Workshop on Modernisation of the Statistical Production and Services, 19-20 November - Salle V

Modernisation Committee on the Organisational Framework and Evaluation: *Progress on priority topics*

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On behalf of the Modernisation Committee
on Organisational Framework and Evaluation

Committee Members

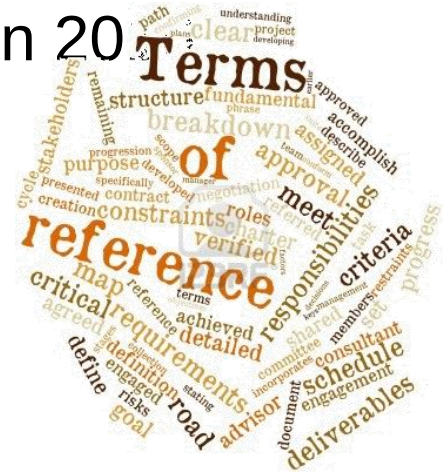
- Chris Libreri (ABS) – Elected Chair
- Jackie Mayda (Canada)
- Marie Creedon (Ireland)
- Milena Grassia, Fabrizio Rotundi and Antonio Ottaiano (Italy)
- Igor Mocanu and Stela Derivolvov (Moldova)
- Carina Franssen (Netherlands)
- Anna Borowska (Poland)
- Thana Chrissanthaki (Eurostat)
- Jonathan Challener (OECD)
- Steven Vale and Tetyana Kolomiyets (UNECE/Secretariat)

Terms of Reference

- Approved by HLG

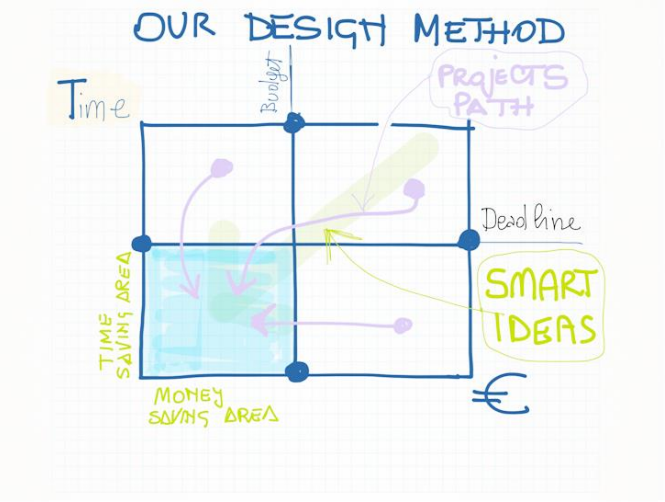
  Scope: HR, Training, Organisation/Structure, Legal, Licencing and to develop an Evaluation mechanism for modernisation activities

- HRMT group merged with this Committee. The MC will organise the next HRMT workshop in 20



Working methods and tools

- Monthly Webex Video-Conferences
- Face-to-face meetings (Rome Sep ‘13, The Haag, July ’14, Geneva October’14)



- Conference calls between Committee’s members
- Wiki’s on the UNECE’s website
- Updates by e-mail

Priority topics

- Change management and risk management
- Legal and licensing
- Building competencies
- Guidelines for managers including best practices
- Evaluation including costs and benefits
- Communicating modernisation

Change and risk management

Progress so far:

- Sharing information referring to Istat and Statistics Canada experiences in Risk Management
- Canada and Istat paper on risk management and change management, agreed on common definitions

Plans for the future:

- Compare practices across organisations through a specific template, and create case studies as a basis for guidelines to help NSOs implement risk and change management
- Prepare a paper on Organisational Change (Canada)

Legal and licensing

Progress so far:

Paper on the IP rights and licensing of HLG products prepared by statistics Netherlands. The paper proposes a collaborative agreement (Memorandum of Understanding) for the HLG products

Plans for the future:

To prepare draft MoU and to send it for consultations with legal departments of the NSOs

Building competencies

Progress so far:

Survey on the skills needed for Big Data was conducted. Based on the results, the first draft of the skills profile for teams working with Big Data was developed

Plans for the future:

- Finalise skills profile for staff working with Big Data in statistical organisations
- Create a webpage with links to training materials for staff working with Big Data

Guidelines for managers including best practices

Plans for the future:

- Update/revise existing chapters of the Australian guidelines and include new topics (such as change management /risk management, leadership, etc.).
- The guidelines will be kept as a live document on the wiki, with each chapter of the guidelines being a new module

Evaluation including costs and benefits

Plans for the future:

Waiting for the results of the Eurostat taskforce, working in this area. First results are expected in the spring of 2015

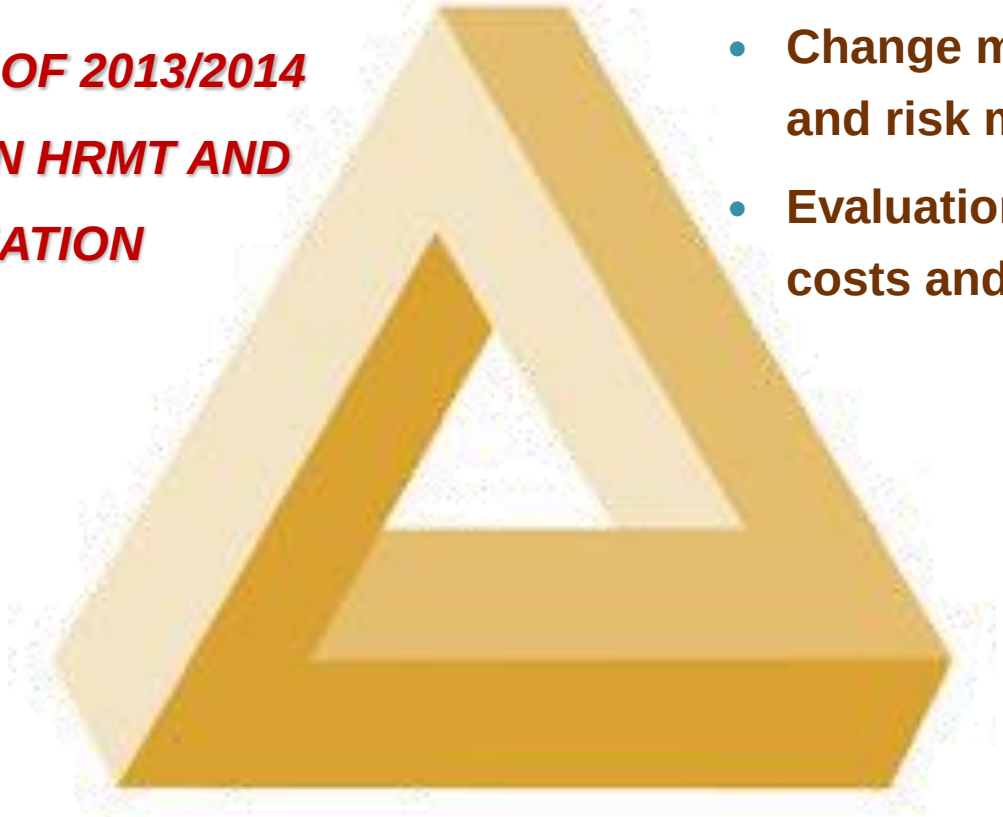
Communicating modernisation

Plans for the future:

Depends on possible HLG project on communicating modernisation in 2015

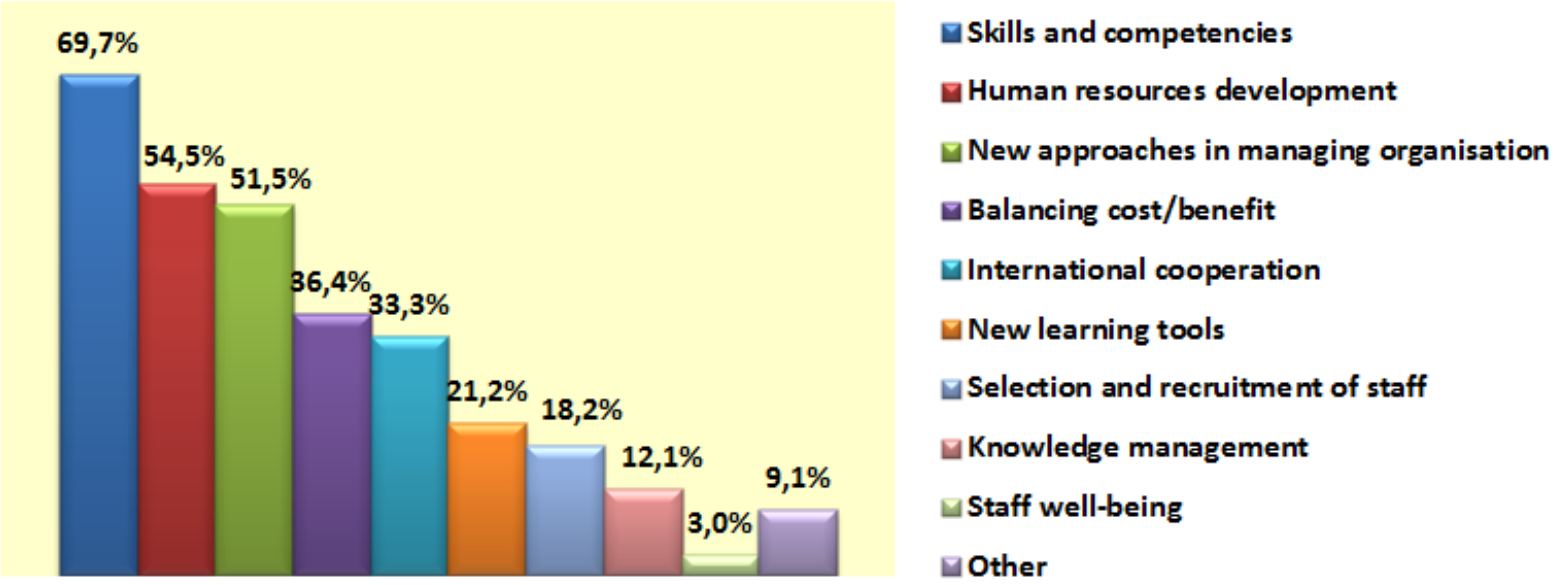
Priority Topics for priority Areas

OUTCOME OF 2013/2014 SURVEY ON HRMT AND MODERNIZATION



- **Change management and risk management**
- **Evaluation including costs and benefits**
- **Communicating modernisation**
- **Legal and licensing**
- **Building competencies**
- **Guidelines for managers**

The 3 most important areas for modernization in NSO

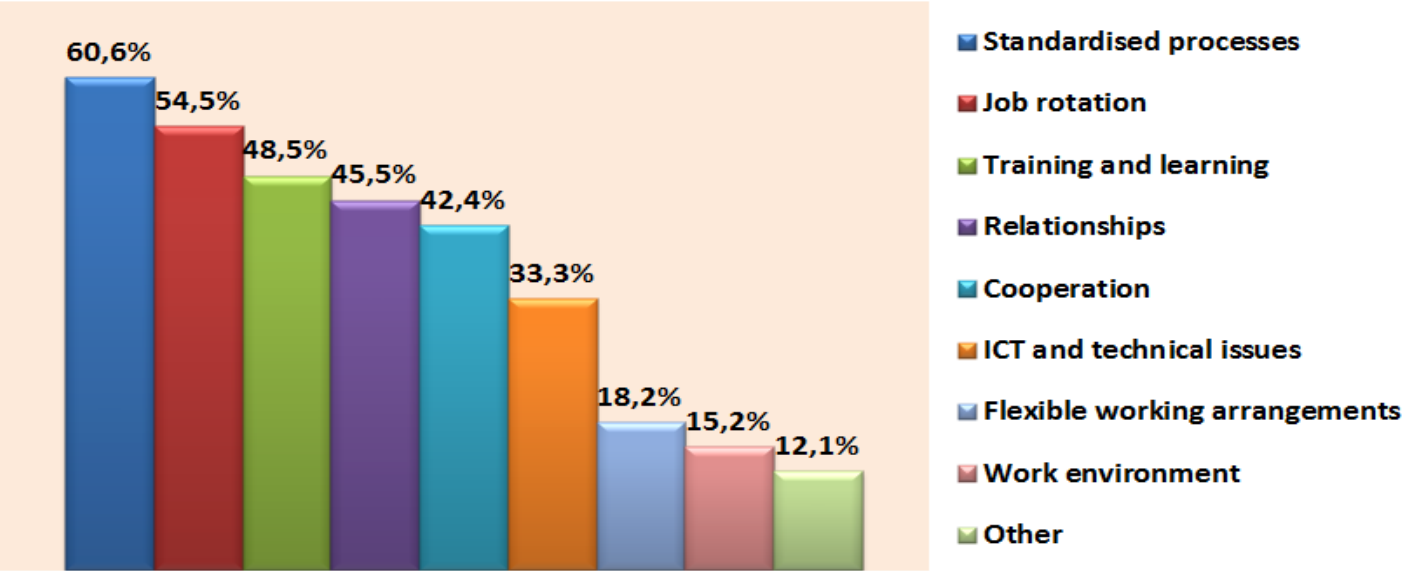


The **three areas which scored** the most are:

1) skills and competencies supporting statistical production and services;
2) HR development with specific reference to career progress;
3) new management approaches.

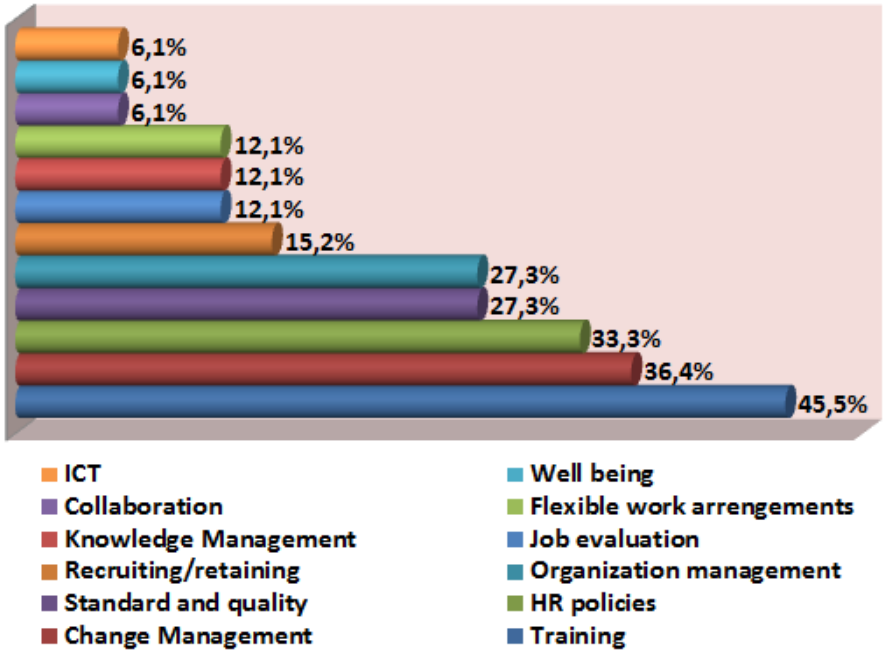
Staff wellbeing scored only 3%

The areas to be more developed



- **Standardizing production** processes is considered as a basic way for NSOs' development to reduce overlaps and/or duplications and increase quality of statistics.
- **ICT and technical issues score** "only" a little **more than 33%**, testifying that most countries consider themselves developed enough.
- **Job rotation, staff mobility, training** and **learning**, **relationships** with users and stakeholders and cooperation with Universities seem to be considered more difficult to implement.

Strategic objectives of modernization to be reached by 2020



The answers have been grouped in **twelve** categories

- **HR policies** (i.e. career development, job rotation), individual change management and training
- **Staff competences** enhancement as the most preferred tool for achieving modernization in HRMT

Underlying belief of a modernization through <u>an individual ongoing training</u> is showed

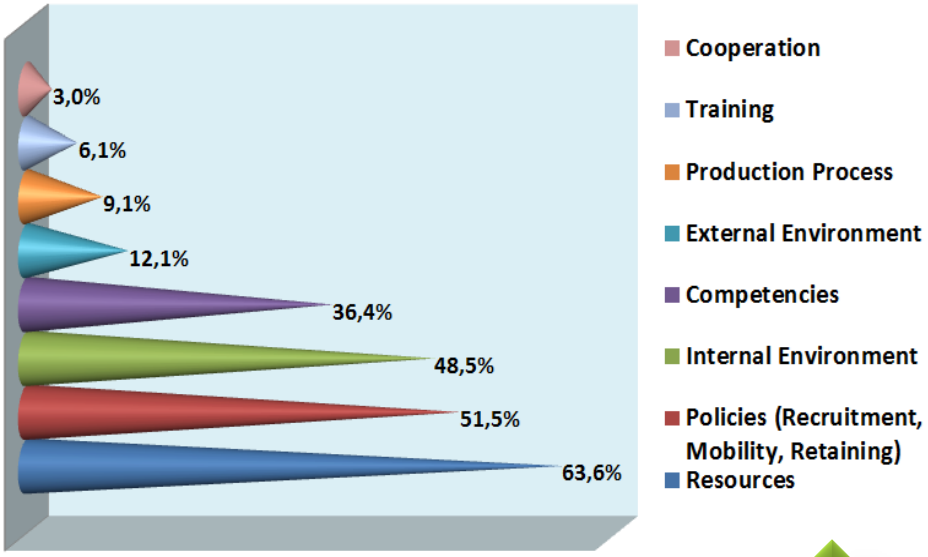
The main risks that the NOSs could face in the process of modernisation and the actions to cope with them

a) **"Financial Resources"** primarily referring to budget constraints or lack of financial resources..

b) **"HR Policies** mainly related to risks linked to HR management, i.e. ageing, turn-over, duties segregation, low mobility.

RISKS

c) **"Internal environment"** derived from poor application of change management.



a) "**Financial Resources". Directly:** fundraising, partnerships, improving budget process. in**directly:** priorities, staff mobility, processes efficiency, learning programs, etc.

b) **"HR Policies":** strengthening awareness skills, improving attractiveness, **communication and training** and **working on staff motivation**.

c) **"Internal environment":** promoting CM culture and knowledge management, spreading commitment, transparency.

ACTIONS

Thank you for your attention!

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