EXPERIENCES WITH A QUALITY MANAGEMENT SYSTEM CONFORMING TO ISO 9001:2008 REQUIREMENTS

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WHY SYSTEMATIC QUALITY MANAGEMENT IS ESSENTIAL

- To expedite reaction to user needs and expectations
- To establish an effective management system
- To motivate the staff and to develop the quality culture
- To strengthen cooperation with stakeholders
- To enable effective organization of institution’s activity and well-balanced distribution of resources
- To assure continuous improvement
MAIN PHASES OF IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEM

- Decision and support of Top management
- Appointment of responsible staff (quality manager, working group)
- Analysis of existing quality frameworks and their applicability to organization
- Decision on the quality framework(s) to be implemented
- Presentation of requirements of the framework (in our case-ISO 9001) to staff
- Analysis of current situation (identification of drawbacks), learning
- Preparation of documentation
- Implementation of the system
- Internal audit and improvement actions
- Management review and improvement of the system
MAIN ELEMENTS OF QUALITY MANAGEMENT SYSTEM CONFORMING TO ISO

- Quality manager
  - Coordination of introduction of quality management system
  - Overall quality management across the institution

- Definition of the processes, identification of their interactions and sequences, appointment of process owners

- Documentation of quality management system (quality policy and quality tasks, quality manual, process map, etc.)
  - Management rules for Production of statistics process and responsibility
    - Methodology and quality division – institutional level
    - Survey managers – survey level

- Analysis of the efficiency of quality management system
IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEM BASED ON ISO

- **2002** – Start of systematic quality work: the first working group on quality established and a working plan made
- **2003** – Pilot survey on the quality of the statistical production process and products
- **2005–2007** – Creation and implementation of the system: establishment of process map, appointment of process owners, documentation, learning
- **2007** – Internal audit of the system, improvement
- **2007** – Certification of the system against ISO 9001:2000
- **2008–2010** – Assessment, monitoring and development
- **2010** – Certification of the system against ISO 9001:2008
- **2013** – Recertification of the system against ISO 9001:2008
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Proceses of Statistics Lithuania

1. Management
   - 1.1 Strategic planning
   - 1.4 Documentation and archiving
   - 1.2 Annual planning
   - 1.5 Communication
   - 1.3 Preparation, implementation and monitoring of legal acts
   - 1.6 Management review

2. Resource management
   - 2.1 Planning of SL budget
   - 2.2 Purchases
   - 2.3 HRM
   - 2.4 IT management
   - 2.5 SL maintenance

3. Production of statistics
   - 3.1 Decision to carry out survey
   - 3.2 Preparation of methodology
   - 3.3 Data collection and processing of primary data
   - 3.4 Preparation of final statistics

4. User service
   - 4.1 Statistical products
   - 4.2 Services
   - 4.3 User relationships management

5. Measurement and improvement
   - 5.1 Audits
   - 5.2 Measuring and monitoring of processes and services
   - 5.3 Management of non conformities
   - 5.4 Improvement actions

Explanations
DESCRIPTION OF STATISTICAL PROCESS

- Description in written form:
  - identification of the main steps
  - description of the main principles
  - guidelines
  - documentation

- Graphical presentation (QPR Process Guide):
  - identification of the main steps
  - main participants
  - regulations
  - guidelines
QUALITY POLICY OF STATISTICS LITHUANIA

Statistics Lithuania commits itself:

- To better meet the needs for statistical information of various user groups
- To develop the dissemination of official statistics through the Official Statistics Portal
- To strengthen cooperation with respondents motivating them to provide high quality statistical data
- To strengthen the coordination of institutions managing official statistics, to encourage institutions managing European statistics to implement the provisions of the European Statistics Code of Practice
- To improve the quality management system
- To enhance interinstitutional and international cooperation in the area of statistics through active participation in legislative processes in Lithuania and the European Statistical System
- To foster initiative and responsibility, improve qualification and enhance competence, increase motivation of staff
- To use resources responsibly and to implement measures enabling the preservation of the environment.

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STRATEGY OF STATISTICS LITHUANIA FOR 2013–2017

Strategic objective – to improve quality & accessibility of statistical services & products by rationally using resources & without increasing statistical burden for respondents

- More efficient production of statistical information
- Higher quality services to users
- Enhancement of institutional environment

ISO AND EUROPEAN STATISTICS CODE OF PRACTICE

ISO based Quality management system is a good framework for the implementation of the Code of Practice

- Management rules, structure, processes and responsibilities are clearly defined and documented
- Performance results are planned and pursued purposefully
- Quality assessment and improvement methods and tools are implemented in a clear and systematic way
- Quality policy and objectives are defined and regularly updated
QUALITY ASSESSMENT AND IMPROVEMENT METHODS AND TOOLS
USED AT STATISTICS LITHUANIA

Management

- EFQM self-assessment
- Quality management audits
- Management of non-conformities

Production of statistics

- Monitoring of performance indicators
- DESAP self-assessment of survey managers
- Testing and revising of statistical questionnaires
- Statistical audits

User service

- User satisfaction surveys
MONITORING OF PERFORMANCE INDICATORS

The set of regularly monitored performance indicators covers:

- ESS quality indicators
- Indicators related to time used for different statistical processes
- Indicators related to characteristics of processes

Measurement

- Measures are compared with critical values which are defined for the performance indicators
- Regular analysis is made at survey and institutional levels

Decision-making

- Monitoring results are widely discussed in the Director General Advisory Commission meetings and decisions for further improvements are made

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EXAMPLES OF MONITORING RESULTS

Release of annual statistical information, days after the reporting period

- 2008: 200
- 2009: 190
- 2010: 188
- 2011: 185
- 2012: 173
- 2013: 173

Number of datasets in Database of Indicators

- 2008: 1215
- 2009: 1736
- 2010: 2031
- 2011: 2240
- 2012: 2364
- 2013: 2433

Response burden (average time for filling-in questionnaires), hours

- 2008: 12.2
- 2009: 11.2
- 2010: 10.8
- 2011: 9.9
- 2012: 9.6
- 2013: 9.2

Electronic questionnaires introduced, %

- 2008: 45%
- 2009: 60%
- 2010: 75%
- 2011: 96%
- 2012: 100%
- 2013: 100%
STAFF INVOLVEMENT IN QUALITY WORK

- Possibility to inform about non-conformities and to contribute to quality improvement
- Self-assessment of survey managers (DESAP)
- Staff involvement in the decision-making process
- Performance of staff satisfaction surveys

Full staff involvement and support are essential for the implementation and development of a quality management system

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GENERAL COMMENTS

- Quality management is effective only when it is systematic.

- Regardless of which quality model is used, definition and documentation of main processes facilitate the quality work in many aspects.

- Staff attitude and feeling about the institution and quality of output they produce are essential for the effective quality management.

- Initiative and support of the Top management play very important role in implementation of quality principles.
THANK YOU!