Good quality, efficiency and predictability in output

The interaction between Lean methodology, Quality Review and Risk Management to develop a quality culture

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• Statistics Norway today – individual initiatives

• Wanted situation in the future - interaction between tools and frameworks
• Statistics Norway today – individual initiatives

• Wanted situation in the future
  - interaction between tools and frameworks
Internal control

• A process to provide reasonable level of security for the goal achievement within:
  • targeted and cost-effective operation
  • reliable reporting
  • compliance with laws and regulations

Definition by the Committee of Sponsoring Organizations of the Treadway Commission (COSO)
The System of Management and Control

Monitoring and reporting on risks, deviations, and control activities help to ensure compliance and continuous improvement. Clear roles and responsibilities are important for effective management and shall be documented in the management documents.

Control activities must be established to ensure compliance, especially where risks, deviations, or lack of compliance are defined as high.

Management documents must be prepared for areas of significant risks.
The System of Management and Control

Risk assessments identify which areas where management documents and control activities are necessary.
The structure of the management documents

- Management policy
- Functional policies
- Working procedures
- Detailed documents and routines

Roles and responsibility can be identified and documented at all levels

Reporting and monitoring to ensure compliance and continuous improvements
Risk management in Statistics Norway

- Top-down perspective
- Bottom-up perspective
- Project management
Snap shot of a flow-chart

Person/group

Start → P1 → D1 → P2 → P3

Critical step
Internal quality reviews based on the European Statistics Code of Practice

Based on three elements:

1. Self assessments
2. Other documentation
3. Focus group with users
Core dimensions in Lean leadership

Achievement

Program execution time

Behavioural effect

Time
Core dimensions in Lean leadership

- Commitment and engagement
- Coordinated management
- Performance management
- Operations management
- Visualization
- Problemsolving
- Standardization
- Process confirmation
- Coaching and feedback
- Continuous improvement
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• Wanted situation in the future - interaction between tools and frameworks
Achieve objectives and results

Top managers

Where to go

Operation manager

How to get there
White boards (examples)

- **Top managers**
- **Management by objectives**
- **Control and progression**

- **Operation manager**
- **Operation management board**
- **Improvements**
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Management policy

Roles and responsibility can be identified and documented at all levels

Functional policies

Reporting and monitoring to ensure compliance and continuous improvements

Working procedures

- work-process
- control activities

Detailed documents and routines

Risk assessment

Lean

QR

Lean

QR

QR

Lean
Quality, efficiency and good governance

Lean

Risk assessment

Reporting and monitoring

Quality reviews

Risk management

Internal control