European Statistical System Peer Reviews

Guide for Peer Reviewers

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1. Introduction

a. How to use the peer reviewers' guide

This guide is intended to help the members of the peer review team in preparing the peer review. It complements an information workshop organised in the spring 2014. The guide is designed to be of practical help and to support the application of the common European Statistical System (ESS) peer review methodology.

The guide incorporates the lessons learned during the 2006 – 2008 peer reviews, the two pilot peer reviews in 2013, and takes into account the conclusions of the European Statistical System Committee (ESSC) Task Force (TF) which developed the methodology of the peer reviews.

The guide is structured in a way that provides both the background and framework for the ESS peer reviews, and a practical step-by-step approach to conducting the peer reviews and to peer review reporting. As far as possible, direct links have been included to reference documents for the benefit of the reader of the electronic version of this document.

As a general background to the peer review, we recommend visiting the Eurostat website on quality which includes most of the relevant documents and information on the European Statistical System's implementation of the Code of Practice:
http://epp.eurostat.ec.europa.eu/portal/page/portal/quality/introduction

Please read this guide carefully and do not hesitate to contact the Central Coordination Desk (see 4c), with any questions you may have. Any suggestions on how to improve this guide are also welcome!

A glossary of terms is available in Annex VI.

b. Background to the European Statistical System peer reviews

Peer reviews were conducted in the EU Member States, EFTA countries and Eurostat in 2006-2008. They addressed the institutional environment and dissemination practices covered by Principles 1 to 6 and 15 of the Code of Practice (CoP), and some aspects of the coordination function of each statistical authority within its statistical system.

The 2008 Commission Report on the implementation of the Code of Practice envisaged another round of peer reviews within five years. The Code of Practice was revised in 2011, inter alia strengthening the requirements for independent, trustworthy European statistics. In November 2012 the ESSC endorsed a set of recommendations for a new round of peer reviews. The peer reviews were to assess compliance with all the CoP principles, and in addition to address coordination within the National Statistical System (NSS) and the cooperation and level of integration of the ESS.

Several important developments in statistical governance since 2008 (the new Statistical Law, the creation of ESGAB and ESAC, Commission Communication 'Towards robust quality management for European Statistics', the revised EDP regulation), and the financial and economic crisis have changed the context of the next round of peer reviews.

2. Framework for the ESS peer review exercise

a. The purpose of the peer reviews

The new round of peer reviews seeks to:

- enhance the credibility of the European Statistical System
- strengthen the System's capacity to produce high-quality European Statistics
- reassure stakeholders about the quality of European Statistics and the trustworthiness of the System
- assess progress made in adherence to the principles of the Code of Practice
- assess progress in the development of the ESS itself
- better cover the European statistics as a whole.

The new round builds on the successful elements and achievements of the previous round, but is more ambitious against the developments in statistical governance and the changed economic and financial climate. Policy developments, such as the Europe 2020 strategy for growth and jobs and enhanced economic governance, have put statistics in the forefront. Sound high-quality data and statistical analysis are required for policy-making at national and European level. Statistics have to be seen as credible and trustworthy, and free of any inappropriate influence or interference.

The CoP and its principles set out a framework for credible and trustworthy statistics. The second round of peer reviews seeks to assess progress made in adherence to the CoP and identify areas where further progress should be made. With a view to stimulating the transfer of knowledge it should also highlight innovative practices which make a difference in implementing the CoP and which are applicable to different national settings.

The peer reviews will also assess the coordination role of the National Statistical Institutes (NSIs) and the cooperation and level of integration of the ESS.

The peer reviews introduce an external element to the assessment of compliance with the Code of Practice which otherwise follows a basically self-regulatory approach. It thus enhances transparency and accountability.

b. The scope of the peer reviews

The peer review exercise covers the European Union and the European Free Trade Association Member States.

The peer reviews have three separate but closely interlinked phases: preparation of in-country visits, conduct of in-country visits, and drafting and publication of final reports. Until 30 April 2014, countries fill in the self-assessment questionnaires and provide the documentation (see below first part of figure 1). The analysis of the documentation by the peer reviewers, the in-country visits and the drafting of the reports are carried out progressively country by country until early September 2015 (second part of the figure).The envisaged elapsed length per country for one peer reviewer is 12-20 days per review, including a 5-day in-country visit, over the course of the in-country visits' period of August 2014 to July 2015.

As mentioned, the peer reviews cover all parts of the Code of Practice, the coordination role of NSIs and cooperation / level of integration of the ESS. There is a greater focus on comparability than in the 2006-08 reviews – to be achieved by putting more emphasis on standardisation (including a smaller team of reviewers, the use of the Quality Assurance Framework (QAF) and the same structured reports) and communication (information and follow-up workshops).

In addition, there is more focus than in the previous round on issues requiring special attention, based on self-assessments and other documentation. Other assessment or monitoring activities should be taken into account. These include activities associated in particular with:

- EDP visits
- Commitments on Confidence (if established)
- ESGAB's monitoring activity.

The scope of the peer reviews is limited to European statistics only (defined in Reg. (EC) No 223/2009 as relevant statistics necessary for the performance of the activities of the European Union). Other national producers or authorities (ONAs) of statistics than the NSIs contribute to European statistics. However, it is not in the scope of the peer review exercise that the peer reviewers assess the compliance of *all* these producers. It is recommended that all other national producers complete a self-assessment questionnaire, but the peer review team will assess the replies of up to three of the most significant of these. In justified cases, for example because of the complexity of national circumstances, the number can be higher than three. The NSI will select the ONAs whose replies will be assessed by the peer reviewers. The selection is based on the following criteria: significance of an ONA as producer of European statistics and the negative impact on the credibility of European statistics produced by an ONA if a problem was to arise. Based on their assessment of the replies in the self-assessment questionnaire, the peer reviewers will decide if they will interview the ONAs in question during the peer review visit.

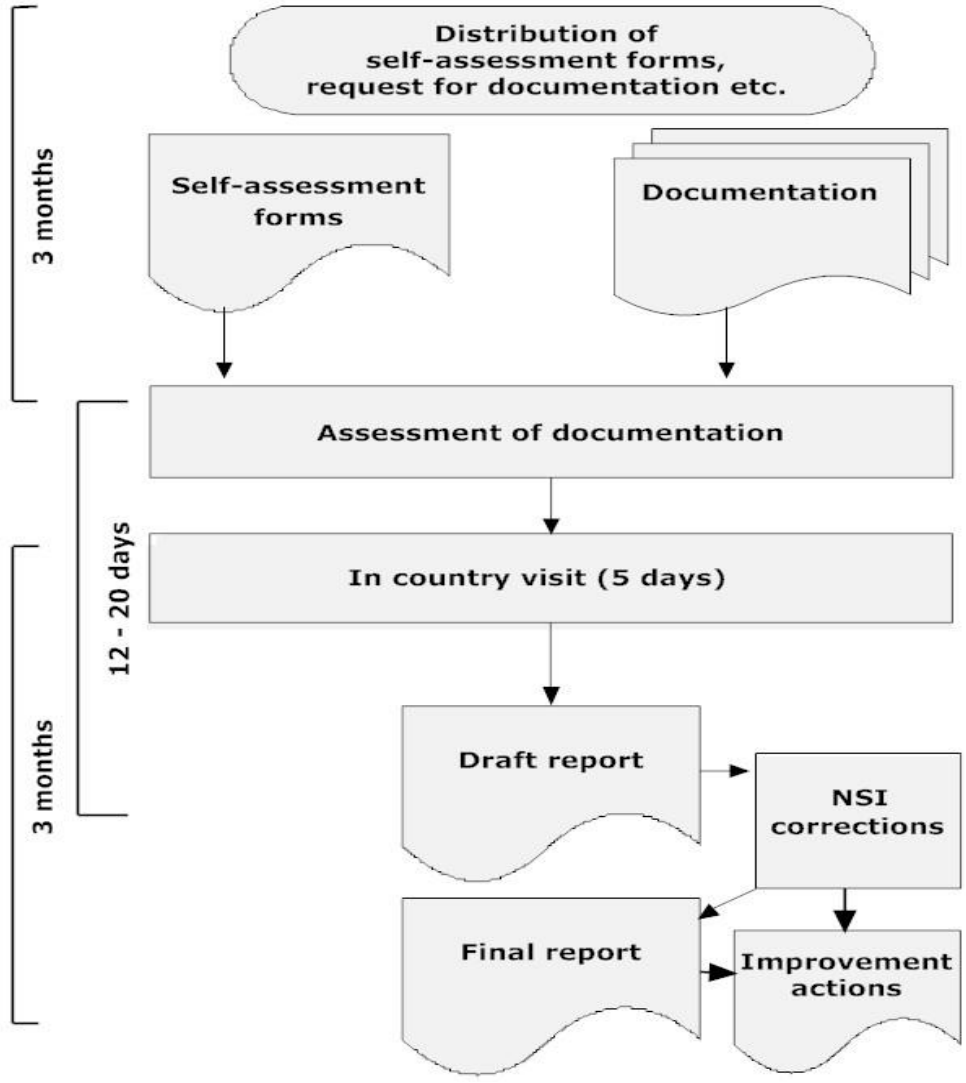
National Central Banks (NCBs) also contribute to some specific parts of European statistics governed by legislation adopted under Article 338 of the Treaty on the functioning of the European Union (balance of payments, financial accounts, government finance statistics). However, it has been agreed that the NCBs will conduct a parallel peer review based on the Public Commitment on European Statistics of the European System of Central Banks (ESCB), which is similar to the ES CoP, and on their current audit procedures.

The Code of Practice is available in all official languages on Eurostat's website: http://epp.eurostat.ec.europa.eu/portal/page/portal/product_details/publication?p_product_code=KS-32-11-955

3. ESS peer review methodology

The whole peer review process for one country is illustrated by figure 1. While all countries fill in the self-assessment questionnaires and provide the documentation[1] until 30 April 2014 (first part of the figure), the assessment of the documentation, the in-country visits and the drafting of the reports is progressively carried out country by country until early September 2015 (second part of the figure).

Figure 1. Main phases of the peer review for one country.



The following sections in chapter 3 describe some of the main elements of the process.

[1] Whilst it is recommended that countries provide documentation by 30 April 2014, they have to provide these minimum four weeks before their peer review visit.

a. Documentation

Self-assessment in the countries is a key part of the exercise. The NSIs are required to:

- fill in the self-assessment questionnaire (SAQ)
- provide relevant information about other national authorities, including the completed ONAs' SAQ
- complete separate questionnaires covering the issues of (a) coordination within the NSS and (b) cooperation / level of integration of the ESS
- provide specific types of documentation – such as brief descriptions of the national statistical system, laws, strategies, policies, plans, and other relevant material, whenever not yet available to Eurostat, and relevant information about other statistical authorities. See a list of these documents in annex I.
- provide evidence of compliance with the CoP. Evidence means references to supporting documentation or any other type of elements (e.g. websites, electronic tools) which support the answers given. Documents are not to be provided with the questionnaire but peer reviewers might ask during the visits for clarification and documents.

The self-assessment questionnaire for the NSIs and other national authorities is rooted in the ESS Quality Assurance Framework (QAF). The ESSC TF has developed a proposal for extension of the QAF to also cover principles 5 and 6 (see Annex VII). The extension is the basis for questions in principles 5 and 6 of the SAQ. Principles 1 – 3 have not been included in the extended QAF because they are self-explanatory. The QAF for principles 4 and 7 – 15 is available at:
http://epp.eurostat.ec.europa.eu/cache/ITY_PUBLIC/QAF_2012/EN/QAF_2012-EN.PDF.

Prior to each in-country visit, the review team will analyse the self-assessment questionnaires, the core documents provided by the NSIs and other documentation (such as previous peer review report and a summary of progress with improvement actions, any ROSCs, any EDP compliance summaries etc.), the websites of the NSI and other statistical authorities, and any internet / media reporting about the producers of statistics. It will then identify the areas on which it intends to focus, on the basis of risk-assessment. The team will refine a standard list of questions, which has been prepared as an initial guide for peer reviewers, according to the circumstances (see the list of questions in annex III).

b. Preparation

Before the peer review exercise begins, the Central Coordination Desk (of the contractor in charge of the reviews, see 4c) will contact the national coordinators to agree the dates of the visit and discuss its likely scope. The date of the visit should be agreed at the latest 6 weeks before it takes place.

Once the information of a country has been analysed by the peer reviewers and not later than four weeks before the visit, the Chair of the review team, in agreement with the Central Coordination Desk, will send an official letter to the national coordinator proposing an agenda for the visits and the ONAs to be interviewed. It is recommended that the Central

Coordination Desk arranges a telephone conference on behalf of the chair to establish an initial contact among the team members

The division of work between the peers should be agreed before the mission, in order for them to be able to focus the preparations. It is recommended that each member of the review team takes the lead on certain issues. The team should also agree on who will lead the assessment of the coordination role and the level of cooperation/integration.

Close contact between the peers, the Chair, the Contractor and the NSI prior to the visit is necessary in order to arrive at a peer review program that is in line with the objectives. A first draft is proposed in annex II.

All reviewers will meet at a workshop prior to the launch of the programme of reviews, and at a one day follow-up workshop after a representative number of visits.

c. In-country visits

Whilst seeking to ensure comparability, the peer reviews should respect the diverse frameworks of each country. This should be achieved by a two-step approach. The self-assessment questionnaires cover the whole CoP, allowing for comparability, whereas in-country visits will focus on issues identified by the review teams in the preparatory phase as meriting further study. This will help to form a picture of each country's situation within its specific national context. In-country visits will allow the review team to explore Code compliance in detail. This will be the basis for identifying recommendations intended to enhance Code compliance. The review team might also identify examples of innovative practices which makes a difference in implementing the CoP and which are applicable to other national settings.

The duration of these visits will partly depend on the team's assessment of the issues raised by its pre-visit analysis of the documentation. The default assumption is that in-country visits will last 5 days. A visit should start with a peer review team discussion to finalise the preparation of the visit, followed by a meeting with the NSI coordinator to informally discuss practical aspects of the visit and to get to know each other; the final half day should include a discussion with senior management about the broad thrust of the review team's findings.

Whilst the agenda for each review visit will vary in detail, it should follow a relatively common structure. The generic agenda in annex II contains the elements to be covered in the visit. This should serve as a point of departure for local adaptations, and more details could be added.

As indicated in the introduction to the generic agenda, short presentations (max. around 10') from country representatives at the beginning of some sessions might be useful; this would be particularly suitable for the general information session on the second day. In addition each review team will consider the extent to which it wishes to visit other institutions.

The generic agenda is based on the extended scope of this round of peer reviews and experience from pilot peer reviews:

- Review of all 15 CoP principles (as compared to 7 last time)
- Identification of and focus on special issues (challenges)
- A more detailed coverage of the coordination role
- Mapping of cooperation and the level of integration.
- Better preparation of the visit (preparatory meetings, among peer reviewers and between peer reviewers and the NSI coordinator).

As in the previous round of peer reviews, “good practices” should be identified. However, as mentioned above, in this round “good practices” should be “innovative practices” which have genuinely helped implement the Code and which are applicable to other national settings.

Covering all this in 5 days is a challenge, and the tight schedule illustrates this. However, the comprehensive self-assessment and other documentation, better preparations by a smaller team of reviewers and taking other initiatives into account by not using much time on principles reviewed last time and items covered by others, such as ESGAB, ROSC assessments and more comprehensive reviews of national accounts, should help to make the visits efficient.

The agenda has been structured thematically, but with reference to CoP principles, in addition to including meetings with stakeholders comprising other national statistical producers than NSIs, data providers and main users, including representatives of media and businesses as well as the scientific community. A separate meeting with junior staff should be included.

A list of proposed questions by interlocutor is given in Annex III.

d. The assessment criteria

The purpose of the programme of reviews is not to rank countries/statistical institutes; indeed such an exercise is considered so counter-productive that steps should be taken to avoid it. The conclusions of each review will therefore be formulated qualitatively, and the report will focus on strengths (including the identification of innovative practices) and weaknesses (including recommendations for improvements).

e. Review reports

Final reports, focusing on compliance with the CoP and the NSIs coordination role, will be highly standardised and based on a common template (see outline in annex IV). Reports should be self-standing (for use by national stakeholders), but clearly part of a suite of reports. They should provide summaries of evidence associated with each part of the Code being reviewed against. The nature of the reports will be qualitative, inspired by an audit-like approach.

Examples of particularly innovative approaches applicable to other national settings shall be included in the report.

The report will also contain a set of recommendations. Improvement Actions, consistent with the recommendations of the review team, together with a schedule for their implementation, will be formulated by the NSIs and published with a clear link to the report. Particular attention will be paid to ensuring that the actions are clearly formulated, and that their implementation can be monitored, taking into account national contexts and constraints. They should be Specific, Measurable, Achievable, Realistic, and Time-scaled (SMART) (see annex V).

The review team's views about the level of ESS integration in each country should be presented in separate, free-standing reports.

The Contractor will transmit draft peer review reports and draft reports on cooperation/level of integration in the ESS to the reviewed NSIs up to two weeks after the completion of each peer review visit. This gives the NSIs an opportunity to:

- correct any factual errors
- set out in a separate annex their views on the findings and recommendations of the peer reviewers in case they disagree with these. These annexes will be included in the final reports.

NSIs may send the draft peer review report to Other National Authorities in order to have their view.

If further information comes to light which changes the analysis presented in the final report, the Review Team Chair shall contact Eurostat so that the report may be revised as necessary.

4. Review teams

a. Composition and mode of operating of the review team

Each review team has 3 members, including one Chair. In order to ensure a consistent approach and methodology to each peer review, to balance the workload between peer reviewers and to ensure the respect of the deadlines, each peer reviewer must be involved in several reviews.

An observer from Eurostat may participate in the visits.

b. Conduct

The purpose of the reviews as described in chapter 2 is in brief to improve capacity and quality in European statistics and the production of these, in addition to assessing progress. As in auditing operations in general this presupposes *trust* to ensure transparency and objectivity of the reviews. The conduct of the reviewers must be in accordance with this. The reviewers are expected to apply and uphold the following principles:

- Integrity

- Objectivity and impartiality
- Confidentiality
- Professionalism and competency.

They must behave with courtesy and helpfulness in order to obtain the necessary information. Questions must be asked without prejudice and be constructive.

Reviewers must sign a declaration of absence of conflict of interest and a statement declaring that they will respect the confidential nature of the information, which must not be disclosed to other parties than the NSIs and ONAs concerned and Eurostat.

c. The role of the Contractor

The Contractor will set up a Central Coordination Desk to organise the exercise and to centralise all questions.

The contractor is intended to help ensure the comparability of reviews. The Contractor will work closely with the Chair of each review team, again with a view to enhancing comparability, resolving inconsistencies and differences of opinion, and offering a strategic view across the review programme.

The Contractor ensures that the final reports have a harmonised and consistent style (same terminology, structure and coordinated content) and that they read well.

The contractor is responsible for the logistics of the workshops and the travel and subsistence arrangements of all missions.

d. The role of the Chair of each review team

For each peer review team the Contractor will identify a Chair from among the team members to facilitate the organisation of the process. It is the Chair's responsibility to ensure the proper functioning of the team. This will involve, inter alia, agreeing the distribution of work within the team, defining the work schedule and taking an overall responsibility for the peer review report, including that it is being produced in an independent manner. The Chair will have primary responsibility for the preparation of the review and for finalising the report.

In the event of any disputes, the Chair will seek advice from the Contractor; the latter will also offer advice with a view to enhancing comparability.

e. Report writing

It will be helpful to begin drafting reports during the visit, both to capture issues quickly and to help develop a set of broad recommendations in a form suitable for discussion with top management on the final day of the visit. The Chair is responsible for establishing deadlines for other review team members to supply their material, for assembling it, for resolving any disagreements, and for ensuring the coherence, completeness, impartiality and objectivity of the draft reports.

According to audit practices and as recommended by the ESSC, review teams, as authors of the final reports, will be responsible for their objectivity and impartiality.

The quality assurance of reports is very important. Some iteration of drafting between the team will help to ensure the quality (accuracy, comparability, utility) of the report. The Contractor should offer their views on the consistency of the draft report with others. See also 3e.

f. Access to training and support

Day-to-day support will be available from other reviewers, mediated and facilitated by the Central Coordination Desk. Depending upon the nature of the issues, reviewers may wish to seek guidance from the Chair and from the Central Coordination Desk.

ANNEXES

Annex I. Core documents requested from the NSIs

I Detailed description of the National Statistical System in English according to the template below

[*Country*]

Link to the website of the NSI (hyperlinked to the EN version)

1. **Description of the NSI:**

1.1. Legal status of the NSI

1.2. Strategy with mission and vision

1.3. Procedure of appointment of the Head of the NSI

1.4. Location of seat(s) of the NSI and, if applicable, of the regional offices or its equivalent

1.5. Organisational structure of the NSI

1.6. List of main legal act(s) with a short description.

1.7. Main characteristics of the Statistical programme.

1.8. Statistical products and dissemination

1.9. Description of quality policy and reference to relevant national legislation on quality issues and Committee/Bodies devoted to the quality topic and list of quality guidelines and reference to a system on quality indicators, if the case. Reference to internal audit of statistical processes.

2. Description of the National Statistical System

2.1. Role of the NSI in the NSS.

2.2. Mission and vision, governance, chairmanship, composition and working arrangements. Decision making process Coordinating body, composition, functioning and main tasks (if applicable).

2.3. Description of legislative process for regulating statistical tasks (if applicable)

2.4. Other statistical producers in the NSS (list of statistical producers, its legal status, their statistical products and competences. The description should be more detailed for Other National Authorities producing European Statistics).

In order to have a quick view of the producers of European Statistics a summary table following the model below should be provided

List of other national authorities

Name	Legal status	European Statistics produced	Filled in the full or the light SAQ?	Proposed to be interviewed? (Y/N)	Comments

3. Advisory body/Statistical council/committee (or its equivalent)

3.1. Composition and structure

3.2. Functioning and main tasks

3.3. Decision making process

II Other core documents

The following documentation should be provided in English. When indicated with an *, instead of the complete version of the document, a summary in English can be provided together with the version in the national language:

1. Self-assessment questionnaires:
   - the self-assessment questionnaire (SAQ) completed by the NSIs
   - the SAQs – full or lighter completed by the up to three ONAs to be assessed by the peer reviewers
   - questionnaires completed by the NSI on
     - coordination within the NSS and
     - cooperation / level of integration of the ESS
2. Legal framework
   - Statistical Law, Public Act, Statute, Decree
   - Other legislation (*)
3. Description of National Statistical System(NSS):
   - Key documents describing the decision making process for plans and priorities within NSS like Work Programme (*), Annual Reports (*), Strategic plans (*)
4. Description of National Statistical Institute (NSI):

- list of workshops/conference organized by NSI on aspects covered by the Code
- training and recruitment plan, if any
- Statistical Programme of the NSI (*)
- follow-up reports such as annual reports (*)
- public results of the most recent NSI's user satisfaction surveys (*)
- results of the most recent summary of the improvement actions to implement the Code
- National Code of Practice if any

Annex II. Peer review visit: Agenda/programme

A possible agenda, addressing the necessary elements, for a 5-day visit is shown below. This could serve as a point of departure for discussion and modifications, and more details could be added.

Based on the pilots the agenda is structured thematically. The NSI should arrange for topic experts at different levels to attend or observe the sessions. The only “closed session” would be with junior staff[2].

During the first day, it is proposed a PR team meeting for an in-depth discussion on the information provided by the NSI (self-assessment questionnaires and other documents). It could be followed by a preparatory meeting with the NSI coordinator team and other national participants (depending on availability) in the visits. The main goals of this meeting are to improve the communication among the participants, to discuss in an informal way practical aspects of the visit and to get to know each other.

Short presentations (max. around 10’) from country representatives at the beginning of some sessions might be useful; the presentation is particularly suitable for the general information session on the second day.

The team should have some time to discuss and prepare an outline of the report; hence a time slot has been reserved for the team at the beginning of day 5, followed by a session for clarifications, remaining or additional issues and focus areas.

There should be room for local adaptations, since the need to discuss the different issues may vary. Meeting with producers of statistics outside NSI could need more time in some countries. There may also be need for changes such as timing of coffee breaks, lunch and changing meetings according to the availability of participants. The start of days, coffee breaks and lunches have fixed times in the proposal.

[2] Staff with 2-5 years' experience in the NSI.

Day 1	
Morning and beginning of the afternoon	PR team discussion to finalise the preparation of the visit, in particular to share views on the information received (self-assessment questionnaires and other documents)
	Lunch
15.30 – 17.00	Preparatory meeting with the NSI coordinator team and, possibly, other national participants in the visit to improve the communication among the participants, to discuss in an informal way practical aspects of the visit and to get to know each other.
Day 2	
09.00 – 09.30	Welcome and introduction of programme, organisational matters
09.30 – 10.30	General information session with a description on how the national statistical system is organised (bodies, distribution of responsibilities, relations between authorities …). A short presentation from the NSI would be useful.
10.30 – 10.45	Coffee break
10.45 – 11.45	Coordination role of the NSI
11.45 – 12.45	Cooperation / level of integration of the ESS
12.45 – 13.30	Lunch
13.30 – 14.45	Meeting with main users – Ministries and other public/private institutions (including Central Bank as a user)
14.45 – 15.00	Coffee break
15.00 – 16.00	Meeting with main users – Media
16.00 – 17.00	Meeting with main users - Scientific community

Day 3	
09.00 – 10.30	The statistical law and related legislation (CoP principles 1, 2, 5 and 6)
10.30 – 10.45	Coffee break
10.45 – 12.45	Programming, planning and resources (CoP principles 3, 9 and 10)
12.45 – 13.30	Lunch
13.30 – 15.45	Quality (organisational structure, tools, monitoring, …) (CoP principles 4 and 11 to 15)
15.45 – 16.00	Coffee break
16.00 – 17.30	Dissemination and confidentiality (CoP principles 5, 6 and 15)
Day 4	
09.00 – 10.30	Methodology, data collection, data processing and administrative data (CoP principles 2, 7 and 8)
10.30 – 10.45	Coffee break
10.45 – 11.45	Methodology, data collection, data processing and administrative data (CoP principles 2, 7 and 8)
11.45 – 12.45	Meeting with junior staff
12.45 – 13.30	Lunch
13.30 – 15.00	Meeting with other national authorities
15.00 – 15.15	Coffee break
15.00 – 17.00	Meeting with main data providers/respondents
Day 5	
09.00 – 10.30	PR team discussion
10.30 – 10.45	Coffee break
10.45 – 12.45	Clarifications, remaining or additional issues and focus areas
12.45 – 13.30	Lunch
13.30 – 15.30	Meeting with senior management: conclusions and recommendations

Annex III. Questions by interlocutor, proposed for the review teams

The list is to be considered as example questions only and is meant to inspire members of the peer review teams to derive their own lists of questions prior to the review as it is important that questions are well tailored to the visited institute.

The list is based on a corresponding list used during the first round of peer reviews in 2007 – 2008, but it has taken the revision of CoP in 2011 into account and extended to cover all CoP principles. In addition there are separate questions on the coordination role and the level of European integration. The numbers in the left column refer to the principles and indicators of the Code of Practice.

More questions could be formulated on the basis of the answers to the self-assessment questionnaires (SAQs). This concerns in particular questions for NSI management. Based on the SAQ answers, it may also be relevant to ask additional or supplementing questions about strengths, weaknesses and good practices.

Principle Indicator Issue	**Users**	**Other producers**	**Management**	**Junior staff**
1.1	Do you perceive the NSI as a professional and independent institution? Is it important to you that your country's NSI is independent from political interference?	Does the independence of NSI provide you with support in resisting political influence on your own activity?	Despite your legal political independence do you ever face political pressure?	To what degree do you think you are informed about the legislative framework of the institution? Does the legal status of your NSI affect the way you feel about working for it?
1.2	Do you think that the head of your country's NSI has sufficient status and reputation to resist undue influence and gain the access to others that he/she needs?	Does the status of the head of your NSI provide you with additional representation, or leverage?	Do you think that you have sufficient status to resist undue influence and gain the access to others that you need?	Do you think that the head of your NSI is important enough to be able to represent your interests?
1.3, 1.4	Do you think that the head of your country's NSI has enough professional responsibility for statistical matters, including in relation to methodology, and the timing and content of releases?		Have you ever had to present results for approval of political authorities before dissemination? Has your independence on professional statistical matters been challenged?	If other government agencies try to influence your professional judgement are you confident that your DG will support you?

Principle Indicator Issue	Users	Other producers	Management	Junior staff
1.5	Are you aware of the statistical work programme of your country's NSI, and of progress reports?	Do you contribute to a national statistics work programme and progress reports? Do you produce your own work programme?	Are the contents of your work programme and reports ever influenced by non-government users or by politicians? How and when is the statistical working programme evaluated? By whom? What is the procedure if deviations occur?	Does your statistical work programme help you to feel part of your NSI?
1.6	Are you always able to distinguish between statistical releases and political statements, in your country?		How do you resist pressure to blur the distinction between statistical releases and political comments?	How do you think that the separation of statistical releases from political statements contributes to the reputation of the NSI?
1.7	Do you see evidence that your NSI speaks publicly when the reputation of official statistics is threatened?		How do you judge on which occasions to react to public threats to the reputation of your statistics? Do you distinguish between criticism from politicians, and from the media?	Do you feel pleased or embarrassed when you see your DG arguing in public about statistical matters?
1.8	Do you think that the head of your country's NSI is appointed based on professional competence only?	Do you think that the head of your country's NSI is appointed based on professional competence only? What about the head of your own statistics production unit?	Has it ever happened that the incumbency of the head of your NSI has been terminated for reasons compromising professional or scientific independence? Would that be possible?	Do you think that the head of your country's NSI is appointed based on professional competence only? Or would you rather say that professional competence is a decisive factor?
2.1	What advantages do you perceive in there being a legal mandate in respect of statistics?	Does the legal mandate extend to *your* data collection activity? Are you nevertheless able to imply powers from it?	Would you like to see a strengthening of the mandate?	Does it make it easier in practice to chase non-respondents to surveys if you can refer to a legal mandate?

Principle Indicator Issue	Users	Other producers	Management	Junior staff
2.2	Is the existing use of admin records adequate to produce statistics of sufficient quality from the widest range of sources?	Are you able to use admin records from other government agencies, or only from your own institution?	Would you like to see an increase in your use of administrative records? Is there a clear separation between databases for administrative use and databases for exclusively statistical use?	What practical difficulties do you face in the use of administrative records?
2.3	Is the legal mandate to collect data exercised with sufficient vigour and clarity?	How do you judge the circumstances in which to compel response?	How do you judge the circumstances in which to compel response? Could you provide us with the figures of households and enterprises refusing to respond?	Do you have a clear sense of when you are allowed to threaten non-respondents that you will compel response?
3.1	Do you think that your country's NSI is adequately resourced to meet users' needs? Is the distinction between European and national statistics meaningful to you?		Do you think that you are adequately resourced to meet users' needs? Do you explicitly prioritise European Statistics ahead of other statistical production and dissemination, or vice versa?	Do you distinguish between European Statistics and other statistics in your daily production and dissemination work?
3.2	Are you aware of a possible conflict in priorities between European Statistics and national statistics?			
3.3	Do you present your country's NSI with business cases to justify your requests for new data?			
3.4			What activities have been taken recently in order to free up resources?	

Principle Indicator Issue	Users	Other producers	Management	Junior staff
4 in general and 4.1	Are you aware of your country's NSI's quality policy and management?	Are you aware of your country's NSI's quality policy and management? Does this help you in your quality work? How do you deal with quality management in your statistics production?	How do you deal with quality management? In what way do quality policy and quality management exist in your daily statistical work? Are you familiar with ESS quality tools (such as quality reports, quality indicators, self-assessments, quality reviews /audits)? Do you use such tools in your work?	Are you aware of your institution's quality policy and management system? Did you receive training in quality issues when you were recruited? Do you feel that such training available on a regular basis?
4.2		How do you monitor the quality of your statistical production process? What quality improvements have you done recently?	How do you monitor the quality of your statistical production process? For which stages of the statistical value chain do you find it most difficult to define and measure quality? What quality improvements have you done recently?	Do you monitor the quality of your statistical production process? Do you know quality improvements done recently?
4.3	What do you perceive as quality of statistics? Are you familiar with the ESS product quality components?	How do you monitor the quality of your statistical products? How do you deal with trade-offs between different product quality components (e.g. timeliness/accuracy) What decisions have you taken recently with regard to such trade-offs?	How do you monitor the quality of your statistical products? How do you deal with trade-offs between different product quality components (e.g. timeliness/accuracy) What decisions have you taken recently with regard to such trade-offs?	Are you familiar with the ESS product quality components? Do you feel able to explain the relationships between different elements of quality to your users?

Principle Indicator Issue	Users	Other producers	Management	Junior staff
4.4	Do you have an opportunity to influence quality considerations of your NSI (such as accuracy versus timeliness)?	Do you have quality audits (external/internal) of your main statistical outputs? How do you use the outcome of the reviews (e.g. action plans to be followed up)?	What is the extent (percentage, number, examples) of outputs reviewed by external and/or internal experts? What are the criteria of selection output for revisions? How do you use the outcome of the reviews (e.g. action plans to be followed up)? Do quality reviews have impact on changes in methodology? If your budget was increased 10% to improve quality, then: i. How would you decide what to spend it on? ii. What would you spend it on?	What do you think of your products being reviewed?
5.1	Do you think that statistical confidentiality is managed properly in your country?	Are you aware that anyone has tried to identify an individual from data or a statistical output you have released?	Are you aware that anyone has tried to identify an individual from data or a statistical output you have released?	
5.2			How can you tell if a member of your staff breached their confidentiality commitment?	Do you think that it is important to sign a legal confidentiality commitment?
5.3			Do you always seek to have penalties imposed?	

Principle Indicator Issue	Users	Other producers	Management	Junior staff
5.4	Are you aware of the ways in which confidentiality is protected by your NSI?		Do you have a clear view about the amount of risk (of disclosure) your organisation is prepared to accept in making data or statistics available?	To what degree do you think there is a common policy for handling confidential data? Do your organisation's confidentiality protection policies or methods lead to problems in your relationships with users?
5.5	Do confidentiality protection measures impact on your uses of data or statistical outputs?		Do you regularly review your confidentiality protection policy/practices to take account of technological developments?	
5.6	Do you have the opportunity to influence statistical producers in the ways in which they protect confidentiality? Would you say that you actively debate with the user availability of micro data for research? How do you evaluate the availability of statistics? How do you evaluate the availability of micro data for research?		Would you say that you actively debate with the user community about the balance between usability and protection? Do you treat different user communities differently? What do you see as the single biggest risk to confidentiality in your organisation?	
6.1, 6.2	Do you have any concerns about the objectivity of the NSI in your country?	How do you ensure that decisions on statistical matters are taken in an objective manner? Is there a system-wide policy?	How do you ensure that your staff are objective in their statistical decision making?	Do you feel sufficiently well trained to make objective and high quality statistical decisions?
6.3	Are you aware of how the NSI has reacted when an error has been discovered in its data?	What lessons did you draw from your most recent experience of publishing information found to have an error in it? Is there a system-wide policy?	What lessons did you draw from your most recent experience of publishing information found to have an error in it?	If you found an error in a statistic you had published, would you know what to do?

Principle Indicator Issue	Users	Other producers	Management	Junior staff
6.4	How useful have you found the NSI's published information about its methods?	Do you systematically engage with users about the quality and accessibility of the information you release about methods and procedures? Is your NSI of help in this regard? Do you have a plan to improve this type of information?	Do you systematically engage with users about the quality and accessibility of the information you release about methods and procedures? Do you have a plan to improve this type of information? What is the percentage of the releases (outputs) on methods and procedures provided on the website? Does this apply for information in your national language only? If yes, what is the percentage of information in English and other foreign languages on the website?	Do you use the information about methods and procedures that you publish, or do you use a more detailed version?
6.5	Do you know where to find a calendar of forthcoming releases?	What lessons did you draw from your most recent experience of missing a preannounced publication date? Is there a system-wide policy? Under what circumstances would you consider changing a pre-announced publication date?	What lessons did you draw from your most recent experience of missing a pre-announced publication date? Is there a systematic overview of the number of releases before and after planned release time in calendar?	Under what circumstances would you consider changing a pre-announced publication date? At what stage would you raise the issue with your managers?
6.6	Do you know where to find information on forthcoming changes in methodologies	What lessons did you draw from missing to inform in advance on changes in methodologies? (if ever happened)	What lessons did you draw from missing to inform in advance on changes in methodologies? (if ever happened)	

Principle Indicator Issue	Users	Other producers	Management	Junior staff
6.7		If your Minister or your colleague from a policy unit asks for pre-release access to statistical information, how would you deal with this request?	Do all the users get access to statistical releases at the same time? What steps do you take to ensure pre-release access is as limited as you understand it to be?	
6.8		How do you ensure that your staff are objective in their press briefings? Is there a system-wide policy?	Are there clear guidelines regarding who can communicate with the media? How do you ensure that your staff are objective in their press briefings? Does the NSI provide training in communication with the mass media? What do you think will be the major challenges in relation to impartiality and objectivity of official statistics in your country in the future? What could be the major actions to be undertaken in this area?	To what degree do you feel there is a common policy for analysis and presentation in a professional, impartial and relevant way? Did you have training in this area? Do you feel sufficiently well trained to ensure that your written and oral presentation of statistical material is objective?
7.1	Are you aware of your NSI's methodological framework?	Are you aware of your NSI's methodological framework? Does this help you in your work?	How do you ensure that your methodological framework follows European and other international standards and good practices?	Are you aware of your institution's methodological framework?
7.2		How do you ensure that you use standard concepts, definitions and classifications?	How do you ensure that you use standard concepts, definitions and classifications?	
7.4			How do you ensure concordance between national classifications and corresponding European systems?	

Principle Indicator Issue	Users	Other producers	Management	Junior staff
7.5				Do you feel that your institution recruits graduates with appropriate qualifications?
7.6				Do you feel that your institution implement continuous vocational training in practice?
7.7	For users from scientific community: Are you aware that your NSI cooperate with the scientific community on methodology? Examples?		Do researchers take part in designing of statistical questionnaires?	Are you aware that your NSI cooperate with the scientific community on methodology?
8 in general				Which measures do you know about to improve your production processes?
8.8, 8.9		Do your NSI use your administrative data for statistics? If so, do you have an agreement on this?		
9 in general				Do you feel that there is a common policy for limiting the response burden? Which measures to do this do you know about?
10 in general				Do you feel that improvement of processes and cost effectiveness are emphasised in your organisation? Which measures do you apply?
10.4			What standardized solutions are taken in order to improve cost effectiveness?	To what degree do you feel that your organisation uses standardized solutions? Examples?

Principle Indicator Issue	Users	Other producers	Management	Junior staff
11	Do you think that the statistics from your NSI in general is relevant? Is something lacking? Have you been consulted or made representations to the NSI about this? Have these been considered?		What measures are taken in order to establish priorities in satisfying different user needs?	What steps do you know about to improve the relevance of your statistics?
12	Do you think that the accuracy of your NSI's statistics is sufficient?		How do you reduce sampling and non-sampling errors in statistical surveys?	Do you think that the accuracy of your NSI's statistics is sufficient? Improvement steps?
13.1	Are you concerned about the timeliness of any statistics published by your country's NSI? Have you made representations to the NSI? Have these been considered?	Do you meet all deadlines specified by Eurostat? Do you monitor your publication schedules against those of other countries?	Do you meet all deadlines specified by Eurostat? Do you monitor your publication schedules against those of other countries?	What steps do you try to take to improve the timeliness of publications you work upon?
13.2	Do you know where to find the release schedule of statistics published in your country? Are you aware of any problems with this scheduling?	How far in advance do you publish your release schedule? What factors do you take into account in setting the schedule? Have you received representations to change the release schedule?	How far in advance do you publish your release schedule? What factors do you take into account in setting the schedule? Have you received representations to change the release schedule?	Have you ever experienced significant difficulties in meeting a pre-announced publication target?
13.4	Do you have any concerns about any changes to preannounced Publication schedules?	Do you have procedures that enable you to judge when and how to change the publication schedule for a particular statistics, as opposed to taking additional steps to stick to the pre-announced timing?	Do you have procedures that enable you to judge when and how to change the publication schedule for a particular statistics, as opposed to taking additional steps to stick to the pre-announced timing? Do you tell known users/experts explicitly about any changes to timing?	How do you judge when to raise with senior management that there is a risk of delay with a publication?

Principle Indicator Issue	Users	Other producers	Management	Junior staff
13.5	Do you have adequate access to preliminary (aggregate) results? Are the quality limitations flagged up appropriately?	Do you have a policy concerning the dissemination of preliminary (aggregate) results, or do you make assessments on a case-by-case basis? How do you balance users' interests in preliminary results against (other) quality considerations?	Do you have a policy concerning the dissemination of preliminary (aggregate) results, or do you make assessments on a case-by-case basis? How do you balance users' interests in preliminary results against (other) quality considerations?	
14.1	Are you aware of systematic differences between provisional (short-term) and final (annual) estimates? Is adequate information made available to you to make such assessments?	Do you monitor the size/scale of revisions to key series which you publish? How do use your revisions analyses to: (a) improve users' understanding of the series (b) improve the quality of the statistics?	Do you monitor the size/scale of revisions to key series which you publish? How do use your revisions analyses to: (a) improve users' understanding of the series (b) improve the quality of the statistics?	Do you think that you receive adequate training to help you assess the coherence and comparability of the statistics you produce? Do you know how your users feel about: a. discontinuities b. classification inconsistencies c. linkages between different but related sources, and concepts?
14.2	Are you satisfied with the information you have about the existence of discontinuities in time series? Are you able to influence your NSI when it is considering making ac hange that will lead to adiscontinuity?	What procedures do you have in place to address difficulties caused to users by breaks in time series? Do you have a policy of documenting time series breaks? Under what circumstances do you consider back-adjusting a series, to make it comparable?	What procedures do you have in place to address difficulties caused to users by breaks in time series? Do you have a policy of documenting time series breaks? Under what circumstances do you consider back-adjusting a series, to make it comparable?	

Principle Indicator Issue	Users	Other producers	Management	Junior staff
14.3	Are you aware of any divergence between definitions and classifications used in your country's statistics and those with other countries/Europe?	Are you aware of any divergence between definitions and classifications used in your country's statistics and those with other countries/Europe? Do you seek to ensure that more detailed (than EU) user needs in your country can be met, for example by using more detailed levels of classification or categorisation? Do you ensure that any deviation from EU/international classifications and guidance are clearly indicated to users, and to Eurostat?	Are you aware of any divergence between definitions and classifications used in your country's statistics and those with other countries/Europe? Do you seek to ensure that more detailed (than EU) user needs in your country can be met, for example by using more detailed levels of classification or categorisation? Do you ensure that any deviation from EU/international classifications and guidance are clearly indicated to users, and to Eurostat?	
14.4	Do you think that your country's major statistical products (such as National Accounts, labour market, population) are sufficiently coherent? Are you aware of unexplained differences between estimates of related concepts such as unemployment and state benefit receipt, or between the components of population change?	Do you attempt to reconcile systematically estimates from different sources, and about related concepts? When you revise estimates to estimates (e.g. population) do you systematically review related estimates (e.g. unemployment rates)? When releasing detailed economic statistics do you assess their coherence with broader economic trends?	Do you attempt to reconcile systematically estimates from different sources, and about related concepts? When you revise estimates to estimates (e.g. population) do you systematically review related estimates (e.g. unemployment rates)? When releasing detailed economic statistics do you assess their coherence with broader economic trends?	

Principle Indicator Issue	Users	Other producers	Management	Junior staff
14.5	Are you aware of attempts to compare data about your country with those of others, in order to improve the quality of the data themselves?	Do you attempt to compare data about your country with those of others, in order to improve the quality of the data themselves? [What improvements have such comparisons led to?]	Do you attempt to compare data about your country with those of others, in order to improve the quality of the data themselves? [What improvements have such comparisons led to?]	Do you discuss with counterparts in other countries the quality/compara-bility of your data, with a view to improving the data?
15.1	What is the worst example of unclear presentation of official statistics in your country?	What did you do as a result of the last media criticism of the presentation of information in one of your publications or your website? Is there a system-wide policy?	Do you think there is a common understanding within your organisation of what are good principles for user oriented and clear presentation of statistical information? What did you do as a result of the last media criticism of the presentation of information in one of your publications or your website? Do you provide regular internal training in analysis and presentation of statistical information? What do you consider the major challenges in the future regarding access to and understanding/using statistics in a proper way? What do you consider to be the major actions to be undertaken in order to improve the accessibility to information on your website (readability of text, combination of text/graphics/tables, use of different data formats, language)?	Do you feel you have sufficient training in presenting statistics clearly?

Principle Indicator Issue	Users	Other producers	Management	Junior staff
15.2	Can you access statistics in the format you want, especially via the internet?	How do you reconcile demands from users who want data presented in different media?	How do you reconcile demands from users who want data presented in different media?	Do you feel you have sufficient IT training to do your job satisfactorily?
15.3	Have you ever requested a tailor-made statistical analysis? Was it satisfactory?	What is your charging policy for tailor-made analyses? Is there a system-wide policy?	What is your charging policy for tailor-made analyses?	
15.4				
15.5	Have you ever made use of your NSI's published metadata? Was it satisfactory?	How do you gather feedback about statistical metadata?	How do you gather feedback about statistical metadata?	
15.6	Are you content with arrangements for seeking users' views of changes in methodology?	Do you have a formal policy about consulting with users before making a change in methodology?	Do you have a formal policy about consulting with users before making a change in methodology? Do you provide training for users in accessing, using and understanding statistical information?	

Principle Indicator Issue	Users	Other producers	Management	Junior staff
Coordination role	How you perceive the role of the NSI in relation to other producers of official statistics? What specific challenges you see in relation to the implementation of the Code of Practice (independence, legislative framework, mixture of statistical and administrative functions, data, etc) within the country?	How is the statistical activity organised within each organisation? How each organisation perceives its role in the national statistical system? How do you see the role of the NSI in relation to coordination of statistical system and especially in relation to implementing of the Code of Practice? To what degree does the NSI assures quality control of other members of the national statistical system? What specific challenges do you see in relation to implementing the Code of Practice (independence, legislative framework, mixture of statistical and administrative functions, data, etc.) within the country?	To what degree the NSI assures quality control of the statistics produced by other members of the national statistical system? How do you assure the methodological coordination (guidelines, use of shared definitions stored in a common database) within the national statistical system? Do you find the ESS quality components a useful way of considering quality? If yes, does the NSI promote them inside the national statistical system? Are statistical releases produced by the other producers of official statistics other than the NSI accessible for all users at the same time? To what degree are statistics produced outside the NSI available on your website?	What do you consider to be the main challenges in relation to implementing the Code of Practice in your institution – and in the national statistical system as the whole?

Principle Indicator Issue	Users	Other producers	Management	Junior staff
Level of integration	Do you need statistics from different European countries? Do you find comparable figures on your NSI's website? Does this include the key European indicators?	Do you participate in projects with members from statistical authorities in other ESS countries? Do you have a policy to promote the participation of the staff in international meetings? Examples of participation? Do you assess solutions implemented in other ESS countries and/or ESS level when designing or redesigning a statistical product? Are you aware of the statistical business process model (GSBPM)? Do you use it and for what?		Are you aware of participation of your NSI in projects with NSIs in other countries within the ESS? Examples? What do you perceive as the NSI policy to support and promote the participation of the staff in international meetings? Do you think there is a policy for exchange of staff with statistical authorities in other ESS countries? Do you know examples of this? Do you participate in ESS training? Are you aware of the statistical business process model (GSBPM)? Do you use it and for what? Are you aware of SDMX as the standard tool for exchange of data and metadata?

Annex IV. Outline of the structure of the review reports on compliance with the code of practice and the coordination role of the NSI

Outline of the structure of the review reports on compliance with the code of practice and the coordination role of the NSI

(Recommended extension of the peer review report: It is recommended that the peer review reports are around 40 pages long, with a minimum of 35 pages and a maximum of 50 pages. These numbers are based on the figures of the reports of the first round of peer reviews (average and median length 26 pages; minimum: 21; maximum 34) but extended to take into account that all principles of the CoP and the coordination role of the NSI are covered in the new exercise).

1. Executive summary
2. Introduction
3. Brief description of the national statistical system (max 2 pages)
4. Compliance with the Code of Practice and Coordination role of the NSI within the National Statistical System in the development, production and dissemination of European Statistics

   4.1. Strengths of the NSI in relation to its compliance with the Code of Practice and to its coordination role

   (This section is meant to describe those aspects and elements where the NSI shows high standards and where no problems/issues are detected. Links to the principle, indicator(s) or coordination role should be stated. If there are innovative practices[3] applicable to other national settings they should be indicated in this section. The structure of the section should be flexible, i.e. it should be adapted depending on the outcome of the review)

   4.2. Issues and recommendations

   (In this section, issues where improvements are needed and recommendations of the peer review team would be detailed. Links to the principle, indicator(s) or coordination role should be stated. The structure of the section is flexible, i.e. it could be adapted depending on the outcome of the review. An example based on the pilots is the following:

   1.1.1. *Modernise governance to improve coordination and to become more outward-facing*

   1.1.2. Enhance efficiency

   1.1.3. Enhance the value of investment in official statistics

   1.1.4. Other)

   4.3. NSI views where they diverge from peer reviewers' assessment

Annex A: Programme of the visit

Annex B. List of participants

[3] Innovative practices refer not to best practices, but to genuinely new ways which have made a difference in implementing the CoP.

Outline of the structure of the review report on cooperation/level of integration within the ESS (National input for the ESS summary report)

1. Executive summary
2. Introduction
3. Main findings
   - 3.1. Overall summary of the main findings
     - 3.1.1. Findings in the Strategy
     - 3.1.2. Findings in the Design
     - 3.1.3. Findings in Process chain management
     - 3.1.4. Findings in Process chain implementation
4. Other issues (supplementing finding 3.1.1 – 3.1.4)
5. NSI views where they diverge from reviewers' findings

Annex V. Procedure for improvement actions and monitoring

Improvement actions

1. The NSIs shall propose:
   - improvement actions on the basis of the recommendations in the final peer review reports
   - improvement actions should be SMART (see below) in order to avoid situations where the status was on-going for several years
   - a timeline for putting the improvement actions in place.

2. The NSIs will formulate improvement action(s), together with the timeline for implementation within one month from the reception of the final report.
   - The timeline for implementing improvement actions depends on many elements, such as the external environment, complexity of the action, actors involved etc. Therefore, there is no rule specific to this, except that the reviewed entity should implement the mitigating measures as soon as possible.

   The NSIs will also send the improvement actions to Eurostat, to be forwarded to ESGAB for assessment of their consistency with the peer reviewers' recommendations, and to be used as input for the summary reports.

3. If needed, Eurostat can comment on the sufficiency of the improvement actions and the proposed timeline, and propose amendments.

Monitoring of improvement actions

1. Annually, starting in January 2016, the NSIs shall report on the progress of implementation. In case of delays, the NSIs shall explain reasons and set out an adjusted timeline for the action/s concerned. New improvement actions might be proposed by the NSIs.

2. Eurostat shall produce an annual progress report to the ESSC and the ESGAB which would include the list of pending issues, the delays and their reasons and an agreed timeline for addressing these.

Due notice shall be paid to other monitoring activities related to the CoP in order to avoid any duplication or overlap.

Specific, measurable, attainable, relevant and time-bound (SMART)

i. Specific

The first criterion stresses the need for a specific goal rather than a more general one. This means the goal is clear and unambiguous; without vagaries and platitudes. To make goals specific, they must tell a team exactly what is expected, why is it important, who's involved, where is it going to happen and which attributes are important.

A specific goal will usually answer the five "W" questions:

What: What do I want to accomplish?

Why: Specific reasons, purpose or benefits of accomplishing the goal.

Who: Who is involved?

Where: Identify a location.

Which: Identify requirements and constraints.

ii. Measurable

The second criterion stresses the need for concrete criteria for measuring progress toward the attainment of the goal. The thought behind this is that if a goal is not measurable, it is not possible to know whether a team is making progress toward successful completion. Measuring progress is supposed to help a team stay on track, reach its target dates, and experience the exhilaration of achievement that spurs it on to continued effort required to reach the ultimate goal.

A measurable goal will usually answer questions such as:

How much?

How many?

How will I know when it is accomplished?

iii. Attainable

The third criterion stresses the importance of goals that are realistic and attainable. While an attainable goal may stretch a team in order to achieve it, the goal is not extreme. That is, the goals are neither out of reach nor below standard performance, as these may be considered meaningless. When you identify goals that are most important to you, you begin to figure out ways you can make them come true. You develop the attitudes, abilities, skills, and financial capacity to reach them. The theory states that an attainable goal may cause goal-setters to identify previously overlooked opportunities to bring themselves closer to the achievement of their goals.

An attainable goal will usually answer the question:

How: How can the goal be accomplished?

iv. Relevant

The fourth criterion stresses the importance of choosing goals that matter. A bank manager's goal to "Make 50 peanut butter and jelly sandwiches by 2:00pm" may be specific, measurable, attainable, and time-bound, but lacks relevance. Many times you will need support to accomplish a goal: resources, a champion voice, someone to knock down

obstacles. Goals that are relevant to your boss, your team, your organization will receive that needed support.

Relevant goals (when met) drive the team, department, and organization forward. A goal that supports or is in alignment with other goals would be considered a relevant goal.

A relevant goal can answer yes to these questions:

Does this seem worthwhile?

Is this the right time?

Does this match our other efforts/needs?

Are you the right person?

Is it applicable in current socio- economic- technical environment?

v. Time-bound

The fifth criterion stresses the importance of grounding goals within a time frame, giving them a target date. A commitment to a deadline helps a team focus their efforts on completion of the goal on or before the due date. This part of the SMART goal criteria is intended to prevent goals from being overtaken by the day-to-day crises that invariably arise in an organization. A time-bound goal is intended to establish a sense of urgency.

A time-bound goal will usually answer the question:

When?

What can I do six months from now?

What can I do six weeks from now?

What can I do today?

Annex VI. Glossary of terms and weblinks

The table below presents concepts close related to the peer review exercise, additional terms can be found in the Eurostat's concepts and definitions database
See also glossary of the Common Assessment Framework (CAF) 2013 pages 69 to 76

Concept	Definition	More details available?
Accessibility	Accessibility is an attribute of statistics describing the set of conditions and modalities by which users can obtain data.	Eurostat's concepts and definitions database
Accuracy	Accuracy is an attribute of statistics measuring the closeness of estimates to the unknown true values.	Eurostat's concepts and definitions database
Adequacy of resources	Adequacy of resources is the characteristic of a statistical institute of authority which enables them to meet statistical requirements. These resources include staff, financial and computing resources and must be adequate both in magnitude and in quality.	Eurostat's concepts and definitions database
Administrative dataset	Any organised set of data extracted from an administrative source, before any processing or validation by the Statistical Authority.	Eurostat's concepts and definitions database
Appropriate statistical procedures	Appropriate statistical procedures, implemented from data collection to data validation, are those procedures which underpin quality statistics.	Eurostat's concepts and definitions database
Audit	It is a systematic, independent and documented process for obtaining audit evidence (records, statements of fact or other information, which are relevant to the audit criteria and verifiable) and evaluating it objectively to determine the extent to which the audit criteria (set of policies, procedures or requirements) are fulfilled.	Eurostat's concepts and definitions database
Benchmarking	Benchmarking is a methodology that is used to search for best practices. Benchmarking can be applied to strategies, policies, operations, processes, products, and organizational structures. By finding and adopting best practices you can improve your organization's overall performance.	Eurostat's concepts and definitions database
Bias	An effect which deprives a statistical	Eurostat's

	result of representativeness by systematically distorting it, as distinct from a random error which may distort on any one occasion but balances out on the average.	concepts and definitions database
Calibration	An estimation method using weights, where the weights are adjusted to minimise the effects of various errors.	Eurostat's concepts and definitions database
Centres of competence	Bodies foreseen to have an active and dynamic role in ensuring sustainability of the results of development activities. Just like ESSnets, Centres of Competence involve several ESS organisations, and cover tasks with a high European added value and respond to needs of Member States. They are be based on existing standards (e.g. results of ESSnet), and their activities include maintenance work, implementation, training and sharing of best practices. The Centre of Competence concept is currently under development.	Eurostat's concepts and definitions database
Clarity	Clarity is an attribute of statistics describing the extent to which easily comprehensible metadata are available, where these metadata are necessary to give a full understanding of statistical data.	Eurostat's concepts and definitions database
Coherence	Coherence is an attribute of statistics measuring the adequacy of the data to be reliably combined in different ways and for various uses.	Eurostat's concepts and definitions database
Commitment to quality	Commitment to quality is the characteristic of a statistical institute of authority through which they systematically and regularly identify strengths and weaknesses to continuously improve process and product quality.	Eurostat's concepts and definitions database
Comparability	Comparability is an attribute of statistics measuring the extent to which differences between statistics can be attributed to differences between the true values of the statistical characteristics.	Eurostat's concepts and definitions database
Completeness	Completeness is the extent to which all statistics that are needed are available. It is usually described as a measure of the amount of available data from a statistical system	Eurostat's concepts and definitions database

	compared to the amount that was expected to be obtained	
Consistency	Consistency is an attribute of statistics measuring the logical and numerical coherence, i.e. the adequacy of the data to be reliably combined in a logical and numerical way.	Eurostat's concepts and definitions database
Coordination role	The set of activities of a single organisation which ensure that the activities of different members of the system meet the relevant quality standards. For NSIs (National Statistical Institutes), the coordination role ensures that all other national authorities which contribute to the development, production and dissemination of European statistics comply with the standards of the ESS (European Statistical System) and fulfill the quality requirements for European statistics.	Eurostat's concepts and definitions database
Cost effectiveness	Cost effectiveness is a characteristic of a process where the costs of producing the statistics are in proportion to the importance of the results and the benefits sought, the resources are optimally used and the response burden minimised. Where possible, the information requested is readily extractable from available records or sources.	Eurostat's concepts and definitions database
Coverage error	Error caused by a failure to cover adequately all components of the population being studied, which results in differences between the target population and the sampling frame.	Eurostat's concepts and definitions database
Credibility	Credibility is the confidence that users place in statistical products based simply on their image of the data producer, the statistical authority i.e., the brand image.	Eurostat's concepts and definitions database
Data archiving	Process of storing the final version of a dataset in a safe location, outside of the production database, for a determined period of time and according to archiving policies (archiving programme and plan). The data can be fully used whenever it is required.	
Data back-up	Process of making a complete	

	secondary copy of a database or a database server according to a user defined data retention policy, typically configured with a backup application for how long copies of data are required. It allows recovering data • after their loss by deletion or corruption or • from an earlier version.	
Data editing	Data editing is the application of checks that identify missing, invalid or inconsistent entries or that point to data records that are potentially in error.	Eurostat's concepts and definitions database
Data reconciliation	The process of adjusting data derived from two different sources to remove, or at least reduce, the impact of differences identified.	Eurostat's concepts and definitions database
Data revision	Any change in a value of a statistic released to the public by an official statistical agency.	Eurostat's concepts and definitions database
Data sharing	Exchange of data and/or metadata in a situation involving the use of open, freely available data formats and where process patterns are known and standard.	Eurostat's concepts and definitions database
Data validation	Process of monitoring the results of data compilation and ensuring the quality of the statistical results.	Eurostat's concepts and definitions database
Electronic Data Files Administration and Management Information System (Edamis)	Modern communications management system providing a simple generic solution for a transparent and reliable exchange of data files using an advanced control system with acknowledgements, notifications, content validation, monitoring and dispatching of data files towards the relevant recipients (application or users). eDAMIS could be considered as an advanced post service which uses the latest internet technologies to guarantee the easy, reliable and smooth transmission of all statistical data files that have to be sent to Eurostat. It also offers tracking and monitoring reports that can be used as input to check the respect of the legal obligations to transmit data.	Eurostat's concepts and definitions database
Effectiveness	Means the extent to which the	Eurostat's

	activity's stated objectives have been met.	concepts and definitions database
Efficiency	Means achieving maximum output from a given level of resources used to carry out an activity.	Eurostat's concepts and definitions database
Embargo time	It is the time span between the finalisation of the production process of statistical data and the moment when the data produced is released and made publicly available to the users (see also pre-release access).	Based on embargo time definition available on Eurostat's concepts and definitions database
Error	In general, a mistake or error in the colloquial sense. There may, for example, be a gross error or avoidable mistake; an error of reference, when data concerning one phenomenon are attributed to another; copying errors; an error of interpretation. In a more limited sense the word error is used in statistics to denote the difference between an occurring value and its true or expected value. There is here no imputation of mistakes on the part of a human agent; the deviation is a chance effect. In this sense we have, for example, errors of observations, errors in equations, errors of the first and second kinds in the testing hypothesis, and the error band surrounding an estimate; and also the normal curve of errors itself.	Eurostat's concepts and definitions database
EuroGroups Register (EGR)	The EuroGroups Register (EGR) is a network of registers, consisting of a central register kept at Eurostat and registers in each EU Member State and in EFTA countries. The central register contains information about multinational enterprises groups (MNEs), which have statistically relevant financial and non-financial transnational operations in at least one of the European countries. Registers in the EU Member States and in EFTA countries contain information regarding MNEs active in the respective countries and are fully consistent with the central register.	Eurostat's concepts and definitions database

	In practice both, Eurostat and European countries exchange confidential and non-confidential data on MNEs by EDI exclusively for statistical purposes.	
European Statistical Advisory Committee (ESAC)	The ESAC ensures that user requirements as well as the response burden on information providers and producers are taken into account in developing the Statistical Programmes. It delivers its opinion on the Multiannual Statistical Programme, addressing in particular its relevance to the requirements of European integration. It also gives its view on the balance (priorities and resources) between different areas of the Multiannual Statistical Programme as well as the annual statistical work programme of the Commission.	Eurostat's website and Eurostat's concepts and definitions database
European Statistical Governance Advisory Board (ESGAB)	The ESGAB has been established to enhance the professional independence, integrity and accountability of the European Statistical System, key elements of the Code of Practice, as well as to enhance the quality of European statistics. It provides an independent overview of the European Statistical System as regards the implementation of the European Statistics Code of Practice.	ESGAB website and Eurostat's concepts and definitions database
ESS Standard for Quality Report (ESQR)	Reporting structure used for harmonising quality reporting across different types of statistical processes and across ESS (European Statistical System) Member States.	Eurostat's concepts and definitions database
ESSnet project	Project consisting of a netwok of several ESS (European Statistical System) organisations and aiming at developing results which can be used by the whole ESS community. ESSnet projects are co-financed by the Commission and participating institutions.	Eurostat's concepts and definitions database
ESS Vision Implementing Project (ESS VIP) programme	The ESS VIP programme aims at developing a common ESS infrastructure and appropriate legal framework and new administrative mechanisms that will allow for sharing of information, services and	Eurostat's concepts and definitions database

	costs among ESS partners, based on better integrated processes. It covers a 5 years period starting from 2013. The ESS VIP Programme will consist of concrete projects which will move the ESS towards a more efficient system in a coordinated way. The projects will be organised in two main strands: · Technical cross cutting projects that focus on building a common ESS infrastructure for sharing data and services; · Business (domain oriented) projects that realize the sharing of information, services and costs in individual statistical domains	
Euro-SDMX Metadata Structure (ESMS)	Reporting structure used for documenting statistical data and providing summary information useful for assessing data quality and the production process in general.	Eurostat's concepts and definitions database
Estimate	The particular value yielded by an estimator in a given set of circumstances.	Eurostat's concepts and definitions database
Estimator	A rule or method of estimating a parameter of a population. It is usually expressed as a function of sample values and hence is a variable whose distribution is of great importance in assessing the reliability of the estimate to which it leads.	Eurostat's concepts and definitions database
Europe 2020	Europe 2020 is the European Unions's growth strategy for the coming decade. The Union has set five ambitious objectives - on employment, innovation, education, social inclusion and climate/energy - to be reached by 2020. Each Member State has adopted its own national targets in each of these areas. Concrete actions at EU (European Union) and national levels underpin the strategy.	Eurostat's concepts and definitions database
European Statistical Authority (Commission (Eurostat))	At European Union level the statistical authority is the Commission (Eurostat). It is responsible for the development, production and dissemination of European statistics.	Eurostat's concepts and definitions database.

European Statistical Programme	The European statistical programme provides the framework for the development, production and dissemination of European statistics, the main fields and the objectives of the actions envisaged for a period not exceeding five years. It lays down priorities concerning the needs for information for the purpose of carrying out the activities of the European Union (EU). Those needs are weighed against the resources needed at EU and national levels to provide the required statistics, and also against the response burden and the respondent's associated costs.	Eurostat's concepts and definitions database
European Statistical System (ESS)	The European Statistical System (ESS) is the partnership between the European Union statistical authority, which is the Commission (Eurostat), and the national statistical institutes (NSIs) and other national authorities responsible in each Member State for the development, production and dissemination of European statistics.	Eurostat's concepts and definitions database
European Statistical System Committee (ESSC)	The European Statistical System Committee (ESS Committee) provides professional guidance to the European Statistical System (ESS) for developing, producing and disseminating European statistics in line with the statistical principles set out by the Commission (Professional independence, impartiality, objectivity, reliability, confidentiality and cost effectiveness). The ESS Committee is composed of representatives of the NSIs who are national specialists for statistics. It is chaired by the Commission (Eurostat).	Eurostat's concepts and definitions database
European Statistical System Quality Assurance Framework (ESS QAF)	The ESS QAF is a guidance on how to implement the indicators of principles 4 and 7 to 15 of the European Statistics Code of Practice (CoP). It identifies activities, methods and tools that provide evidence for the implementation of the CoP. While the CoP sets the principles and indicators as standards by which the compliance by National and European statistical authorities will be judged through	Eurostat's concepts and definitions database

	peer reviews and other forms of assessment, the ESS QAF describes, for each indicator, activities, methods and tools that facilitate the implementation of the CoP.	
European Statistical System – Metadata Handler (ESS-MH)	A set of IT applications developed for the production, management, exchange and dissemination of metadata within Eurostat and the European Statistical System (ESS).	Eurostat's concepts and definitions database
European Statistics	Relevant statistics necessary for the performance of the activities of the European Union (EU). European Statistics are statistics: 1. included in the European statistical programme and the corresponding annual work programme, 2. in accordance with the statistical principles set out in the Treaty on the Functioning of the European Union and in Regulation (EC) No 223/2009, and further elaborated in the European statistics Code of Practice.	Eurostat's concepts and definitions database
European Statistics Code of Practice (CoP)	The European Statistics Code of Practice (CoP) is the European Statistical System (ESS) quality framework, providing a structure for supporting improvements of quality for the ESS. The Code provides an encompassing conceptual ground for quality management and is based on 15 principles. Governance authorities and statistical authorities in the European Union commit themselves to adhering to the principles fixed in the Code covering the institutional environment, statistical processes and statistical outputs for the ESS. A set of indicators of good practice for each of the 15 principles provides a reference for reviewing the implementation of the Code.	Eurostat's concepts and definitions database
Evidence	Information that supports a statement or fact. Evidence is considered to be essential in forming a firm conclusion or a judgement.	Eurostat's concepts and definitions database
Excessive Deficit Procedure (EDP)	The Maastricht Treaty, which foresaw the creation of the Euro,	Eurostat's concepts and

	organized the way multilateral fiscal surveillance is conducted within the European Union. This surveillance is based on the Excessive Deficit Procedure (EDP): it sets out schedules and deadlines for the Council, following reports from and on the basis of opinions by the Commission and the Economic and Financial Committee, to reach a decision that an excessive deficit exists in a Member State.	definitions database
Follow-up	Subsequent to a self-assessment process and changes to an organisation, a follow up aims at measuring goal achievement against stated objectives. The analysis may result in the launching of new initiatives and adjusting strategy and planning in accordance with the new circumstances.	Eurostat's concepts and definitions database
Generic Statistical Business Process Model (GSBPM)	GSBPM models the phases of the statistical business process (also known as the statistical value chain or statistical cycle) and provides generic terms to describe them.	Eurostat's concepts and definitions database
Good statistical practice	A process or a methodology that represents the most effective way of achieving a specific objective, namely the collection, processing and dissemination of high quality statistics. In other terms, a good practice is one that has been proven to work well and produce good results, and is therefore recommended as a model.	Eurostat's concepts and definitions database
Impartiality	Impartiality is an attribute confirming that statistics are developed, produced and disseminated in a neutral manner, and that all users must be given equal treatment.	Eurostat's concepts and definitions database
Imputation	Procedure for entering a value for a specific data item where the response is missing or unusable. This can be done by changing some of the responses or assigning values when they are missing on the record being edited to ensure that estimates are of high quality and that a plausible, internally consistent record is created.	Eurostat's concepts and definitions database
Institutional environment	Institutional environment is the set of rules and the organisational	Eurostat's concepts and

	structures that are used as the basis for producing statistics.	definitions database
Integrity	Integrity is the set of values and related practices of a statistical authority that maintain confidence in the eyes of users in the agency producing statistics and ultimately in the statistical product.	Eurostat's concepts and definitions database
Key indicator	An estimate of a target statistical concept that is considered of special importance by the users. For example national unemployment, GDP growth, 12-month inflation rate.	Eurostat's concepts and definitions database
Mandate for data collection	Mandate for data collection is the characteristic of a statistical institute of authority to have the legal power to collect information for statistical purposes.	Eurostat's concepts and definitions database
Measurement error	Measurement error refers to errors in survey responses arising from the method of data collection, the respondent, or the questionnaire (or other instruments). It includes the error in a survey response as a result of respondent confusion, ignorance, carelessness, or dishonesty; the error attributable to the interviewer, perhaps as a consequence of poor or inadequate training, prior expectations regarding respondents' responses, or deliberate errors; and error attributable to the wording of the questions in the questionnaire, the order or context in which the questions are presented, and the method used to obtain the responses.	Eurostat's concepts and definitions database
Metadata	Data that defines and describes other data. For the ISO standard, metadata is defined as data that defines and describes other data and processes. This means that metadata are data that describe other data, and data become metadata when they are used in this way. This happens under particular circumstances and for particular purposes, as no data are always metadata. The set of circumstances and purposes (or perspective) for which some data are used as metadata is called the context. So,	Eurostat's concepts and definitions database

	metadata are data about data in some context.	
Methodological soundness, sound methodology	Methodological soundness is the extent to which the methodology used to compile statistics complies with the relevant international standards.	Eurostat's concepts and definitions database
Mirror statistics	The statistical procedure used for inferring a country's, region's, etc. data or checking their accuracy, by bilateral comparisons of the basic measures of a statistical flow with other countries, regions, etc. This approach is a traditional tool for detecting the causes of asymmetries in statistics. It is typically used in trade statistics (imports versus exports), population statistics (immigrants versus emigrants) or tourism statistics (outbound tourism versus inbound tourism).	Eurostat's concepts and definitions database
Mission	A description of what an organisation should achieve for its stakeholders. The mission of a public sector organisation results from a public policy and/or statutory mandates. It is the organisation's raison d'être. The final goals an organisation sets out to achieve in the context of its mission are formulated in its vision, translated into strategic and operational goals.	Eurostat's concepts and definitions database
National Reference Metadata Editor (NRME)	Web application developed for the production, management, exchange and possible dissemination of national metadata files. Its main objective is to enable the National Statistical Authorities to produce reference metadata files based on the European Standards (ESMS and ESQRS) and to send them directly to Eurostat through the application eDamis - the Eurostat Single Entry Point.	Eurostat's concepts and definitions database
National Statistical Authority (NSA)	The national statistical authority is the body having the responsibility for coordinating all activities at national level for the development, production and dissemination of European statistics. It shall act as the contact point for the Commission (Eurostat) on statistical matters.	Eurostat's concepts and definitions database
Non-excessive burden on respondents	Non-excessive burden on	Eurostat's

	respondents is the reasonable effort, in terms of time and cost, which is required for respondents to provide satisfactory answers to a survey.	concepts and definitions database
Non-sampling error	Error in sample estimates which cannot be attributed to sampling fluctuations. Non-sampling error may arise from many different sources such as defects in the sampling frame, faulty demarcation of sample units, defects in the selection of sample units, mistakes in the collection of data due to personal variations, misunderstanding, bias, negligence or dishonesty on the part of the investigator or of the interviewer, mistakes at the stage of the processing of the data, etc.	Eurostat's concepts and definitions database
Objectivity	Objectivity is an attribute confirming that statistics are developed, produced and disseminated in a systematic, reliable and unbiased manner. It implies the use of professional and ethical standards, and that the policies and practices followed are transparent to users and survey respondents.	Eurostat's concepts and definitions database
Outlier	In a sample of n observations it is possible for a limited number to be so far separated in value from the remainder that they give rise to the question whether they are not from a different population, or that the sampling technique is a fault. Such values are called outliers.	Eurostat's concepts and definitions database
Output (product) quality	Output (product) quality is the degree to which a set of inherent characteristics fulfils output requirements. According to the European Statistics Code of Practice ("Code"), quality is determined by three major factors: the institutional environment, the statistical processes and the statistical output. The Code distinguishes between nine output quality components: - relevance - accuracy and reliability - timeliness and punctuality - coherence and comparability - accessibility and clarity	Eurostat's concepts and definitions database
Partnership	A durable working relationship with other parties on a commercial or a	Eurostat's concepts and

	non-commercial basis to reach a common goal, thus creating added value for the organisation and its customers/stakeholders.	definitions database
Peer review	The peer review is a special kind of external audit, carried out by an organisation for another organisation of a similar status (i.e. by a peer organisation), for instance a National Statistical Institute (NSI) is reviewed by another NSI. In general, it is less formal than an audit. It aims rather at assessing the general quality than at controlling the conformity with an external quality standard	Eurostat's concepts and definitions database
Preliminary data/Provisional data	Some statistical agencies use the term "Preliminary data" to describe the first released version of a series and "Provisional data" to describe subsequent versions prior to final amendment. However, the two terms are often used interchangeably, though users in general should have no great problem in understanding that data labelled either "preliminary" or "provisional" are subject to revision provided this is clearly highlighted by the agency in the release. Clearly informing the use that the data is subject to revision is more important than the term used to describe such data.	Eurostat's concepts and definitions database
Pre-release access	The pre-release access is the practice of giving certain individuals or organisations access to data under embargo before those data are released to the public.	Eurostat's concepts and definitions database
Process description	Process description is a document which describes: - the name and the aim of the process - who is the process owner and operators - inputs (and the process they come from); outputs (and the process they go to) - sub-processes (activities) that transform inputs into outputs - regulatives (internal, external) that characterise the regulated environment - resources that are used in the transformation	Eurostat's concepts and definitions database

	- how the process is managed and improved (performance and quality indicators with target values; the way of monitoring, measurement, analysis; improvements; records stating results achieved or providing evidence of activities performed).	
Process quality	Process quality is the degree to which a set of inherent characteristics fulfils process requirements. According to the European Statistics Code of Practice ("Code"), quality is determined by three major factors: the institutional environment, the statistical processes and the statistical output. The Code distinguishes between four process quality components: - sound methodology - appropriate statistical procedures - non-excessive burden on respondents - cost effectiveness	Eurostat's concepts and definitions database
Processing error	The error in final survey results arising from the faulty implementation of correctly planned implementation methods.	Eurostat's concepts and definitions database
Professional independence	Professional independence is the characteristic of a statistical institute or authority to develop, produce and disseminate statistics in an independent manner, particularly as regards the selection of techniques, definitions, methodologies and sources to be used, and the timing and content of all forms of dissemination, free from any pressures from political or interest groups or from European Union (EU) or national authorities, without prejudice to institutional settings, such as EU or national institutional or budgetary provisions or definitions of statistical needs.	Eurostat's concepts and definitions database
Punctuality	Punctuality is an attribute of statistics measuring the delay between the date of the release of the data and the target date (the date by which the data should have been delivered or released).	Eurostat's concepts and definitions database
Quality	Quality is the degree to which a set of inherent characteristics fulfils requirements.	Eurostat's concepts and definitions

	Quality is a multi-faceted concept. The dimensions of quality that are considered most important depend on user perspectives, needs and priorities, which vary across groups of users. Several statistical organisations have developed lists of quality dimensions, which, for international organisations, are being harmonised under the leadership of the Committee for the Coordination of Statistical Activities (CCSA). The European Statistics Code of Practice defines quality in terms of the institutional environment, statistical processes and statistical output.	database
Quality assessment	Quality assessment is a part of quality assurance that focuses on assessment of fulfilling quality requirements (need or expectation that is stated, generally implied or obligatory).	Eurostat's concepts and definitions database
Quality assurance	Quality assurance is an organisation's guarantee that the product or service it offers meets the accepted quality standards. It is achieved by identifying what "quality" means in context; specifying methods by which its presence can be ensured; and specifying ways in which it can be measured to ensure conformance.	Eurostat's concepts and definitions database
Quality audit	The quality audit is a systematic, independent and documented process for obtaining quality audit evidence (records, statements of fact or other information, which are relevant to the quality audit criteria and verifiable) and evaluating it objectively to determine the extent to which the quality audit criteria (set of policies, procedures or requirements) are fulfilled.	Eurostat's concepts and definitions database
Quality control	1) Quality Control of the data collection process assures that the underlying statistical assumptions of a survey are not violated, i.e. the meaning of the principal statistical measures and the assumptions which condition their use is maintained. 2) Quality Control in data review	Eurostat's concepts and definitions database

	process measures the impact of data adjustment on the data.	
Quality framework	Quality framework is a management system to direct and control an organisation with regard to quality - ranging from generally applicable, basic quality management systems and advanced forms referred to as excellence models, to systems or models developed for the concrete areas (e.g. for statistical production and dissemination).	Eurostat's concepts and definitions database
Quality improvement (actions)	Quality improvement refers to anything that enhances an organization's ability to meet quality requirements. Quality improvement is one part of quality management.	Eurostat's concepts and definitions database
Quality index	A one-dimension synthetical information on quality, possibly calculated as a weighted mean of all available quality indicators.	Eurostat's concepts and definitions database
Quality indicator	Specific and measurable element of statistical practice that can be used to characterise the quality of statistics.	Eurostat's concepts and definitions database
Quality management system	A quality management system (QMS) is a set of interrelated or interacting elements that organizations use to direct and control how quality policies are implemented and quality objectives are achieved. A process-based QMS uses a process approach to manage and control how its quality policy is implemented and quality objectives are achieved. A process-based QMS is a network of many interrelated and interconnected processes (elements). Each process uses resources to transform inputs into outputs. Since the output of one process becomes the input of another process, processes interact and are interrelated by means of such input-output relationships. These process interactions create a single process-based QMS.	Eurostat's concepts and definitions database
Quality manual	A quality manual documents an organization's quality management system (QMS). It can be a paper manual or an electronic manual.	Eurostat's concepts and definitions database

Quality plan	A quality plan is a document that is used to specify the procedures and resources that will be needed to carry out a project, perform a process, realize a product, or manage a contract. Quality plans also specify who will do what and when.	Eurostat's concepts and definitions database
Quality policy	An organization's quality policy defines top management's commitment to quality. A quality policy statement should describe an organization's general quality orientation and clarify its basic intentions.	Eurostat's concepts and definitions database
Quality report	A quality report is a report conveying information about the quality of a statistical product or process.	Eurostat's concepts and definitions database
Relevance	Relevance is an attribute of statistics measuring the degree to which statistics meet current and potential needs of the users.	Eurostat's concepts and definitions database
Reliability	Reliability is an attribute of statistics that measure as faithfully, accurately and consistently as possible the reality that they are designed to represent and implying that scientific criteria are used for the selection of sources, methods and procedures.	Eurostat's concepts and definitions database
Reports on the Observance of Standards and Codes (ROSCs)	ROSCs summarize the extent to which countries observe certain internationally recognized standards and codes. The IMF has recognized 12 areas and associated standards as useful for the operational work of the Fund and the World Bank.	Eurostat's concepts and definitions database
Sampling error	That part of the difference between a population value and an estimate thereof, derived from a random sample, which is due to the fact that only a a subset of the population is enumerated.	Eurostat's concepts and definitions database
SDMX Reference Infrastructure (SDMX-RI)	A generalized service infrastructure that can be re-used partially or completely by any organisation interested in starting SDMX projects for data exchange.	Eurostat's concepts and definitions database
Seasonal adjustment	A statistical technique to remove the effects of seasonal calendar influences operating on a series.	Eurostat's concepts and definitions database
Self-assessment	The self-assessment is a	Eurostat's

	comprehensive, systematic and regular review of an organisation's activities and results referenced against a model/framework, carried out by the organisation itself.	concepts and definitions database
SMART objectives	Objectives state what an organisation has set out to achieve. It is recommended that objectives should be SMART: • Specific: precise about what you are going to achieve; • Measurable; with quantified objectives; • Achievable; • Realistic: are the necessary resources available? • Timed: within manageable timing.	Eurostat's concepts and definitions database
Sponsorship on quality	High level ESS Task Force established in 2008 by the Partnership Group to consider and propose how to proceed with quality work in the European Statistical System (ESS). The TF started its work in September 2009 and presented its final report to the ESSC (European Statistical System Committee) in September 2011.	Eurostat's concepts and definitions database
Sponsorship on standardisation	High level ESS Task Force established for two years (2011-2013) in order to investigate ways to organise and strengthen the sharing of methods and tools and the creation of common infrastructures. The Sponsorship should recommend priorities in standardisation and initiate appropriate actions in order to realise these priorities.	Eurostat's concepts and definitions database
Stakeholders	Stakeholders are all those who have an interest, whether financial or not, in the activities of the organisation. Internal and external stakeholders can be classified in four major categories: the political authority; the citizens/customers; the people working in the organisation; the partners. Examples of stakeholders: political decision-makers, citizens/customers, employees, society, inspection agencies, media, partners, etc. Government organisations are also stakeholders.	Eurostat's concepts and definitions database

Statistical confidentiality	The statistical confidentiality is a principle according to which confidential data related to single statistical units, obtained directly for statistical purposes or indirectly from administrative or other sources, are protected and their use for non-statistical purposes and their unlawful disclosure prohibited.	Eurostat's concepts and definitions database
Statistical data and metadata exchange (SDMX)	Set of technical standards and content-oriented guidelines, together with an IT architecture and tools, to be used for the efficient exchange and sharing of statistical data and metadata.	Eurostat's concepts and definitions database
Statistical disclosure control	Statistical disclosure control (SDC) techniques can be defined as the set of methods to reduce the risk of disclosing information on individuals, businesses or other organisations. SDC methods minimise the risk of disclosure to an acceptable level while releasing as much information as possible.	Eurostat's concepts and definitions database
Statistical metadata	Data about statistical data. Statistical metadata comprise data and other documentation that describe objects in a formalised way. They provide information on data and about processes of producing and using data.	Eurostat's concepts and definitions database
Statistical (production/business) process	Statistical (production/business) process is the complete set of sub-processes that are needed to support statistical production.	Eurostat's concepts and definitions database
Statistical register	Registers that have been processed for statistical purposes. Statistical registers are created by processing administrative registers so that object sets, objects and variables meet statistical needs.	Eurostat's concepts and definitions database
Statistical release	Dissemination of statistical data to interested parties.	Eurostat's concepts and definitions database
Statistical unit	Entity for which information is sought and for which statistics are ultimately compiled.	Eurostat's concepts and definitions database
Statistical work programme (multiannual and annual)	The multiannual statistical work programme provides the framework for the development, production and dissemination of statistics, the main	Eurostat's concepts and definitions database

	fields and the objectives of the actions envisaged for a given period which usually does not exceed 5 years. It lays down priorities concerning the needs for statistical information. Those needs are to be weighed against the resources needed to provide the required statistics and also against the response burden and the respondents' associated costs. The objectives of the multiannual work programme are spelled out in detail in annual work programmes.	
Survey design	All the aspects of a survey from the establishment of a need for data to the production of final outputs. The survey design addresses the following issues: what statistics are produced, for which population, when, and with what accuracy; what data are to be collected for which units of the population of interest, and what are the methods by which those data are to be collected and processed to produce the required statistics. Operational, organisational and administrative issues are usually addressed	Eurostat's concepts and definitions database
Timeliness	Timeliness is an attribute of statistics measuring the period between the availability of the information and the event or phenomenon it describes.	Eurostat's concepts and definitions database
Transparency	Transparency shall mean the right of respondents to have information on the legal basis, the purposes for which the data are required and the protective measures adopted. The authorities responsible for collecting European Union statistics shall take every step to supply such information.	Eurostat's concepts and definitions database
True value	The actual population value that would be obtained with perfect measuring instruments and without committing any error of any type, both in collecting the primary data and in carrying out mathematical operations.	Eurostat's concepts and definitions database
User satisfaction survey	A user satisfaction survey is a survey which aims at assessing the satisfaction or the perception of the users, normally as a basis for	Eurostat's concepts and definitions database

	improvement actions.	
Vision	The achievable dream or aspiration of what an organisation wants to do and where it would like to be. The context of this dream and aspiration is determined by the mission of the organisation.	Eurostat's concepts and definitions database

Annex VII. QAF-like methods for CoP Principles 5 and 6[4]

Principle 5 – Statistical Confidentiality

Indicator 5.1 – *Statistical confidentiality is guaranteed in law.*

Methods at institutional level

1. **Clear provisions are stated in law**. Clear provisions exist in the statistical law, as regards the observance of statistical confidentiality.

Indicator 5.2 – *Staff sign legal confidentiality commitments on appointment.*

Methods at institutional level

1. **Mandatory confidentiality commitments.** Commitments for the observance of statistical confidentiality exist within the statistical authorities and are signed by all staff on appointment or in place as well as by external parties who undertake work on behalf of the statistical authority. In case of modification, such agreements should be updated and signed again by all staff or parties concerned.

Indicator 5.3 – *Penalties are prescribed for any willful breaches of statistical confidentiality.*

Methods at institutional level

1. **Existence of provisions based on legal framework.** There are national provisions in place in the statistical law or other legal provisions on administrative, penal and disciplinary sanctions for violation of statistical confidentiality.
2. **Provisions on sanctions are known to the public.** Users of official statistical information are aware of the existing provisions on sanctions for violation of statistical confidentiality as this information is publicly available and accessible to them.

Indicator 5.4 – *Guidelines and instructions are provided to staff on the protection of statistical confidentiality in the production and dissemination processes. The confidentiality policy is made known to the public.*

Methods at institutional level

1. **Confidentiality policy.** A confidentiality policy is made publicly available, laying out principles and commitments related to statistical confidentiality which are consistent with the goals set out in the Mission and Vision statements.
2. **Organizational structure on the protection of statistical confidentiality.** An appropriate organizational structure provides guidelines, recommend appropriate methodologies and periodically examine the methods used for data protection and to ensure confidentiality.

[4] This proposal has been drafted by the TF to develop the methodology of the peer reviews. Although it has not been officially approved as an extension of the QAF it is the source for questions related to principles 5 and 6 of the NSIs SAQ.

3. **Guidance to staff.** The statistical authority prepares and provides the staff with written instructions and guidelines in order to preserve statistical confidentiality when dissemination of disaggregated statistical data occurs.
4. **Methods for ensuring confidentiality.** The ongoing research in the field of confidentiality is observed permanently. The methods in use are selected in a way to counteract the trade-off between the risk of identification and the loss of information in an optimal way.
5. **Respondents are made aware of commitments to confidentiality.** Respondents are informed prior or during data collection that the statistical authority commits itself fully to data protection and statistical confidentiality and the data are only used for statistical purposes and personal data are put forward under no circumstances.

Methods at product level

1. **Statistical disclosure control methods are applied.** Provisions are in place to ensure that prior to the release of statistical information (aggregate data and microdata), requisite statistical disclosure control methods are applied.
2. **Output checking**. Whenever access to statistical information takes place in a secure environment (e.g. remote access, safe centre, remote execution), all output is checked for disclosure before release. Processes are in place preventing the release of researcher output without checking for disclosure.

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

Methods at institutional level

1. **Security processes and measures in place.** The statistical authority has appropriate physical and logical security measures and processes in place to check that data security is ensured and to prevent data breaches and violation of statistical confidentiality.
2. **IT security policy.** An IT security "policy" for the protection and security of personal data is in place, covering the whole business, technical, legal, and regulatory environment in which the statistical authority operates. The "policy" is widely known to the staff of the statistical authority.
3. **IT security audits.** Systematic security audits on the data security system of the statistical authority are carried out. The audit evaluates every tool and safeguard there is to protect the security and integrity of statistical databases.
4. **Secured storage and monitoring of access to data.** All statistical data is stored in secured environments that prevent access by unauthorized persons. All access to statistical databases is strictly monitored and recorded. User rights are recorded and kept up-to-date to prevent unauthorized access. Names and addresses or other personal identifiers are deleted as early as possible.

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

Methods at institutional level

1. **Conditions for access to confidential data for scientific purposes.** Clear conditions for granting researcher access to confidential data for scientific purposes

are set in the statistical law or relevant regulations. These conditions are publicly available on the website of the statistical authority.

2. **Safeguards in place for researcher access to confidential data for scientific purposes.** The statistical authority assures that all legal, technical and logical safeguards are in place to protect confidential information. Users have to sign an agreement on rules of usage of microdata.**Contr** These rules include measures to prevent duplication of data (data illegally copied or not deleted after use).

Methods at product level

3. **Monitoring the use of microdata.** The use of microdata sets is monitored, to identify any circumstance in which data confidentiality may be breached. Procedures are in place to ensure immediate corrective action.

Principle 6 – Impartiality and Objectivity

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

Methods at institutional level

1. **Guidelines on impartiality and objectivity.** Guidelines for assuring impartiality and objectivity exist at the statistical authority and are made known to statistical staff. The implementation of the guidelines is monitored.
2. **Objectivity of selection of external partners.** The criteria for the selection of external partners to conduct statistical surveys/work of the statistical authority are objective and made public.

Methods at product level

1. **Methodological objectivity and best practices.** Sources, concepts, methods, processes and data dissemination channels are chosen on the basis of statistical considerations and national and international principles and good practices.

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

Methods at institutional level

1. **Procedures on selection of sources.** Procedures on selection of sources of statistical information are in place and made public.
2. **Criteria for selection of sources and methodology.** Choices of sources and statistical methods as well as decisions about the dissemination of statistics are based on generally agreed methodology and best practices.
3. **Justification and information on sources and methodology.** The choices of sources and statistical methods are explicited in quality reports of statistical surveys/works. At the least user-oriented quality reports are published on the website of the statistical authority. Assessment of the selection of sources and methodology: Regular assessments statistically validate the collection mode and the methodology used.

4. **Statistical considerations for non-disclosure of data**. Non-disclosure of data is only permitted for reasons of statistical confidentiality. In case of quality concerns, the data may be published with limitations clearly identified.

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

Methods at institutional level

1. **Error treatment policy.** The statistical authority has a clear policy as to how to deal with errors, how to react when they are discovered and how they are corrected. The error treatment policy is publicly accessible.
2. **Error declaration.** Processes are in place to declare an error when found in published statistics.
3. **Announcement and correction of substantial errors.** Processes are in place for announcing and informing users promptly on substantial errors identified in published statistics and about when and how they will be / have been corrected. Errors are corrected as soon as possible.

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

Methods at product level

1. **Methodological notes and metainformation.** All statistics are accompanied by relevant product and process-oriented metainformation. Methodological notes and metadata on methods and procedures used are available in databases and are published on the website of the statistical authority.
2. **Transparency of processes.** The statistical authority documents its production processes. Documentation on these processes is available both for staff and users.

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

Methods at institutional level

1. **Availability of the release calendar.** A publicly released and easily accessible release calendar is issued and made known to users in advance.
2. **Stability of the release calendar.** Changes to the dissemination schedule, when deemed absolutely necessary, are publicly and promptly announced in advance and duly accounted for. The original schedule remains public.

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

Methods at institutional level

1. **Calendar of regular revisions.** A calendar of the regular major revisions is issued and published by the statistical authority.
2. **Information onMajor revisions are communicated in various ways.** Major revisions

or changes in methodology are communicated using various channels, e.g. in a calendar of revisions, in the statistical work programme, on a webpage, by a letter to specific users and/or in a user meeting, by the statistical authority.

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

Methods at institutional level

1. **Formal provisions.** A formal provision is in force which specifies that statistical authorities should develop, produce and disseminate statistics in an impartial, objective, professional and transparent manner in which all users are treated equitably. Pre-release accesses are publicised.
2. **Mechanisms of equal access in place.** Mechanisms are in place in the statistical authority to ensure equal access of all users to statistics at predetermined times.
3. **Embargo.** If processes for embargo exist, they are known to the public.
4. **Processes to prevent and handle leaks.** Processes are in place to prevent leaks from happening and to deal with them when they occur.

Indicator 6.8 – *Statistical releases and statements made in press conferences are objective and non-partisan.*

Methods at institutional level

1. **Objectivity in statements.** Statistical releases issued and statements made by the statistical authority are solely based on statistical findings and results.
2. **Guidelines for press releases.** Statistical press releases are compiled following clear and standard guidelines.
3. **Guidelines for press conferences.** There is a policy available to the staff on norms and rules for press conferences, including guidance on objectivity and non-partisanship
4. **Independency of press conferences.** Press conferences take place independently of political events and are exempt from comments on political statements.