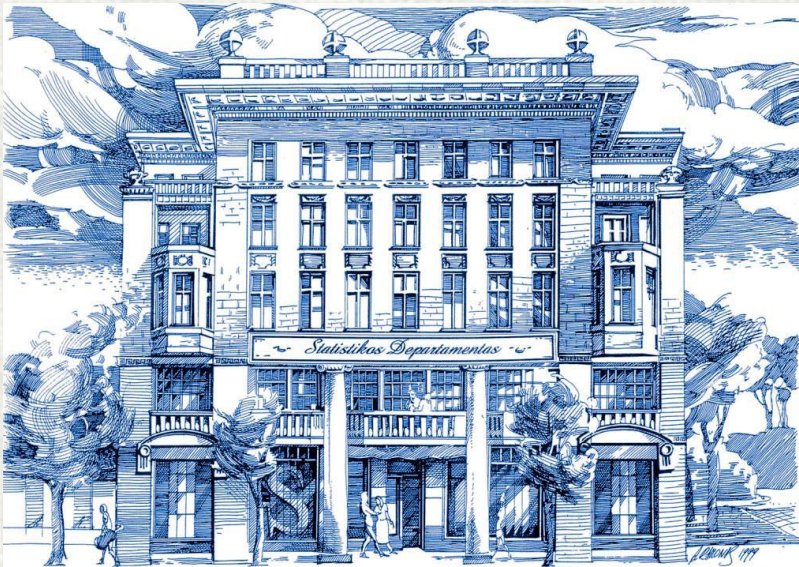


# EXPERIENCES WITH A QUALITY MANAGEMENT SYSTEM CONFORMING TO ISO 9001:2008 REQUIREMENTS



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## CONTENTS

- Why systematic Quality Management is essential
- Main phases of implementation of Quality Management System
- Implementation of Quality Management System based on ISO
- ISO and the European Statistics Code of Practice
- Monitoring of performance indicators
- Staff involvement in quality work
- Conclusions

## WHY SYSTEMATIC QUALITY MANAGEMENT IS ESSENTIAL

- To expedite reaction to user needs and expectations
- To establish an effective management system
- To motivate the staff and to develop the quality culture
- To strengthen cooperation with stakeholders
- To enable effective organization of institution's activity and well-balanced distribution of resources
- To assure continuous improvement

## MAIN PHASES OF IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEM

- Decision and support of Top management
- Appointment of responsible staff (quality manager, working group)
- Analysis of existing quality frameworks and their applicability to organization
- Decision on the quality framework(s) to be implemented
- Presentation of requirements of the framework (in our case-ISO 9001) to staff
- Analysis of current situation (identification of drawbacks), learning
- Preparation of documentation
- Implementation of the system
- Internal audit and improvement actions
- Management review and improvement of the system

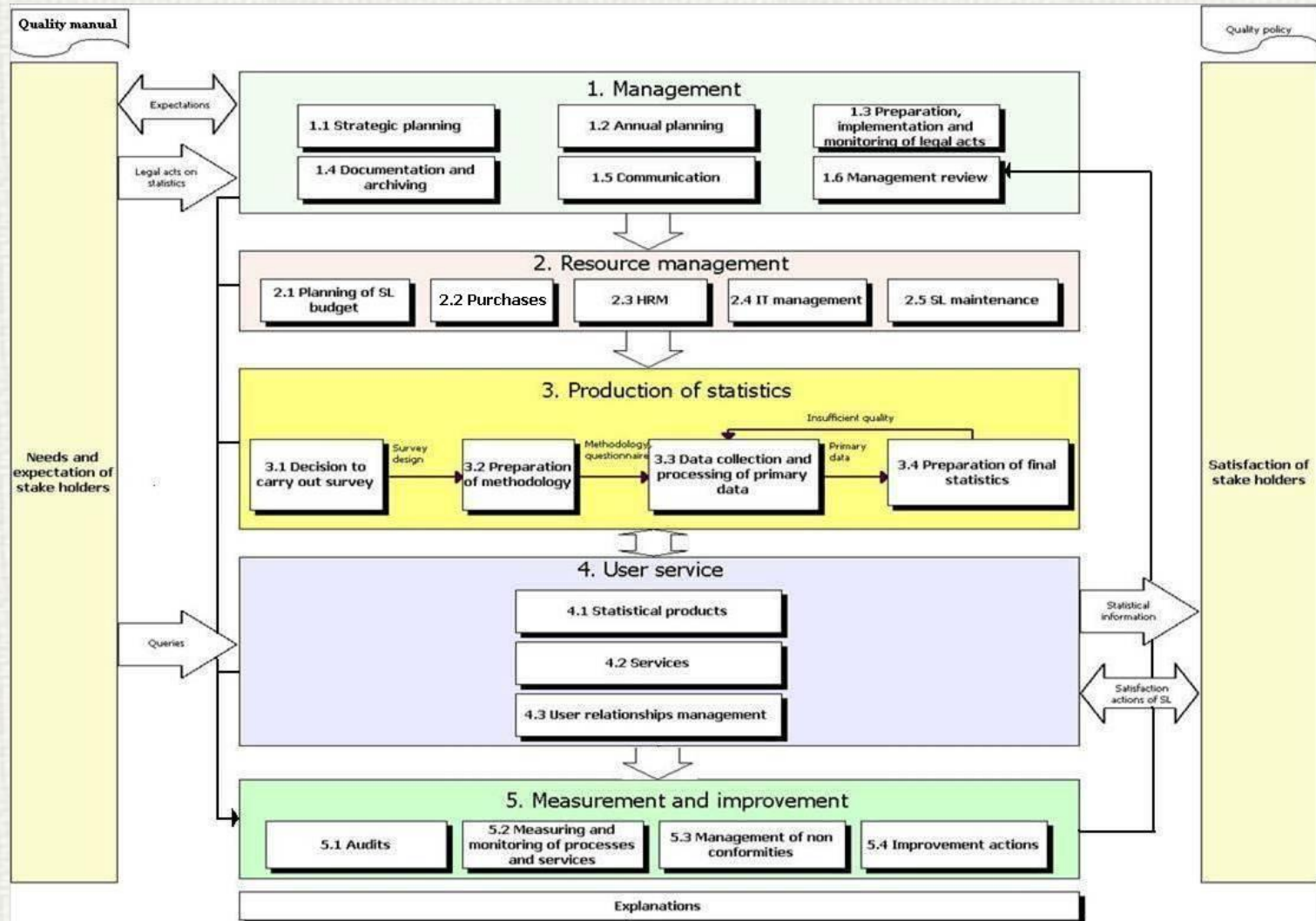
## MAIN ELEMENTS OF QUALITY MANAGEMENT SYSTEM CONFORMING TO ISO

- Quality manager
  - ✓ *Coordination of introduction of quality management system*
  - ✓ *Overall quality management across the institution*
- Definition of the processes, identification of their interactions and sequences, appointment of process owners
- Documentation of quality management system (quality policy and quality tasks, quality manual, process map, etc.)
  - ✓ Management rules for Production of statistics process and responsibility
    - ✓ *Methodology and quality division – institutional level*
    - ✓ *Survey managers – survey level*
- Analysis of the efficiency of quality management system

## IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEM BASED ON ISO

- **2002** – Start of systematic quality work: the first working group on quality established and a working plan made
- **2003** – Pilot survey on the quality of the statistical production process and products
- **2005–2007** – Creation and implementation of the system: establishment of process map, appointment of process owners, documentation, learning
- **2007** – Internal audit of the system, improvement
- **2007** – Certification of the system against ISO 9001:2000
- **2008–2010** – Assessment, monitoring and development
- **2010** – Certification of the system against ISO 9001:2008
- **2013** – Recertification of the system against ISO 9001:2008

# PROCESSES OF STATISTICS LITHUANIA

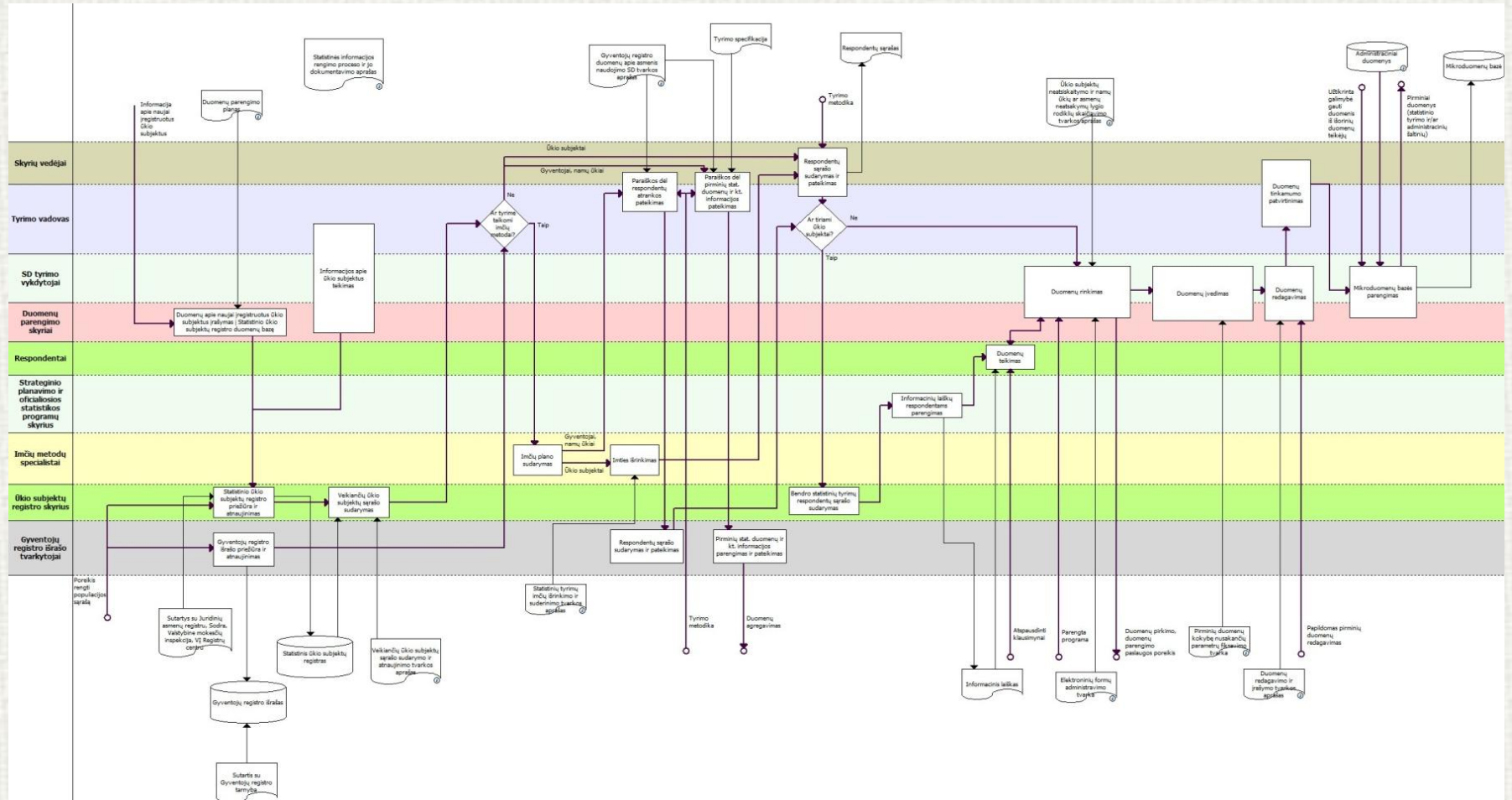


## DESCRIPTION OF STATISTICAL PROCESS

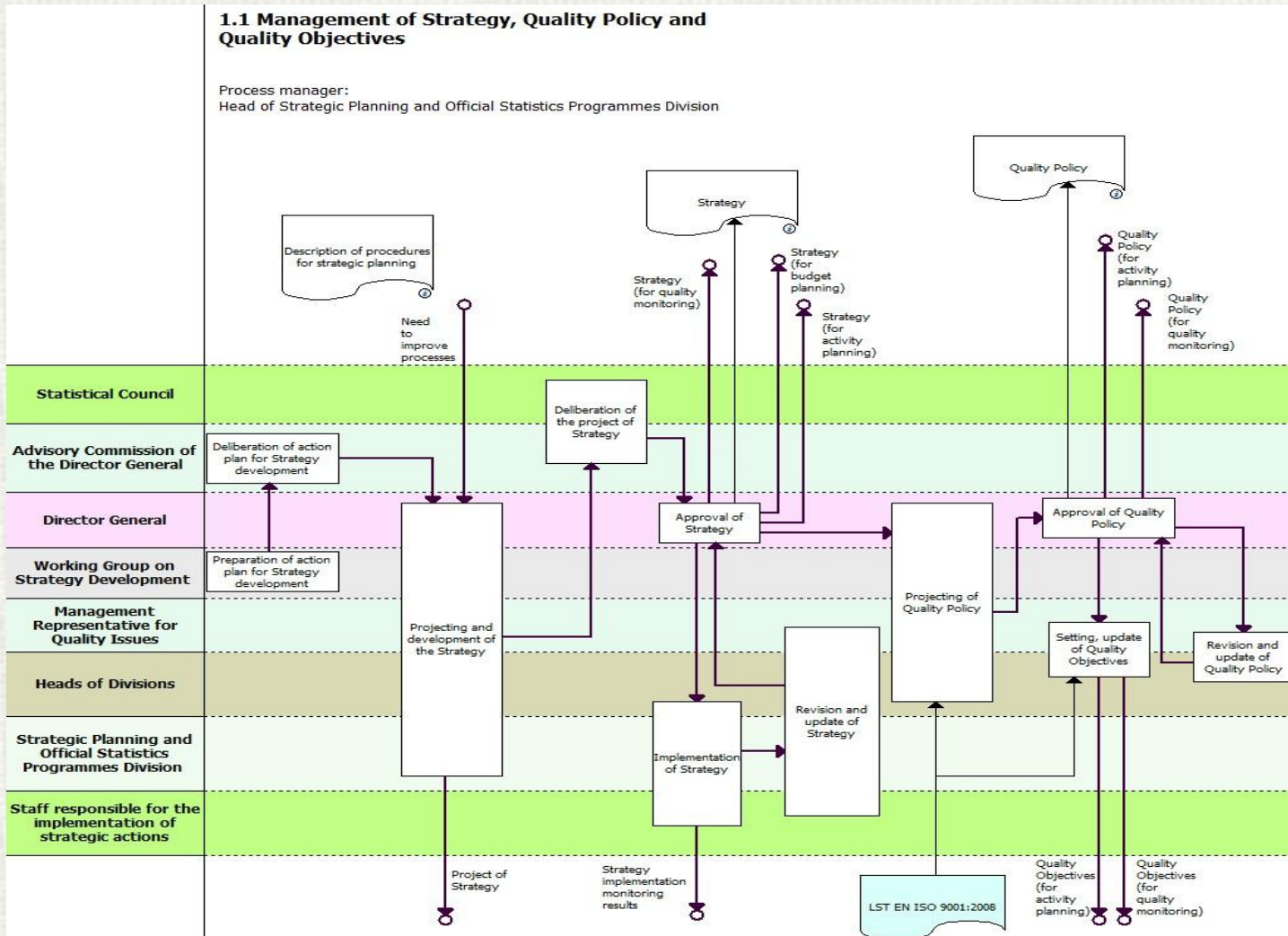
- Description in written form:
  - ✓ *identification of the main steps*
  - ✓ *description of the main principles*
  - ✓ *guidelines*
  - ✓ *documentation*
  
- Graphical presentation (QPR Process Guide):
  - ✓ *identification of the main steps*
  - ✓ *main participants*
  - ✓ *regulations*
  - ✓ *guidelines*



# EXAMPLE: PROCESS OF DATA COLLECTION AND PROCESSING OF PRIMARY DATA



# PROCESS OF STRATEGIC AND QUALITY PLANNING



# QUALITY POLICY OF STATISTICS LITHUANIA

## Statistics Lithuania commits itself:

- To **better meet the needs** for statistical information of **various user groups**
- To **develop the dissemination of official statistics through the Official Statistics Portal**
- To **strengthen cooperation with respondents** motivating them to provide high quality statistical data
- To **strengthen the coordination of institutions managing official statistics**, to encourage institutions managing European statistics to implement the provisions of the European Statistics Code of Practice
- To **improve the quality management system**
- To **enhance interinstitutional and international cooperation** in the area of statistics through active participation in legislative processes in Lithuania and the European Statistical System
- To **foster initiative and responsibility, improve qualification and enhance competence, increase motivation of staff**
- To **use resources responsibly** and to **implement measures enabling the preservation of the environment.**

## STRATEGY OF STATISTICS LITHUANIA FOR 2013–2017

**Strategic objective** – to improve quality & accessibility of statistical services & products by rationally using resources & without increasing statistical burden for respondents

**More efficient  
production of  
statistical  
information**

**Higher quality  
services to  
users**

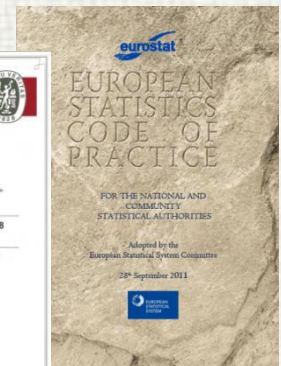
**Enhancement  
of  
institutional  
environment**

Link to Strategy: [http://www.osp.stat.gov.lt/documents/29256/1366419/Strategy\\_2013-2017.pdf](http://www.osp.stat.gov.lt/documents/29256/1366419/Strategy_2013-2017.pdf)

# ISO AND EUROPEAN STATISTICS CODE OF PRACTICE

## ISO based Quality management system is a good framework for the implementation of the Code of Practice

- Management rules, structure, processes and responsibilities are clearly defined and documented
- Performance results are planned and pursued purposefully
- Quality assessment and improvement methods and tools are implemented in a clear and systematic way
- Quality policy and objectives are defined and regularly updated



# QUALITY ASSESSMENT AND IMPROVEMENT METHODS AND TOOLS USED AT STATISTICS LITHUANIA

## Management

- EFQM self-assessment
- Quality management audits
- Management of non-conformities

## Production of statistics

- Monitoring of performance indicators
- DESAP self-assessment of survey managers
- Testing and revising of statistical questionnaires
- Statistical audits

## User service

- User satisfaction surveys

## MONITORING OF PERFORMANCE INDICATORS

**The set of regularly monitored performance indicators covers:**

- ESS quality indicators
- Indicators related to time used for different statistical processes
- Indicators related to characteristics of processes

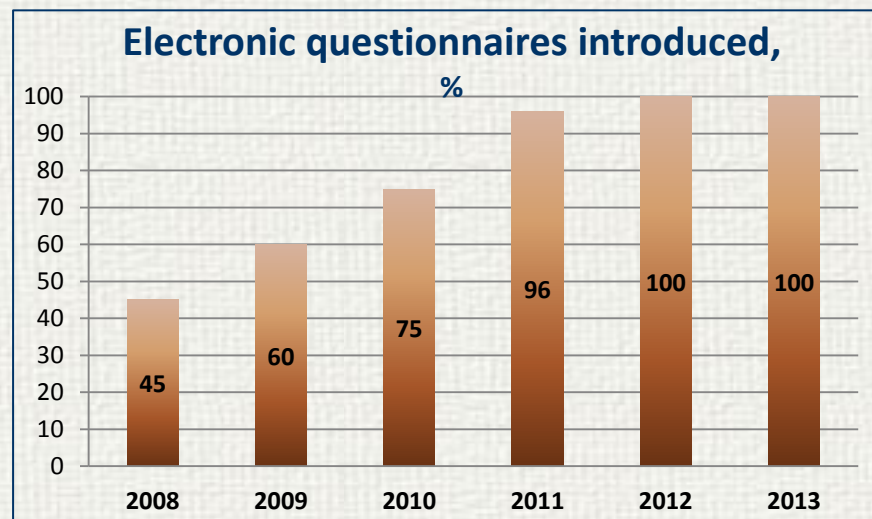
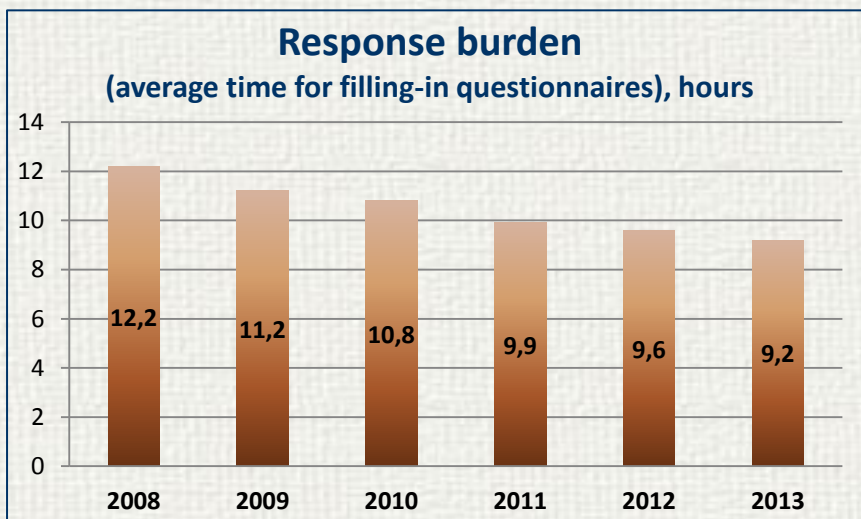
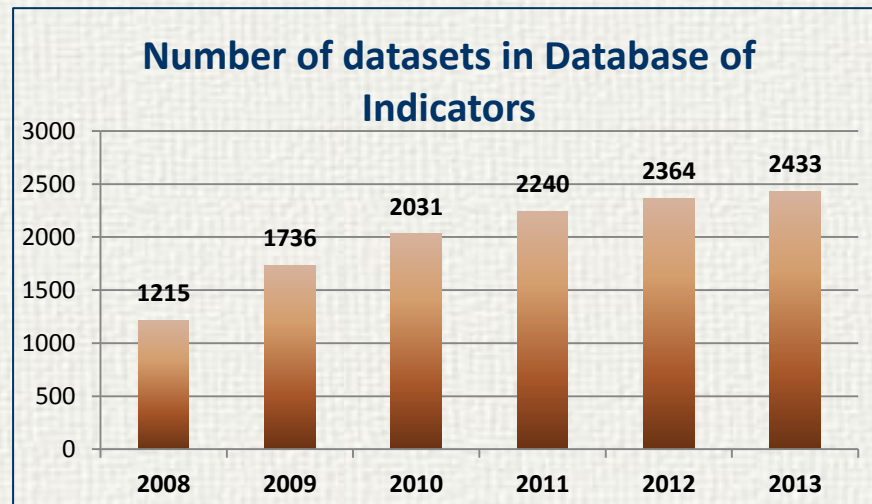
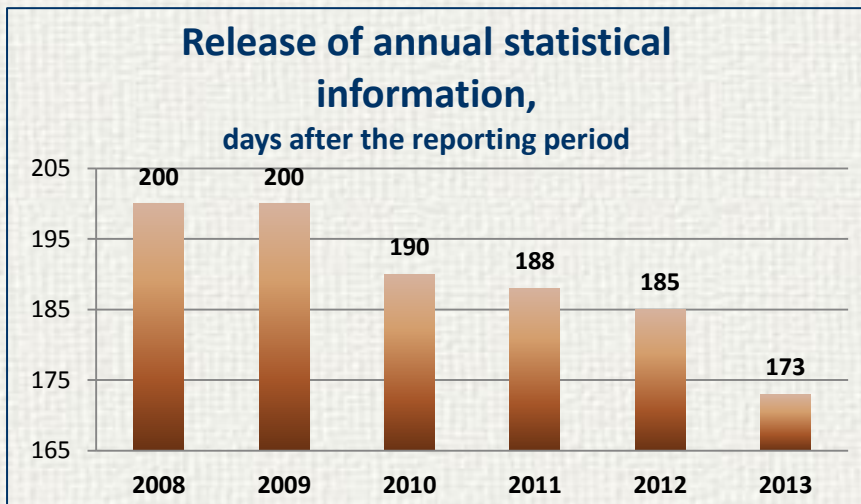
### Measurement

- Measures are compared with critical values which are defined for the performance indicators
- Regular analysis is made at survey and institutional levels

### Decision-making

- Monitoring results are widely discussed in the Director General Advisory Commission meetings and decisions for further improvements are made

## EXAMPLES OF MONITORING RESULTS





## STAFF INVOLVEMENT IN QUALITY WORK

- Possibility to inform about non-conformities and to contribute to quality improvement
- Self-assessment of survey managers (DESAP)
- Staff involvement in the decision-making process
- Performance of staff satisfaction surveys

**Full staff involvement and support are essential for the implementation and development of a quality management system**

## GENERAL COMMENTS

- Quality management is effective only when it is systematic
- Regardless of which quality model is used, definition and documentation of main processes facilitate the quality work in many aspects
- Staff attitude and feeling about the institution and quality of output they produce are essential for the effective quality management
- Initiative and support of the Top management play very important role in implementation of quality principles



**THANK YOU!**

