

QUALITY CULTURE AT STATISTICS NORWAY FROM DIFFERENT ANGLES

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3 questions:

1. How do we implement quality culture at Statistics Norway?

2. What challenges are we facing in establishing and maintaining a good quality culture?

3. How can the subgroups work be helpful to establish and maintain a quality culture?

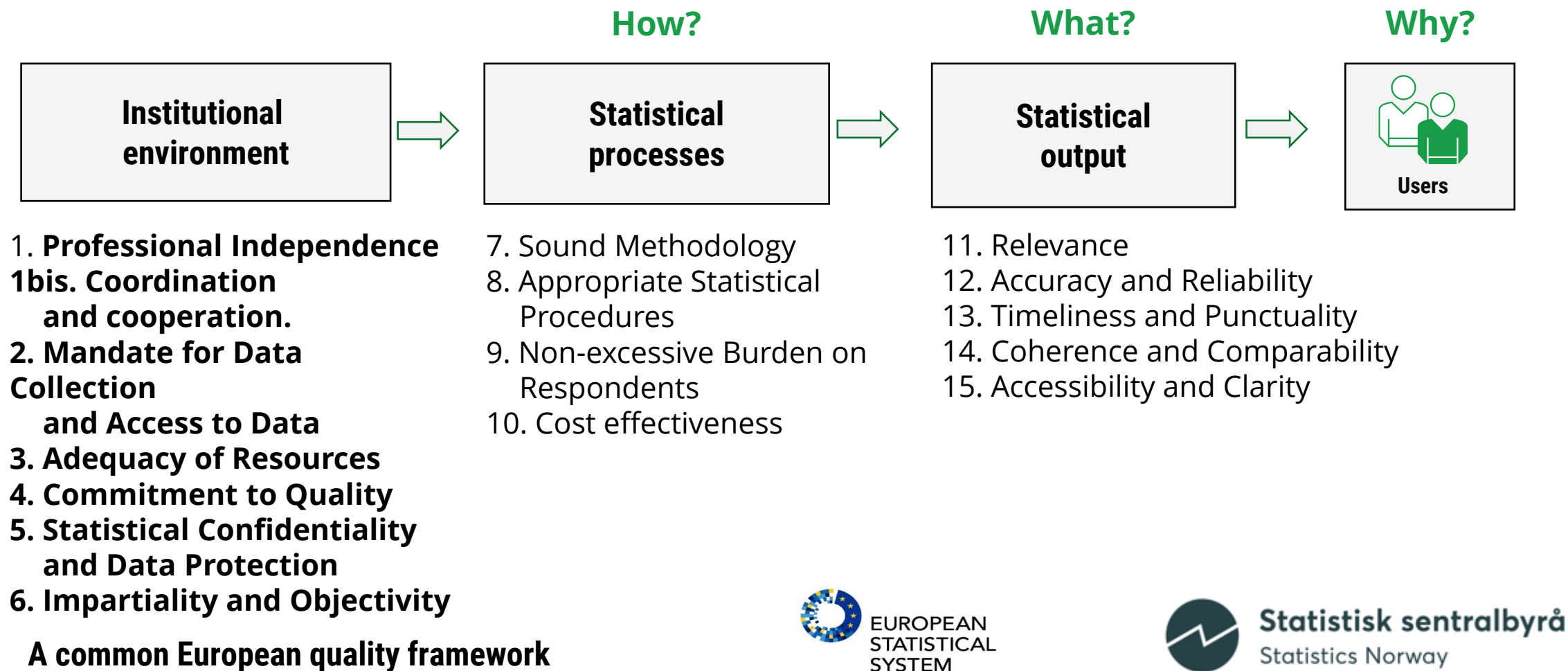


What is a good quality culture?

- That staff adhere to the quality requirements in the European Code of Practice!
- **Is this it?**



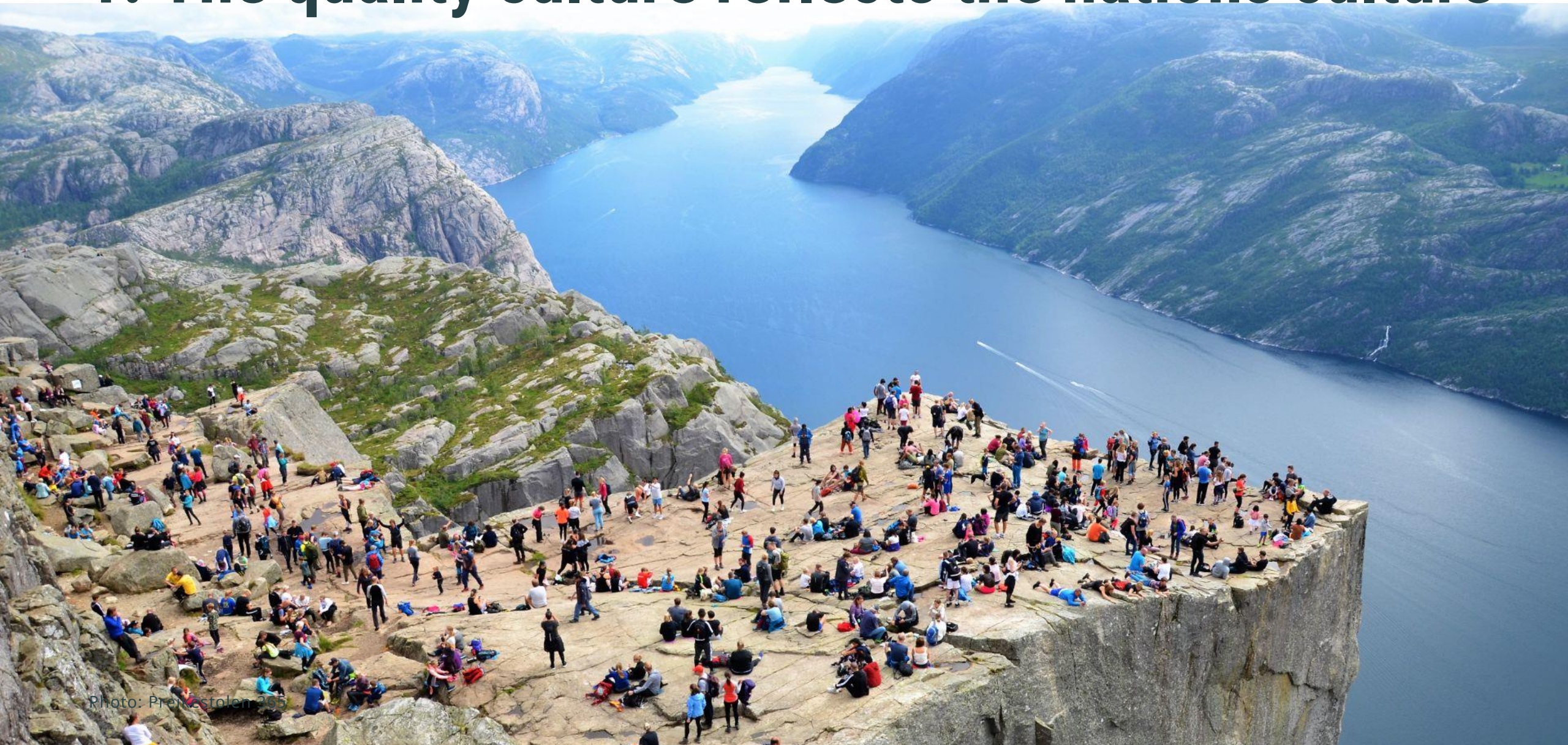
Quality requirements in the European Statistics Code of Practice



«Culture eats strategy for breakfast» Peter Drucker

- **Sub-group's working definition**
- A quality culture for official statistics contains **shared values, practices, and beliefs within an organization**. It should include accurate, reliable and relevant official statistics for informed decision-making. A quality culture in an organization prioritizes high-quality products, services, and processes, guided by core values that ensure credibility and trust. In the context of a National Statistics Office, a quality culture also considers spreading knowledge about quality concepts, methods, and tools to promote trust, participation, and communication, conducting high-quality production of official statistics.

1. The quality culture reflects the nations culture



Peer review results: Competent and enthusiastic staff

- Statistics Norway has an open learning environment, which contributes to staff competence and enthusiasm.
- Training in methods are offered to all staff.
- Staff are hired in an open and transparent selection process.
- Yearly performance assessments of staff.
- Competency plans for employees.
- Staff opinion and satisfaction surveys on a regular basis.

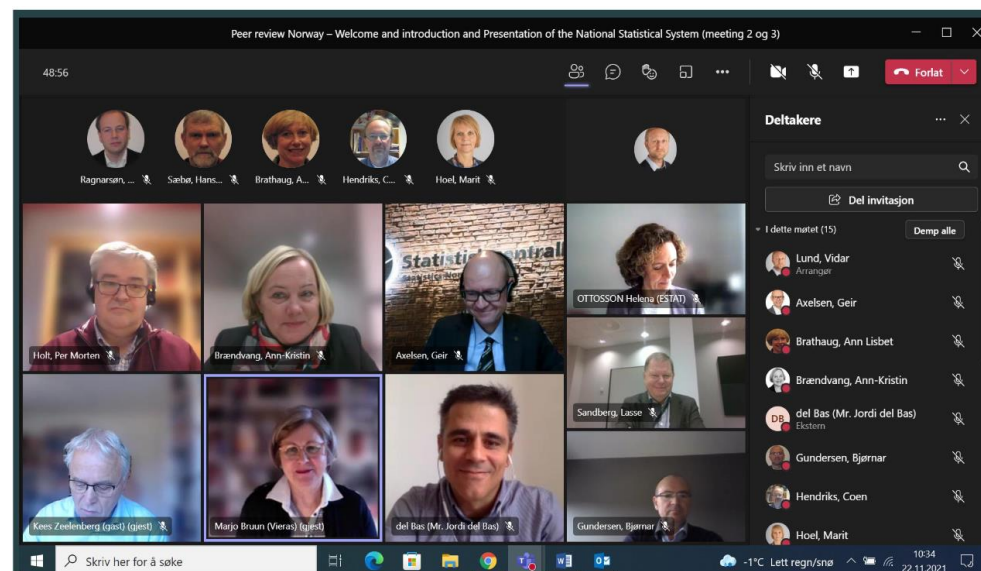


Photo: Screenshot from peer review.

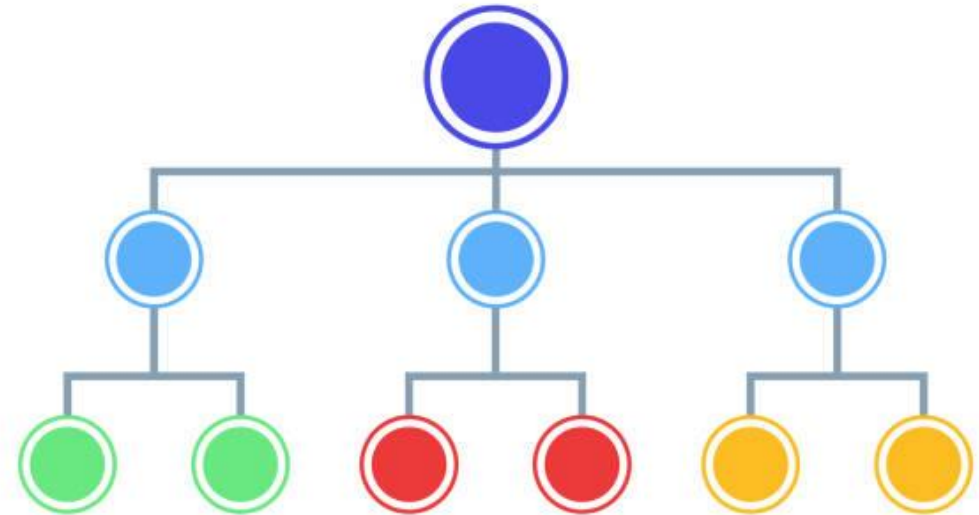
Peer review results: An open culture

- Statistics Norway has a remarkably open working and management culture.
- Such culture is reflected in the organisation's strategy, plans and practice.
- Statistics Norway's open culture is visible both internally and externally.



Peer review results: A flat structure

- Managers are accessible, and staff can voice their concerns and disagreements and be heard.
- Staff and supervising managers have close contact.
- Employees play an active role in developing plans, which are based on a fluid dialogue.
- The people-centred organisational culture has recently been anchored in the [Strategy for Statistics Norway](#) and the [Long-Term Plan for Statistics Norway](#).



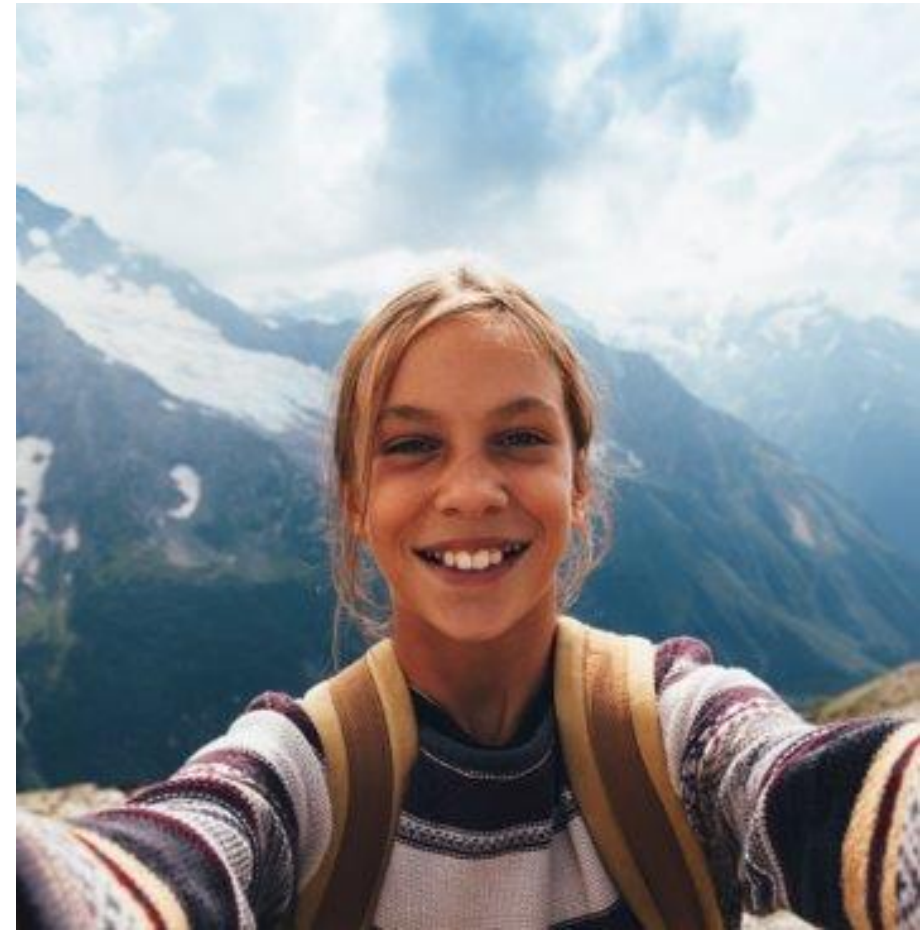
HR: The personnel handbook goes hand in hand

- From chapter 3 on organizational culture:
- Continuous learning and development
- Openness
- Knowledge sharing
- Respect and curiosity
- Cooperation cross-departmentally
- Involvement and shared ownership of results
- Innovative methods
- Room to make mistakes
- High degree of trust and autonomy



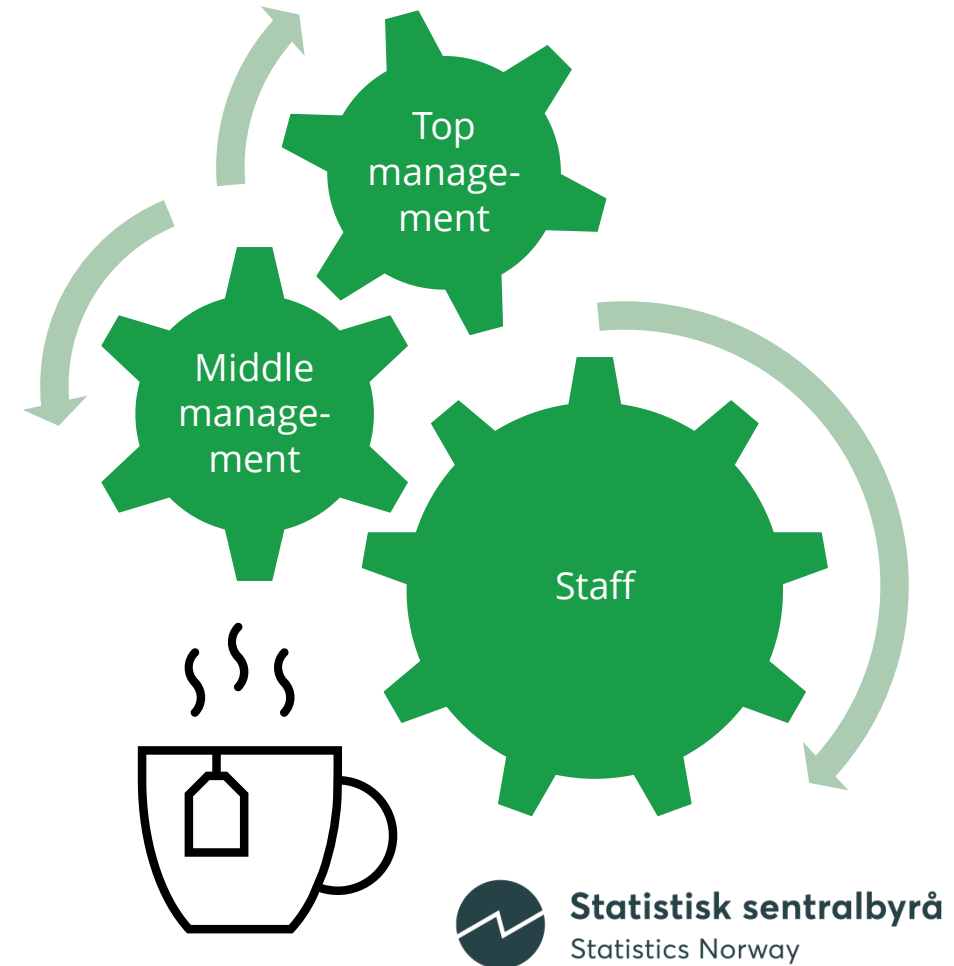
The four-person quality team

- In-depth quality reviews of selected statistics, using the total survey error model, GSBPM, user focus groups.
- Session on quality indicators as part of new employee onboarding.
- Training on quality indicators (European Code of Practice).
- Self-evaluating questionnaire to all statistics.
- Increased focus on quality culture.



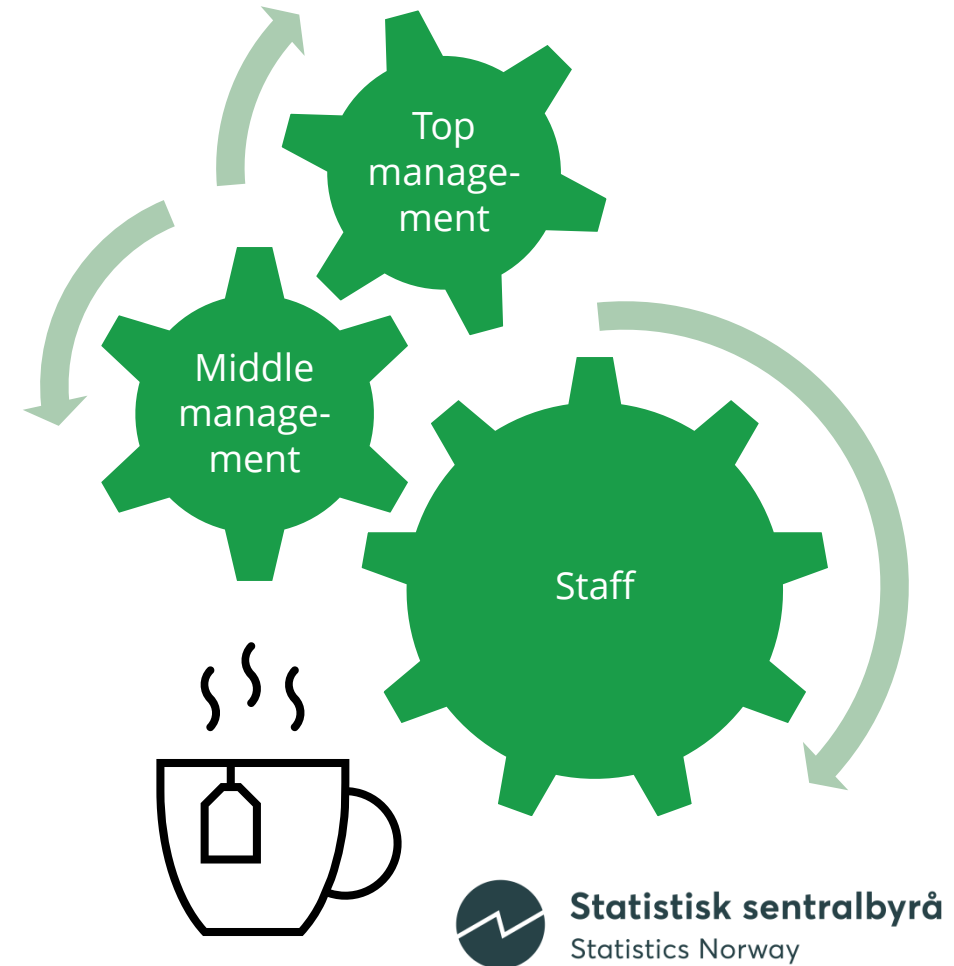
2. Challenges and ongoing work: Reporting

- Building a reporting system for quality issues as part of error handling
- HR, security- and the quality team
- **Establishing a culture to report**
- To support leadership in assessing the current needs of the organisations based on knowledge on quality issues on an aggregated level.
- If you find a pattern of issues, then one solution could be helpful for many?



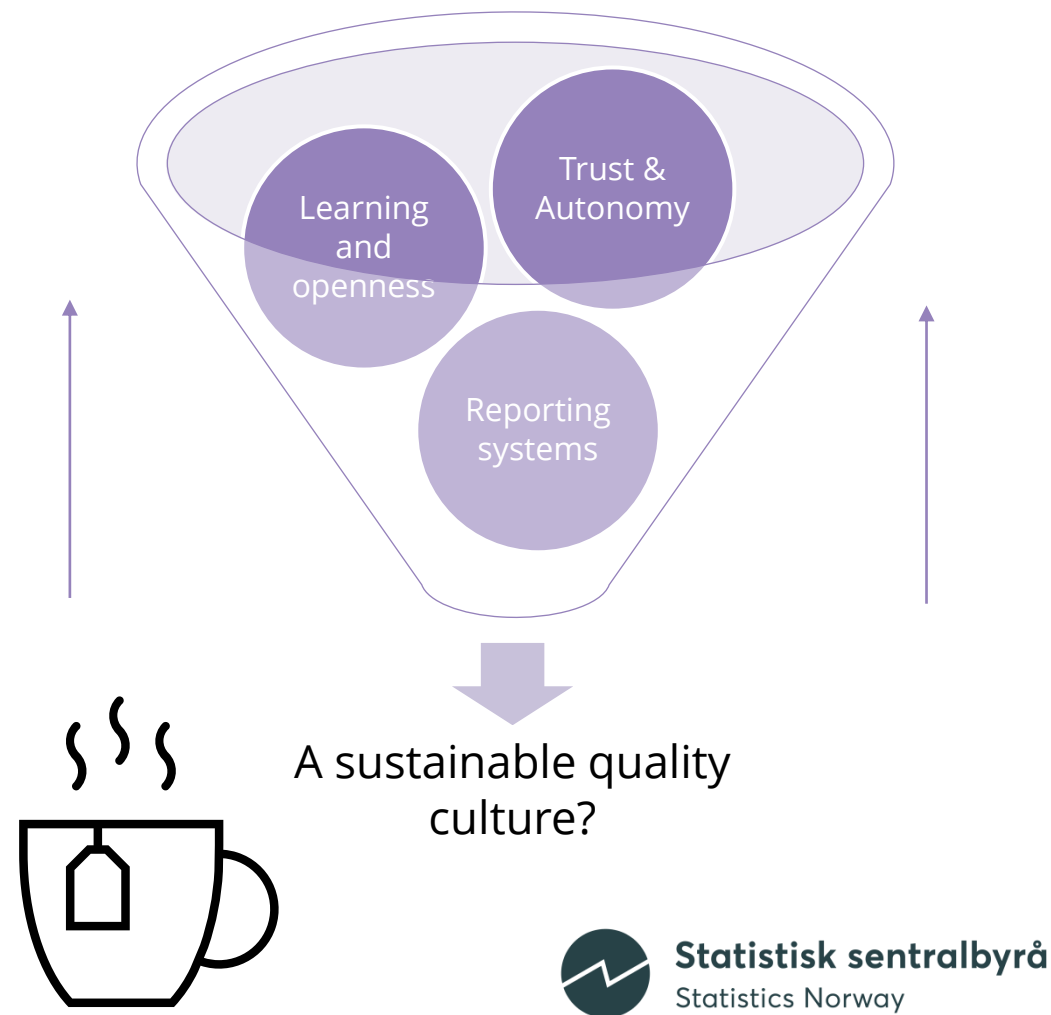
Input from new staff: Psychological safety and cooperation

- **Psychological safety:**
 - “That it’s ok to speak up regarding quality issues”
 - “If I make mistake, I will not be held personally accountable for it”
- It is important to discuss how we want our culture to be
- **Cooperation is key:**
 - “I don’t want to be the only one working on a statistic”



A focus on both user needs & staff needs

- Culture is always evolving and needs to be maintained from several angles
- Training & Awareness
- Management focus
- Continuous improvements
- A combination of trust and reporting?



3. How can the work of the sub-group be useful?

- Gives an explicit focus on quality culture
- A tool for a systematically measuring quality culture
- Measurements that are useful to track and target effective approaches
- International cooperation for further development and learning



Thank you!

