



BHAS
Agency for Statistics of
Bosnia and Herzegovina

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**POLICY AND PROGRAMME OF THE QUALITY
MANAGEMENT
IN AGENCY FOR STATISTICS OF BOSNIA AND HERZEGOVINA**

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INTRODUCTION

Principle 4 of European Statistics Code of Practice requires from producers of official statistics to define the quality policy and make the one available to the public.

Quality policy of Agency for Statistics of Bosnia and Herzegovina (the Agency) is based on mission formulated in „**Statistical Programme of Bosnia and Herzegovina, 2013-2016**“ and „**Bosnia and Herzegovina Statistical Development Strategy 2020**“: „ *The mission of the Agency for Statistics of BIH is to provide reliable, comprehensible, high quality, timely and internationally comparable statistical data that will meet the needs of decision-makers, researchers and other national and international users and will reflect the status and changes in the economic, demographic and social domain, environment and natural resources. Collection, processing, analysis and dissemination of the statistical data is done based on statistical standards and modern technologies, while protecting statistical confidentiality, and providing of the optimal use of resources and providing for the reasonable burdening of data providers. “*

1. PRINCIPLES AND THE MAIN GOALS OF QUALITY MANAGEMENT POLICY

Pursuant to the *Law on Statistics of Bosnia and Herzegovina* (“Official gazette of BiH”, No 26/2004 and 42/2004), *Bosnia and Herzegovina Statistical Development Strategy 2020* (December, 2013), *Statistical Programme of Bosnia and Herzegovina 2013-2016*, as well as to other relevant documents, and relying on the *Declaration on the quality of European Statistical System*, *European Statistics Code of Practice* (CoP), the recommendations of EUROSTAT *The Leadership Group* (LEG) that refer to system of quality management, *Eurostat’s Quality Assurance framework* (QAF) and other documents on internationally accepted good practices, Agency is committed to consistent esteem and implementation of the quality policy that is also based on following principles of *Total Quality Management Model* (TQM):

- Monitoring of the Quality of statistical processes and products
- Users’ satisfaction with statistical data
- Strengthening of cooperation with data providers (reducing respondents burden)
- Rational usage of resources available
- Professional orientation of staff (education, motivation and satisfaction)

Agency uses standard documentation that is prepared in accordance with Eurostat recommendations. Detailed documentation is prepared for internal uses in local languages, while information provided to users are available in local languages and in English, (information on concepts, definitions, methods applied, level of data quality) in standardized format. Applying this documentation, based on multi-dimensional concept harmonized with EU standards (relevance, accuracy and reliability, timeliness and punctuality, coherence and comparability, accessibility and clarity) the basic frame for running internal and external assessments of quality of statistical processes and products in Agency is provided.

2. MAIN TASKS OF QUALITY MANAGEMENT POLICY IN AGENCY

In order to establish efficient system of quality management, BHAS sets following tasks for future period:

- Consistent implementation of European Statistics Code of Practice (CoP) and usage of Quality Assurance Framework of the European Statistical System (QAF) for implementation of those principles;
- Development of mechanism for monitoring the quality, controls and management;
- Implementation of standardized reports on quality of statistical surveys;
- Conduction of Internal audit of statistical processes and products quality;
- Application of the model of quality management in accordance with principles of *Total Quality Management* (TQM), as well as implementation of *Common Assessment Framework* (CAF), complete QM tool serving for self-assessment of quality inspired by model of excellence EFQM
- Implementation of system for quality documentation.

3. APPLICATION SCOPE

Quality Management Policy as element of the system for quality management generally is related to following components: product quality (relevance, accuracy and reliability, timeliness and punctuality, coherence and comparability, accessibility and clarity), quality of process (sound methodology, appropriate statistical procedures, non-excessive burden on respondents and cost effectiveness); as well as to other elements of system for quality management, such as planning and controls.

European Statistics Code of Practice contains structural aspects of quality as part of principle institutional environment such as professional independence, mandate for data collection, adequacy of resources, commitment to quality, statistical confidentiality, impartiality and objectivity.

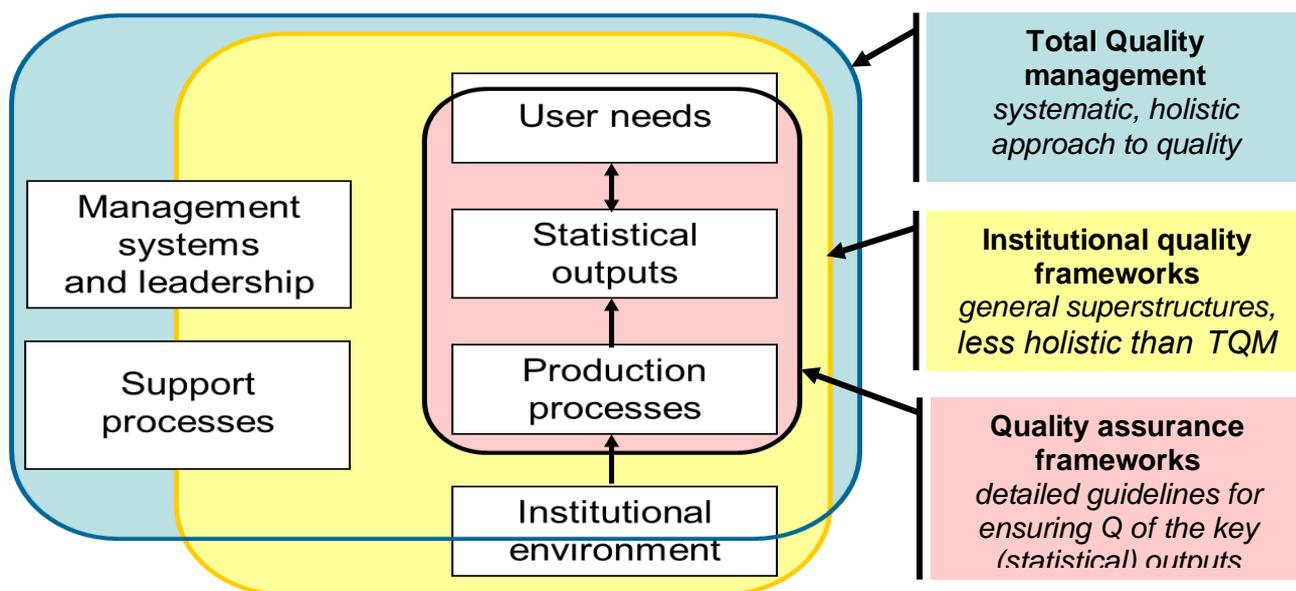
Quality Management Policy is conducted:

- At Agency for Statistics of BiH,
- In BH statistical system,
- At the process level (production of statistical data and process management) and
- At the level of statistical product.

Policy is implemented by staff in charged for statistical data production, process management and administrative activities at all levels.

Leadership, strategy, staff, partnership, cooperation and process management are key elements for achievement of the results. Main goal is for results to satisfy needs and expectations of users and society in general.

Quality management, quality frameworks, relations



Implementation of quality management in Agency for Statistics of Bosnia and Herzegovina

Model and framework of quality management	Implementation in BHAS	Explanations
<p>TQM– Total Quality Management</p> <p>Model of quality management with principles of total quality management focused at:</p> <p>a)Monitoring of statistical processes and products quality; b) Users satisfaction with statistical data; c) Strengthening of cooperation with data providers (reducing respondents burden); d) Rational usage of resources available and e) Professional orientation of personnel (education, motivation and satisfaction).</p>	<p>CAF</p> <p>Common Assesment Framework</p>	<p>Process of self-sessment identifies and monitors all organisation results, provides feedback on organisational capacity and results of policy and planning processes. Scoring tool for self-asesment has 9 key indicators and 28 criteria based on which it is possible to measure management level achieved and determine which are the critical points for improvements in future.</p>
<p>INSTITUTIONAL FRAMEWORKS FOR QUALITY</p> <p>General superstructures, but less holistic then TQM.</p> <p>Many international organisations and institutions have their own frameworks (OECD QF; IMF DQAF; ECB QF....)</p>	<p>CoP</p> <p>European Statistics Code of Practice</p>	<p><u>Quality of institutional environment</u>: professional independance, mandate for data collection, adequacy of resources, commitment to quality, statistical confidiality, impartiality and objectivity.</p> <p><u>Quality of statistical process</u>: sound methodology, appropriate statistical procedures, non-excessive burden on respondents and cost effectiveness.</p> <p><u>Quality of statistical product</u>: relevance, accuracy and reliability, timeliness and punctuality, coherence and comparability, accessibility and clarity.</p>
<p>FRAMEWORK FOR ENSURING THE QUALITY</p> <p>Detailed guidlines for ensuring the quality of key statistical products; focus on individual statistical domains, not on quality of statistical system in general.</p>	<p>QAF</p> <p>Framework for insuring of quality</p>	<p><u>Statistical product</u> (Quality Report, indicators)</p> <p><u>Production process</u> (Description of process)</p> <p><u>Users Perception</u> (Survey on satisfaction)</p>

Programme of quality management covers the activities of implementation of the tasks determined by policy of quality management.

Implementation of tasks determined will be followed by implementation of programme activities that have detailed description of tasks, responsibilities, methods for achieving, conditions and appropriate indicators of efficacy (effect).

4.1. *Legislative and other preconditions for Quality Management*

Implementation of this task requires fulfilment of certain preconditions for quality management.

Preconditions necessary for quality management:

- *Laws and other regulatives* – by special article in the Law on Statistics in BiH to regulate quality and ensuring of harmonisation with European Statistics Code of Practice; further brake down in internal framework for quality management;
- *Organisational preconditions* – Forming of working groups for quality management in Agency as a net of employees responsible for quality in organisational units (sectors, departments and units);
- *Technical preconditions* – Human resources (HR), IT and financial resources.

Existence of these preconditions will contribute to ensuring the conditions necessary for implementation of obligations and responsibilities of participants in process of providing the quality, management and supervision.

Implementation of this task is monitored by following indicators:

No	Indicator
	Legislative indicators
1	Regulation of quality in the Law on Statistics of Bosnia and Herzegovina (provisions in the Law)
2	The level of implementation of recommendations from the Adjusted General Assessment of BiH statistics (%)
3	Internal regulations on quality management (guidelines, recommendations, manuals)
	Organisational indicators
1	Proposals of the Working Group for Quality Management - RGK (number)
2	Completed tasks by RGK (number)
3	The rate of finalized and implemented proposals by the RGK (%)
	Technical indicators
1	Share of statisticians in total staff (%)
2	The share of employees with higher education in the total staff (%)
3	The share of staff equipped with PC working with relevant software (%)

4.2 Self-assessment of Quality Management excellence level in Agency

In order to measure improvement and activities undertaken for improvement of quality management in Agency, there will be self-assessment of quality for whole institution conducted at annual level (or every other year), based on *CAF model as common* framework for self-assessment.

Process of self-assessment identifies and monitors all-important organizational results and provides feedback on organisational capacity and results of policy and planning processes. This model of quality monitoring requires development of standardised questionnaire that covers all principles in model, testing, training, determining of experts in charged, organisational questionnaire completion, summing up the results, analysis and monitoring.

Support from top management and possible enrolments of external associates with good experience in this area are relevant for organisation and would ease the self-assessment.

Self-assessment based on CAF model will contribute to:

- Assessment of actual level of quality in Agency;
- Identify strengths and weaknesses;
- Measure improvement periodically;
- Identify appropriate activities for improvements in Agency and perform the same.

Implementation of this task is monitored by following indicators:

No	Indicator
1	Results of self -assessment (total result)
2	Planned actions for improvement (number)
3	Improvements achieved in Agency (number)

4.3 Self-assessment of European Statistics Code of Practice implementation in Agency

Agency is committed to apply completely the European statistics Code of Practice in the future, as part of recommendations are already existing in legislative and other relevant documents.

Code of Practice, in Agency, stimulated preparation of supporting documents for activities defined in programs and plans of statistical activities in next period.

The quality of statistical processes, i.e. it's structure is organised according to principles of quality of the ES CoP that include: relevance, accuracy and reliability, timeliness and punctuality, coherence and comparability, accessibility and clarity, assessment of needs and perception of users, costs and burden of reporting units, confidentiality, transparency and protection.

Adopting the European statistics Code of Practice resulted with need of forming the action plan of work for Agency and monitoring the same, and then in identifying weaknesses in Agency and future plan for development of complete quality management in Agency.

Implementation of this task is monitored by following indicators:

No	Indicator
1	Level of harmonisation with European statistics Code of Practice (%)
2	Planned actions for improvement (number)
3	Improvements achieved in Agency (number)

4.4 Ensuring quality standards of statistical business process

Ensuring quality standards of statistical business process are important orientation for Agency in process of monitoring and implementation of recommended standards and regulatives. Recommended standards are partly structured by international regulatives, and partly they are based on implementation of best possible methods and practices («Current Best Practises«).

Statistical products in framework of official statistics production cover many relevant socio-economic topics. Depending on topic, methods of statistical production, concepts and definitions used and the presentation of the results maybe different. However, as with every production form there are common basic steps, that underlie in all official statistics.

Main purpose of quality of statistical process standards is to describe separate phases of statistical survey. Besides description of phases, each process must be described, and guidelines (on quality) must be followed as much as possible.

Obtaining statistical results is a demanding process, in which the quality must be constantly monitored and improved. For these reasons, it is essential that every document that describes the process and provides guidance for quality is constantly upgraded and improved.

The guidelines will ensure the quality of each sub-processes of overall statistical business process model (GSBPM) in the establishment of a new and existing survey.

- With the effective establishment of a single process it is crucial to timely and properly plan, and to properly assess feasibility of the process, given the available human and material resources, and realistic timeframe.
- All stages of the process must be clearly and detailed documented. The documentation must include both content and technical part. The documentation should as far as possible include the assessment (validation, evaluation) of individual phases of the process.

- Using general standards and good practices must be ensured as much as possible. The basis for ensuring the use of standard tools and procedures is their clear and transparent definition, and regular informing of employees (involved in the implementation of statistical process) on the existence of such standards. The best way to achieve this is by organizing trainings and other forms of internal education and communication.

Implementation of this task is monitored by following indicators:

No	Indicators
1	„Guidelines on Standards of Quality in Statistical Business Processes in Statistics of BiH“ prepared and adopted.
2	Application of template for the description and documentation of statistical survey (number)

4.5 Preparation of standardised quality reports of statistical surveys

The main objectives of the quality reports are to provide analytical insight into the entire statistical process to producers of a variety of statistics, and on the other hand additional information for the correct use and interpretation of results to the users of statistical results.

The main purpose of the quality indicators is to provide to implementers of quality statistical survey and users of statistical results insight into the quality of the statistical results, the quality of the process through which these results were obtained, and to some extent an insight into the overall quality of the institutional environment in which the survey was conducted.

The Agency had made a list of indicators based on the following documents: ESS Handbook for Quality Reports, 2014; the ESS Guidelines for the Implementation of the ESS Quality and performance Indicators, 2014 and the Technical Manuel of the Single Integrated Metadata structure - SIMS, 2014.

Quality report is prepared by statisticians responsible for specific statistical survey in cooperation with colleagues in charge of the sample, analysis and IT.

Quality report has a standard structure with precisely articulated content. The structure of the report was prepared with the intention of "coverage" of as a broader range of different surveys as possible and the responsibility of the authors of the report is - to judge which parts of the report are relevant to survey given.

Implementation of this task is monitored by following indicators:

No	Indicators
1	Prepared quality reports of statistical surveys (number)
2	Share of statistical surveys for which information on quality are published on website, in total number of surveys (%)
3	Share of statistical surveys for which the quality report is prepared, in total number of surveys (%)

4.6 Implementation of internal audits on quality of statistical processes and products

It is necessary to conduct the internal audits on the quality of statistical processes and products. For this purpose, it is necessary to prepare a methodological manual which would include the four stages of the audit process: planning, verification - review, reporting and follow-up of recommendations.

Handbook on Internal quality audit in the Agency will be prepared in accordance with the recommendations of the fourth principle "Commitment to quality" of European Statistics Code of Practice and LEG's (The Leadership Group) recommendation on quality No 16.

Internal quality audit is conducted with the aim of improving the quality of statistical processes and the quality of statistical products and is element of every quality management system. The objective of internal quality audit is to assess compliance of national and European quality standards related to statistical processes and products, and to provide recommendations for the quality improvement.

Internal quality audit monitors the implementation of the principles related to the statistical processes and products that are listed in the European Statistics Code of Practice: sound methodology, appropriate statistical procedures, non-excessive burden on respondents, cost-effectiveness, relevance, accuracy and reliability, timeliness and punctuality, coherence and comparability, accessibility and clarity.

Internal quality audit is understood as a tool for monitoring quality, because it is based on the quality reports, self-assessment, indicators of quality and efficiency, which is the basic documentation and sort of record of activities of internal quality audit. Scope of audit are statistical process (phases/sub-processes) or products that are the subject of internal quality audit.

Notionally, internal quality audit is one of the most effective mechanisms for each business process. At the same time, internal quality audit is an essential element in monitoring the progress and implementation of recommendations to improve quality. Audit generates suggestions on how to improve quality management.

Implementation of this task is monitored by following indicators:

No	Indicators
1	Conduction of Internal audit on quality – yearly (number)
2	Planned improvements resulted from audit (number)
3	Improvements achieved, as recommended by monitoring procedure (number)

4.7 Improvement of Human Resources

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

Improving human resource management will be achieved through development of a range of strategies related to human resources.

Some improvements could be introduction of rotation system of employees within certain organizational units of the Agency (where applicable); conduction of staff satisfaction survey; improvement of the technical work conditions; stimulation and adequately rewarding of employees; providing continuous training and professional development of employees.

Successful implementation of this task will lead to a reduction in staff turnover, employee's motivation and it will improve their expertise.

Implementation of this task is monitored by following indicators:

No	Indicator
1	Conducting a staff satisfaction survey (number)
2	Implemented proposals from the staff satisfaction survey related to improvements in BHAS (number)
3	Workshops, courses and other forms of trainings (number)
4	Employees who went through certain trainings (number)

4.8 Cooperation with users, data providers and other official producers of statistics

Establishment of cooperation and permanent dialogue with the users, providers and other official statistics producers increases the confidence in statistics, leads to better cooperation between all stakeholders in the statistical process and to better understanding and interpretation of statistics.

4.8.1 Users

Ensuring constant dialogue with users and concerning the interests of users are activities of prime importance for the Agency. Active dialogue with different groups of users will establish and maintain good relationships. Also, it will in due time lead to meeting the new requirements for statistical information.

The implementation of these tasks is accomplished by following steps:

- Establishing a user's data base
- Conducting User satisfaction survey
- Consultation and meetings with users
- Workshops and trainings of users

Implementation of this task is monitored by following indicators:

No	Indicators
1	Conducting users satisfaction survey (number)
2	Consultation and meetings with users (number)
3	Workshops and trainings of users (number)
4	Index of users satisfaction (number)

4.8.2 Data providers – Reporting units

Providers of data are one of the most important participants in statistical activities. Launching procedures for prompt and efficient communication with data providers and fast delivery of accurate data from providers necessarily leads to a better quality of statistical data.

Taking measures to reduce costs and burden of reporting units is a priority, and these include modernization of ways of collecting data through sending electronic reports; reducing the frequency of data collection; reducing the number of required data in the survey; the use of administrative sources, etc....

Data providers should be aware that all necessary measures will be taken to preserve the confidentiality and protection of the information given, that the data will be used for statistical purposes only and will not be forwarded to third parties. The task of the Agency is implementing the basic principles of general and information protection, and the development of appropriate corresponding rulebooks for all statistical processes in order to protect the confidentiality of statistics. Also, it is necessary to constantly raise awareness and culture of employees on general and protection of statistical data and information.

Implementation of this task is monitored by following indicators:

No	Indicators
1	Conducting reporting units' burden survey (number)
2	Unwillingness of the reporting units to provide statistical data (number)
3	Meetings with the reporting units, in order to present policy and practices in Agency related to collection, delivery and confidentiality (number)
4	The share of surveys using administrative sources in the total number of surveys included in The work plan (%)
5	Revision of the questionnaire, in order to avoid duplication of questions, inconsistent definitions and their non-compliance with the standards adopted by different groups of reporting units (number)

4.8.3 Other official producers of statistics

Coordination and communication with other official producers of statistics can be improved by conducting regular meetings at which issues related to ensuring the quality of statistical processes and the quality of statistical data would be discussed.

Implementation of this task is monitored by following indicators:

No	Indicators
1	Consultations and meetings with other official producers of statistics (number)
2	Recommendations on ensuring the quality in the statistical system of BiH (number)
3	The recommendations that other official producers of statistics have met (number)

4.9 Implementation of Risk Management Strategy

The entire process of identifying, assessing and monitoring risks and implementing the necessary controls is not to eliminate all the risks, but to reduce the risk to an acceptable level.

Risk is the possibility of occurrence of cases that may adversely affect the achievement of the goals set, and anything that constitutes a threat to the achievement of strategic and operational objectives, programmes or service to users. This case can result in undesirable or negative outcome. Missed opportunities are also considered as risk.

Risk management is a central part of the strategic management, it is a tool that helps managers to predict adverse proceedings and respond to them, and focus internal control procedures and resources to core functions and risks associated with them.

Effective risk management will significantly:

- Increase the probability of achieving the mission and objectives of the Agency,
- Increase the level of quality of user service,
- Stimulate creativity and motivation of employees,
- Reduce the losses, or unsuccessful operations,
- Ensure and / or improve the reputation of the Agency.

Preconditions for the implementation of this task are existence of *Strategy (program) on risk management*, defining the obligations and responsibilities of risk management.

This will allow effective coordination of activities on risk management, timely identifying of significant risks and taking actions for their limitation, resource allocation based on the degree and significance of various risks.

The Agency is subject to a number of risks:

- All that may harm the reputation of the institution and reduce public confidence,
- Inadequate and illegal work, but also uneconomical and inefficient management of public funds,

- Unreliable reporting,
- Inability to react to changes or circumstances, or the inability of management in changing circumstances in a manner that prevents or minimizes adverse effects on the implementation of regular tasks.

Considering the importance of the implementation of risk management, the Agency is committed to the effective management of risks, which could be a threat to the achievement of the goals set.

For this reason, the Agency will provide that:

- all activities are carried out in line with the objectives of the program and strategic documents, as well as the work program of the Council of Ministers,
- risks in all planning documents are identified,
- all activities within its competence are in accordance with the applicable legal framework,
- activities that carry a risk of significant adverse publicity or other damage that may affect the reputation of BHAS are avoided,
- all managers and employees who make decisions or take part in their preparation, are aware of the responsibility,
- all activities and the related financial expenses are included in the financial plan,
- risk management becomes an integral part of the planning process and decision-making,
- risk management enables prediction of adverse circumstances or cases that could prevent the achievement of objectives,
- Organizational culture is such that it does not create aversions to risks.

Implementation of this task is monitored by following indicators:

No	Indicators
1	Established risk register
2	The identification of significant risks by priority (number)
3	Planning activities and preventive measures to avoid any risk (number)
4	The implementation of activities and measures to eliminate the risk (number)

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