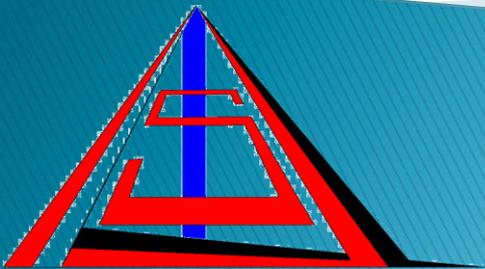


Development of a Quality Assurance Framework

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Background

Review of the STATIN during its modernization process revealed

- There was a growing demand for more statistics, for it to be provided in a timely manner and for the information to be easily accessible
- The organization was however facing resource constraints
- Loss of organizational memory due to retirement of key, experienced senior statisticians, absence of succession planning



Background

In the 2012–2017 Strategic Plan, emphasis was therefore placed on;

- Improving the effectiveness and efficiency of the operations
- Restructuring the organization to make it more flexible as the demand for statistical products increase
- Develop the capacity to translate changing data requirements into new products in a timely fashion



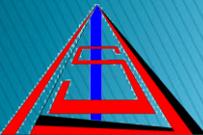
Background

- Critical improvement was therefore needed in the core statistical business processes and related quality assurance systems
- STATIN did not have a quality assurance framework that covered all aspects of its work.
- Practices existed within the various statistical programs to ensure quality, in accordance with the IMF's DQAF and other international guidelines.



Implementation of QAF

- ▶ STATIN therefore decided to focus on the development of a Quality Assurance Framework as part of the ISFP project.
- ▶ The first activity of the ISFP project was an assessment and identification of requirements through knowledge sharing sessions with the consultant from STATSCAN



Main Findings of Assessment

- The commitment to quality is strong at STATIN
- Managers are aware of the weaknesses in their quality management
- There is a high degree of professionalism within the organization
- Need to manage quality better
- Need to improve the transfer and maintenance of corporate knowledge



Main Findings of Assessment

- Need for more documentation
- Need to develop better metadata to support and inform internal operations
- Blurriness around who owns each process and who owns each programme
- The organization needs to develop a culture of accountability for the validation of statistical products



Process of Implementation of QAF

- Process for establishment of QAF was developed at the Technical Committee of STATIN (senior managers and programme managers)
- Quality Unit established in the Research, Design & Evaluation Division – to promote, support and encourage sound quality management practices: ensure that credible & factual statistical products and services are disseminated to clients



Process of Implementation of QAF

- Quality assurance systems would be developed around the core statistical business processes (based on GSBP model)
- Development of quality processes would now be part of the operational and corporate plans of each division
- Monthly divisional progress reports would include the development of the quality systems
- Linked to the annual performance appraisal process



Achievements to-Date

- ▶ A Quality Assurance Framework is a collection of tools and documents describing measures in place to manage the quality of the data produced.



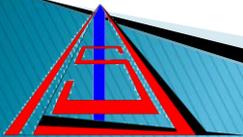
Achievements to-Date

- Developed a work programme and time frame for the establishment of the QAF
- Inter-divisional Quality Assurance Committee established – quality officers to oversee the execution of the quality system
- Formulated the dimensions of quality for STATIN
- Preparation of the templates for Quality Assurance Framework such as the documentation of processes



Success Factors

- Buy in of senior managers and programme managers, re-enforced with the Assessment of the Code of Good Practice in Statistics
- Documentation of processes has begun
- Ownership of processes has been determined based on the core statistical business processes



Success Factors

- Technical review committee has been established for all statistical products before they are released
- Started the process of developing metadata for those programmes outside of the IMF SDDS



Challenges

- A culture of resistance to change
- The willingness of staff to undertake the additional tasks required to implement the QAF
- Given the lack of documentation in the past, the task appears overwhelming
- Unavailability of resources given the tight constraints already being faced by the organization



Challenges

- Reluctance of some staff to impart their knowledge by documenting the methodologies and processes.
- Poor communication especially between quality officers and other members of their division



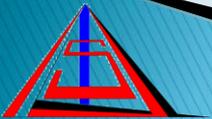
Next Steps

- Complete the QAF
- Sensitization on the Quality Policy to all staff members
- Develop the quality control methods for each division and programme
- Review of processes throughout the organization to improve efficiency and ultimately the timeliness of the statistics



Next Steps

- Complete integration of quality management into other management frameworks
- Publication of an official statement of STATIN's quality commitment to external stakeholders
- Ensure compliance through the audit process



Conclusion

- QAF will contribute to the improved overall quality of Jamaican statistics
- Build a culture for quality in all work of STATIN

