Key Capabilities for Modernising Statistical Organisations

O V E R V I E W

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

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

Funding and resources
- Collective work under HGL-MOS
- NSO’s budget

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Technical
- Data science
- Artificial intelligence
- Big data
- Data visualisation and dissemination
- Story telling (insight)
- Data stewardship

Core
- Communication
- Mastery of context
- Adaptive
- Collaboration
- Client-focus
- Innovation
- Ethical and responsible risk-taking

Leadership
- Strategic
- Judgement
- Decisiveness
- Empowering
- Vision
- Relationship building
- Champion for ethical use of data
- Organisational development

C A S E  S T U D I E S

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 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

Maturity model

1. INITIAL AWARENESS
2. PRE-IMPLEMENTATION
3. EARLY IMPLEMENTATION
4. CORPORATE IMPLEMENTATION
5. MATURE IMPLEMENTATION