Reshaping management of the household surveys in the Hungarian Central Statistical Office

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Goals of the presentation

• Describing the multiple reorganizations of the household survey management
• Interpreting the new structure of responsibilities
• Highlighting the main reasons behind the reorganizations
• Describing the new framework of the cooperation between the actors (service-oriented operational framework)
Household surveys in the HCSO

- Labour survey
- Household Budget Survey
- Survey on Income and Living Conditions (SILC):
- Travel habits of residents
- Survey of information and communication technology (ICT) usage in households and by individuals:
- +Consumer price survey and Agricultural market supply and price survey
GSBPM in HCSO’s life

• Continuous effort to gear our business processes to the Generic Statistical Business Process Model (GSBPM)

• As an example: adopting GSBPM
  • Hungarian Generic Business Process Modell (HGSBPM)

• Organizational Improvement in 2017:
  • Affected the whole institutional structure
  • On the basis of the HGSBPM
<table>
<thead>
<tr>
<th>Specify Needs</th>
<th>Design</th>
<th>Build</th>
<th>Collect</th>
<th>Process</th>
<th>Analyse</th>
<th>Disseminate</th>
<th>Evaluate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Identify needs</td>
<td>2.1 Design outputs</td>
<td>3.1 Build collection instrument</td>
<td>4.1 Create frame &amp; select sample</td>
<td>5.1 Integrate data</td>
<td>6.1 Prepare draft outputs</td>
<td>7.1 Update output systems</td>
<td>8.1 Gather evaluation inputs</td>
</tr>
<tr>
<td>1.2 Consult &amp; confirm needs</td>
<td>2.2 Design variable descriptions</td>
<td>3.2 Build or enhance process components</td>
<td>4.2 Set up collection</td>
<td>5.2 Classify &amp; code</td>
<td>6.2 Validate outputs</td>
<td>7.2 Produce dissemination products</td>
<td>8.2 Conduct evaluation</td>
</tr>
<tr>
<td>1.3 Establish output objectives</td>
<td>2.3 Design collection</td>
<td>3.3 Build or enhance dissemination components</td>
<td>4.3 Run collection</td>
<td>5.3 Review &amp; validate</td>
<td>6.3 Interpret &amp; explain outputs</td>
<td>7.3 Manage release of dissemination products</td>
<td>8.3 Agree an action plan</td>
</tr>
<tr>
<td>1.4 Identify concepts</td>
<td>2.4 Design frame &amp; sample</td>
<td>3.4 Configure workflows</td>
<td>4.4 Finalise collection</td>
<td>5.4 Edit &amp; impute</td>
<td>6.4 Apply disclosure control</td>
<td>7.4 Promote dissemination products</td>
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<tr>
<td>1.5 Check data availability</td>
<td>2.5 Design processing &amp; analysis</td>
<td>3.5 Test production system</td>
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<tr>
<td>1.6 Prepare business case</td>
<td>2.6 Design production systems &amp; workflow</td>
<td>3.6 Test statistical business process</td>
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<td></td>
<td>2.7 Finalise production system</td>
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<td></td>
<td>2.8 Finalise data files</td>
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</tbody>
</table>
The past – Organising surveys

• The former structure of the office:
  • Decentralized
  • Territorial units:
    • 8 regional department with county level sectios (units)

• In this units employees responsible for the execution of the household surveys:
  • in the assigned territory (enumeration districts) one person was responsible for all the activities linked to the field:
  • the execution and the controlling activities were not separated

• Deficiencies of this practice:
  • No interests in making hard quality checks
  • Individual interlacements
  • Less direct control of the relationship
  • Difficult to implement standards or harder to monitor the proper usage of the standards
The past – State of enumerators

- employed directly by the HCSO
- In a form of assignment contracts:
  - The form is basically for temporary employment
  - But most of the enumerators were permanently collecting data for HCSO
- This provide legislational problems
2013-2017 – Statek Ltd.

- In 2013 HCSO established Statek Ltd.
  - The main goal:
    - To settle the legal situation of the interviewers
    - wider employer rights for the new organization
    - To make the financing of the field more transparent and predictable
- Employer rights, but no direct professional control
- Coordinator staff still in HCSO
  - No direct effect on the amount of work given to the enumerators
  - no direct channel where the employer instruction or other information could be communicated
Reorganization in two steps
First step

• Organizational improvement in 2017

• new centralized unit responsible for the conduction of the household surveys: Household Surveys Data Collection Department
  • responsible for all the activities linked to the execution
  • on country level
  • On the basis of the HGSBPM’s sub-processes
  • Two section:
    • The Data Collection Organising and Coordinating Sections
    • Data Preparation and Validation Section

• employees working in the previous regional departments underwent a profile cleaning
Reorganization in two steps
First step

• Positive effects:
  • the execution of household surveys being in one hand
  • standards can be introduced
  • dissolving regional differences
  • strictly dividing the supervision from the quality control
    • quality control became objective and independent
Reorganization in two steps
Second step - Statek Ltd.

- to find a solution to the before mentioned deficiency within the Statek
- transfer a part of the employees of the Data Collection Organising and Coordinating Unit
- the organizational responsibilities were reshaped
- new so-called organizational offices were established:
- The principle of the creation of the offices:
  - County borders were not taken into consideration
  - the enumerator’s residence was the point of reference.
  - the way from the office to the enumerator’s home should be no longer than 1,5 hours.
  - we determined that one organizer is able coordinate the work of 10-15 enumerators
Reorganization in two steps
Second step - Statek Ltd.

• The Statek’s duties became the following:
  • organizing surveys, creating enumeration districts, making the annual schedule of duties of the enumerators;
  • recruiting and selecting the enumerators, ensuring their necessary capacity;
  • taking care of the employers duties connected to enumerators;
  • improving the questioning abilities, communication and professional ethics of the enumerators, developing, monitoring and documenting their preparedness;
  • organizing professional and use -of - equipment trainings;
  • distributing and registering papers, instruction manuals and promotional materials among the enumerators;
  • equipping enumerators with mobile tools, replacing these and handling “errors” on primary level;
  • conducting surveys at the appointed address/ venue;
  • conducting surveys within the given deadline;
  • preparing the completion sheets.
Reorganization in two steps
Second step - Statek Ltd.

• Household Surveys Data Collection Department responsibilities:
  • training the enumerators professional use of equipment and educating them (preparing and developing standard training materials, controlling the enumerators’ preparedness, counter checking, etc.);
  • systematic monitoring function (checking via phone, emails and on-site, improving methods, sharing experience);
  • informing data providers (call center, informing circuit clerks);
  • monitoring surveys (maintaining the monitoring system of the enumerators’ performances, analyzing and valuing aggregated data, giving feedback to the departments and the Statek.)
**Recent experiences**

Checks made by contacting respondents (N)

- **2016 to 2017**: 230.6% increase
- **2017 to end of 2018**: further 127.7% increase

**Errors:**
- **2016**: 95 revealed error
- **2017**: 364!
- **2018 so far**: 324!!

*2018 so far*
Background of the SOO framework

Organizational Improvement Program

Improve the level of services between departments

Service-Oriented Organization (SOO) method

Service Level Agreement (SLA) methodology

Collection and Operations Services Agreement (COSA)
SOO model

Instruction-based operation → Collaborative, service-oriented operation
SOO model

Advantages:
- Cooperation
- Transparency
- High level of service
- Efficiency

Without using Fee payment

Risk:
- Not enough experience to define objectives
Cooperation Agreement

the agreement is signed between the organizational units (departments) of the HCSO

for the pilot project, the HCSO’s relevant departments have an agreement with the STATEK

a task-based agreement (an organizational unit delivers a specific outcome to the order of another organizational unit)

the agreement is signed by the heads of the departments concerned
### Elements of the agreement

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Az adatfelvétel jellemzői</td>
<td>Az adatfelvétel magasságai</td>
<td></td>
</tr>
<tr>
<td>2. Elvárások a megállapodó felelők között</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A</td>
<td>B</td>
<td>C</td>
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<tr>
<td>6. Statek Kft.</td>
<td>KSH Lakossági adatfeleveledes</td>
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<tr>
<td>FEJLESZTÉSI ADATlekérdezés</td>
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</tr>
</tbody>
</table>

**Felek jelen dokumentumot, mert alakítsák mindenben egyeztet jövőhagyóságukt alá.**

Budapest, 2018. február

- Pápaiásné Gáli Erika
  - Statek Kft. szakmai vezetője
- Janák Katain
  - KSH Éleimendsőség származási főosztály vezetője
- Kárpáté Csincsák Éva
  - KSH Lakossági adatfelelevedés főosztály vezetője
### Elements of the agreement

#### 2. Expectations between the partners

<table>
<thead>
<tr>
<th>ID</th>
<th>Department placing the order</th>
<th>Service provider</th>
<th>Task</th>
<th>Input</th>
<th>Output</th>
<th>Indicator</th>
<th>Target value</th>
<th>Time period</th>
<th>Deadline</th>
<th>Conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Statek Kft.</td>
<td>Household Surveys Data Collection Department</td>
<td>Professional training for enumerators</td>
<td>Indication of training need</td>
<td>Properly trained enumerators</td>
<td>Test certificate completed at the appropriate level</td>
<td>100%</td>
<td>3 workdays</td>
<td>within 3 days of the request</td>
<td>Technical conditions for training</td>
</tr>
</tbody>
</table>
Elements of the agreement

• Input and output
• Indicators
• Deadline and working time
• Conditions
Contribution to a higher quality

General principles
- Cooperation
- Transparency
- Shared responsibility
- Clarity
- 'All in sight' viewpoint

Management tools
- Quick response
- Successful risk management
- Better capacity management
- More informed decision-making

Operation
- Better performance
- Efficiency
- Higher quality
Results so far

- positive feedback from the actors right as we started
- wide range of freedom of the service provider how to achieve its goal
- keeping of the deadlines of the household surveys has been spectacularly increasing (more detailed analysis is needed ...)

Conclusion

• expect that such an operation can be introduced and disseminated

• hope that the SOO approach can create a partnership attitude in which all the actors can work at the best level of their abilities for achieving common objectives

• believe that we are going into the right direction, but we still have a lot of work to do to be able to work well, efficiently and naturally under an SOO agreement