



Performance, quality, management

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1



Introduction

- General background
- Some examples and initiatives in the (international) statistical community
- A few conclusions and outstanding issues

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2



Performance in public sector

- Performance measurement in the public sector is a relatively modern issue
- Related to ‘less government’ movement, downsizing, outsourcing, privatization, in other words:
- Better allocation of tax money

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3



Trends and fashions

- Most were born in the US
- Performance budgeting
- Programming Planning Budgeting System
- Zero-based budgeting
- Strategic (corporate) planning

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Performance measurement in the public sector

- A systematic attempt to learn how responsive a government service is to the needs of society
- Performance measurement clarifies long term goals and strategic objectives
- Performance measurement provides information to stakeholders

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5



Some American slogans

- Reinventing Government
- If you don't measure results, you can't tell success from failure
- If you can't see success, you can't reward it
- If you can't reward success, you're probably rewarding failure

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6



Start from the beginning

- Mission
- Goals (conceptual)
- Objectives (concrete, specific)
- Strategies (how to)
- Performance measures

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7



Mission

- What is the organization and whom does it serve
- What are the basic purposes for its existence and what are the basic actions it wants to accomplish
- What makes it purpose unique

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Goals

- Goals must address the primary external and internal issues facing the organization and be easily understood by the public
- Goals must provide a clear direction for action

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9



Objectives

- Specific, quantified, time-based statements of accomplishments, i.e.
- Extent to which goals are being achieved over time
- Emphasize results that agency wants to achieve

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10



Performance measures

- Indicators of the success in achieving goal or objective, primarily *output* measures
- Outputs are goods and services produced by an agency
- Choice of output measures: is output measurable, is the measure clear, easily understood etc.

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11



Performance measures in practice

- Qualitative
- Quantitative
- Self-evaluation
- Peer reviews
- Benchmarking against industry standards
- Benchmarking against competitors

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12



Performance measurement in statistics

- Qualitative: performance against Fundamental Principles
- Internal peer reviewing
- External peer reviewing
- Quantitative: benchmarking on cost
- Integrated approaches: IMF
- Generic quality management systems: TQM, ISO 9002

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13



Examples of performance targets

- From CBS Netherlands 2000 Business Plan:
- reduction of reporting burden by 12.5%
- increase in sales of 20%
- press coverage (60% of national press)
- increased response by households (8% pts)
- establishment of Quality Framework
- empowerment program to increase staff mobility

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14



Conclusions

- NSOs are increasingly challenged about performance and product quality
- Performance measures depend on objectives for each organization
- Which quality model to follow depends on the particular needs of the organization
- Benchmarking with other statistical organizations is very useful

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15



However...

- Statistical organizations are not good at measuring themselves:
- there are no harmonized concepts, definitions, measuring techniques etc.
- ...which is a shame

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16