



HUNGARIAN  
CENTRAL  
STATISTICAL  
OFFICE 

# Reshaping management of the household surveys in the Hungarian Central Statistical Office

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# ***Goals of the presentation***

- Describing the multiple reorganizations of the household survey management
- Interpreting the new structure of responsibilities
- Highlighting the main reasons behind the reorganizations
- Describing the new framework of the cooperation between the actors (service-oriented operational framework )

# *Household surveys in the HCSO*

- Labour survey
- Household Budget Survey
- Survey on Income and Living Conditions (SILC):
- Travel habits of residents
- Survey of information and communication technology (ICT) usage in households and by individuals:
- +Consumer price survey and Agricultural market supply and price survey

# ***GSBPM in HCSO's life***

- Continuous effort to gear our business processes to the Generic Statistical Business Process Model (GSBPM)
- As an example: adopting GSBPM
  - Hungarian Generic Business Process Modell (HGSBPM)
- Organizational Improvement in 2017:
  - Affected the whole institutional structure
  - On the basis of the HGSBPM

Quality Management / Metadata Management							
Specify Needs	Design	Build	Collect	Process	Analyse	Disseminate	Evaluate
1.1 Identify needs	2.1 Design outputs	3.1 Build collection instrument	4.1 Create frame & select sample	5.1 Integrate data	6.1 Prepare draft outputs	7.1 Update output systems	8.1 Gather evaluation inputs
1.2 Consult & confirm needs	2.2 Design variable descriptions	3.2 Build or enhance process components	4.2 Set up collection	5.2 Classify & code	6.2 Validate outputs	7.2 Produce dissemination products	8.2 Conduct evaluation
1.3 Establish output objectives	2.3 Design collection	3.3 Build or enhance dissemination components	4.3 Run collection	5.3 Review & validate	6.3 Interpret & explain outputs	7.3 Manage release of dissemination products	8.3 Agree an action plan
1.4 Identify concepts	2.4 Design frame & sample	3.4 Configure workflows	4.4 Finalise collection	5.4 Edit & impute	6.4 Apply disclosure control	7.4 Promote dissemination products	
1.5 Check data availability	2.5 Design processing & analysis	3.5 Test production system		5.5 Derive new variables & units	6.5 Finalise outputs	7.5 Manage user support	
1.6 Prepare business case	2.6 Design production systems & workflow	3.6 Test statistical business process		5.6 Calculate weights			
		3.7 Finalise production system		5.7 Calculate aggregates			
				5.8 Finalise data files			

# ***The past – Organising surveys***

- The former structure of the office:
  - Decentralized
  - Territorial units:
    - 8 regional department with county level sections (units)
- In these units employees responsible for the execution of the household surveys:
  - in the assigned territory (enumeration districts) one person was responsible for all the activities linked to the field:
  - the execution and the controlling activities were not separated
- Deficiencies of this practice:
  - No interests in making hard quality checks
  - Individual interlacements
  - Less direct control of the relationship
  - Difficult to implement standards or harder to monitor the proper usage of the standards

## ***The past – State of enumerators***

- employed directly by the HCSO
- In a form of assignment contracts:
  - The form is basically for temporary employment
  - But most of the enumerators were permanently collecting data for HCSO
- This provide legislative problems

## ***2013-2017 – Statek Ltd.***

- In 2013 HCSO established Statek Ltd.
  - The main goal:
    - To settle the legal situation of the interviewers
    - wider employer rights for the new organization
    - To make the financing of the field more transparent and predictable
- Employer rights, but no direct professional control
- Coordinator staff still in HCSO
  - No direct effect on the amount of work given to the enumerators
  - no direct channel where the employer instruction or other information could be communicated



# ***Reorganization in two steps***

## ***First step***

- Organizational improvement in 2017
- new centralized unit responsible for the conduction of the household surveys: Household Surveys Data Collection Department
  - responsible for all the activities linked to the execution
  - on country level
  - On the basis of the HGSBPM's sub-processes
  - Two sections:
    - The Data Collection Organising and Coordinating Sections
    - Data Preparation and Validation Section
- employees working in the previous regional departments underwent a profile cleaning

# ***Reorganization in two steps***

## ***First step***

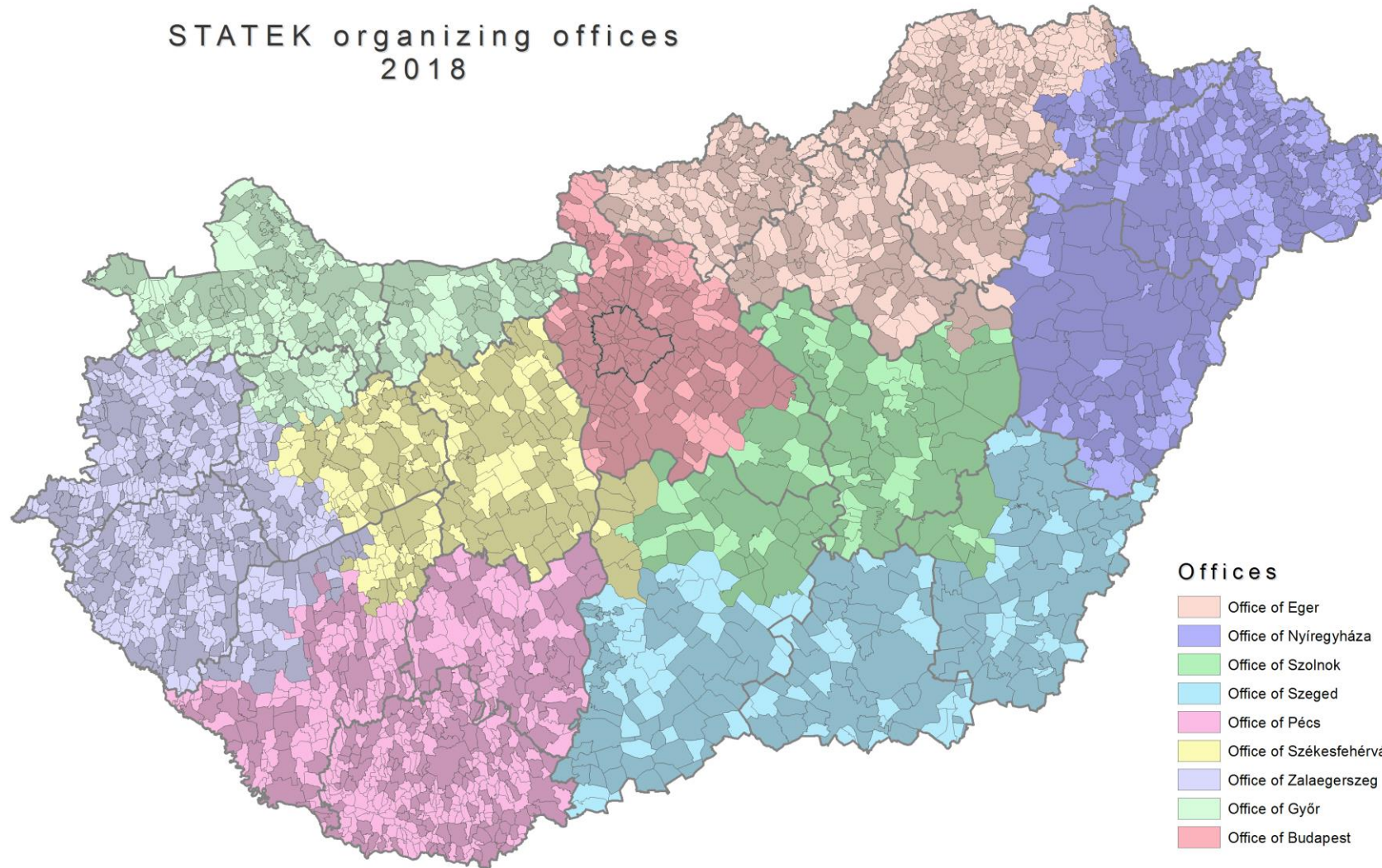
- Positive effects:
  - the execution of household surveys being in one hand
  - standards can be introduced
  - dissolving regional differences
  - strictly dividing the supervision from the quality control
    - quality control became objective and independent

# ***Reorganization in two steps***

## ***Second step - Statek Ltd.***

- to find a solution to the before mentioned deficiency within the Statek
- transfer a part of the employees of the Data Collection Organising and Coordinating Unit
- the organizational responsibilities were reshaped
- new so-called organizational offices were established:
- The principle of the creation of the offices:
  - County borders were not taken into consideration
  - the enumerator's residence was the point of reference.
  - the way from the office to the enumerator's home should be no longer than 1,5 hours.
  - we determined that one organizer is able coordinate the work of 10-15 enumerators

# STATEK organizing offices 2018



## Offices

- Office of Eger
- Office of Nyíregyháza
- Office of Szolnok
- Office of Szeged
- Office of Pécs
- Office of Székesfehérvár
- Office of Zalaegerszeg
- Office of Győr
- Office of Budapest

# ***Reorganization in two steps***

## ***Second step - Statek Ltd.***

- The Statek's duties became the following:
  - organizing surveys, creating enumeration districts, making the annual schedule of duties of the enumerators;
  - recruiting and selecting the enumerators, ensuring their necessary capacity ;
  - taking care of the employers duties connected to enumerators;
  - improving the questioning abilities, communication and professional ethics of the enumerators, developing, monitoring and documenting their preparedness;
  - organizing professional and use -of - equipment trainings;
  - distributing and registering papers, instruction manuals and promotional materials among the enumerators;
  - equipping enumerators with mobile tools, replacing these and handling “errors” on primary level;
  - conducting surveys at the appointed address/ venue;
  - conducting surveys within the given deadline;
  - preparing the completion sheets.



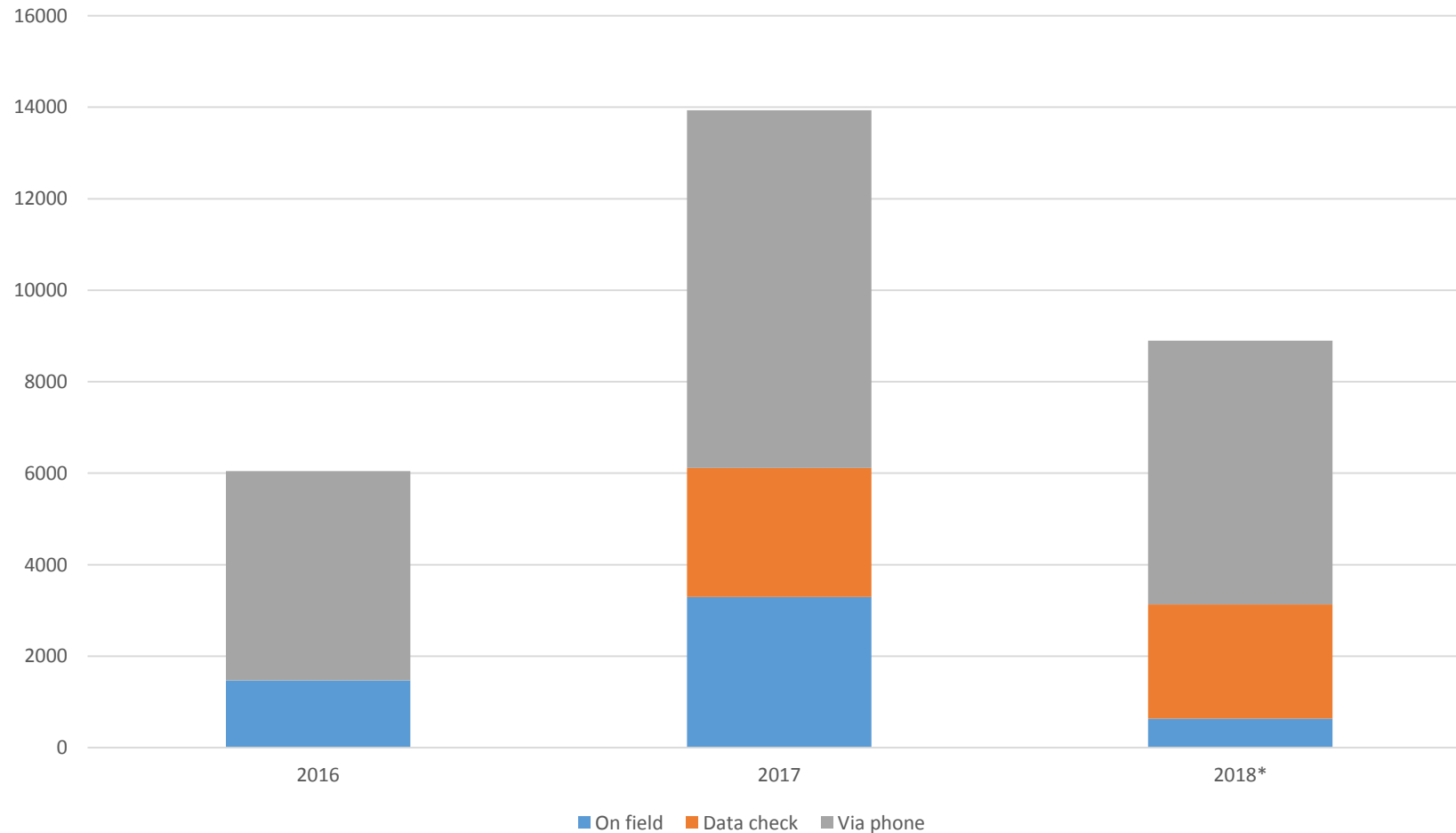
# ***Reorganization in two steps***

## ***Second step - Statek Ltd.***

- Household Surveys Data Collection Department responsibilities:
  - training the enumerators professional use of equipment and educating them ( preparing and developing standard training materials, controlling the enumerators' preparedness, counter checking , etc.);
  - systematic monitoring function ( checking via phone, emails and on-site, improving methods, sharing experience;
  - informing data providers ( call center, informing circuit clerks);
  - monitoring surveys ( maintaining the monitoring system of the enumerators' performances, analyzing and valuing aggregated data, giving feedback to the departments and the Statek.

# Recent experiences

Checks made by contacting respondents (N)



2016 to 2017: 230,6% increase

2017 to end of 2018 (predicted): further 127,7% increase

Errors:

2016: 95 revealed error

2017: 364!

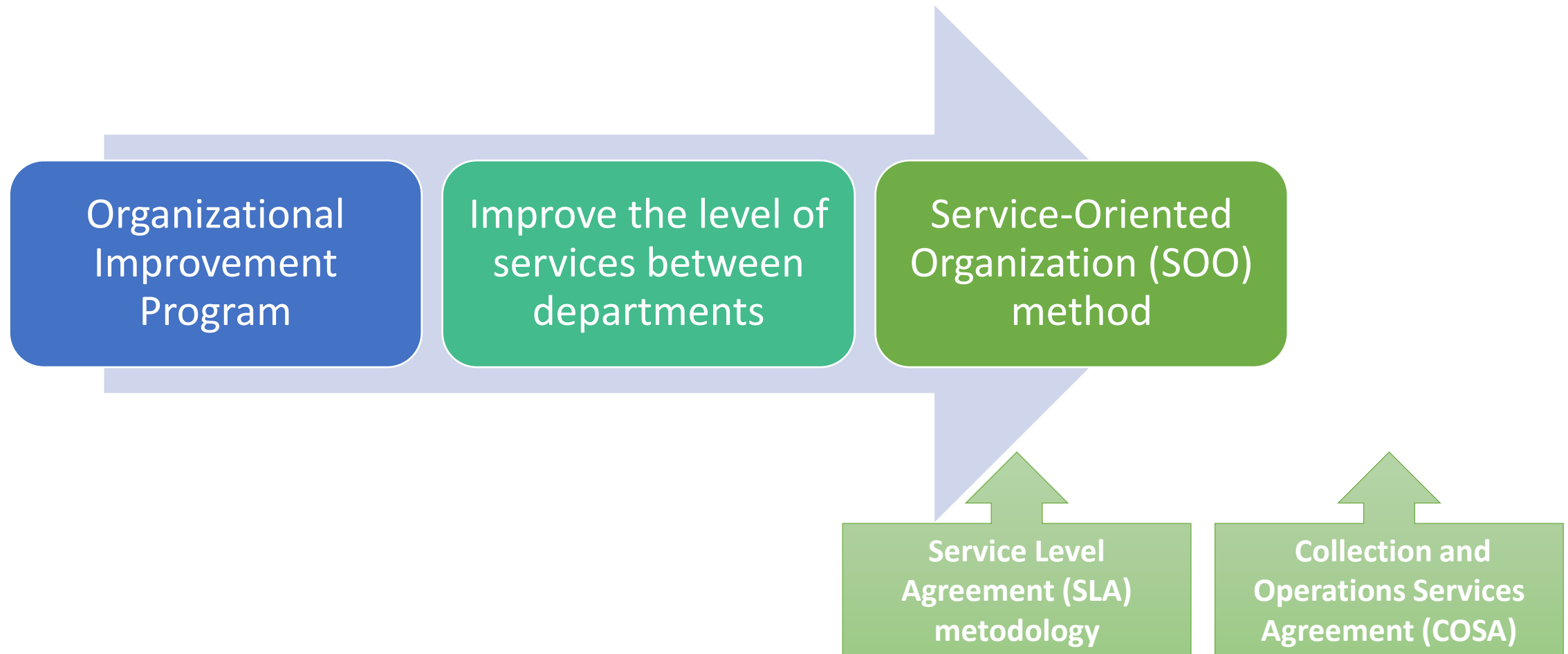
2018 so far: 324!!

\*2018 so far



# *Background of the SOO framework*

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# ***SOO model***

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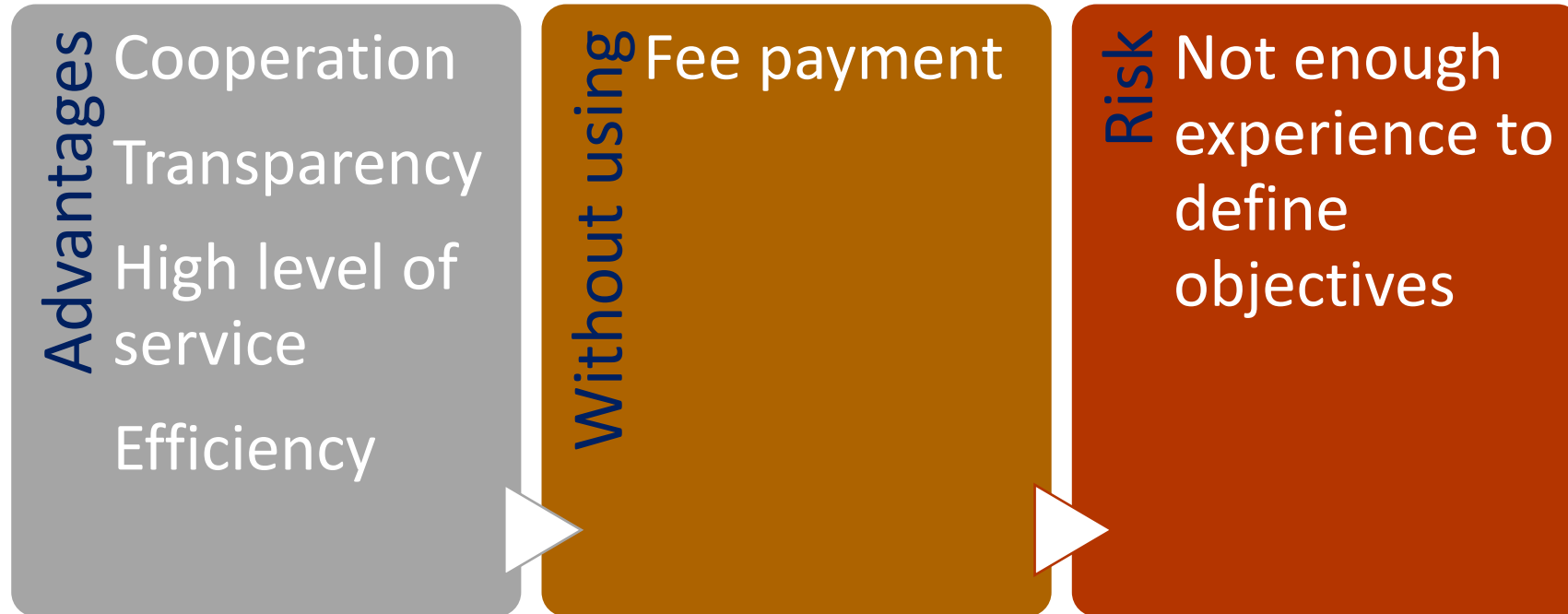
**Instruction-based  
operation**



**Collaborative, service-  
oriented operation**

# SOO model

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# *Cooperation Agreement*

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the agreement is signed between the organizational units (departments) of the HCSO

for the pilot project, the HCSO's relevant departments have an agreement with the STATEK

a task-based agreement (an organizational unit delivers a specific outcome to the order of another organizational unit)

the agreement is signed by the heads of the departments concerned



# Elements of the agreement

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1. Az adatfelvétel jellemzői			2. Elvárások a megállapodó felek között											
Sor-szám	Inputot biztosító szervezeti egység	Feladat végrehajtásért felelős												
1	Statek Kft.	KSH Lakossági adatfelvételek főosztály	6	Statek Kft.	KSH Lakossági adatfelvételek főosztály	Bérelemek beállításai a LAKOS rendszerbe	Bérelemek tábla megadása	Aktuális bérelemek alapján készülő teljesítés igazolás	Aktuális bérelemek alapján működő LAKOS	I/N	3 munkanap	Igény érkezését követő 3 munkanap	Megrendelési input biztosítása	
2	KSH Életminőség-statisztikai főosztály	Statek	7	Statek Kft.	KSH Lakossági adatfelvételek főosztály	Címenkénti teljesítés elfogadása	-	Kimutatás a címenkénti teljesítés elfogadásáról	Kimutatás megléte	I/N	Folyamatos	Tárgyhét követő hó 18-án, kilépő összeírás esetén a kilépés jelzését követő 3 munkanap		
3	KSH Életminőség-statisztikai főosztály	Statek	<p>Felek jelen dokumentumot, mint akaratukkal mindenben egyezőt jóváhagyólag írták alá.</p> <p>Budapest, 2018. február</p> <p> <span>Pajtásné Gál Erika STATEK Kft szakmai vezetője</span> <span>Janák Katalin KSH Életminőség-statisztikai főosztály vezetője</span> <span>Kátainé Csincsák Éva KSH Lakossági adatfelvételek főosztály vezetője</span> </p>											
4	KSH Életminőség-statisztikai főosztály	Statek Kft	<p>Az adatgyűjtés végrehajtása a KSH által kijelölt címen/személyeken, a Kérdőíró útmutatóban leírtak szerint</p> <p>KSH által előírt szakmai elvárások (Kérdőíró útmutató)</p> <p>Az adatfelvétel teljes körű lebonyolítása</p> <p>Megvalósulási arány (előírt ütemezésben és területre)</p> <p>negyedéves időintervallumra vonatkozóan kérjük teljesíteni Budapest 34%, megyei jogú</p> <p>Folyamatos</p> <p>Az összeírási időszak utolsó napja</p> <p>napok betöltése a LAKOS-ba, - jól működő adatgyűjtő program rendelkezésre állása az összeírási időszak</p>											



# Elements of the agreement

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2. Expectations between the partners										
ID	Department placing the order	Service provider	Task	Input	Output	Indicator	Target value	Time period	Deadline	Conditions
1	Statek Kft.	Household Surveys Data Collection Department	Professional training for enumerators	Indication of training need	Properly trained enumerators	Test certificate completed at the appropriate level	100%	3 workdays	within 3 days of the request	Technical conditions for training

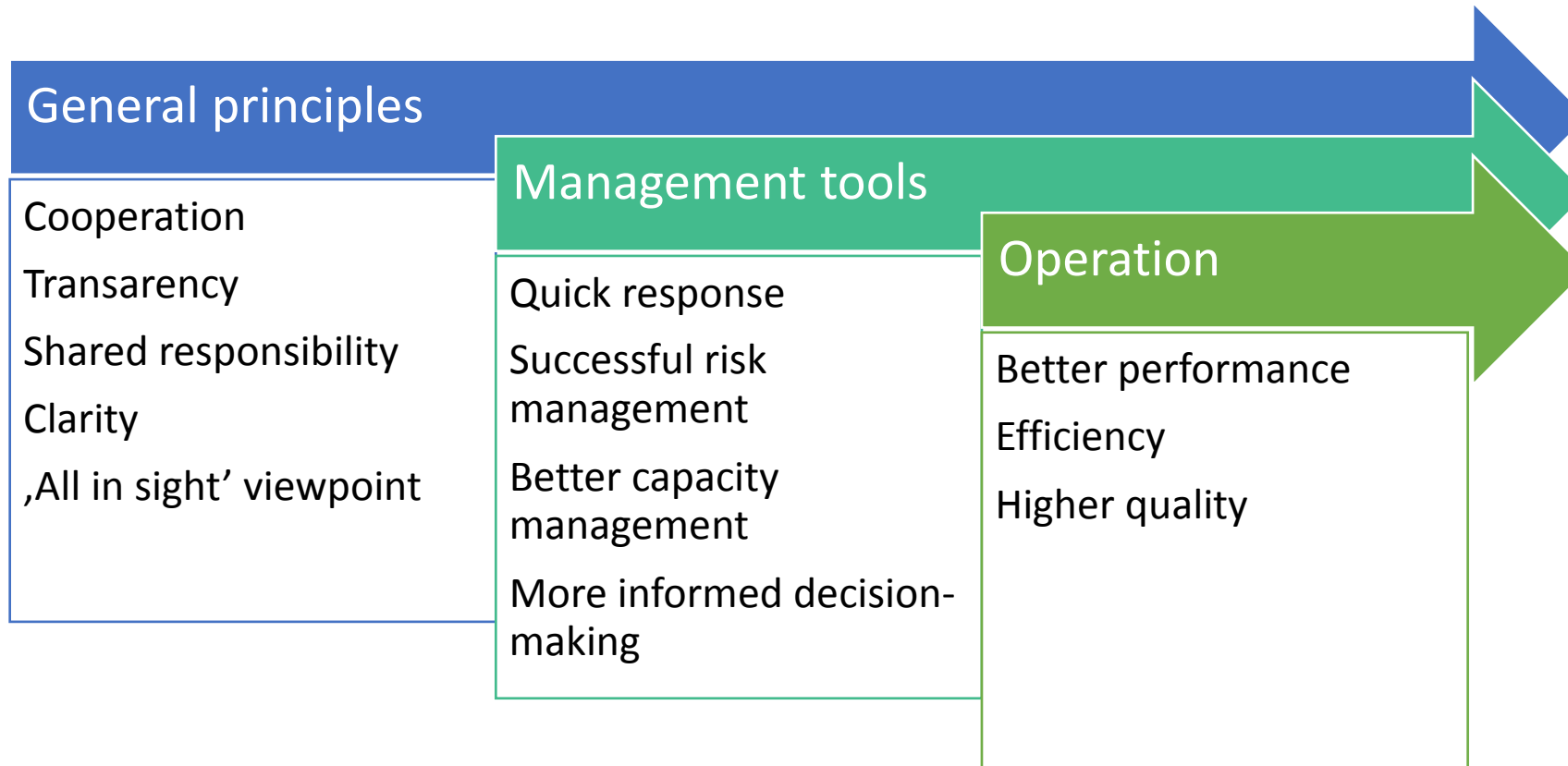
# ***Elements of the agreement***

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- Input and output
- Indicators
- Deadline and working time
- Conditions

# Contribution to a higher quality

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# *Results so far*

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- positive feedback from the actors right as we started
- wide range of freedom of the service provider how to achieve its goal
- keeping of the deadlines of the household surveys has been spectacularly increasing (more detailed analysis is needed ...)





# Conclusion

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- expect that such an operation can be introduced and disseminated
- hope that the SOO approach can create a partnership attitude in which all the actors can work at the best level of their abilities for achieving common objectives
- believe that we are going into the right direction, but we still have a lot of work to do to be able to work well, efficiently and naturally under an SOO agreement

