



GSBPM and other standards

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UNECE High-Level Group for the Modernisation of Official Statistics (HLG-MOS)



High-Level Group for the Modernisation of Official Statistics

To promote common standards, models, tools and methods to support the modernisation of official statistics;

To drive new developments in the production, organisation and products of official statistics

To ensure that there is a maximum of convergence and coordination within the statistical "industry".



Modernisation of official statistics

Challenges for Official Statistics

New competitors in producing statistics

New data sources available (e.g. Big data)

Increased costs and quality problems to collect data

Reduced budgets for official statistics

Emerging information needs

More
with
less

Modernisation

Join efforts

Increase cooperation

Interactive and low-cost cooperation

Sharing of skilled resources

Sharing tools, methods, standards

Adopting common solutions



Why Modernisation?

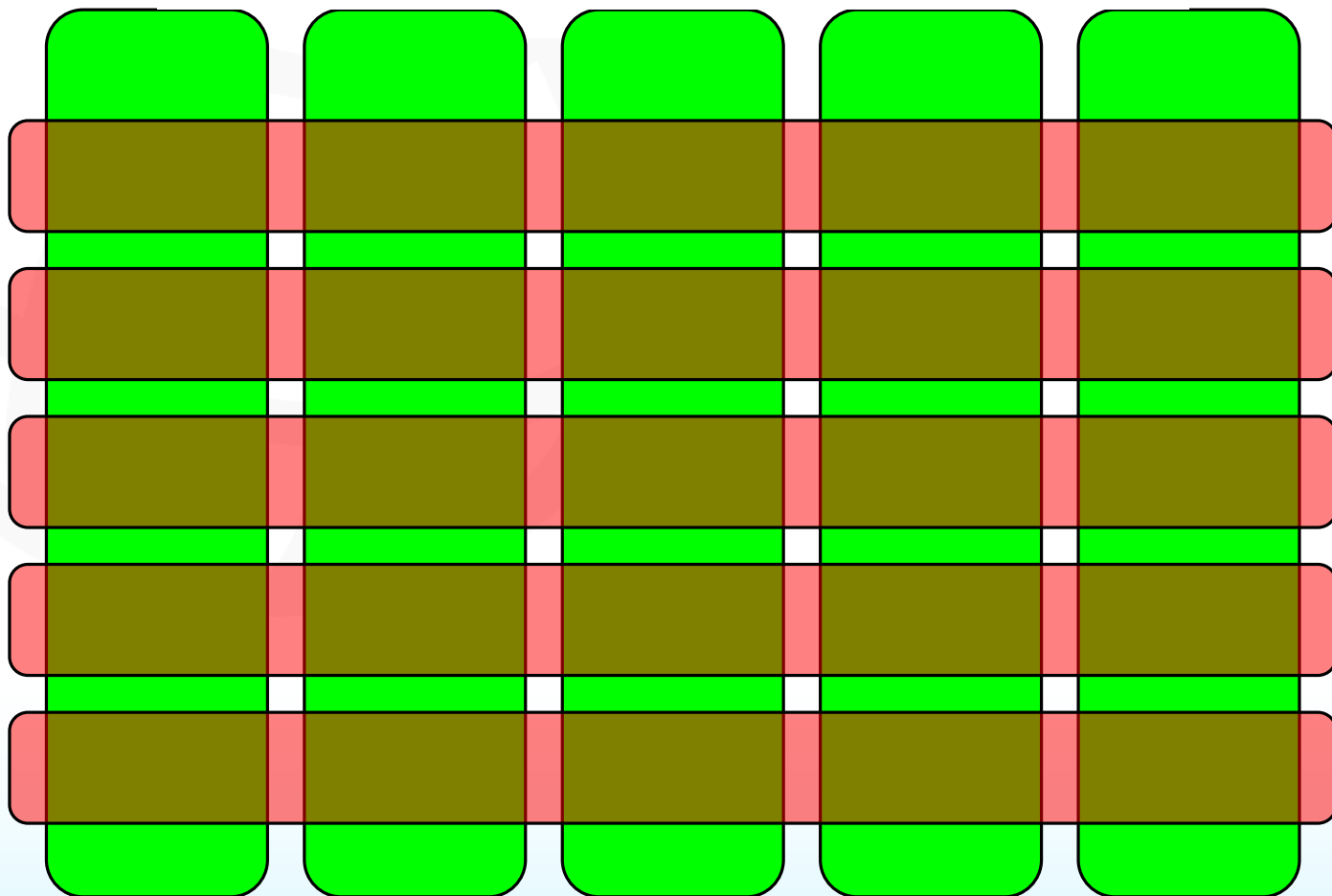
- ❖ Statistical production has traditionally been organized by topic, e.g. transport, trade, ...
- ❖ Financial pressures are encouraging new ways of thinking
- ❖ Some statistical organizations are moving towards a process-based approach
- ❖ Others are considering a matrix approach



Why Modernisation?

Topics

**S
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Official statistics challenges (by UNECE)

NSOs are facing many challenges

➔ Change how we work

Continuously changing environment

➔ Become agile and adaptive

We have to be more efficient

➔ **Share and Standardize**

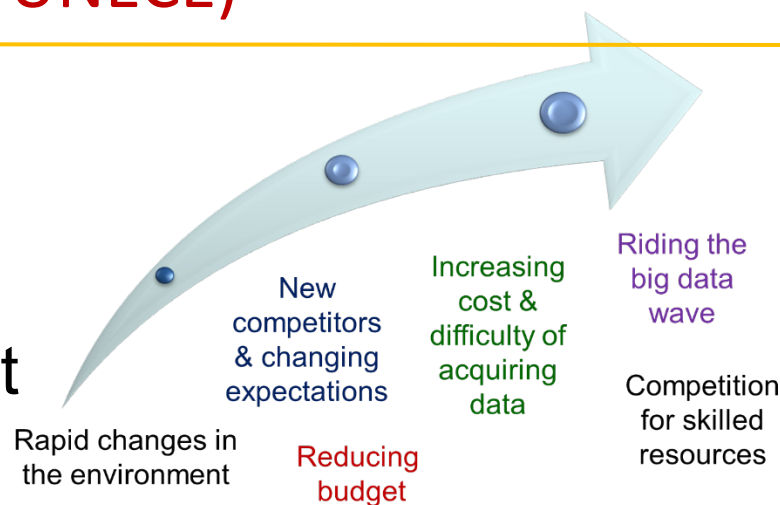
Challenges too big to tackle on their own

➔ **Collaborate and Coordinate**

Official Statistics needs leadership

Vision, Mission and Strategy

WORLD BANK DATA GROUP



HLG-MOS Organization

HLG-MOS Organized in permanent groups:

- Supporting Standards
- Sharing Tools
- Organizational
- Blue Skies Thinking

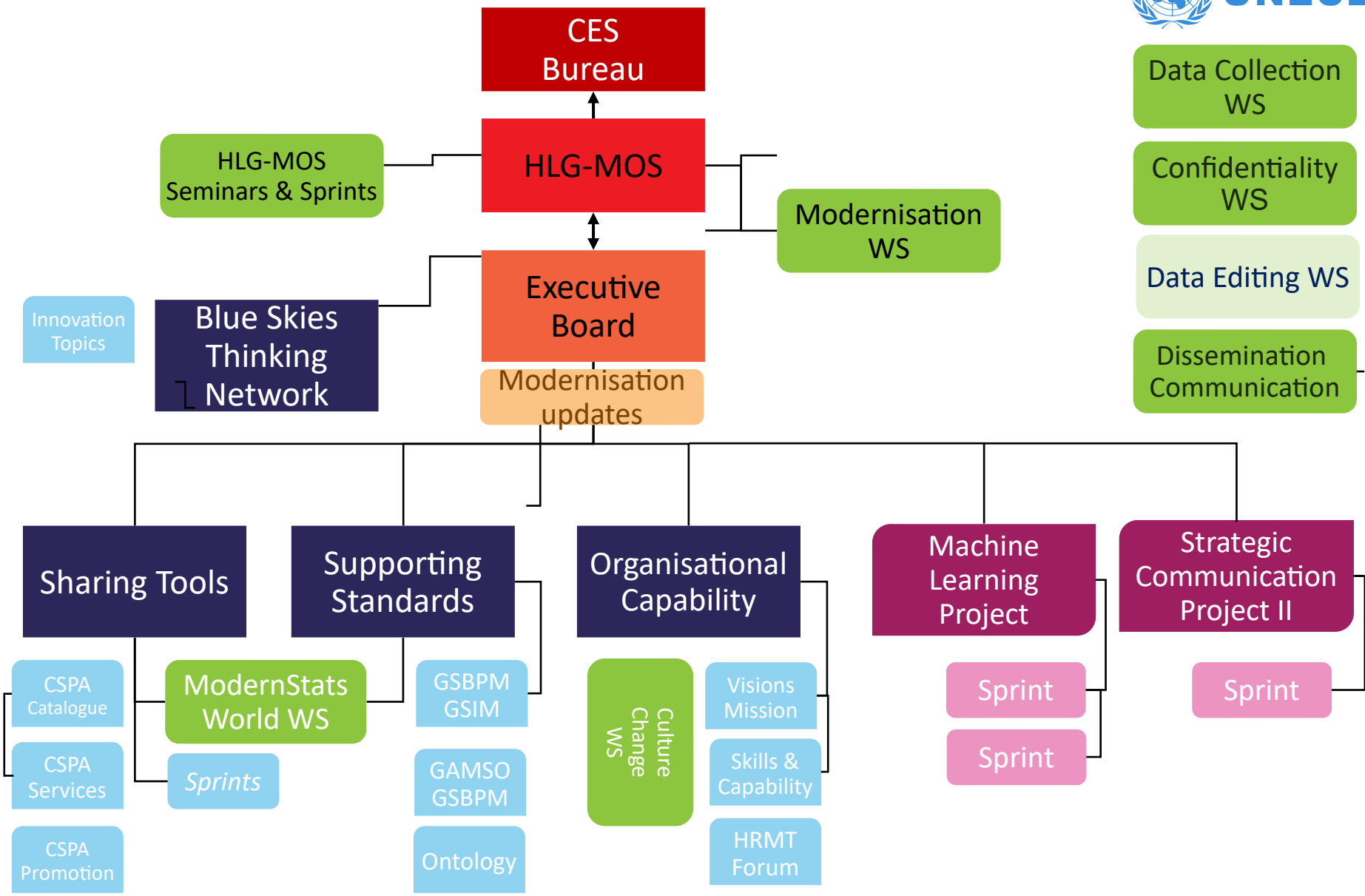
Every year two projects, in 2019:

- Strategic Communication 2 (SC in 2018)
- Machine Learning (ML in 2018)

2012-2018: GSIM, CSPA I&II, Big Data I&II, Linked Metadata, Data Integration I&II, Data Architecture I&II, Strategic Communication Framework I



ModernStats World Structure 2019



Modernisation Workshops



- [Annual HLG-MOS Workshop](#) in November (November 2019, Geneva)
- [Annual ModernStats World Workshop](#) (April 2019)
- HRMT:
 - [Workshop on Culture Evolution](#) (September 2019, Geneva, Switzerland)
 - [Workshop on Human Resources Management and Training](#) (September 2018, Oslo, Norway)
 - [Workshop on Implementing Efficiencies and Quality of Output](#) (September 2017 Geneva, Switzerland)
 - [Workshop on Human Resources Management and Training: Developing Capabilities for the Future](#) (September 2016, Krakow, Poland)
 - [Workshop on Risk Management practices in Statistical Organisations](#) (April 2016, Geneva, Switzerland)
- CSPA:
 - [2017 CSPA Workshop: CSPA for Digital Transformation](#) (July 2017, Wiesbaden, Germany)
 - [2016 CSPA Workshop: Implementing CSPA](#) (October 2016, Geneva, Switzerland)
- Other
 - [Workshop on Data Integration: Realising the Potential of Statistical and Geospatial Data](#) (May 2019, Belgrade, Serbia)
 - [HLG Seminar on the Process Oriented Approach](#) (April 2017, Republic of Korea)
 - [Workshop on Integrating Geospatial and Statistical Standards](#) (November 2017)
 - [HLG-MOS Sprint Session: Strategies to stay relevant](#) (November 2017, Geneva, Switzerland)
 -
 - Also thematic workshops on Data Editing, Communication, Confidentiality and Data Collection

Supporting Standards Group

<https://statswiki.unece.org/display/hlgbas/Modernisation+Groups>



The goal of the group is to find ways how to develop, enhance, integrate, promote, support and facilitate implementation of the range of standards needed for statistical modernisation

Maintenance and development of the [Generic Activity Model for Statistical Organizations](#) (GAMSO), [Generic Statistical Business Process Model](#) (GSBPM), [Generic Statistical Information Model](#) (GSIM) and the documentation of the [Common Statistical Production Architecture](#) (CSPA)



GSBPM and GAMSO

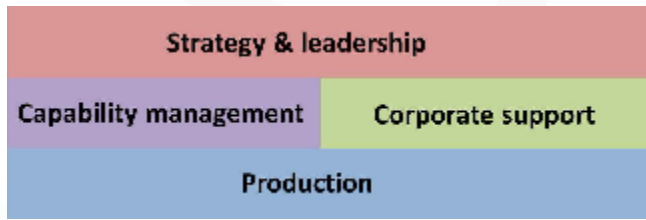
When have they been developed?

GSBPM

Quality Management: Mercedes Management							
Specify Needs	Design	Build	Control	Process	Analyze	Standardize	Evaluate
01. Identify needs	01. Develop product concept	01. Build product	02. Control quality	01. Process	01. Analyze	01. Standardize	01. Evaluate
02. Develop product concept	02. Develop product concept	02. Build product	02. Control quality	02. Process	02. Analyze	02. Standardize	02. Evaluate
03. Develop product concept	03. Develop product concept	03. Build product	03. Control quality	03. Process	03. Analyze	03. Standardize	03. Evaluate
04. Develop product concept	04. Develop product concept	04. Build product	04. Control quality	04. Process	04. Analyze	04. Standardize	04. Evaluate
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07. Develop product concept	07. Develop product concept	07. Build product	07. Control quality	07. Process	07. Analyze	07. Standardize	07. Evaluate
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42. Develop product concept	42. Develop product concept	42. Build product	42. Control quality	42. Process	42. Analyze	42. Standardize	42. Evaluate
43. Develop product concept	43. Develop product concept	43. Build product	43. Control quality	43. Process	43. Analyze	43. Standardize	43. Evaluate
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- ✓ Current version v5.1 – January 2019
- ✓ First release v1.0 – March 2008

GAMSO



- ✓ Current version v1.2 - January 2019
- ✓ First release v1.0 - March 2015



GSIM and CSPA

When have they been developed?



✓ Current version 1.2 - August 2019



✓ Current version v1.5 - December 2015

Common purposes of the standards

- ✓ Improve communication by introducing a common language
- ✓ Gain efficiency (rationalise processes, information, flow, assign responsibilities,..)
- ✓ Support industrialisation process (re-use of methodologies, tools, software, sharing of solutions, ...)
- ✓ Build staff competencies around the standards (enhance capabilities)



Management of the standards

- ✓ Owner = High-Level Group
- ✓ Maintenance is delegated to the Modernisation Committee on Standards
- ✓ Discussion forums to gather feedback
- ✓ Importance of stability over time
- ✓ Reviews every 5 years (GSBPM in revision)
- ✓ Revisions only if really needed



The GSBPM

Why do we need the GSBPM?

- ✓ To define and describe statistical processes in a coherent way
- ✓ To compare and benchmark processes within and between organisations
- ✓ To make better decisions on production systems and organisation of resources



The GSBPM

Overarching Processes

Specify needs	Design	Build	Collect	Process	Analyse	Disseminate	Evaluate
1.1 Identify needs	2.1 Design outputs	3.1 Reuse or build collection instruments	4.1 Create frame and select sample	5.1 Integrate data	6.1 Prepare draft outputs	7.1 Update output systems	8.1 Gather evaluation inputs
1.2 Consult and confirm needs	2.2 Design variable descriptions	3.2 Reuse or build processing and analysis components	4.2 Set up collection	5.2 Classify and code	6.2 Validate outputs	7.2 Produce dissemination products	8.2 Conduct evaluation
1.3 Establish output objectives	2.3 Design collection	3.3 Reuse or build dissemination components	4.3 Run collection	5.3 Review and validate	6.3 Interpret and explain outputs	7.3 Manage release of dissemination products	8.3 Agree an action plan
1.4 Identify concepts	2.4 Design frame and sample	3.4 Configure workflows	4.4 Finalise collection	5.4 Edit and impute	6.4 Apply disclosure control	7.4 Promote dissemination products	
1.5 Check data availability	2.5 Design processing and analysis	3.5 Test production systems		5.5 Derive new variables and units	6.5 Finalise outputs	7.5 Manage user support	
1.6 Prepare and submit business case	2.6 Design production systems and workflow	3.6 Test statistical business process		5.6 Calculate weights			
		3.7 Finalise production systems		5.7 Calculate aggregates			
				5.8 Finalise data files			



The GSBPM

Process

Phases

Sub-
processes

(Descriptions)



Overarching Processes							
Specify needs	Design	Build	Collect	Process	Analyse	Disseminate	Evaluate
1.1 Identify needs	2.1 Design outputs	3.1 Reuse or build collection instruments	4.1 Create frame and select sample	5.1 Integrate data	6.1 Prepare draft outputs	7.1 Update output systems	8.1 Gather evaluation inputs
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		3.7 Finalise production systems		5.7 Calculate aggregates			
				5.8 Finalise data files			



The GSBPM

Specify Needs

1.1
Identify needs

1.2
Consult and
confirm needs

1.3
Establish
output
objectives

1.4
Identify
concepts

1.5
Check data
availability

1.6
Prepare and
submit business
case

Dialog with users, Identification of needs (new or additional),
Definition of high level solution

Design

2.1
Design outputs

2.2
Design variable
descriptions

2.3
Design
collection

2.4
Design frame
and sample

2.5
Design
processing and
analysis

2.6
Design
production
systems and
workflow

Definition of all methods and tools that will be used in the
realisation of the statistical process

Build

3.1
Reuse or
build
collection
instruments

3.2
Reuse or
build
processing
and analysis
components

3.3
Reuse or
build
dissemination
components

3.4
Configure
workflows

3.5
Test
production
systems

3.6
Test
statistical
business
process

3.7
Finalise
production
systems

Set up and test of all methods and tools defined in the design stage

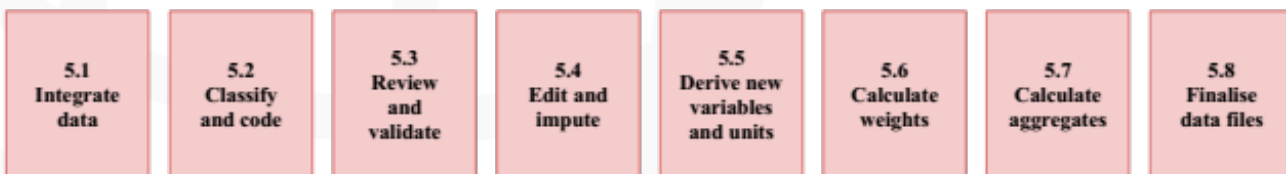
The GSBPM

Collect



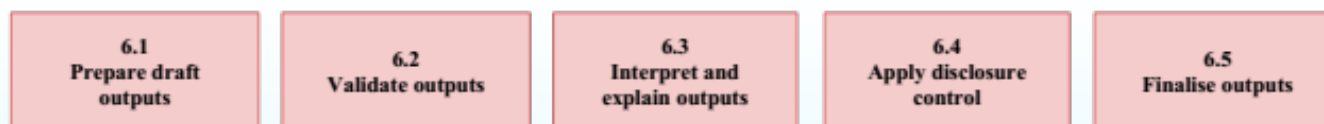
The actual data acquisition, whatever the source or the method used, including data entry

Process



The traditional phases of data treatment till the macrodata estimates are produced

Analyse



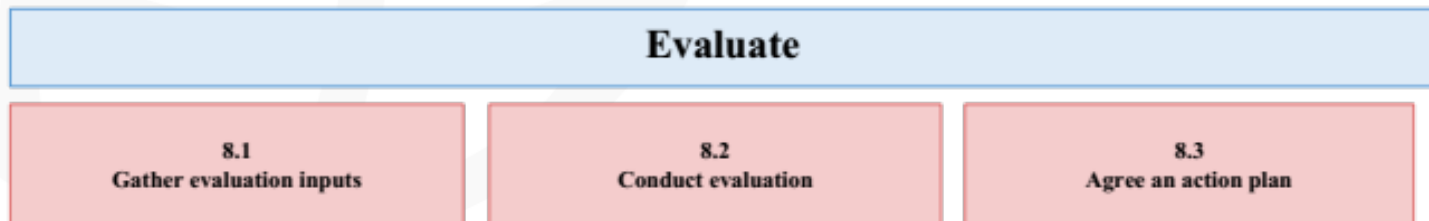
It includes the production of complex statistics (e.g. indices), macrodata validation, confidentiality treatment



The GSBPM



The release of statistical outputs to users



The quality evaluation done at the end of a specific edition of a statistical business process



The GSBPM

- National implementations may need additional levels
- Over-arching processes
 - Quality management
 - Metadata management
 - Statistical framework management
 - Statistical programme management
 - (others – see [page](#))



The GSBPM Applicability

- ✓ All activities undertaken by producers of official statistics which result in data outputs
- ✓ All statistical domains
- ✓ National and international statistical organisations
- ✓ All types of data source:
 - Surveys / censuses
 - Administrative sources / register-based statistics
 - Mixed sources
 - “Big Data”



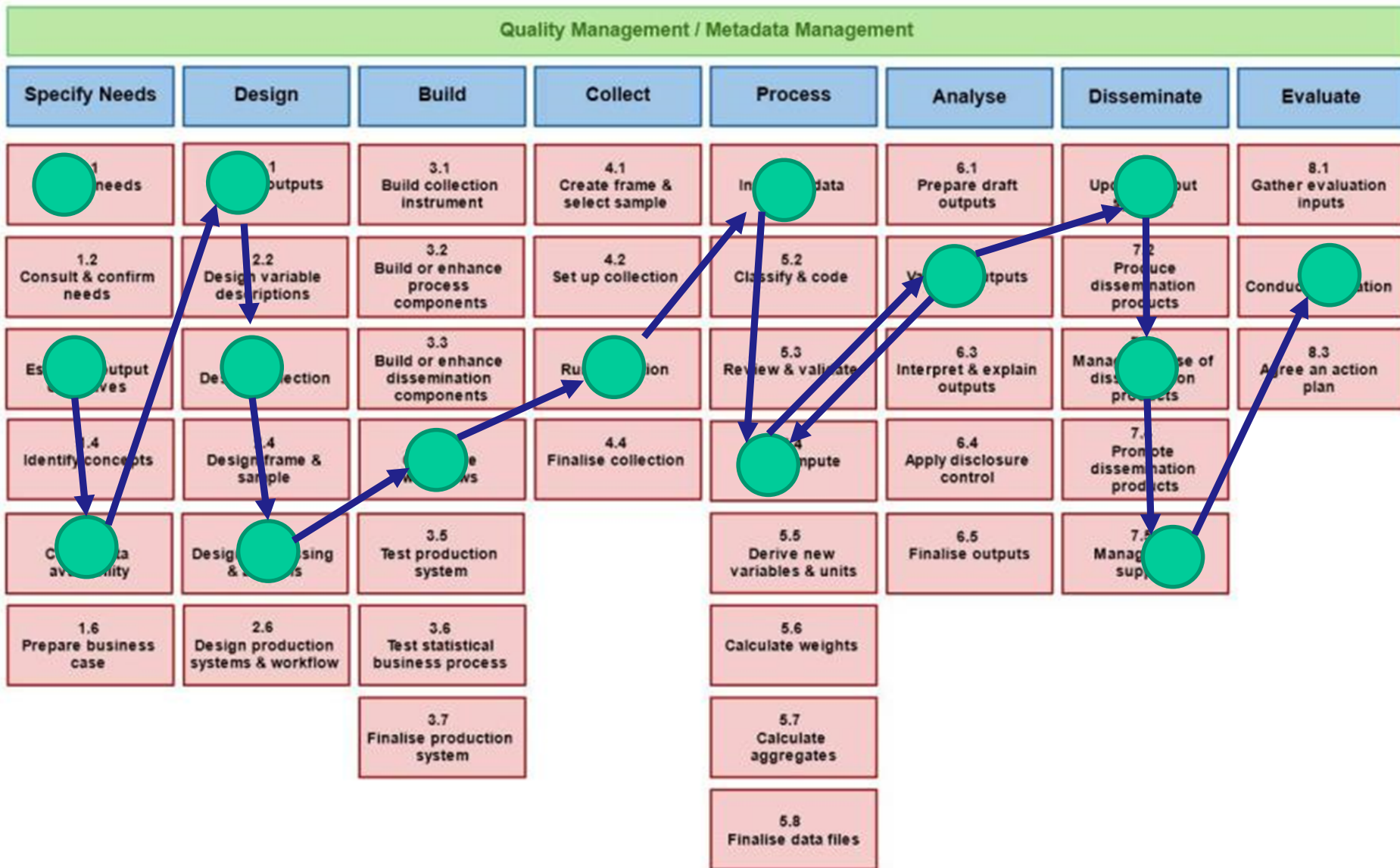
The GSBPM key features

Not a linear model

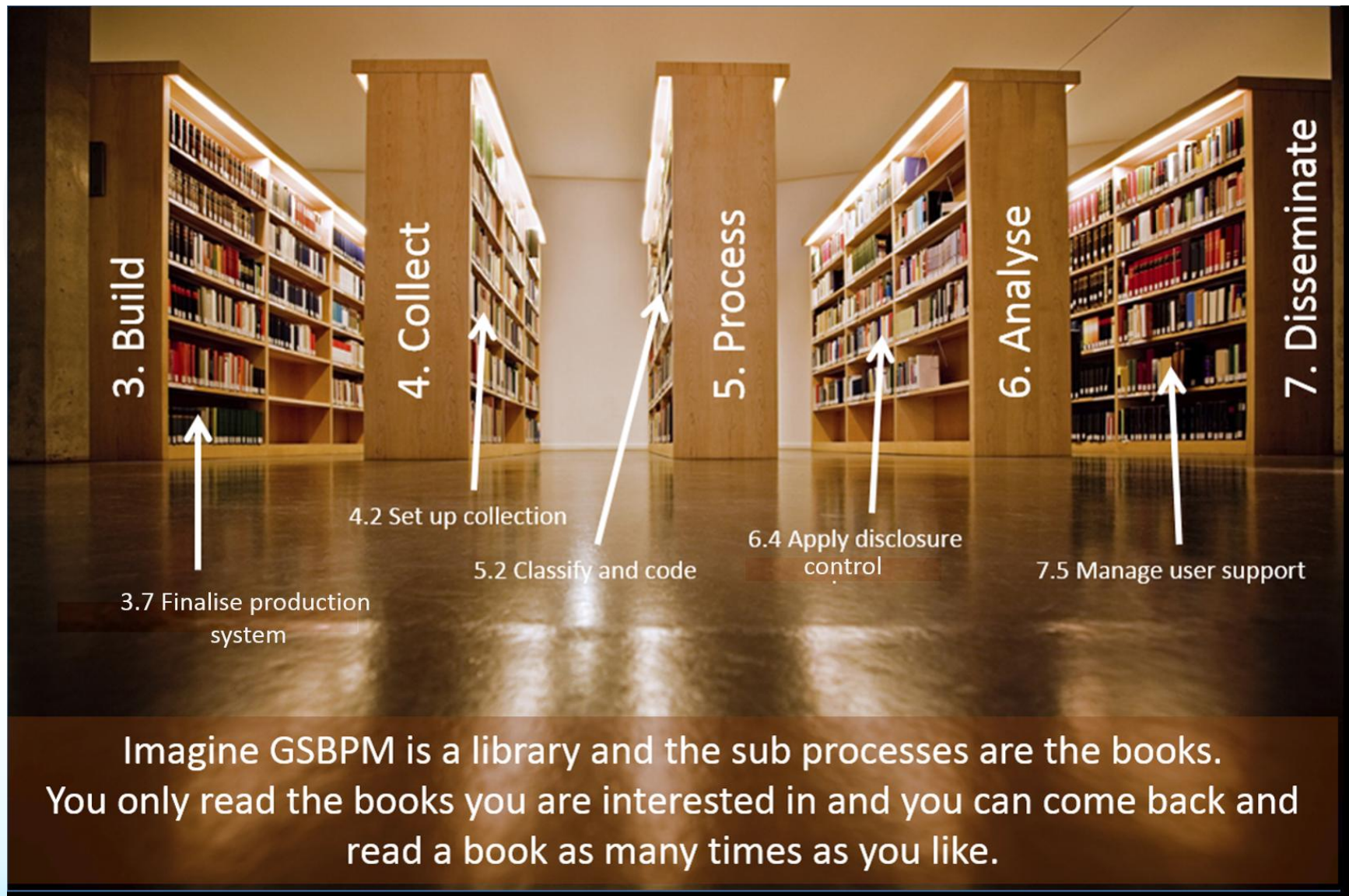
- Sub-processes are not followed in a strict order
- It is a matrix, through which there are many possible paths undertaken by producers of official statistics which result in data outputs



The GSBPM key features



The GSBPM key features



GSBPM other utilizations

- ✓ Managing statistical programmes
- ✓ Cost / resource allocation
- ✓ Documenting statistical processes
- ✓ Framework for quality assessment
- ✓ Sharing statistical software



National implementations

See in [the link](#) experiences from Armenia, Australia, Canada, Denmark, Eurostat, Ireland, Korea, Spain, Sweden, Turkey

Other [uses](#):

- Process-related metadata
- Managing Statistical programs
- Tool for Cooperation: [Software Inventory](#)



GSBPM revision: why?

Users needs

- Recent experiences from users in implementing GSBPM in their organisations and a number of developments in business landscape where statistical organisations operate are requiring changes in GSBPM.

CES

- This model was endorsed by the CES in 2017 on the understanding that it should be updated every 5 years.
 - GSBPM v.1 -2008, v.4 -2009 and v.5 -2013
 - <https://statswiki.unece.org/display/GSBPM/GSBPM+v5.0>
 - Revisions only if really needed

Other Models - GAMSO

- The recent developments of GAMSO requires some updating to GSBPM in order to ensure alignment between the two reference models.



GSBPM revision purposes

- Periodic revision every 5 years to ensure the model remains relevant and reflects the changes in the production environment
- Increase clarity
- Improve consistency with other modernisation models
- Recognise the growing importance of integrating statistical data with geospatial data
- Make the model less survey-centric, account for new data sources including big data and relationships with data providers
- Ensure continuity with previous version. Strong case study before making any changes



GSBPM revision

The revision focused on three major tasks:

- Compilation of user feedback (July 2017 - October 2017)
- Review of feedback and revision process (October 2017 - June 2018)
- Public consultation and revision (July 2018 - November 2018)

Released (January 2019) – Approved by CES June 2019

The GSBPM revision working group met virtually every three weeks

The new versions have to be approved by the HLG-MOS and by CES



GSBPM revision principles

- To the largest extent possible, keep the existing structure unchanged
- Revision needs to encompass other exchange channels and data sources, such as administrative data, big data and geospatial data
- Ensuring consistency with other standards (GSIM, GAMSO, CSPA)



GSBPM revision challenges

- Achieving clarity about the model without reducing the simplicity of the model
- Determining the boundaries of the subprocesses more precisely
- Allowing for the business processes for all data sources
- Review and expand the definition of the overarching processes
- Difficulty to reflect some users' specific needs in the generic model
- Make sure to keep in GSBPM what has been a success (i.e., a general framework of the data lifecycle for official statistics)



GSBPM revision: main changes

- ▶ Few sub-processes have been re-named to improve clarity
- ▶ The duplication between the overarching processes in the GSBPM version 5.0 and the GAMS0 has been resolved
- ▶ Descriptions of the phases and the sub-processes have been updated to be less survey-centric and activities related to working with non-statistical data providers have been added
- ▶ In recognition of the growing importance of integrating statistical data with geospatial data, descriptions have been expanded
- ▶ Terminology has been modified where necessary to improve consistency with the GAMS0 and the GSIM
- ▶ Examples and descriptions have been updated and expanded



GSBPM revision: main changes

Specify Needs

1.1
Identify needs

1.2
Consult and
confirm needs

1.3
Establish output
objectives

1.4
Identify concepts

1.5
Check data
availability

1.6
Prepare and
submit business
case

1.6 **Prepare and submit** - (instead of prepare)

Build

3.1
Build collection
exchange
channel

3.2
Build or reuse
processing
components

3.3
Build or reuse
dissemination
components

3.4
Configure
workflows

3.5
Test
production
systems

3.6
Test statistical
business
processes

3.7
Finalise
production
system

3.1 **Collection exchange channel** - (instead of collection instrument) **changed in final review**

3.2 **Build or reuse** (instead of build or enhance)



GSBPM revision: example of changes

Give a look to GSBPM v5_1 (track change) document



GAMSO

GAMSO stands for Generic Activity Model for Statistical Organizations

GAMSO extends and complements the Generic Statistical Business Process Model (GSBPM) by adding additional activities needed to support statistical production.

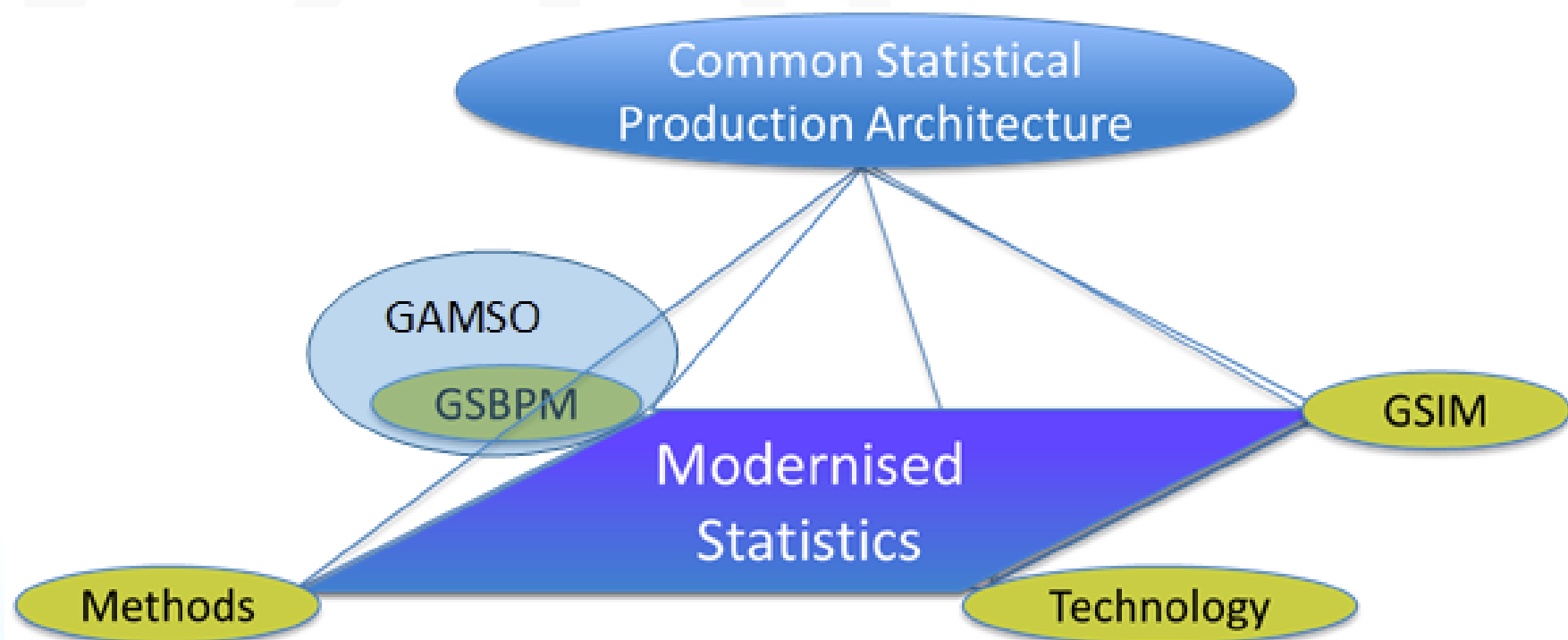
When the GSBPM was developed, such activities were referred to as over-arching processes but not elaborated in any great detail.

The GAMSO is based on two existing models:

- The GSBPM v5.0, which provides the contents of the Production activity area
- The Statistical Network business activity model, which provides the basis for the Strategy and leadership, Capability management and Corporate support activity areas.



GAMSO



Generic Activity Model for Statistical Organisations - GAMSO

What is GAMSO?

It describes and defines the activities that take place within a typical statistical organization. It **extends** and **complements** the Generic Statistical Business Process Model (GSBPM) by adding additional activities needed to **support** statistical production

Strategy & leadership

Capability management

Corporate support

Production



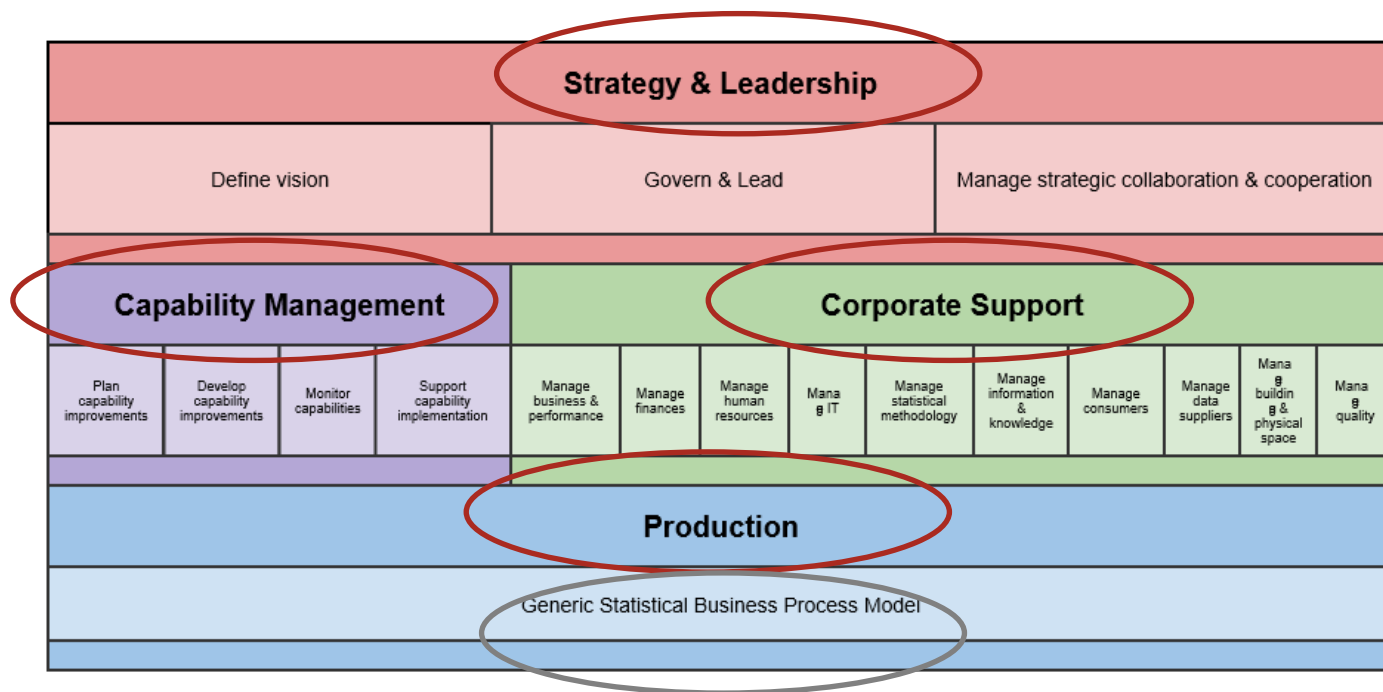


Common vocabulary and framework

- basis for resource planning within a statistical organisation
- basis for the measurement of costs of producing official statistics in a comparable way
- tool to help assess the readiness of organisations to implement different aspects of modernisation, in the context of a proposed “Modernisation Maturity Model”
- support risk management systems



Activity areas



The GAMSO comprises three hierarchical levels.

The **top level** comprises four broad activity areas

The **production** area is described by the **GSBPM**



Strategy and leadership



Strategy and leadership		
1.1	1.2	1.3
Define vision	Govern & lead	Manage strategic collaboration & cooperation

- ✓ high-level strategic activities that enable statistical organisations to deliver the products and services needed by governments and communities nationally and internationally





Capability management

Capability management			
2.1	2.2	2.3	2.4
Plan capability improvements	Develop capability improvements	Monitor capabilities	Support capability implementation

support the successful development and monitoring of the capabilities that underpin an organisation's ability to conduct its business.

promoting the re-use and sharing of infrastructure (statistical and technical), both inside the organisation and across organisations, thus facilitating harmonisation and coherence of statistical outputs.





Corporate support

Corporate Support									
3.1	3.2	3.3	3.4	3.5	3.6	3.7	3.8	3.9	3.10
Manage business & performance	Manage finances	Manage human resources	Manage IT	Manage statistical methodology	Manage information & knowledge	Manage consumers	Manage data suppliers	Manage buildings & physical space	Manage quality

- ✓ These activities cover the cross-cutting, functions required by the organisation to deliver its work programme efficiently and effectively.



GAMSO

Like the GSBPM, the GAMSO aims to provide a common vocabulary and framework to support international collaboration activities, particularly in the field of modernisation.

Some expected uses of the GAMSO are listed below:

- ❏ As a basis for resource planning within a statistical organisation
- ❏ As a basis for the measurement of costs of producing statistics
- ❏ As a tool to help assess the readiness of organisations to implement different aspects of modernisation
- ❏ To support risk management systems
- ❏ To support the implementation of enterprise architectures
- ❏ To help to measure and communicate the value of statistical modernisation activities across an organisation



Interrelations among the standards

Supporting activities

GAMSO



The information flow



GSBPM

Quality Management: Process Management								
Specify Needs	Design	Build	Collect	Process	Analyze	Improve	Evaluate	
1.1 Identify needs	1.1.1 Identify needs	1.1.2 Build customer requirements	1.1.3 Create forms & special customer	1.1.4 Prepare jobs	1.1.5 Prepare job orders	1.1.6 Prepare order contracts	1.1.7 Order processing	1.1.8 Order processing
1.2 Plan and create plans	1.2.1 Plan and create management	1.2.2 Build an enterprise architecture	1.2.3 Set up production	1.2.4 Plan job costs	1.2.5 Manage outputs	1.2.6 Prepare management processes	1.2.7 Production processes	1.2.8 Production processes
1.3 Build and test processes	1.3.1 Change processes	1.3.2 Build an enterprise architecture	1.3.3 Run production	1.3.4 Run & control	1.3.5 Interpret & capture customer	1.3.6 Manage release of all customer	1.3.7 Agree on release plan	
1.4 Control processes	1.4.1 Change forms & labels	1.4.2 Manage production	1.4.3 Prepare production	1.4.4 Set a queue	1.4.5 Add production orders	1.4.6 Manage production processes		
1.5 Check and improve	1.5.1 Change processes	1.5.2 Set up production		1.5.3 Define new products or units	1.5.4 Prepare order	1.5.5 Manage order support		
1.6 Prepare business plan	1.6.1 Design production methods & processes	1.6.2 Build production methods & processes		1.6.3 Calculate weights				
		1.6.3 Prepare production orders		1.6.4 Calculate order				
				1.6.5 Prepare data files				

