Topic II - Managing and supporting changes related to editing and imputation

Discussion
Key issues

1. Transition phase
2. Measuring benefits and costs
3. Commitment from top-management
4. Reference model for introducing innovation in E&I
5. Spreading E&I culture
6. A model for ‘design’ an E&I
7. Emotional aspects
Transition phase

1. Are there two parallel processes for a single survey (program) before putting in production the new one?

2. How to deal with consistency among different procedures in the transition phase?

Istat: A taskforce for exchanging info. In order to minimise the consistency problems with the actual E&I of AD
Measuring improvements, benefits, costs

- The introduction of a new methodology in the statistical production process is motivated by the improvement of quality and efficiency.

- This statement is generally justified by theoretical results.

- It would be important to verify that in practice with the ‘data at hand’ there is a real improvement and even more it would be desirable to quantify it.

- The measurement is useful to convince top-management and survey managers to use new procedures (cost-benefit analysis).
Measuring improvements, benefits, costs

1. Are there any indicators to measure?
2. Which are the elements to be taken and evaluated: 
   data-related (accuracy, …),  process-related (costs,…) 
   what else?
3. How should we monitor the efficiency/efficacy of a new method with respect to meeting needs and minimizing resources?
4. Have you any experiences on that?
Commitment from top-management

1. Strong commitment is a way for the success of the process

2. Is there a possibility to introduce changes in the procedure without a strong commitment?

3. Is it a pre-requisite?

4. What to do if there is not such strong commitment (introducing innovations in a bottom-up approach)?
Reference model for introducing innovation in E&I

- Stat. Finl. - The implementation procedure is based on the **SCRUM** methodology: recurring sprint (two weeks, focusing only on the problem).
- Stat. New Zealand - **Kaizen** method for problem-solving
- ONS - **Lean Six Sigma** as a preferred method to process improvements
Reference model for introducing innovation in E&I

1. How much are they different?
2. Which are the advantages and drawbacks?
3. Is it possible to find a model for introducing innovations in E&I based on these methods?
Spreading E&I culture

1. Different interpretation of the concept of quality (Stat Can)

2. Introducing changes to the editing culture where there is strong emphasis on perfection has not been easy. (Stat New Zeal.)

3. Survey managers are skeptical with methods they do not completely understand and manage.
Spreading E&I culture

• How to do?
• May we think to a common initiative for spreading E&I culture? e-learning? Wiki section on E&I?
• To which extent (technical courses, introductory course, what else)?
• Is this problem less relevant in a structure based on services?
A model for ‘design’ an E&I

The implementation phase is represented in 8 sub-phases. (Stat. Fin.)

1. is it useful to have a general schema for the implementation phase (E&I design phase)?

2. Could it facilitate the introduction of changes?

3. Is the GSDEMs sufficient?

4. If not, could it be a further development of the Generic Statistic Data Editing Models?
“Emotional” aspects

- be very careful when separating functions – a functional culture can turn elitist and this was very evident in the first programme of change segregating the micro and macro editing functions.

- Editing staff probably had concern about being judged by external experts on the quality of their E&I processes, so they tended to resist about methodological changes.

- Staff satisfaction
“Emotional” aspects

1. How much important are these aspects?
2. How to deal with them?
3. Have other Countries had the same problems?
4. Staff satisfaction- With the many efforts towards staff engagement, does anybody plan to evaluate how proud the staff is after a major transformation?

how is it received the idea expressed by Stat. Canada that “The role of methodologists is now to provide methodological support, optimize the quality assurance process and measures, to do research or to develop models” (not processing data)