic methods.
- Improving quantitative analysis methods in macroeconomic surveys.

Expected results of development actions

- Providing a multivariate analysis of the economic growth composition.
- Distinguishing significant dimensions of the socio-economic development of regions with the use of GDP per capita.
- Developing the analysis of the business cycle within Poland.
- Presenting annual analytical reports showing the current socio-economic situation in Poland, taking into account the processes occurring in the domestic economy in the context of external conditions.

◆ *Development of a national accounts system, ensuring the consistency of statistics within the domestic economy and integrating these with international standards*

Current status

Data in the area of Poland's national accounts are developed according to rules existing in EU countries, i.e. of the European System of National and Regional Accounts ESA 95, which is consistent with the global System of National Accounts (SNA 93). With the development of new principles existing at the global level (SNA 2008), the rules regarding the compiling of data of national accounts for EU countries have been updated. In connection with the above, after the new ESA 2010 Manual (Annex A to the Regulation), as well as the data Transmission Programme (Annex B to the Regulation) are accepted, all Member States, including Poland, will be obliged to develop and provide data according to the new rules. Within this objective, labour market statistics have to be distinguished in accordance with ESA international standards.

In the currently conducted surveys, in the area of international comparisons of GDP, purchasing power parity (PPP), the data of surveys of Harmonised Indices of Consumer Prices (HICP), as well as of Household Budget Survey (HBS) are used. These three surveys apply three different versions of COICOP classification. This creates the obligation to perform additional work to ensure the harmony of data being developed (weights of household expenditures on consumption, as well as consumer products price indices).

Planned development actions

- Developing methodological frameworks for implementing new national accounts standards in accordance with ESA 2010 principles.
- Calculating data of the area of national accounts, as well as supplementing this with new transactions, in accordance with ESA 2010 principles. The calculation will cover historical data as well. The length of time series will be dependent on provisions included in the Data Transmission Programme (Annex B). First transmission of data in accordance with ESA 2010 will take place in September 2014. To this end, the following work will be performed:
 - analysis of requirements included in ESA 2010,
 - determining the best data sources,
 - performing appropriate conversions,
 - performing comparisons,
 - revising national accounts.
- Preparing and performing informational and educational actions. These are addressed to statistical information users, as well as statistics employees, and regard the scope and consequences of changes of standard in national accounts.

- Cooperating with Eurostat in developing a unified COICOP classification which will be subsequently implemented into HICP, HBS, and PPP surveys.

Expected results of development actions

- Adjusting Polish national accounts to new requirements existing in the EU (implementing ESA 2010 methodology and retrospective calculations).
- Transmitting data in the area of labour market and remuneration to Eurostat, in accordance with the ESA 2010 transmission programme.
- Improving the conducted international comparisons.
- Providing revised and newly developed data which will allow statisticians to perform authoritative analyses both within the national economy and on a global scale. The data is to be used by European and global institutions, but also by individual recipients, and serve to assess the current economic situation, compare economies, shape economic policy and to prepare socio-economic projections for the upcoming years.
- Simplifying and reducing the labour intensiveness of PPP surveys, as well as improving the quality of the obtained results due to developing and implementing a unified COICOP classification.
- Improving the consistency of obtained results in HICP, HBS, and PPP surveys through the use of the unified COICOP classification.

◆ *The modernisation of price surveys*

Current status

Consumer prices surveys are improved towards the modification of sampling methods and organisation of data acquisition. In order to improve the quality of results, a quality adjustment method is applied for the group of products whose qualitative characteristics change most frequently (Commission Regulation (EC) 1334/2007 of 14 November 2007, amending Regulation (EC) 1749/96, regarding quality adjustments and sampling methods, pursuant to Article 13 of Council Regulation 2494/95). In 2010-2011, methods for calculating price indices of consumer goods and services were developed, compliant with the recommendations regarding minimal standards for including seasonal products (Commission Regulation (EC) 330/2009 of 22 April 2009, establishing detailed rules for the implementation of Regulation (EC) 2494/95 on minimal standards for treatment of seasonal products, in Harmonised Indices of Consumer Prices (HICP)).

The modernisation of surveys as regards real estate prices is conditioned by statutory national responsibilities and international requirements imposed on the President of the CSO, with regard to calculating, announcing, and providing indices of real estate prices changes which currently are not published by the CSO. So far, a proposition for the methodology for calculating indices of residential dwellings price changes has been developed. It is, however, necessary to take further actions so as to start calculating price change indices for selected real estate categories on a regular basis.

The “Services producer price survey” is a relatively new survey introduced to the statistical survey programme of official statistics in 2008. Previous experience related to conducting surveys of this type shows that it is advisable to introduce a number of changes in the method of data collection, in order to improve the quality of the obtained results. In the coming years, it will be necessary to expand the scope of services producer price surveys significantly to include further activities, as well as it may be expected that it will be necessary to increase the frequency of developing data from quarterly to monthly.

Planned development actions

- Working on new techniques of acquiring data regarding price levels, as well as on broadening the current areas of data acquisition.
- Improving methods of including specific groups of goods and services in consumer price indices (e.g. tourism services, prices of flights and prices of used cars).
- Extending price quotations in online stores, taking into account the increased significance of this sales channel on the basis of continuous monitoring of statistical survey results in the area of the online sales market.
- Defining the possibility of, and undertaking work on, implementing new methods of acquiring data on prices directly from IT systems of trade networks and pharmacies.
- Developing work on applying quality adjustment methods, taking into account hedonic regression methods for groups with characteristics that change most frequently.
- Introducing to price surveys a modified version of the Classification of Individual Consumption by Purpose, which is in preparation by Eurostat (in accordance with the draft European Commission regulation).
- Improving and expanding the scope of the existing base regarding retail prices, as well as generating tables containing data for domestic and foreign recipients.
- Developing methodology for calculating price change indices for selected real estate categories, as well as beginning the calculation and publishing of price change indices for owner-occupied housing (OOH).
- Developing an expanded scope of services producer price surveys, as well as conducting pilot surveys among enterprises which provide services in order to define the possibility of introducing the proposed changes.

- Defining the possibility, as well as undertaking work on implementing new methods of acquiring data on prices regarding energy and gas, directly from operators; and in regard to insurance, from insurance companies.

Expected results of development actions

- Improving the quality of price surveys results.
- Optimising the costs regarding the stage of data acquisition.
- Reducing respondent burden.
- Increasing the possibilities of applying an interviewer network in other sample surveys.
- Implementing national and international obligations as regards real estate price indices (implementing regular surveys regarding real estate price changes, calculating and publishing price change indices for selected real estate categories).
- Improving the methodology for services producer price surveys (frequency, subjective scope).

◆ *The development of financial sector surveys and analyses*

Current status

The financial market surveys which are conducted by official statistics include both analytical and diagnostic secondary surveys. These are implemented on the basis of source data from the information systems of the MF (Ministry of Finance), the NBP (the National Bank of Poland) and the KNF (Polish Financial Supervision Authority), as well as on the basis of primary surveys built upon methodology developed in the CSO. In this regard, the financial crisis has shown the growing significance of information related to the financial market in its various aspects.

The rapid changes in the financial market necessitate the expansion of the scope of surveys, the provision of a common structure for the surveys, as well as their integration with other official statistics surveys.

Planned development actions

- Expanding the subjective scope of financial sector surveys to include selected groups of entities of section K according to the Polish Classification of Activities which have not been included in previous surveys.
- Adapting the surveys to meet the requirements of changes in the European legislation related to structural statistics of financial market entities.
- Integrating the range of financial market surveys conducted in the CSO.

Expected results of development actions

- Fulfilling the increasing information requirements of European statistics.
- Developing the possibilities of analysing the financial sector and its influence on the economy.
- Enhancing the possibility of applying within current analyses, new data concerning entities not covered by administrative supervision and previously not surveyed by official statistics.

d. Multi-domain statistics

- ◆ *Provision of information necessary for comprehensive monitoring of development processes, and effects of development policies included, among others, in national and international programmes, as well as in strategic documents*

Current status

The Central Statistical Office develops, makes accessible, and disseminates the results of surveys conducted in accordance with the SSPOS, as official statistical data. This ensures their methodological accuracy, objectivity and comparability in time series. The implementation of these tasks requires that the consistency and integrity of surveys be ensured in terms of themes, methodology and organisation. Experience in the area of statistical surveys, as well as the organisational and technical base of the Central Statistical Office, determine that reliable survey techniques are used, and ensures the continuity of surveys which constitute the information source. Therefore, the data coming from the official statistics system constitutes the best base for monitoring development processes and the effects of conducted development policies.

However, at present, the full scope of statistical data is not ensured for the needs of indicators monitoring the implementation of existing national and international strategies. In connection with the above, the desirable direction for work is to initiate the development of new indicators by official statistics. This will facilitate the monitoring of the implementation, as well as allow a more comprehensive analysis of the effects of the actions taken (also in territorial breakdowns).

Planned development actions

- Identifying information gaps in monitoring national and international strategic documents, as well as working towards filling these gaps.
- Analysing the possibilities of adjusting the statistical information offered to the needs of recipients with regard to new indices and/or territorial levels.

- Carrying out actions enabling the creation of new measures used for monitoring economic development. These include:
 - performing methodological work,
 - recognising administrative sources which could constitute a basis for secondary surveys,
 - conducting secondary surveys using the available results of primary statistical surveys,
 - supplementing previously conducted statistical surveys or preparing new ones,
 - participating actively in the process of preparing strategic documents, both in the national and the international forum.

Expected results of development actions

- Providing relevant data for the needs of monitoring the national and international development strategies through providing users with access to the integrated system of monitoring indicators.
- Improving the quality of information facilitating the carrying out of development policy at each level of the national regional and local administrative divisions.
- Enhancing the role of the CSO as an important partner in the process of monitoring this development.

◆ *The expansion of statistical and regional analyses necessary to make appropriate decisions regarding the development and take initiatives in the regions*

Current status

“The National Strategy of Regional Development 2010-2020. Regions, Cities, Rural Areas”, adopted in July 2010, introduced a number of modifications to the approach to planning and conducting regional policy. Many proposals concern the territorial focus of development actions depending on the type of area (placing emphasis on functional units, as opposed to focusing on a region as an administrative unit).

A similar trend also appeared in regional statistics at the European level, where special attention is paid to specific areas, such as rural, urban, coastal, mountain areas, etc. For this purpose, changes to the classification of spatial units by the degree of urbanisation (DEGURBA) were proposed in 2010. This is to allow statisticians to compare units between particular EU countries, as well as implement this data in many European surveys (including the LFS, the Urban Audit).

The modification of planning and conducting regional policy showed the need for strengthening the functioning mechanisms of regional management. An integrated system created for that purpose, focused on a specialist information and analytical support for recipients (including field-level local and governmental administration), includes provision of information for diagnosing conditions

and the level of local and regional development, preparing regional programmes and strategies for development, their monitoring and evaluation, as well as for their ongoing management. At present, regional analyses include short-term (quarterly), as well as longer term publications. These concern the regional diversity of social, economic phenomena and state of the environment according to territorial divisions for statistical purposes, mainly administrative (voivodships), distinguishing between cities and rural areas.

Unfortunately, the currently conducted sample surveys often make it impossible to acquire statistical information at regional and local level while ensuring the appropriate accuracy of results. Methods of small area statistics respond to these limitations, and information to support small area statistics is often only acquired on the basis of national censuses, administrative records as well as previously conducted partial surveys.

Planned development actions

- Defining the criteria for delimitation of functional areas and developing the provision of access to statistical information concerning these areas, both as analytical publications and by means of statistical databases (including a Local Data Bank).
- Developing methods for small area statistics and applying these in statistical practice for lower levels of aggregation than at the ones currently used, including:
 - analysing the possibilities, as well as attempting to use small area statistical methods for properly defined breakdowns in spatial and volume terms, within sample surveys (Labour Force Survey, EU-SILC, Household Budget Survey),
 - using data acquired from administrative records as alternate sources supporting small area statistics,
 - systematically improving the methods applied to small area statistics and assessing these with regard to the accuracy of obtained results.
- Participating in the work on improving administrative information systems concerning EU funds for the financial perspective in the years 2014-2020, in order for these to be used in official statistics.
- Working on expanding the official statistics information offer of data in territorial systems.
- Developing a system for consistent regional analyses prepared by statistical offices.
- Developing analyses and databases using geo-spatial tools.

Expected results of development actions

- Increasing the significance of official statistics as a source of knowledge and information about regions.
- Preparing analyses adjusted to the changing social and economic processes in a territorial dimension which correspond to the needs of statistics users at regional and local level, as well as providing support for making development decisions in these regions.

- Introducing automated acquisition and processing of data on the use of resources obtained from EU funds.
- Developing an appropriate methodology of indirect estimation for the adopted level of aggregation, implementing these results to the production of statistical information, as well as publishing this material.

◆ *The preparation and development of satellite accounts*

Current status

Particular satellite accounts are located at different levels of development advancement, i.e.:

- Regulation (EU) of the European Parliament and of the Council 691/2011 of 6 July 2011 on the European Environmental Economic Accounts imposes an obligation on the Member States to keep and report statistics in the area of three modules of environmental economic accounts, i.e., air emissions accounts, environment related taxes and material flow accounts. Currently, one of the three obligatory modules is being developed, i.e. material flow account. In 2013, three other modules are to be introduced into the legal basis: environmental protection expenditure accounts, energy accounts and environmental goods and services sector accounts. Next, every few subsequent years, further modules will be introduced into the legal basis, i.e. water accounts, waste accounts, forest accounts, ecosystem services accounts, potentially harmful subsidies accounts, green public procurement accounts and others,
- in the area of science satellite accounts, a preliminary estimate of the influence of Research and Development (R&D) capitalisation on the GDP for 2008 has been prepared,
- the growing interest of domestic recipients of information, as well as recommendations of international organisations constitute an inducement for the intensification of actions with regard to developing a comprehensive system of labour accounts which are not being developed at the moment,
- Eurostat's priority accounts group includes a satellite health account; currently, the methodology for producing this account for Poland is being developed,
- with regard to a culture satellite account, work is being performed on the proposal for account methodology adapted to Polish conditions, with the use of production and income generation accounts, as well as by the supply and use of products account,
- in the case of the education satellite account, preliminary work has been undertaken to compile the existing sources of financial data on education,
- a sports satellite account for Poland has been prepared for 2006.

This work is distributed between different units of official statistics and the involved departments.

Planned development actions

- Coordinating the work of particular units involved in developing satellite accounts.
- Acquiring and implementing pilot projects, co-financed by the EU funds, supporting the development of satellite accounts.
- Broadening the scope of material flow accounts, recognising data sources, preparing methodology, as well as implementing experimental developments of new modules of the European Environmental Economic Accounts, in cooperation with appropriate departments, institutions collaborating with the CSO, as well as with the representatives of particular academic circles.
- Specifying the estimates of the influence of R&D capitalisation on the GDP, measuring the expenditure on software purchased for own purposes, measuring expenditure on research with results available free of charge, estimating R&D services 'life'.
- Analysing the availability of data, including identifying the possibility of acquiring data from administrative sources, as well as developing methodological principles allowing labour accounts to be kept.
- Developing the methodology for creating and calculating a satellite health account for Poland, as well as developing an initial version of input-output tables in the health care sector.
- Analysing the availability of necessary data, including data from administrative sources, developing methodological principles allowing statisticians to keep an education satellite account and a culture satellite account, as well as initiating preparatory work with regard to implementing the above-mentioned accounts.
- Developing methodological principles for keeping non-profit institutions satellite accounts, implementing a timetable, as well as providing experimental estimates in selected areas.
- Developing the methodology for a sports satellite account.

Expected results of development actions

- Strengthening the analytical potential of official statistics.
- Ensuring the consistency of satellite accounts with national accounts.
- Fulfilling legal requirements resulting from the Regulation (EU) 691/2011 of the European Parliament and Council, with regard to European Environmental Economic Accounts.
- Estimating the influence of R&D capitalisation on the GDP.
- Developing the methodology for data estimation for the needs of labour accounts, as well as acquiring data which comprehensively describes the situation in the labour market.

- Implementing the methodology for preparing a health satellite account.
- Systematically providing information illustrating the influence of non-profit institutions, education, culture and sports sectors on the national economy.

◆ *The development of surveys and analyses describing the process of information society development, changes related to the development of Information and Communications Technologies, as well as their influence on social life and business activity*

Current status

The Survey on Information Society conducted by official statistics is closely related to the EU requirements. A uniform system of indicators within the European Statistical System allows statisticians to make comparisons, and includes key areas of information and communication technologies (ICT) which are in use by enterprises, households and individuals. The framework principles for collecting and providing access to data on information society are defined by Community Regulation No. 808/2004, as adopted by the European Parliament and the Council of the European Union. The extremely rapid progress in the development of information and communication technologies, as well as the present need of external recipients, including international trends, involves the necessity to develop new survey areas with regard to ICT.

Planned development actions

- Cooperating with Eurostat and other countries' offices, within working groups and task forces, in order to develop a consistent methodology.
- Cooperating with all interested parties regarding the methodology, as well as the results of the survey on information society, in order to fully meet the needs of statistical information users.
- Analysing the available information which could be used to prepare extended surveys on information society, including those required by Eurostat in the future.
- Implementing methodological work, aimed at calculating additional, supplementary information about the ICT sector, using data gathered in the survey on the information society.
- Consistently publishing additional indicators describing information society issues.

Expected results of development actions

- Obtaining an extended range of indicators with regard to information and communication technologies which are in use within enterprises, in households, and by individuals.
- Bringing about the possibility of making reliable international comparisons.
- Developing a wider range of information regarding the ICT sector and providing recipients with access to that information.

e. National Censuses

- ◆ *The development of the concept for implementing national censuses planned to be conducted around 2020, including the way of using the new methods, sources and tools for acquiring data for the needs of censuses*

Current status

National censuses in 2010 (National Agricultural Census), as well as in 2011 (Population and Housing Census) were conducted based on data coming from administrative sources and data from respondents, gathered via the Internet (CAI method), by means of a telephone interview conducted by a statistical interviewer (CATI method) and by means of a direct interview conducted by a census officer (CAPI method). Data coming from respondents, irrespective of the method, were gathered exclusively via electronic forms. This allowed permanent control of the data being entered. Moreover, GIS technology was applied while conducting the national censuses. Both censuses were conducted as full-scope or sample surveys. Due to such organisation, tangible effects were achieved in the form of good quality results (the factor of unintentional human error was reduced), lower costs of census implementation, as well as reduced respondent burden. The successful carrying out of censuses, including the successful use of data from administrative sources, provided the basis for developing the applied methods and organisation, as well as for an attempt to further rationalise and update the forms of executing national censuses.

Planned development actions

- Working on the development of census organisation and methodology as regards the use of data coming from various sources, in order to consider the possibility of conducting censuses on the basis of registers or limiting the range of information collected from respondents through:
 - actions aimed at broader use of administrative sources data,

- analytical work concerning the scope of data collected by statistics, coming from censuses, as well as acquired through statistical surveys and from administrative sources.
- Work aimed at presenting the results of national censuses in spatial terms, using GIS technology (Geostatistical Portal).
- Improving methodological solutions and data processing models.
- Recognising and analysing the development of electronic and IT tools in the context of using these in the implementation of censuses.

with regard to the national agricultural census:

- Initiating, in cooperation with the Ministry of Agriculture and Rural Development, actions aimed at unifying the definition of an agricultural holding; conducting work on defining the field of survey (determining physical and economic thresholds for an agricultural holding) for the needs of statistical surveys.
- Improving and updating, on an ongoing basis, central frames for agricultural surveys.
- Developing the typology for agricultural holdings for the possibility of the wider use of the sampling method.
- Working on the methodology and thematic scope for the new agricultural census, planned to be conducted around 2020 - using the experience of the PSR 2010.

with regard to the population and housing census:

- Conducting methodological work towards annual acquisition of administrative data for preparing statistical studies within the thematic scope included in the population and housing census 2011, as well as which predicted for the next census.
- Developing a draft universal law on the NSP which is adjusted to a new approach to census implementation, without the necessity of conducting a legislative process each time.
- Conducting work on the methodology and thematic scope for the new population and housing census planned to be conducted around 2020 , using the experience of the NSP 2011.

Expected results of development actions

- Reducing to an absolute minimum, respondent participation in censuses, as well as the scope of information collected from respondents.
- Optimising the costs of executing national censuses.
- Providing spatial visualisation of the results obtained by means of national censuses.
- Developing processing models, methodology and working methods in the implementation of censuses.

- Providing, on an ongoing basis, supplies of data of information range corresponding to the complete survey in the NSP 2011, beginning with 2015, in order to prepare for the next census.
- Preparing for the possibility of conducting the national censuses planned for around 2020, by way of the use of modern and efficient IT environment.
- Preparing the methodology and the preliminary thematic scope for the upcoming agricultural census, as well as the population and housing census, planned to be conducted around 2020.

Area 4

Collecting, Processing and Analysing Statistical Data

- ◆ *Increase of the effectiveness of the statistical production process and of the accompanying organisation and coordination processes*

Current status

The current organisation of surveys implemented on the basis of the statistical survey programme of official statistics, consists in domain planning and conducting surveys. This repeatedly constitutes the reason for the redundancy of data being collected, for excessive respondent burden and for concurrent and diversified implementation of analogous stages of the survey process. This comes about in accordance with the procedures dedicated to particular surveys. Since January 2009, statistical data from CSO reports have been collected from national economy entities electronically via the CSO Reporting Portal. However, IT systems for data processing and analysing are distributed separately for each survey. These are also implemented by means of different tools and have different functionality. This brings about a limited possibility of performing advanced analyses of multi-thematic data in one IT environment. Moreover, the current organisation of surveys influences the allocation of human resources and employee management methods.

The elements coordinating the statistical production process which are significant for its effectiveness include the statistical metadata system, as well as the system of sampling frames for statistical surveys of official statistics.

At present, the statistical metadata concerning surveys (other than censuses) is stored in different systems or in files of different formats. As regards definitional metadata, the only component supported by the central system in the Central Statistical Office is the *Glossary of Terms*.

Metadata related elements have been included in various projects carried out in the CSO; however, a comprehensive project has not yet been created for surveys (other than a census) and there is no central repository for metadata. At present, the CSO already has experience in this area connected with creating and using a metadata system in the implementation of national censuses, the National Agricultural Census 2010 and the National Population and Housing Census 2011, allowing this organisation to define various metadata objects and manage them, to steer the implementation of processes, and to manage their access and availability to users.

With regard to the frames for surveys, currently the basis for selecting units for statistical observation, and then for generalising the results are:

- for social surveys – the TERYT register,
- for agricultural surveys - the farm register,
- for economic surveys – the Statistical Units Database (BJS).

At present, methodological work is being conducted entitled “The building of a statistical frame for social surveys”. This is aimed at developing the concept for building the system of frames for social surveys, basing this on the experience of using the public administration information systems while conducting the NSP 2011. In addition, the concept of a central frame for agricultural surveys is being prepared. Sources of data to update and supply the BJS resources, as well as the central frame for agricultural surveys, are detailed in the survey programme - in the *Statistical Units System* survey.

Planned development actions

- Identifying and establishing the processes within particular stages of statistical surveys of official statistics on the basis of the GSBPM model (*Generic Statistical Business Process Model*), and developing the Polish integrated model for the implementation of statistical surveys (ZMRBS). This includes the provisioning of process models adequate to the reality and the needs of Polish official statistics, and defining the vision for implementing statistical surveys (a standard integrated statistical production process taking into account metadata objects).
- Unifying organisation processes, consisting not only in providing unified solutions for collecting and processing data, but also in implementing the whole statistical process in accordance with uniform rules and procedures.
- Developing operating procedures enabling the automation of the processes of planning and implementing surveys.
- Implementing the concept, rules, and procedures in stages, as adjusted to the possibilities with regard to human and financial resources.
- Developing and implementing in stages the strategy for collecting and processing statistical data.
- Defining the objectives and requirements for the metadata system, as well as analysing the possibilities of using, for surveys implemented on the basis of statistical survey

programme, solutions designed or implemented in projects conducted in the CSO (i.e. in national censuses and in the project Information System of Official Statistics).

- Developing and implementing in stages, the concept for metadata systems which enable this office to create and use metadata at every stage of the statistical process, as well as managing the access, the users and the quality of metadata.
- Building the system of frames for social surveys which includes a number of variables describing the population, on the basis of data acquired from public administration information systems, using the tools created for the NSP 2011.
- Building a central frame for agricultural surveys which includes a number of variables describing the population, which is updated on the basis of data acquired from public administration information systems and by means of surveys, using the tools created for the PSR 2010 and the NSP 2011.
- Linking the frames in terms of subject in order to enrich the information resources and enhance analytical capabilities.
- Improving the quality of the BJS by means of explaining the differences with regard to subjects between the Statistical Units Database and collections acquired from the Social Insurance Institution and the Ministry of Finance, as well as by means of increasing the frequency of acquiring data from public administration information systems for updating the BJS.
- Assigning geographic coordinates to the addresses included in frames.
- Modifying and developing the IT environment which is supporting the process of collecting, processing, and analysing statistical data. This ensures more efficient work, reduced duration of the process at these stages, as well as ensures the acquisition of better quality collections

Expected results of development actions

- Standardising the work process and enhancing work efficiency.
- Providing users with good quality data within a shorter period.
- Optimising the costs of statistical surveys implementation.
- Ensuring the transparency of procedures for handling statistical data, both for internal and external recipients.
- Establishing a metadata repository.
- Consolidating and logically connecting data and metadata collections.
- Ensuring standardisation and harmonisation of surveys through definitional and process metadata - providing a consistent, unambiguous and unified definition of statistical survey elements.
- Providing and gathering the existing knowledge about the conducted surveys (main survey assumptions, methodology, algorithms for linking data, processing algorithms,

survey quality, etc.) which enables using it in the future both by statisticians and by data users – the building of a knowledge base.

- Creating a central frame for agricultural surveys, for surveys to be conducted in and beyond 2013.
- Creating and implementing a frames system for social surveys, for surveys to be conducted beginning with 2014.
- Creating a comprehensive frames system for surveys, which will allow statisticians to improve sampling techniques for surveys, and which will enable population recognition at the survey planning stage. This will contribute to improving survey quality (plausibility, consistency and accuracy of final results), and thus contribute to enhancing the survey capabilities of official statistics.
- Creating an integrated environment for data collection and processing which allows statisticians to acquire data of better quality and reduce labour intensiveness.
- Creating an integrated environment for analytical work, enabling the office to implement analytical work in a standardised way which ensures repeatability in the treatment of the analysed material, both in time and with regard to thematic areas.
- Creating an integrated environment for planning, managing, and monitoring the progress of work. This will enable statisticians to assess the quality at every stage of the process and improve the production of statistics.
- Consolidating and centralising IT systems.

◆ *Improvement of survey quality; the building and implementation of a system for measuring and assessing the quality of surveys at every stage of their implementation*

Current status

The aim of quality-related work in official statistics is to improve the statistical process systematically in order to better fulfill users' needs, to reduce respondent burden and the cost of producing statistics.

Enhancing the usefulness of statistical surveys, i.e. their adaptation to the needs of recipients, is based on an extensive process of consulting the statistical surveys programme with the users. Also, the role of the Programme Commission, the Methodological Commission and the Scientific Statistical Council needs to be emphasised with regard to assessing the capability of surveys to fulfill information needs.

The accuracy of statistical data is being improved systematically, also through improving the electronic method of data collection, and by:

- improving the electronic method of data collection,
- applying validation rules in the process of data collection, processing and analysis,
- using data imputation and estimation techniques for non-response,
- intensive use of utilising intensively administrative sources for enhancing the quality of frames for surveys, imputing data, generalising the results in sample surveys, substituting statistical surveys with administrative data, extending analytical capabilities,
- integrating and consolidating surveys.

After finishing each wave of a survey, a report on the implementation of the survey is drawn up. This constitutes a basis for implementing proposals to make improvements as regards eliminating sampling and non-sampling errors, e.g. introducing changes in the form, in providing explanations for the form, and in supplying guidelines in the next wave of the survey.

Timeliness and punctuality of data is observed on the basis of time limits defined in legal provisions, survey timetables and editorial title-plans of the CSO. Due to changes in methods consisting in using mixed methods in data collection processes and using the so-called ‘flash estimates’, the time interval is reduced between the reference period in which a given phenomenon is described and the date when the information on the surveyed phenomenon is disseminated and made public to users.

The availability and transparency of surveys is improved by means of using various forms of providing access to statistical information (press conferences, the Internet, CD-ROMs, etc.) and data visualisation methods. An important role is played here by the improving of metadata system, with attention paid to the information function of metadata necessary for correct interpretation of statistical data.

The comparability of data is ensured through the application of standards, also with regard to terms, classification and statistical registers, as well as through ensuring data conversion in comparable conditions, e.g. in the case of classification changes. By creating conditions necessary for the comparability of data, it is possible to integrate it and use resources rationally.

The consistency of surveys is analysed mainly in terms of their subjective and objective scope, the frequency of data collection and the breakdowns used. Moreover, identifying coherent connections between surveys with a given domain and between domains allows statisticians to reduce respondent burden, eliminate data redundancy, as well as to extend the possibilities of performing statistical analyses in order to satisfy users’ needs as fully as possible.

It should be noticed that enhancing the quality of statistical surveys requires compliance with both national as well as European and international norms, guidelines and good practices, including the European Statistics Code of Practice. A significant element in this action is providing appropriate, standard statistical procedures which are implemented beginning with the moment of designing and collecting data, through to approving and disseminating the results.

At present, implementation is being initiated of a comprehensive, standard system of tools for enhancing statistical survey quality, beginning with the preparation phase, through to dissemination of results. This is done by means of quality reports, quality measures, checklists and quality reviews.

Planned development actions

- Implementing – pursuant to Internal Ordinance No. 35 of the President of the CSO of 28 December 2011 on measuring, assessing and monitoring the quality of statistical surveys in official statistics services – standard quality improvement tools in statistical practice. Among these are quality reports, measures of quality, checklists and quality reviews, which will enable:
 - assessment of particular working processes and products developed in the course of these processes (assessment of quality at every stage of preparing and conducting surveys, as well as developing their results),
 - the strengthening of the standardisation actions and process management in the statistical data production, in accordance with the Integrated Model for Conducting Statistical Surveys, including improvements in processes, improvement of the documentation of processes, methods and tools, as well as the integration of processes,
 - improvement of methodology for surveys and metadata,
 - increased involvement of employees in improving the quality of statistical surveys (proactive attitude), including reduction of respondent burden, integration of processes, enhancements of the accessibility and transparency of data which is to be made accessible, as well as its timeliness.
- Implementing the ordinance on quality. This will involve:
 - conducting training sessions on quality in official statistics,
 - conducting pilot surveys in the area of quality reviews,
 - fulfilling the obligation of preparing quality reports and quality measures from statistical surveys by author units,
 - the participating of author units in quality reviews,
 - formulating actions for continuous improvement of statistical processes.

Expected results of development actions

- Applying preventive actions and actions enhancing the quality of statistical surveys.
- Enhancing the quality of statistical process management and continually improving these processes
- Harmonising and standardising the tools used for enhancing statistical survey quality.

Improving the quality of statistical surveys and data will constitute an element of comprehensive quality management which will also include managing the intellectual capital quality, financial and material resources, and information and communication technologies, creating a climate for changes, innovations, and creativity.

◆ *The reduction of respondent burden related to statistical obligations and limitation of the redundancy of data being collected*

Current status

The efforts to reduce the administrative burden on citizens is a significant element of the current national and European policy. Official statistics is becoming a part of this trend; therefore, the stated objectives and planned development actions until 2017 include issues connected with reducing the burden on respondents related to statistical obligations, and with limiting the redundancy of data being collected. These will be implemented through modernisation of conducted surveys, increased use of data from public administration information systems in statistical surveys, as well as by improvement of methods and forms of data collection.

In recent years, one of the priorities of official statistics services in the process of data collection has been to introduce an electronic form of data collection. Currently, statistical surveys are carried out by respondents via a reporting portal (in electronic form), to a small extent – by entities of up to 5 persons employed without access to the Internet – by mail (in paper form), as well as by an interviewer (in electronic form using tablets, or in paper form).

Each survey is carried out independently, which sometimes leads to collection of the same data many times and to an excessive burden placed upon respondents. Statistics gathers data coming from different sources (from statistical surveys, from administrative sources and from non-standard sources). However, it does not have a common repository. Having a data repository combined with a metadata system would make it possible to develop a standardised data collection process and improve its course.

What is more, shifting from paper forms opens new possibilities connected with further developing the forms and tools for gathering data, as well as maintaining their highest possible relevance to the subjective and objective scope of the survey.

Planned development actions

- Analysing surveys conducted by the CSO in terms of the number, frequency, repeatability, as well as sources of the acquired variables, and indicating the possibility of optimising the surveys in this respect.
- Increasing the extent to which administrative data is used in statistical surveys of official statistics.
- Developing and implementing organisational and technical changes so as to allow the coordination of the data collection stage.
- Developing detailed assumptions and requirements for systems supporting data acquisition (CAxI systems, administrative records and non-standard sources), as well as describing the process and procedures as regards collecting data from all channels, including describing the rules for their launching. Moreover, providing and applying procedures

of normalisation, standardisation, control, as well as revision of data, using the knowledge, experience and tools implemented within the national censuses.

- Providing infrastructure supporting the process of data gathering and processing.
- Creating and continually broadening the information scope of the data repository which will include data coming from all surveys, which beside the information derived from administrative sources (also included in the repository), will allow the office to limit the scope of information acquired during surveys.
- Developing electronic forms of data collection, including:
 - improving electronic forms (applying good practices and using standardising elements in the process of their designing, training designers, as well as training authors and coordinators of surveys),
 - creating conditions for transmitting data directly from IT systems which are used in enterprises.
- Undertaking popularisation actions aimed at raising awareness of the role and significance of official statistics, as well as increasing the contribution of the CAII method as a data collection channel.
- Analysing and indicating non-standard sources with respect to their possible use, establishing cooperation with managers, as well as analysing requirements for tools to support the process.

Expected results of development actions

- Reducing the respondent burden related to statistical obligations - improving the process of providing data by respondents, as well as limiting its scope and frequency.
- Increasing the effectiveness of data production - optimising costs and reducing the data processing time.
- Increasing standards for designing and improving the functionality of electronic forms.
- Implementing new forms of transmitting data to the statistics - directly from the registration systems of enterprises.
- Having a modern and efficient IT environment supporting the process of data gathering and processing.

◆ *The increase of administrative sources use in statistical surveys*

Current status

The economic pressure to lower the costs of the production of official statistics, the new needs of statistical information users, as well as the need to ease the respondent burden, makes it necessary to increase the extent to which administrative systems are used as data sources for statistical surveys, as well as to drive the search for new ways to produce statistics. Collections of data from public administration information systems acquired currently for the needs of statistical surveys are gathered in the CSO by way of the use of external storage devices. Processing, including controlling and revising the same data collections of public administration information systems is performed independently by different official statistics units for each survey in which the data are used. The principles for control and revision, including imputation, synchronisation, as well as assessment of the quality of administrative data and outputs based on administrative data, have not been formally developed and implemented. Because of this, in statistical surveys, the combination of administrative data with statistical data is rarely used for producing outputs.

Planned development actions

- Developing and implementing a model process for acquiring, gathering and processing data from administrative systems.
- Developing methods for using administrative data, including the principles for: assessing the usefulness for statistics, assessing the quality of administrative systems and data collections, processing the data (control, revision, anonymisation, imputation and synchronisation), integrating the data.
- Developing methods for combining administrative data with statistical data to produce outputs.
- Developing and implementing organisational and technical changes concerning the process of acquiring, gathering and processing data from administrative systems on the basis of modern solutions and technologies.
- Creating an environment and conditions for using modern technologies and communication possibilities:
 - building an IT environment for transferring and gathering administrative data (source data, as well as controlled and revised data).
 - building an IT environment for transferring and gathering metadata on methods and principles for using and processing data, on the quality of administrative sources and data collections.

- Analysing legal conditions regulating the functioning of administrative sources, as well as introducing changes to the Law of 29 June 1995 on official statistics, with respect to using administrative data in statistical surveys of official statistics.
- Cooperating with managers of public administration information systems during the stages of designing, building, utilising and modernising these systems, with particular emphasis on the information content, identification and classification standards applied, as well as the interoperability of systems.

Expected results of development actions

- Reducing the respondent burden related to statistical obligations – limiting the scope and frequency of data collected directly from respondents.
- Providing new and improved statistics production methods.
- Increasing the integration of official statistics system with administrative systems, obtaining the possibility of combining administrative and statistical data collections.
- Increasing the accuracy and currency of outputs.
- Substituting the labour-intensive tasks of statistics units related to traditional data sources, with actions different in terms of quality.
- Rationalising costs of implementing statistical surveys.
- Enhancing the quality of administrative systems, which is also beneficial from the point of view of their managers, including:
 - obtaining methodological consistency, and thus increasing the integrity of administration systems with official statistics system,
 - increasing the plausibility and usefulness of administrative systems,
 - obtaining a wider range of information in order to enhance decision making.

◆ *The development of statistical analyses; the implementation of a support system for analysis*

Current status

One of the challenges posed for official statistics, resulting both from users' expectations and from official statistics efforts to raise its rank in the country's information system, is extending the range of services, and providing recipients not only with statistical data, but also with professional socio-economic analyses. The scope of statistical analyses performed in the particular areas of statistics needs extending and deepening, taking into account the changes of social and economic processes, as well as their implications for the country's socio-economic development.

The scope of the performed spatial analyses is also insufficient with regard to the actual needs. At present, there is a possibility of presenting statistical data according to administrative division, while data collected for the needs of national censuses which are referenced to an address constitute an exception. Currently, the advanced, specialist analytical software which provides great opportunities to analyse data, also to examine the links between the phenomena, is used too rarely.

Planned development actions

- Creating a repository which contains data coming from all statistical surveys, including that from national censuses, as well as from administrative sources, as a basis for performing consistent, advanced analyses.
- Implementing a support system for analysis which includes BI (Business Intelligence) tools, as well as tools for independent performance of advanced data analysis by statisticians.
- Extending statistical analyses conducted on the basis of data stored in a centralised data collection system, using consistent, specialist tools for analysing and presenting results.
- Developing publications and studies with the use of a uniform analytical platform.
- Undertaking actions aimed to launch the Geostatistical Portal. This will enable this office to perform geospatial analyses based on the data from statistical surveys.

Expected results of development actions

- Expanding and deepening the analyses within the programme survey work.
- Creating an IT environment, advanced tools as well as an integrated data source for statistical analyses.
- Providing both statistics department employees and external users, with access to the system, enabling both parties to perform advanced analyses.
- Facilitating the process of exploring, visualising and interpreting data during analytical and publishing work.
- Providing access via the Geostatistical Portal to aggregated data in the form of various spatial analyses – ready-made and produced per individual request.

Area 5

Disseminating Statistical Information

◆ *The improvement of methods and forms of providing access to statistical information*

Current status

The percentage of information made available in the form of databases via the CSO Information Portal is too small in relation to the amount of information in the resources of the CSO. However, a longer time series of data made accessible in the form of databases, as well as a significant set of metadata are currently found mainly in the Local Data Bank. Moreover, a significant portion of released electronic publications contain tables in PDF, which makes it difficult for users to further process them. Consequently, a significant amount of placed orders concerns information which could have been made available on the CSO Information Portal and downloaded by the users themselves. The current Information Portal of the CSO also requires that new solutions are applied which would provide a more user-friendly interface. This would eliminate the existing functionality deficiencies, such as:

- the lack of possibility of creating own accounts by users on the Information Portal, for which the scope depends on the user profile; it prevents the automatic provision of the most recent data to users in the areas of their interest,
- the lack of graphical visualisation of data with the use of the latest technologies (e.g. dynamic charts, spatial imaging),
- the lack of solutions enabling the users to perform simple analyses.

Users of statistical information often report demands related to improving the currency of survey outputs made available - they believe the data appears too late for their needs and expectations. To meet these expectations, it is necessary to make improvements and reduce implementation time for particular survey stages, the course of which has a direct impact on the date of providing access to data.

The process of preparing and transmitting outputs to regular recipients, both Polish institutions and international organisations, also needs improving. At present, due to the lack of a statistical data warehouse supplied with data, this requires a separate preparation by author departments. This process should be automated to a large extent.

Moreover, there is a need to develop and implement standards for developing statistical information which is uniform within all statistics. Recently, though, general rules for preparing data and drawing up tables have been developed, as well as general rules for preparing data for printing.

Within the work aimed at providing access by way of the CSO Information Portal to the statistical data of different domains in the database system, besides the Local Data Bank which is being expanded, the developing of a Macroeconomic Data Bank was commenced. What is more, currently, the CSO website provides access to publications of this nature “Poland – macroeconomic indicators” in the form of MS Excel files. These contain basic macroeconomic indicators as monthly, quarterly, and annual time series.

Planned development actions

- Adapting, in terms of substance and technology, statistical products and an environment for providing access to presenting statistical data in an electronic (database) form, doing so to the greatest extent possible.
- Providing access on the CSO Information Portal to a public data warehouse containing a maximum amount of data and metadata in the longest possible time series which will be supplied by the statistical data warehouse (to be created).
- Upgrading the user interface by means of enhancing the browser, using the latest methods for data presentation, providing access to analytical tools and enabling users to create user profiles in the databases.
- Providing of electronic versions of publications which enable users to download data and metadata in formats which allow their further processing.
- Ensuring wider application of GIS technology in presenting and providing access to statistical outputs (development of the Geostatistical Portal).
- Providing functional standardisation of applications for allowing access to electronic products, particularly modules for providing data from databases.
- Introducing functional and visual changes in the CSO Information Portal aimed to make it as friendly as possible, even for not advanced users.
- Developing mechanisms for continuous acquisition of opinions on the quality of the system for providing access to statistical information (questionnaires a survey on the functionality of the CSO Information Portal, etc.).
- Using formats for exchanging data and metadata with national and foreign partners which enable automation of these processes.
- Integrating the information services system for recipients within regional areas.
- Developing consistent and uniform standards for preparing different forms of statistical information
 - paper publications and studies,
 - electronic publications and studies,

as well as preparing an interactive guide which is publicly available for official statistics services. This is to include rules and examples of procedure while developing statistical publications.

- Devising principles of operation for the Macroeconomic Data Bank (supplying, updating and validation of data), as well as expanding and upgrading the Macroeconomic Data Bank.

Expected results of development actions

- Facilitating for the users, the supply of information available on the CSO Information Portal through applying a modern interface which utilises the latest techniques of searching, downloading, processing and presenting data.
- Allowing the users to download as much data as possible by themselves via the CSO Information Portal.
- Upgrading the technological base (IT solutions, equipment and network parameters).
- Implementing standards for developing statistical information which allow the publishing of high-quality publications and studies using the official statistics system.
- Providing external recipients with access to the Macroeconomic Data Bank.

◆ *Disseminating statistical products adjusted to the needs of specific recipient groups, including the media*

Current status

Statistical products which are currently developed and disseminated by official statistics are mostly addressed to all recipients in the same form. Increasingly often, recipients report the need for access to statistical information which is diversified in terms of scope, form of development and access channel. There is, therefore, a need to create products dedicated to specific groups of statistical information recipients (e.g. journalists, scientists and students), taking into account their individual requirements and their level of statistical knowledge.

Planned development actions

- Developing the system for monitoring the demand for new statistical products and acting towards creating and promoting them.
- Defining the group of recipients with similar information needs, e.g. using a division applied by some countries into: those who use general information occasionally, need in-depth,

ready-made studies and analyses regarding a specific area, and analysts working with data of the lowest possible level of aggregation.

- Developing forms of providing access which are adjusted to the needs of specific recipient groups.
- Intensifying the direct contact of official statistics employees with recipients, e.g. through arranging meetings, open days and using new methods of communicating with recipients (Internet forums or social networking sites).
- Devising algorithms and procedures enabling access to data at the lowest possible level of aggregation without violating statistical confidentiality.

Expected results of development actions

- Increasing the degree of satisfaction of recipients' needs through providing them with access to products adapted to their needs and capabilities.

◆ Building statistical spatial information system

Current status

At present, work is being performed aimed at developing the concept of providing access to data (including spatial data). Currently, statistical data obtained from surveys are published according to administrative division. The smallest aggregation unit which can be utilised is the 'gmina', although in some cases, a statistical locality can be shown (data available in the Local Data Bank). Currently, it is not possible to present this data for smaller units using the present GIS tools. National censuses, however, constitute an exception. For their needs, data were developed with spatial reference; therefore, it is possible to present the derived data in spatial terms.

Planned development actions

- Continuing work on the building and implementation of the system of statistical spatial information which will enable, basing on spatial data, the creation of harmonised frames for statistical surveys. The office plans for all statistical surveys to have a spatial reference in the future, and for data collected in them to be referred to address points located in space.
- Modernising the BJS register in order for the included data to have spatial reference.

- Gathering and using spatial information, taking into account, system requirements referred to in the Regulation of the Council of Ministers of 8 August 2000, regarding the state spatial reference system (Journal of Laws No. 70, item 821).
- Using the national spatial data infrastructure based on INSPIRE, i.e. on Directive 2007/2/EC of the European Parliament and of the Council of 14 March 2007, establishing an Infrastructure for Spatial Information in the European Community. The law transposing the directive into the Polish legislation is the Law of 4 March 2010, on Spatial Information infrastructure (Journal of Laws, No. 76, item 489).

Expected results of development actions

- Collecting and presenting spatial data, as well as statistical outputs in spatial terms to different user groups by way of the Geostatistical Portal.
- Acquiring information in the form of thematic layers which enable users to make connections of environmental, economic, and social issues, to perform analysis of cause and effect, as well as to create data visualisation.

Area 6

Managing the Resources of Official Statistics

- ◆ *The adaptation of the organisation management system to management control procedures, as well as to the adopted model for the statistical production process*

Current status

In improving the organisation management system and adjusting it to current management control procedures, it is necessary to further work towards the effective implementation of the objectives and tasks of official statistics effectively, economically, timely and in a way adjusted to legal provisions. Therefore, it is important to manage the possessed resources rationally, with particular emphasis placed on the correct allocation of funds. It is also necessary to commence work in the area of improving the risk management system and implementing proposals resulting from the assessment of performance budget implementation, as well as in the area of controlling and preventing undesirable phenomena from occurring within the organisation.

Currently, preparatory work is being performed with regard to developing a system for integrated risk management and establishing proposals resulting from the assessment of performance budget implementation.

Planned development actions

- Creating by the CSO (as the holder of the budgetary part a system for monitoring the implementation of performance budget with defining situations when corrective actions should be taken.
- Integrating risk management at the level of budgetary part holder. This will make it possible to define future events which may have positive or negative impact on the implementation of tasks.
- Taking actions related to preventing undesirable phenomena from occurring in the organisation, through:
 - determining the course of action,
 - organising training and workshops,
 - carrying out possible control and preventive actions.

Expected results of development actions

- Implementing integrated risk management - upgrading the management system
- Reducing the risk of undesirable phenomena coming about within the organisation.

◆ *Development and implementation of a modern system for managing official statistics services personnel based on a competence model*

Current status

At present, official statistics has personnel processes which include, among other issues, recruiting and selecting employees, providing periodic evaluation, providing training programmes and developing employees' career paths. These processes are not included in one document; however, each of these has been established on the basis of formalised rules resulting from legal regulations (Law on official statistics, CSO internal ordinances). However, there is no modern and efficient incentive system which would contribute to the effectiveness of work and reduction of staff turnover, and thus, to the retention of the most qualified employees. Therefore, a process was introduced of financially fixing the number of permanent posts, preceded in 2011 with a piloting, aimed at rational management of financial resources allocated for employees' remuneration.

Moreover, in order to upgrade the process of managing human resources in official statistics services, the Central Statistical Office joined the project entitled "*The modernisation of management systems and enhancement of personnel competence through implementation of improving implementations aimed at improving management processes in governmental administration*" organised by the Civil Service Department of the Chancellery of the Prime Minister. The implementation of the project commenced in 2012, and its effects will have a long-term impact on enhancing the quality of personnel management in the official statistics department in the following years.

Planned development actions

- Implementing the model of management by competence. Profiles of competence will be created for particular groups of positions. In the first place, the model will be implemented in the Central Statistical Office. If adapting assumptions of the model brings positive feedback with regard to CSO operations, then the implementation of the model will involve particular statistical offices.
- Supplementing the existing tools for external and internal recruitment and selection of employees, basing these on the implemented model of management by competence.
- Implementing a modern incentive system for employees.

- Creating and putting into place mechanisms aimed at retaining highly qualified personnel.
- Developing and establishing a system for assessing personnel resources potential. This will allow managers to diagnose employees' competence gaps. The system will complement the training policy, taking into account the specific needs of employees of official statistics services.
- Creating a system which will allow personnel managers to plan employees' careers by means of determining transparent criteria for promotion, as well as using proposals concerning the provision of an individual professional development programme for each employee.
- Adapting the model of management by competence to the currently functioning elements of human resources management which will be based on uniform, objective criteria, which are adapted to the specific character of tasks implemented within the official statistics department.

Expected results of development actions

- Creating conditions enabling the development and effective functioning of official statistics structures.
- Increasing the competence, and developing the qualifications, of people participating in the implementation of statutory tasks of official statistics.
- Increasing the level of employees' motivation and commitment regarding the performing of their official duties.
- Introducing additional selection tools for particular positions. This will contribute to the acquisition of employees with even higher level of competence.
- Integrating the model of management by competence within the existing system of periodic evaluation, and thus significantly objectifying the process of making periodic evaluations.
- Guiding the development of employees and retaining the most qualified employees in the department.
- Enhancing the quality of tasks performed by department employees.
- Reducing staff turnover in official statistics.
- Improving communication both within the organisation and with the external environment.
- Increasing public confidence in official statistics.

◆ *Limiting the dispersion of information and communication (IT) resources within the organisation, and rationalising IT infrastructure running costs*

Current status

The IT resources are now dispersed in terms of management and location (the CSO, Statistical Offices, Statistical Computing Centre) – both in personnel and infrastructure resources. Changing the model of IT services operation and centralising resources would allow the office to rationalise the IT resources and increase their economic effectiveness.

Planned development actions

- Developing and implementing the Enterprise Architecture.
- Developing and implementing a new model for the operating of IT in statistics – the services model.
- Building IT systems within a centralised architecture – management, infrastructure – distributed access.
- Integrating census systems with statistics information and communication systems.

Expected results of development actions

- Rational use of resources.
- Increasing the implementation capacity and the quality of IT services.
- Rationalisation of costs of IT operation.

All IT issues will be reflected in a separate document which will inform the reader of the intended developmental directions of information technology in the CSO – this is to be consistent with official statistics development directions.

Chapter IV

FACTORS CONDITIONING THE IMPLEMENTATION OF DEVELOPMENT ACTIONS

This document sets the directions for the development of Polish official statistics until 2017, defining development actions aimed at achieving the assumed objectives, as well as the expected results of these actions.

Due to the perspective of several years of the ongoing directional assumptions for development, as well as the changes of conditions related to Poland's current socio-economic and political environment, and potential changes which may occur during this period, the possibility is assumed of updating the document, changing the stated objectives and directions of development actions and simultaneously developing information on actions implemented so far.

Even though while stating the strategic objectives and objectives within particular areas and while planning development actions, the realities of official statistics were taken into account, their implementation is conditioned by many internal and external factors that, being shaped in a specific way, are often difficult to predict, but which may facilitate or hinder the achieving of stated objectives.

Below are the more significant factors with indication of areas and phenomena which need special attention and the taking of corrective actions where possible.

- ◆ **Legal conditions** – concerning both the Law on official statistics (the possibility of effectively introducing amendments to the Law), as well as other legal acts which influence statistics and the implemented statistical processes (changes in the national and international strategic documents, difficulties in predicting the final results of work in Eurostat on changes in methodology, the subjective and objective scope of surveys based on the European Commission guidelines, changes in Polish legislation influencing official statistics). In this regard, there is a need to conduct work aimed at amending the Law on official statistics and adjusting it to the present internal and external conditions.

It is necessary to monitor the proposals for changes in other legal acts influencing the conducting of statistical surveys, as well as participate actively in the construction of legal provisions which concern official statistics.

- ◆ **Availability of funds** – maintaining the financial resources at the current level, and moreover, the possibility that these may be limited, may result in difficulties in the area of implementing new or extended survey undertakings in the statistical survey programme of official statistics; in maintaining and developing technical infrastructure; in accessing specialist software, chargeable databases, and specialist websites; in providing resources for cooperating with specialised research centres; in participating in national and international conferences, specialist

workshops and forums; and in preventing the implementation of many tasks included in this development plan.

It is necessary to monitor the budget of official statistics, taking into account priorities for action, and include it in the system of projects supported by the EU funds within the cohesion policy after 2014. This is to enable the organisation to actively raise funds for conducting surveys within different projects and to provide surveys commissioned by official statistics services.

- ◆ **The goodwill of external partners** – necessary to complete the planned tasks (among these external partners are units of governmental and local administration, respondents and academic institutions, etc.).

In order to gain this, it is important to provide quality consulting activity and raise their awareness of the significance of actions taken, not only for official statistics, but also for the whole national information system.

- ◆ **The quality and completeness of administrative data sources** – inclination of administrative systems managers to use common standards for classification, as well as to work to improve the completeness and quality of the gathered data.

There is a need for continuous cooperation with the managers of administrative information systems so as to bring about the maximum methodological and classification interoperability of these systems with the CSO information system. This must be done in order to enable official statistics to use administrative sources in the planned development actions.

- ◆ **Inter-institutional cooperation** – with participants in statistical surveys of official statistics and other institutions (to exchange data and survey results, to exchange methodological experience, to minimise the diversity of methodological bases so as to enable data to be combined from surveys conducted by the CSO and other institutions, and to ensure participation in joint projects), as well as with managers of administrative systems and other institutional data managers (to allow access to administrative sources necessary to create a modern information system, and to bring about the possibility of acquiring new sources of statistical data).

It is essential in this regard, to cooperate constantly and actively with supreme authorities, public administrations and other organisational units, both those conducting statistical surveys of official statistics and those responsible for administrative information systems and information systems outside the administration.

- ◆ **Human resources** – knowledge and skills of employees involved in particular actions, labour intensiveness, and complexity of new tasks and staff turnover.

To ensure appropriate human resources in implementing the planned development actions, it is necessary to use a strategy for human resources management aimed at maintaining appropriate levels of employment, including obtaining employees who will be able to perform new tasks faced by official statistics as well as at strengthening the stability of personnel. It is necessary, therefore, to further invest in the development of employees by means

of conducting training adjusted to their needs, in order to pass on knowledge, build competence and develop practical skills.

- ◆ **Commitment and motivation of employees** of official statistics regarding the implementation of development actions (fear of changes resulting from the reorganisation of the statistical production model or personnel management system, awareness of increased responsibilities and competence requirements in the absence of prospects for increase in salaries).

Obtaining and maintaining appropriate employee attitudes is a key factor in the implementation of development actions. Hence, it is essential to, among other issues, ensure the flow of information, to raise awareness of the benefits of implementing development actions, as well as to take actions aimed towards increasing the attractiveness of the statistics department as an employer in the labour market.

- ◆ **Technology/infrastructure resources** – access to IT tools supporting the implementation of objectives, technical infrastructure adapted to the planned actions.

It is necessary to provide the essential technical equipment, software, and training related to operating it, adequate server capacity, etc.

- ◆ **Time conditions** in the implementation of the adopted timetable for beginning and carrying out development actions (dependence on environment, incorrect estimation of time necessary for work or excessive number of tasks at one time).

There is a need for a sound preparation of plan and timetable for establishing development actions (including appropriate division of tasks and responsibilities), determining priorities and 'bottlenecks', monitoring the implementation of actions at particular stages in each strategic area, as well as for introducing necessary adjustments to the timetable.

Annex 1. List of abbreviations

Abbreviation	Explanation
BJS	Statistical Units Database <i>Baza Jednostek Statystycznych</i>
CAII	Computer Assisted Internet Interviewing <i>Provision of data by a respondent via the Internet (electronic form)</i>
CAPI	Computer Assisted Personal Interviewing <i>Interview conducted by a statistical enumerator/interviewer at the respondent's place of residence or work, recorded using a mobile device</i>
CATI	Computer Assisted Telephone Interviewing <i>Telephone interview supported by way of a computer programme</i>
CAXI	Computer Assisted (x=Internet, Personal, Telephone) Interviewing <i>Systems of computer assisted data collection, i.e. CAII, CATI, CAPI</i>
CIOP	Central Institute for Labour Protection <i>Centralny Instytut Ochrony Pracy</i>
COICOP	Classification of Individual Consumption by Purpose
CSO	Central Statistical Office
DEGURBA	Degree of urbanisation <i>Classification of spatial units according to the degree of urbanisation</i>
ESA	European System of National and Regional Accounts
ESS	European Statistical System
EU	European Union
Eurostat	Statistical Office of the European Union
EU-SILC	European Survey on Income and Living Conditions
GDP	Gross Domestic Product
GIODO	Inspector General for the Protection of Personal Data <i>Główny Inspektor Ochrony Danych Osobowych</i>
GIS	Geographic Information System
GSBPM	Generic Statistical Business Process Model
HBS	Household Budget Survey
HICP	Harmonized Indices of Consumer Prices
ICT	Information and Communication Technologies

IT	Information Technology
KNF	Polish Financial Supervision Authority <i>Komisja Nadzoru Finansowego</i>
LFS	Labour Force Survey
MF	Ministry of Finance <i>Ministerstwo Finansów</i>
NBP	National Bank of Poland <i>Narodowy Bank Polski</i>
NSP	National Population and Housing Census <i>Narodowy Spis Powszechny Ludności i Mieszkań</i>
OOH	Wskaźnik cen mieszkań własnościowych zamieszkałych przez właściciela <i>Owner Occupied Housing</i>
PPP	Purchasing Power Parity
PSR	National Agricultural Census <i>Powszechny Spis Rolny</i>
REGON	The National Official Register of Business Entities
R&D	Research and Development
SNA	System of National Accounts
SSPOS	Statistical Survey Programme of Official Statistics
TERYT	The National Official Register of Administrative Division
ZMRBS	Integrated Model for Conducting Statistical Surveys – a Polish model for implementing surveys developed on the basis of the GSBPM model <i>Zintegrowany Model Realizacji Badań Statystycznych</i>

Annex 2. European Statistics Code of Practice

Adopted by the European Statistical System Committee 28th September 2011

Preamble

The vision of the European Statistical System¹

“The European Statistical System will be a world leader in statistical information services and the most important information provider for the European Union and its Member States. Based on scientific principles and methods, the European Statistical System will offer and continuously improve a programme of harmonised European statistics that constitutes an essential basis for democratic processes and progress in society.”

The mission of the European Statistical System

“We provide the European Union, the world and the public with independent high quality information on the economy and society on European, national and regional levels and make the information available to everyone for decision-making purposes, research and debate.”

To realize this mission and vision, the members of the European Statistical System strive for joint cooperation and continuous interaction with users according to the Principles of the European Statistics Code of Practice and general quality management principles including commitment of leadership, partnership, staff satisfaction and continuous improvement, in addition to integration and harmonization.

The European Statistics Code of Practice

The European Statistics Code of Practice is based on 15 Principles covering the institutional environment, the statistical production processes and the output of statistics. A set of indicators of good practice for each of the Principles provides a reference for reviewing the implementation of the Code. The quality criteria for European Statistics are defined in European Statistical Law².

Statistical authorities³, comprising the Commission (Eurostat), National Statistical Institutes and other national authorities responsible for the development, production and dissemination of European Statistics⁴, together with governments, ministries and the European Council, commit themselves to adhere to the Code.

The Principles of the Code of Practice together with the general quality management principles represent a common quality framework in the European Statistical System.

¹ Regulation (EC) 223/2009, Article 4 Regulation (EC) 223/2009, Article 4.

² Regulation (EC) 223/2009, Article 12.

³ Regulation (EC) 223/2009, Articles 4 and 5.

⁴ Regulation (EC) 223/2009, Article 1. In the Code of Practice, "other national authorities responsible for the development, production and dissemination of European Statistics" are referred to as "other statistical authorities".

European Statistics Code of Practice

Institutional environment

Institutional and organisational factors have a significant influence on the effectiveness and credibility of a statistical authority developing, producing and disseminating European Statistics. The relevant issues are professional independence, mandate for data collection, adequacy of resources, quality commitment, statistical confidentiality, impartiality and objectivity.

Principle 1: Professional Independence. Professional independence of statistical authorities from other policy, regulatory or administrative departments and bodies, as well as from private sector operators, ensures the credibility of European Statistics.

Indicator 1.1: The independence of the National Statistical Institutes and Eurostat from political and other external interference in developing, producing and disseminating statistics is specified in law and assured for other statistical authorities.

Indicator 1.2: The heads of the National Statistical Institutes and of Eurostat and, where appropriate, the heads of other statistical authorities have sufficiently high hierarchical standing to ensure senior level access to policy authorities and administrative public bodies. They are of the highest professional calibre.

Indicator 1.3: The heads of the National Statistical Institutes and of Eurostat and, where appropriate, the heads of other statistical authorities have responsibility for ensuring that statistics are developed, produced and disseminated in an independent manner.

Indicator 1.4: The heads of the National Statistical Institutes and of Eurostat and, where appropriate, the heads of other statistical authorities have the sole responsibility for deciding on statistical methods, standards and procedures, and on the content and timing of statistical releases.

Indicator 1.5: The statistical work programmes are published and periodic reports describe progress made.

Indicator 1.6: Statistical releases are clearly distinguished and issued separately from political/policy statements.

Indicator 1.7: The National Statistical Institute and Eurostat and, where appropriate, other statistical authorities, comment publicly on statistical issues, including criticisms and misuses of statistics as far as considered suitable.

Indicator 1.8: The appointment of the heads of the National Statistical Institutes and Eurostat and, where appropriate, of other statistical authorities, is based on professional competence only. The reasons on the basis of which the incumbency can be terminated are specified in the legal framework. These cannot include reasons compromising professional or scientific independence.

Principle 2: Mandate for Data Collection. Statistical authorities have a clear legal mandate to collect information for European statistical purposes. Administrations, enterprises and households, and the public at large may be compelled by law to allow access to or deliver data for European

statistical purposes at the request of statistical authorities.

Indicator 2.1: The mandate of the statistical authorities to collect information for the development, production and dissemination of European Statistics is specified in law.

Indicator 2.2: The statistical authorities are allowed by law to use administrative data for statistical purposes.

Indicator 2.3: On the basis of a legal act, the statistical authorities may compel response to statistical surveys.

Principle 3: Adequacy of Resources. The resources available to statistical authorities are sufficient to meet European Statistics requirements.

Indicator 3.1: Staff, financial, and computing resources, adequate both in magnitude and in quality, are available to meet current statistical needs.

Indicator 3.2: The scope, detail and cost of statistics are commensurate with needs.

Indicator 3.3: Procedures exist to assess and justify demands for new statistics against their cost.

Indicator 3.4: Procedures exist to assess the continuing need for all statistics, to see if any can be discontinued or curtailed to free up resources..

Principle 4: Commitment to Quality. Statistical authorities are committed to quality. They systematically and regularly identify strengths and weaknesses to continuously improve process and product quality.

Indicator 4.1: Quality policy is defined and made available to the public. An organizational structure and tools are in place to deal with quality management.

Indicator 4.2: Procedures are in place to plan and monitor the quality of the statistical production process.

Indicator 4.3: Product quality is regularly monitored, assessed with regard to possible trade-offs, and reported according to the quality criteria for European Statistics.

Indicator 4.4: There is a regular and thorough review of the key statistical outputs using also external experts where appropriate.

Principle 5: Statistical Confidentiality. The privacy of data providers (households, enterprises, administrations and other respondents), the confidentiality of the information they provide and its use only for statistical purposes are absolutely guaranteed.

Indicator 5.1: Statistical confidentiality is guaranteed in law.

Indicator 5.2: Staff sign legal confidentiality commitments on appointment.

Indicator 5.3: Penalties are prescribed for any wilful breaches of statistical confidentiality.

Indicator 5.4: Guidelines and instructions are provided to staff on the protection of statistical

confidentiality in the production and dissemination processes. The confidentiality policy is made known to the public.

Indicator 5.5: Physical, technological and organisational provisions are in place to protect the security and integrity of statistical databases.

Indicator 5.6: Strict protocols apply to external users accessing statistical microdata for research purposes.

Principle 6: Impartiality and Objectivity. Statistical authorities develop, produce and disseminate European Statistics respecting scientific independence and in an objective, professional and transparent manner in which all users are treated equitably.

Indicator 6.1: Statistics are compiled on an objective basis determined by statistical considerations.

Indicator 6.2: Choices of sources and statistical methods as well as decisions about the dissemination of statistics are informed by statistical considerations.

Indicator 6.3: Errors discovered in published statistics are corrected at the earliest possible date and publicised.

Indicator 6.4: Information on the methods and procedures used is publicly available.

Indicator 6.5: Statistical release dates and times are pre-announced.

Indicator 6.6: Advance notice is given on major revisions or changes in methodologies.

Indicator 6.7: All users have equal access to statistical releases at the same time. Any privileged prerelease access to any outside user is limited, controlled and publicised. In the event that leaks occur, pre-release arrangements are revised so as to ensure impartiality.

Indicator 6.8: Statistical releases and statements made in press conferences are objective and nonpartisan.

Statistical Processes

European and other international standards, guidelines and good practices are fully observed in the processes used by the statistical authorities to organise, collect, process and disseminate European Statistics. The credibility of the statistics is enhanced by a reputation for good management and efficiency. The relevant aspects are sound methodology, appropriate statistical procedures, non-excessive burden on respondents and cost effectiveness.

Principle 7: Sound Methodology. Sound methodology underpins quality statistics. This requires adequate tools, procedures and expertise.

Indicator 7.1: The overall methodological framework used for European Statistics follows European and other international standards, guidelines, and good practices.

Indicator 7.2: Procedures are in place to ensure that standard concepts, definitions and classifications are consistently applied throughout the statistical authority.

Indicator 7.3: The business register and the frame for population surveys are regularly evaluated and adjusted if necessary in order to ensure high quality.

Indicator 7.4: Detailed concordance exists between national classifications systems and the corresponding European systems.

Indicator 7.5: Graduates in the relevant academic disciplines are recruited.

Indicator 7.6: Statistical authorities implement a policy of continuous vocational training for their staff.

Indicator 7.7: Co-operation with the scientific community is organised to improve methodology, the effectiveness of the methods implemented and to promote better tools when feasible.

Principle 8: Appropriate Statistical Procedures. Appropriate statistical procedures, implemented from data collection to data validation, underpin quality statistics.

Indicator 8.1: When European Statistics are based on administrative data, the definitions and concepts used for administrative purposes are a good approximation to those required for statistical purposes.

Indicator 8.2: In the case of statistical surveys, questionnaires are systematically tested prior to the data collection.

Indicator 8.3: Survey designs, sample selections and estimation methods are well based and regularly reviewed and revised as required.

Indicator 8.4: Data collection, data entry, and coding are routinely monitored and revised as required.

Indicator 8.5: Appropriate editing and imputation methods are used and regularly reviewed, revised or updated as required.

Indicator 8.6: Revisions follow standard, well-established and transparent procedures.

Indicator 8.7: Statistical authorities are involved in the design of administrative data in order to make administrative data more suitable for statistical purposes.

Indicator 8.8: Agreements are made with owners of administrative data which set out their shared commitment to the use of these data for statistical purposes.

Indicator 8.9: Statistical authorities co-operate with owners of administrative data in assuring data quality.

Principle 9: Non-excessive Burden on Respondents. The reporting burden is proportionate to the needs of the users and is not excessive for respondents. The statistical authorities monitor the response burden and set targets for its reduction over time.

Indicator 9.1: The range and detail of European Statistics demands is limited to what is absolutely necessary.

Indicator 9.2: The reporting burden is spread as widely as possible over survey populations.

Indicator 9.3: The information sought from businesses is, as far as possible, readily available from their accounts and electronic means are used where possible to facilitate its return.

Indicator 9.4: Administrative sources are used whenever possible to avoid duplicating requests for information.

Indicator 9.5: Data sharing within statistical authorities is generalised in order to avoid multiplication of surveys.

Indicator 9.6: Statistical authorities promote measures that enable the linking of data sources in order to reduce reporting burden.

Principle 10: Cost Effectiveness. Resources are used effectively.

Indicator 10.1: Internal and independent external measures monitor the statistical authority's use of resources.

Indicator 10.2: The productivity potential of information and communications technology is being optimised for data collection, processing and dissemination.

Indicator 10.3: Proactive efforts are made to improve the statistical potential of administrative data and to limit recourse to direct surveys.

Indicator 10.4: Statistical authorities promote and implement standardized solutions that increase effectiveness and efficiency.

Statistical Output

Available statistics meet users' needs. Statistics comply with the European quality standards and serve the needs of European institutions, governments, research institutions, business concerns and the public generally. The important issues concern the extent to which the statistics are relevant, accurate and reliable, timely, coherent, comparable across regions and countries, and readily accessible by users.

Principle 11: Relevance. European Statistics meet the needs of users.

Indicator 11.1: Processes are in place to consult users, monitor the relevance and utility of existing statistics in meeting their needs, and consider their emerging needs and priorities.

Indicator 11.2: Priority needs are being met and reflected in the work programme.

Indicator 11.3: User satisfaction is monitored on a regular basis and is systematically followed up.

Principle 12: Accuracy and Reliability. European Statistics accurately and reliably portray reality.

Indicator 12.1: Source data, intermediate results and statistical outputs are regularly assessed and validated.

Indicator 12.2: Sampling errors and non-sampling errors are measured and systematically

documented according to the European standards.

Indicator 12.3: Revisions are regularly analysed in order to improve statistical processes.

Principle 13: Timeliness and Punctuality. European Statistics are released in a timely and punctual manner.

Indicator 13.1: Timeliness meets European and other international release standards.

Indicator 13.2: A standard daily time for the release of statistics is made public.

Indicator 13.3: The periodicity of statistics takes into account user requirements as much as possible.

Indicator 13.4: Divergence from the dissemination time schedule is publicised in advance, explained and a new release date set.

Indicator 13.5: Preliminary results of acceptable aggregate accuracy can be released when considered useful.

Principle 14: Coherence and Comparability. European Statistics are consistent internally, over time and comparable between regions and countries; it is possible to combine and make joint use of related data from different sources.

Indicator 14.1: Statistics are internally coherent and consistent (i.e. arithmetic and accounting identities observed).

Indicator 14.2: Statistics are comparable over a reasonable period of time.

Indicator 14.3: Statistics are compiled on the basis of common standards with respect to scope, definitions, units and classifications in the different surveys and sources.

Indicator 14.4: Statistics from the different sources and of different periodicity are compared and reconciled.

Indicator 14.5: Cross-national comparability of the data is ensured within the European Statistical System through periodical exchanges between the European Statistical System and other statistical systems. Methodological studies are carried out in close co-operation between the Member States and Eurostat.

Principle 15: Accessibility and Clarity. European Statistics are presented in a clear and understandable form, released in a suitable and convenient manner, available and accessible on an impartial basis with supporting metadata and guidance.

Indicator 15.1: Statistics and the corresponding metadata are presented, and archived, in a form that facilitates proper interpretation and meaningful comparisons.

Indicator 15.2: Dissemination services use modern information and communication technology and, if appropriate, traditional hard copy.

Indicator 15.3: Custom-designed analyses are provided when feasible and the public is informed.

Indicator 15.4: Access to microdata is allowed for research purposes and is subject to specific rules or protocols.

Indicator 15.5: Metadata are documented according to standardised metadata systems.

Indicator 15.6: Users are kept informed about the methodology of statistical processes including the use of administrative data.

Indicator 15.7: Users are kept informed about the quality of statistical outputs with respect to the quality criteria for European Statistics.

Annex 3. Generic Statistical Business Process Model (GSBPM)

Quality Management / Metadata Management								
1 Specify Needs	2 Design	3 Build	4 Collect	5 Process	6 Analyse	7 Disseminate	8 Archive	9 Evaluate
1.1 Determine needs for information	2.1 Design outputs	3.1 Build data collection instrument	4.1 Select sample	5.1 Integrate data	6.1 Prepare draft outputs	7.1 Update output systems	8.1 Define archive rules	9.1 Gather evaluation inputs
1.2 Consult & confirm needs	2.2 Design variable descriptions	3.2 Build or enhance process components	4.2 Set up collection	5.2 Classify & code	6.2 Validate outputs	7.2 Produce dissemination products	8.2 Manage archive repository	9.2 Conduct evaluation
1.3 Establish output objectives	2.3 Design data collection methodology		4.3 Run collection	5.3 Review, Validate & edit				
1.4 Identify concepts	2.4 Design frame & sample methodology	3.3 Configure workflows	4.4 Finalize collection	5.4 Impute	6.4 Apply disclosure control	7.3 Manage release of dissemination products	8.3 Preserve data and associated metadata	9.3 Agree action plan
1.5 Check data availability	2.5 Design statistical processing methodology	3.4 Test production system		5.5 Derive new variables & statistical units		7.4 Promote dissemination products	8.4 Dispose of data & associated metadata	
1.6 Prepare business case	2.6 Design production systems & workflow	3.5 Test statistical business process		5.6 Calculate weights	6.5 Finalize outputs	7.5 Manage user support		
		3.6 Finalize production system		5.7 Calculate aggregates				
				5.8 Finalize data files				