



STRATEGY 2025

Independent statistics for fact-based
debates and decisions

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Preface

The Federal Institute Statistics Austria (referred to below as “Statistics Austria” or the “Federal Institute”) draws a comprehensive and objective picture of Austrian society and the Austrian economy based on high quality scientific statistics and analyses. With its figures and data, Statistics Austria provides the basis for a fact-oriented public debate, empirical research and evidence-based decisions in society, politics and the economy regarding, for example, the challenges and policy measures in the labour market, in education or in social and economic policy. The COVID-19 crisis has highlighted once again just how important objective and reliable data and statistics are.

The mandate and fundamental strategic direction of Statistics Austria are defined by the Federal Statistics Act (Federal Law Gazette I no. 163/1999 in the current valid version – referred to below as the “Federal Statistics Act”). Since its separation from the Federal Administration in 2000, Statistics Austria has already established a solid national and international reputation thanks to its employees’ professional knowledge and expertise. It is known as an independent and competent producer of statistical data and as a central source of information on statistics. This standing is evident not least from the 2006 and 2015 Peer Review Reports issued within the European Statistical System (ESS).

Building on the level of performance already achieved, Strategy 2025 presents the medium-term strategic considerations for Statistics Austria for the period from 2021 to 2025. In the process, it takes account of the existing European and national legal frameworks for official statistics as well as the chief developments in the ESS, technological advances, and the importance of Statistics Austria for Austria as a business location.

The goal of Strategy 2025 is to ensure that Statistics Austria continues to achieve and increase its great benefits to society, as illustrated by its user groups: citizens, the economy, science, politics and public administration. Innovative action that includes the use of digitalisation is a fundamental principle of the work performed by Statistics Austria. In addition, close attention is paid to the objectives of increasing efficiency and quality, reducing the burden on respondents through the use of new data sources and by other means, and assuring the further development and satisfaction of employees.

However, necessary investments in strategic further development cannot be made without secure financing. The economic situation of Statistics Austria was already strained in recent years because the fixed amount it receives from the government pursuant to Article 32 (5) of the Federal Statistics Act did not undergo value adjustment. The reduction in this fixed amount effective from 2019 exacerbated the economic situation even more. To be able to assure planning certainty in the medium and long term and to carry out necessary innovations, the funding model must be redesigned, revised and statutorily amended.

In drawing up Strategy 2025, Statistics Austria was assisted by an external consulting firm. The remarks made on the initial situation for Strategy 2025 and on current and future challenges are also based on the results of a SWOT analysis and a number of interviews that the consulting firm conducted with the management, senior staff, representatives of the Work Council and of the supervisory bodies of Statistics Austria (Economic Council and Statistics Council) as well as external stakeholders.

While developing Strategy 2025, Statistics Austria reformulated its own vision, set central strategic goals and defined the indicators for measuring goal attainment and the corresponding fields of action. The concrete measures and projects for achieving the individual objectives will be described in the future annual programmes of work of Statistics Austria.



Dr. Gabriela Petrovic



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The Directors General

Vienna, February 2021



Strategy 2025

1 Strategic challenges

1.1 Initial situation

1.1.1 Central role, mandate and principles of official statistics

There is a substantial need for figures and data that are collected in an independent, scientifically objective manner as they are crucial for public debate and for decisions in society, the economy and politics.. The COVID-19 crisis has highlighted this fact once again. Society reaps great benefits if decisions in the economy, politics and society are taken based on evidence instead of vague assessments or even fake news. The figures and data provided by the national statistical institutes (NSIs) have a major role to play in this regard.

In policymaking, one can save a lot of tax money, for instance, if measures are undertaken in a targeted and efficient way. The scientific community is also highly significant in this context. Among other activities, it conducts empirical research based on NSI figures and data and can arrive at findings about cause-and-effect relationships. These findings are vital for a country's progress because they serve as another foundation for evidence-based policymaking. It seems especially important, particularly in these times of populism and fake news, that citizens themselves have access to figures collected in a scientifically objective manner and can use them to form their own picture of how a country's society and economy are developing. Independent media coverage of figures and data also plays a major role in this context. The more awareness there is of figures and data collected in a scientifically objective manner, the less room there is for unqualified assertions and populism. The NSIs offer precisely this kind of access. The point is to enable citizens to attain *socio-economic literacy*, so they can debunk fake news themselves.

The mandate and fundamental strategic direction of Statistics Austria are largely defined by the Federal Statistics Act. At the same time, the work requirements pertaining to official statistics in Austria and thus the programme of work of Statistics Austria are heavily influenced by the European level. Thus, more than 90% of the projects are based on EU law. Actively shaping the decision-making and discussion process at European level is therefore of great significance.

Statistics Austria is mentioned multiple times in the 2020-2024 Government Programme. It calls for the establishment of an Austrian Micro Data Centre (AMDC) within Statistics Austria to create a new form of data access for researchers. Once the statutory groundwork is laid for this endeavour, Statistics Austria will collaborate with the competent ministries and representatives of the scientific community to push the development of the AMDC, thereby helping to substantially improve Austria's standing as a scientific location. Drawing on the register-keeping competence it has built up over many years, Statistics Austria can also be an important partner in the effort to simplify administrative processes in line with the Once-Only Principle. Statistics Austria is happy to lend its support to public administrators in carrying out this task.



Besides European and national legal regulations on official statistics and the principles contained therein – such as objectivity and impartiality, commitment to quality, scientific methods, transparency and publication, reduction in the respondents' burden and confidentiality of data – Statistics Austria considers its compliance with the principles of the European Statistics Code of Practice (CoP) to be one of its central maxims. Among other things, the CoP provides for equal access to statistics. According to the reports on the peer reviews conducted in the European Statistical System (ESS) in 2006 and 2015, Statistics Austria exhibits a high degree of compliance with the principles of the European Statistics Code of Practice. Statistics Austria received excellent marks particularly with respect to the institutional principles of independence, impartiality and objectivity. The next peer review of the Austrian statistical system is planned for 2022.

1.1.2 Economic situation

The economic situation of Statistics Austria was already strained in recent years because the fixed amount it receives from the government did not undergo value adjustment. This fixed amount was reduced by EUR 1 million for 2019 and subsequent years pursuant to the 2018/2019 Supplementary Budget Act (Federal Law Gazette I No. 30/2018), making the economic situation all the more difficult. In real terms, funding from this fixed amount has been cut by 48.3% since Statistics Austria was separated from the Federal Administration in 2000. Yet the scope of its duties to be financed by the fixed amount as defined in Schedule II of the Federal Statistics Act has remained the same. Up to 2017, Statistics Austria managed to offset the funding cuts through efficiency increases. After the possibilities for boosting efficiency had been largely exhausted, the further cuts in real terms led to negative annual results in 2018 and 2019. Under these circumstances, it is foreseeable that Statistics Austria will no longer be able to fully cover its current Schedule II duties and additional duties such as the 2021 Register-based Census with the fixed amount now set at EUR 49.391 million.

In exercise of its governmental supervisory authority under Article 53 of the Federal Statistics Act, the Federal Chancellery initiated the project “Statistics Austria – Optimisation of the Organisation” in 2018. One of its objectives was to increase the economic earning power of this Federal Institute through suitable measures that would take effect in the short and medium term. It became clear during this project, too, that the current economic situation would no longer allow significant efficiency increases to be achieved, especially those requiring initial investments. Nonetheless, further selective optimisations were able to be achieved. However, they do not suffice to bring about a positive annual result for the years ahead.

Given the realities of costs and services, the funding model under the Federal Statistics Act appears no longer sufficiently suitable for ensuring the sustainability of funding in line with the principle of cost coverage and source-based cost allocation. The funding model must be revised if a risk of excessive indebtedness is to be precluded in a sustainable way from 2023.

1.2 SWOT analysis

1.2.1 Basic conditions

Regarding the basic conditions under which Statistics Austria operates, a SWOT analysis conducted by an external consulting firm highlights the following key strengths regarding further development: the great relevance and major societal benefit of Statistics Austria to democracy and the statutory principles



in the Federal Statistics Act and the EU regulation on European statistics (including the CoP) that underly the work of official statistics.

On the other hand, the analysis identifies essential weaknesses as being the narrow legal framework and the scarce financial resources of Statistics Austria. Thus, the potential opportunities are seen mainly in broadening and adapting the narrow legal and financial framework in order to maintain and further develop the high societal relevance of official statistics in Austria. This is vital not least because of mounting competition from private information providers, for example.¹

1.2.2 Structures/organisation/products, services and performance

The values and excellent reputation of Statistics Austria as well as the high quality of its work are seen, internally and externally, as its biggest strengths in the category “Structures/organisation/products, services and performance”. Its biggest risk is therefore viewed as possible impairments of the fundamental principles of official statistics. Other major strengths of Statistics Austria are its enormous treasure trove of data and its broad portfolio of statistics.

Perceived weaknesses and associated possibilities for improvement (opportunities) are mainly seen in three areas: in the public impact of Statistics Austria (above all, it should focus more on customers and service, modernise its public image, use contemporary means of data visualisation/data communication, prepare microdata for science and assure cost transparency in commissioned work), in an expanded range of services but also in the use of modern data collection methods (including experimental statistics) to further reduce the burden on respondents, among other things.

It is of central importance in this context that Statistics Austria is perceived as an objective, independent and trusted provider of data and information for citizens, the economy, science, politics and public administration. Here, too, there are potential opportunities for further improvement.

1.2.3 Employees

The solid reputation of an expert organisation such as Statistics Austria naturally correlates closely with its employees’ professional expertise and qualifications. The high level of professional competence displayed by the employees of Statistics Austria is confirmed as a great strength of this Federal Institute by external stakeholders and users alike.

From an internal standpoint, the staff’s high motivation and cohesion are emphasised, as is the attractiveness of Statistics Austria as an employer. At the same time, some respondents indicate a lack of employer attractiveness and aspects of personnel management internally as weaknesses and cite insufficient employer attractiveness and loss of knowledge following the departure of key personnel as major areas of risk.

These findings show definite opportunities for enhancing the perception of Statistics Austria as an attractive employer.

¹ The ESS peer review of Austria in 2015 had already arrived at similar conclusions.



1.2.4 Processes/IT

Efficient and qualitatively optimised processes and IT support have a decisive part to play at Statistics Austria, as at any successful company. Statistical production processes as well as support processes (IT, administration) have therefore been and continue to be constantly monitored and adapted at Statistics Austria. This has resulted not least in a very high degree of digitalisation at this Federal Institute. Nevertheless, the results of the SWOT analysis of “Processes/IT” also revealed potential areas for improvement. From an internal perspective, a lean and efficient organisation was occasionally cited among the strengths of Statistics Austria, as were its high level of IT and data security, and its well-deployed internal processes. Overall, however, the picture that emerged here was self-critical and partially matched the external views of users.

The further expansion of digitalisation and automation and the further development of IT systems are therefore seen as central opportunities for advancement and the most effective ways of eliminating the weaknesses in the processes and in internal collaboration.

Cybercrime and the associated risk of reputation loss were cited as the biggest IT risks, which means efficient risk-mitigating measures are still required.

1.2.5 From the SWOT analysis to Strategy 2025

Based on the findings of the SWOT analysis and the setting of strategic priorities by the Directors General, a project team reformulated the vision of Statistics Austria (see Chapter 2) and developed the Strategy Map 2025 (see Chapter 3) and Strategy 2025 in accord with the Steering Committee on Strategy 2025. Besides the management, this committee consisted of the chairs of the supervisory bodies (Economic Council and Statistics Council) of Statistics Austria. The project team, for its part, was composed of the Directors General of Statistics Austria as well as the managements of the directorates, the IT and other departments, and Central Services. The Strategy Map 2025 covers the strategic goals of Strategy 2025 for the four central strategic topics below:



Finances



User Groups



Processes



Innovation and Potential



2 Vision

Short version

We are a leading European provider of high-quality and independent statistics for fact-based debates and decisions

Long version

Statistics Austria is the **leading independent provider** of **data** and **information** for citizens, the economy, science, politics and public administration.

The collection, analysis and provision of **reliable figures** and **data** are prerequisites for **fact-based public debate** and **evidence-based decisions** in society, the economy and politics. This underscores the **essential benefit** and the **relevance of Statistics Austria** to democracy.

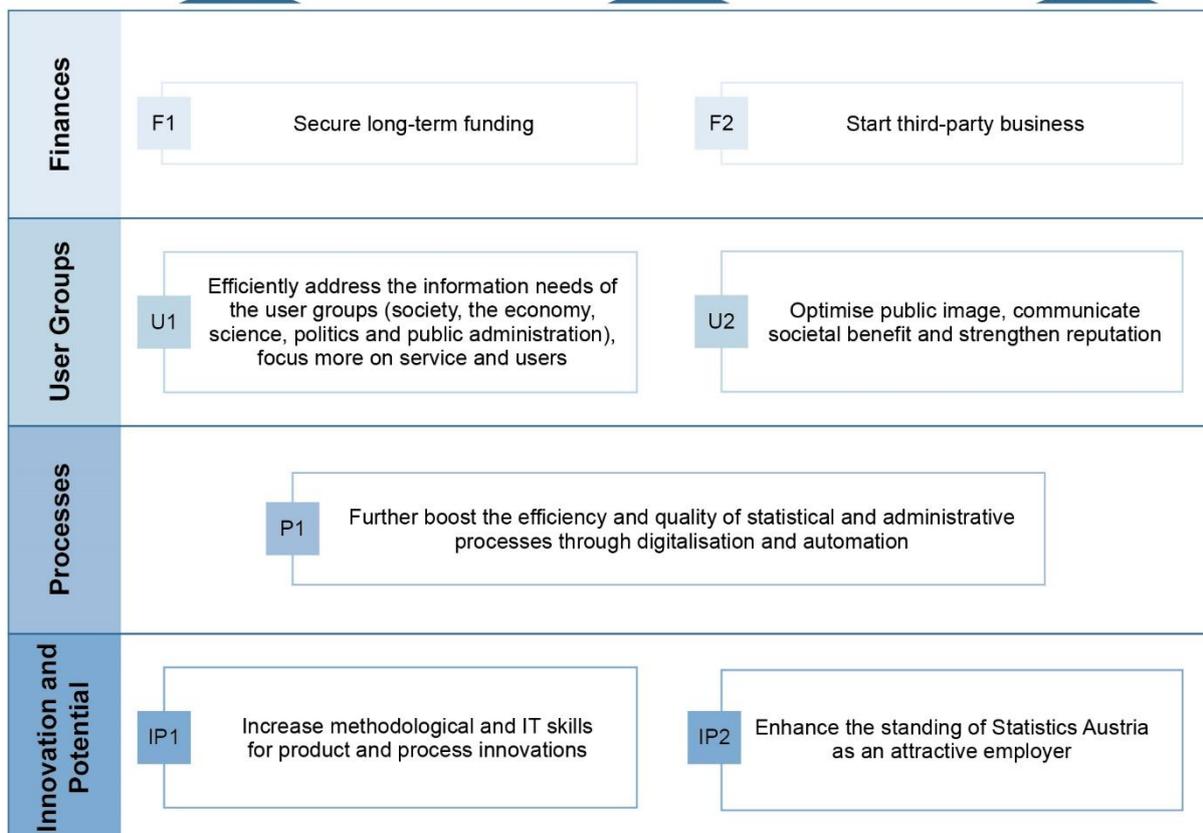
The **professional competence** of Statistics Austria **employees** ensures that the figures and data are collected and analysed in an **efficient** and **resource-sparing way using scientifically sound and innovative methods** and that they are made available in an **understandable** and **user-friendly form**.

Top priority is always given to **high quality, data protection, information security** and **service orientation**.



3 Strategy Map 2025

We are a leading European provider of high-quality and independent statistics for fact-based debates and decisions



The Strategy Map clearly presents seven strategic goals for the strategic topics Finances (F), User Groups (U), Processes (P) as well as Innovation and Potential (IP). The strategic goals as well as the fields of action and indicators for implementation are described in Chapter 4.



4 Strategic goals and fields of action

4.1 F –Finances

4.1.1 F1 –Secure long-term funding

INITIAL SITUATION AND DESCRIPTION OF THE STRATEGIC GOAL

Description of the initial situation

- The previous funding model for Statistics Austria was developed in 1999 based on 1998 data. The fixed amount to be received from the government that was assessed at the time provided nearly full coverage of the costs incurred by official statistics for the Federal Government. Since then, two major developments have occurred:
 - On the one hand, the duties of Statistics Austria have been expanded substantially over the years in terms of content. These additional expenditures stem mainly from obligatory expansions of official statistics under EU law and since 1 January 2003 have had to be funded separately by the ministries competent for the given subject matter.
 - On the other hand, salary increases attributable especially to value adjustments and structural jumps have led to cost increases at Statistics Austria. By contrast, the value of the fixed amount received from the government has not been adjusted since 1998 and even saw a nominal cut of 2% in 2019. To date, it has been reduced by 48.3% in real terms. Until 2017, Statistics Austria managed to offset this massive reduction in the fixed amount in real terms through restructuring and efficiency increases. Negative results followed in 2018 and 2019. The planning calculations for the medium term also anticipate negative results.
- Given the realities of costs and services, the funding model under the Federal Statistics Act appears no longer sufficiently suitable for ensuring the sustainability of funding in keeping with the principle of cost coverage and source-based cost allocation. The funding model must therefore be revised, so that a risk of excessive indebtedness can be sustainably precluded from 2023.
- Statistics Austria has a well-engineered cost accounting system with which project costs can be planned beforehand in detail and then recorded and subjected to final costing as they are incurred. The ministries commissioning these projects are entitled by law to inspect the cost accounting system.

Concrete description of the strategic goal

- To secure sustainable funding for the duties of Statistics Austria, the funding model must be redesigned, revised and statutorily amended (“new fixed amount”). This is the only way to ensure planning certainty in the medium and long term and to implement necessary innovations. Without secure financing, necessary investments in strategic further development cannot be made either.
- The cost accounting system requires compliance with principles governing the transparent further billing of services. This approach is also meant to cover planning/acquisition costs and necessary



innovations in project remuneration in the sense of full cost accounting (by applying a surcharge to hourly rates).

- Statistics Austria must be appropriately paid for every service performed (no free services).

Explanation of concrete goal priorities

- The fixed amount should cover annually recurring statistics that are based on statutory mandate. Statistics not recurring annually should be borne by the ministries that bring them about.
- The applicable principle in these cases should be that each of these aperiodically recurring projects is not given advance funding until project execution has begun (avoidance of project reserves).
- For the “new fixed amount”, a value adjustment solution should be laid down in law because most salary increases caused by tariff increases and structural leaps are mandated from the outside.
- Costs that exceed the calculated costs and that are well-founded should be able to be invoiced as part of a subsequent billing process, where permitted by law.
- The current catalogue of products and services should be compiled and communicated in the form of databases (with a distinction made according to EU obligation, national obligation, contract granted without obligation under (EU) law).
- The full-cost hourly rate including acquisition costs, investments and risk surcharge must be defined. In future, the full costs must also contain a markup for necessary innovations (surcharge rate).
- The existing statutory billing rules must be made more stringent. A contracting and competent ministry should be defined for each project and should also exercise its right of project review.

4.1.2F2 –Start third-party business

INITIAL SITUATION AND DESCRIPTION OF THE STRATEGIC GOAL

Description of the initial situation

- At present, Statistics Austria can conduct third-party business only to a very limited extent, namely only for clients pursuant to Article 23 (2) of the Federal Statistics Act (central or local government bodies, among others) and for enterprises based on existing data holdings by way of special evaluations.
- One of the original objectives at the time of separation was for Statistics Austria to earn additional income. To achieve this on a larger scale than before, the relevant statutory provisions must be changed and lead times must be more realistic.

Explanation of concrete goal priorities

- The possibility for expanding third-party business beyond its current scope should be laid down in law.
- To this end, services including expertise should be offered to certain client segments yet to be determined. The prices for these services should also contain an appropriate risk surcharge.
- The services involved should also enable more extensive use and further development of the data and other information present at Statistics Austria or utilised by it, in each case in compliance with data protection regulations.
- For the future services in third-party business, specific quality principles are to be defined (e.g., size of random samples, representativeness, classification level). The independence and



objectivity of each result are maintained to protect the essence of the Statistics Austria brand and to make active use of it. However, these products must be clearly differentiated from official statistics products. Organisational differentiation can also help bring this about.

Finances: fields of action and indicators

	Strategic goals	Indicators	Fields of action
Finances	Secure long-term funding	<ul style="list-style-type: none"> • Annual profit/loss • Non-billed services as a percentage of total services allocated (overrun) per project • Planning result for medium-term planning 	<ul style="list-style-type: none"> • Propose review/expansion of statutory billing regulations PRIOR 1 • Design and reach agreement on new funding model • Propose necessary changes in statutory provisions to the supervisory authority • Present the catalogue of available services and products more clearly • Calculate the full-cost hourly wage and clear it with the supervisory authority
	Start third-party business	<ul style="list-style-type: none"> • Third-party business as a percentage of revenues 	<ul style="list-style-type: none"> • Propose legal regulation for expanded third-party business PRIOR 1 • Define range of products and services for third-party business



4.2U –User Groups

4.2.1U1 –Efficiently address the information needs of the user groups (society, the economy, science, politics and public administration), focus more on service and users

INITIAL SITUATION AND DESCRIPTION OF THE STRATEGIC GOAL

Description of the initial situation

- At present, all user groups are provided with statistics in accordance with the statutory mandate. Statistics Austria ascertains the needs of the user groups through constant communication with the various user groups, also in special bodies, such as, for example, in the 13 technical subcommittees or the feedback talks.
- Today, Statistics Austria already compiles tailor-made evaluations and analyses, often at the request of the ministries.
- However, the statistics sometimes lag substantially behind and are often descriptive in character. Timelier figures (now- and forecast), topic-centred or comprehensive topical studies and analyses of cause-and-effect relationships are mostly offered by other institutions.
- The user groups find themselves confronted with a large volume of figures outside the scope of official statistics, and it is difficult for the individual user to determine their credibility.
- The user groups (citizens, the economy, science, politics and public administration) have very different needs when it comes to data and statistics, both in terms of data content and in terms of the presentation of the results and access to the data.
- Currently, the statistics are accessed through the website and other publication channels (press releases, STATCube, social media, open data, etc.), the central information service, and inquiries in subject matter divisions.
- The complexity of the data and the broad range of users pose special challenges to preparing understandable and user-friendly data. At present, user needs in these regards are not always optimally met.

Concrete description of the strategic goal

- The goal is to efficiently address the information needs of the user groups, so that deliverables are issued more promptly to the extent that this is possible. Besides the legal mandate, a larger volume of comprehensive, multivariate and cause-and-effect analyses should be produced.
- Along with existing clients, further user groups such as the economy can be addressed more comprehensively in expanded third-party business (see goal F2). To this end, the statutory framework must be changed, as already mentioned.
- The goal is to improve access to relevant data and information in line with the different needs of the user groups (citizens, the economy, science, politics and public administration).
- The perception of Statistics Austria as a modern customer-centric and service-oriented organisation should be strengthened in the process.



Explanation of concrete goal priorities

- The product portfolio of Statistics Austria should be expanded based on user needs (to the extent allowed by law and by content): This expansion can include timelier statistics as well as comprehensive, multivariate and cause-and-effect analyses.
- Based on internal expertise and expert bodies, Statistics Austria should advise users in politics and public administration as early as possible about potential data gaps and inconsistencies.
- Possible clients should be approached more proactively about possible statistics and analyses on currently relevant issues.
- The needs of all user groups should be taken into greater account. The education sector (e.g., pupils) and the media have a special part to play in these efforts because of the leverage they can exert.
- The interfaces with user groups (e.g., service hubs, points of contact, dashboards etc. that are aimed at specific users) should be improved and the visualisation of data expanded.

4.2.2U2 – Optimise public image, communicate societal benefit and strengthen reputation

INITIAL SITUATION AND DESCRIPTION OF THE STRATEGIC GOAL

Description of the initial situation

- Statistics Austria is highly trusted but many people are unaware of its benefits to society.
- Its current public image (as projected by the website, corporate identity, entry pages for databases, other platforms and tools) is sometimes outdated and fails to reflect the character of a leading European provider of high-quality and independent statistics.
- This shortcoming can cause disadvantages when it comes to competing and to gaining attention and credibility.

Concrete description of the strategic goal

- The excellent reputation and solid credibility of Statistics Austria should be safeguarded and further expanded. Its benefit to society should be communicated more clearly.
- The public image of Statistics Austria should align with that of a leading European provider of high-quality and independent statistics.

Explanation of concrete goal priorities

- The communication strategy should highlight the societal benefit of statistics, the reputation of Statistics Austria should be further strengthened, and user surveys should include more questions about its standing and societal relevance.
- The public image of Statistics Austria should be modernised. In a first step, a new website should be created.



User Groups: fields of action and indicators

	Strategic goals	Indicators	Fields of action
User Groups	<p>Efficiently address the information needs of the user groups (society, the economy, science, politics and public administration), focus more on service and users</p>	<ul style="list-style-type: none"> • Adaptation of user survey (content and annual frequency) • Selected results from user survey: <ul style="list-style-type: none"> - Fulfilment of information needs - Satisfaction with services • Adaptation of media content analysis • Selected results from media content analysis: <ul style="list-style-type: none"> - Total number of media citations - Share of reports triggered by press conferences/press releases versus reports not triggered by press conferences/press releases 	<ul style="list-style-type: none"> • Expand and off a broader product portfolio in terms of content PRIOR 1 • Build up Micro Data Center (prerequisite: amended Federal Statistics Act) PRIOR 1 • Introduce the economy as a user group (prerequisite: amended Federal Statistics Act) • Depict user group specificity more clearly at access points • Make data access more user-friendly • Expand data visualisation (prerequisite: increased resources) • Foster statistical literacy for user groups, especially from the education sector (prerequisite: funding)
	<p>Optimise public image, communicate societal benefit and strengthen reputation</p>	<ul style="list-style-type: none"> • Selected results from user survey: <ul style="list-style-type: none"> - Evaluation of reputation of Statistics Austria - Assessment of societal relevance of Statistics Austria • Selected results from media content analysis <ul style="list-style-type: none"> - Tone - Reports on reputation-enhancing topics outside the field of statistics - Social media resonance on Twitter (followers, retweets and likes) 	<ul style="list-style-type: none"> • Implement NEW Website project PRIOR 1 • Expand communication strategy to include societal benefit and reputation factors (e.g. innovation) PRIOR 1 • Modernise corporate identity • Step up dialogue with relevant user groups



4.3P – Processes

4.3.1P1 – Further boost the efficiency and quality of statistical and administrative processes through digitalisation and automation

INITIAL SITUATION AND DESCRIPTION OF THE STRATEGIC GOAL

Description of the initial situation

- Since its separation from the Federal Administration, Statistics Austria has achieved substantial increases in the efficiency and quality of its statistical and internal administrative processes. Basic conditions and requirements are changing, however, which means that constant further efforts are required.
- Digitalisation is already far advanced in the statistical production process and progress has also been made in administration. Overall, however, individual areas are still in need of further digitalisation and automation.
- The use of digital administrative data takes priority over other forms of data collection pursuant to the Federal Statistics Act 2000. The preferably free use of “new” data, especially private digital data sources (big data), is either impossible or possible only to a limited extent. Initial preparatory infrastructure measures for the use of these data sources have already been undertaken to the extent allowed by law and with close attention paid to data protection.
- The dissemination of results is an essential aspect of the statistical production process. The efficient visualisation of statistical information, supported by automation where possible, is playing an ever-larger role in this context. By international comparison, Statistics Austria is not among the leading NSIs in data visualisation. However, it can point to certain pilot and individual projects on the innovative, visualised presentation of statistical results.

Concrete description of the strategic goal

- This strategic goal encompasses essential parts of the statistical production process as laid down in the Generic Statistical Business Process Model (GSBPM), which is the established standard in the European Statistical System. It also encompasses central administrative, commercial and IT support processes at Statistics Austria. The goal is to enable further quality improvements and efficiency increases in these process areas beyond what has already been accomplished, so that Statistics Austria is ideally equipped to tackle any current and future challenges.
- In these efforts, good or best practices in digitalisation and automation at Statistics Austria or other comparable institutions should be optimally applied and expanded.
- The systematic, free and legally safeguarded use of “new” data sources (e.g. big data) should be pushed.
- In data visualisation, Statistics Austria should catch up with the leading NSIs.
- Administrative processes should be digitalised and automated to the greatest possible extent.

Explanation of concrete goal priorities

- Appropriate processes are to be implemented to allow the systematic, free and legally safeguarded use of “new” data sources (e.g. big data).



- In data visualisation, efforts should focus on pushing possible interactive features on the STAT website.
- In administrative processes, systematic use should be made especially of the further possibilities presented by SAP.

Processes: fields of action and indicators

	Strategic goals	Indicators	Fields of action
Processes	Further boost the efficiency and quality of statistical and administrative processes through digitalisation and automation	<ul style="list-style-type: none">• Degree of process digitalisation and automation:<ul style="list-style-type: none">- Number of instances of additional or improved digitalisation or automation in statistical processes- Number of instances of additional or improved digitalisation or automation in administrative processes• Frequency with which new data sources are used• User satisfaction with visualisation	<ul style="list-style-type: none">• Carry out process analyses PRIO 1• Implement measures based on process analyses• Conduct tests on and use new data sources (big data), develop additional new data sources (big data)• Collaborate on accessing privately held data• Establish standards, infrastructure and workflows for interactive graphics and maps



4.4IP – Innovation and Potential

4.4.1IP1 – Increase methodological and IT skills for product and process innovations

INITIAL SITUATION AND DESCRIPTION OF THE STRATEGIC GOAL

Description of the initial situation

- Objective and timely data and statistics collected in a scientifically sound manner are crucial for public debate and evidence-based policymaking. The COVID-19 crisis has highlighted this fact once again.
- Emerging trends such as AI (artificial intelligence), machine learning and deep learning change the market environment and sometimes also correspondingly influence the processes at Statistics Austria.
- Multivariate models and consistency analyses are being used only selectively at present.
- Statistics Austria constantly uses and cultivates a variety of collaborations at national and international level, in selective cases also in connection with product and process innovations.
- At present, there are already several key registers at Statistics Austria, highlighting the competence in keeping registers – this will be further pushed in future.

Concrete description of the strategic goal

- Statistics Austria must keep up with the times and continue to monitor trends (AI, machine learning, deep learning, etc.) and implement them if they are relevant to Statistics Austria.
- Statistics Austria must advance its methodological and IT skills in-house, in order to be able to use these techniques efficiently (e.g. software development, IT infrastructure).
- New collaborations should be initiated and existing ones expanded, particularly in connection with new strategic goals and innovations.

Explanation of concrete goal priorities

- The further development of competencies in dealing with unstructured data should be accelerated.
- Modelling skills for investigating dependencies (causalities) should be improved.
- Skills in graphics, design and visualisation of data should be further developed.
- Collaborations should continue to be pushed nationally and within the ESS, Eurostat, the OECD and the UN, especially those involving innovation projects.
- Statistics Austria should further develop its register skills in future.



4.4.2IP2 – Enhance the standing of Statistics Austria as an attractive employer

INITIAL SITUATION AND DESCRIPTION OF THE STRATEGIC GOAL

Description of the initial situation

- The employees of Statistics Austria and their high degree of professional competence are a great strength of the Federal Institute.
- In past employee surveys, employees have expressed a high degree of general satisfaction with their work at Statistics Austria. However, there are potential areas of improvement in terms of employer attractiveness.
- External communication touches too little on the advantages of Statistics Austria, e.g. the wide-ranging scope of the work, an established employer, the wide range of training and development opportunities, and the extensive social benefits.
- Although the number of teleworking positions has been increased in recent years, there is still a desire for more of them. During the COVID-19 crisis, Statistics Austria gained extensive experience with work from home.

Concrete description of the strategic goal

- The employees' satisfaction with their work at Statistics Austria should be maintained and further increased.
- Statistics Austria should focus more attention on itself as a modern and attractive employer, both internally and externally.
- The number of teleworking positions should be further increased as extensively as the statistical production process allows.

Explanation of concrete goal priorities

- The job satisfaction of employees at Statistics Austria should continue to be monitored in surveys and serve as the basis for further actions.
- For the purpose of employer branding, the advantages of Statistics Austria as an employer should be communicated more clearly to the public in future.
- Possibilities for flexible work arrangements should be expanded, e.g. by increasing the number of teleworking positions or by implementing part-time work models.



Innovation and Potential: fields of action and indicators

	Strategic goals	Indicators	Fields of action
Innovation and Potential	<p>Increase methodological and IT skills for product and process innovations</p>	<ul style="list-style-type: none"> • Participation in innovation projects and expansion of collaborations • Degree of attainment for competencies catalogue 	<ul style="list-style-type: none"> • Participate in national and international innovation projects PRIOR 1 • Expand experimental statistics activities PRIOR 1 • Compile STAT competencies catalogue, also to measure the indicator "degree of attainment for competencies catalogue" (processes, evaluation, etc.) • Expand relevant competencies through new hirings and continuing training • Further develop register-keeping competence • Initiate and expand collaborations that support product and process innovations at Statistics Austria (at national and international level)
	<p>Enhance the standing of Statistics Austria as an attractive employer</p>	<ul style="list-style-type: none"> • Employee satisfaction • Unwanted employee turnover • Number of qualified applications per position • Percentage of teleworking positions 	<ul style="list-style-type: none"> • Jointly develop employer attractiveness internally and communicate it on the website PRIOR 1 • Create more opportunities for teleworking positions PRIOR 1 • Actively pursue employer branding on external platforms (if funding is available)