

# Result Control of Agencies & Agency Performance

The Nordic Way

# Agency Landscape

	Denmark	Norway	Sweden	Finland
Employees, means (median)	307 (75)	416 (142)	845 (190)	555 (132)
Total no of employees		163 000 (3.4%)	241 000 (2.6%)	84 000 (1.6%)
Budget (million €)	33 (7)	49 (13)	378 (17)	83 (28)
Year of foundat., means (median)	1967 (1993)	1965 (1977)	1950 (1982)	1980 (1994)
Oldest agency	Sorø Akademis Skole (1586)	Oslo Univesity (1811)	Uppsala University (1477)	Nat. Land Survey of Finland (1812)

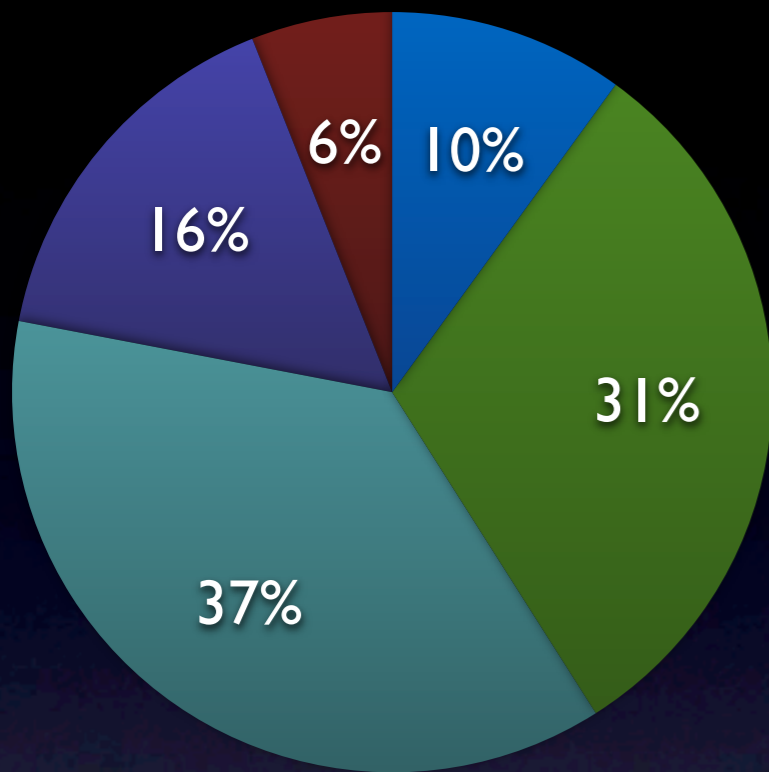
The figures state means. The figures in parenthesis state median. I'm not sure if the figures for Norway are for full time employees. I'm not sure about the Norwegian budget figures either. I have not been able to check these. The year of formation refers to legal status of the agency, not when they were given their present names.

# About the Surveys

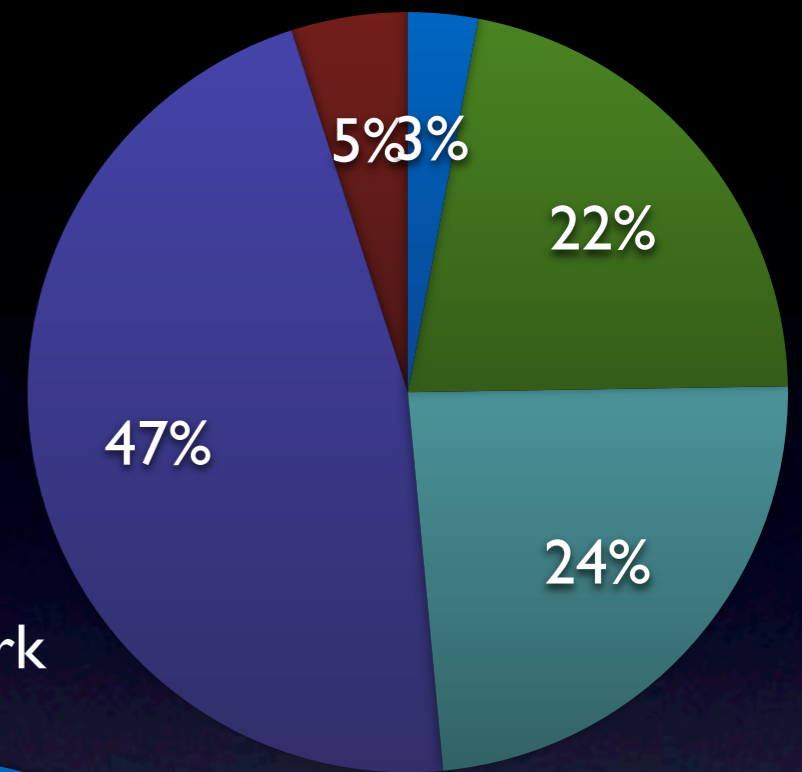
	Denmark	Norway	Sweden	Finland
Year	2009	2004	2009	2009
No of Agencies	262		255	
Response Rate	62 %	155	71 %	93
Agencies included	162		181	

# Primary Task

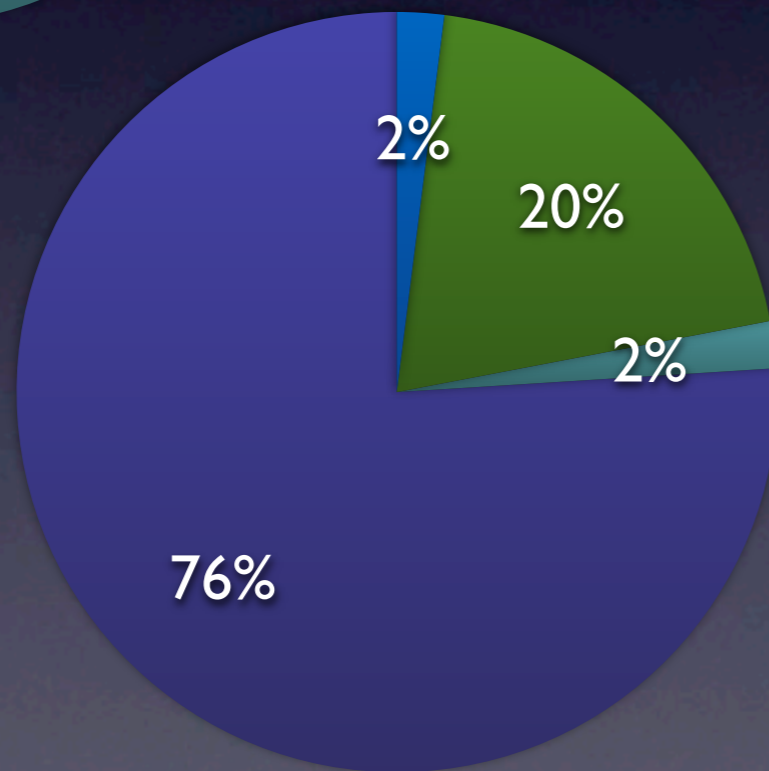
Sweden



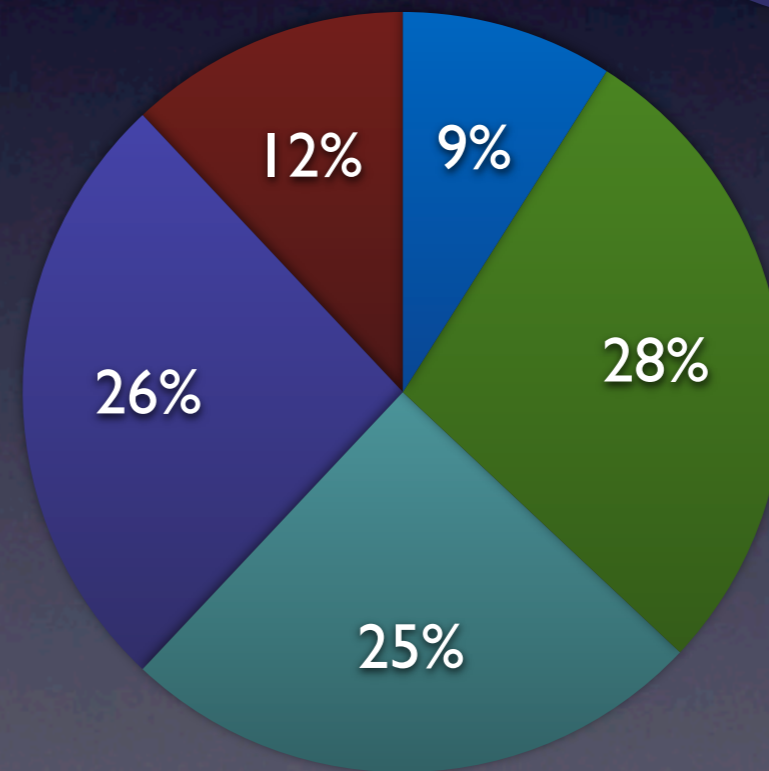
Norway



Finland



Denmark

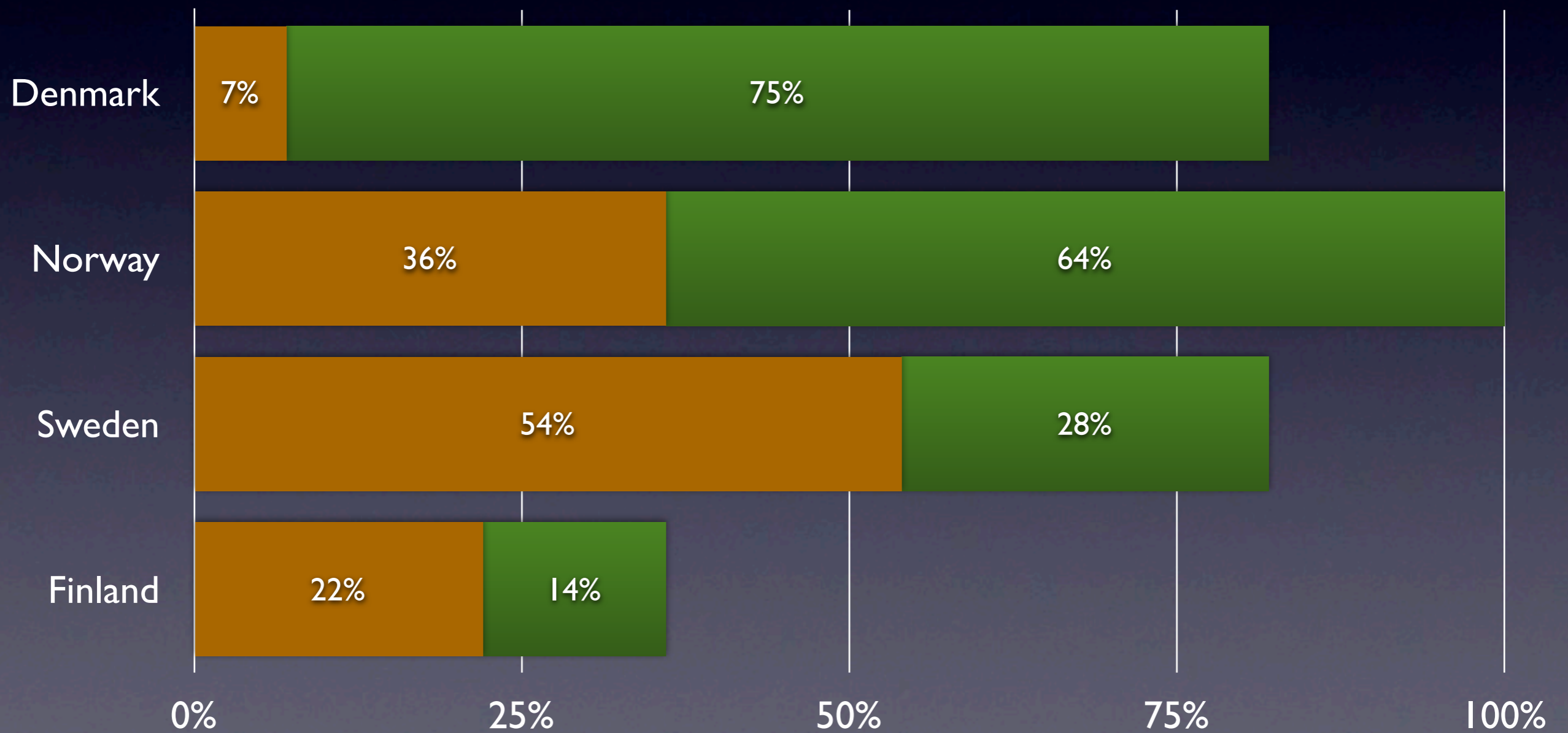


- Policy formulation
- Other exercise of public authority
- Business & industrial services
- Inspection, regulation, control
- General public services

This analysis only includes agencies with at least five employees. Only minor changes occur in the Swedish and the Norwegian data (1%), if all employees are included. Only minor changes (2% in inspection and general public services) occur in Finland. Noticeable changes in the Danish data (9% less in inspection, 5% more in other exercises of public authority).

# Setting of Goals

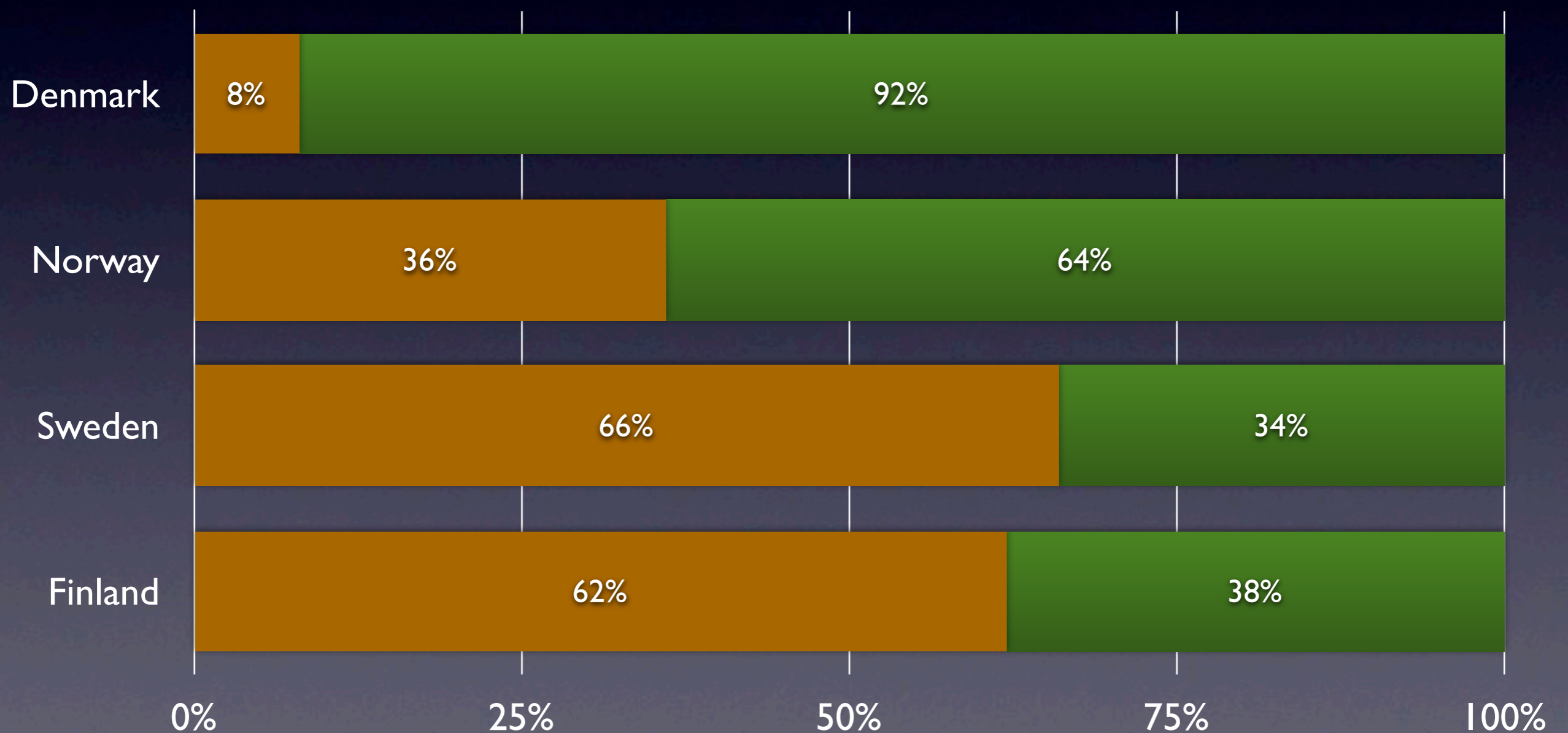
■ Mainly the ministry      ■ Mainly the agency



This comparison has simply excluded the middle category in the Swedish, Danish, and Finnish surveys. The figures for the extreme categories have not been recalculated. Thus, the Norwegian answers can be expected to be a bit exaggerated compared to the others, since the Norwegian respondents did not have the possibility to choose a middle category.

# Setting of Goals

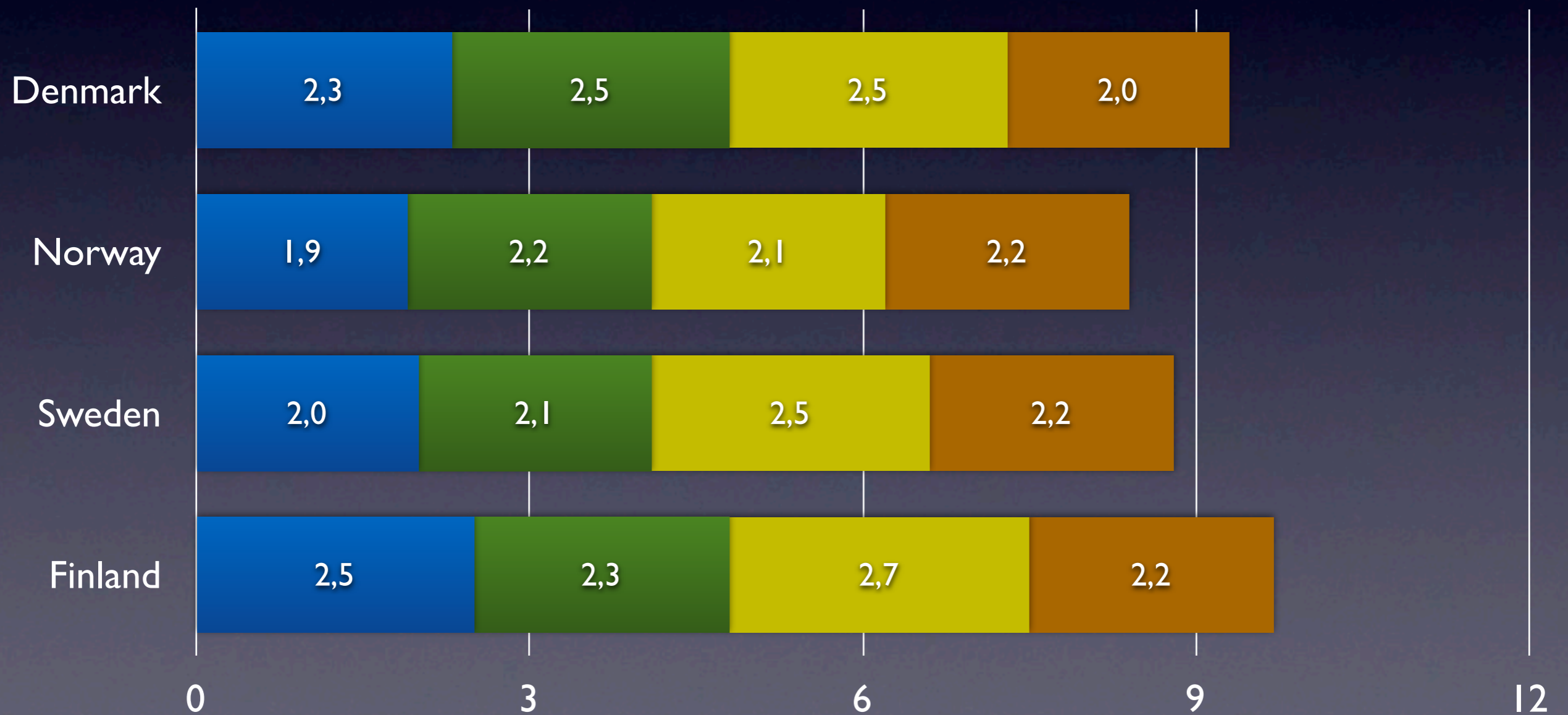
■ Mainly the ministry      ■ Mainly the agency



This comparison is based on those who have answered that the goals are mainly set by the ministry or the agency. The percentage is calculated based only on these respondents. Those who have answered that the goals are set by the ministry and the agency together have been subtracted from the base. The Norwegian survey did not include a middle category.

# NPM

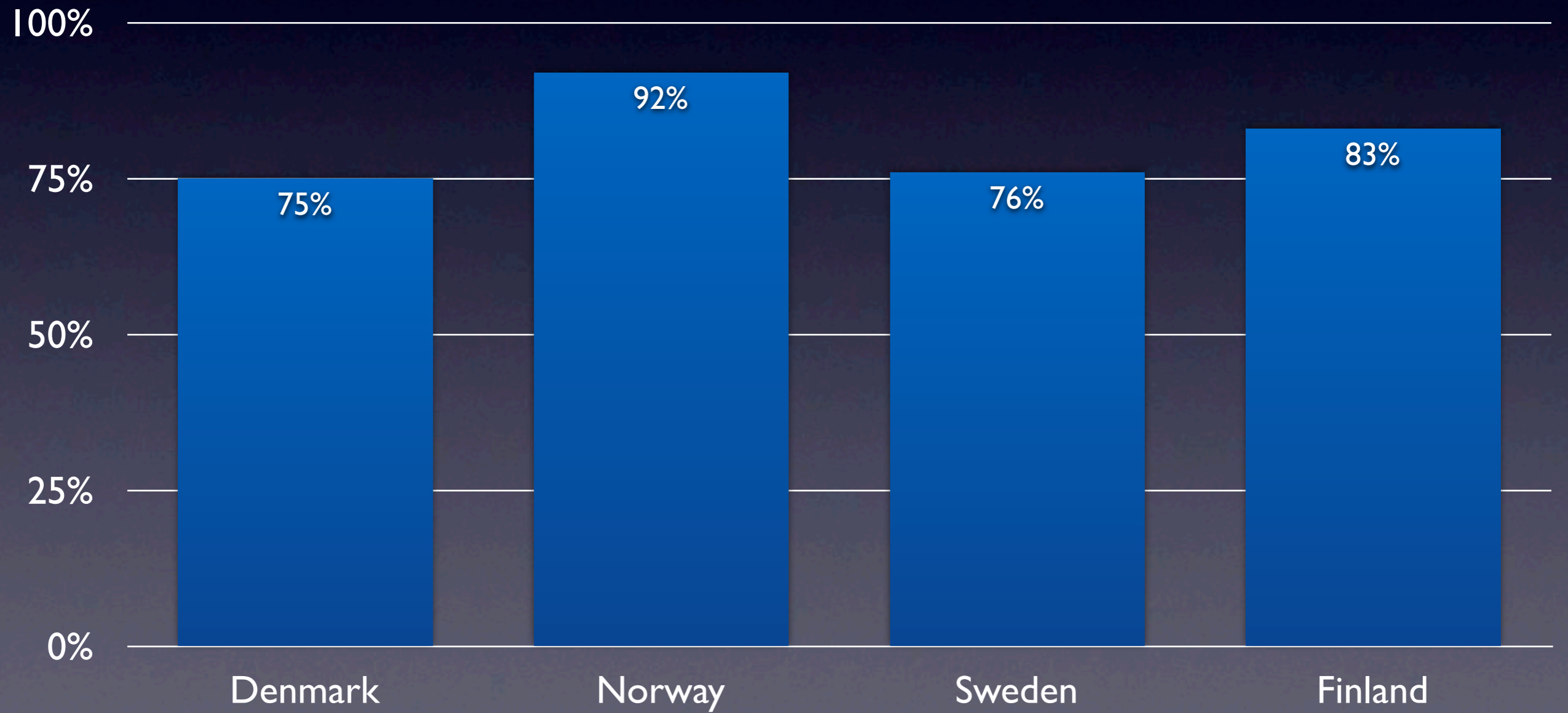
- Development of innovative products and services
- Future business plans
- Internal reporting
- Internal autonomy



Maximum score on each of the items is 3 (range 1-3, where 3 is to a large extent), which is why maximum points is 12.

# Trust

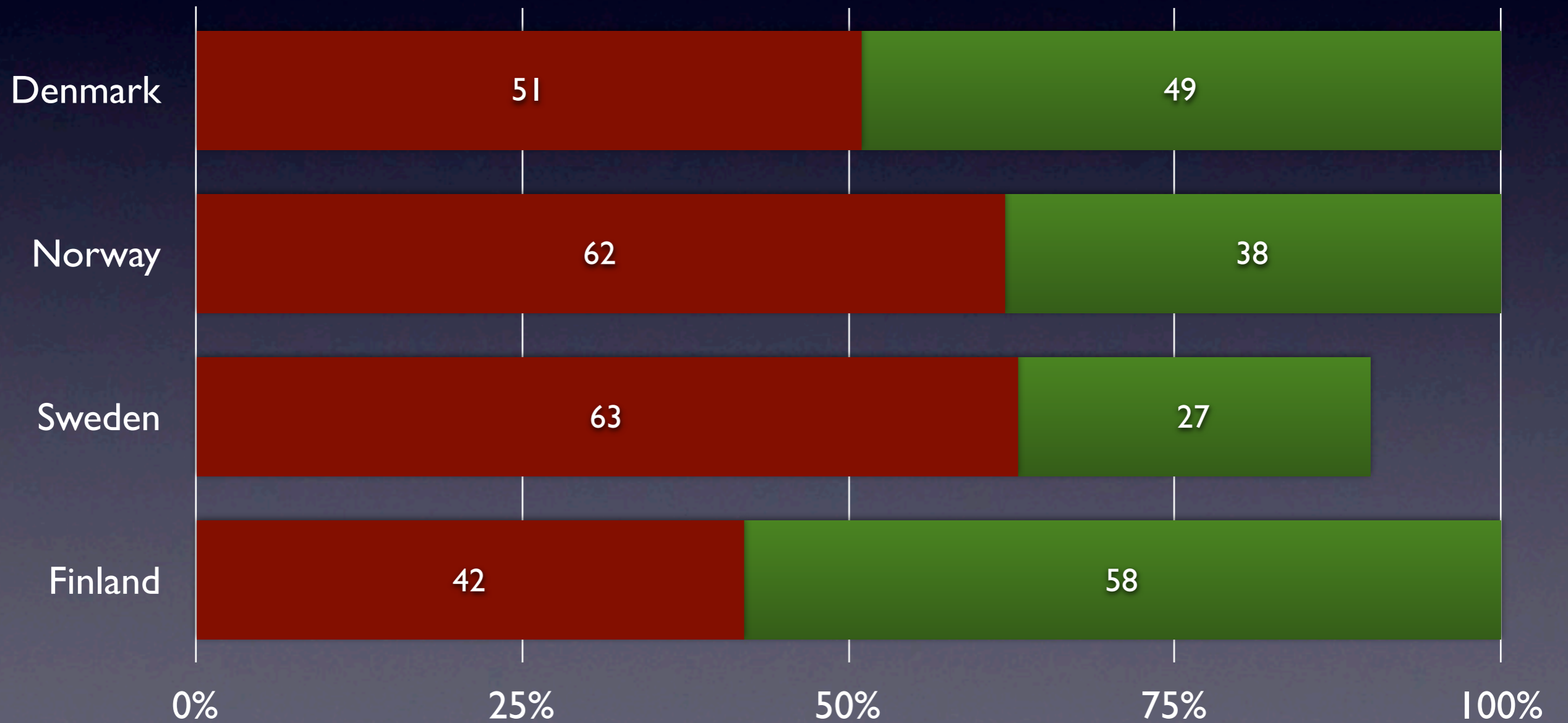
■ High or very high level of trust



This analysis only include those agencies that have five or more employees. I have tested including all agencies as well, but it does not change the results significantly, a little bit more for DK than for the others, though.

# Rewarded

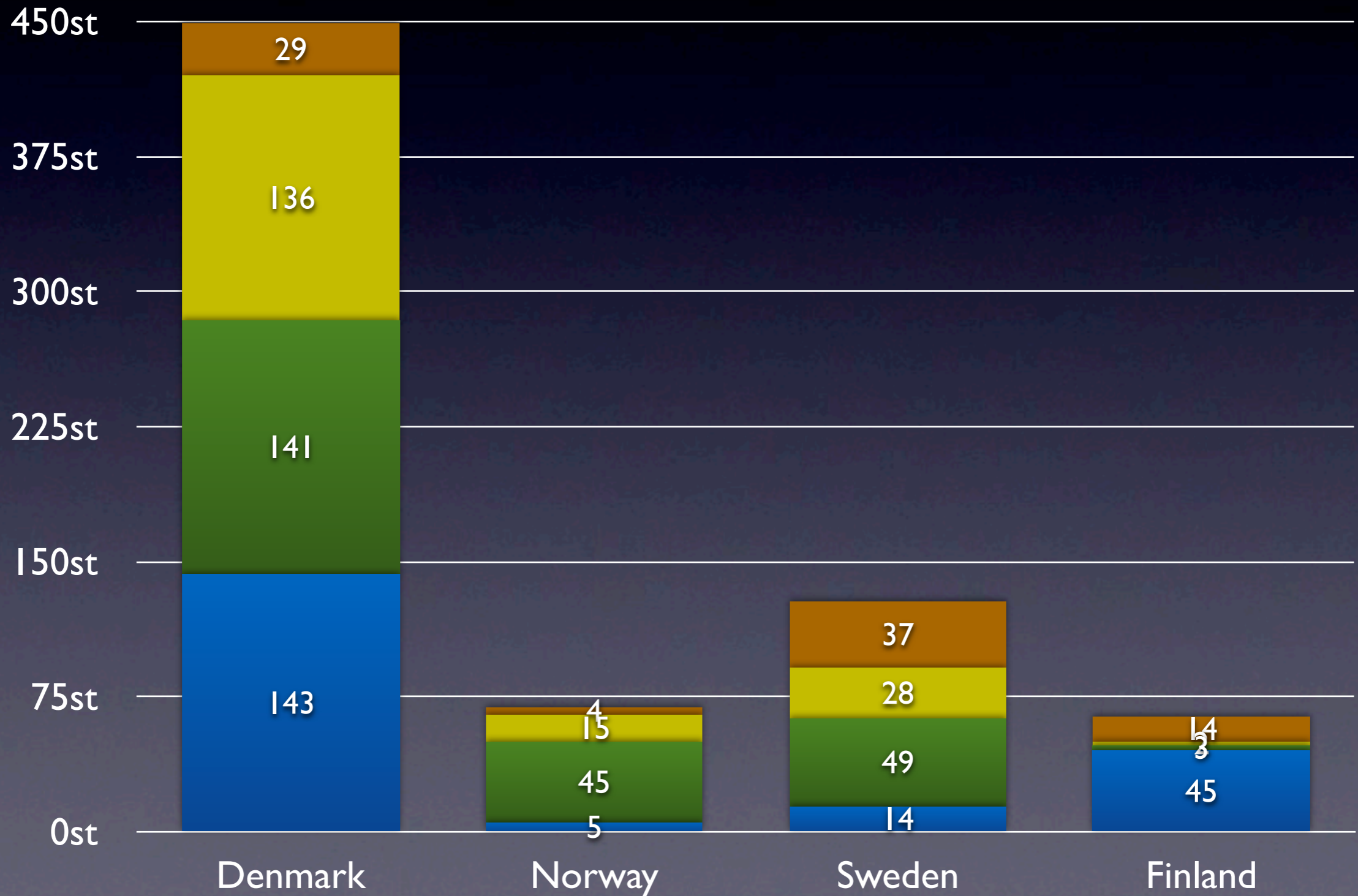
■ No      ■ Yes



This analysis includes all agencies.

# Kinds of Rewards

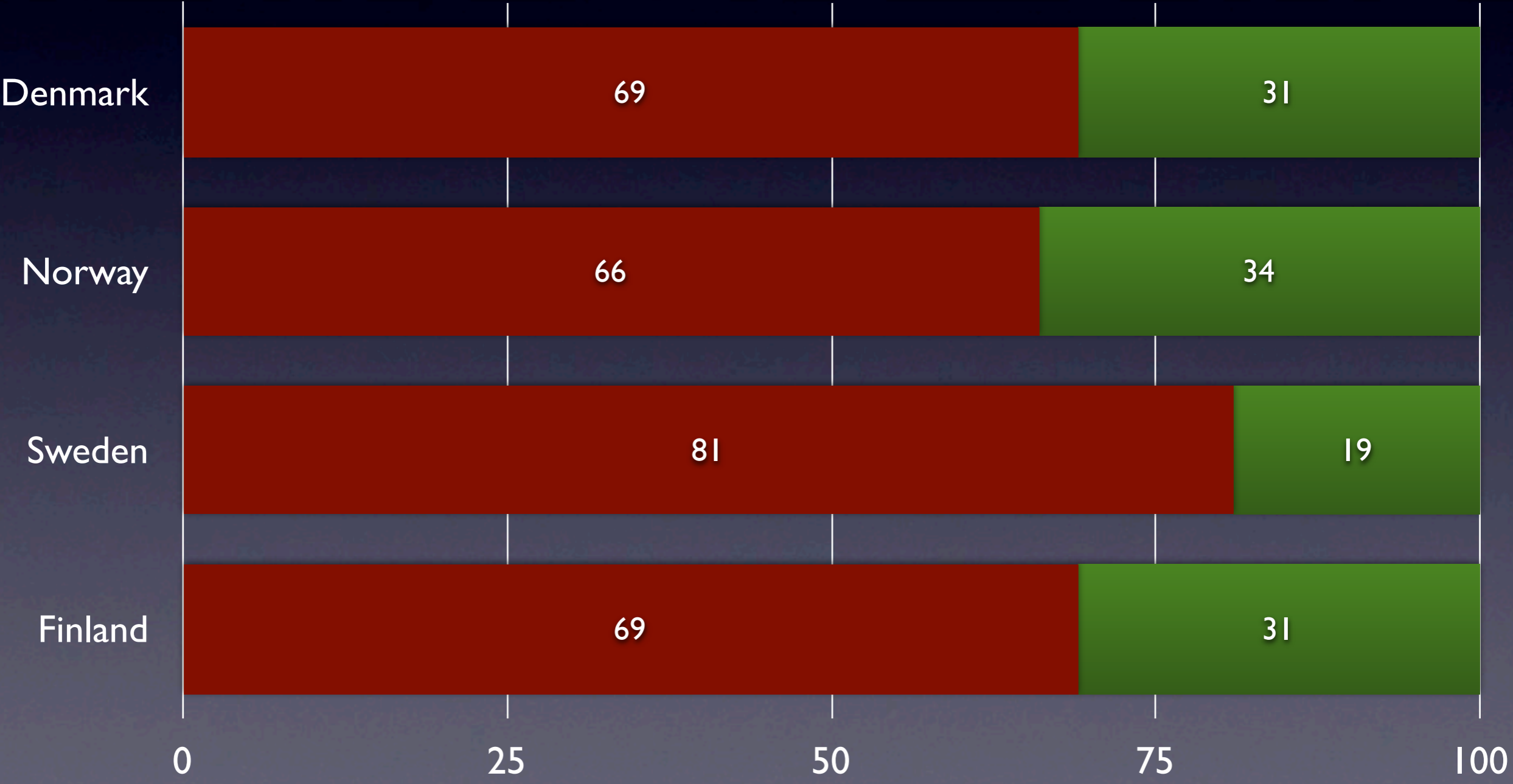
■ Salary increase  
 ■ Increased financial resources  
 ■ Increased autonomy  
 ■ Other



This data is based on the number of respondents claiming that they are rewarded in a certain way. Since there are a varying number of respondents from the different countries, this data is mostly for comparisons of what rewards are the most common ones in relation to others. Norway did not offer the alternative "other", but they had another option (increased possibilities to exercise authority for employees), which has been used as the "other" option. All agencies have been included.

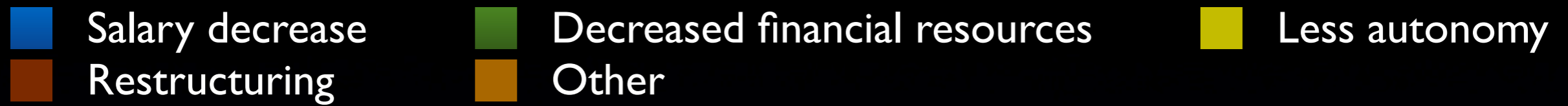
# Sanctions

No Yes



This analysis includes all agencies.

# Kinds of Sanctions

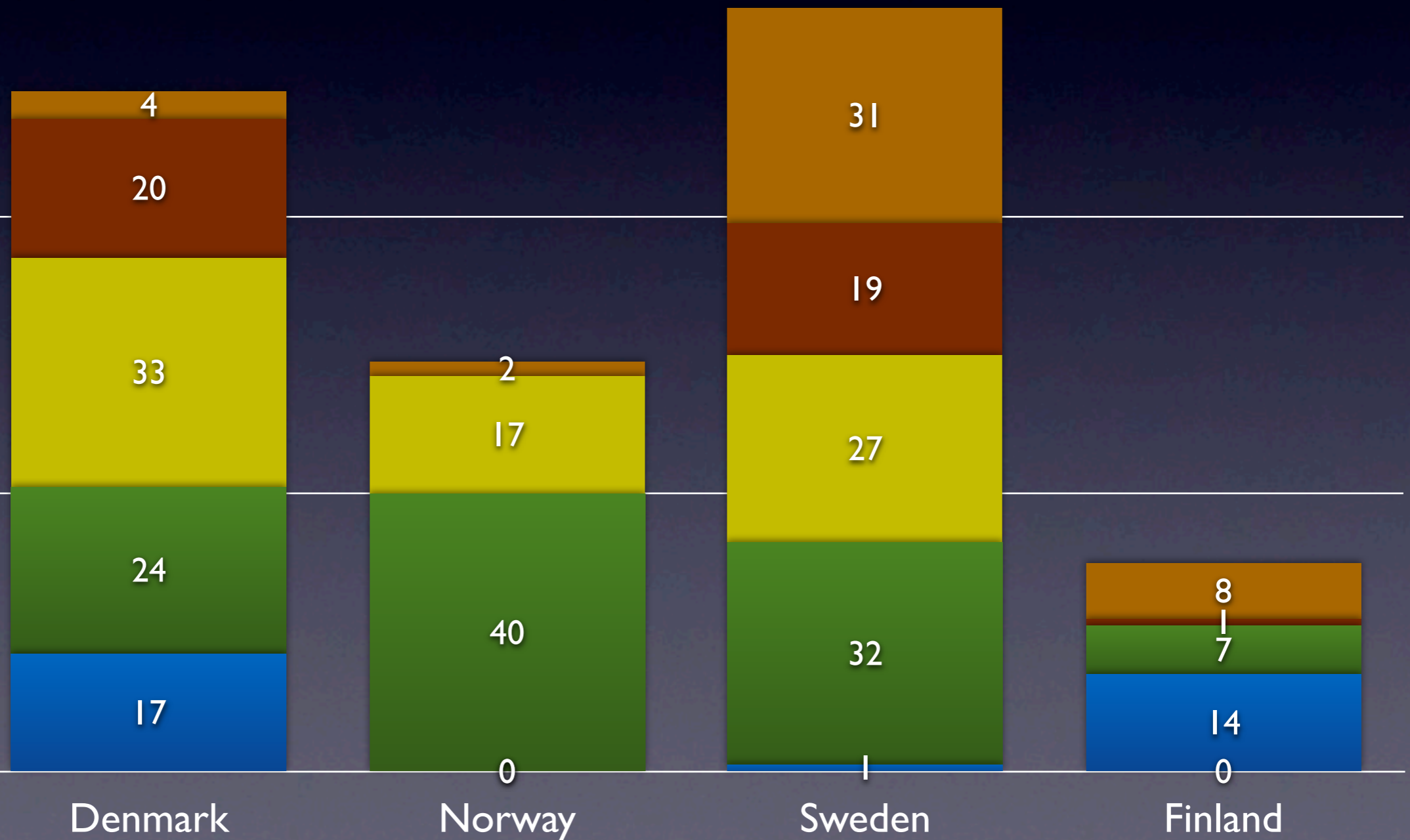


120st

80st

40st

0st



This data is based on the number of respondents claiming that they are sanctions in a certain way. Since there are a varying number of respondents from the different countries, this data is mostly for comparisons of what sanctions are the most common ones in relation to others. Norway did not offer the alternative "other", but they had another option (increased possibilities to exercise authority for employees), which has been used as the "other" option. All agencies have been included. Norway did not offer the alternative "restructuring" either.