



KPIs of the SOSR Determination, evaluation, reporting

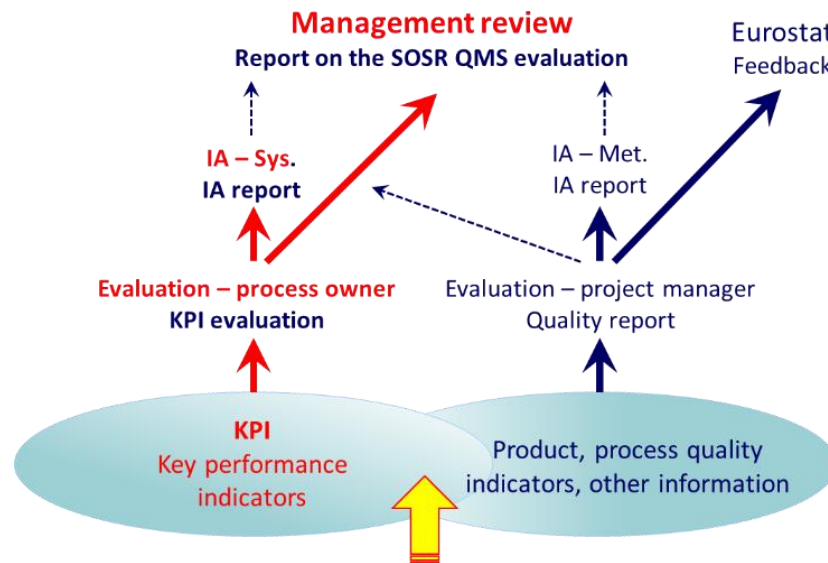


Figure 1: System of KPIs and QI determination, evaluation, reporting in the SOSR
(IA-Sys. – internal QMS system audits, IA-Met. - internal QMS methodological audits)

The SOSR QMS was built as an integrated system – it is the ISO 9001 based organisation wide QMS into which the ES CoP requirements, as well as requirements of the own organisation were integrated (and into which in the future, if required or appropriate, requirements of other systems / interested parties will be integrated). The system covers value added processes (statistical production), support managerial and support resource processes. The set-up of the process map reflects the strategic direction of the SOSR and is reviewed if the changes in the SOSR environment require it.

Each process is described by an internal legal act of the SOSR that takes into account the process approach. In the case of the statistical production the description is based on the GSBPM.

The main text of the description describes the process / subprocesses of the process - especially: what-who-when-with whom, incl. link to the Integrated Statistical Information System – ISIS, link to relevant regulatives, issues that have to be highlighted (especially related to risks).

The description has several annexes; one of them is the process identification sheet, which contains: aim of the process, process owner, operators, inputs, from where the inputs come

from, outputs, where the outputs go to, related regulatives, resources, key performance indicators (KPIs) and their target values, records.

Figure 1 describes the position of the KPIs determination, evaluation and reporting within the complex system of KPIs and quality indicators determination, evaluation and reporting.

KPIs determination

Since the process owner in the SOSR is responsible for the process performance (thus for the process outputs and process design) the KPIs are defined by him / her. The process owner is also responsible for the complete KPIs related PDCA cycle.

KPIs are stated according to the consideration: importance – risk – impact of the monitored subject. They reflect the context and the situation in the SOSR. For this reason, in the case of value added processes (statistical production) some quality indicators are part of the KPIs. I.e. – KPIs and quality indicators partly overlap. If the process owner decides so, the KPIs may change so that they better reflect the situation.

KPIs evaluation and reporting

On the operational level the way (who-how-when) is determined by the process owner. The evaluation is usually conducted within common working meetings. The summary evaluation is reported in a special form to the SOSR Quality Manager (QM) on annual basis.

Note: The post of the QM is held by the Director of Strategy and Integrated Management System. The QM closely cooperates with all process owners, in the case of statistical matters especially with the Director of General Methodology and Registers. Both Directors report directly to the Head of the Office.

On the system level the KPIs are evaluated within the internal QMS system audits. The way they are integrated in audits (plan of the concrete audit, conduct of audit) is determined by the SOSR QM. The relevant comments are part of the audit report.

On the system level the KPIs are also evaluated within the annual management review of the SOSR QMS. In the review the SOSR top management incl. the Head of the Office takes part. The part concerning KPIs is one of the annexes to the “**Report on the Evaluation of the SOSR QMS**”, which is the basis for the management review. The Report is elaborated by the QM team.

The annex concerning the KPIs is based on the KPIs evaluations submitted to the QM by each process owner. The chapter of the Report concerning performance of the SOSR processes contains a summary of KPIs where target values were not met together with description of the root cause and improvement actions adopted by the process owner.

Note: Besides the internal environment (the SOSR) the KPIs are also a subject of the certification and supervisory audits conducted in the SOSR by the external certification organisation.

The following internal legal acts related to KPIs were elaborated and are used in the SOSR:

- Internal legal acts concerning separately each process of the SOSR QMS, Annex with KPIs
- Adoption, realisation and checking of corrective and preventive measures is regulated by the SOSR internal legal act “Conduct of Corrective and Preventive Actions”.
- Documents related to KPIs evaluation are managed according to the SOSR internal legal act „Registry Order and Registry Plan“ and „Control of Documents “.

Lesson learned

Based on the SOSR experience it is important that **on the top management level** of the NSI the **number of KPIs is reasonable** (not too high). Otherwise the mutual connections and relations are lost and it is not clear what is actually important.

It is also necessary to follow quality **indicators important for users**, i.e. the indicators they insist on (concerning the quality of product, process). These indicators have to be measured and evaluated. For this reason it is necessary to determine the **“right” intersection of KPIs and quality indicators**.

It is necessary to **let the process owner decide what KPIs** will be used to demonstrate performance of the process. Experts (people on a lower level) do not have the necessary helicopter view – appropriate perspective.

KPIs are **not defined forever**. If the situation changes the process owner has to consider the relevance of the existing KPIs and modify them so that they better reflect the new situation.

It is the matter of development and of final adjustment of the system in such a way that the set of KPIs has both the **required informative value** and **sufficient transparency**.

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