



INTEGRATING TOOLS FOR MANAGING MODERNIZATION OF STATISTICAL PRODUCTION IN POLAND - ACQUIRING NEW SKILLS & COMPETENCES

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Was TQM tailored by
statisticians for
statisticians?

14 points by Deming

- Create and communicate to all employees a statement of the aims and purposes of the company.
- Adapt to the new philosophy of the day; industries and economics are always changing.
- Build quality into a product throughout production.
- End the practice of awarding business on the basis of price tag alone; instead, try a long-term relationship based on established loyalty and trust.
- Work to constantly improve quality and productivity.
- Institute on-the-job training.
- Teach and institute leadership to improve all job functions.

14 points by Deming

- Drive out fear; create trust.
- Strive to reduce intradepartmental conflicts.
- Eliminate exhortations for the work force; instead, focus on the system and morale.
- Eliminate work standard quotas for production. Substitute leadership methods for improvement.
- Eliminate MBO. Avoid numerical goals. Alternatively, learn the capabilities of processes, and how to improve them.
- Remove barriers that rob people of pride of workmanship
- Educate with self-improvement programs.
- Include everyone in the company to accomplish the transformation.

Andrzej Blikle

TQM is a kind of philosophy of management, which by applying appropriate strategy, processes, training, motivation, engagement, tools and means leads a business entity to success, with reference to the customers' comfort and satisfaction. It is a kind of quality oriented system with the participation of all of the staff via teamwork and with managerial leadership.

Quality in Statistics

- ISI *“Declaration on Professional Ethics”*, 1985
- UNECE *“Resolution on Fundamental Principles of Public Statistics”*, 1992
- Eurostat, *European Statistics Code of Practice*, 2005, amended 2011
- *Vision 2020 – VIP Qual 2015*

Quality in New Public Management

- implements the management system, based on the idea that solutions used in the private sector may be successfully and directly transplanted into the public sector,
- aims at modernizing public sector and creating modern public policies,
- focuses on finding the most efficient, competitive ways of achieving given results,
- builds quality bond between the administration and the citizen can referred to as public manager and customer relation.

Quality in Polish Official Statistics

- “Development Directions of Polish Official Statistics until 2017”, 2013-2017
- The mission of official statistics is to provide plausible, reliable, independent, and high quality statistical information about the state and about the ongoing changes in the society, in its economy, and in its natural environment which meet the needs of domestic and international users.

Vision of Official Statistics in Poland

- The actions of official statistics will be implemented by taking into account the principles of the amended European Statistics Code of Practice, in order to enhance confidence in the independence, reliability, and responsibility of both Polish official statistics and Eurostat, as well as in the plausibility and quality of the statistics which these produce and disseminate.

The Biggest Challenges

- Increasing the user's satisfaction by improving the quality of data and responding directly the user's needs;
- Answering the ever growing demand and expectations of users esp. for metadata and metadata on quality;
- Growing stress on quality cooperation and communication – both external and internal;
- Growing need for data collecting in more efficient way (lessening the burden on respondents);
- Pressure on institutional efficiency;
- Providing quality environment friendly for change (organizational, technological, IT, legal).

Annual & Multiannual Program of Statistical Surveys of Official Statistics

- The main statutory duty of the President of CSO.
- The full scope of statistical surveys of official statistics and the basic source of empowerments for getting data.
- Contains over 200 surveys divided into 30 subject groups.
- The systematic evaluation and continuous improvement of the statistical processes is structured in accordance with the idea of Total Quality Management.

Finance & Costs Accounting

- The Guidelines for the calculation of costs of statistical surveys and other work by the organizational units of official statistics services, ordinance of the President of CSO, November 2014,
- A dedicated electronic tool for integrated resources management called Platform for Resources Management is under construction at the moment which will strengthen the efficient management of the resources.

Cost Planning in CSO

- The obligation of cost planning by the organizational units of official statistics services was introduced in order to:
- ensure the implementation of statutory regulations on publishing the costs of statistical surveys,
- increase the transparency and effectiveness of spending public funds;
- support the process of managing public funds in the units of official statistics services;
- optimize the allocation of funds for particular types of projects, especially for statistical surveys.

Human Resources Management

- Head of Civil Service in Poland shall create and submit to the Council of Ministers a draft strategy of the Civil Service human resources management that contains diagnosis of the Civil Service, definition of strategic aims, implementation system and financial framework.
- CSO President's recommendations were addressed to all statistical units' directors, obliging them to prepare and implement their programs for Human Resources management for the years 2013-2016.

Competence Based HR Management

- **competence profile** - a complete set of competences required from an employee at a given post, along with the required level of command,
- general characteristics of posts adequate for a given profile with the description of main area of activity,
- naming groups of posts adequate for a given profile,
- tasks assigned to the given posts,
- indispensable knowledge and specialist skills,
- competences required from an employee at the occupied post,
- required level of command.

Competence Profile Suitable for

Recruitment and Selection

Evaluation

Competence balance sheet

Designing career paths

Education & training planning

Competence Balance Sheet

- Prepared for each employee by way of comparing the requirements in the competence profile with an employee actual performance with regard to fulfilling competence requirements.
- Integration of an evaluation process with the competence balance sheet is encouraged.
- Strengthens the role of the individual programs of professional development.

Risk Management System

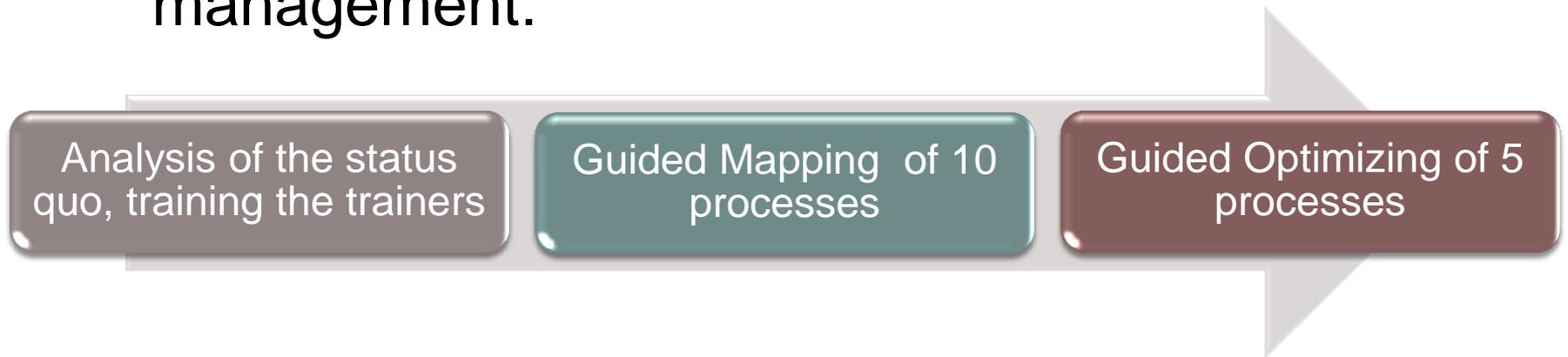
- Risk Management System in all the official statistics units was introduced by the ordinance of the President of CSO, May 2015.
- Applying the auxiliary rule, i.e. setting the minimal requirements for all units along with the reporting schemes but leaving the regional managers autonomy as to their ways and particularities.
- The basic (minimal) risk matrix was recommended as well as the basic risk areas.
- All staff members are encouraged to participate in the system, give their input as whistleblowers.

Processes - Objectives – Competences Management

- Pilot exercise in the area of integrated management with the participation of 164 administrative units,
- Part of the national effort to upgrade the quality of public administration performance.
- Elements of process management, management by objectives and competence management to be introduced via pilotage.
- Seminars, followed by the audit of existing and functioning systems, leading to the diagnosis of the maturity of the systems and evaluating the level of integration up to designing the actions adequate to the findings and responding to the organization's needs.

Pilot Project in CSO

- Achievements in the area of processes management:



- Next step: management's decision on implementation in the whole organization,
- Country report appeared at the website of Prime Minister on the results of pilot project.

Concluding Remarks

- Samples of implementing quality management in the Polish official statistics, representing the efforts undertaken in Poland to keep up with the demands of a contemporary statistical production.
- The strive and the determination to improve the overall institutional performance.
- Ways for optimizing our vast (intellectual) and scarce (material) resources.

Concluding remarks

We are consequently implementing the Total Quality Management ways of **doing statistics** into the Polish official statistics system.

The appetite for change and the appetite for risk go together, redefining the capacity of our Organization.

Thank
You