



EUROPEAN CONFERENCE ON QUALITY IN OFFICIAL STATISTICS 2024 ESTORIL - PORTUGAL

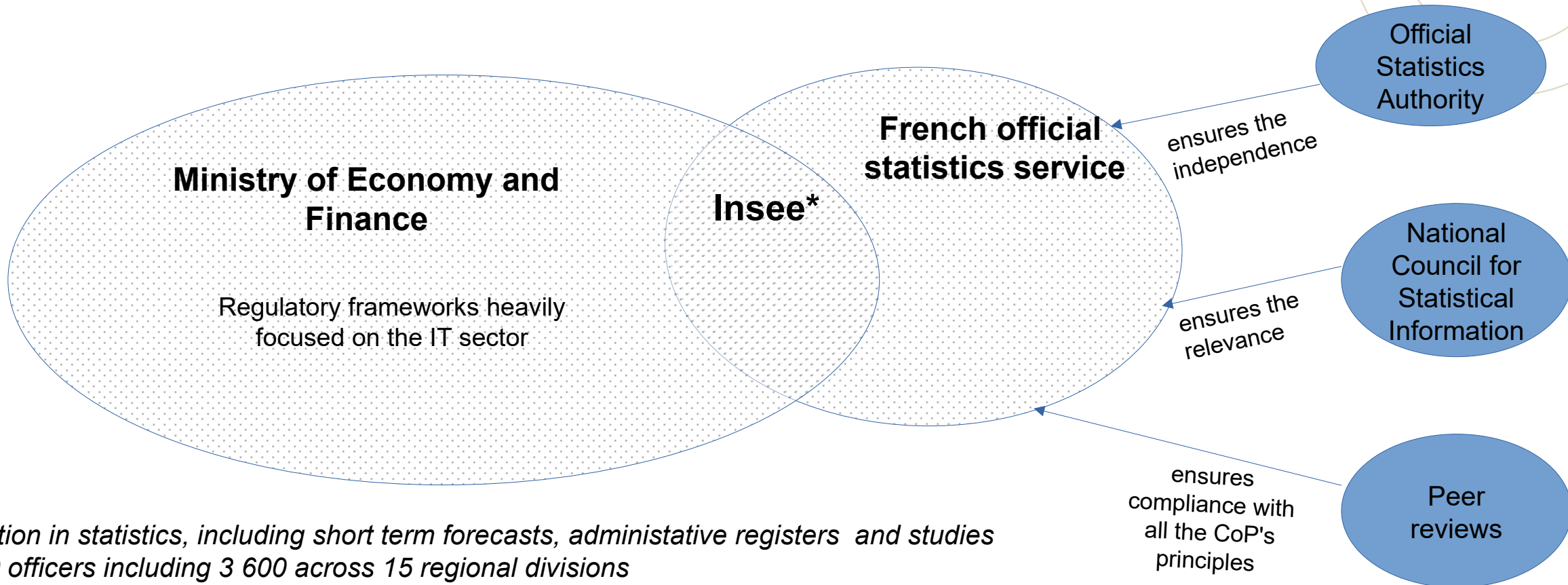
The french approach to quality through processes: a key role in risk management at Insee

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A RISK MANAGEMENT POLICY

based on existing *external* mechanisms, related to Insee's institutional position



* Production in statistics, including short term forecasts, administrative registers and studies
By 5 000 officers including 3 600 across 15 regional divisions



A RISK MANAGEMENT POLICY

based on existing *internal* mechanisms, interwoven with Quality management

- Focus on areas of Insee's activities to optimize and secure processes
→ A risk management policy in line with the quality policy defined for the entire Official Statistical Service:
 « *Integrate quality into processes with the aim of securing processes and enhancing efficiency* »
→ A map of the 130 processes at Insee, based on the GAMS0 model; 20 of them selected as
 « essential »
- Combining risk management and quality, an approach in line with international recommendations
→ In the Unece guidelines on risks in official statistics:
 - « *Quality demands should encompass both quality criteria and demands related to risks* »
 - « *Integrating risk management fosters a sense of belonging* »: at Insee (and ONAs), this has been achieved through the collectively defined quality strategy



THE QUALITY ASSURANCE AND PROCESS SECURITY FRAMEWORK AT INSEE

One of its main modalities: **process quality analysis**, which complies with Unece guidelines on risk management

First stage of process quality analysis: description to gain contextual and intrinsic risks awareness

- Share the context: objectives, constraints, actors involved
 - Example: thematic business surveys with multiple actors on 5 geographical sites, making exchanges
 - more complex
- Examine suppliers/inputs and users/outputs (SIPOC): identify potential bottlenecks in the chain
 - Example: production process of annual business statistics disrupted by the change in the format of tax returns, an essential input to the process
- Model all the activities and identify persons in charge, tools and other actors for each one
 - Example: the GSBPM for thematic business surveys reveals suboptimal flows:
 - all the main actors are involved in creating the sampling frame within a tight schedule





THE QUALITY ASSURANCE AND PROCESS SECURITY FRAMEWORK AT INSEE

Process quality analysis

Second stage: risk analysis, from shared perceptions to consensus

- Brainstorming sessions, involving as many relevant stakeholders as possible, to identify undesirable events
- List of risks, characterised by their sources and undesirable consequences
- Prioritisation of risks according to their collectively rated risk level
 - Measured by the product of 3 parameters (each by a 4-level scale): probability of occurrence of the risk source, severity of its consequence, current level of control
- Action plan established collectively for unacceptable risks
 - Risk level above a certain threshold
 - Threshold defined with the process owner, according to what he considers acceptable and according to the resources he will allocate to implement control actions





Process quality analysis on the case of publications of short-term statistics (1)

- The « *Informations Rapides* » (IRs) process for the publication of short-term economic indicators *a process under strong time pressure*
- A risk analysis that involved about ten actors with various roles, who do not usually have direct contact
- A wide range of risks
 - at an operational level, over which teams can have
 - a certain level of control
 - ◆ Unavailability of the relevant application used to put publications online
 - ◆ Lack of efficiency in the proofreading and validation circuit
 - ◆ Delayed in publications validation
 - ◆ Breach of embargo
 - ◆ Non-compliance with editorial and/or accessibility standards
 - requiring higher hierarchical approval
 - ◆ Pressure on teams and deadlines
 - ◆ The application's insufficient response to internal user needs due to a lack of human resources
- Some risks could not have been identified without the participation of all the stakeholders



In Q4 2023, the unemployment rate was stable at 7.5%

ILO Unemployment and Labour Market-related indicators (Labour Force Survey results) - fourth quarter 2023

In Q4 2023, the number of unemployed people in France (excluding Mayotte) as defined by the International Labour Office (ILO) rose by 29,000 over the quarter and reached 2.3 million people. The ILO unemployment rate stood at 7.5% of the labour force, stable compared to Q3 2023, for which the estimate has been slightly revised upwards (+0.1 points, from 7.4% to 7.5%). The unemployment rate was 0.4 points above its level at the end of 2022, which was the lowest since 1982; it remained clearly below its peak level reached in Q2 2015 (-3.0 points).

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Process quality analysis on the case of publications of short-term statistics (2)

- Collectively defined action plan, as
 - rescheduling the dissemination of some IRs when tension points identified (up to 20 a week for 3 members in the team)
 - measures to secure the respect of embargo (embargo mentioned on documents transmitted...)
- Not limited to risks deemed unacceptable: be flexible and answer to needs
 - Actions identified to make up for the lack of efficiency in the proofreading circuit, which impacts the daily work of the authors
- A work that allows views to be shared and some points of discontent to be put in perspective
 - The unavailability of the application was perceived as a significant source of risk for the authors of publications, but there was 99 % availability rate according to the service in charge of the application
 - Application's interface is not very intuitive according to the authors but assistance from the Short-term Indicators Publications Unit ensures that they are never halted



RISK MANAGEMENT THROUGH PROCESSES: ASSESSMENT AND PROSPECTS

- A method to be repeated, to continuously improve and secure processes, for less and less perceived risks
- Quality work appreciated by process owners for its results
 - An overall and shared vision, helped by a neutral point of view from the Quality experts, to
 - Limit the risk of losing knowledge - frequent mobility within teams and work-sharing at several remote sites
 - Encourage the pooling and multi-skilling of agents to facilitate service continuity
 - An identification of operational risks and remedial actions
- But a perfectible method, in search of ways towards more formalisation, such as
 - Adopting a risk nomenclature for more efficient risk analysis, in order to
 - Standardize analyses between processes, all the more legitimate in the light of the development of mutualisations tools
 - Simplify the listing and formulation of risks
 - *Under consideration: a nomenclature of risks, which could be based on the principles of the CoP ?*
 - Formalising risk rating criteria



RISK MANAGEMENT THROUGH PROCESSES: ASSESSMENT AND PROSPECTS

Process quality analysis, a necessary component in Insee's risk management, part of a larger-scale system

- Action plans supported by operational teams, but more overarching risks are sometimes highlighted
 - The question of the form in which these issues should be raised and instructed remains
- More cross-functional work within the Official Statistical Service is developed, to establish common protocols and policies
 - Example: embargo rules, handling error correction in publications
- Insights provided by other Insee's instances...
 - The Label committee opinion on advanced methodological aspects
 - Audits by the Inspectorate General, etc.
- ...and by institutions of the French official statistics
 - The National Council for Statistical Information recommendations on statistical projects
- Regulatory provisions for risk management in the IT domain



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Thank you for your attention

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