

Quality management in the South African CPI

UNECE/ILO meeting of CPI experts
Geneva, 26-28 May 2014

Patrick Kelly

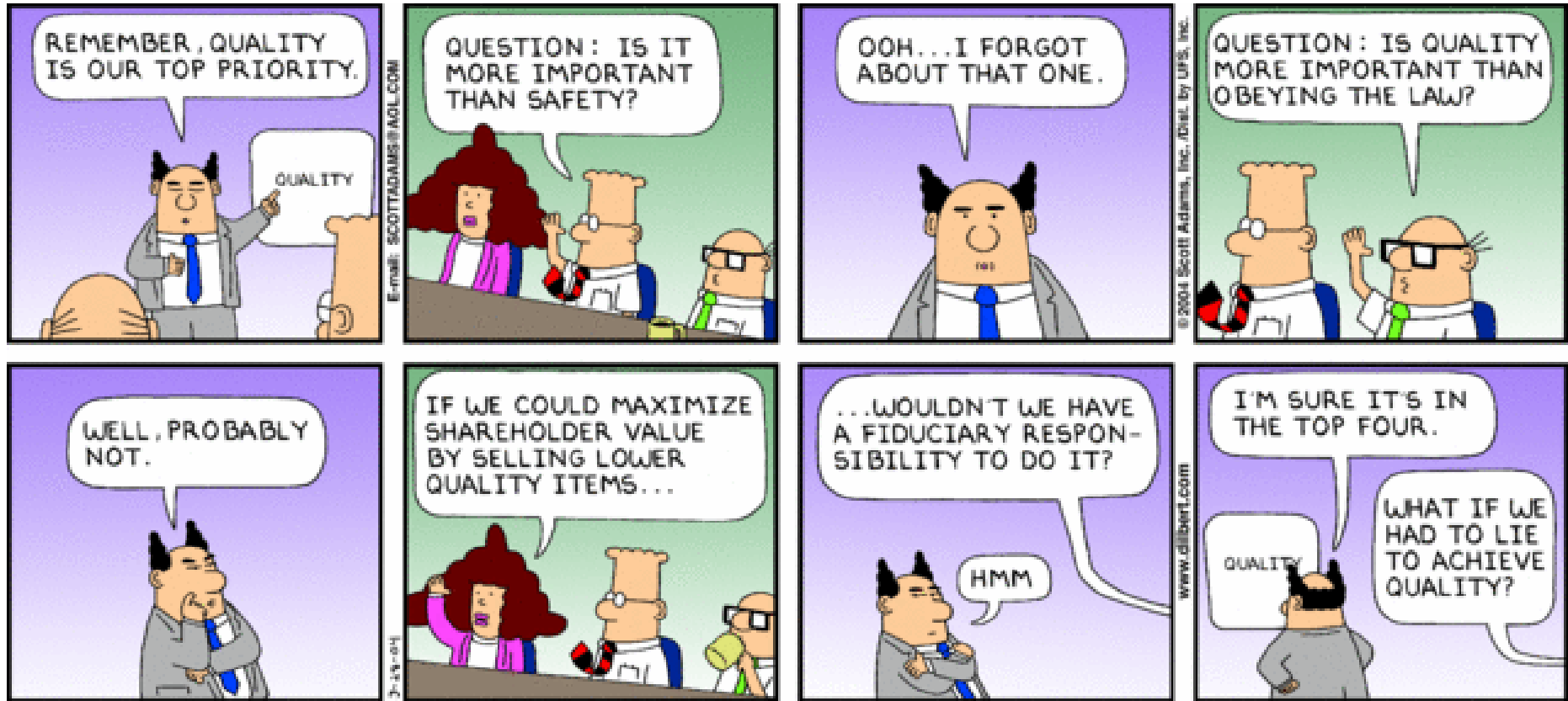
with Lekau Ranoto and Princess Tlholoe

 **Statistics
South Africa**



•••• your leading partner in quality statistics

How important is quality?



Contents

- Defining the terminology
- Understanding the quality management system
- Challenges facing the system

Terminology

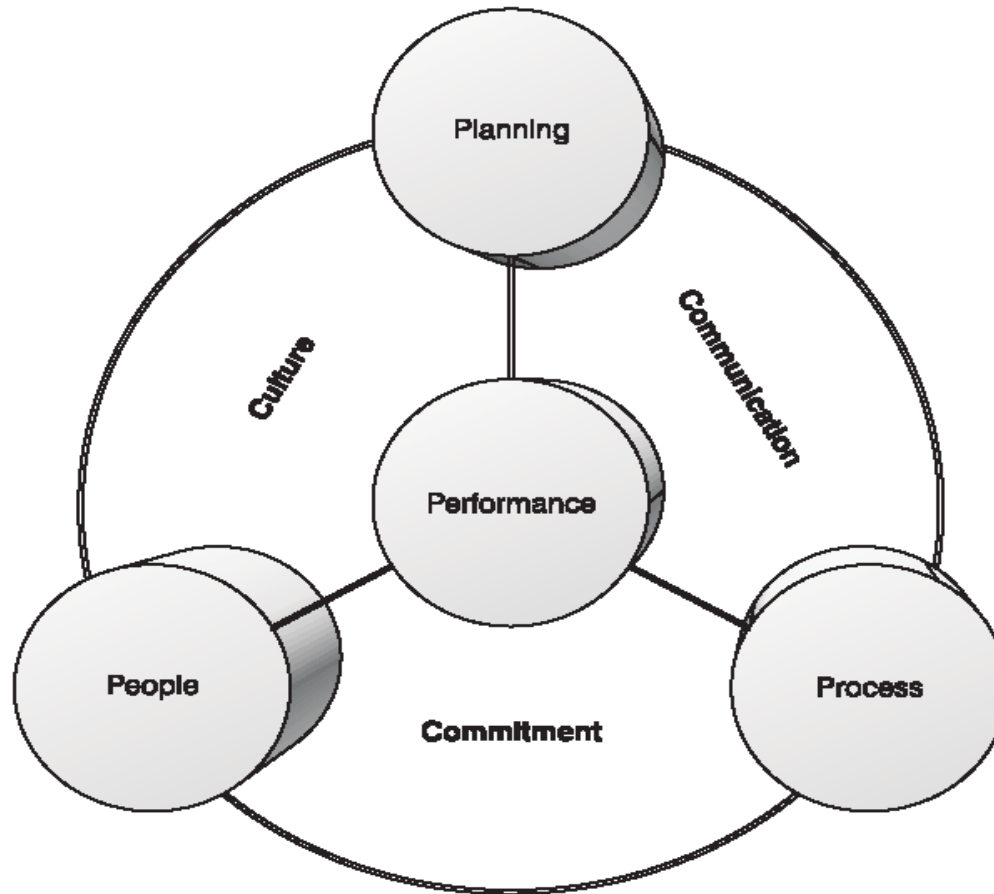
- *Quality Control (QC)* - regular checking activities to measure and control the quality collected data.
- Provides checks to ensure correctness and completeness and to identify and address errors.
- Physical checking of actual questionnaires and data editing are forms of quality control.

Terminology

- *Quality Assurance* (QA) aims to test the veracity of the processes - not the immediate correctness of data.
- Provides confidence in the quality of the product by assessing the performance of a process according to certain criteria.
- Examples - quality audits and reviewing of performance measures after the survey.

Quality management

Holistic process



Five pillars of quality management

1. Quality control
2. Quality assurance
3. People management
4. International benchmarking
5. Measurement

Quality control processes

Originally....

- Supervisor checked each form for correctness
- Allocated errors...captured on a form
- H/O quality controllers....checked again

Quality control processes

Now...

- Supervisor checks, verifies and corrects forms
- Sent to HO for capturing and editing
- Errors allocated during editing process
 - Unit codes (quantity, volume etc)
 - Logical edits
 - Range edits
 - Status code allocation

Quality assurance

- Independent audits (2x year)
- Includes respondent interview
- Corrective actions process:
 - Identified in audit report
 - Query opportunity
 - Implementation
 - Verification

People management

- Most important aspect of the TQM system
- Processes link to HR performance management process
- Training: CPI methodology and general skills
- Starts with team quality improvement plan
- Developed a computer system to guide teams and individuals to reflect on achievements, objectives and plan future actions

Capturing of challenges and causes

Quality Plan - Page 1 - Windows Internet Explorer

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File Edit View Favorites Tools Help

Quality Plan - Page 1

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Quality Improvement System

Logged in as: 22341773 | Logout

Home Performance Management NonActive Members Administration Reports Help Login

Component: CPI Quality Improvement Field
Team: Cape Town - Fabian Wiener
Quarter: 012014
Version: 1

Users and Respondents | **Analyses of Problems or Challenges** | CPI Standard for managing Outlets/Users/Respondents

Problems or Challenges

| Problem ID | Category | Describe the problem or challenge |
|------------|--------------------------------|--|
| 1 | 1-Outlets/Users/ Respondents | Rental respondents never honour appointments. |
| 2 | 1-Outlets/Users/ Respondents | Outlets dont keep stock to long and this causes zero links. |
| 3 | 2-Planning and Resources | Not sticking to dates on collection schedule. |
| 4 | 3-Methodology/Price Collection | Products always changing brand and product names. |
| 5 | 4-Quality | High error % on field messages. |
| 6 | 5-Team | Not enough formal meetings to discuss challenges on previous collection. |
| * | | |

Save Problems Delete Problem

Root causes

Done

start 12 Microsoft Excel 10 Microsoft Word 9 Windows Explorer Windows Task Man... 14 Novell Group... Microsoft Access - ... Quality Plan - Page... 4:02 PM

Capturing of root causes

Quality Plan - Page 1

Save Problems Delete Problem

Root causes

| Problem ID | What are the root causes? | Root Cause Category |
|------------|---|--------------------------------|
| 1 | Rental agents dont have time and are never prepared when we visit them for the rental prices. | 1-Outlets/Users/ Respondents |
| 2 | When we initiate a item within two months the item is not carried and this leads to zero links. | 1-Outlets/Users/ Respondents |
| 3 | We have to change our collection schedule if more than one price collector is absent or if there's road closures on our routes. | 2-Planning and Resources |
| 4 | Not updating brand and product names as they change durin collection. | 3-Methodology/Price Collection |
| 5 | Wrong calculations on price changes and completing the field message area. | 4-Quality |
| 6 | No privacy to have one on one meetings within in the team. | 5-Team |
| * | | |

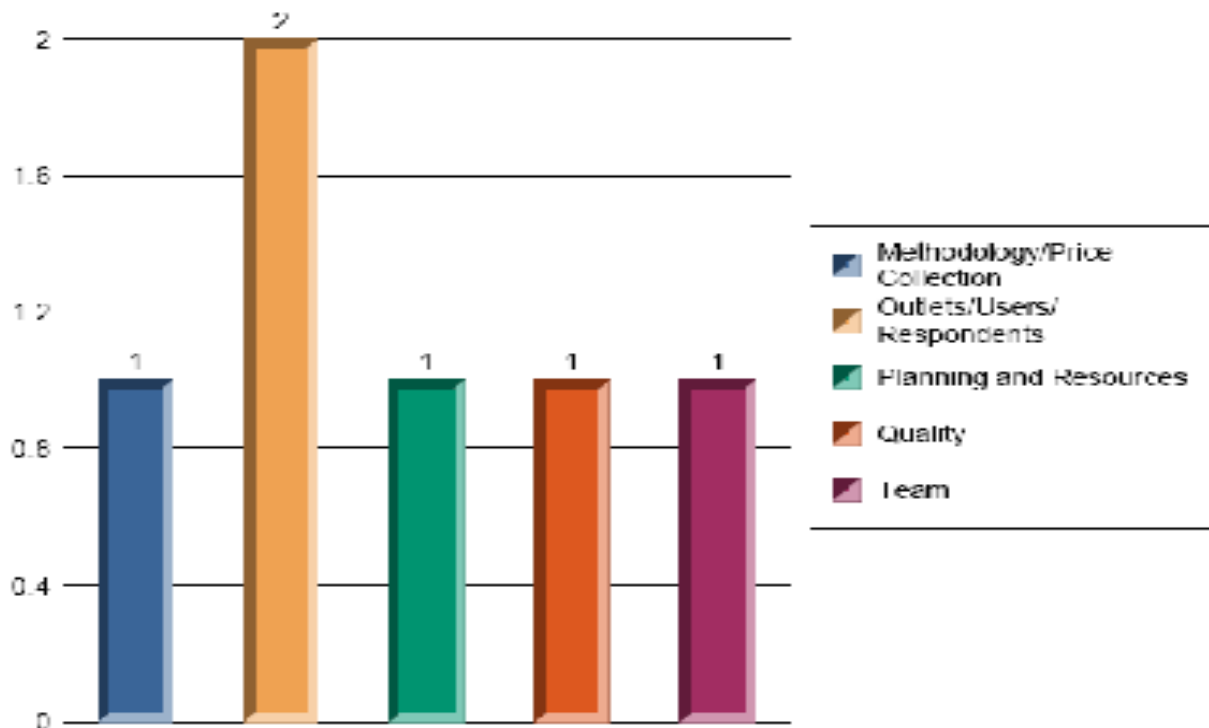
Save Root Causes Delete Root Cause

[View Root Cause Analysis Graph](#)

Root cause analysis



The root causes of the challenges according to category



Capturing of objectives with actions

Quality Plan - Page 3 - Windows Internet Explorer

http://10.131.144.139/QualityImprovement/Performance%20Management/QualityPlan_Page3.aspx

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Quality Improvement Objectives

What do you want to achieve?

| Reference No | List your objectives |
|--------------|--|
| AU 1 | To reduce the number of high impact errors by 80% on temporary unavailable items on all clothing. |
| AU 2 | To reduce errors received on brand and product name updates by 80% over the next 3 months. |
| QIM 1 | To reduce the number of zero links and less than 5% on girls tops, boys jackets and womens sandals by 80% within 3 months. |
| QIM 2 | To reduce the number of imputations by at least 70% over the next 3 months. |
| QIM 3 | To achieve 100% compliance on daily reports, IPP, product maintenance, zero links spreadsheet reports and field schedules within 3 months. |
| QIM 4 | To have a acceptable QC report of at least 0.5% or less and to minimize the high impact errors on field messages over the next 2 months. |
| QIM 5 | To reduce the number of non- contacts with rental agents e.g Sharon Gerbacht properties within 3 months. |
| * | |

Save Objectives Delete Objective

How will you implement the objective?

| Action ID | Reference No | List your actions |
|-----------|--------------|---|
| 1 | AU 1 | To revisit outlets within collection week for item availability. |
| 2 | AU 2 | To check brand and product name on all items and update on the field message while in the outlet. |
| 3 | QIM 1 | Identify new outlets that will carry items over a longer period on clothing items. |
| 4 | QIM 2 | Identify previous indicator report imputations for our region and hold regular meetings with other teams. |
| 5 | QIM 3 | To rotate the schedule within the team to send daily and weekly reports. |
| 6 | QIM 4 | To study previous errors and to monitor and recheck all forms before courier day. |
| 7 | QIM 5 | To explain the importance of rental survey and not to take to much time with the respondent. |
| * | | |

Save Actions Delete Action

How will you know that the objective has been achieved?

| Reference No | List your measurement methods | Documentation |
|--------------|---|----------------------------------|
| AU 1 | Revise audit reports, QC reports and previous team meeting minutes. | Audit report, QC report, minutes |
| ... | Keep a copy of all product and brand name updates made during | ... |

start | Microsoft Excel | Microsoft Word | Windows Explorer | Windows Task Man... | Novell Group... | Microsoft Access - ... | Quality Plan - Page... | 3:59 PM

Allocation of actions to individuals with timelines

Quality Plan - Page 3 - Windows Internet Explorer

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Quality Plan - Page 3

| Action ID | Description | Responsible Person | Start Date | End Date |
|-----------|---|--------------------|------------|----------|
| QIM 1 | Record of all not carried items and new outlets open for new initiations. | | | |
| QIM 2 | Record of all not carried items and new outlets open for new initiations. | | | |
| QIM 3 | Record compliance for the responsible person for the week. | | | |
| QIM 4 | Revise audit reports. QC reports and previous team meeting minutes. | | | |
| QIM 5 | To make appointments to cater for the needs of the respondent. | | | |
| * | | | | |

Outlet record file.

Indicator report, outlet record file.

Compliance report, minutes

Audit report, QC report, minutes

Outlet record file, zero links compliance report.

Save Measures Delete Measure

Persons responsible for the actions

| Action ID | Responsible Person | Start Date | End Date |
|-----------|-----------------------------|------------|------------|
| 1 | 16441125 - Nobahle Mzaidume | 2014/03/27 | 2014/06/20 |
| 1 | 21387907 - Fabian Wiener | 2014/03/27 | 2014/06/20 |
| 1 | 22018948 - Bongani Ngemntu | 2014/03/27 | 2014/06/20 |
| 1 | 22950915 - Mansoor Waja | 2014/03/27 | 2014/06/20 |
| 2 | 16441125 - Nobahle Mzaidume | 2014/03/27 | 2014/06/20 |
| 2 | 21387907 - Fabian Wiener | 2014/03/27 | 2014/06/20 |
| 2 | 22018948 - Bongani Ngemntu | 2014/03/27 | 2014/06/20 |
| 2 | 22950915 - Mansoor Waja | 2014/03/27 | 2014/06/20 |
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| 3 | 21387907 - Fabian Wiener | 2014/03/27 | 2014/06/20 |
| 3 | 22018948 - Bongani Ngemntu | 2014/03/27 | 2014/06/20 |

Save Responsible Persons Delete Responsible Person

People management

- Annual performance appraisal process – based key performance areas.
- All except one measured quantitatively
- Trophies and certificates awarded to best performers



International benchmarks

- International peer review
 - International CPI expert
 - Using CPI handbook's check list
 - Published findings and results

International benchmarks

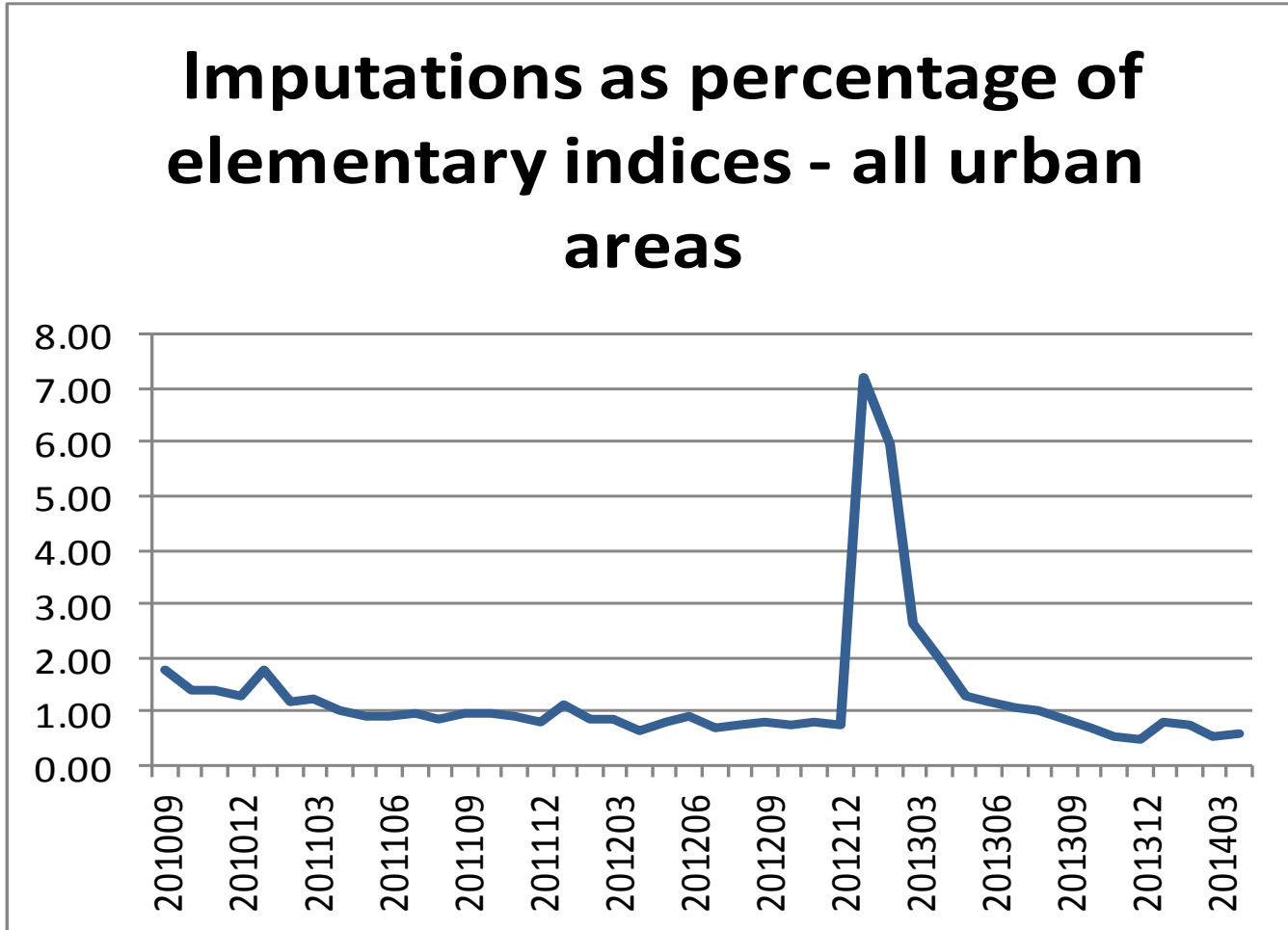
- Quality assessment
 - SASQAF – based on IMF's DQAF
 - Pre-requisite of quality
 - Relevance
 - Accuracy
 - Timeliness
 - Accessibility
 - Interpretability
 - Comparability and Coherence
 - Methodological Soundness
 - Integrity
- First Stats SA series to be assessed
 - Organisational requirements also scored
 - Good rating

Measuring quality

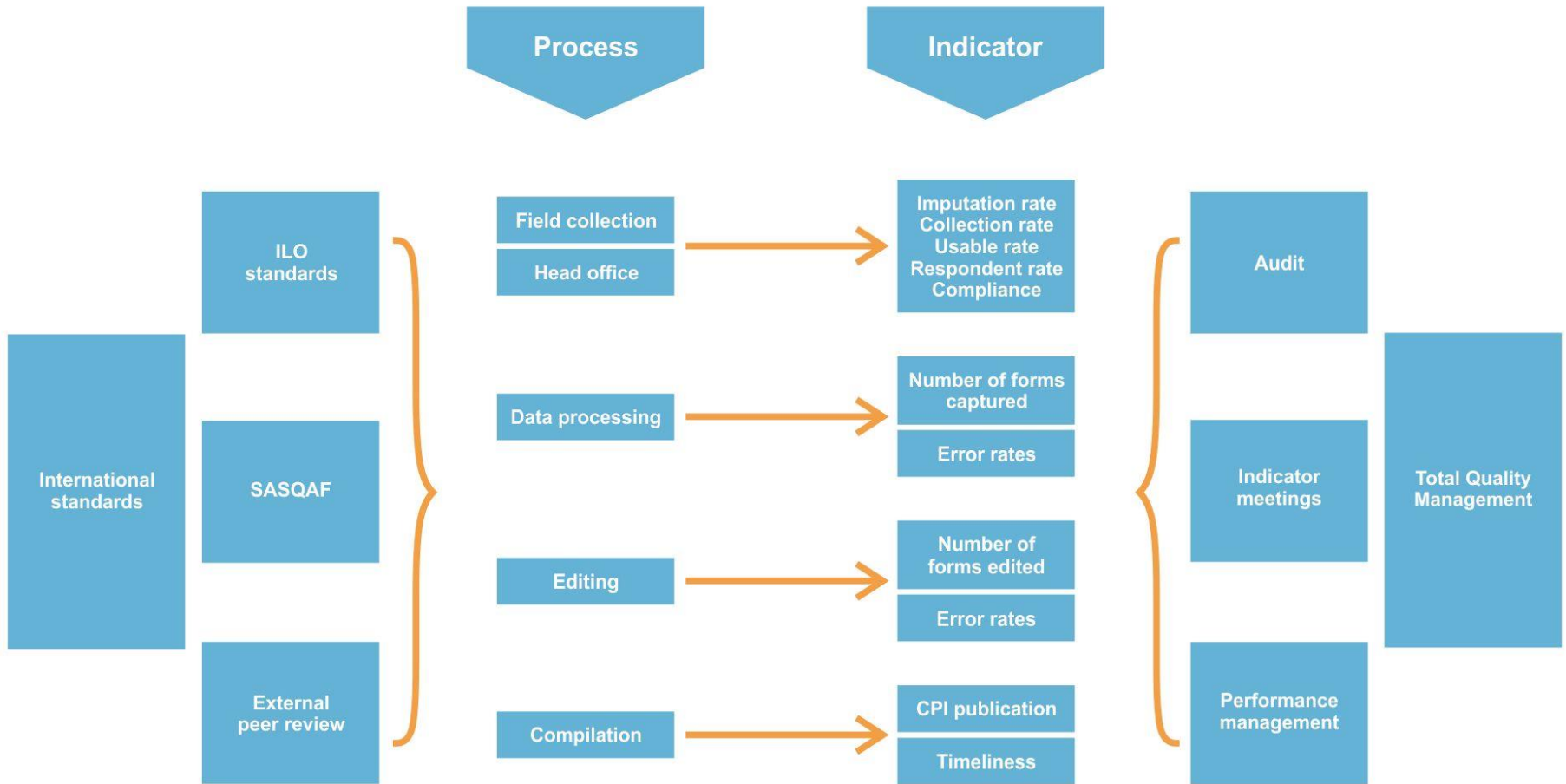
- Aim to measure each part of the process
- Identify problems and reflect improvements
- Used for performance management
- Identify interventions (quick and sustained)
- Top level measure – imputation rate
- Preventative measures: <3; <5

Imputation rate

Imputations as percentage of elementary indices - all urban areas



CPI processes and quality measures



Challenges

- Soft elements: communication, culture and commitment
- Lack of on-the-ground management – depend on local management
- Most problems in small areas – team work issues
- Getting indicators right
- Avoid complacency – continuously improve

Thank you