

Quality Culture: The ONS Quality Framework

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Today we will cover

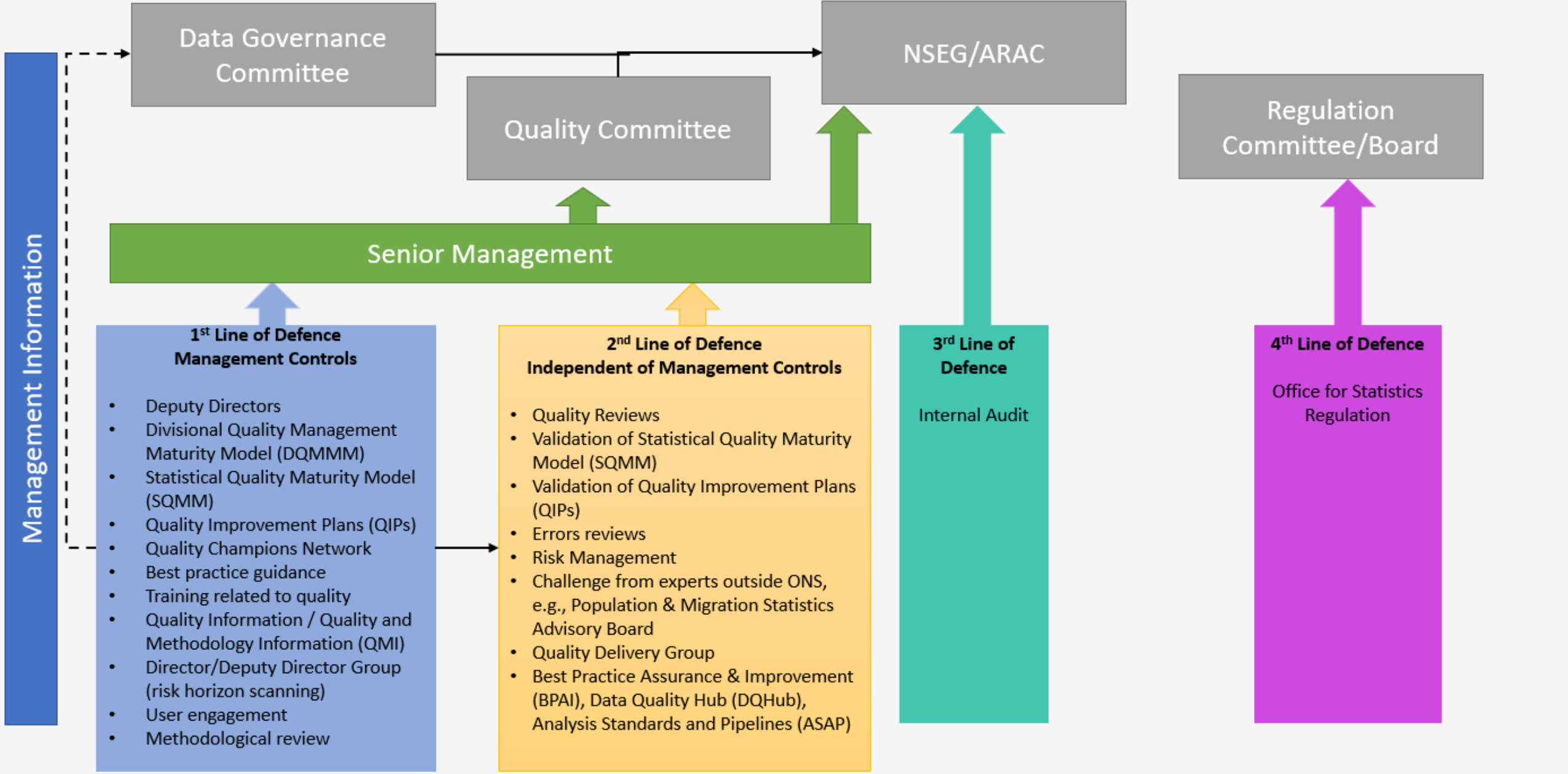
- Overview of quality in ONS
- Background, objectives and principles
- Development of DQMMM
- DQMMM's quality aspects
- Challenges
- Expectations of the sub-group

Quality in ONS

- Quality means that ‘statistics fit their intended uses, are based on appropriate data and methods, and are not materially misleading’ (Code of Practice for Statistics).
- Transparency: These explanations are as important as the numbers themselves.
- The mission of the UK statistical system is:
 - **High quality data and analysis to inform the UK, improve lives and build the future** (ONS Strategy)

Lines of defence

- In ONS we take a risk management approach to quality
- Everyone in an organisation has responsibility for risk management.
- The “lines of defence” model provides a simple and effective way to help delegate and coordinate risk management roles and responsibilities within and across the organisation.



A quality culture

A healthy quality culture

- Teams are curious about their work and value it
- Challenge is encouraged, expected and welcomed
- There is a clear chain of responsibility
- There is enough time for proportionate QA
- There is continuous improvement – periodic reviews check that work continues to meet user needs
- Documentation is sufficient, up to date and used

Divisional Maturity Model

- To assist with understanding the quality culture in ONS we currently have an output focussed maturity model
- Building on this we are developing a divisional maturity model to understand the overall quality maturity of different teams in ONS and the quality culture within our organisation. This will help with setting achievable goals, providing a steer and direction with objectives taking into account a clear starting point
- This, along with other quality management products, assists with forming part of the 1st and 2nd line of defence which helps promote high quality data.

Objectives and principles of the Divisional Maturity Model

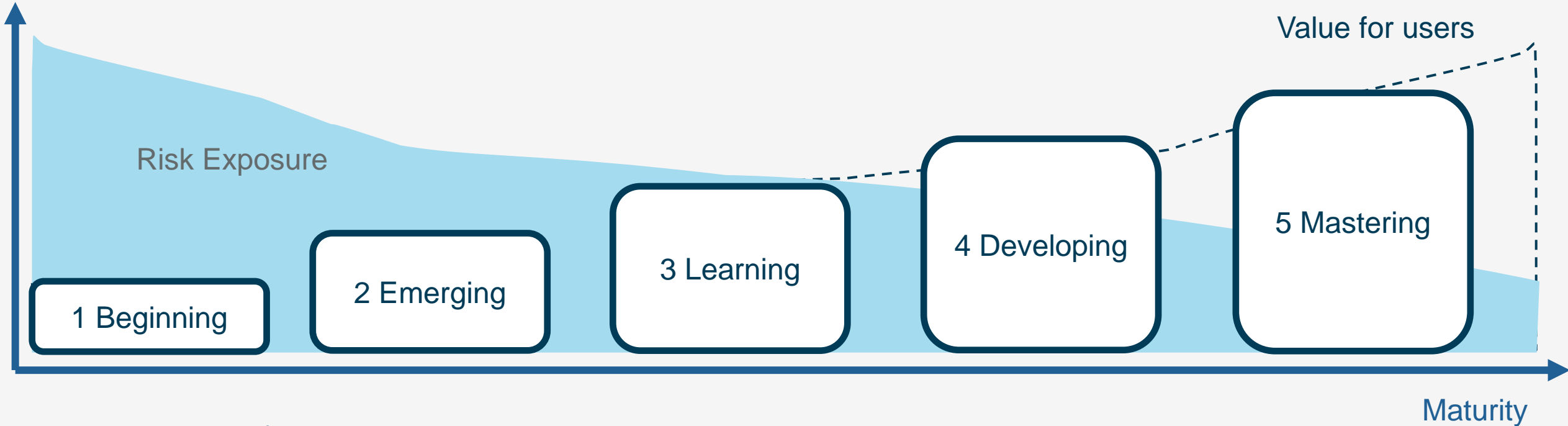
What we want to achieve:

1. A model to help Deputy Directors to maintain or improve quality of their outputs, identifying clear and deliverable objectives
2. Support Deputy Directors in embedding Office for National Statistics quality framework in their teams
3. Further explore the application of best practice

And how this aligns with Office for National Statistics corporate goals:

1. Radical: Evidence based
2. Sustainable: Focused on continuous deliverable improvement
3. Ambitious: Driving results and accountability
4. Inclusive: Led by teams

Divisional Quality Management Maturity Model (DQMMM): Steps



- Five steps, from Beginning to Mastering
- High risk exposure and low value for users in the early Steps on the model
- Lower risk and higher value for users in the later Steps on the model

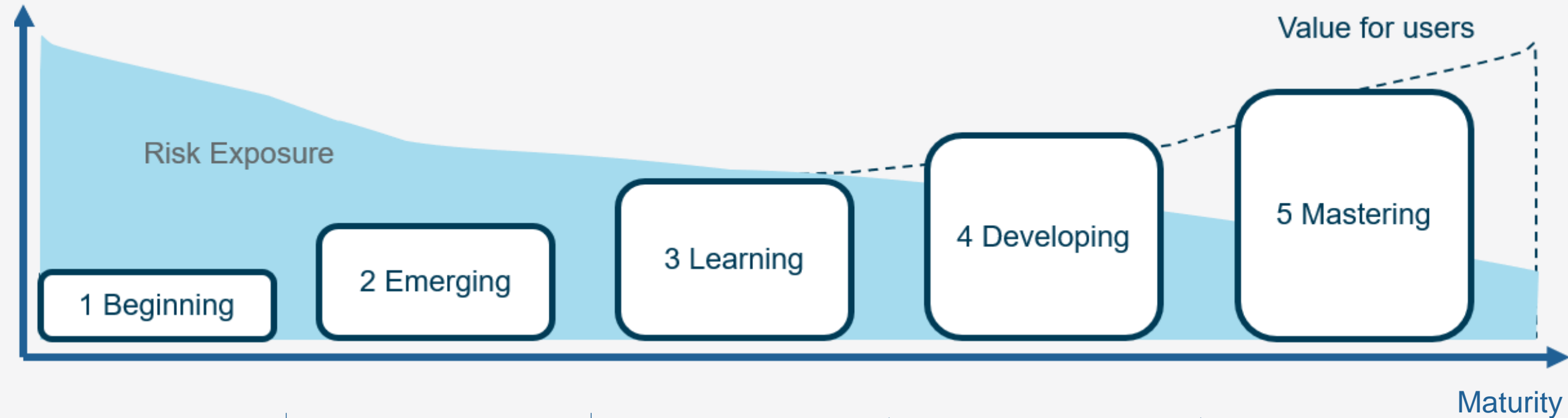
Development of maturity model

- The initial draft of the model has been aligned to the ONS Quality Standard which defines what must be put in place when designing or undertaking analysis. For example, when carrying out
 - research
 - publication including statistical production
 - or to support ad hoc policy requests
- The ONS Quality Standard sets out a minimum that is required in terms of
 - Activities
 - Processes
 - Documentation
- Step 3 of the model: Learning has been designed to encompass the minimum outlined in the ONS Quality Standard

Model's quality aspects

- Descriptions will be developed through an iterative process of refinement involving several workshops with various groups
- We have sought to make the model evidence-based to ensure that decisions around where users should place themselves is clear
- To achieve this, we have identified 9 quality aspects:
 1. ONS Quality Management Framework
 2. Good Practice Standards
 3. Quality Assurance
 4. Data lifecycle
 5. User engagement
 6. Learning and error management
 7. Single point of failure
 8. Automation
 9. Dissemination

ONS Data Quality Management Framework



The ONS Quality management framework is not being implemented (e.g., the division does not have a Quality Improvement Plan in place, or didn't participate in the SQMM assessments, or does not have Quality Champions).

The ONS Quality management framework is implemented inconsistently, not kept up-to-date, and heavily relies on one single individual in the division.

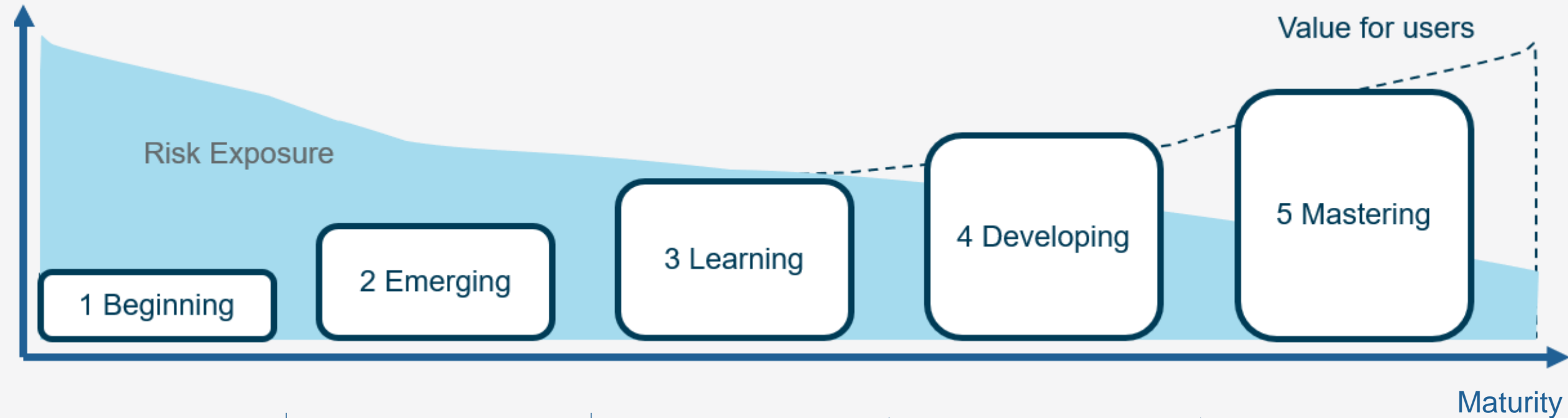
The ONS Quality management framework is implemented, but this is only managed by the divisional Quality Champion(s).

The ONS Quality management framework is implemented, but this is only managed by the divisional Quality Champion(s) and only some analysts are actively engaged with it.

The ONS Quality Management Framework is proactively being implemented in all its components, and all analysts in the division are actively engaged with it.

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Good practice standards



No implementation of good practice guidance and standards. General lack of awareness of good practice guidance and standards

Implementation of good practice guidance and standards is limited. But there is some awareness of good practice guidance and standards.

Implementation of good practice guidance and standards where possible. But overall, this is patchy and inconsistent

Implementation of good practice guidance and standards where possible. Attempts are made to apply these consistently.

Good practice guidance and standards are robustly and consistently implemented.

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Challenges

- Time and resources
- Capability and skills
- Doing a lot and finding it hard to prioritise or stop things
- Legacy systems
- Manual processes
- Dependencies on other outputs/areas for data
- Data quality and response rates

Expectations of the subgroup

- Feedback on the model such as:
 - The quality aspects
 - The steps proposed
- Sharing lessons learnt from other countries who have developed a maturity model
- Sharing how quality cultures have been built
 - including sharing experiences of challenges/constraints on building a quality culture.
- Sharing any guidance or conversation / self-assessment tool which accompanies developed maturity models

Thank you!

Any questions?