

High-Level Group for the Modernisation of Official Statistics



Workshop on Culture Evolution for Statistical Organisations
11 - 13 September 2019, Geneva, Switzerland

HLG-MOS

Before the HLG-MOS	Now
Many expert groups	Clear vision
Little coordination	Agreed priorities
No overall strategy	Strategic leadership
Limited impact	Real progress

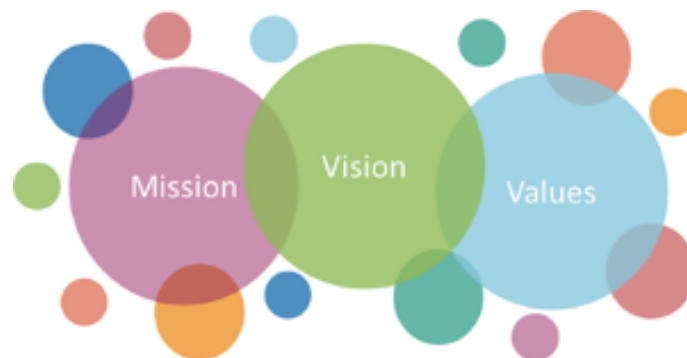
High-Level Group for the Modernisation of Official Statistics setup in 2010 under the Conference of European Statisticians (CES)

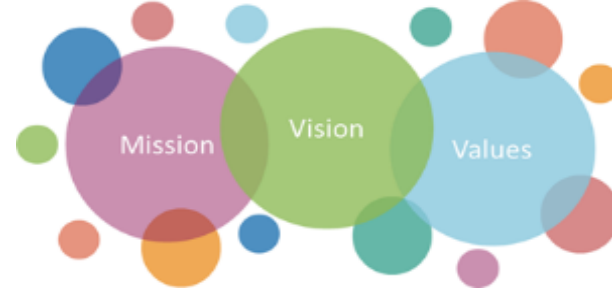
Statistical Modernisation Community – Statement of Intent (2015)

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





Mission

Work collaboratively to identify trends, threats, and opportunities & provide common platform to develop solutions in a flexible and agile way.

Vision

Actively engage

Be a trusted data authority

Adopt a service oriented approach

Have an agile adaptive culture

Developing innovative solutions

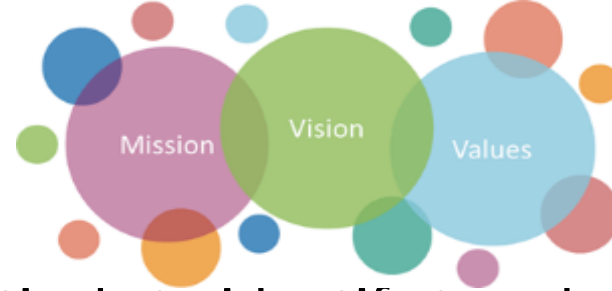
Demonstrating leadership and collaboration

Values

Discussing challenges and opportunities openly

Ensuring that priorities are community driven

Supporting a flexible, result oriented and agile approach



Mission

Work collaboratively to identify trends, threats, and opportunities & provide common platform to develop solutions in a flexible and agile way.

Vision

Actively engage

Be a trusted data authority

Adopt a service oriented approach

Have an agile adaptive culture

- Setting the vision

- Culture evolution

Developing innovative solutions

Demonstrating leadership and collaboration

Values

Discussing challenges and opportunities openly

Ensuring that priorities are community driven

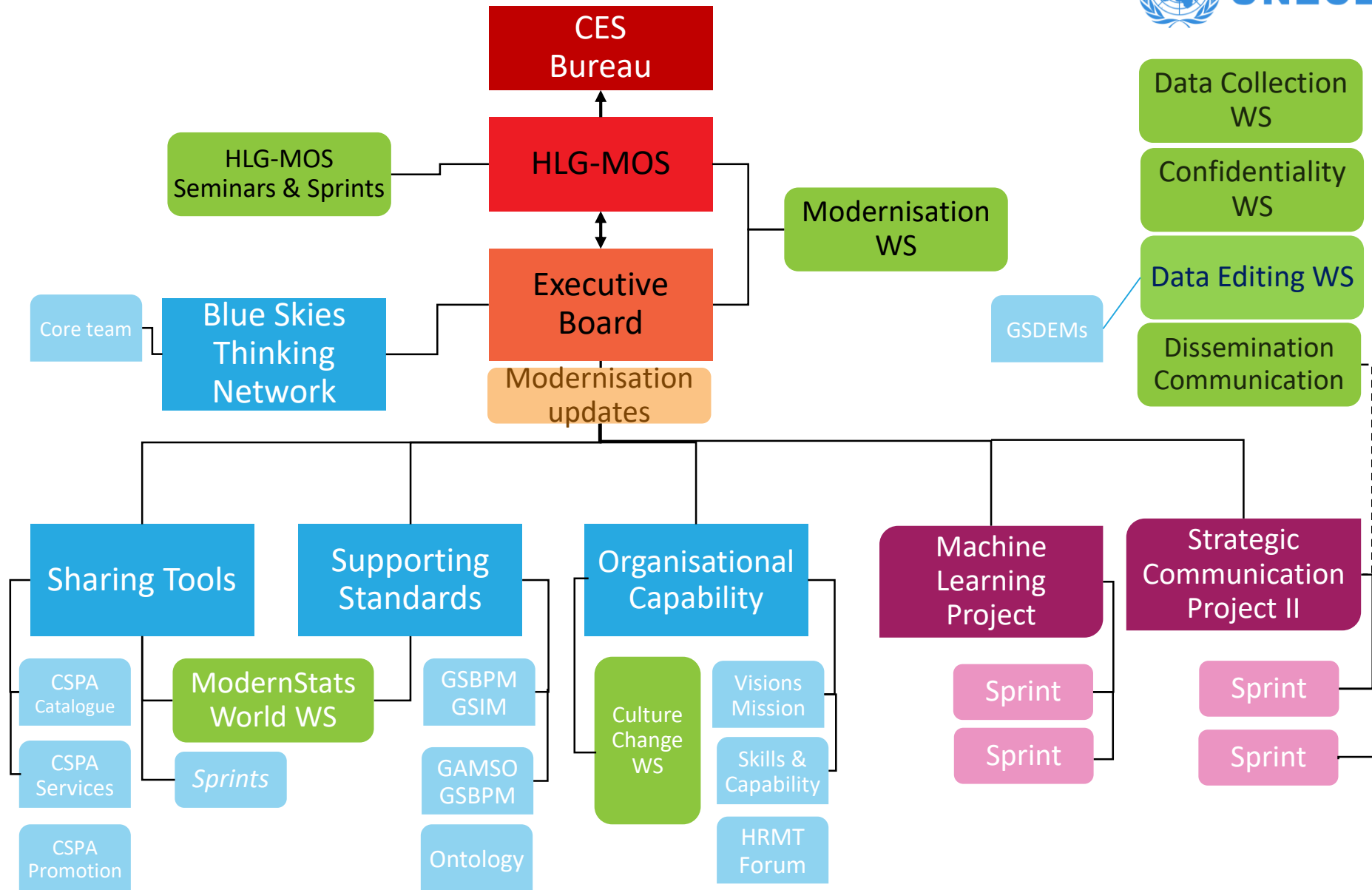
Supporting a flexible, result oriented and agile approach

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



ModernStats World 2019





HLG-MOS Annual Projects

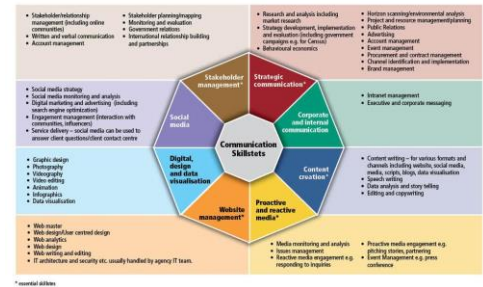


Strategic Communication Framework II

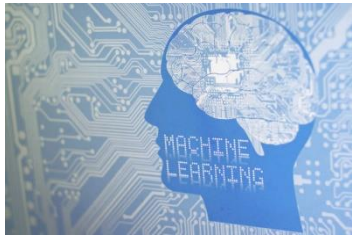


Organizational Vision and Strategic Staff Engagement, Stakeholder Engagement Management Strategies, Engagement in Government-wide data strategies

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

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



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](#)
- Guidelines on Risk Management Practices [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
 - [Building Resilience in Statistical Organisations \(2018\)](#)
 - [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** - English (2015)
- **Guidelines for Managers** - Russian (2016)
- **Guidelines on Risk Management Practices in Statistical Organisations** - English (2016)
- **Guidelines on Risk Management Practices in Statistical Organisations** - Russian (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.

Workshops

- Workshop on Culture Evolution (2019)
- Workshop on Human Resources Management and Training, Building Resilience in Statistical Organisations (2018)
- 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)
- Workshop on Risk Management Practices in Statistical Organisations (2016)

Other outputs

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

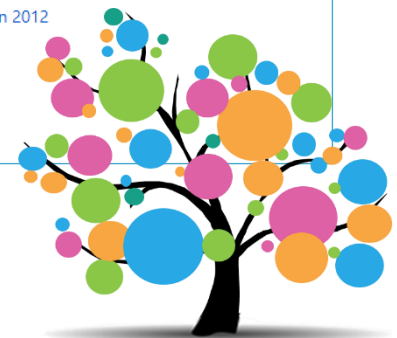
Competencies profiles (2015):

- 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/UgAMDQ>



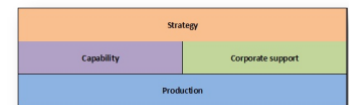
Other Groups

- 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*)
- HLG MOS Workshop on the Modernisation of Official Statistics, [Geneva, 18-20 November 2019](#)
- **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



Spaces People Ideation Create Search

HLG-MOS Home ModernStats Models Modernisation Topics Collaboration Spaces

High-Level Group for the Modernisation of Official Statistics

Dashboard 70,875 views

High-Level Group for the Modernisation of Official Statistics

Created by Steven Vale, last modified by Infyung Choi on 31 Aug. 2018

What is the HLG-MOS?

- HLG-MOS Strategy
- Modernisation Projects
- Statistical Modernisation Comm...
- Terms of Reference
- Modernisation Groups
- HLG-MOS Outputs
 - Implementing ModernStats Stan...
 - Sprints - Lessons learned from H...
 - The Common Metadata Framew...
- Modernisation Workshops
 - 2013 HLG Expert Groups Worksh...
 - 2014 HLG Expert Groups Worksh...
 - 2015 Workshop on the Modernis...
 - 2016 Workshop on the Modernis...
 - 2017 Workshop on the Modernis...
 - High-level Seminar on the Proce...
 - HLG-MOS Sprint Session, Innova...
- Modernisation updates
 - March 2017 Project Update
 - April 2017 Project Update
 - May 2017 Project Update
 - June 2017 Project Update

Space tools

The HLG-MOS oversee and manage:

- Four collaboration groups: Standards, Sharing, Developing Organisational Resilience, Blue Skies
- Modernisation Projects: 2018 projects
- Specialised topics: Dissemination and Communication, Data Collection, Statistical Data Editing and Statistical Confidentiality

What is the HLG HLG-MOS Outputs

Generic Statistical Business Process Model (GSBPM) describes the core business processes undertaken by statistical organisations to produce statistical outputs. It is used by more than 50 organisations world wide. Read more here

Generic Activity Model for Statistical Organisations (GAMSO) extends and complements the GSBPM by describing overarching activities and processes to support the production of official statistical production. Read more here

Common Statistical Production Architecture (CSPA) helps statistical organisation create interoperable tools to share within and between statistical organisations. Read more here

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

Space managed by: @Thérèse Lator

Recent highlights and updates

Blog stream

Create a blog post to share news and announcements with your team and company.

Create blog post View all posts

Knowledge Base (Virtual Standards Helpdesk)

Investment Catalogue

Capability Catalogue

CSPA Service Catalogue

Technical Repository

Publications

- Compilation of good practices on HRMT in Statistical Offices - English (2013)
- Guidelines for Managers - English (2015)
- Guidelines for Managers - Russian (2016)
- Guidelines on Risk Management Practices in Statistical Organisations - English (2016)
- Guidelines on Risk Management Practices in Statistical Organisations - Russian (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.

Workshops

- Workshop on Culture Evolution (2019)
- Workshop on Human Resources Management and Training, Building Resilience in Statistical Organisations (2018)
- 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)
- Workshop on Risk Management Practices in Statistical Organisations (2016)

Other outputs

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

Virtual Standards Helpdesk

Welcome to the UNECE Virtual Standards Helpdesk

The HLG provides a 'one stop shop' to access information about the standards necessary for the modernisation of official statistics. It is available within the 2017 High Level Group for the Modernisation of Official Statistics HLG MOS. The Research Information has been collated, supporting harmonisation of all types of statistical production and is available by the HLG MOS. The content can be searched across the HLG MOS website or the HLG MOS website.

HLG-MOS Standards and Models

Modernisation - Activity Model and the Response to Implementing ModernStats Standards

The Activity Model is a tool used to describe the core business processes undertaken by statistical organisations to produce statistical outputs. It is used by more than 50 organisations world wide. Read more here

Generic Statistical Business Process Model (GSBPM)

The GSBPM describes the core business processes undertaken by statistical organisations to produce statistical outputs. It is used by more than 50 organisations world wide. Read more here

Generic Activity Model for Statistical Organisations (GAMSO)

The GAMSO extends and complements the GSBPM by describing overarching activities and processes to support the production of official statistical production. Read more here

Common Statistical Production Architecture (CSPA)

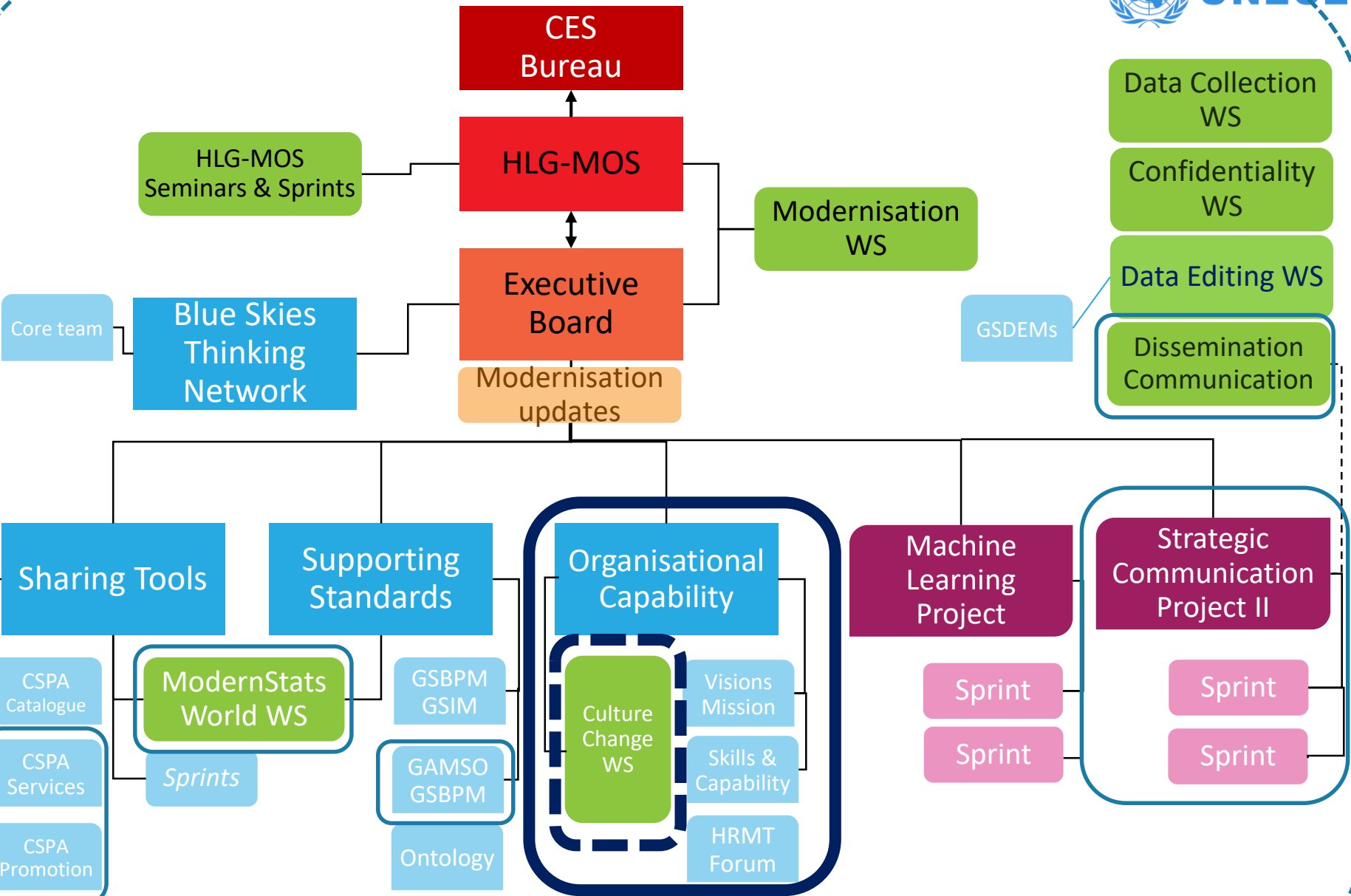
The CSPA helps statistical organisation create interoperable tools to share within and between statistical organisations. Read more here

Generic Statistical Information Model (GSIM)

The GSIM describes the core pieces of information needed by statistical organisations to produce statistical outputs. Read more here

The Common Metadata Framework

ModernStats and Culture Evolution



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