

0.1 Results

Table 1: Descriptive statistics, 2012

	mean	s.d.	min	max	missing
Goals	21.39	23.50	3	121	0
Input Oriented	0.71	1.26	0	6	0
Process Oriented	4.77	11.57	0	82	0
Output Oriented	11.10	14.04	0	70	0
Outcome Oriented	3.99	4.60	0	27	0
Size	221.90	259.40	5.8	1125	0
Behavioral	18.32	28.16	0	135	0
Political Salience	3590.87	5030.92	44	28558	0

Table 2: Negative binomial regression models

	<i>Dependent variable:</i>									
	Goals		Input Oriented		Process Oriented		Output Oriented		Outcome Oriented	
	(1a)	(1b)	(2a)	(2b)	(3a)	(3b)	(4a)	(4b)	(5a)	(5b)
Constant	3.079*** (0.226)	2.990*** (0.514)	-1.372** (0.548)	-0.753 (1.168)	1.951*** (0.425)	1.176 (1.045)	2.400*** (0.294)	2.251*** (0.680)	1.111*** (0.236)	0.866 (0.540)
Fiscal	-0.340 (0.245)	-0.008 (0.242)	0.895* (0.473)	1.007** (0.504)	-1.080** (0.473)	-0.554 (0.503)	-0.207 (0.318)	0.074 (0.319)	-0.304 (0.262)	0.038 (0.263)
Legal	-0.067 (0.227)	-0.208 (0.215)	0.873* (0.523)	0.976* (0.527)	-0.110 (0.429)	-0.038 (0.442)	-0.098 (0.295)	-0.510* (0.283)	0.035 (0.235)	0.104 (0.220)
Behavioral	0.005 (0.004)	0.002 (0.003)	0.004 (0.007)	0.007 (0.008)	-0.009 (0.007)	-0.012* (0.007)	0.006 (0.005)	0.001 (0.005)	0.012*** (0.003)	0.012*** (0.003)
Tasks		0.743*** (0.212)		0.521 (0.478)		0.783* (0.431)		0.667** (0.280)		0.882*** (0.223)
log(Size)		0.123 (0.086)		0.115 (0.194)		0.019 (0.177)		0.203* (0.115)		0.031 (0.091)
Structure		0.384** (0.196)		-0.570 (0.447)		0.638 (0.398)		0.566** (0.259)		-0.347* (0.201)
Age		-0.469** (0.189)		-0.502 (0.428)		-0.260 (0.387)		-0.630** (0.250)		-0.479** (0.194)
log(Pol. salience)		-0.103 (0.075)		-0.152 (0.165)		-0.007 (0.153)		-0.113 (0.100)		-0.017 (0.077)
Observations	77	77	77	77	77	77	77	77	77	77
Log Likelihood	-311.162	-299.116	-86.591	-84.325	-188.652	-184.878	-264.786	-254.850	-183.148	-173.056
θ	1.464*** (0.233)	1.969*** (0.331)	0.649** (0.286)	0.881* (0.457)	0.425*** (0.081)	0.484*** (0.095)	0.874*** (0.147)	1.149*** (0.207)	2.042*** (0.539)	3.457*** (1.167)

Note:

*p<0.1; **p<0.05; ***p<0.01

Appendix A

Additional output

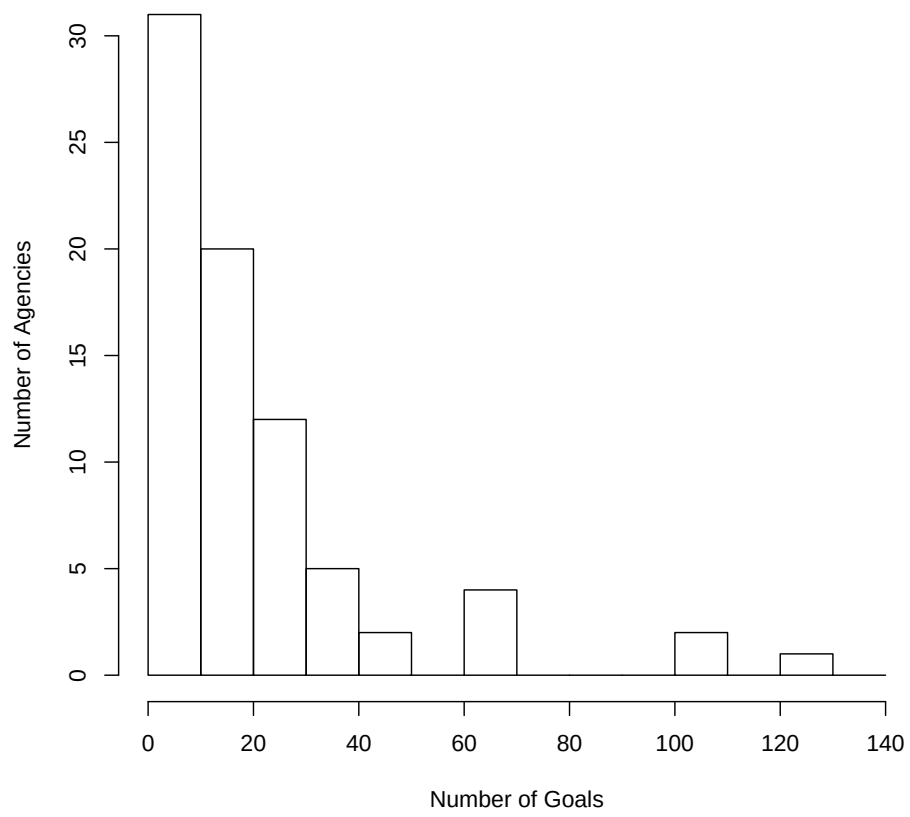


Figure A.1: Histogram of the distribution of agencies on the dependent variable Goals (n=77)

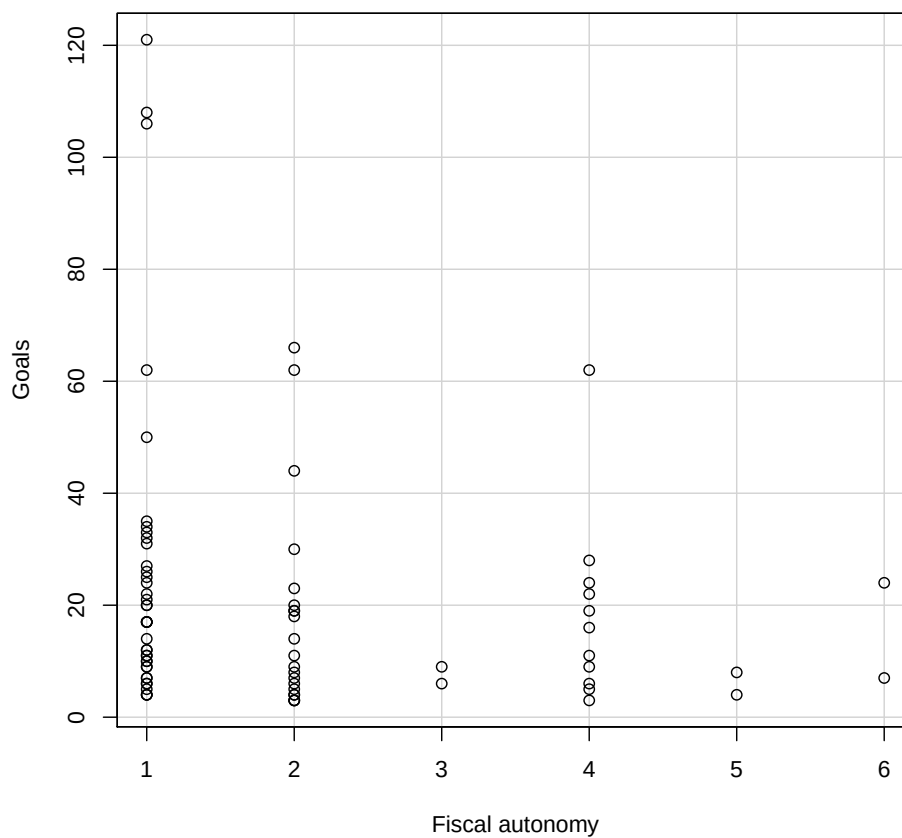


Figure A.2: Performance objectives and fiscal autonomy (N=77). The horizontal axis uses a categorization from Norwegian Social Science Database (NSD). Value 1 = core administrative units (n=39); 2 = ordinary administrative units (n=21); 3 = public sector administration companies (n=2); 4 = administrative units with special autonomy (n=11); 5 = special statute enterprises (n=2); 6 = public enterprises (n=2).

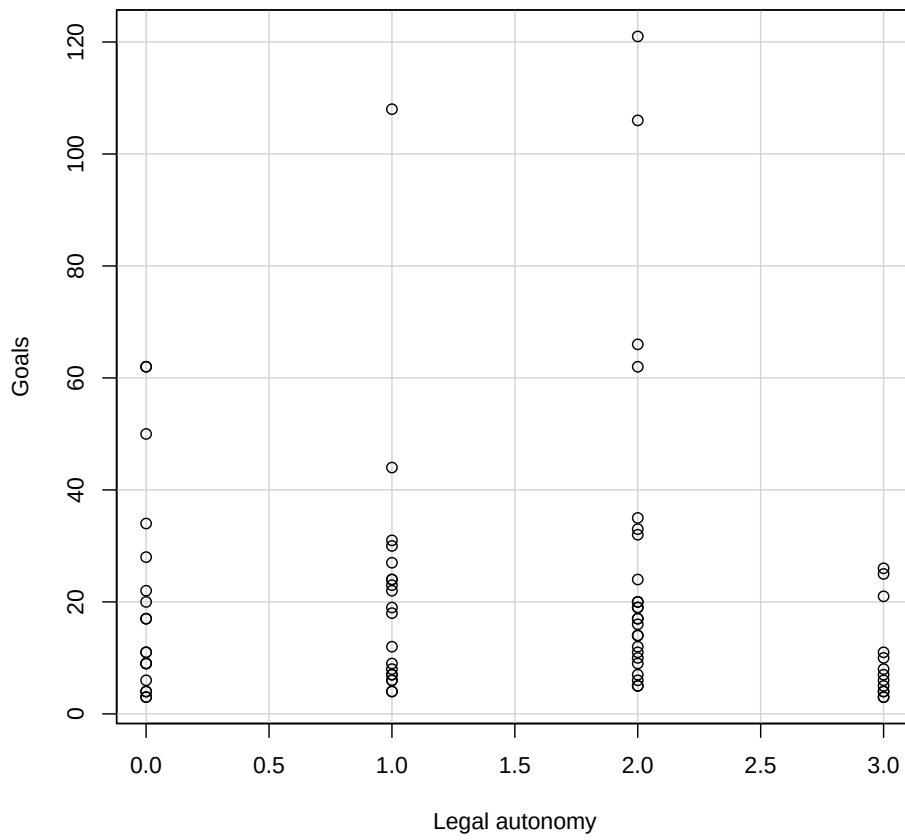


Figure A.3: Performance objectives and legal autonomy (N=77). For explanation of scores on legal autonomy, see the article's methods section.

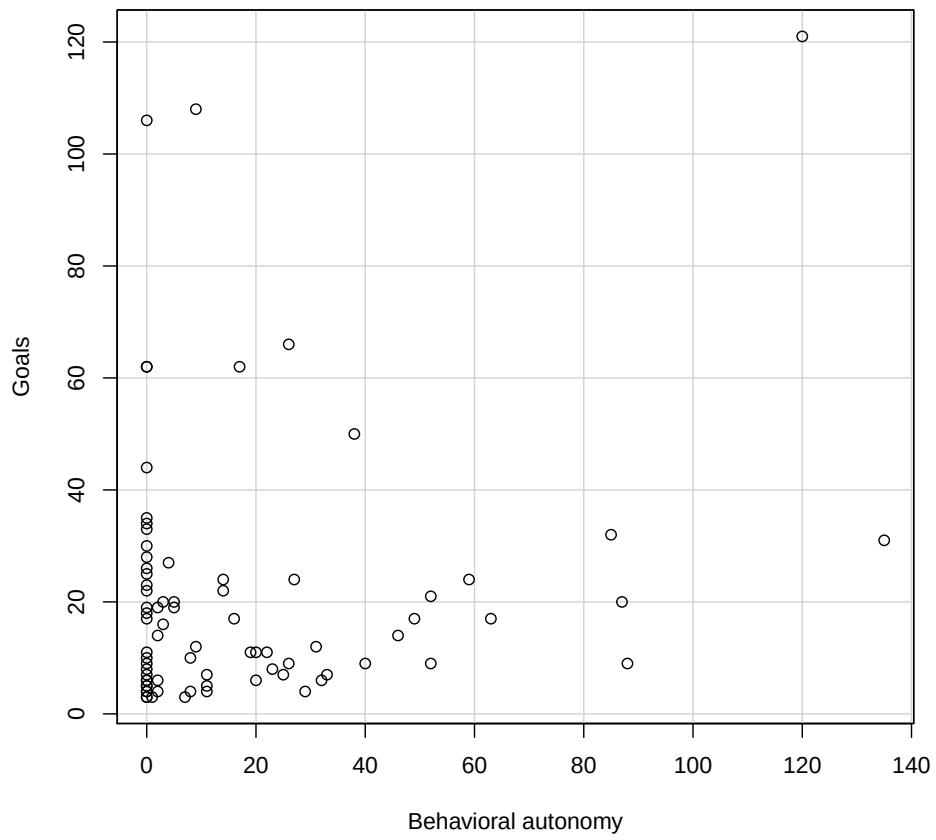


Figure A.4: Performance objectives and behavioral autonomy (N=77). For explanation of scores on behavioral autonomy, see the article's methods section.

Table A.1: List of agencies included in the sample: english and norwegian names

English name	Norwegian name
NAV- Directorate of Labour	Arbeids- og velferdsdirektoratet
Norwegian Directorate for Children, Youth and Family Affairs	Barne-, ungdoms- og familiedirektoratet
Ombudsman for Children	Barneombudet
Bioforsk	Bioforsk
Norwegian Biotechnology Advisory Board	Bioteknologinemnda
Brønnøysund Register Centre	Brønnøysundregistrene
Government Administration Services (G.A.S.)	Departementenes servicesenter
Norwegian Labour Inspection Authority	Direktoratet for arbeidstilsynet
Directorate for building quality	Direktoratet for byggkvalitet
Agency for Public Management and eGovernment (DIFI)	Direktoratet for forvaltning og IKT
Directorate for Emergency Communication	Direktoratet for nødkommunikasjon
Norwegian Government Agency for Financial Management	Direktoratet for økonomistyring
Directorate for Civil Protection and Emergency Planning	Direktoratet for samfunnssikkerhet og beredskap
National Courts Administration	Domstoladministrasjonen
Enova SF	Enova SF
The Financial Supervisory Authority	Finanstilsynet
Directorate of Fisheries	Fiskeridirektoratet
Consumer Council of Norway	Forbrukerrådet
Norwegian Defence Research Establishment	Forsvarets forskningsinstitutt
Norwegian Guarantee Institute for Export Credits	Garantiinstituttet for eksportkreditt
Gassnova SF	Gassnova SF
Institute of Marine Research	Havforskningsinstituttet
Norwegian Directorate of Health	Helsedirektoratet
Rent Disputes Tribunal	Husleietvistutvalget
The Directorate of Integration and Diversity (IMDi)	Integrerings- og mangfoldsdirektoratet
Norwegian National Rail Administration	Jernbaneverket
The Church Council	Kirkerådet
The Climate and Pollution Agency	Klima- og forurensningsdirektoratet
Norwegian Criminal Cases Review Commission	Kommisjonen for gjenopptakelse av straffesaker
Norwegian Competition Authority	Konkurransetilsynet
The Norwegian Coastal Administration - NCA	Kystverket hovedkontoret
Equality and Anti-discrimination Board of Appeals	Likestillings- og diskrimineringsnemnda
Norwegian Gaming Board	Lotteri- og stiftelsestilsynet
Norwegian Food Safety Authority	Mattilsynet - hovedkontoret
Norwegian Media Authority	Medietilsynet
Norwegian Meteorological Institute	Meteorologisk institutt
Office of the National Librarian	Nasjonalbibliotekaren
Norwegian Institute of Public Health	Nasjonalt folkehelseinstitutt
Restoration Workshop of Nidaros Cathedral (NDR)	Nidaros Domkirkes Restaureringsarbeider
Geological Survey of Norway	Norges geologiske undersøkelser
New Norwegian Film Institute	Norsk filminstitutt
NOVA - Norwegian Social Research	Norsk institutt for forskning om oppvekst, velferd og aldring
Norwegian Forest and Landscape Institute	Norsk institutt for skog og landskap
Arts Council Norway	Norsk kulturråd
Norwegian Polar Institute	Norsk Polarinstitutt
Norwegian Space Centre	Norsk Romsenter
Norwegian Institute of International Affairs (NUPI)	Norsk utenrikspolitisk institutt
Norwegian Petroleum Directorate	Oljedirektoratet
The Norwegian Church Endowment	Opplysningsvesenets fond
The Patients' Injury Compensation Board (PSN)	Pasientskadenemnda - sekretariatet
Petoro	Petoro as
National Police Directorate	Politidirektoratet
Norwegian Post and Telecommunication Authority	Post- og teletilsynet
Norwegian Reindeer Husbandry Administration	Reindriftsforvaltningen sentralt
Directorate for Cultural Heritage	Riksantikvaren - direktoratet for kulturminneforvaltning
National Mediation Service	Sekretariatet for konfliktrådene
The Norwegian Centre for ICT in Education	Senter for IKT i utdanningen
Norwegian Maritime Directorate	Sjøfartsdirektoratet
Directorate of Taxes	Skattedirektoratet
Norwegian Language Council	Språkrådet
National Institute of Occupational Health	Statens arbeidsmiljøinstitutt
Accident Investigation Board Norway	Statens havarikommisjon for transport
Norwegian Board of Health Supervision	Statens helsetilsyn
National Institute for Alcohol and Drug Research	Statens institutt for rusmiddelforskning
State Educational Loan Fund - Oslo	Statens lånekasse for utdanning
Statistics Norway	Statistisk sentralbyrå
Directorate of Public Construction and Property	Statsbygg
Governor of Svalbard	Sysselmannen på Svalbard
Directorate of Customs and Excise	Toll- og avgiftsdirektoratet
National Insurance Court	Trygderetten
Norwegian University of Life Sciences	Universitetet for miljø- og biovitenskap
Norwegian Directorate of Immigration	Utlendingsdirektoratet
Norwegian Immigration Appeals Board	Utlendingsnemnda
Directorate of Public Roads	Vegdirektoratet
AS Vinmonopolet	Vinmonopolet A/S
Vox, Norwegian Agency for Lifelong Learning	VOX, nasjonalt fagorgan for kompetansepolitikk

Table A.2: OLS regression models

	<i>Dependent variable:</i>							
	Goals		Input Oriented		Process Oriented		Output Oriented	
	(1a)	(1b)	(2a)	(2b)	(3a)	(3b)	(4a)	(4b)
	(5a)	(5b)						
Constant	20.663*** (6.188)	14.208 (14.830)	0.081 (0.326)	0.341 (0.833)	7.271** (3.084)	3.832 (7.959)	10.159*** (3.719)	6.006 (8.845)
Fiscal	-6.073 (6.637)	-0.007 (6.923)	0.736** (0.349)	0.902** (0.389)	-4.177 (3.308)	-2.613 (3.715)	-1.829 (3.989)	0.856 (4.129)
Legal	-0.957 (6.197)	-4.131 (6.214)	0.562* (0.326)	0.680* (0.349)	-1.043 (3.088)	-2.246 (3.335)	-0.444 (3.724)	-2.959 (3.706)
Behavioral	0.151 (0.097)	0.077 (0.101)	0.003 (0.005)	0.006 (0.006)	-0.044 (0.048)	-0.085 (0.054)	0.092 (0.058)	0.048 (0.060)
Tasks		14.851** (6.099)	0.477 (0.342)		3.107 (3.273)			7.301** (3.637)
log(Size)		4.115 (2.475)	0.130 (0.139)		0.414 (1.328)			3.064** (1.476)
Structure		7.418 (5.668)	-0.501 (0.318)		5.032 (3.042)			4.285 (3.381)
Age		-13.433** (5.461)	-0.377 (0.307)		-0.457 (2.930)			-9.627*** (3.257)
log(Pol. salience)		-1.786 (2.182)	-0.116 (0.122)		-0.085 (1.171)			-1.092 (1.301)
Outcome Oriented								
Output Oriented								
Process Oriented								
Input Oriented								
Goals								
Observations	77	77	77	77	77	77	77	77
R ²	0.051	0.237	0.079	0.157	0.028	0.094	0.040	0.295

*p<0.1; **p<0.05; ***p<0.01