



**HUNGARIAN CENTRAL
STATISTICAL OFFICE
Strategy 2020**

Budapest, 2014

Contents

Introduction by the president	3
I. Environment of strategic planning	5
Our values	6
Our vision for 2020	7
Implementation of content of the strategic document.....	7
II. Measures in the strategic period	9
Strategic objective 1: Satisfying user needs at high level, development of services	10
Current practice	10
Most important directions of development associated with the main objective in the strategic period	11
Strategic objective 2: Ensuring balance between data protection and data access.....	13
Current practice	13
Most important directions of development associated with the main objective in the strategic period	13
Strategic objective 3: Improving the quality of data, analyses and services	15
Current practice	15
Most important directions of development associated with the main objective in the strategic period	15
Strategic objective 4: Improving the efficiency of operation.....	17
Current practice	17
Most important directions of development associated with the main objective in the strategic period	18
Strategic objective 5: Strengthening and recognition of our employees' competence and commitment.....	20
Current practice	20
Most important directions of development associated with the main objective in the strategic period	20
Strategic objective 6: Development of relations with data providers	22
Current practice	22
Most important directions of development associated with the main objective in the strategic period	23
Strategic objective 7: Strengthening institutional relations	24
Current practice	24
Most important directions of development associated with the main objective in the strategic period	25
III. Appendix	
1. Strategic map of objectives.....	28
2. Sectoral documents of strategic value of HCSO.....	29

Introduction by the president

The Hungarian Central Statistical Office (HCSO), having a past of nearly 150 years, has been facing new challenges – similarly to the other European statistical offices – in a dynamically changing socio-economic environment.

On the “demand side” of the data revolution observed nowadays the information needs of society, political and economic actors soar. Globalisation and the resulting restructuring of social relations require the elaboration of new methods of measurement, the exploration of new relations and the clear and credible interpretation of results. Besides, users wish to access data more and more quickly and in the most varied possible forms. Needs are not only on the increase but their character is changing, too. There is a growing interest in statistics describing phenomena in a complex manner.

On the “supply side” of data revolution an unbelievable volume dumping of available data, big data can be seen. In the course of strategic planning we cannot leave out of consideration the fact that HCSO – as an official source of information, in spite of its accepted central position – is not the only actor on the information market. Nowadays a larger-than-ever volume of easily accessible data originating from many different sources is available for users, however, these data are often of doubtful quality not allowing – or allowing only with limitations – comparisons over time or in space. The activities of enterprises and institutes supplying nearly real-time information urge us for a competition never experienced before, at the same time they also imply the risk that in the future the main parameter of quality will be the timeliness of information, while not only quickly available but also credible data are needed, meeting international professional and quality standards anyway.

At last, an important aspect of strategic planning is the limited availability of resources: to make the process of data production more efficient and at the same time to reduce the burden on enterprises and citizens in supplying data are serious challenges at both national and community level. In addition, adaptation to the changed circumstances requires new developments which necessitate – at least in the period of development – the inclusion of serious additional resources.

In the light of all these the Hungarian Central Statistical Office has an increased responsibility in satisfying user needs more flexibly than earlier on, by quickly available, accurate, easily accessible and scientifically grounded data, relying on internationally adopted standards, serving this way, too, evidence-based decision-making at all the levels of social, economic and political life.

The goal of HCSO’s medium-term strategy is to give a systemised answer to complex challenges.



A handwritten signature in black ink, which appears to read 'Gabriella Vukovich'.

Dr. Gabriella Vukovich

president



I.

ENVIRONMENT OF STRATEGIC PLANNING

Our values

Our vision for 2020

Implementation of content of the strategic document

The office is a professionally independent government office having an autonomous financial management and making up an individual chapter in the central government budget, it is the centre of the statistical service. With its unbroken stability, professional independence and activities of scientific standard since it was established, it has achieved an honoured and respected position.

The operation of the office is in line with the national legal environment. In our strategic planning we took into account the guidelines on content, as laid down in Government Decree No. 38/2012 (12 March) on Strategic Control in Government, and the objectives set and the results achieved in the area of the development of public administration and strategic control. HCSO's professional work is in harmony with the common European norms and standards as well as the international ethical rules on statistics. A basic requirement on its operation is that statistical information should be credible, objective, scientifically and methodologically sound and should allow for comparisons over time and in space as well as ensure equal access.

Mission

Our mission is to assist informed decision making, research and dialogue between all actors of the society by producing and disseminating credible and trusted high-quality official statistics and analyses.

Our values

In the past period many informal fora and managerial discussions were engaged in plans aiming at improving the operation of the institution, allowing for the open exchange of views. One can state as a uniform result of the fora that the basic values shared by HCSO management and staff are the following:

- The professional independence and impartial operation of the institution and the objectivity of its data and analyses are a value to be preserved and protected.
- Commitment to quality is a decisive element of our work and our vision.
- We aim at a wide-ranging cooperation with users and meeting their needs and expectations.
- The past of the institution is honourable, users are aware of our traditions and the fact that our professional traditions contribute to the trustworthiness of HCSO.
- We guarantee the protection of confidential individual data.
- The staff is well trained and dedicated in professional terms.
- Special knowledge and human capital are our highlighted value, which is enhanced by our extensive internal training system.

In addition to maintaining accumulated values HCSO wishes to meet the expectations of changing times, too. Nowadays the users of statistical products already want to access as much comparable, accurate and spatially detailed information as possible in as short time as possible. Besides official statistics many unofficial statistics, studies and estimates are produced. Therefore, it is a vital interest of HCSO, as the leading institution and co-ordinator of the official statistical service, to sharply distinguish its products from other information, which cannot be considered official. The only acceptable criterion of difference can be the best quality of data and analyses and the application of transparent methods. Therefore, it is the improvement of data quality that is primarily in the focus of professional challenges, but the decrease of the burden on respondents (the spread of electronic data collection, the application of data collection techniques using on-line and mobile tools in interview-based surveys, the use of administrative registers for statistical purposes), the modernisation of dissemination methods and tools, presence on social media surfaces, the improvement of operational efficiency and a more marked co-ordination of the official statistical service are important tasks as well. Through strengthening coordination we would like to implement goals and measures defined as an answer to professional challenges not only for statistics produced by HCSO, but we also support other organizations producing Hungarian official statistics in the improvement.

The goals set for and the measures and developments to be realised in the next period are built on the results of the preceding years, Vision 2020 of the European Statistical System and the development projects in the

frame of the United Nations (UN). We incorporate into our daily practice the UN General Assembly’s Decision on the Fundamental Principles of Official Statistics and the recommendations of the European Statistics Code of Practice, as well as the intentions of a domestic Public Administration and Public Services Development Strategy.

The operation of HCSO can be considered effective if it provides the users of official statistics, within the time and in the form required, the information they require, including methodological information helping understanding if necessary. We intend to understand users’ needs, to be able to react to them quickly and also to be able to provide information proactively in response to interests expected in the near future. Meanwhile, we perform our duties objectively, free from political influence and by using transparent and reproducible methods. Making a rule of efficiency factors, too, we have to optimise the production costs of our statistical products and public services. Therefore, we allocate our limited resources according to consciously determined priorities, and work with increasingly automatized and standardised data collection and processing methods. We enable our staff to perform variable tasks, thus creating the flexibility of the organisation of work, and spend the released resources on further renewal and innovation. In addition, an essential component of the efficiency of an organisation in the public administration is the simplification of procedures and the decrease of administrative burdens. All these aspects of efficiency are directly or indirectly included in many of our strategic objectives.

We drew up the target state (vision) of the office for 2020 thinking over the above key issues:

Our vision for 2020

Our vision is an institution that

- respects the values accumulated over our 150 years history while adapting to the rapid changes of the 21st century and utilising the opportunities offered by methodological, technical and technological development;
- is relentlessly committed to quality,
- maintains its trustworthiness within and outside Hungary,
- uses its resources effectively and with a view to sustainability,
- values its committed staff,
- is a partner to respondents and users,
- spreads statistical literacy.

On the basis of this vision we determined the major directions of development for which it drew up goals and plans for the strategic period. These are included in a systematic way and in detail in Chapter II of Strategy 2020.

Implementation of content of the strategic document

Strategy 2020	Setting of directions Main goals
Documents	More detailed evaluation, assessment of conditions Elaboration of tools, priorities and time schedule
Annual work programmes	Detailed plans for short-term measures Provision of budget for developments
Procedures, internal regulations	Regulation of daily operation

“HCSO Strategy 2020” represents the highest level in the hierarchy of the planning documents of the institution. Its fundamental role is that the directions and general goals set in that ensure a framework and a basis, outline a future and mediate clear values towards the community in the office and the world. We defined our main objectives with

a reflection to the starting position of matters in 2014. This status is summarized at each strategic objective under the chapter “Actualities”.

For the new strategic period until 2020 HCSO management determined the comprehensive horizontal areas, especially important from the point of view of the operation of the office, for which detailed documents of strategic value were prepared, too (See appendix). These documents are concerned with more specific steps and tasks of horizontal directions of development and are placed at level two in the hierarchy of HCSO’s strategic documents. They outline in detail an evaluation of each area, the fundamental objectives, the values to be maintained and the areas to be strengthened, and also the conditions, tools and time schedule of implementation. To maintain our credibility and fastidiousness for quality it is the responsibility of all HCSO staff to fulfil what is laid down in the adopted and published documents of strategic value.

At the third – operative – level the development goals of HCSO Strategy 2020 and of strategic documents at level two are integral parts of the annual work programmes of HCSO, with the human and financial resources needed for implementation assigned to them, too. Regulations and internal rules on daily operation serve both strategic and short-term objectives. That is how the system of harmonised planning and operation supporting documents of the institution becomes complete. The implementation of the formulated measures and the maintenance of the results of the measures can be undertaken only if adequate financial resources are available, therefore the management prioritises tasks also adjusted to financial possibilities. Funds for operational type tasks are guaranteed by the current annual budget of the office, in addition, HCSO is committed to seek further resources for its highlighted development projects, and to utilise its EU and other tender activities in order to implement developments started in line with strategic objectives. The office takes part in international and national cooperation that helps the implementation of strategic objectives.

To implement developments not aligned with the traditional organisational hierarchy we establish a project organisation, and appoint a project manager for their control. So strategic objectives are also converted into the direct individual goals of people working on their implementation in their work. The Presidential Meetings and the Managerial Board of HCSO keep progress under review by periodically asking responsible persons to report. We make a comprehensive mid-term assessment of the achievements during the first half of the strategic period, and adjust or fine-tune directions for the implementation of goals if necessary.

In the above order we aim to achieve the following main goals:

HCSO’s strategic objectives until 2020

- 1 Satisfying user needs at high level, development of services**
- 2 Ensuring balance between data protection and data access**
- 3 Improving the quality of data, analyses and services**
- 4 Improving the efficiency of operation**
- 5 Strengthening and recognition of our employees’ competence and commitment**
- 6 Development of relations with data providers**
- 7 Strengthening institutional relations**

II.

MEASURES IN THE STRATEGIC PERIOD

1. Satisfying user needs at high level, development of services
2. Ensuring balance between data protection and data access
3. Improving the quality of data, analyses and services
4. Improving the efficiency of operation
5. Strengthening and recognition of our employees' competence and commitment
6. Development of relations with data providers
7. Strengthening institutional relations

1. STRATEGIC OBJECTIVE:

SATISFYING USER NEEDS AT HIGH LEVEL, DEVELOPMENT OF SERVICES

Statistical activities aim at providing as many data and as much information of as good quality as possible to as many users as possible, through the channel and in the format which are the most suitable for them, ensuring the confidentiality of individual data. Our objective is to contribute to fulfilling user needs, and to improve statistical literacy through wide-spread use.

Current practice

Users enter into connection with the office primarily through the dissemination activity of the HCSO, and on this basis they can form a picture on the quality of data and other products and on the extent to which those are suitable for reaching their own purposes.

In accordance with our Dissemination policy published in 2014 we aim to get know the needs of our real and potential users, to measure the satisfaction with our data and services and to form our dissemination practice continuously in line with these. In production of statistics we take into account that users' interest is to have access to data of as good quality as possible, as soon as possible, with appropriate explanatory descriptions. We aim to make data available in as short time as possible following data collection, in a form meeting user needs.

In data publications we cooperate with international organisations so that the data we published should be available in international databases too, and the (accessible) data already sent to international organisations are published also by HCSO. In order to maintain data quality we aim at keeping balance between the purposes of timeliness and accuracy, often contradicting each other. If possible, we release preliminary data – drawing attention to the preliminary character –, too, before final data are available.

Statistics are produced and disseminated on an objective basis, determined by the principles of official statistics and professional aspects. All users can access statistical information simultaneously, prerelease access is exceptional, its rules are public and their violation – by either users outside of HCSO or HCSO staff members – has legal consequences.

We release statistical data on dates published in advance in our dissemination calendar, incidental deviation from the calendar is announced with the reason of deviation as soon as possible and the new date of publication is disclosed. We aim to make our data suitable for comparisons over time. We clearly indicate where comparability is restricted. We disclose metadata and conceptual and other explanations facilitating the interpretation of statistics.

Besides describing and interpreting data we also aim in our analyses to present inter-connections, changes over time, the international context and the differences within the country. In addition to aggregate data we make available micro-data, too, in an increasing number of subject matter areas. For the time being geo-coded data are available for a few statistical domains only.

Out of our dissemination channels the significance of electronic dissemination is ever increasing, accordingly, we transformed our website in 2012 after knowing user opinions in many steps, and have continued the revision ever since. In our publication portfolio we aim to increase the proportion of publications and sub-pages edited for the web.

We aim to make clear and popularise the use of our publications using different tools. In addition to textual interpretations we display our data by different visualisation tools as well, and the group of these tools and the statistical domains covered are ever growing. These tools, too, play a role in displaying spatial differences within the country and in international dimensions, among others via our interactive maps.

A large part of our product range is bilingual (Hungarian and English). Special publications are issued from time to time in other languages as well. The English-language content of our website covers the content of the Hungarian version to an increasing extent. In professional issues we are at the disposal of users in English language, too.

Most important directions of development associated with the main objective in the strategic period

1.1. Measurement of user needs and satisfaction

The knowledge of the ever expanding group of our users and their needs is the basis of our activity. We have systematised direct and indirect information on the needs and satisfaction of users. With the combined application of direct opinion poll methods we aim to ease the burden on the targeted group of respondents as much as possible, and for this we establish questionnaires also containing common modules. Besides quantitative methods we apply qualitative ones – e.g. focus groups, interviews – as well. Through the continuous assessment of web statistics the preparation of our dissemination activity becomes better founded, it can better approximate to the needs of users. The measurement of user satisfaction is performed as a targeted activity in the case of developments, feedback talks are made the main tool of continuous measurement. In addition to regular exchanges of information and experiences with the most significant user groups we pursue a relatively intensive dialogue with the wider public, too, on the occasion of different social and cultural events.

1.2. Utilisation of user opinions in developing data production

User needs and dissemination aspects are integrated into the system of data collection, data processing and data storing through the revisions of the annual National Statistical Data Collection Programme, and the compilation of the dissemination programme. We create the inventory of official statistical data, which serves for making the relation between user needs and possibilities more visible.

We establish a closer relation among statistical domains and the different products than at present, taking more and more use of the possibilities offered by the internet. Instead of presenting indicators of isolated statistical domains we aim to form a more complex picture in our analyses. Besides the conventional (sub-) areas of statistics we also examine and display more comprehensive topics either through indicator systems or through complex analyses.

Development of geo statistics and small area estimations serves the satisfaction of the increasing user needs for regional data.

We also join to international projects aiming at developing statistical measurement of globalisation processes in order to present a more accurate picture about the globalizing economy and society.

1.3. Modern organisation and tools of dissemination

We optimise our dissemination portfolio based on changing user needs, taking into account the aspects of demand and supply as well as quality, with a special regard to relevance, timeliness and clarity. We always make our developments with being open for technological novelties and new communication tools, and we continuously develop our website and our visualisation tools. We ensure for our major target groups an extended group of services available through registration via dedicated sub-pages on the website, an increasing spectrum of micro-data files and via geo-coded data that we approximate to tailor-made services at the levels of both the different user groups and individuals.

We apply standardised customer relations procedures and tools, improving this way as well transparency for users and making our internal processes more efficient.

With our professional development programmes we improve the quality of our services. We are committed to continue the development of our services of data access provided for scientific purposes.

1.4. Dissemination and proactive communication

One of the seals of credible operation is efficient communication, which can create a continuous relation with various user groups and well treats ad hoc problems, too. In our communication we enforce objective and professional aspects, at the aid of which the image of HCSO as a reliable, impartial and service-providing organisation and the brand of official statistics can be maintained or improved. We ensure the harmony of professional dissemination and communication, prepare analyses in a proactive manner on areas of key importance in particular periods. We strengthen our presence in the social media, using the new forms of communication offered there. We maintain a continuous dialogue with major opinion leaders and decision-makers.

1.5. Clarity and statistical literacy

Our products achieve their objective if the targeted public can adopt their content, can properly interpret it and apply or reuse it as they intend to. Our users have different literacy on and knowledge of statistics in general and HCSO products and methods within those. Therefore it is vital for the message to go through to release our data and formulate textual information aligned with the knowledge of target groups. On the whole, it is also a purpose that the statistical knowledge of our – real and potential – users should be extended, that they should achieve better statistical literacy. To this end we hold courses for external users, cooperate with higher education institutions and place educational materials on the website of the office. We make the methodological information on our website more visible for our users searching for deeper professional knowledge.

Besides communicating the product and service range in a narrower sense, communication practice needs to play a role in improving statistical literacy, too. Errors and misinterpretations in connection with statistics emerging in the media need to be responded to even if these shed bad light not specifically on the picture of HCSO but on the cultivation of statistics as a profession.

Keywords: user satisfaction, feedback, interactive tools, proactive communication, spread of statistical knowledge

2. STRATEGIC OBJECTIVE:

ENSURING BALANCE BETWEEN DATA PROTECTION AND DATA ACCESS

The basic purpose of official statistics is to provide the widest possible access to data. Besides, our statutory obligation (and our practical interest) is the protection of the individual data of data providers. We constantly strive for the development and application of new technologies and methods which facilitate the secure access to statistical data without damaging the level of data protection.

Current practice

In line with the international practice and the Data Protection Policy of HCSO, in recent years, we modernised our data protection and data access procedures. The fundamental guiding principle of modernisation is that data protection and data access is an integral part of the production process of statistical data. A key factor of ensuring the effective data protection is the incorporation of data protection practices in the everyday work. For this purpose, the Data Protection Committee started its operation in 2010 and the system of data protection supervisors was created in HCSO. In order to minimise privacy risks, the data access channels of HCSO has been delimited and, fitted to these, the basis of process and document management of data release has been created. For the purpose of the transparent organisation of data requesting and data releasing processes, a uniform internal Data Release Register has been established, which ensures the traceability of the data releasing process and the appropriate dissemination, legal and methodological documentation in case of each data request. This was connected with other IT developments which, with user friendly interfaces, facilitate the standardisation of data access processes and keeping contact with those who are requesting data. Those requesting data may access official statistical data both in aggregated form and in the form of micro-data, by ensuring special data protection solutions in the latter case.

In the field of data protection methods, we apply the international best practices and recommendations. In the field of aggregate data, micro-data and research results to be achieved in a safe environment adopted by HCSO, we participate in elaborating uniform international methodological recommendations in order to improve our data protection practices. The security of our IT systems is strengthened by applying a variety of IT security solutions.

In the field of data protection, HCSO is an active participant in several international projects which support our technological and methodological developments. We are constantly improving our domestic network for remote access and prepare for connecting to the European network for remote access.

Most important directions of development associated with the main objective in the strategic period

2.1. Application of modern methodological data protection solutions

The well documented system and the transparent structure of methodological solutions fitting to the processes of HCSO and covering both micro-data and aggregate data is essential for the proper functioning of effective and modern methodological data protection. In accordance with the changing user needs and in line with the strengthening importance of data access in a secure environment, our key objective is the continuous development of the control system of research results achieved in such an environment in respect of data protection and the automation of the applied methodological solutions. In accordance with these objectives, we develop guiding methodological recommendations and continuously improve our practice.

2.2. Development of an integrated, service-oriented system of data access

In order to create a balance between the interests of data providers and the user needs, we must endeavour that the legal, methodological, IT and physical data protection solutions should be an integrated part of the entire production process of official statistics. In the framework of this, we implement the control of the entire process of data releases supported by IT tools and provide a single-channel data request system for users from the submission of the request to the access to the data. For this, we develop organisational, methodological and IT solutions, which, along with uniform practices, allow to take into account the different characteristics of each user group in the course of data releases, thus ensuring the operation of data access channels functioning according to the principle of optimal risk management and differentiated by data providers and users and their demands, as well as the quick and effective data access through these channels.

2.3. Use of modern IT security solutions meeting national and international requirements

The maintenance and continuous improvement of a modern IT security environment corresponding to the prevailing expectations is essential for the protection of data managed for official statistical purposes. For this, we ensure the IT and physical data protection systematically, covering all processes and systems by using modern IT security tools. In addition to using up-to-date technologies and tools, we ensure our IT security with regular security audits and development programmes as well. In addition to meeting always the national and the European expectations for official statistics, our development programme is characterized by the active participation in the IT security developments of the European Statistical System and the facilitation of applying advanced IT security solutions in Hungary.

2.4. Ensuring wide range of access to data files managed under official statistics

In accordance with the role of official statistics, our goal and task is to provide access to all data files managed for the purpose of official statistics for our users. To this end, we operate and regularly develop modern data access channels meeting the prevailing user needs and, at the same time, ensuring methodological data protection. Through the data access channels, we ensure access to official statistical data files in the form of both aggregate data and micro-data. Our aim is that, along with the full compliance with data protection regulations, data files managed in the framework of official statistics should be at the disposal of national users, members of the European Statistical System and other international organisations with the richest possible content and in as many forms as possible.

2.5. Joint development of data protection and data access solutions

The aim of our proactive participation in international and national projects connected to technological and methodological developments is to take the needs of users and data providers into account in our developments as well and to utilise the professional knowledge of the scientific community. Therefore, we are constantly looking for opportunities and ways of closer cooperation with the members of the official statistical service and the European Statistical System, as well as organizations and forums engaged in scientific research.

Keywords: methodological data protection, service-oriented data release, IT security, wide range data access, cooperation with the key users

3. STRATEGIC OBJECTIVE:

IMPROVING THE QUALITY OF DATA, ANALYSES AND SERVICES

Quality is the key to confidence. The primary mission of HCSO is the production of high quality official statistics. Therefore, we are committed to act in a transparent way and taking into account user needs when producing our reliable data and analyses and providing good-quality services.

Current practice

HCSO has a decade-long tradition in the field of quality measurement and assessment of statistical data and data production processes. The office published its Quality Policy which sets out the main principles of quality expectations, quality measurement and assessment.

The Quality Framework of the office covers statistical products and processes and determines the elements of measurement, documentation and assessment.

According to our current practice, the main quality standards are included in the Quality Guidelines, which was significantly revised in 2014. The annually updated methodological documentation of statistical domains summarizes the most important information on the quality of data in each statistical domain for users. These documentations are accessible on the website of HCSO to all those interested.

To assess quality, analyse quality parameters and constantly improve the quality of data, statisticians need much more detailed information. Quality management is efficient if the IT systems supporting the organisation of data collections include the essential information necessary for quality assessment. Among them, indicators on reception and response rates are already included in the IT systems.

For statisticians, the most comprehensive quality information is included in the producer-oriented quality reports which are compiled annually for each statistical domain. Beside the detailed indices these quality reports contain all information relevant in respect of data quality. The documented practice of HCSO will be complete from 2015, as from that time written assessments and then a proposal for improvement actions must be prepared on each statistical domain on the basis of the quality reports.

In addition to self-assessment, independent quality control concerning the data and the data production processes of the office is carried out for the time being only in some cases. Audits are performed primarily by international organisations in respect of a key indicator or data set, and in a more comprehensible way by European Commission (Eurostat) supervising time to time whether the requirements of European Statistics Code of Practice are met.

Most important directions of development associated with the main objective in the strategic period

3.1. Enforcing quality requirements in everyday work

Setting quality requirements themselves does not contribute to the improvement of the quality of data. Putting the expectations into practice and then, the related control system alone can provide a guarantee for their realization. As a first step, we elaborate the detailed training plan necessary for putting the lately renewed Quality Guidelines into practice and, as part of the internal audit

system, the control mechanisms of the realization in the strategic period. In addition to the Quality Guidelines, our goal is to develop a more detailed, comprehensive methodological requirement system for each phase of the statistical process.

3.2. Extension of quality measurement and creating its IT support

The revision of indicators used for quality measurement became necessary, since on the one hand, international practice is changing (new quality indicators, question of the quality of secondary data sources) and IT applications provide more and more opportunities for measuring and assessing quality on the other hand. Efficiency of procedures measuring data and process quality can be highly improved by their automatization. Our goal is to build quality measurement and control points into the systems supporting data production processes and to develop a system for statisticians which is capable of an integrated quality monitoring.

3.3. Introduction of a comprehensive, independent internal audit system of statistical data production processes

The essence of quality assessment is to determine the documented requirements and the extent of meeting them, to explore any deficiencies and risks and to elaborate recommendations and action plans to eliminate deficiencies. The internal quality audit system determines the scope of the audit (statistical domains, data production processes, methodologies, etc.) on the one hand, and, on the other hand, regulates in detail the processes and responsibilities of the audit. Measures taken on the basis of the documented results of the audits will improve the transparency and the quality of data.

3.4. Documentation of data production processes of all official statistics and quality assessment of data produced

HCSO, as the governing body of the official statistical service, is responsible not only for monitoring the quality of statistics produced by the office, but also for the official statistics produced by other organizations. In the strategic period, a uniform system of requirements will be developed and introduced for the documentation of production processes of statistics produced in the frame of the National Statistical Data Collection Programme. Moreover, after the implementation, a summary quality assessment will be carried out on the basis of the information provided by the implementing organizations.

Keywords: quality in everyday life, technical modernisation of quality measurement, regular internal audits, extending quality approach outside HCSO

4. STRATEGIC OBJECTIVE:

IMPROVING THE EFFICIENCY OF OPERATION

The efficient operation should cover the implementation of statistical data production processes based on modern, unified methodologies, the widest possible application of new IT tools, the organisation of the technically cost-effective and environmentally responsible operation of the office in technical aspect, the optimal management of the available human resources and forming modern organizational framework fitting to modernizing processes. With this comprehensive efficiency approach, the office will be able to respond properly to the rapidly changing expectations.

Current practice

The standardisation, uniformity and IT support of processes in the office are key issues of the efficiency of the operation in terms of methodology and regulation. Despite the successful developments serving standardization in the previous years, in practice statistical data production processes are not yet unified in all fields in the office, which involves opportunities for increasing efficiency. In the field of IT systems, the standardization of methods and procedures was a necessary precondition, so, relating to process phases supported by the systems, there are already opportunities to improve efficiency.

The office has decade-long traditions in the development and application of integrated, meta-driven IT support applications. As a part of our IT architecture, statistical registers have been developed and are operated, and the IT support applications cover most of the phases of the data production process. The office has the IT applications necessary for the organisation and reception of data collections, as well as the systems supporting the data collection, the editing, processing and validation.

The development of IT support tools in the last period significantly transformed our everyday working methods. As a result of the transition to the new, modern electronic data collection system (KSH-ELEKTRA) introduced in autumn 2012, the administrative burdens of data providers were reduced, the data capture process was shortened and the cost effectiveness of the operation of HCSO improved.

The aim of the establishment of the Uniform Data Processing System is that statisticians can perform data processing tasks directly, without the recourse to computer programming. A further advantage of the system is that it is able to operate the processing phase of the data production process as a unified system which can be generally used. Due to the system, which is already operating but is currently under further development, it is expected that each data processing task can be performed within this system by the end of 2016.

The implementation of household surveys with mobile devices was one of the key developments of HCSO in the past period. From 2015, each household survey is conducted with laptop or PDA tools. As a result of the development, programs running on mobile tools replaced paper-based questionnaires (thus increasing the cost-effectiveness of task performance) and, with the help of the related IT programs (verification, automatic calculations), we could improve the quality of data received as well.

Another outstanding development project of 2014 was the development of a uniform system for receiving and managing data files of administrative sources (KARÁT). We developed the registration system of data files arriving at and received by HCSO, as well as the uniform administration and documentation of events related to the processing of files. Our other main

development project in this domain was the elaboration of a data editing IT tool for administrative data sources (ADAMES). With the help of this system, the administrative data can be made capable for statistical use, further data processing.

In addition to IT developments supporting statistical core activities and improving efficiency, in recent years, HCSO paid special attention to the cost-effective operation of support processes in the technical-operational field and to infrastructural developments as well. As a part of this, we carried out the technical supervision of the buildings in Budapest and in regional locations for the purpose of energy efficiency. Instead of the outdated lighting more cost-effective lighting solutions were introduced. Due to the ongoing modernisation of heating, in addition to energy saving, harmful emission will be significantly reduced as well.

Most important directions of development associated with the main objective in the strategic period

4.1. Procedures based on uniform methodological recommendations in each phase of the statistical production process

Standardized procedures can improve the efficiency of operation in the office in several aspects. On the one hand, they enable the development of IT support tools covering all statistical domains and, on the other hand, they support the effective organisation of trainings for the colleagues and the more flexible utilisation of human resources and working hours. However, standard procedures may be based only on well-founded methodological recommendations. The unified methodologies are developed taking into account international best practices, recommendations as well as methods used currently. Our aim is to develop uniform methodological solutions for each stage of the data production process not yet covered by uniform methodologies in the strategic period and to elaborate the related internal regulation systems.

4.2. Statistical production process based on reliable methodological requirements and supported by integrated IT solutions

Our goal in the strategic period is to expand the range of data collections involved in the electronic data collection system (at present, 90% of our data collections belong to this category and our aim is the complete elimination of paper questionnaires) and to extend the Uniform Data Processing System to all data processing steps. In household surveys, we continue to modernise data collections conducted by mobile devices and continuously introduce online data collection solutions as well. The reception of secondary data sources through the KARÁT system is made in a transparent, documented way. During this period, the range of data received and uploaded directly to the database is continuously extended, which greatly speeds up the statistical data production process.

4.3. Improving the documentation of statistical production processes

Nowadays, official statistical services all over the world face similar challenges as HCSO. There are challenges which can be addressed the most efficiently if the international statistical community elaborates global solutions instead of local ones. Common methodologies and IT platforms may form the basis for this. For HCSO, it is essential to assess and document its current processes along with the international standards in order to be able to efficiently integrate the results of international developments. The effects of the future integration can be examined on the basis of the evaluation of the current situation. Accordingly, our aim in the strategic period is to review our current systems and documentations and to modify them according to the international standards, where this did not take place yet.

4.4. Extending the use of secondary data sources for the more effective production of official statistics

The use of secondary data sources allows to speed up the data collection process and to reduce the burdens of data providers, thus, ultimately, the efficiency of data production can be increased. In addition to extending the use of administrative data sources, which are widely used at present as well, the founding of the stability of access is necessary. An active dialogue is necessary with the data owner institutions to ensure that data sources used currently provide a reliable, good quality and stable basis for the production of statistics. In the frame of the dialogue, the detailed documentation and quality assessment of data sources are prepared as well. The mapping of potential data sources, which are not yet used for statistical purposes at present, is necessary as well.

We examine the statistical applicability of the other important group of secondary data sources, the Big Data in the frame of international cooperative actions. As a first step, we concentrate on the statistical application of the Big Data data sources produced in the framework of public administration and the freely accessible data sources, as well as on the development of methodologies necessary for this.

4.5. Infrastructural developments in the interest of energy efficiency and sustainability

Our goal is the development of 'green offices' and, at the same time, the reduction of operational costs. As part of increasing the energy efficiency, the direction of development is to improve the thermo-technical conditions and the reduce heat losses in the buildings in the asset management of HCSO, use renewable energy sources, modernize the heating, cooling and hot water systems, as well as modernize the lighting system.

Closely connected to this, we pay special attention to the furniture, the paper and stationary use in the office as well as the environment- and human friendly cleaning.

Keywords: standardized processes, integrated IT tool system, process documentation, secondary data sources, efficiency of infrastructure, sustainability

5. STRATEGIC OBJECTIVE:

STRENGTHENING AND RECOGNITION OF OUR EMPLOYEES' COMPETENCE AND COMMITMENT

Statistical information is a special product in the sense that it is difficult to directly control its credibility. Thus users rely on the reputation of HCSO and the competence of its staff. Necessarily a skilled and dedicated office staff ensures the basis of the achievement of efficient professional work and usable data, analyses and services of good quality.

Current practice

As part of the Hungarian public administration system, the office is recruiting, retaining, developing, training its human capital, i.e. its staff and is building career opportunities on the basis of legislation, programmes and guidelines, regarding HCSO specific features as well.

In order to obtain a qualified and dedicated staff, beside our traditional recruitment methods (internal and external application procedures, the operation of an electronic recruitment database), we operate a traineeship system and signed cooperation agreements with many institutions of higher education which provide mutually beneficial opportunities concerning both the performance of training tasks and the scientific work of experts and at the same time facilitate the selection and the recruitment.

The office has a significant number of committed and prepared expert staff members and there are strong informal relations and internal cohesion. Some workers are specialists, who, during their work, have a narrower focus on special areas and less understanding of the overall system. Many had a career in the same domain, though there are some examples of internal mobility. The opportunity is given for professional and managerial career development within the limits set by legislation.

It is required in HCSO to continue the human resource management according to the systematized approach by the HR strategy, adopted in 2014. In the future, in many ways, HCSO will face unprecedented development pressures which will also require new knowledge and skills from the staff and thus the development and renewal of trainings. To support this, we operate a well-functioning system of internal training. From 2006, the HCSO School announces its training programmes within the framework of an annual cyclic operation taking into account the current professional issues and priorities of the office, the training needs of staff and the suggestions of professional managers. The enrolment is made on the basis of employee applications and on the basis of managerial designation. Training materials of the courses are continuously available on HCSO's intranet. At the end of the courses, in the form of evaluation questionnaires, we ask feedback from the participants in order to develop the programmes. In 2014, within the framework of the internal training system, on nearly 90 courses, cumulatively nearly 3,000 participants were registered.

The office supports the further education and personal development of staff members as well as their participation in international professional training courses. It also provides extensive welfare and social care, aims to create a family-friendly working environment, and organises sports and cultural programmes. We consciously employ staff with disability.

We constantly monitor the international environment, learn about and examine the transferability of the forward-looking HR solutions of other national statistical institutes into the operation of the office.

The most important directions of development associated with the main objective in the strategic period

5.1. Conscious recruitment and effective selection

Key elements of the systemized human resource management are the reception of students performing professional traineeship in the office, conscious recruitment and a more efficient selection process in accordance with the 'right man in the right place at the right time' principle. In order to obtain the valued workforce with skills and knowledge meeting the already changing requirements imposed by the data revolution, which requirements will further change in the future, our job ads should make the office and the statistician profession as a career more attractive, continuously giving room for innovation especially for the Y and Z generations who have new expectations towards employers. Our goal is to reach the optimal candidates during the selection process through the complex application of pre-screening, recruitment interviews, ratings and tests.

5.2. Retention of the valuable workforce and the accumulated knowledge

In addition to obtaining the appropriate workforce we also need to pay attention to retain it. Since we can not provide competitive remuneration for the staff, other solutions must be sought to compete with other employers. In terms of ensuring the expert and management succession, particular attention should be paid to those positions, where the risk of knowledge loss may arise. In order to promote a deeper awareness of professional processes, the creation of commitment, the support for dedication and career management, the development of working relationships through internal mobility, the strengthening of the system approach, an increase in the responsibility felt for work, it is necessary to introduce a career guidance programme, a mentoring system and a rotation system.

Taking into account the financial options, in order to increase motivation, the range of non-financial incentives should be expanded, whose beneficial effects improve both the quality and morale of work and increase commitment. Finally, it is necessary to continuously measure and evaluate the staff turnover, to analyse exit motivations and eliminate those causes, which can be influenced.

5.3. More optimal allocation of human resources, a new job system

One of the conditions for efficient human resource management is that resources should be allocated among the departments in line with the transforming and modernising task performance. This requires the assessment of the altered resource needs and the settlement of the job system.

5.4. Increasing the efficiency of training, continuous improvement of skills

The internal training system is part of the long-term career management. It is recommended to connect proper appreciation and career opportunities to multiple and higher-level qualifications. Individual training plans are prepared on the basis of job tasks, results of performance evaluation and competencies to be developed and taking these into account appropriate training is provided for the staff.

In a knowledge-based culture, in addition to effective internal training, we should also facilitate the development of the employees' knowledge and skills by supporting education and opportunities of acquiring international experience. In collaboration with higher education institutions, it is our aim to start a statistics masters course and a PhD programme, where statisticians of new competencies of the future will be trained.

Keywords: attractive career, enhancing dedication, mentoring system, rotation system, effective internal training

6. STRATEGIC OBJECTIVE:

DEVELOPMENT OF RELATIONS WITH DATA PROVIDERS

The quality of statistical information largely depends on the data providers. In order that official statistics accurately reflect the reality, it is especially important to strive to have good relations with the sources of data, i.e. the data providers.

Current practice

The data providers of statistical data collections fall into two main groups, the groups of institutional and household data providers. Enterprises, non-profit organizations as well as state and local government organisations, institutions belong to the former one, while households and individuals to the latter one. Institutional data providers are typically obliged by law to provide information, while data providers voluntarily participate in the majority of household surveys (census and the micro-census in which the data supply is mandatory by law are typical exceptions to this rule). We involve data providers or their representatives into the compilation of the National Statistical Data Collection Programme through the members of the National Statistical Council and direct consultations, so during its finalisation we can consider the aspects of data providers, too.

At the end of each year, data providers of institutional data collections receive information on their statistical reporting obligations accompanied by an events calendar. At the majority of institutional data collections carried out by HCSO, institutions provide data only electronically – through the KSH-ELEKTRA system.

Among household data collections, HCSO started to develop a multi-channel system which, by offering multiple response modes (internet, and within that different devices like computer, tablet, smart phone as well as interviews conducted by enumerators, where enumerators record data by using a laptop), allows the data providers to choose the best option for them when filling in the questionnaire. In household surveys, enumerators are prepared to provide data suppliers with appropriate information also covering such sources where they can obtain additional detailed information and data.

In some larger-scale or special household surveys the communication with data providers gets more emphasis than usual: the necessary information is provided to the population through press conferences, press releases, advertisements, a designated spokesman, informative films, flyers and a wide range of social cooperation. We also organise data provider forums and personal consultations for organisations having a dominant economic performance in the national economy or in their sector.

An administrative fine can be imposed on data providers regularly non-performing their obligations or having delays in the execution, we were forced to use this initiative already in several cases. The purpose of the fine is to increase data quality, prevent quality decrease and to improve the efficiency of data production process by its motivating effect on data provision.

The treatment of data provider complaints happens in a similar manner at the household and the economic statistical data collections: they may contact the office with their questions and problems mainly on a central telephone number as well as via e-mail or using green or blue toll-free numbers during the individual surveys. As a result of a recently completed development, a Contact Centre started to operate, on this surface anyone, so the data providers as well, are able to contact HCSO, and the Contact Centre directs the 'case' to the appropriate department.

The most important development directions associated with the main objective in the strategic period

6.1. Closer partnership and personalised communication

A necessary condition for the availability of good quality data corresponding to expectations and often covered by international obligations is the development of data provider relations beyond the well-organised process of data collection and processing. To this end, the communication with the data providers is continuously improved.

Personal visits, site inspections and consultations already introduced among the key institutional data providers will be extended to a wider range of data providers. We will organise data provider forums, open days and briefings, while the activities and importance of our office will be presented to representatives of institutions and the population through regional and county-level events.

We make the data provider contacts more alive through feedback on the use of data and proactive information.

In case of household surveys, among households and individuals, through the extension of opportunities for a multi-channel data collection, in case of an increasing number of surveys we continuously provide an opportunity for our data providers to choose the most favourable response mode for them and improve the willingness to provide data with a more intensive communication.

6.2. Analysis of response burden

In the spirit of contributing to the achievement of the objectives set out in the short- and medium-term government programme for reducing the administrative burden on businesses, we continuously measure the response burden. In addition, we strive to further develop the tools for measuring the burdens. Based on our results, we can make estimates on the impact of the proposed new data collections or modifications on response burden. In addition, in the light of the results, we can also change the practice of designating individual data providers in the future.

In case of both household and institutional surveys, the response burden we further reduce with the revision of the questionnaires and completion guides as well as with the receipt of additional administrative data, though in the latter case the access to databases as well as their quality and availability at the right time are often a limiting factor. The comments of data providers will be used in the finalisation of the questionnaires, furthermore during the development of the KSH-ELEKTRA system.

6.3. Consistent action in relations with data providers

Opportunities for communication with data providers will be further developed. A customer support centre will be set up for the appropriate treatment of the complaints and problems of data providers, furthermore uniform rules of procedure and a customer service protocol will be elaborated to investigate the complaints.

In order to improve the willingness to provide data we expand our relations with the umbrella organisations: we strive to work closely with economic chambers, representative bodies and non-governmental organisations.

Keywords: partnership, proportional burdens, effective complaint handling

7. STRATEGIC OBJECTIVE:

STRENGTHENING INSTITUTIONAL RELATIONS

Through strengthening institutional relations, the statistical culture and literacy of the society can be developed and the culture of evidence-based decision-making become more efficient, and the recognition of HCSO also can be increased and spread. Challenges imposed by the data revolution make the deepening of relations with the scientific community particularly important, just as the establishment of new institutional relations with the owners and managers of 'secondary data sources' (Big Data and other non-traditional sources of statistical data).

Current practice

In recent years, we concluded cooperation agreements with many universities as well as other research sites and institutions, partially to support the activities of the research community and partially in order to launch joint research projects or for the purpose of statistical training as well. A prominent form of partnership is that two external university departments also works in HCSO, one of them is the external department of the Budapest Business School and the other one belongs to Szent István University. Organisation of user fora is another form of building institutional relations. In addition to the capital city based sites, we held successful events in a number of large cities, in which we presented our databases as well as different data access tools and forms.

We have a long-term, balanced good relationship with the national professional and scientific organisations of statistics, i.e. with the Statistical Science Subcommittee of the Hungarian Academy of Sciences (MTA), the Inter-Agency Standing Committee of the Department of Demography of MTA as well as with the Hungarian Statistical Society (MST) and its specialised sections. We regularly hold joint events with the MST, the majority of whose members work in HCSO.

The ministries and central administrative bodies are our extremely important partners. In recent years, we concluded cooperation agreements with a whole range of administrative bodies partially for overall coordination and partially for solving specific tasks.

In the frameworks laid down in the statistical law, the National Statistical Council (OST), in this capacity, is a significant platform for cooperation with the members of the official statistical system. In the OST, if necessary, we establish a working group with the members to propose solutions to the problems encountered. In the frame of fora and consultations we cooperate with the members of the official statistical service in methodological issues.

NGO cooperation proved to be effective mainly in connection with censuses and other special or larger survey tasks. During the 2011 census, a civil partnership programme was operated which contributed to the positive social reception of the census and thus to its successful implementation.

The HCSO staff regularly participates in conferences and scientific events, which also play an important role in the building and cultivating of institutional relations. Moreover, there are also a large number of external speakers, such as the representatives of other institutions and professions, in the conferences organised by HCSO.

An important aim of institutional relations and events is the spread of statistical culture i.e., the representatives of various professions and institutions should be more proficient in the field of using statistics.

Nowadays, statistics is increasingly transnational in nature, which means that international cooperation is an essential part of the expected and assumed high-quality statistical activities and

the development of statistics. Globalisation (and the shrinking resources of national statistical institutes) is not only necessitating a closer cooperation, but comparable statistical information as well. HCSO actively participates in the drafting of international agreements, recommendations and legislation prescribing the production of reliable data and ensuring the comparability in forums of different levels of the European Union, the UN and the OECD. Among our international partners, the European Commission in the frame of which operates the statistical office of the European Union, i.e. Eurostat play a prominent role.

In the last period, one of our most outstanding successes in the field of international statistics was that in 2014 the UN General Assembly adopted the document entitled 'The Fundamental Principles of Official Statistics' processed by Hungary. It can be considered as a similar success that the President of HCSO was elected the Chair of the United Nations Statistical Commission in two consecutive occasions in 2012 and 2013 and Acting Chair in 2014.

For many years, HCSO has also continuously participated in international professional assistance programmes, because of our geographical location primarily in the Western Balkans. As a member of an international consortium, we also have a long-term contribution to EU-funded projects supporting countries in the southern region of the Mediterranean basin.

The most important development directions associated with the main objective in the strategic period

7.1. Development of domestic institutional, professional organisational relations

In the strategic period, we want to make the operation of the OST even more operational and the contact with members more straightforward and through them we wish to further strengthen and deepen our relations with the representatives and organisations of data providers and users. We preserve and even try to enrich the content of our existing relations with ministries and central administrative bodies. We see an opportunity to expand the range of organisations participating in the collaboration. It is important to organise such programmes and events and set such common tasks, which make the connections alive. We strive to support the work of the central administrative bodies through undertaking tasks within the competence of HCSO and participating in joint projects. Within this establishing an indicator system for monitoring Operative Programmes in the period 2014-2020 and producing the indicators continuously can be a novel task.

We support our employees' active engagement in the Statistical Science Subcommittee of MTA and in the Inter-Agency Standing Committee of the Department of Demography of MTA. Being traditionally a central player in the cultivation of Hungarian demography, we believe it has a conceptual significance that the discipline dealing with the demographic situation should receive due recognition and representation in the Hungarian scientific life. The professional work performed in the MST special sections offers an excellent opportunity to the exchange of ideas among experts working in HCSO and beyond and to the presentation and mutual utilisation of experiences thus HCSO is still aimed at maintaining the special relation.

7.2. Development of higher education and research relations

In the future we want to operate our wide relation system with higher education institutions and research institutes primarily enriching it with additional content. We see many, still unused opportunities in the joint tenders and joint researches. At the same time, it is the relation network which can most effectively support us in the spread of statistical culture and statistical literacy. The preparation of the supplementary surveys of the 2016 micro-census, then the processing of the results offer a good opportunity for the cooperation with various research institutes, workshops and non-governmental organizations.

7.3. Development of international institutional relations

The data revolution raises the cooperation of the international statistical community to a higher level than before. To manage these challenges, not only close relations and exchange of experience with statistical offices in other countries as well as with international organisations, but the implementation of such joint development projects and the development of such common IT platforms the results of which can be directly integrated into the activities of the individual national statistical offices are needed.

The European Statistical System is a partnership cooperation providing space for cooperation in subject matter issues and the modernisation of processes. Our aim is to contribute to these efforts in a constructive manner. The active engagement of our experts as well as specialized statistical, methodological and IT managers remains a high priority at the different stages of legislative preparation and decision-making.

We will continue to be active in the international statistical cooperation in the framework of the United Nations Statistical Commission, the United Nations Economic Commission for Europe and the OECD.

7.4. A new type of relationship with researchers and managers of secondary data sources in order to exploit the potential of the data revolution

In order to utilize the opportunities provided by the data revolution taking newer and newer challenges in the near future for producers of official statistics new relation systems have to be established.

We have to establish such relations with operators, owners and maintainers of different secondary data sources (Big Data, special databases and registries of national and international data owners) which ensure the utilization of these data sources for the purpose of official statistics.

Efficient utilization (for either direct data production or information base supporting statistical activities) of secondary data sources needs special competencies and tools which mainly exist at universities and in research institutes. In order to accumulate adequate knowledge, methods and tools we initiate new type of relations with such kind of institutions and join to such international projects.

7.5. Assistance programmes, relationship with neighbouring countries

In recent years, the office has played a leading role in a number of such international projects which delivered results for the European Statistical System as a whole or has examined in depth the processes transformed due to socio-economic changes, for example the SEEMIG project examining international migration. Bearing in mind sustainability and efficiency, an emphasis is given to the utilisation of the values of previous collaborations, therefore using the experiences, the established relationships and the results achieved the launching of new collaborations are included among our goals.

The HCSO is committed to the idea to develop a close and effective cooperation with the statistical offices of the neighbouring countries. With the offices of EU countries we primarily work together to perform roles and responsibilities arising from the EU membership as well as to solve issues related to this. In particular our goal jointly formulated with neighbouring candidate countries is the mapping, understanding and analysis of regional specialties and the establishment of databases more detailed, richer than the currently available ones.

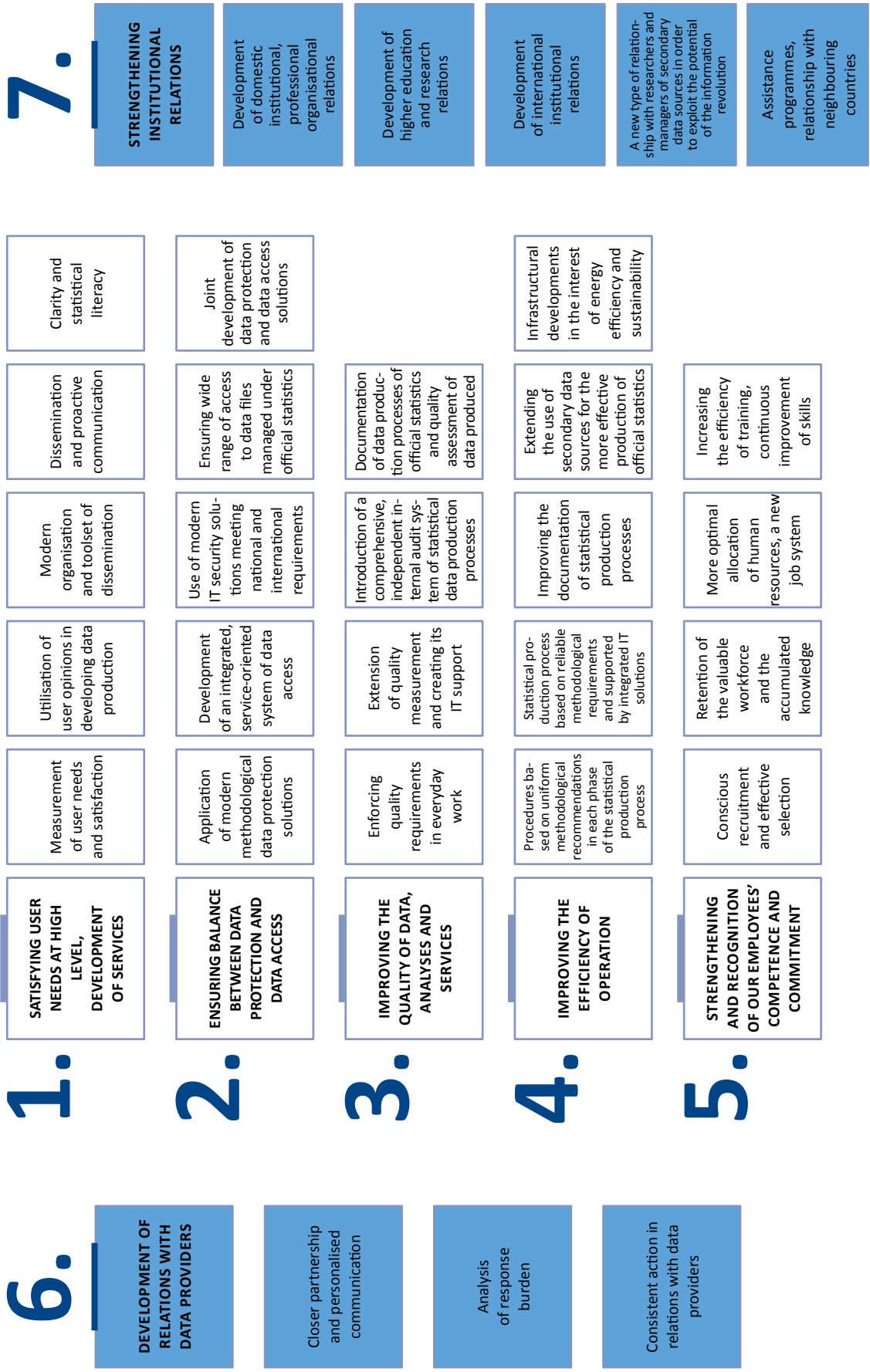
Keywords: national institutional and organisational relationships, statistics in higher education, research relations, strengthening international professional role, assistance

III.

APPENDIX



1. Strategic map of objectives



2. Sectoral documents of strategic value of HCSO

HCSO Dissemination policy

http://www.ksh.hu/docs/bemutakozas/hun/tajekoztatasi_politika_2014.pdf

HCSO data protection and confidentiality policy

http://www.ksh.hu/docs/bemutakozas/hun/adatvedelmi_politika_2014.pdf

Quality policy

http://www.ksh.hu/docs/bemutakozas/hun/ksh_minosegpolitikaja_2014.pdf

Quality guidelines to the processes of the Hungarian Central Statistical Office

http://www.ksh.hu/docs/bemutakozas/hun/ksh_minosegi_iranyelvek_2014.pdf

HCSO HR strategy 2014-2020

(belső dokumentum)

HCSO Information Technology policy (2013)

(internal document)