



Quality at any cost?

Session 19
2nd June 2016

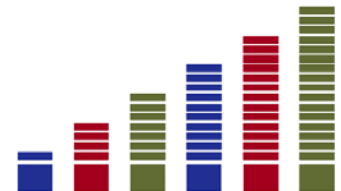
Beverley J Best
Office for national Statistics (UK)
beverley.best@ons.gsi.gov.uk



Madrid, May 31 - June 3

Background

- Integrated Annual Unit
- Surveys processed
- Continuous Improvement
- My project

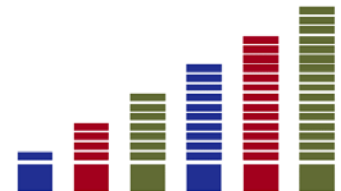


The Challenge

To make best use of people within the unit, so that:

- workloads are fairly distributed
- peaks and troughs in workflow are reduced
- staff morale is improved

But with no reduction in the quality of our service to customers



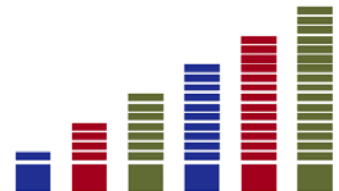
Considering the evidence

To bear in mind

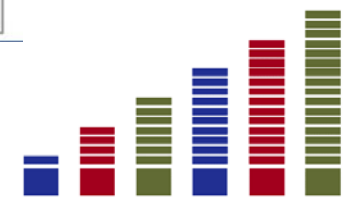
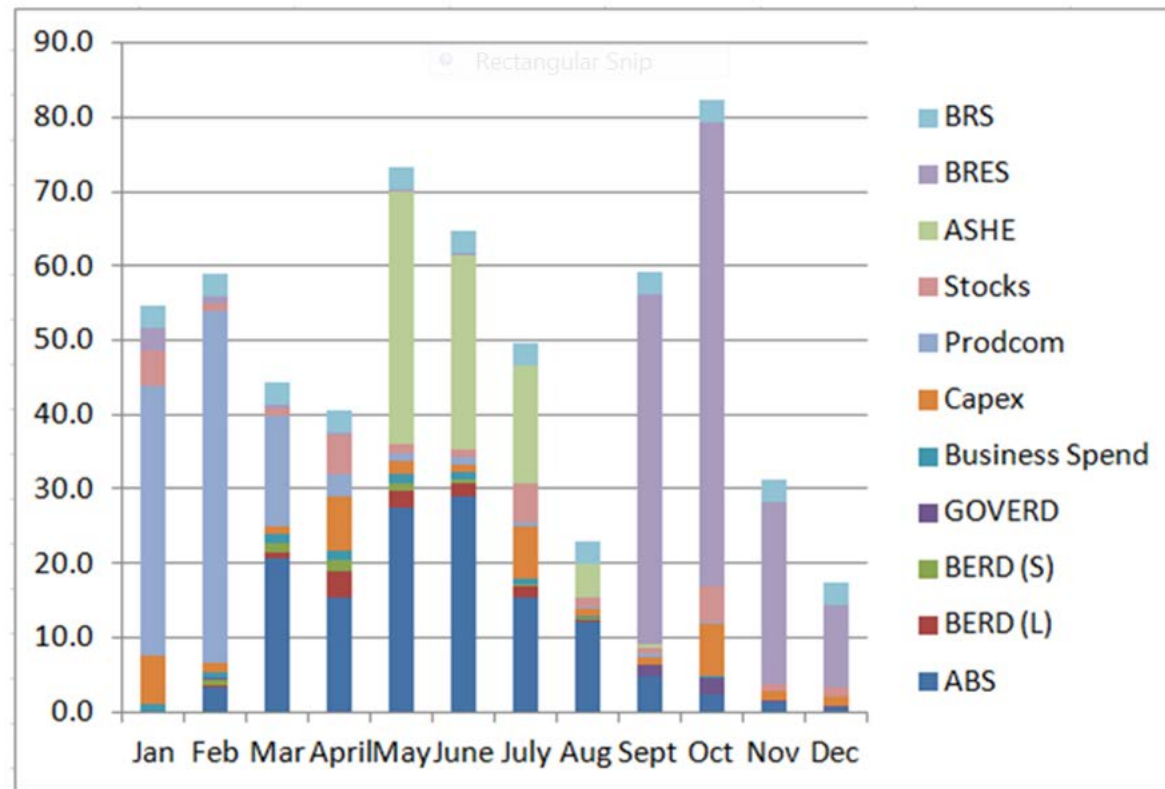
- Efficiencies
- Preserving Quality
- Customers

Data to collect and analyse

- Survey data
- Proficiency levels
- Converting to FTEs



Summary – Resource Needs



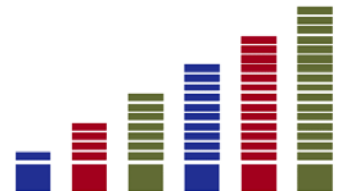
Generating Solutions

Heijunka

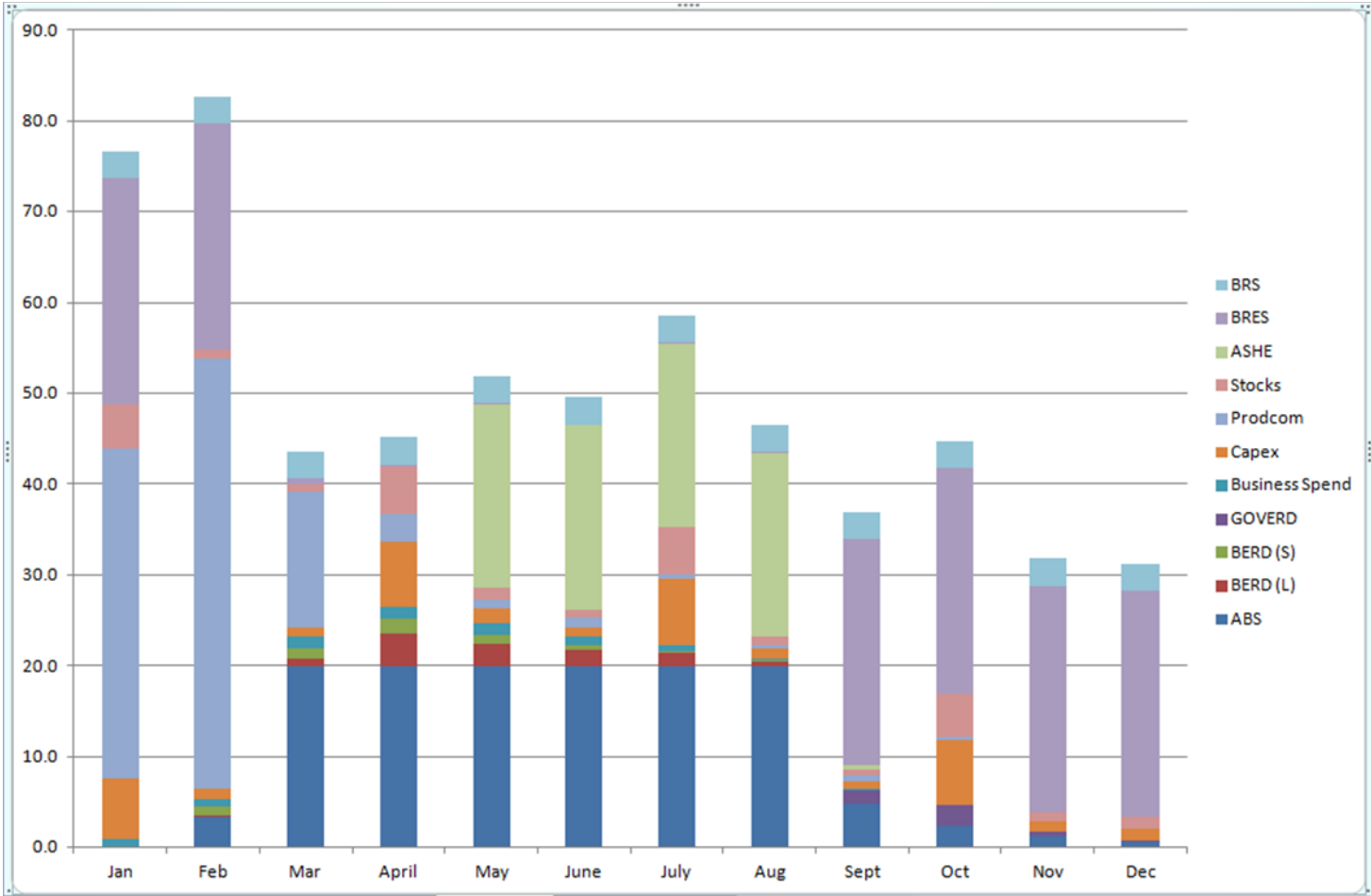
- Origins of heijunka
- Uses in manufacturing

Smoothing

- Application to editing and validation work
- What we did



CTQ 1 – Smoothing survey work

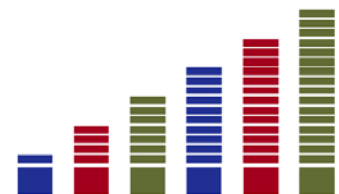
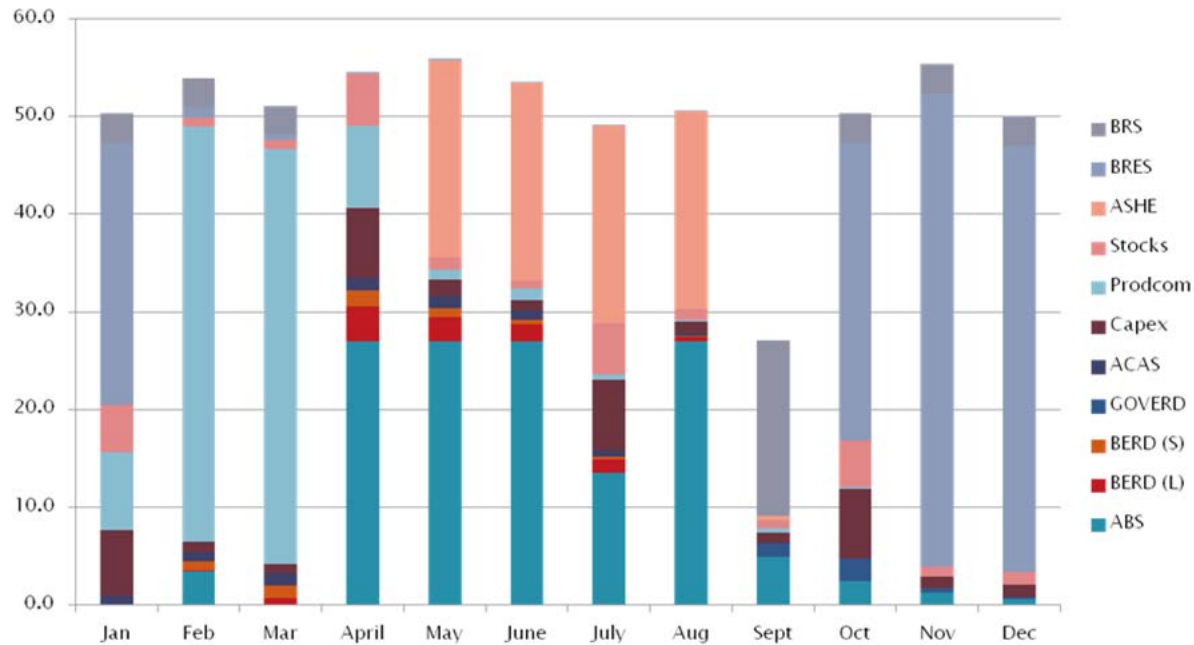


Generating Solutions

1. Smoothing work across the survey cycle
2. Trying different combinations of surveys
3. Presentations
4. Workshops

Solution Summary

Proposed Survey Pattern

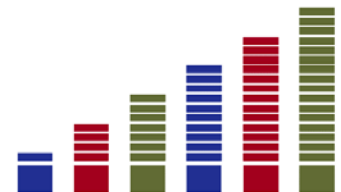


Ups and downs of proposed splits

- The range of FTE requirements is 27.1 -> 55 per month (49.1 ->55 without September)
- September will be training/contingency month
- The average monthly requirement is 50.2
- There are contingency allowances for late submissions/customer queries
- Surveys being processed early in cycle – delights customers

Implementation

- Plan to be phased over 3 years in order to meet external efficiency requirements
- Utilise surplus training capacity in August
- Use September as a pause and train month
- Hold Communications events to address concerns, provide evidence and keep staff informed
- Increase branch training capability over next year



Impact on Quality

- **Quality has been strengthened** as Results and Analysis colleagues will receive validated data earlier in the survey cycle and will therefore have longer to investigate the datasets and analyse the data.
- **Quality will be enhanced** as editing and validation will take place earlier in the survey cycle, reducing the tendency for rushed last minute decision taking.
- **Staff have ownership** of the workforce planning process, feel part of the change and are more aware of each other's workloads and priorities.
- **We have large amounts of data available to us** in relation to workflow and a deeper understanding of the dynamics of our survey validation processes.
- **We have a more flexible and multi-skilled workforce.**

