High-Level Group for the Modernisation of Official Statistics

Workshop on Culture Evolution for Statistical Organisations
11 - 13 September 2019, Geneva, Switzerland
**Before the HLG-MOS** | **Now**
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Many expert groups | Clear vision
Little coordination | Agreed priorities
No overall strategy | Strategic leadership
Limited impact | Real progress

High-Level Group for the Modernisation of Official Statistics setup in 2010 under the Conference of European Statisticians (CES)


Since 2016 the community is branded as:
Collaboration of the Willing

- Activities are voluntary and demand driven
- Actively steered by group of committed Chief Statisticians

- Four main principles:
  - Openness
  - Flexibility
  - Participation
  - Pragmatism

- Everybody can join and participation at all levels
- But: Strategic Vision and oversight by HLG-MOS the Executive Board
Work collaboratively to identify trends, threats, and opportunities & provide common platform to develop solutions in a flexible and agile way.

Actively engage
Be a trusted data authority
Adopt a service oriented approach
Have an agile adaptive culture

Developing innovative solutions
Demonstrating leadership and collaboration
Discussing challenges and opportunities openly
Ensuring that priorities are community driven
Supporting a flexible, result oriented and agile approach
Work collaboratively to identify trends, threats, and opportunities & provide common platform to develop solutions in a flexible and agile way.

Actively engage
Be a trusted data authority
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- Setting the vision
- Culture evolution

Developing innovative solutions
Demonstrating leadership and collaboration
Discussing challenges and opportunities openly
Ensuring that priorities are community driven
Supporting a flexible, result oriented and agile approach
Collaborative Platform

• Two modernisation projects per year
• Four expert groups (with 10-20 Task Teams)
• Several Modernisation Workshops
  – HRMT Workshop 2018
• Four thematic workshops
• HLG-MOS Wikis
• Catalogues: Sharing Investments Capability, and Statistical Services
• Many Sprint Workshops, face-to-face, virtual meetings
HLG-MOS Annual Projects

Strategic Communication Framework II
Organizational Vision and Strategic Staff Engagement, Stakeholder Engagement management Strategies, Engagement in Government-wide data strategies
Pt I: Communication issue management; maturity model; Skillsets & Branding

Machine Learning for Official Statistics
Pilot studies:
I) Classification & Coding
II) Edit and Imputation
III) Imagery
Quality issues: i) traditional processes and data ii) exploit non-traditional data
Lessons Learned

Current Groups
Developing Organisational Capability

Organisational aspects of collaboration and modernization how best to bring about the organisational changes necessary to support modernisation in statistical organisations

- Skills and Capability framework
- Forum for sharing
- Setting Vision in NSOs
- Workshops 2019 (11-13 September, Geneva): Culture Evolution

Continues the work of the Modernization Group on Capabilities and Communication
Some earlier output

• Compilation of good practices on HRMT in Statistical Offices [Link]
• Guidelines for Managers [Link] en | ru
• Video presentation making the case for risk management [Link]
• Risk Management material for developing Training Modules
• Paper on Visions, Missions and Target Operating Models [Link]
• Statistical Training Framework aligned to the GSBPM [Link]
• Big Data competencies profiles and training framework [Link] | 2
• Staff satisfaction survey questionnaires [Link]
• Workshops: Human Resources Management and Training
  – Workshop on Implementing Efficiencies and Quality of Output (2017)
  – Developing Capabilities for the Future (2016)
• and More....
Human resources and more...

Publications

- Compilation of good practices on HRMT in Statistical Offices - English (2013)
- Guidelines for Managers - Russian (2016)

Workshops

- Workshop on Culture Evolution (2019)
- Workshop on Human Resources Management and Training: Developing Capabilities for the Future (2016)
- Earlier workshops on HRMT
- Workshop on Implementing Efficiencies and Quality of Output (2017)

Risk Management

All Risk Management documents could also be accessed from the Risk Management public page.

For leadership teams it developed:
- A short paper outlining how organisations can approach the consideration of risk appetite as a framework for decision making.
- A video presentation which seeks to make the case for risk management in statistical organisations.

For risk management practitioners it developed:
- Material which can be used to deliver training modules in the various stages of risk management, in support of the UNECE Guidelines in Risk Management for Statistical Organisations.
  - Module 1: Concept of Risk
  - Module 2: The Risk Management Process
  - Module 3 Risk Appetite
  - Module 4: Identification and Treatment
- An overview of the common risks faced by statistical organisations from across the world, with example mitigating actions, to be used as a basis for risk identification and control.

Promotional resources:
- Developing Organisational Resilience:
  - Paper on Visions, Missions and Target Operating Models
  - Green paper: Developing Organisational Resilience in Statistical Organisations
- Statistical Training:
  - Statistical and End User IT Training Framework - based on GSBPM Model (2017)
  - Statistical Training Framework aligned to the GSBPM - paper (2018)
- Organisational barriers to international collaboration (2016):
  - Paper on organisational barriers to international cooperation
- Competencies profiles (2015):
  - Big Data Team
  - Big Data Team Leader

Earlier outputs:
- Surveys before HRMT workshop 2010 and HRMT workshop in 2012
- Exit Interview forms
- Staff satisfaction survey questionnaires
- Conceptual approach to HR development - Destatis
- Results of the staff turnover survey 2010
- Training system in Statistics Lithuania

https://statswiki.unece.org/x/UgAMDOQ
Other Groups

- Supporting Standards: GAMSO, GSBPM, GSIM, Ontology, Metadata Glossary

- Sharing Tools: CSPA, Data Architecture (includes Culture change)

- Blue Skies Thinking Network: ‘ideas factory’ → what next (e.g. Synthetic data sets, Secure Multi-party Computation, Chatbots)
ModernStats Achievements:

- **Generic Statistical Business Process Model** (GSBPM)
- **Generic Statistical Information Model** (GSIM)
- **Common Statistical Production Architecture** (CSPA)
- **Generic Activity Model for Statistical Organizations** (GAMSO)
Some of the other output

- Common Statistical Data Architecture 1.0 (CSDA)
- Generic Statistical Data Editing Models (GSDEMs)
- Guidelines on Risk Management [link]
- Guidelines for Managers [link]
- Data Integration Guidelines [link]
- Modernisation Maturity Model and Roadmap [link]
- Linked Open Metadata [link]
- Common Metadata Framework [link]
- Big Data Inventory [link]
- Investment Catalogue [link]
- CSPA Catalogue [link]
Modernisation workshops

- Communication and Dissemination of Statistics **12-14 June 2019, Gdańsk, Poland**
- ModernStats World Workshop, **Geneva, 26-28 June 2019**
- Workshop on Culture Evolution, **11-13 September 2019, Geneva, Switzerland**
- Statistical Data Collection Workshop **9-11 October 2019, Geneva**
- Work Session on Statistical Confidentiality **29-31 October 2019, the Hague, The Netherlands**
- Workshop on Statistical Data Editing 2020 **(4-6 November 2020, Geneva, Switzerland)**

- **Key Goals:** Sharing innovative practices, identifying challenges and topics for future work
HLG-MOS Outputs

- Standards and Models
- Guidelines and Best Practices
- Catalogues and Repositories
- Collaboration and Joint Products
- Identifying Challenges and Way Forward

- All Available from the UNECE HLG-MOS wikis
HLG-MOS Wikis
Get Involved!
Join the Force!

Consult
Contribute
Collaborate
Annex: HLG-MOS Groups

- Developing Organizational Capabilities: 2019 onward
- Developing Organizational Resilience Group: 2018
- Sharing Tools Group: 2017 onward
- Supporting Standards Group: 2017 onward
- Blue Sky Thinking Network: 2017 onward
- Modernisation Committee Products and Sources: 2014-2016
- MC Organisational Frameworks and Evaluation 2014-2016
- MC Production and Methods 2014-2016
- MC Standards 2014-2016
- CSPA Implementation Group 2015
Annex: HLG-MOS Projects

• 2019: Strategic Communication Framework II & Machine Learning
• 2018: Strategic Communication Framework I & Data Architecture Project II
• 2017: Data Integration Project II & Data Architecture Project I
• 2016: Implementing ModernStats Standards & Data Integration Project I
• 2015: Big Data II & Common Statistical Production Architecture II
• 2014: Big Data I & Common Statistical Production Architecture I
• 2013: Frameworks and Standards for Statistical Modernization
• 2012: GSIM