

Quality objectives of the Statistical Office of the Slovak Republic

Strategic objectives were formulated in the 2022 Development strategy of the SOSR. They were formulated to reflect the customer orientation of the institution to the maximum; it means to take into account “the voice of the customer”. The Quality objectives are the strategic objectives that directly reflect this orientation.

The framework for elaboration of the quality objectives was given by the Quality policy of the SOSR formulated within the strategic management process.

Strategic objectives and quality objectives are introduced in the following brief overview*) which, besides the objectives themselves, also includes strategies for their achievement and performance indicators used to measure whether the objectives have been met or not.

Summary evaluation of strategic objectives and quality objectives is in the annual *Report of the evaluation of the SOSR QMS*

Value of the institution

Objective (strategic): Systematically increase value of the institution to the interested parties (trustworthiness, effectiveness) and its acknowledgment on national and international level.

We will achieve the objective through:

- implementation of strategic objectives formulated on customer orientation, internal processes, and for development of the institution (systems and knowledge), i.e. by development of the integrated system of macroeconomic, business, as well as social statistics and demography needed for analysis of social and economic development, for formulation of politics, monitoring of implementation of these politics and for formulation of resulting measures.
- organisation of 105th DGINS conference – the main forum for discussions on ESS strategic issues and further development

Basic indicators for measuring of meeting the objective:

- *Trustworthiness of the SOSR, rate of the use of information provided to public*
- *105th DGINS conference*

Customer Orientation

Objective (strategic = quality): Provide statistical products and services that meet existing and new customers´ needs and will be of benefit to development and monitoring of various politics and to decision making processes.

Create partnerships with the key customers, data suppliers and in accordance with the SOSR coordination role with partners that contribute to development and production of these products.

We will achieve the objective through:

implementation of intentions that ensure provision of statistical outputs presenting value to customers in accordance with the generic differentiation strategy, i.e. outputs that will:

- improve relevance, timeliness and detailness

- keep existing competitive advantage of the SOSR
- improve clarity and accessibility

The intentions will be implemented by:

- provision of innovated / new outputs, outputs in the form of flash estimates, outputs on lower regional level, and of user friendly and understandable products
- modernisation of the main tools for dissemination of statistical information (Portal)
- use of other communication channels with particular emphasis on social networks

Implementation of the intentions will be supported by relationship management incl. creation of partnerships with the key customers / customer groups and with other relevant interested/involved parties.

Basic indicators for measuring of meeting the objective:

- *Customer satisfaction with the SOSR products and services*
- *Justified complaints and claims*
- *Use of the SOSR existing statistical products and services*
- *Use of the SOSR new statistical products and services*
- *Meeting action programmes supporting the customer orientation perspective*

Internal Processes

Objective (strategic = quality): Ensure effectiveness of internal processes of the institution by optimisation of resource allocation within development, production and provision of statistical products (value to customer) in the way, that not added value activities are reduced and value added activities developed and at the same time that the optimisation contributes to both – burden reduction on the customer side during the use of statistical products and burden reduction on the side of respondents.

We will achieve the objective through:

- support of modernisation (integration, standardisation, harmonisation) and industrialisation of statistics
- use of the new data sources in the production process; taking over data from IS of reporting units; mutual exchange of microdata on the ESS level

On the customer interphase (in accordance with the customer orientation) it means:

- production of products with added value, modernisation of main tools for dissemination supported by CRM

On the data supplier interphase it means:

- use of ADS and other new data sources, taking over data from IS of reporting units, systematic use of reference registers by realisation of integrated population census 2021, exchange and integration of microdata (within ESS)

To ensure internal effectiveness and efficiency of the process - it means:

- harmonisation, optimisation and consistency of statistics between domains; harmonisation between short - and long term statistics within domain, preparation of Postcensus 2021, linkage of data from various sources, development of the environment for creation of experimental statistics using new data sources

Implementation of the intentions will be supported by relationship management incl. creation of partnerships with suppliers of data and technologies, with academia, as well as with ESS and NSS members.

Adequate methodological support will be ensured by:

- development of capacity / capability necessary for the sophisticated methodological support; the synchronisation: R&D (methods – IT) – operation (routine statistical production – routine IT support) incl. procurement will contribute to realisation of this intention

Basic indicators for measuring of meeting the objective:

- *Production costs (statistical surveys)*
- *Administrative burden (item, time) on respondents*
- *ADS organised / ADS requested by internal customers*
- *No of statistical surveys with data taken over from IS of reporting units*
- *Methodological solutions completed, submitted and fully used by internal customer / total number of methodological solutions developed*
- *Meeting action programmes supporting the internal processes perspective*

Learning and Growth of the Institution

IT support – IT development

Objective (strategic = quality): Ensure stabilisation, development and increase of security of information systems of the institution in the way, that they support innovation, effectiveness and efficiency of the SOSR processes and their integration into ESS.

We will achieve the objective through:

- synchronisation: R&D (methods – IT) – operation (routine statistical production – routine IT support) focussing on systematic coordination of / cooperation with internal customers using also external consultancy support
- optimisation of ISIS processes, use of government cloud and implementation of innovations outside the cloud; strengthening IT security in accordance with the Eurostat security framework
- implementation of new and innovations of existing applications in other areas of statistics (resulting from customer orientation and internal processes perspectives)
- rationalisation and optimisation of the support process - management of IT services

Implementation of the intentions will be supported by partnerships in particular with technology suppliers.

Basic indicators for measuring of meeting the objective:

- *Satisfaction of internal customers with IT services*
- *Operating costs (licences, external support, other)*
- *Meeting action programmes supporting the IT development*

Human resources development

Objective (strategic = quality): Develop human resources – the carrier of the knowledge of the institution - so that they make possible to meet strategic objectives by an engaged approach and by incorporation of acquired knowledge into statistical products and processes. In this way to contribute to creation of value to customers and to meeting requirements of other key interested/involved parties.

We will achieve the objective through:

on the level of managers / leaders:

- strengthening knowledge and skills of managers (focus on retaining staff, support of the

- high performing ones, on preparation of personal reserves)
- support of leaders (focus on the use of young employees' potential, their talent)
- strengthening ability to adapt to changes

on the level of experts:

- strengthening engagement (looking for and accept challenges, motivation)
- preparation for managing change successfully
- specialised preparation for execution of expert activities

Basic indicators for measuring of meeting the objective:

- *Number of employees involved in leaders programme, of them employees by 35 y.*
- *Number of employees on managerial statistical positions who attended managerial training on stabilisation of employees, support of the high performing ones, preparation of personal reserves, - of leaders, strengthening agility, engagement, flexibility, adaptability)*
- *Number of experts in statistical positions involved in individual preparation (couching mentoring) focussing also on strengthening engagement, flexibility, adaptability)*
- *Staff satisfaction*

Relationship management

Objective (strategic = quality): Manage relationships with the key interested parties with the aim to optimise their impact on the SOSR performance. Improve ability of the SOSR to provide products and services with higher value by obtaining additional / sharing resources, as well as by mitigating risks.

Contribute to development of the knowledge base of the key external interested parties so that it supports correct interpretation and use of statistical products, higher readiness to provide high quality input data for the needs of official statistics, as well as full involvement in the development of official statistics and European statistics within NSS.

Support creation of the positive image of the SOSR in the public, positive awareness and trust in the SOSR, its products and services and their more extensive use by effective external communication, using efficient communication channels.

We will achieve the objective through:

- customer relationship management and data supplier relationship management focussing on:
 - communication with customers and data suppliers to learn their needs and expectations, informing about customers and data suppliers within the SOSR using suitable technologies
 - improving value to customers also in comparison with other players in the area of the SOSR activity
 - optimisation of the respondent burden
 - improving promotion / communication with customers pointing out also the differentiation from other players and their products in the area of the SOSR activity
 - improving communication with data suppliers in order to strengthen trust in the SOSR and understanding importance of high quality input data
 - improving statistical literacy with the focus on young generation
 - forming partnerships with the key customers (focus e.g. on development of new product) and with the AD and Big Data suppliers (focus on acquisition of data, of technologies)
- NSS members relationship management - in accordance with the SOSR coordination role
- ESS members relationship management – forming partnerships focussing on development of new / innovated methods, forming closer partnership within V4
- improving external communication by communicating the SOSR key messages to various interested parties and in accordance with the SOSR generic differentiation strategy the

content and value of the SOSR statistical products and services using various tools and communication channels

Basic indicators for measuring of meeting the objective:

- *Number of seminars with the key customers (focus on key customer segments), workshops with the key respondents, meeting with ADS owners and owners of other new data sources*
- *Number of fulfilled requirements received via Call centre according to selected areas / total number of requirements received via Call centre*
- *Number of secondary schools involved in the Statistical literacy programme*
- *Implementation of partnership agreements, memoranda etc. concluded within action programmes of the SOSR Strategy 2022*
- *Effectiveness of external communication*
- *Meeting action programmes supporting the relationship management*

Internal communication

Objective (strategic = quality): Intensify internal communication of the SOSR, compatible with external communication, in the way that, using appropriate forms and tools, staff and management is kept informed (incl. feedback) about external environment that has / could have impact on the internal environment, about internal environment and positions of the institution, about issues concerning employees personally with particular reference to their performance and further development.

We will achieve the objective through:

- improvement of the level of internal communication as the precondition for information and knowledge sharing, for supporting engagement and agility, as well as for stability and loyalty of employees by:
 - intensification of communication on external environment relevant for the institution
 - intensification of internal vertical communication (incl. receiving feedback)
 - strengthening informing staff (incl. receiving feedback) on performance requirements, appraisal and possibilities of further development
- implementation of an efficient communication tool that will - by adequate content and technological characteristics - support an effective internal communication

Basic indicators for measuring of meeting the objective:

- *Satisfaction of staff and managers with access to essential information about external environment, about internal environment (incl. feedback possibility) and with access to information concerning their performance (requirements, appraisal, further development, incl. feedback possibility)*
- *Satisfaction of staff and managers with functioning of Intranet (content and technology)*

Financial resources, cost management

Objective (strategic): Ensure resources for the SOSR from SB of the SR and additional resources in the way, that they ensure proper functioning of the SOSR incl. its development in accordance with the development of external environment.

Ensure complexity of informing management about the use of resources of the institution in order to support their optimal allocation with the aim to continuously improve effectiveness of the SOSR.

We will achieve the objective through:

- maximising efforts to ensure resources for the smooth functioning and development of the

SOSR within the approved SB chapter of the SR for the year concerned; focus, where appropriate, on obtaining resources beyond the approved SB chapter of the SR

- improving effectiveness of the ex-post monitoring of the costs used in the SOSR – a precondition for their effective planning and use

Basic indicators for measuring of meeting the objective:

- *Magnitude of resources within the approved SB chapter of the SR for the year concerned / officially submitted requirements of the SOSR*
- *Magnitude of resources obtained beyond the approved SB chapter of the SR for the year concerned*
- *Implemented Management information system*
- *Costs of the SOSR projects (all projects)*

Quality management system

Objective (strategic = quality): Develop further the SOSR integrated QMS (as a management tool) by implementation of the enhanced ESS CQF and of its revised parts taking into account the national conditions, in the way, that the system provides confidence to customers and to the SOSR that it is able to provide products and services that consistently meet requirements of customers and relevant regulatives and that it creates conditions for the next round of peer review.

We will achieve the objective through:

- preparation of the SOSR integrated QMS for the 3rd round of peer review focussing on the compliance with the principles of the ES CoP by the implementation of requirements of the enhanced ESS CQF and revised ES CoP into the system

Basic indicator for measuring of meeting the objective:

- *Integrated QMS of the SOSR prepared for the 3rd round of peer review*

Legislative support

Objective (strategic): Amend the basic legislation of the SOSR, i.e. the Act on State Statistics in the way, that it creates legislative environment necessary for implementation of the SOSR strategic objectives taking into account requirements of the EU legislation.

We will achieve the objective through:

- elaboration and submission to the Legislative Council of the SR government draft amendment to the Act on State Statistics, or draft new Act, that takes into account, inter alia, requirements concerning NSS and related QMS, new data sources, revised ES CoP, enhanced ESS CQF, and other requirements.

Basic indicator for measuring of meeting the objective:

- *Draft amendment to the Act on State Statistics, or draft of new Act submitted to the Legislative Council of the SR government*

Bratislava, August 2018

Alexander Ballek, signed
President of the Statistical Office
of the Slovak Republic

Note: *) *the brief overview is the extract from the documents:*

Development strategy of the SOSR by the year 2022

Development strategy of the SOSR by the year 2022: Indicators for measuring meeting strategic objectives; Action programmes