Summary of presentation

Quality management and quality frameworks

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THE CONTRACTOR IS ACTING UNDER A FRAMEWORK CONTRACT CONCLUDED WITH THE COMMISSION
Contents

1. Introduction
   - Q systems, frameworks - relations
2. Total quality management systems
3. Quality assurance frameworks
4. Towards integrated QMS/TQM

QMS implementation
Quality management, quality frameworks, relations

Total Quality management
systematic, holistic approach to quality

Institutional quality frameworks
general superstructures, less holistic than TQM

Quality assurance frameworks
detailed guidelines for ensuring Q of the key (statistical) outputs

Support processes - managerial, leadership
Support processes - resources

User needs
Statistical outputs
Production processes
Institutional environment
**Total Quality management**
- ISO 9001, EFQM, CAF, MBNQA, etc. BSC

**Institutional Quality frameworks**
- European statistics CoP, IMF DQAF, UN FP, OECD QF, ECB stat. QF, etc.

**Quality assurance frameworks**
- International: ESS QAF,
  - National QAF, Generic NQAF

**OUR FOCUS TODAY**
- ISO 9001, EFQM, CAF BSC
- ESS QAF
- Generic NQAF
Focus:

ISO 9001:2015 - guidance for performance improvement, based on process approach to realise activities in effective & efficient manner to enhance satisfaction of interested parties by meeting their as well as regulatory requirements, certified by independent certification body

EFQM / CAF - helps to understand strengths and potential gaps, enables comparative evaluation of the organisational performance, ... thus suggests on what to focus improvement activities in relation to stated vision and mission, assessed by self-assessment

BSC - tool for strategic planning and implementation, based on cause-effect relationship of 4 perspectives
**Process oriented quality management system**


QMS acc. to ISO 9001:2015:

- provides framework for **continual performance improvement** with the aim to increase value of the organisation through increase of probability of enhancing customer *satisfaction* (and of other interested parties)

- provides **confidence** (to the organisation and to its customers) that it is able to provide products and services that **consistently** meet requirements (of customers and regulations)
Continual performance improvement through implementation of 7 Quality Management Principles:

**primary focus:**
meet customer requirements, strive to exceed customer expectations

manage **relationships with interested parties** (customers, partners, ...)

base decisions on analysis and evaluation of **data and information** (→ confidence in decisions made)

**focus on improvement** = permanent objective of a successful organisation

establish **unity** of purpose and direction, create conditions for **engagement** of people

ensure all people are **competent, empowered and engaged** in delivering value

**understand and manage** activities as interrelated processes that function as a coherent system ... mandatory! (→ results are achieved more effectively and efficiently)
Model of ISO QMS - PDCA

Quality Management System (4)

- Organisation and its context (4)
- Customer requirements
- Needs and expectations of other relevant interested parties (4)
- Support (7)
- Operation (8)
- Planning (6)
- Leadership (5)
- Performance evaluation (9)
- Improvement (10)
- ACT
- CHECK
- PLAN
- DO
- Customer satisfaction
- Results of the QMS
- Products and services

Customer satisfaction

Needs and expectations of other relevant interested parties (4)
EFQM Excellence Model:

- self-assessment framework for:
  understanding and measuring the strengths and areas for improvement of an organisation across all of its activities in relation to its vision & mission,
  ... and the extent to which it is in line with the characteristics of an excellent organisation

Excellent organisation: achieves and sustains superior levels of performance that meet or exceed the expectations of all its stakeholders

- facilitates benchmarking (comparative evaluation – KPI, ...)
CAF

Management system
Basis: result of the cooperation among the EU Ministers responsible for Public Administration
latest version: 2013

Common Assessment Framework - CAF:

- self-assessment framework for understanding and measuring the strengths and areas for improvement of a public sector organisation across all of its activities

- facilitates benchmarking / learning

- „light“ (compatible) version of EFQM Excellence Model
EFQM

Fundamental Concepts of Excellence

CAF

Principles of Excellence
The EFQM Excellence Model

**HOW?**

1. Leadership
2. Strategy
3. People
4. Partnership & Resources
5. Processes, Products & Services

**ENABLERS**

**WHAT?**

6. Society Results
7. People Results
8. Customer Results
9. Business Results

**LEARNING, CREATIVITY & INNOVATION**

- HOW?
- ENABLERS
- WHAT?
The CAF Model

**HOW?**

1. Leadership
2. Strategy & Planning
3. People
4. Partnership & Resources
5. Processes

**ENABLERS**

**RESULTS**

6. Social Responsibility Results
7. People Results
8. Citizen / Customer-oriented Results
9. Key Performance Results

**INNOVATION & LEARNING**
The EFQM Excellence Model

Criteria definition  ENABLERS

1. Leadership: Excellent organisations have leaders who shape the future (mission, vision, values) and make it happen, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organisation to anticipate and react in a timely manner to ensure the ongoing success of the organisation.

2. Strategy: Excellent organisations implement their mission and vision by developing and deploying a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy.
3. **People**: Excellent organisations value their people and create a culture that allows the **mutually beneficial achievement of organisational and personal goals**. They develop the capabilities of their people and promote fairness and equality. They care for, communicate, reward and recognise, in a way that motivates people, builds commitment and enables them to use their skills and knowledge for the benefit of the organisation.

4. **Partnership and resources**: Excellent organisations plan and manage external partnerships, suppliers and internal resources in order to support strategy and policies and the effective operation of processes.

5. **Processes, Products & Services**: Excellent organisations design, manage and improve their processes to generate increasing value for customers and other stakeholders.
Criteria definition  RESULTS

6. Customer results: Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their customers.

7. People results: Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their people.

8. Society results: Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of relevant stakeholders within society.

9. Business results: Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their business stakeholders.
RADAR logic - Assessment (self-assessment)

**RADAR logic**

Results ... Approach (plan, develop), Deploy, Assess & Refine ... Results

**ENABLERS** – focus on:

- What are the approaches
- How are they applied
  ... and applied approaches assessed and refined (reviewed)

**RESULTS** – focus on:

- Link between results and enablers
  (*cause-effect relationship*)
- Present performance and trends – min. 3 years
- Achievement of targets
- Comparison with performance of similar organisation
  ... and with the „best in class“
Management and measurement system
introduced by Kaplan & Norton, 1992

BSC:
- gives top managers a fast but comprehensive view of the business
- enables organisations to clarify their vision and strategy and translate them into action
- a tool to help organisations monitor the implementation of organisational strategy

by offering a way for measuring whether the activities of a company are meeting its objectives in terms of vision and strategy
4 (basic) perspectives – areas of concern

- **Financial / Value Perspective**
  How should we appear to our shareholders / constitutors to succeed in terms of finance / value?

- **Customer / Stakeh. Perspective**
  How should we appear to our customers / users to achieve our vision?

- **Internal Processes Perspective**
  What processes must we excel at to satisfy our shareholders / constitutors & customers/users?

- **Learning & Growth Perspective**
  How will we sustain our ability to change & improve to achieve our vision?
Each perspective:

has a list of **objectives** derived from the organisation’s overall strategy

Objectives are measured:

by a set of **indicators with targets**

To achieve target values of indicators:

**initiatives** are formulated for each of them
ESS QAF:
(umbrella QF – ES Code of Practice)

- provides **guideline** for ensuring quality of the key statistical outputs

- focus: on **individual statistical domains** (not on the quality of the statistical system as a whole)

- objective: to establish a **system of coordinated methods and tools** guaranteeing the adherence to minimum requirements concerning, mainly, the statistical processes and outputs

... *link to principles 4-15 of the Code of Practice*
1. **documentation, measurement**
   - Quality reports, indicators
   - Process description
   - User satisfaction surveys
   - Statistical products
   - Production processes

2. **evaluation**
   - Quality assessments
   - Labelling, certification

3. **conformity**
   - Demonstrate to users and general public the compliance against the set of defined recognised standards
   - Evaluate compiled, ... info against standards, use suitable instruments (self-assessment, peer review, ...); formulate improvement actions, identify good practice
   - Select, compile, structure info from doc., meas. pre-activities:
     - Specify products and requirement re the products
     - Identify, specify, describe processes
     - Set up and perform monitoring, measurement, analysis of process, product, user satisfaction
     - Demonstrate to users and general public the compliance against the set of defined recognised standards
QA methods and tools implementation strategy

Fundamental package
- User feedback
- Quality reports
- Quality indicators
- Process description

Intermediate package
- Audits
- Self-assessments
- User feedback
- Quality reports
- Quality indicators
- Process description

Advanced package
- Certification
- Labelling
- Audits
- Self-assessments
- User feedback
- Quality reports
- Quality indicators
- Process description

Quality guidelines, documentation, measurement
Sponsorship on Quality:

Co-chairing: Eurostat, Stat Norway; 11 Eur. countries; 2009 – mid 2011; **final report** presented to ESSC in **Sept 2011**

Focus:

- **Quality Framework:**
- **Implementing Quality Assurance Framework:**
  - proposal for a common set of requirements and guidelines on the implementation of quality assurance
  - to develop minimum requirements for quality assurance (i.e. use of tools and methods in the ESS)
- **Communicating Quality**
Implementing Quality Assurance Framework:
Tool: ESS QAF (version 1.2, 2015)

Coverage - ES CoP principles:
- 4 - 6 (Institutional environment)
- 7 – 15 (Stat. processes, - products)

Content - for each indicator within the principle:
- recommendations of activities, methods and tools that facilitate the practical and effective implementation of the indicator - at institut. and product/process level;
- useful footnotes
- reference documentation

→ selfassessment (org. level, acc. to version 1.1)
  - background for the 2nd round of peer review)
ESS QAF version 1.2 compared to version 1.1
(used in the latest peer review:

- extension to principles 5 and 6
  (prepared by ESS TF Peer Review)

- fine-tuning of principles 4, 7-15
  (based on proposals of ESS TF Peer review and on experience from Peer Review)

- **product / process** level instead of product / survey level
Generic national QAF

- Request of the UN Statistical Commission in its 40th session in 2009

- Report of Statistics Canada on NQAF presented in the 41st session in Feb 2010:

  ... there are various QAF on international (Eurostat QAF, ...) and national level (Statistics Finland, UK, Canada, ABS,...)

  ... but there no generic internationally agreed NQAF that can be used by NSI to describe how it assures quality
Suggestion:

- to develop a **generic national QAF template** and accompanying **guidelines** as an aid to NSIs in developing their individual frameworks

Development:

- **UNSD** set up an expert group with the aim to prepare a report with the **final template for a NQAF** with mapping to other frameworks, guidelines and best practices
  - it was presented to the 2012 Statistical Commission session
  - ... the Commission **encouraged** countries to use it (voluntary)

- the template basically incorporates all elements of the DQAF, ES CoP and Statistics Canada’s framework

- **In the ESS parallelly - QAF based on the Code of Practice** (detailed implementation recommendations)

- **Integration** - the ESS work with the UNSD activities
Note:

OECD in Nov 2015 released Recommendation of the Council on Good Statistical Practice

12 recommendations, including also:

- 10. Establish responsibilities for co-ordination of statistical activities within the NSS
- 11. Commit to international co-operation
Integration
EFQM – ISO 9001 – ES CoP – ESS QAF

User needs
Statistical outputs
Production processes
Institutional environment

Support processes - managerial, leadership
Support processes – resources

Production processes

Institutional environment

EFQM
ISO 9001
ES CoP
ESS QAF
QMS benefits

Customer orientation
- perception of both external and internal customer
- higher professional relations within the organisation
- marketing (5P)

Leadership
- introduction of strategic management (implemented via tactical and operational mgnt)
- communication

Involvement of employees
- enhanced awareness of “internal customer”
- improved internal communication, sharing K
Process approach
- perception of the organisation as a system of processes
- identification of processes
- description of processes - Unified documentation
  ... reasonable standardisation
- measurement of process performance
- control of outsourced processes

Fact based decisions

Continual improvement

Use of sources -
- Q policy, Q objectives, mgnt review
- customer / employees satisf. survey, public opinion
- internal audits, processes, products, corr. / preventive actions
- changes in external environment
- etc.
Improved „order“ within the organisation

Contribution to positive assessment in other external audits
- QMS helps to meet other type audit / missions requirements (from Eurostat, Court of Auditors, ….); - improved trust

Contribution to:
Customer satisfaction
Employees satisfaction
Other external audits - positive results

Good basis for effectiveness gains through further QMS development
Topics for group work

1. Has your NSI implemented any of these TQM frameworks (EFQM, CAF, ISO 9001, BSC, …) - fully or partly? Please comment.

2. Imagine – you have already implemented ES CoP and now you also intend to implement EFQM (or ISO 9001). How would you integrate these two systems? Where do you see similarities / overlappings?

3. Select one ES CoP principle and one or two indicators of the principle. Use the ESS QAF recommendations for the selected principle and indicator and discuss how far is it implemented in your NSI. What improvement actions have you suggested (if necessary)?

You may use of the ES CoP Selfassessment 2014 your institution submitted to Eurostat as well as the results of Peer Review in your Office (if relevant)