

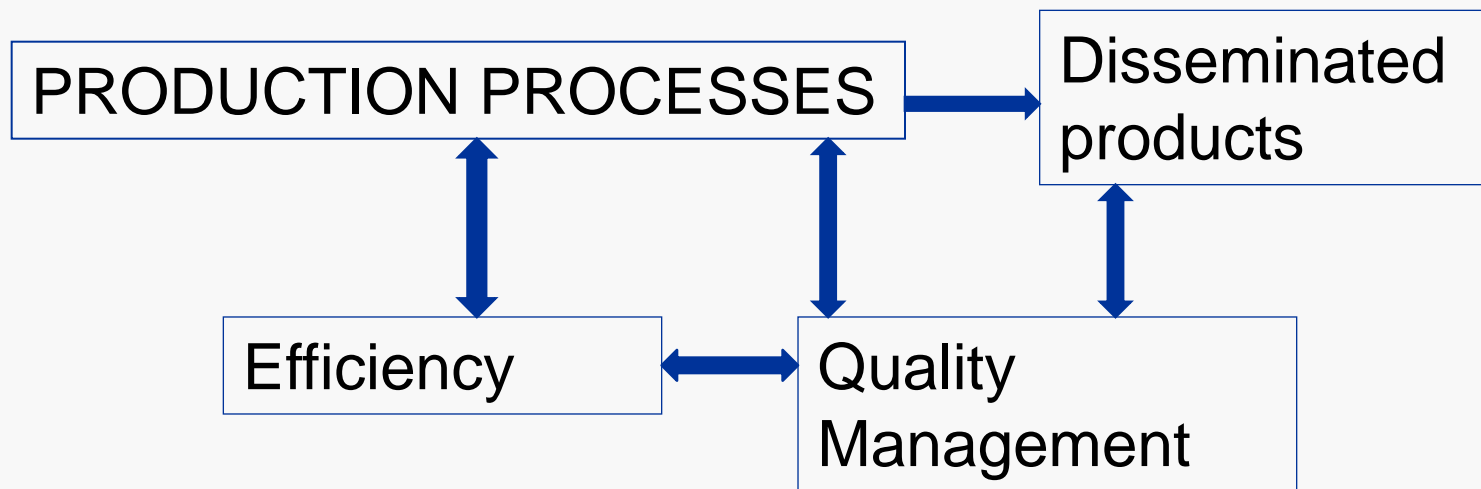
# Implementation of recommendations on production processes and output

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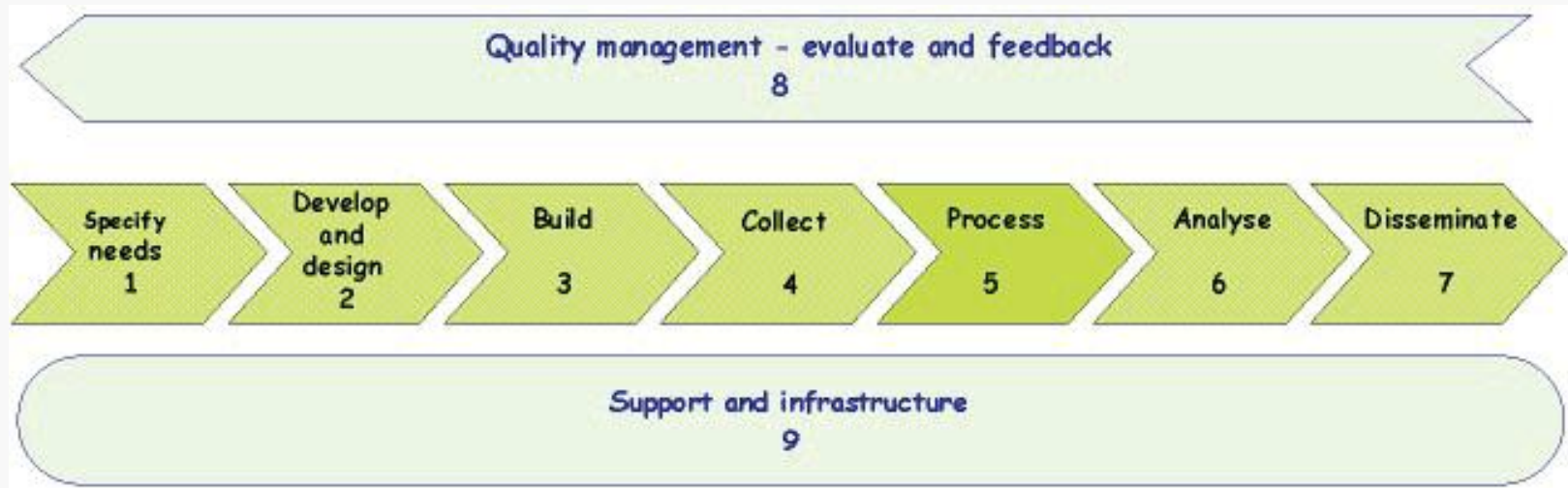
# Main topic of this introduction:

- Discuss implementing recommendations from Light peer reviews (LPRs) and Adapted global assessments (AGAs), especially related to:
  - Production processes
  - Dissemination
  - Quality management
  - Efficiency
- Provide an input to the following group discussions

# The interconnection between the topics:

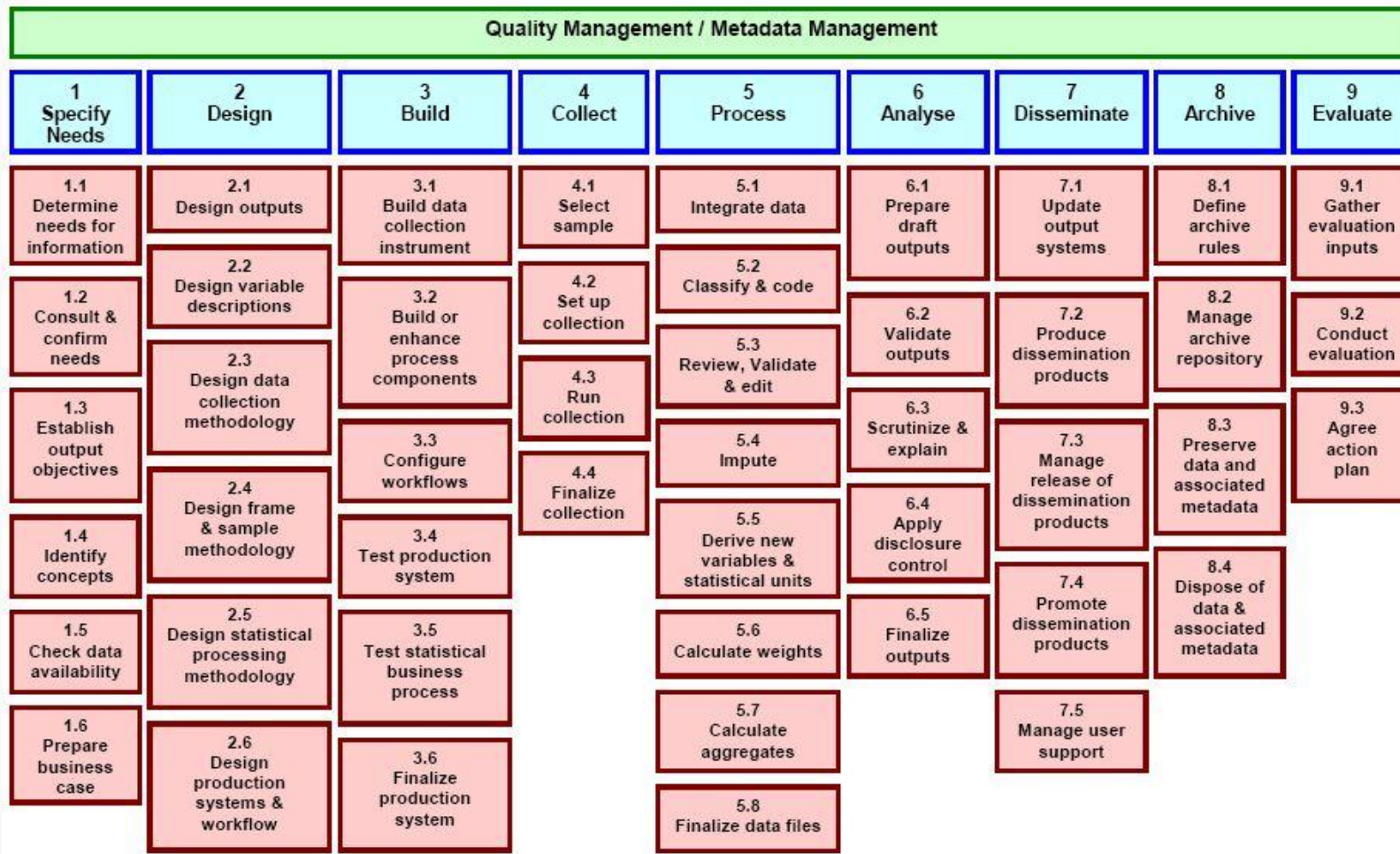


# The topic is thus the Business Process Model and how to ensure high quality and good cost-efficiency:



Example: Statistics Norway's business process model

# The Business Process Model (BPM) can be broken down to several levels, here level 2



# How can the BPM support improvement work?

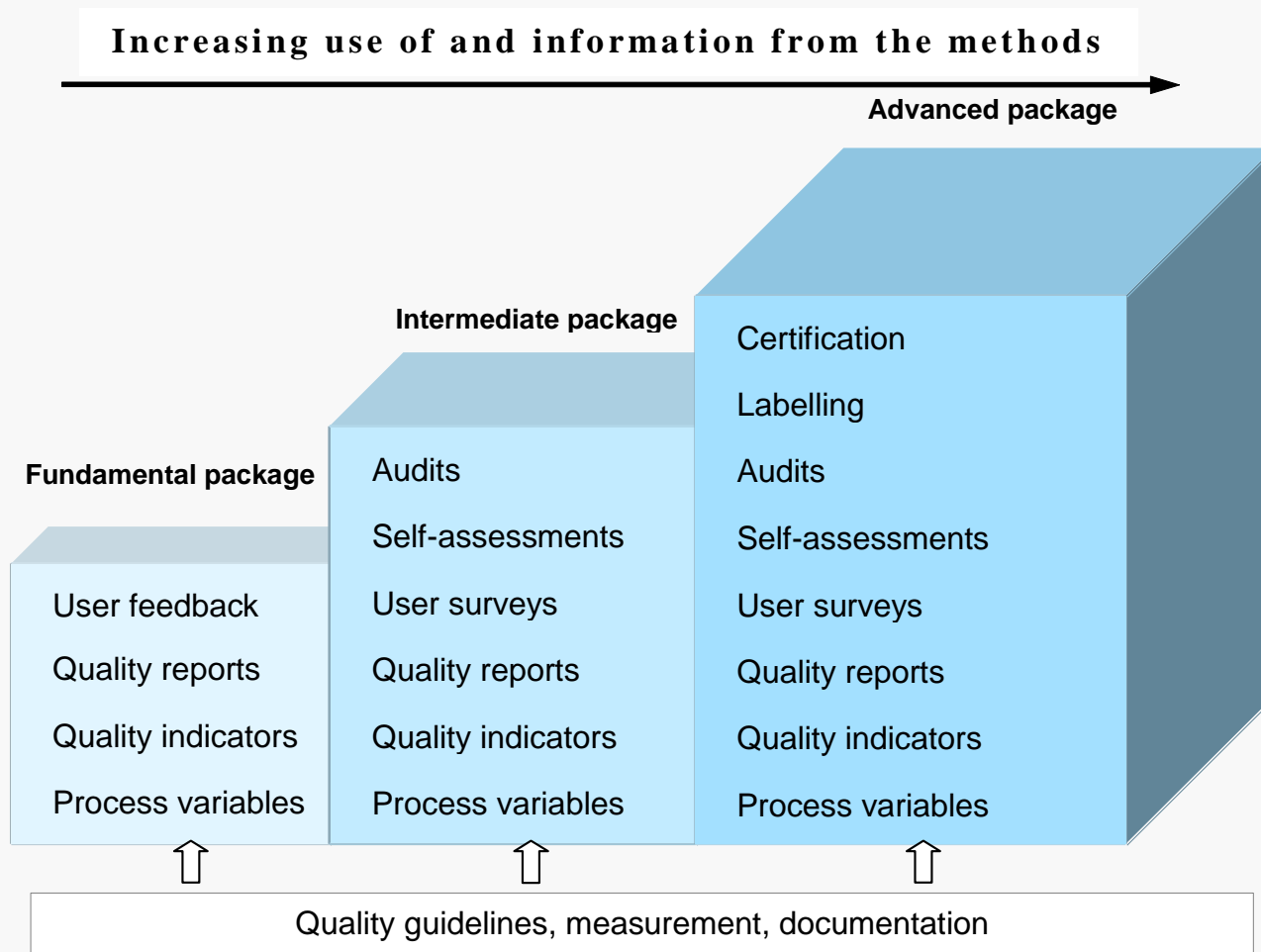
- Use as a framework for redesigning business processes – ensuring that all important aspects are covered
- Develop training program for important tasks/operations
- Develop check lists/documentation for critical operations
- Analyse bottlenecks – areas of high risks for errors
- Analyse resource usage for different operations

# Quality – what do we mean?

- Quality in statistics: **'Fitness for use'**
- Quality of statistics can be defined with reference to several criteria:
  - Relevance of statistical concepts
  - Accuracy and reliability
  - Timeliness and punctuality in disseminating results
  - Coherence and comparability
  - Accessibility and clarity of the information
- Thus Quality management is a challenging and necessary task – requiring a systematic approach and monitoring



# Tools for quality assurance (Eurostat handbook)





# Efficiency – what is it?

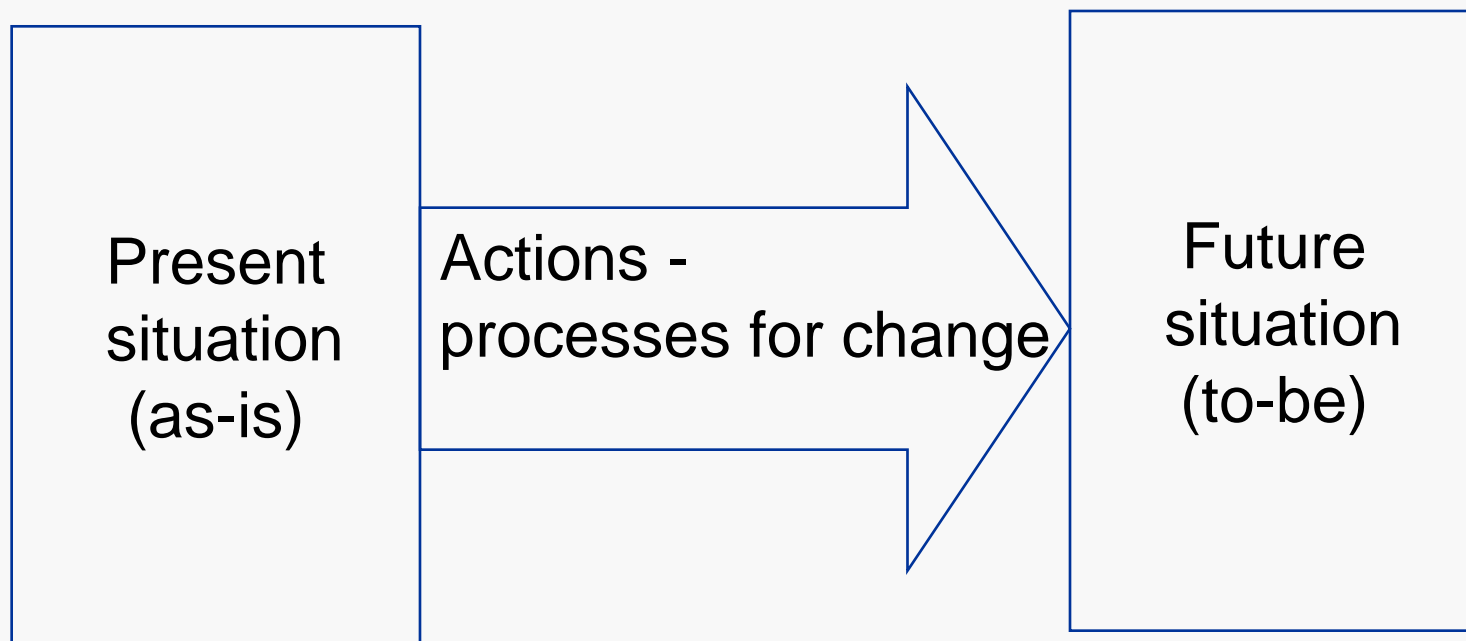
- Describes in general the extent to which time, effort or cost is well used for the intended task or purpose
  - Also expressed as: ‘doing the thing right’
- Can be quantitatively defined and determined by the ratio of output of production to input of resources.

# How to measure and monitor efficiency?

- Need to measure:
  - use of resources (human, financial..) on different processes and products
  - output of statistical production and to what extent user needs are met
- Need to monitor and analyse:
  - Response burden and change in response burden
  - Staff competences and training activities in relation to needs
  - Organisational efficiency - division of tasks, clarity of roles....
  - Technological efficiency - standardisation of tools and procedures...

# From the present situation to the future

LPRs/AGAs have a strong focus on describing and assessing the present situation – and may discuss the future situation as well as actions in that direction



## LPR/AGA recommendations – how to follow up?

- Is the analysis of the present situation valid and 'owned' by those who are involved?
- Is there a clear – and agreed – picture of what the future situation should be?
- Is it clear what actions should be implemented in order to change to the new situation?
- Are the means for change available? (legislative, financial, managerial etc.)

# Change management – some points for reflection:

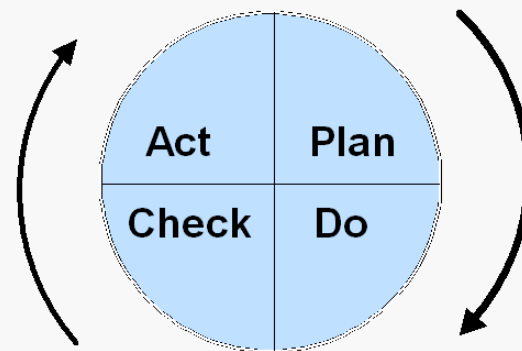
1. Create a sense of urgency – why need change?
2. Involve the employees in developing ideas/projects
3. Create a vision to direct the change effort
4. Communicate the vision
5. Delegate/empower others to act on the vision
6. Plan and create short-term wins – step by step approach
7. Consolidate improvements and produce more change
8. Ensure that new approaches are considered as standard

# Key factors in order to achieve change

- Good relations with external national partners
- Good cooperation with and support from international partners and other NSIs
- Management training – especially in change management
- Organisational culture fostering change
- Available key competences – project management, subject area competences, IT competences...

## Some concluding remarks

- AGAs and LPRs are a great opportunity for improving statistical production processes
- Improving quality and efficiency of the statistical production process is a continuous exercise



- Exchange of experiences and learning from each other is also important - and a good possibility at this seminar...
- There are lot of handbooks and guidelines available (see references in paper)