

Terms of Reference

EU Twinning Project IL/12 CRIS 2015/370-467

03-06 September 2017

Component A: Quality Management of Official Statistics

Activity A.7: Integrating the elements for quality management in the ICBS - Goals and visions, organization, awareness within ICBS, self-assessment, quality reporting and monitoring

0. Mandatory results and benchmarks for the component

Mandatory results:

- *The establishment of an organizational system (organizational unit and work processes) responsible for the Quality Management of official statistics in ICBS and in the NSS (August 2018)*

Benchmarks:

- **IA1:** Working procedures, scope of statistical products, methods and tools defined for all interfaces by 3rd project quarter;
- **IA2:** Formal organizational structure including a designated unit, referents in ICBS, task forces and committees (with well-defined mandates) proposed to the ICBS Management by 5th project quarter;
- **IA3:** Staff trained to evaluate the quality of processes and statistical outputs generated in ICBS by 6th project quarter
- **IA4:** Members of the NSS producing official statistics in Israel defined and mapped by 7th project quarter;
- **IA5:** Report to the Public Council for Statistics describing the processes of adaptation of the Israeli quality standards, along with an organizational structure and instruments for quality assurance within the NSS by the 9th quarter;
- **IA6:** Pilot with selected units in the NSS in evaluating the quality of processes and generated statistical outputs completed by 9th project quarter;
- **IA7:** Multi-year national work plan for the implementation of the quality principles in the NSS elaborated by 10th project quarter;

1. Purpose of the activity

General Objectives

The ICBS wants to adopt the international statistical modernization standards in order to:

- Promote the quality of official statistics and its fitness for users
- Improve communication in the statistical environment within and between statistical bureaus by employing a common language
- Promote organizational efficiency by rationalizing processes, improving information flow, assigning responsibility
- Support the industrialization process of outputs (reuse of methodologies, software, sharing of solutions between units within the ICBS and internationally)
- Developing staff skills by means of the standards (improving capabilities).

Since commitment from both the top management and the subject units staff is needed for a successful implementation of enhanced quality of statistics within ICBS an important point to address at the mission is how to ensure commitment and acceptance from the subject units, by addressing questions such as: What is the benefit for the subject-matter unit and for me as a staff member and by showing potential benefits such as: build once and use anywhere, link to performance pay, etc.

As a preparation for this activity ICBS will outline the vision for quality of statistics in ICBS and map the current organization, procedures and tools related to Quality Management of Official Statistics (will be presented at the Mission)

The CBS has begun a number of activities that serve these purposes, including:

- Analyzing and mapping production processes in some statistical topics for the purpose of planning, documentation, improvement, evaluation, and incentive pay
- Preparing metadata for statistical topics based on SIMS, including preparing explanations of topics and sub-topics in the new website
- Quality reviews of statistical production processes according to the COP and GSBPM standards
- Staff training regarding quality standards and their goals
- The pilot organizational evaluation project of the Israeli public service (“Selfie”)

In this context the objectives of A7 are:

- a) To establish a workflow for each of the existing activities for quality management at the ICBS that delineates all their components
- b) To determine their interrelationships and produce a comprehensive business process that integrates them
- c) To establish a realistic timetable for advancing in each process separately and the processes in combination
- d) To make a preliminary assessment of the required organizational resources (time, personnel, organizational structure, changes and innovation in the IT environment) from the quality team, the subject-matter units, and service units (Statistical Methodology, IT, Dissemination)

2. Scope of the activity

The activity will consist of the following three steps:

Step One: Building workflows for documentation of statistical processes, statistical outputs and quality reviews.

1. In cooperation the BC and MS experts will draft a future workflow for quality management at ICBS for the following selected processes:

- Quality review of the statistics (workflow first elaborated in A2 then further elaborated by the Quality Management Department)
- Documentation of the statistical output
- Documentation of the statistical production process

2. Each workflow has to consider all the activities and tools necessary in ICBS to centrally manage information and rationalize processes in order to implement standardization and modernization throughout ICBS¹.

3. Each workflow has to be comprehensive, and meet all ICBS current needs and refer to foreseeable future needs as identified so far / that we will identify in the activity (according to the principle: “start small but think big”).

For example, the documentation of statistical processes has to meet the needs for work plans, incentive pay, operative instructions for employees, cost evaluation, use of administrative files, etc. Similarly, the documentation of the statistical outputs has to meet internal and external users’ needs for documentation of statistical products, publications, public use files (PUF) and microdata under contract (MUC files), the new web page subject structure, metadata in databases, etc.

¹ Examples could be organization wide training on standards, IT architecture build on services etc

Step Two: Designing a single integrated program that describes how the production process and statistical output will be documented and how their quality will be reviewed at the topic/sub-topic level.

The combined program will integrate the activities that each statistical unit has to undertake so that documenting their production process and statistical outputs, as well as the quality reviews they will undergo, will all be conducted without duplication of effort and within a coordinated overall plan. The combined program will also describe all the activities at the level of the institution, necessary to support and promote this work.

Step Three: Formulation of an integrated roadmap for achieving a comprehensive multi-year quality management plan for ICBS statistics, a multi-year documentation plan of ICBS statistics and a multi-year documentation plan of ICBS production processes.

1. The multi-year roadmap will determine the resources and steps necessary for the joint implementation of three multi-year work plans, with appropriate synchronization in order to avoid overburdening the subject units. For example, a step-by-step training program of statisticians.
2. At this stage, the Selfie (organizational evaluation project of the Israeli public service) will not be included in the integrated plan, since it needs further clarifications. When the time comes, it will be integrated into the common roadmap. For example, if one of its items is checking whether written guidelines/procedures exist, we will ensure that these include those relevant to CoP indicators.
3. The roadmap will be adapted to the priorities that the ICBS will set- for example, documentation of a subset of SIMS categories first, mapping of production processes at the phase level of GSBPM first (blue boxes, not pink ones), more frequent quality reviews of topics crucial for the country economy etc.

3. Expected output of the activity

- *Activity report*
- *ICBS staff will brief the MS on the current status within ICBS on quality management, statistical processes and statistical output*
- *MS will present their strategy and practical implementation*
- *Description of work process for process and output documentation*
- *Roadmap for enhanced quality of statistics within ICBS*

3. Participants

ICBS TEAM

Project leader:

- Mr. Yoel Finkel, Associate National Statistician, ICBS.

Members of the Quality Steering Group:

- Prof. Moshe Pollak, Chief Scientist, Office of the National Statistician, ICBS.
- Mr. Oz Shimony, Senior Director of the Macro Division ICBS.
- Ms. Sigalit Mazeh (Shmueli), BC Project Leader Deputy of the Twinning Project and Director of International Relations and Statistical Coordination Department, ICBS.
- Mr. Ari M. Paltiel, Director of the Statistical Quality Management Department, Office of the National Statistician, ICBS.
- Mrs. Elana Dror, Head of the Quality and Excellence Sector in the ICBS.
- Mr. Tom Caplan, Director of Economic Research in the National Statistician's Office, ICBS.
- Ms. Larisa Fleyshman, Head of Sector, Micro Economics and Assistant Quality Coordinator ICBS.
- Ms. Batia Attali, RTA Counterpart, BC Component Leader for a Component of Quality Management of Official Statistics, Head of Sector, International Relations and Statistical Coordination Department, ICBS.
- Mr. Amit Yagur-Kroll, ICBS

Other experts:

Methodology

- Ms. Louiza Burk

Metadata

- Ms. Karin Agamov, Coordinator of metadata

Dissemination

- Ms. Mirit Cohen
- Mr. David Landau

IT Department

- Mr. Rami Harel

National Statistician's Office

- Mr. Lior Dekel

Twining Team:

- Ms. Charlotte Nielsen, Resident Twinning Adviser

Top management:

- *Invited for the Sunday morning session*

MS EXPERTS

- Ms. Karin Blix, Chief Advisor and Quality Coordinator, Unit of Quality Management, Statistics Denmark kwb@dst.dk. Specialist knowledge: Quality Management, Eurostat Code of Practice, Peer Review of official statistics, Broad experience from different subject areas: prices, environmental, educational and trade statistics.
- Rasmus Anker Kristiansen, Head of Section, Unit of Quality Management, Statistics Denmark rak@dst.dk. Specialist knowledge: CoP, Self-assessment, implementation of GSBPM in statistical production

DRAFT PROGRAM FOR ACTIVITY A7 - INTEGRATING THE ELEMENTS FOR QUALITY MANAGEMENT IN THE ICBS - GOALS AND VISIONS, ORGANIZATION, AWARENESS WITHIN ICBS, SELF-ASSESSMENT, QUALITY REPORTING AND MONITORING

(NB All sessions will take place in the meeting room on the third floor except Sunday morning 09:00 – 11:30 where the meeting will take place in the Management meeting room)

Day 1 - Sun 03/09 17	Room	Topic
09:00 – 09:30	Management meeting room	BC: Welcome and presentation of participants
09:30 – 10:00	Management meeting room	BC: Expectation from the current activity by the Twinning Team of Component A (Sigalit Mazeh)
10:00 – 11:15 <i>Presentation for the top management</i>	Management meeting room	<p>MS: From policy to practical implementation of modernization framework –</p> <p><i>General introduction to the modernization framework of official statistics from UNECE (approx. 15 min)</i></p> <ul style="list-style-type: none"> • Human resources, organizational frameworks and evaluation • Statistical production, methods and information technology • Data collection and data sources • Dissemination and communication • Standards and metadata • Introduction to their website: https://www.unece.org/stats/mos.html <p><i>From policy to practical implementation - Experiences from Statistics Denmark (approx. 45 min)</i></p> <ul style="list-style-type: none"> • Policy and overall framework • Organizational structure • Decision making • Monitoring • Driving forces for commitment • Training of staff • Benefit and challenges <p><i>Questions from the audience (approx. 15 min)</i></p> <p>(Karin Blix)</p>
11:15 – 11:30		Coffee break
11:30 – 12:15	Meeting room at the 3 rd floor	BC: Vision for quality management in the ICBS: Integrating subject matter processes, statistical methodology and IT architecture (Oz Shimoni and Ari Paltiel)
12:15 – 13:15		Lunch break
13:15 – 14:00	Meeting room at the 3 rd floor	BC: Current status of quality management in the ICBS - Mapping (Batia Attali)
14:00 – 14:15		Coffee break
14:15 – 14:30	Meeting room at the 3 rd floor	BC: Current work plan for implementing SIMS in ICBS (Tom Caplan)
14:30 – 15:00	Meeting room at the 3 rd floor	BC/MS: Summing up day 1. ICBS plans for Modernization Moderator: MS
15:00 – 15:30		Internal daily ICBS summary of lessons learned (in Hebrew)

Day 2 - Mon 04/09 17	Room	Topic
09:00 – 09:45	<i>Meeting room at the 3rd floor</i>	MS: Process documentation <ul style="list-style-type: none"> • Practical implementation and workflow e.g.: <ul style="list-style-type: none"> ○ Supporting tools and standards ○ How to integrate the work done by different support units e.g. IT, Surveys, Methods, Dissemination etc.? ○ How to integrate process documentation with other modernization activities e.g. product documentations? • Benefit and challenges • Training of staff <p>(Rasmus Anker Kristiansen and Karin Blix)</p>
09:45 – 10:00		Coffee break
10:00 – 12:00	<i>Meeting room at the 3rd floor</i>	BC/MS: Definition of goals, use and benefits for the subject unit and building workflow for process documentation Moderator: MS
12:00 – 13:00		Lunch break
13:00 – 13:45	<i>Meeting room at the 3rd floor</i>	MS: Output documentation <ul style="list-style-type: none"> • Practical implementation and workflow e.g.: <ul style="list-style-type: none"> ○ Supporting standards ○ At what level are metadata produced, subject structure - is there a one to one relation or is it a many to one relation, or? ○ Linkage to the component of the output documentation („Diamond”) • Internal and external users • Integration with other international standards e.g. SDMX, SDDS+ <p>(Karin Blix and Rasmus Anker Kristiansen)</p>
13:45 – 14:00		Coffee break
14:00 – 16:00	<i>Meeting room at the 3rd floor</i>	BC/MS: Definition of goals, use and benefits for the subject-matter unit and building workflow for output documentation and goals (Metadata) Moderator: MS
16:00 – 16:30		Internal daily ICBS summary of lesson learned (in Hebrew)

Day 3 - Tue 05/09 17	Room	Topic
08:30 – 09:00	<i>Meeting room at the 3rd floor</i>	MS: Summing up day 2
09:00 – 09:45	<i>Meeting room at the 3rd floor</i>	BC: Discussion on conditions for integrating the two types of documentation at subject-matter unit level – documentation of process and documentation of products (output)
09:45 – 10:00		Coffee break
10:00 – 12:00	<i>Meeting room at the 3rd floor</i>	BC/MS: Drawing an integrated roadmap for quality management in the ICBS – Part 1 The road map need to address goals at the long and short range, and be SMART: <ul style="list-style-type: none"> • Specific • Measurable • Agreed upon • Realistic • Time based Moderator: MS
12:00 – 13:00		Lunch
13:00 – 14:30	<i>Meeting room at the 3rd floor</i>	BC/MS: Drawing an integrated roadmap for quality management in the ICBS – Part 2 The road map need to address goals at the long and short range, and be SMART: <ul style="list-style-type: none"> • Specific • Measurable • Agreed upon • Realistic • Time based Moderator: MS
14:30 – 14:45		Coffee break
14:45 – 15:15	<i>Meeting room at the 3rd floor</i>	BC/MS: Debriefing and Activity Conclusions <ul style="list-style-type: none"> • Feedback on the current mission • Upcoming missions
15:15 – 15:30		Internal ICBS summary of lesson learned (in Hebrew)

Day 4 - Wed 06/09 17	Room	Topic
08:30 – 09:00	<i>Charlottes office</i>	MS: Writing of report BC/MS: Ad-hoc meetings if needed BC/MS: Follow up on activity A6 BC: Next steps at ICBS

BC = Beneficiary Country (Israel)

MS = Member State (Denmark)

ICBS = Israeli Central Bureau of Statistics

Material to be prepared and sent before the activity

Presentations.

ANNEX A - Short Bio-information for the ICBS team (to be completed)

Project leader:

- Mr. Yoel Finkel, Associate National Statistician, ICBS.

Members of the Quality Steering Group:

- Prof. Moshe Pollak, Chief Scientist, Office of the National Statistician, ICBS. Prof. Pollak has served in the Department of Statistics at the Hebrew University of Jerusalem for over 40 years in research, teaching and various administrative functions. His main line of research is in sequential analysis, with an emphasis on process quality control. He joined the Israel Central Bureau of Statistics in July 2016 as its Chief Scientist. Email: moshep@cbs.gov.il
- Mr. Oz Shimony, Senior Director of the Macro Division and a member of the higher management of the ICBS since 2012. The division has 3 senior Departments. Among the responsibilities of the division are some of the main indicators used in the fields of economy such as the GDP, foreign trade, balance of payments, transportation, industry, construction, tourism, road accidents etc. In the last 25 years he has held several senior jobs in the ICBS such as director of the macroeconomic senior department, director of the national accounts, and as a director and of the DB and internet sector of the ICBS. Oz took part in some of the main processes of Israel's joining to the OECD and also participated and let some of the activities in the previous Twinning project. Oz holds a Master degree in Business Administration (finance) and statistics (operational research). Oz lives in Modiin with his family. Email: ozs@cbs.gov.il
- Ms. Sigalit Mazeh (Shmueli), BC Project Leader Deputy of the Twinning Project and Director of International Relations and Statistical Coordination Department, ICBS. Since 2009 employed in the International Relations and Statistical Coordination Department as Director of the ICBS Annual Statistical Abstract, and Head of the department since 2015. The department is responsible for coordination with the NSS, international relations and management of international and bi-lateral activities (including Twinning projects) as well as for micro data access to researchers. Ms. Sigalit Mazeh (Shmueli) has been employed at ICBS since 1995. In the period 1995 to 2009 she worked in the Census Department - from 2000 as the Head of Sector for Concepts, Questioners and Dissemination. Ms. Sigalit Mazeh (Shmueli) has a MA in Demography and Sociology. Email: sigalit@cbs.gov.il
- Mr. Ari M. Paltiel, Director of the Statistical Quality Management Department, Office of the National Statistician, ICBS. For the last two years he has been leading ICBS efforts to create the policies and organizational structures needed to implement the ICBS's statutory role in leading the National Statistical System and promoting its quality standards. Mr. Paltiel has been employed in the ICBS since 1983. Over the course of his career he has held several senior positions in the population, demography, health and social statistics fields. He teaches demography at the Hebrew University of Jerusalem's School of Public Health. Email: ari@cbs.gov.il
- Mrs. Elana Dror, Since February 2016 Head of the Quality and Excellence Sector in the ICBS. Mrs. Elana Dror has worked in the ICBS for the past 20 years. Over the course of her career she held several positions in the numerous palaces: Head of the Agriculture division, Head of the population census, founded the Job Vacancy Survey and the Survey of Business Tendency Survey. Elana Dror has a Master's degree in Economics' and Agriculture from the Hebrew University the Faculty of Agriculture. Email: elana@cbs.gov.il
- Mr. Tom Caplan, Director of Economic Research in the National Statistician's Office (ICBS). Mr. Tom Caplan is responsible and has been responsible for a variety of cross-cutting bureau-wide projects. Among those is his work on the Future of Official Statistics, carried out under the previous Twinning Agreement, the work on defining the Core Statistical Programs of the ICBS as requested by the National Statistician and the Associate National Statistician. Mr. Caplan is currently directing the development of a bureau – wide Meta Data system. Mr. Caplan is the developer and the founding Director of the Israel Longitudinal Survey and is now, as a result of a request from the

current Director, undertaking to analyze longitudinal trends in Israel in a whole range of subjects based on the first four years of data from the survey. Mr. Caplan holds an MA in Economics and has had a career of over 40 years both in the Israeli and Canadian public service. Mr. Caplan is married and has three children and six grandchildren. Email: tome@cbs.gov.il

- Ms. Larisa Fleyshman, Head of Sector, Micro Economics, ICBS and Assistant Quality Coordinator ICBS. She is responsible for developing hedonic models in the ICBS for determining housing prices by statistical areas, and, as an adjunct to her work, helping to coordinate publication of house price data between several ministries in Israel. This work led the National Statistician to appoint her jointly to the Statistical Quality Management Department. She holds a PhD in Geography. Email: larisaf@cbs.gov.il
- Ms. Batia Attali, RTA Counterpart, BC Component Leader for a Component of Quality Management of Official Statistics, Head of Sector, International Relations and Statistical Coordination Department, ICBS. Ms. Batia Attali has worked in International Relations and statistical Coordination Department since 2011. RTA Counterpart in previous Twinning project (2012-2014), including components on the enhancement of the NSS and ICBS quality strategy. Member of the Workgroup on a Roadmap for Implementing Standards (of the Modernization Committee on Standards of the UNECE High Level Group on Modernization of Official Statistics). Ms. Batia Attali has been employed in ICBS since 1988, formerly as analyst in IT department and as ICBS Security Officer for 13 years. Master's degree in Computer Sciences. Email: batia@cbs.gov.il
- Mr. Amit Yagur-Kroll

Other ICBS experts:

Methodology

- Ms. Louiza Burk

Metadata

- Ms. Karin Agamov, since June 2017 coordinator of metadata working with Tom Caplan in the National Statistician's Office and responsible for the development and implementation of a bureau – wide metadata system. Karin has been working in the ICBS for the past 15 years. In the period 2006 to 2011 she worked in the Census Department –Concepts, Questionnaires and Dissemination and was responsible for the design of the Internet interface for the users of census data. Afterwards she worked in Media Relations and Communication Department and has a wide experience in public relations, social media and cross-cutting projects (FAQ). Karin has a Master's degree in Public Health from the Hebrew University. Email: karina@cbs.gov.il

Dissemination

- Ms. Mirit Cohen
- Mr. David Landau

IT Department

- Mr. Rami Harel

National Statistician's Office

- Mr. Lior Dekel. Email: liordekel1@gmail.com

Resident Twinning advisor:

- Ms. Charlotte Nielsen, Resident Twinning Adviser since March 2016 where her main responsibilities include planning and co-ordination of Twinning activities with the ICBS, the European Union Delegation, stakeholders and experts from EU member states. From 2008 - 2016 Ms. Charlotte Nielsen, hold a position as Senior Advisor in the Research Services division of Statistics Denmark. Charlotte Nielsen has a Ph.D. in insect pathology and a master degree in agricultural studies. Email: charlotten@cbs.gov.il