The ONS journey

- Background context – ONS transformation
- ‘One Office’ culture initiative
- Culture Audit
- Deloittes Cultural Levers model
- ONS Cultural Framework
- Tracking our progress
- Key challenges
Background

• ONS established in 2008
• Largest producer of official statistics in UK
• Five year transformation programme – Data Capability; Economic Statistics; Public Policy and Population
• Initially focused on Organisational Design
• Realisation that the culture also needed to improve
• ‘One Office’ culture initiative commenced
Culture evolution – culture diagnostic

‘From’
Culture evolution – culture diagnostic

‘To’
Deloitte's Cultural Levers Model

- Role Model Leadership
- Systems, Policies and Processes
- Reward and Performance Management Approach
- On-boarding and Development
- Symbols and Stories
- Governance, Technology and Infrastructure
Culture is:

- High performing culture
- Flexible, diverse capable teams
- Innovative, dynamic organisation

Stories
- Positive not negative
- Brilliant place to work
- Zero tolerance to Bullying & Harassment
- Consistency across ONS
- ‘People first’
- People who can be themselves and this is celebrated
- Opportunities for all external recognition

Power Structure
- All professional functions are respected
- The right people are sought out for their expertise
- The Exec team are ‘as one’ – role models
- Economic Stats have equal gender splits

Controls
- Simpler governance
- Less report/paper writing
- More accountability
- Improved planning capability
- Best practices in all areas
- Automation

Organisation Structure
- Humanistic and mechanistic in equal parts
- Field force are more integrated
- Where flexibility and innovation are required – structure to reflect this
- Not confined to location

Rituals, Routines & Behaviours
- Respectful
- Trusting
- Curious
- Collaborative
- Flexible in our work and mindset

TO
Culture Framework

ONS Culture Change Roadmap

CASUAL FACTORS and LEVERS
The way we do things

1. MISSION & PHILOSOPHY
   - ONS Purpose
   - ONS Values
   - ONS Cultural Narrative
   - Behaviours

2. ROLE MODEL LEADERSHIP
   Leadership/Mgrnt, creating the right environment

3. SYSTEMS, POLICIES, PROCESSES
   Empowerment, Collaboration, Spans of control

4. REWARD & PERFORMANCE MGMT
   Goal setting, Performance Mgmt, Recognition

5. ON-BOARDING AND DEVELOPMENT
   2 way communication, Recruitment, Change, Talent mgmt

6. SYMBOLS & STORIES
   Sharing real life stories, Creating & cascading scenarios

7. GOVERNANCE, TECHNOLOGY & INFRASTRUCTURE
   Accountability, Decision making at the right level

CULTURE
Our shared values, norms and expectations

Together creating an environment that is curious, collaborative, trusting, flexible, making ONS a brilliant place to work

OUTCOMES
How we’re doing

OUTCOMES
INDIVIDUAL
- Job satisfaction
- Intention to stay
- Role clarity
- Job security
- Wellbeing

ORGANISATIONAL
- Quality/accuracy
- Customer satisfaction
- Adaptability
- Innovation

GROUP
- Teamwork
- Coordination
- Quality

Building a brilliant place to work
Tracking our progress

- Created a People Analytics function
- Identified a taxonomy of key HR activities
- Annual People Survey is key measure
- Looking to do more pulse surveys
- Work in progress
Challenges

• New National Statistician = new ONS strategy
• Low organisational maturity = slow progress
• Limited/changing HR resource = intermittent progress
• Difficult to quantify and track progress
• Seen as an HR issue and not owned by whole organisation
• Struggle with Principles based policies = want rules to avoid making unpopular decisions
• We have focused on mechanistic approaches to changing our culture because we are a statistical organisation
• Our culture audit has highlighted the need for a more humanistic approach
Summary

• Intermittent approach to evolving our culture
• From ‘good’ to ‘great’ rather than a radical change
• Used Deloittes Cultural Levers model to guide activities
• Focus has been on HR activities to change behaviours
• New focus is on a more planned approach to improving the culture
Summary

- Developed our People Analytics capability to provide insight and guide our activities
- Measuring progress has been difficult to date but is now our focus
- To date we have focused on mechanistic interventions and will now develop more humanistic approaches
- Our key learning is that we need to engage hearts and not just minds
For further information

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