

Good quality, efficiency and predictability in output

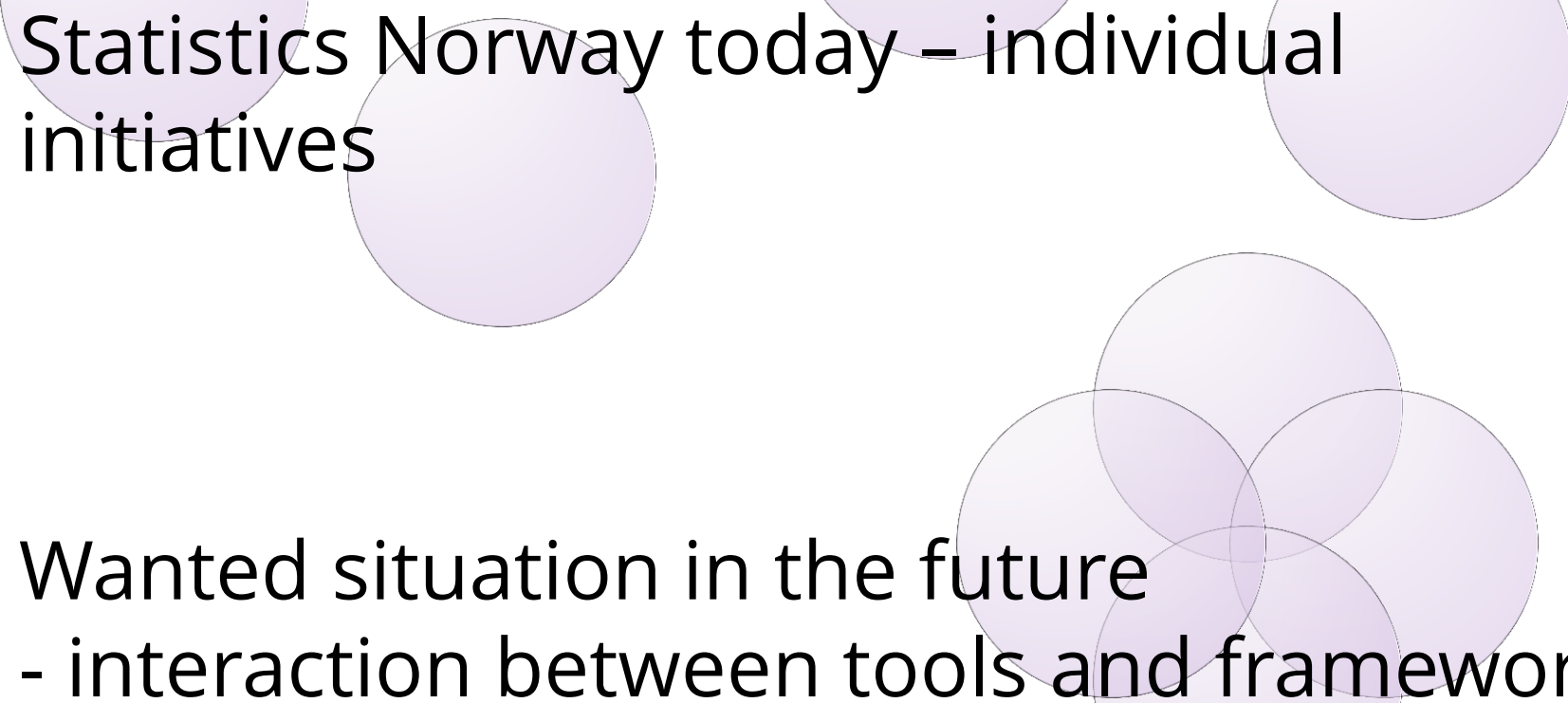
The interaction between Lean methodology, Quality Review and Risk Management to develop a quality culture

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Statistisk sentralbyrå
Statistics Norway

- 
- Statistics Norway today – individual initiatives
 - Wanted situation in the future
- interaction between tools and frameworks

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Internal control

- A process to provide reasonable level of security for the goal achievement within:
 - targeted and cost-effective operation
 - reliable reporting
 - compliance with laws and regulations

Definition by the Committee of Sponsoring Organizations of the Treadway Commission (COSO)

The System of Management and Control

Monitoring and
on risks, d
control a
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Clear ro
responsi
important
management
and shall be do
the management a

Control activities must be
established to ensure

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of
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Management
documents must be
prepared for areas of
significant risks

The System of Management and Control

Risk assessments
identify which areas where
management documents and control
activities are necessary

The structure of the management documents

Risk assessments

Management policy

Roles and responsibility
can be identified and documented at all levels

Functional policies

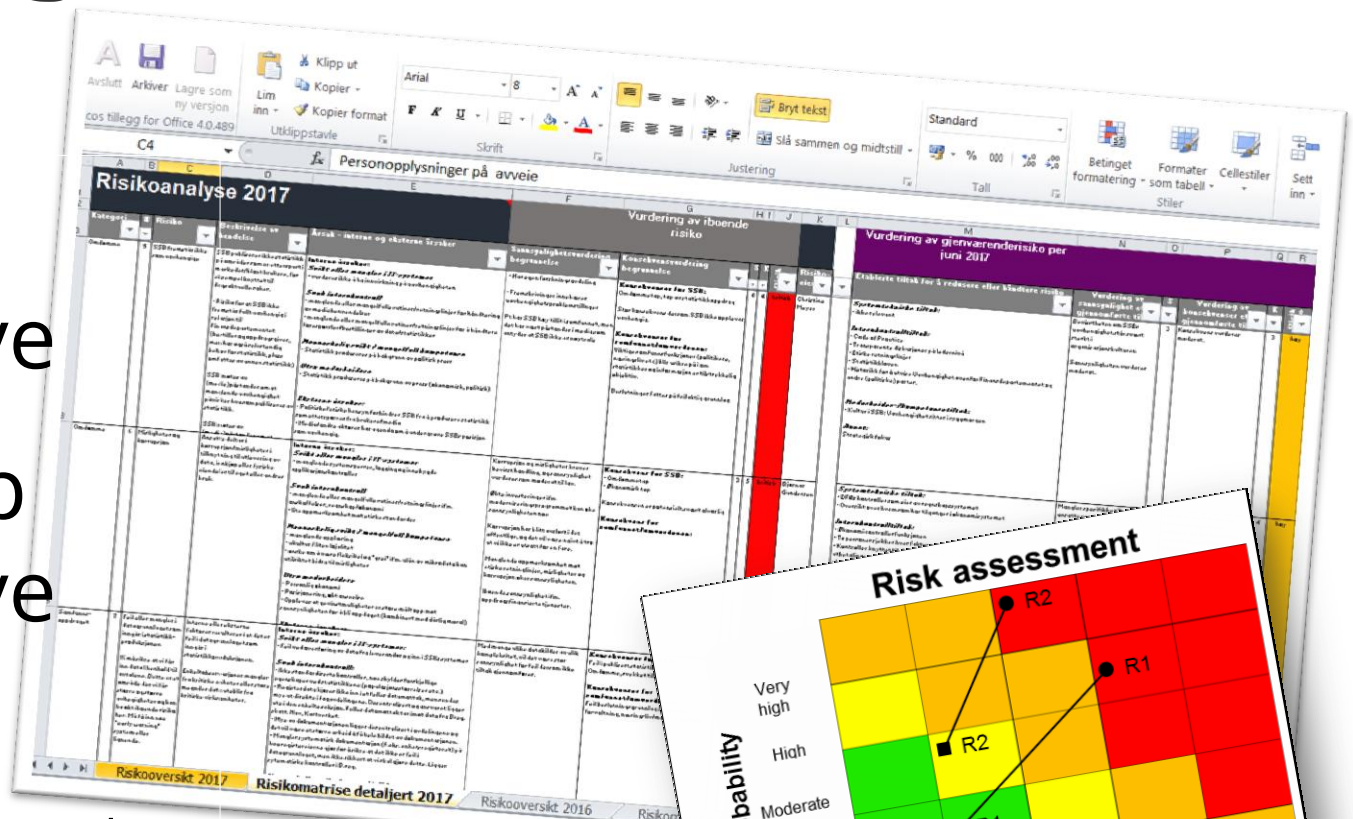
Reporting and monitoring
to ensure compliance and continuous improvements

Working procedures

Detailed documents and routines

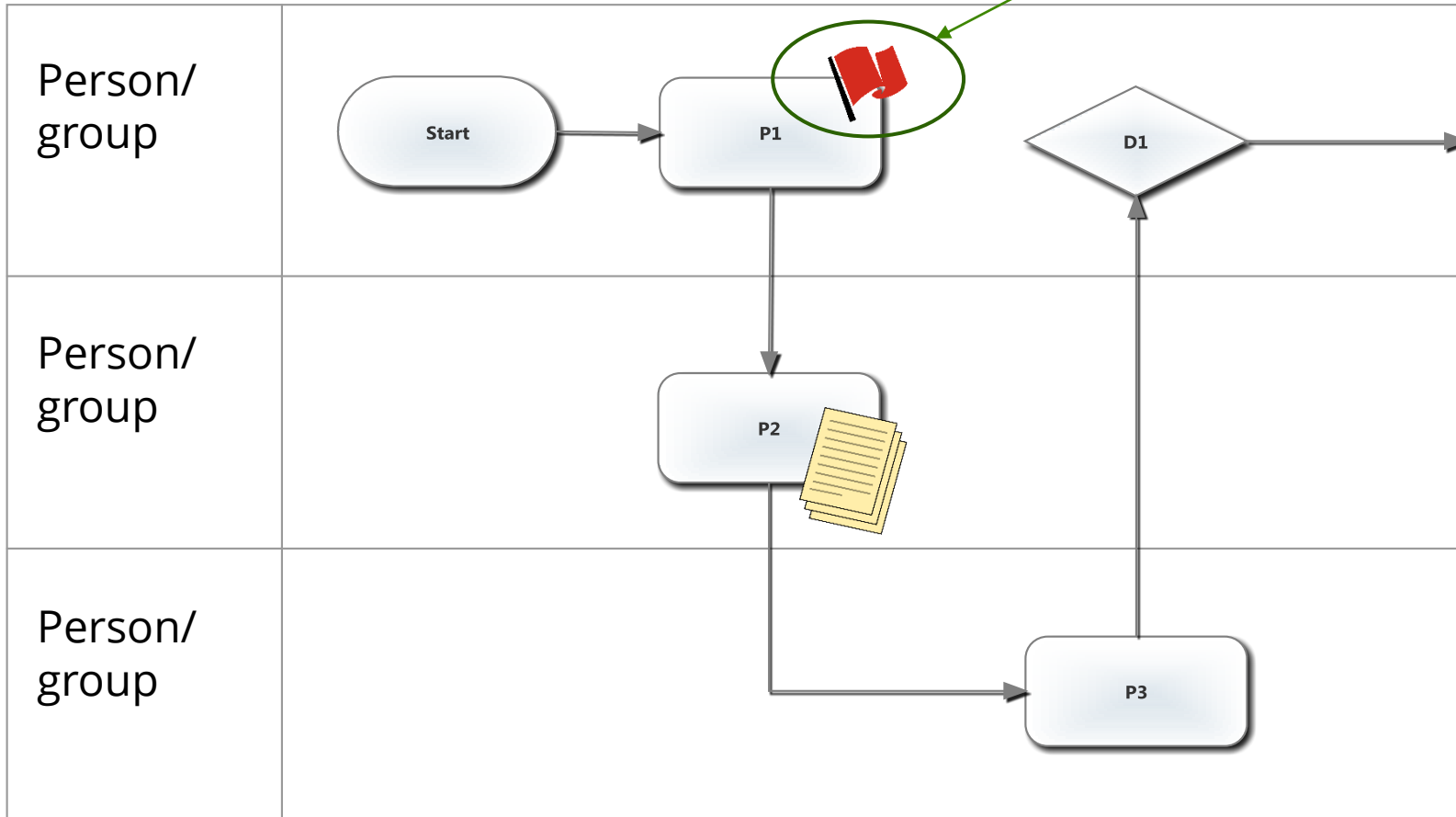
Risk management in Statistics Norway

- Top-down perspective
- Bottom-up perspective
- Project management

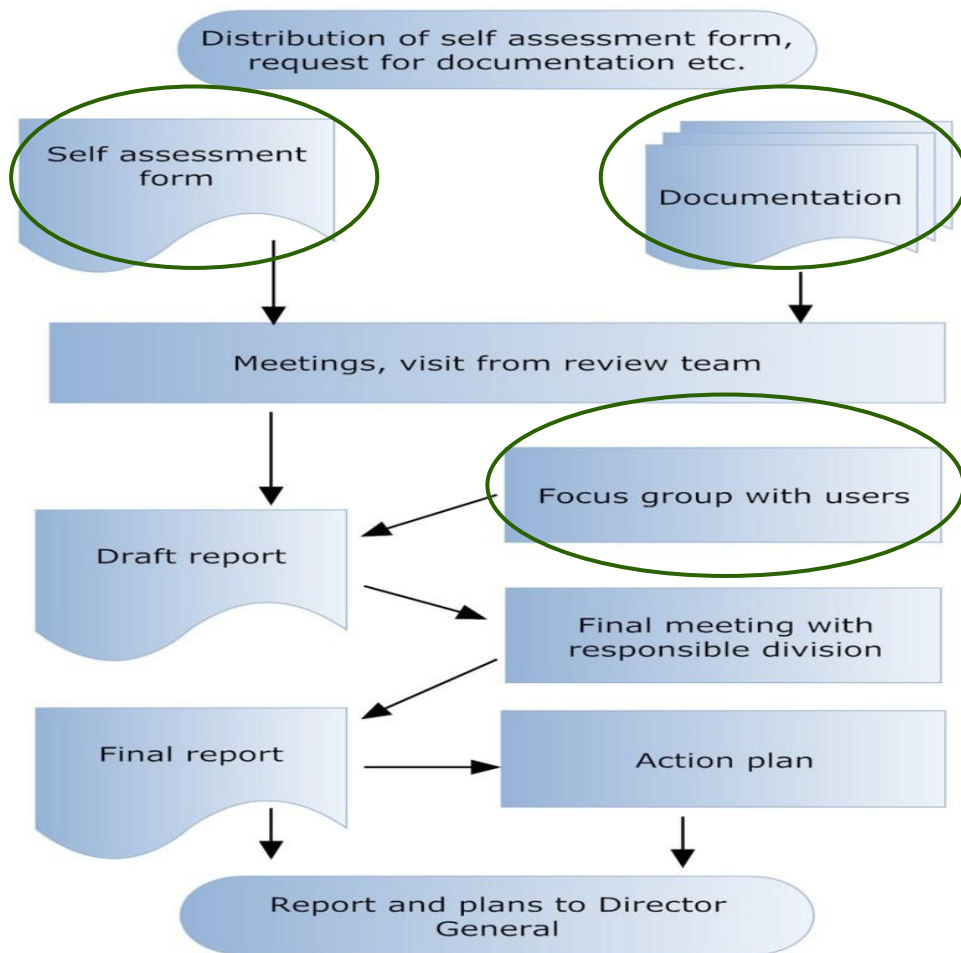


Snap shot of a flow-chart

Critical step



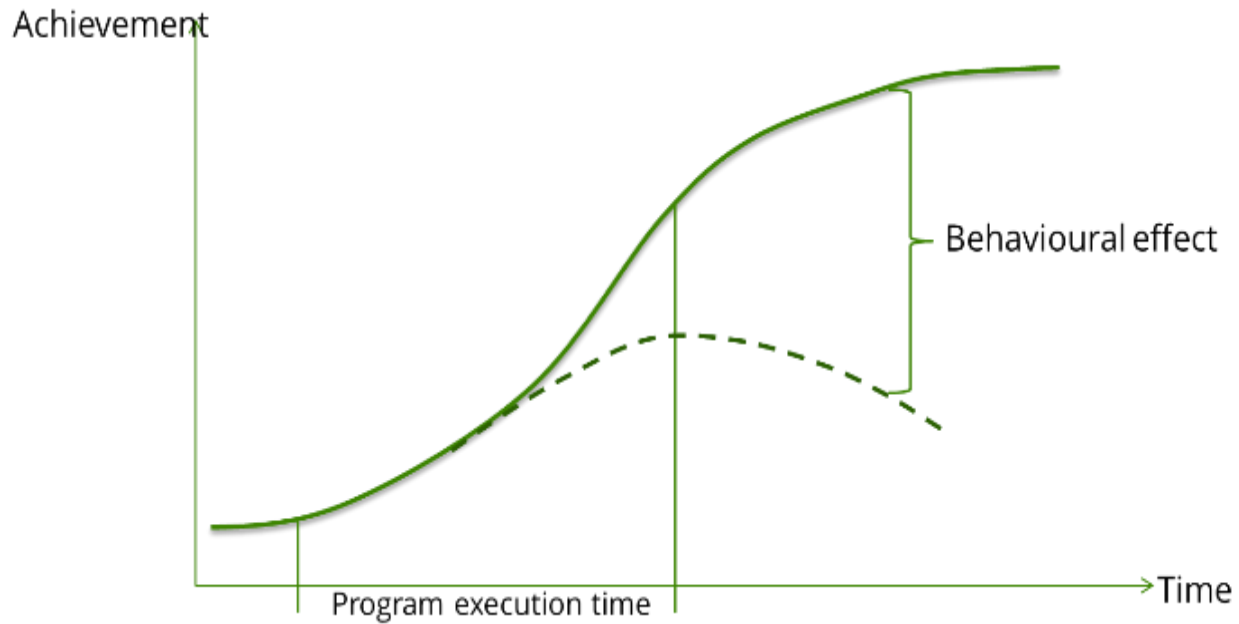
Internal quality reviews based on the European Statistics Code of Practice



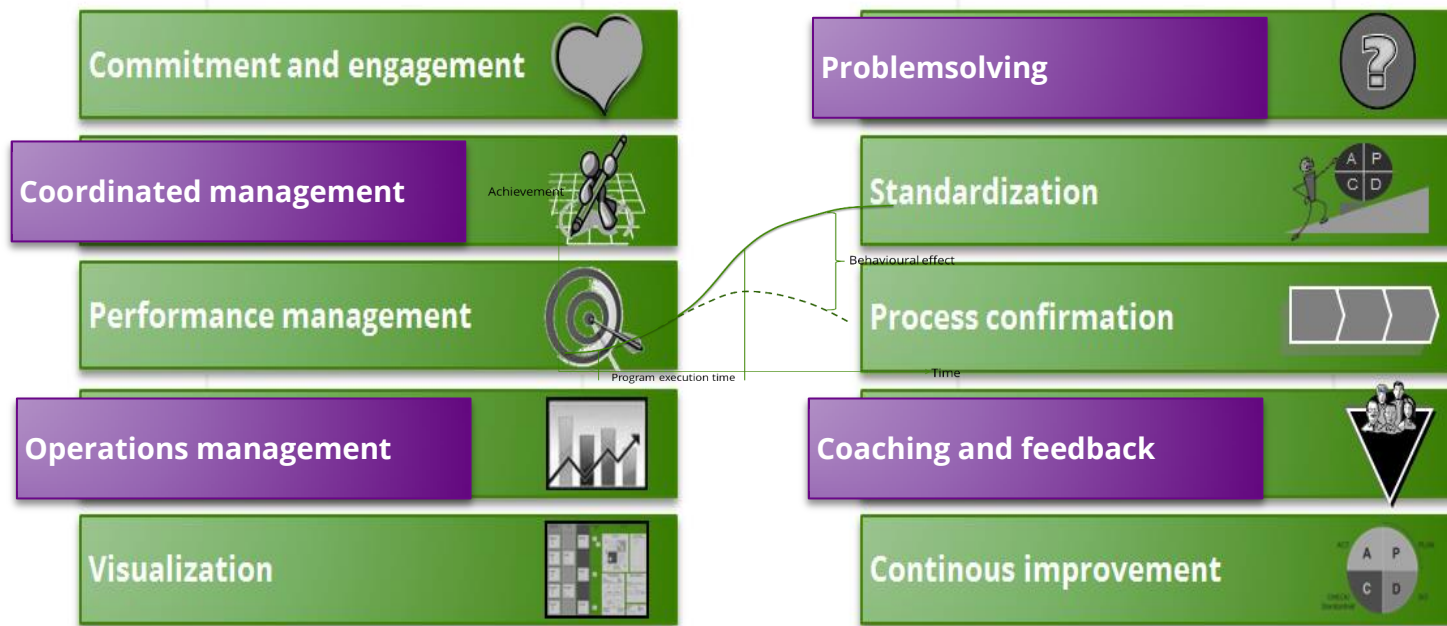
Based on three elements:

1. Self assessments
2. Other documentation
3. Focus group with users

Core dimensions in Lean leadership

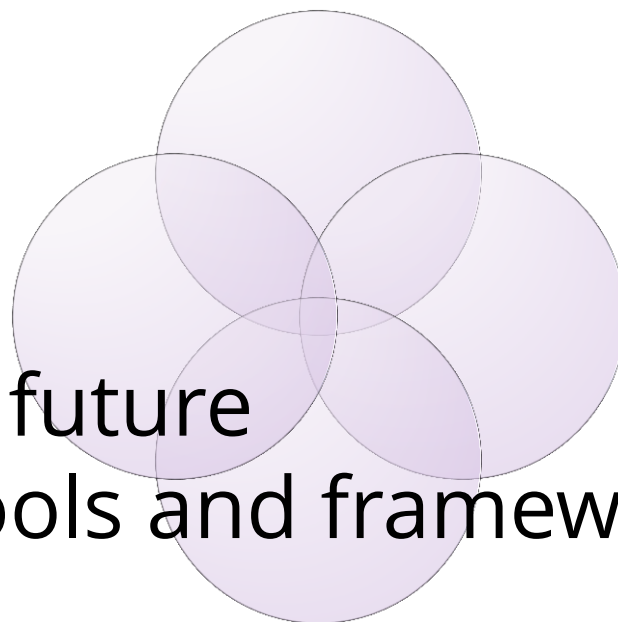


Core dimensions in Lean leadership



- Statistics Norway today – individual initiatives

- **Wanted situation in the future**
 - interaction between tools and frameworks



Achieve objectives and results



Top managers



Where to go



Operation manager



How to get there

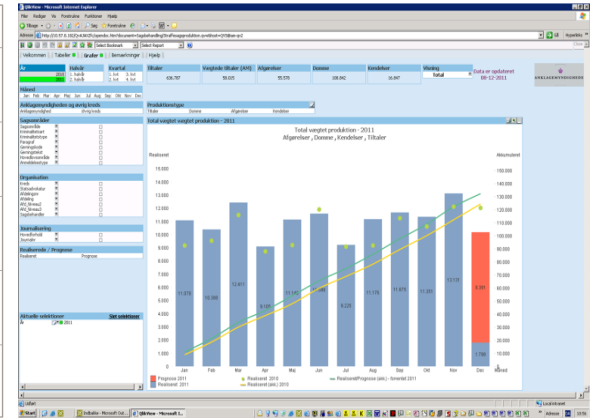
White boards (examples)



Top managers

Målepunkter	Grøn	Red	Forbedrings- idéer
Effektivitet • xyz • xyz		Effektivitet 	
Kvalitet • xyz • xyz	Kvalitet 		
Levering • xyz • xyz		Levering 	
Gns.løbstid • xyz • xyz	Gn.løbstid 		
Personale • xyz • xyz		Personale 	

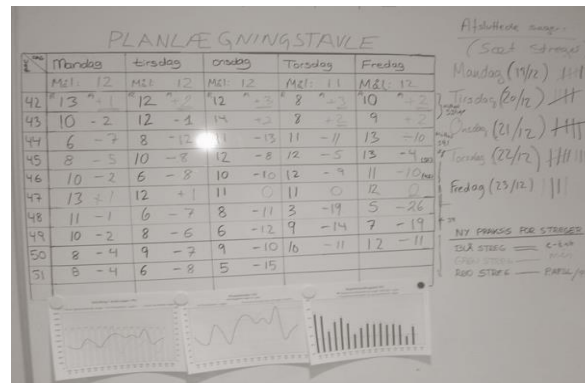
Management by objectives



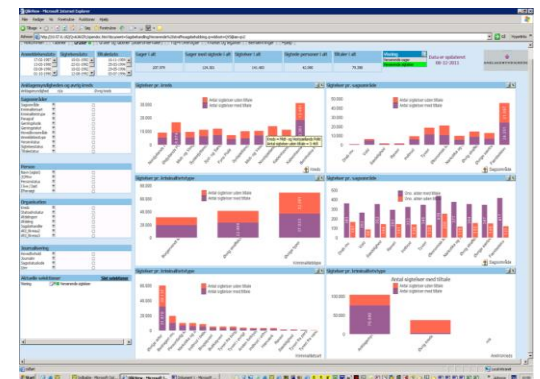
Control and progression



Operation manager

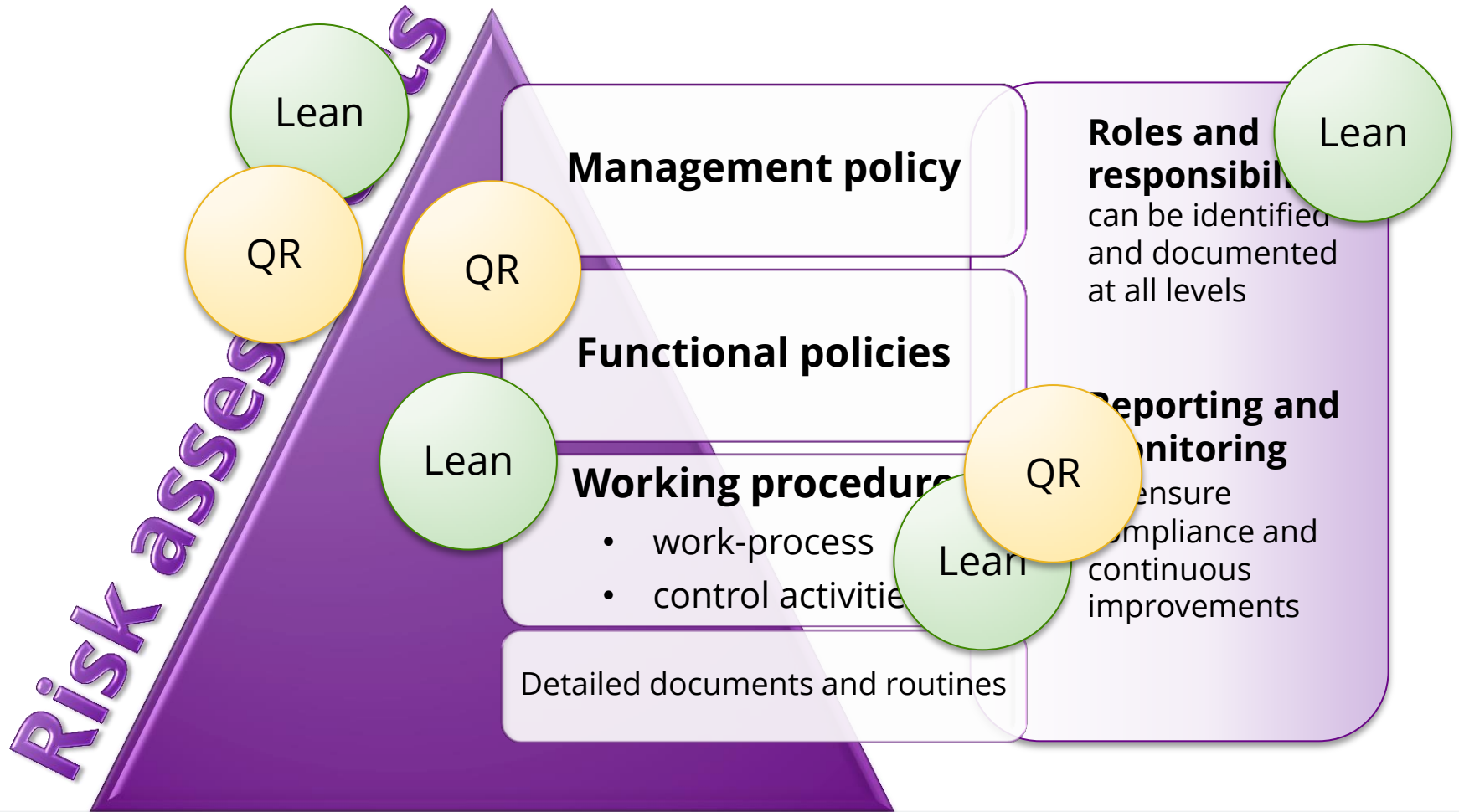


Operation management board



Improvements

Good quality, efficiency and predictability in output



Risk management

**Quality, efficiency
and
good governance**

Lean

Risk
assessment

Reporting
and
monitoring

Quality
reviews

Internal control