Р Е П У Б Л И К А Б Ъ Л Г А Р И Я
НАЦИОНАЛЕН СТАТИСТИЧЕСКИ ИНСТИТУТ

Approved by
the NSI President:

/Assoc. Prof. Mariana Kotzeva/

QUALITY MANAGEMENT PROGRAMME

Sofia

INTRODUCTION

The Quality Management Programme of the National Statistical Institute is elaborated in pursuance of the Strategy for Development of National Statistical System of the Republic of Bulgaria, 2008-2012 and the Quality Management Policy, 2008. The Programme is a component part of quality management mechanisms provided in the Quality Management Policy. The Programme covers activities for realization of the tasks that are set in the policy as well as main performance indicators.

The tasks included in the Programme are referred to the principles of the European Foundation for Quality Management (EFQM)[1] Excellence Model: Leadership, Strategy, People, Partnerships and Resources, Processes, Customer Results, People Results, Society Results and Key Results. The preconditions or so-called "Enablers" are *Leadership, Strategy, People, Partnerships, Resources and Processes*. The "Enablers" determine what an organisation does and how it performs the tasks in order to achieve the desired results.

I. LEADERSHIP. STRATEGY

1. Building of mechanisms for quality management, monitoring and control

The implementation of this task requires some preconditions for quality management to be provided. The necessary preconditions for quality management are:

i. Legal preconditions – in the Law on Statistics to be included articles concerning quality regulation and ensure compliance with the European Statistics Code of Practice, elaboration of internal legal basis on quality management;
ii. Organizational preconditions – Quality Management Council to the President of the NSI, a network of experts responsible for quality in the NSI directorates/departments, inter-institutional working groups on quality with representatives of the Bodies of statistics and institutions, which are administrative data sources for the NSI;
iii. Technical preconditions – Human resources (HR), IT and financial resources.

The presence of these preconditions will contribute to ensure the necessary conditions for implementation of duties and responsibilities of the participants in the process of quality assurance, management and monitoring.

The implementation of this task can be monitored by the following main indicators:

№	Indicators
	Legal indicators
1	Quality regulation in the Law on Statistics
2	Degree of compliance with the European Code of Practice Principles
3	Degree of implementation of the Peer review recommendations
4	Internal legal regulation on quality management
	Organizational indicators
1	Suggestions made by the Quality Management Council (number)
2	Rate of the completed and implemented suggestions made by the Quality Management Council (%)
3	Consultations and meetings of the network of experts responsible for quality in NSI during the year (number)
4	Completed tasks by experts responsible for quality (number)

[1] http://www.efqm.org/en/tabid/392/default.aspxf

5	Meetings of inter-institutional groups concerning quality issues (number)
6	Decisions taken by inter-institutional groups related to the quality assurance of statistical information (number)
	Technical indicators
1	Rateof the statisticians to the total staff (%)
2	Rate of the employees with higher education to the total staff (%)
3	Rate of the ICT costs to the total costs (%)
4	Rate of the staff provided with adequate personal computers, working with the relevant software (%)

In order to measure the progress and to undertake improvement activities in the NSI, it is necessary to introduce monitoring on the base of the quality self-assessment for the whole organization on annual basis (or every two years), established on the European Foundation for Quality Management (EFQM) Excellence Model. This type of quality monitoring requires development of standardized questionnaire covering all principles in the model, testing, training, determining responsible experts, organization of the filling in of the questionnaire, summarizing the results, analysis and follow-up. The support of top management and involvement of external contractors with good experience in this field are important for organization and facilitation of the self-assessment implementation.

The Self-assessment based on EFQM model will allow:

- To get both an idea of what the NSI does and what it achieves;
- To assess the current level of quality throughout the whole organization;
- To identify strengths and weaknesses;
- To measure the progress periodically;
- To identify and undertake appropriate improvement actions throughout the organization.

№	Indicators
1	Self-assessment result (total score)
2	Areas for improvement in the organization
3	Planned improvement actions (number)
4	Improvements realized in the organization (number)

II. People. People results

1. Improvement of personnel management

The high quality of statistical products and services depends on the commitment of all employees. Therefore it is important to increase the motivation, expertise and satisfaction of all officials.

The improvement of personnel management will be achieved by developing a full range of strategies related to human resources. It is possible to introduce rotation bases at work within a directorate or departments (where it is applicable), to carry out a staff opinion survey and interviewer's survey, to improve work conditions in terms of technical provision, wages and salaries and equipment. It is necessary to ensure continuous training of personnel.

Successful implementation of this task will reduce staff turnover, will motivate employees and will increase their expertise.

№	Indicators
1	Carried out Staff opinion surveys (number)
2	Implemented improvement suggestions in the statistical system, made by staff participated in the staff opinion survey (number)
3	Workshops, courses and other forms of training (number)
4	Employees who have undergone some training (number)
5	Carried out Interviewers surveys (number)
6	Conducted training of interviewers (number)

III. Partnerships and Resources

1. Respect of the interests, assurance of a continuous dialogue and a feedback between all parties in statistical activity – users, respondents, Bodies of statistics and other institutions

The implementation of this task will increase confidence in statistics; will lead to better cooperation between all participants in the statistical process and better understanding and interpretation of statistics.

1.1 Users

The assurance of a continuous dialogue with users and the respect of users' interests are some of the main tasks for the NSI. The achievement of these tasks could be realized through establishment of Councils on user groups, carrying out surveys for the specific user groups, training, working out a policy in cases of criticism of official statistics or misuse of statistics and development of a formalized procedure for reaction against serious errors when publishing data[2].

№	Indicators
1	Meetings of the Councils on user groups, per year (number)
2	Surveys for the specific user groups (number)
3	Consultations of users per year (number)
4	Implemented users suggestions for new statistical surveys or inclusion of new variables to existing surveys (number)
5	Adopted and implemented users suggestions for provision of certain statistical information (number)

1.2 Respondents

The respondents are one of the most important participants in statistical activity. The prompt submission of correct data from respondents leads to better quality of statistical data. The most important preconditions for respect of users' interests and assurance of a feedback are as follows:

- Policy for reducing respondents' burden;
- Carrying out surveys on respondents' burden;

[2] We talk for "serious errors" when some errors occurs in the publication of main statistical indicators, so called key indicators, or when this error will affect to a significant degree on the perception of a phenomenon in society, or when published data impact on the market.

- Policy for usage of administrative sources for statistical purposes, which will lead to strengthening of the inter-institutional relationships and usage of administrative sources for statistical purposes;
- Review of statistical surveys and replacement of exhaustive surveys with sample surveys, wherever possible.

№	Indicators
1	Carried out surveys on respondents' burden (number)
2	Carried out consultations of users (number)
3	Refusals of the respondents to provide statistical information (number)
4	Meetings with respondents aiming to acquaint them with legal base, policies and practices of the NSI and the NSS, regarding to data collection, data provision and confidentiality (number)
5	Respondents' satisfaction from methodological and technical assistance provided by the NSI experts
6	Rate of surveys, using administrative sources to the total number of surveys included in the NSP
7	Reviews of questionnaires with a view to avoid duplication of questions, inaccuracy of definitions or their discrepancy with standards and practices accepted by different respondents groups (number)

1.3 Bodies of statistics and other institutions

The coordination and communication with other Bodies of statistics could be improved by regular meetings for discussion of issues related to quality assurance of the statistical process and quality of provided statistical information.

№	Indicators
1	Consultations and meetings with the Bodies of statistics concerning quality of statistical surveys carried out by them (number)
2	Recommendations on quality assurance within NSS (number)
3	Recommendations completed by the Bodies of statistics (number)

IV. Processes, products and services

1. Implementation of best practices in the field of statistical surveys and in the quality management of statistical processes and products

The implementation of this task requires survey managers to conduct quality self-assessments of statistical surveys (DESAP)[3]; implementation of a model for data collection by electronic means; development of detailed description of the processes; expansion of procedures for measuring the process quality; development of quality reports; dissemination of results on quality assessment to users.

[3] The European Self Assessment questionnaire for quality assessment of surveys - DESAP Self Assessment Checklist for Survey Managers

№	Indicators
1	Rate of the statistical surveys that have quality self-assessment to the total number of surveys (%)
2	Rate of the electronic questionnaires to the total number of questionnaires (%)
3	Availability of documentation for description of processes
4	Rate of the statistical surveys with quality reports to the total number of surveys (%)
5	Rate of statistical surveys that have published information on quality on the NSI Internet site to the total number of surveys (%)

2. Conducting internal quality audits of statistical processes and products

It is necessary to conduct internal quality audits of statistical processes and products. For this purpose a methodological handbook should be developed and it should cover the four phases of the audit process: planning, check up, reporting and follow-up of the recommendations. The handbook on internal audits should include objective, scope, definitions, principles, approach, internal rules and procedures for conduction of the audits.

The external methodological audits are another alternative. The external audits also may ensure impartial, independent and objective quality assessment of statistical processes and products.

The quality audits will contribute to identify existing weaknesses and areas for improvements regarding to the various quality aspects. Also will be identified the measures through which these improvements could be achieved.

№	Indicators
1	Conducted quality audits per year (number)
2	Planned improvements as a result of the audits (number)
3	Implemented improvements, prescribed in the follow-up (number)

3. Implementation of a system for quality documentation and provision of access

It is necessary to elaborate handbooks on best methods (in accordance with the LEG on Quality recommendations), description of processes (identification, documentation and analysis of processes), and implementation of system approach for quality assessment.

The purpose of documentation is to ensure transparency and comparability, to enhance understanding and usage of statistics. The presence of a complete set of documents related to the quality of statistical processes and products will provide employees with the “knowhow” or “path” that shows how tasks have to be performed. The documents will establish basis for comparison of what should do and what is done actually, as well as they should be used for training of employees and users.

The provision of access to the existing documentation is precondition to ensure transparency of activities, undertaken for quality assurance, and to increase user confidence in information provided by the NSI.

It is necessary to create a database for documents on quality of statistical products and processes and a section on the Intranet/ Internet with main quality documents, to improve and update the Electronic dictionary of statistical terms in the field of quality, which is imperative in terms of ensuring uniformity in their usage.

№	Indicators
1	Quality documents published on the Intranet/Internet (number)
2	Publications related to quality (number)
3	Terms included in the Electronic dictionary of statistical terms in the field of quality (number)

V. Customer results and Society results

The User-orientation and the Society-orientation are one of the main principles enshrined in the EFQM Excellence Model.

1. Implementation of system for user surveys

The implementation of this task requires:

- Carrying out user satisfaction surveys;
- Research and analysis of user demands;
- Carrying out surveys on user confidence to statistics and surveys on access to the statistical information.

The implementation of this system will contribute to ensure one of the main quality criteria – Relevance. The bases for better identification of user demands and a possibility to reflect user demands in the National Statistical Programme will be set up. The active dialogue with different user groups will help to establish and to maintain good relationships. Also it will lead to meet timely on the new demands for statistical information.

№	Indicators
1	Carried out user satisfaction surveys (number)
2	Frequency of usage of information, on the NSI Internet site and at the NSI Library, by statistical domains (number of web visitors per month, and number of Library visitors per month)
3	Carried out surveys on user confidence in statistics (number)
4	Carried out surveys on access to the statistical information (number)

VI. Key performance results

The key performance results are the results achieved as regards the policy and the strategy (so called external results), and as regards management and improvement (internal results).

1. Development of indicators to characterize the quality of activity

It is necessary to develop and to implement a system of performance indicators in other to characterize the quality of the NSI activity and quality of the Bodies of statistics activity, and the implementation of international obligations and EU requirements.

The realization of such system will allow obtaining a complete picture of the quality of the organizations activities. The system will contribute to identify strengths and weaknesses and will assist the monitoring process of the activities leading to improvements.

№	Indicators
1	Development of indicators to characterize the quality of activity

2. Applying a policy on risk management

The preconditions for implementing this task are a Strategy on risk management, a Programme on risk management, establishment of a working group on risk management, definition of obligations and responsibilities on the risk management.

This will enable to coordinate effectively the activities on risk management, to identify timely significant risks and to undertake activities for their limiting, to allocate the resources according to the degree and significance of different risks.

№	Indicators
1	Identified significant risks by priorities (number)
2	Planned activities and preventive measures to cover identified risks (number)
3	Implemented activities and undertaken measures (number)