

# **Managing and supporting changes related to selective editing in the United Kingdom**

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# Overview of Presentation

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- Business Data Collection in ONS
- Improving Processes
  - Drivers
  - Key changes
  - Benefits and Challenges
  - Review
  - Lessons Learnt
  - Where we are now – challenges ahead
- Further topics for discussion

# Business Data Collection in ONS

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Conducted by Business Data Division, who exist to:

- collect data from UK businesses through statistical surveys
- maintain an up-to-date register of 2.1 million UK businesses.

Business Data Division:

- Sends around 1.7 million questionnaires to businesses each year
- Collects and validates data for 80 business surveys (a mix of monthly, quarterly and annual)
- Contacts over 275,000 businesses

# Improving Processes: Drivers

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- The UK Statistics Authority Code of Practice for Official Statistics
  - Principle 4: Sound methods and assured quality
    - Practice 5: “Seek to achieve continuous improvement in statistical processes ...”
- Benefits for the Office by improving processes:
  - Internal efficiencies (cost and time)
  - Reduced burden on respondents
  - Improved quality of output for customers

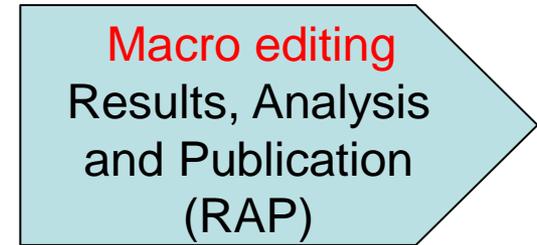
# Business Data Division

## Key Stage one and two

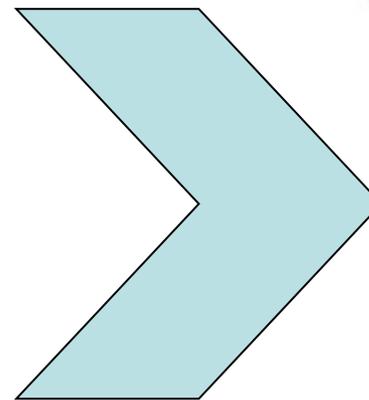
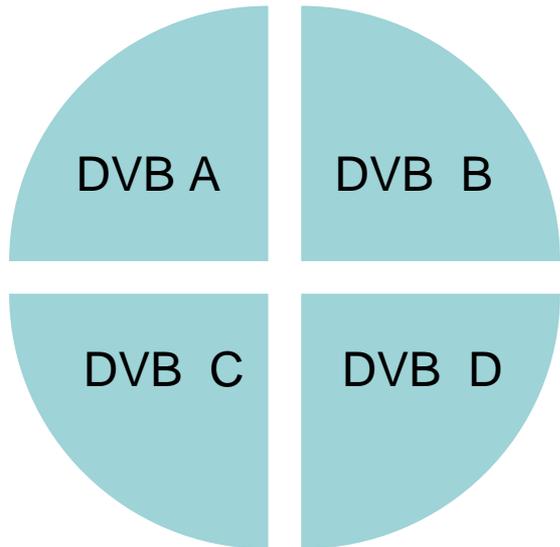
The supplier

The customer

Stage one

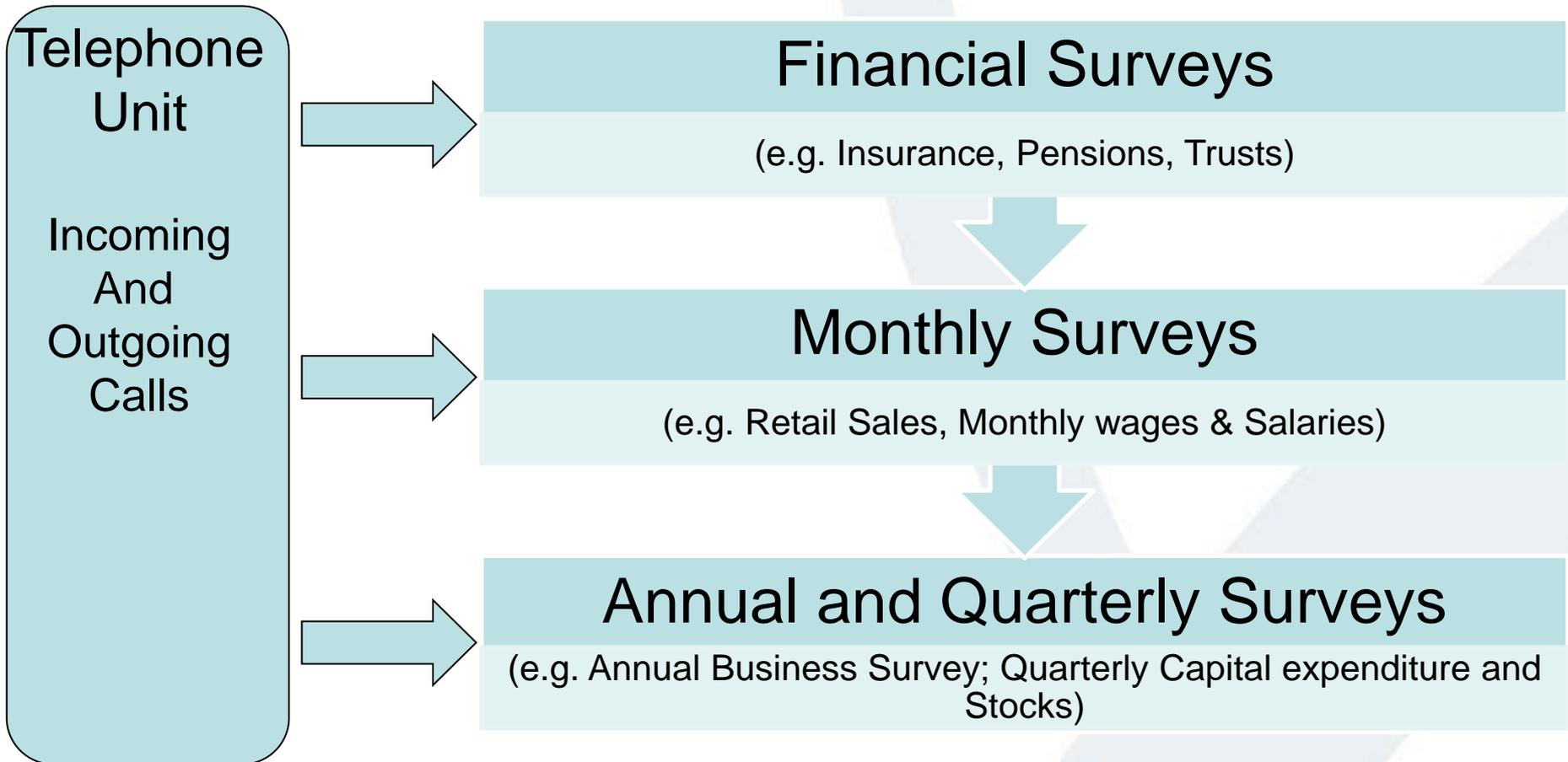


Stage two



# Business Data Division – Key Stage three

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# Business Data Division – Key stage four

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Worked collaboratively with the Australian Bureau of Statistics (ABS) to develop a new editing strategy i.e. Selective editing

## Benefits

- Focused editing resource on units which have a significant impact on estimates.
- Reduced errors by approximately 40%
- Removed non value added activities from the process
- Maintained output quality

## Challenges

- Re-educating staff – not purely a methodological change
- Overcoming concerns about discontinuities
- Willingness to accept change

## Overcoming challenges

- Regular workshops – selling the benefits
- Effective communication
- Training programme
- Staggered approach to roll out across surveys

# Business Data Division – Workflow review

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The workflow review identified issues

## People

- Workload pressures
- Knowledge gaps
- Resources

## Processes

- Non value added
- Bottlenecks

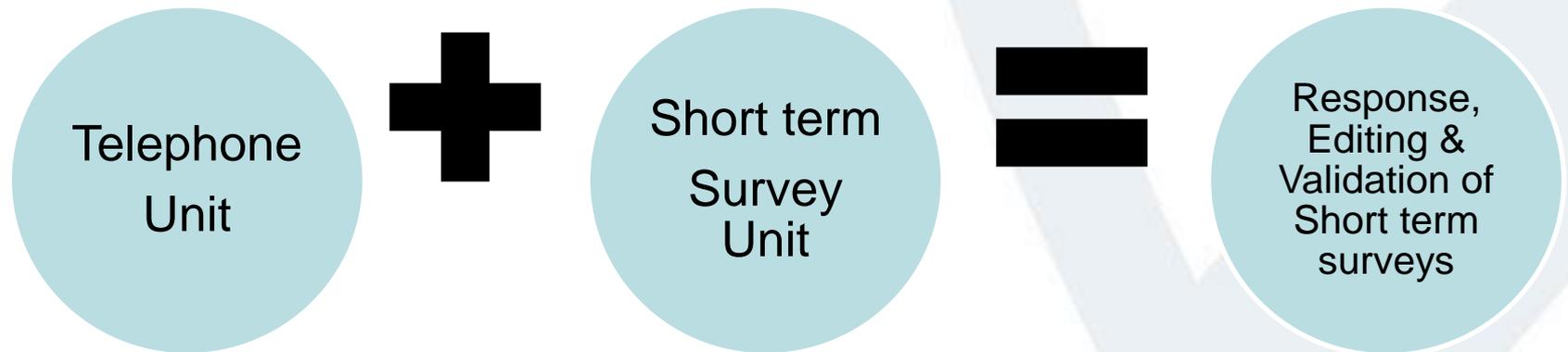
## Quality

- Build up of historic errors
- Time delays - Service delivery

# Business Data Division – Key Stage five

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The Solution following the review



# Current Structure of the Business Data Division (high level)

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Business Data Division

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graph TD; A[Business Data Division] --- B[Survey Processing Centre]; A --- C[Response, editing and validation of short term surveys]; A --- D[Annual Unit e.g. Annual Business Survey, Capital Expenditure]; A --- E[Financial Unit e.g. Insurance, Trusts, Pensions];
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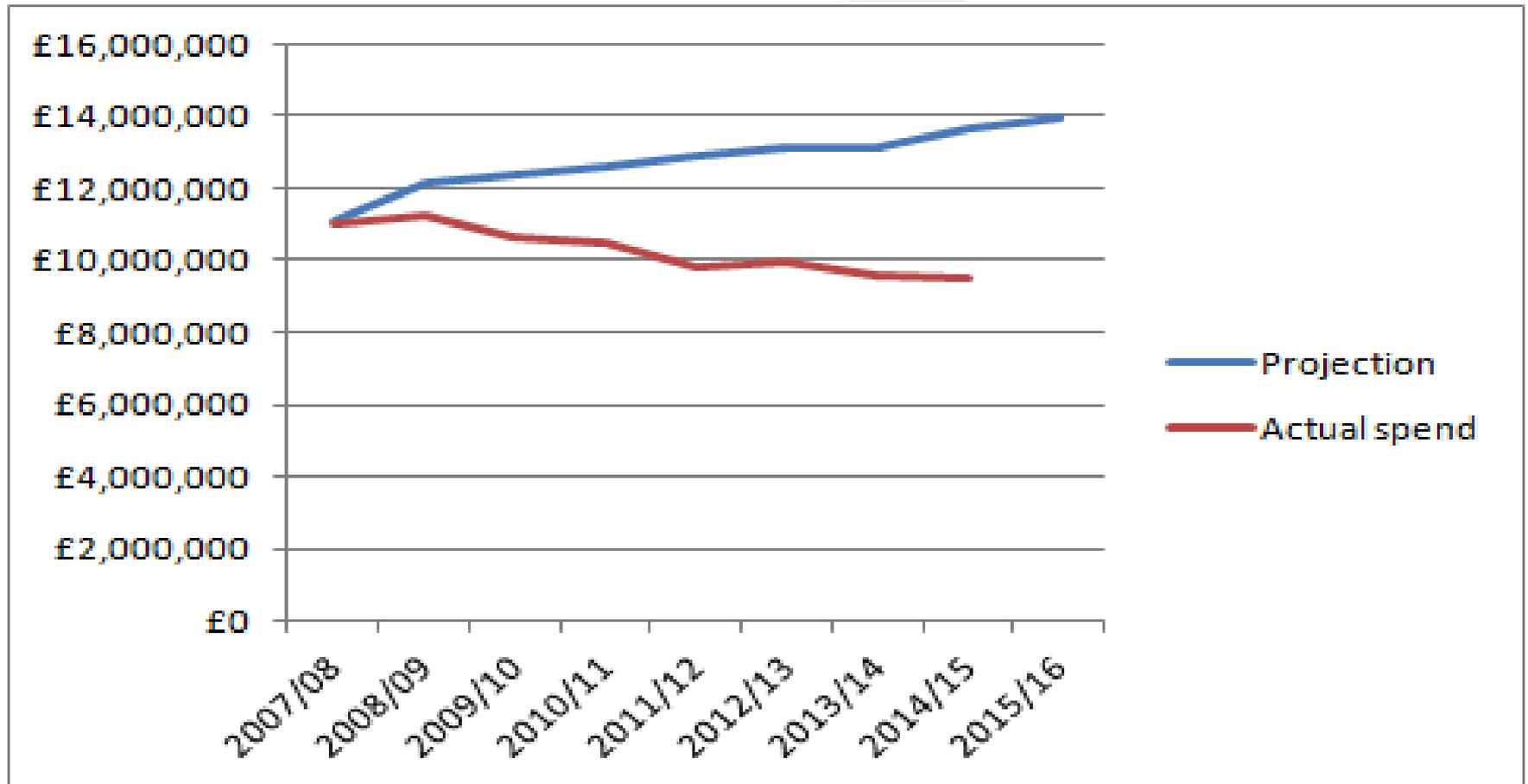
Survey  
Processing  
Centre

Response,  
editing and  
validation of  
short term  
surveys

Annual Unit  
e.g. Annual  
Business  
Survey, Capital  
Expenditure

Financial Unit  
e.g. Insurance,  
Trusts,  
Pensions

# Savings made over an eight year period



# Mechanisms to support changes and transitions

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## Knowledge

- Improved methodology – collaborating with other NSIs
- Created a centralised training team

## Skills

- Business Process Review
- Lean Six Sigma

## Culture

- Leadership
- Coaching

# Lessons learnt (1)

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- Good leaders
- Get the vision right
- Communicate and engage for buy in
- Empower action
- Staged approach
- Don't jump in but don't give up !
- Keep reviewing – don't stand still
- Remove fear – illustrate benefits
- Clear roles and responsibilities
- Build in effective communication methods

# Lessons Learnt (2)

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- Engage the whole Office
  - Those working on the processes will have improvement ideas
    - Give them a voice
    - THINK, The Home of Inspiring New Knowledge
- Collaboration with international partners is invaluable
  - International networks
    - Electronic data collection
    - Editing

# Challenges ahead

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- Business culture change
  - not just about new processes, but new mindset, new skills
- New relationship with data suppliers
  - can't sustain current compliance model in a world where data is coming in from a variety of sources
- Impact of new modes and assisted digital support
- Times of austerity and the continuing demand to do more for less.

# Further topics for discussion

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1. How have you progressed selective editing e.g. have you applied selective editing to any of the financial surveys?
2. Is there clear demarcation between micro and macro editing or is there duplication of effort?
3. How are the macro editing teams structured – are there peaks and troughs?
4. How do you review selective editing – approach? Frequency?
5. Have you considered ways of reducing micro editing even further?
6. Do you use admin data to replace survey data? What has been the outcome?
7. What is your structure for editing data?
8. Did the introduction of selective editing have any drawbacks?

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Any further questions?

