



Key Capabilities for Modernising Statistical Organisations

OVERVIEW

Context

- The importance of technical and core capabilities
- The shift to data stewardship and governance
- Importance of interdisciplinary teams with different capabilities
- Fast-changing environment
- T-shaped leadership—combination of expert and core capabilities

HLG-MOS group

- The Modernisation Group on developing organisational capability
- Collaborative group of experts in statistics and people development to develop strategies and solutions in a flexible and agile way

Marketing strategy

- NSO's
- International engagement
- Peer review
- Communication

Collaboration and input

- HLG-MOS
- Projects and modernisation groups
e.g.: Strategic Communication Framework
Machine learning

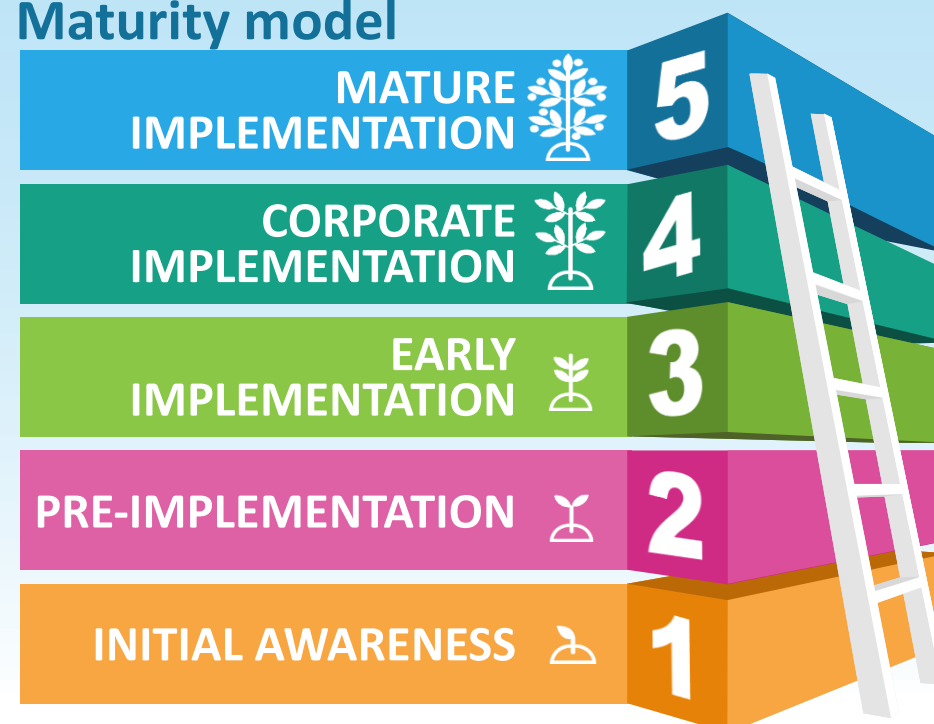
Funding and resources

- Collective work under HLG-MOS
- NSO's budget

FOCUS FOR 2020

Technical	Core	Leadership
<ul style="list-style-type: none"> ▪ Data science ▪ Artificial intelligence ▪ Big data ▪ Data visualisation and dissemination ▪ Story telling (insight) ▪ Data stewardship 	<ul style="list-style-type: none"> ▪ Communication ▪ Mastery of context ▪ Adaptive ▪ Collaboration ▪ Client-focus ▪ Innovation ▪ Ethical and responsible risk-taking 	<ul style="list-style-type: none"> ▪ Strategic ▪ Judgement ▪ Decisiveness ▪ Empowering ▪ Vision ▪ Relationship building ▪ Champion for ethical use of data ▪ Organisational development

Maturity model



CASE STUDIES

New Zealand

- Statistical, data, analytical job family review
 - ✓ Career pathways for statistical roles
 - ✓ Future-focused capability development
 - ✓ Gartner case study

Statistics Canada

- Implementation and evaluation using analytics
 - ✓ 360 degree
 - ✓ Integration of administrative data

Italian National Institute of Statistics

- 360 degree feedback with managers
- Highlights included:
 - ✓ Skills already consolidated: strategic vision and motivating others
 - ✓ Skills to be strengthened: integration and conflict management
- Appropriate training initiatives will be used to address these areas in order to support the modernisation process

Australian Bureau of Statistics

- Organisational Culture Change
- High performance team management

Implementation and measuring process

- Survey format and proposed uses
- Engage with stakeholders
- Peer review