

The Office for National Statistics (UK) Culture Journey

Session 1 - UNECE workshop on
Culture Evolution

Wednesday 11 September 2019

The ONS journey

- Background context – ONS transformation
- ‘One Office’ culture initiative
- Culture Audit
- Deloitte’s 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

CULTURAL LEVERS



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

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

TO

Culture is....

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

- Celebrate our successes
- Smart working equipment and environmental
- Visible, flexible working, e.g. job share, part-time
- Visible diversity
- People not defined by grade
- People are invested in clear career pathways
- Inclusive language

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

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/Mgmt, 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

CULTURE

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

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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

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- 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 Deloitte's 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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