Use of GAMSO in Hungary

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Part 1. GAMSO: overview and the Hungarian approach
GAMSO: overview, the Hungarian approach

- ModernStats models and their implementation: scenarios as we see it;
- functions vs. organizational structure vs. processes vs. tools;
- how a function/activity is integrated in the organization;
- goal: serving various user needs;
- core: data production processes (within GAMSO production: GSBPM + GSBPM tasks);
- organizational characteristics in Hungary: considerations for alignment and adaptation;
- implementation roadmap in Hungary: the road taken so far.
ModernStats models and their implementation

What is meant by implementation?

Not a straightforward answer, different scenarios are possible.

A few examples:

- In some cases it means the usage of the models as they are
- In other cases it means a creation of a national version of one or more of the models
- Also in other cases it means that a similar national model already exists and the two models are mapped with the motivation to learn or to further develop the national solution
ModernStats models, the Hungarian approach

GSBPM

- Had a similar national model that needed modernisation
  ✓ Developed a national version of the model, adapted to Hungarian specific conditions
  ✓ Motivation: ensure common language with international statistical community and to learn

GSIM

- Had a national model (ESIM) describing the information architecture
- Used inspiration from the GSIM documents on how to prepare the ESIM documentation
  ✓ No national version, the two models have been mapped

GAMSO

- No national version
  ➢ Using the model as it is, no national version (yet)
  ✓ Motivation: ensure common language with international statistical community, benchlearning, using it as a guiding structure for discussions on organisational level
Implementing GAMSO in a statistical organisation

- GAMSO is a powerful tool to map the (statistical and non-statistical) functions of the organisation: it describes all main elements that are present in NSOs.

- GAMSO does not define an organisational structure:
  - you can have a very different organisational setup from what you see on the model but still be able to say that you implement it.
  - you can also have a „visually” similar organisational setup but still have very different activities.

- Most NSOs already have existing processes and tools when they start using GAMSO: it is not meant to define an NSO from the ground up.

Source: https://statswiki.unece.org/display/GAMSO/Clickable+GAMSO+v1.2
GAMSO: connecting statistical production to strategic considerations

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Inspirations from GAMSO in a statistical organisation: quick example

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Production

Generic Statistical Business Process Model

Q1: How do I manage statistical methodology in my organisation?
Q2: Is it centralised or scattered around statistical production?
Q3: Do I need generic statistical methodologies?
Q4: What does this activity cover anyway? (reading GAMSO)
How is a statistical activity organised in an NSO?

1. It is defined **what that function is** and what main activities it covers.
2. You need to have a **vision on what you want to achieve with this function** in the organisation.
3. How is that function **connected to the statistical production**?
4. Ensure that the necessary tools and support processes are available for that function to operate properly (capabilities needed).
5. What **capability improvements do I need** to establish and manage this function in the organisation?
6. You need to have someone/a unit responsible for that given function. Consider all aspects of the PDCA (who is responsible for planning, doing, checking and further developing the function).
7. Ultimately you need to have a place for that activity in the organisational structure (not necessarily on the organogram but as a responsibility of a unit).
GAMSO: benchlearning tool for different users with different needs / motivation

Top managers
- understanding how strategic management is connected to the core business of the NSO (production of official statistics).
- planning high-level operational control and monitoring processes in the NSO
- implement a risk management approach in the NSO

Architects
- understanding the operation of the NSO at a high level
- prepare the mapping of various statistical and non-statistical activities in the organisation

Process owners
- understanding the position, role of their processes in the NSO
- identifying connecting areas when designing/redesigning processes
GAMSO: benchlearning tool for different users with different needs / motivation (continuation)

**Change managers**

- whenever a change process is initiated, GAMSO is the very first model that you „put on the table” to understand the situation on a high level

- Hungarian examples for such changes in recent years:
  - reorganisation of the NSO
  - understanding and reorganising data protection in the NSO (legal, methodological, IT security, physical security, statistical services directly connected to our users)
  - introduction of more mature project management in the NSO
  - redesign of planning processes in the NSO (statistical and non-statistical)
  - place and role of ethics in the operations of the NSO
Organisational characteristics in Hungary
The way we started the implementation of GAMSO

- The environment in which the NSO operates is very relevant on how one can use the GAMSO model
- Main characteristics that were considered „given” for the implementation of the model in our case:
  - hierarchical organisational structure
  - organisational structure and values set up to strengthen the process-driven approach: demolition of „stove-pipes”
  - head of the National Statistical System with 6-7 members
  - building metadata-driven, centralised IT systems and metainformation system since the 1970s (standard methodologies and IT tools)
  - implemented the GSBPM first: use of GAMSO with an adapted version of the GSBPM: to increase relevance on national level
  - started with a few people knowing/understanding the model then „spreading the word” internally
GAMSO in Hungary: roadmap

PAST
- Getting to know ModernStats models
- Using ModernStats models + involvement, feedback to the community
- Adaptation of the GSBPM to Hungarian conditions
- First implementation of GAMSO: overarching processes of the GSBPM

PRESENT
- ModernStats models as frameworks: process/architecture modelling
- Use of GAMSO in change management

FUTURE
- Modelling and describing non-statistical activities: GAMSO as a starting point
- More integrated use of GAMSO internally
- Use of GAMSO in the National Statistical System
- The benefits of the new version of the model
Part 2.
GAMSO in Hungary: 
a tool for 
management decision-making
GAMSO in Hungary: a tool for management decision-making

- management: strategy and leadership;
- modernization: from silos to process-based organization;
- innovation, capabilities: capability development;
- ModernStats models: integrated approach;
- operations, standardization: supporting processes;
- PDCA, change management, organizational development, quality management;
- Hungarian approach: quality management + architecture management
  - object-oriented view + process-oriented view;
  - processes: relationships between objects;
  - objects: activities/functions, products, data, users, responsibilities, IT-applications etc.;
  - tool for management decision-making: reporting and control.
Using GAMSO – Why?

- **goals:** improve user satisfaction and organizational efficiency
- **daily operation, standardization + capability development/innovation**
- **information for decision-making about the organization** (organization/procedures/products/methods/technology/etc.)
Quality management

- from silos to process-based organization
- PDCA
  → quality management
- monitoring, reporting
  → risk management
Integrated approach

- **Quality management**: ISO 9001, PDCA, dashboards, tool for different levels of internal decision-making

- **Architecture management**: TOGAF, ModernStats Models, reusable building blocks

![Content Metamodel Overview](image)

The TOGAF® Standard, Version 9.2
Integrated approach

- Process-oriented approach (process modelling)
- Object-oriented approach (building blocks)
- ModernStats models
  - functions: GAMSO, GSBPM
  - objects: GSIM
Types of objects

- **Function (process, process step: including control/decision)**
- Product
- Document
- Information set (data, metadata, data+metadata)
- IT application
- Customer touchpoint
- Organizational unit
- Role
- Position
- Requirement (e.g. quality guidelines, KPIs)
- Risk
- Goal
- Event
- Operator
Functions, GAMSO+GSBPM

Hierarchy – "Function tree"

- GAMSO
- GSBPM

phases
sub-processes
process steps
Functions, GSIM
Part 3.
GAMSO in Hungary:
snapshot of activities and practices
GAMSO in Hungary: activities and practices

- mapping existing functions to GAMSO – Hungary: gap analysis;
- overview and assessment of GAMSO activities in the current Hungarian architecture;
- experience, examples and good practices of existing solutions;
- breakdown by 4 activity areas: Strategy and Leadership, Capability Development, Corporate Support and Production (GSBPM).
GAMSO: mapping of the Hungarian situation

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Production

Generic Statistical Business Process Model
### Define Vision
- Understand national and international directions and factors
- Determine vision, mission and strategic goals
- Determine organisational value proposition
- Determine and communicate values and expectations
- Create interest and awareness

### Tools available:
- ESS Vision
- HCSO strategy documents (until 2030)
- Common values defined by top management
- Yearly statistical survey programme

### Processes:
- Roles of procedures and frequent meetings of bodies

### Organisational solutions:
- Management board
- Presidential board
- National statistical council
- National statistical coordination body
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**Govern and Lead**

- Develop strategies for achieving organisational goals
- Prioritise capability portfolio
- Prioritise statistical product and service portfolio
- Define and manage statistical programme
- Allocate project and programme portfolio budgets
- Build and maintain internal statistical and professional excellence
- Ensure general coordination and alignment
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**Strategy and Leadership**

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**Tools available:**

- Project management working group
- Project management handbook + tools (PMI methodology)
- Budgetary controls
- Internal presidential regulations
- Policies, guidelines published on website

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**Processes:**

- Evaluation of fulfillment of strategic objectives and setting new ones for the next year (yearly exercise)
- Project management processes set by internal regulation

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**Organisational solutions:**

- Project management working group
- Unit responsible for budgetary control

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**Govern and Lead**

- Develop strategies for achieving organisational goals
- Prioritise capability portfolio
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- Build and maintain strategic relations, nationally and internationally
- Build and maintain external statistical excellence
- Advance inter-agency and international collaborations
- Secure support for statistical product and service and capability portfolio
- Coordinate the national statistical system

**Tools available:**

- National Statistics Code of Practice
- Cooperation agreements with administrative data owners + scientific institutions
- Joint methodological research projects with scientific institutions
- Domains of official statistics

**Processes:**

- Peer reviews every 5 years, based on the National Statistics Code of Practice
- Participating in support programmes to other countries

**Organisational solutions:**

- ESS as collaborative space for Member States
- HCSO president = chief statistician of Hungary
- HCSO as the head of the National Statistical System
- Dedicated unit responsible for statistical coordination on national level
- Dedicated international relations unit
### Plan Capability Improvements
- Identify disruptions and capability improvements
- Propose capability improvement projects
- Manage capability improvement programmes

### Tools available:
- Project management toolkit

### Processes:
- Targeted organizational development project between 2016-2019
- Performance evaluation of people and units (yearly exercise)

### Organisational solutions:
- Supervision by project sponsors / top management
Develop Capability Improvements

- Undertake background research
- Define detailed capability requirements
- Design capability solution
- Build/procure and deploy capability solution

Tools available:
- Project management toolkit

Processes:
- Project management processes

Organisational solutions:
- Dedication of different research activities as duties of organisational units
## Monitor Capability Improvements

- Maintain capability improvements
- Promote capability improvements
- Evaluate capability improvements

## Tools available:

- Project management toolkit; special focus: project closing documentation, mitigating actions
- Different standard evaluation sheets

## Processes:

- Performance evaluation of people and units (yearly exercise)

## Organisational solutions:

- Responsibility of directors, head of departments
## Transfer Support of Capability Improvements

- Transfer design
- Transfer operations
- Transfer user support

### Tools available:
- Quality assessment tools (see later)
- Planning and evaluation standards sheets used for the statistical programme

### Processes:
- Planning and evaluation exercise used for the statistical programme (yearly)

### Organisational solutions:
- Specific aspects used in the standard evaluation procedures (redundancies, measuring and lowering the burden of respondents)
Manage Business Performance and Legislation

- Manage business performance
- Manage change and risk
- Manage legislation and compliance

Tools available:
- Standard sheet used for assessment of personal performance
- Standard tools used in legal controls (impact assessment, etc.)
- Project management toolkit
- Risk measurement standard sheet

Processes:
- Regulated internal process on risk measurement (yearly exercise)
- Performance evaluation of people and units (yearly exercise)
- Identification risks and defining mitigating actions as part of project management processes

Organisational solutions:
- Dedicated legal unit
- Special role: business integrity expert
Manage Statistical Methodology

- Frames and samples
- Editing and imputing
- Weighting
- Estimation
- Time series and seasonal adjustment
- Disclosure avoidance
- Data linkage

Tools available:
- Methodological guidelines and standard tools available (developed by methodology)
- Integrated IT systems supporting standard methods
- Internal regulations supporting the use of standards
- Guidelines available on the website
- Intranet site with more detail and tools

Processes:
- Mandate and rules of procedures of the Methodology Department
- Coordinated methodological research
- Active involvement in ESS and UNECE developments (inclusion of practices or references)
- Methodological support for the National Statistical System

Organisational solutions:
- Dedicated methodology unit (under same directorate with IT)
- Internal methodological knowledge sharing events
- Trainings on certain topics for HCSO employees (HCSO-School)
### Corporate Support

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#### Manage Quality
- Manage quality framework
- Manage quality assurance tools
- Manage quality documentation

#### Tools available:
- Guidelines available (quality policy, Quality Guidelines, etc.)
- PDCA quality reporting tools
- Process mappings (ARIS): see previously
- Frameworks used: ISO:9001, ModernStats, TOGAF

#### Processes:
- Quality reporting exercise
- PDCA processes

#### Organisational solutions:
- Strategy and Quality Management unit
- Special role: quality manager
Manage Information and Knowledge

- Manage documents and records, including archiving and destruction
- Manage knowledge
- Manage information standards and access rights
- Manage metadata and data

Tools available:
- Specific guidelines, policies available
- Centralised metainformation system since the 1970s
- Integrated, metadata-driven IT systems in place (with metadata control functions)
- Oracle databases used with standard naming conventions
- Standard central document management system
- Standard internal document repository
- Internal regulations supporting the use of standards

Processes:
- Standard processes set by internal regulations, based on legal acts & methodological guidelines

Organisational solutions:
- Metadata management assigned to specific unit (methodology)
- Methodology and IT managed under the same directorate
- Knowledge sharing events and HCSO-School
- Special role: CISO
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**Manage Consumers**

- Manage communications and media relations
- Manage stakeholder consultations
- Manage cross-product user support

**Tools available:**

- Specific user groups
- Services available on the website
- User satisfaction surveys (generic vs. targeted)
- Internal regulations setting rules for media relations

**Processes:**

- Planning processes that start with user needs
- Generic and specific stakeholder consultations (satisfaction, survey methodology processes, etc.)

**Organisational solutions:**

- Specific unit responsible for user management: Dissemination Directorate
- Responsibilities split for internal and external communication
- Special aspects: ESS (Eurostat) and National Statistical System
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**Manage Data Suppliers**

- Manage data sharing agreements
- Manage data transfer

**Tools available:**

- Cooperation agreements with administrative data owners
- Methodological guidelines
- Yearly statistical survey programme
- Specific IT systems for administrative data owners (KARAT)
- Supporting material, documentation, onsite training and assistance for owners

**Processes:**

- Coordinated internal processes to collect and clarify inputs for the cooperation and agreements and their changes
- Yearly planning exercise for administrative data owners (metadata planning, standard structures, etc.)

**Organisational solutions:**

- Dedicated unit responsible for statistical coordination on national level
- Responsibilities set for administrative data owners (subject-matter domain, methodology, IT)
Manage Finances

- Maintain accounts (including assets and liabilities)
- Manage procurement and contracts
- Manage suppliers of equipment, office supplies and services

**Tools available:**

- Internal analytics maintained by the Financial Management Department (rules set by law / additional needs by the presidency of the HCSO)
- Standard sheets for different kinds of agreements and contracts
- Standard central document management system

**Processes:**

- Detailed internal regulations in line with the legal requirements (HCSO is a governmental institution financed by the central budget)

**Organisational solutions:**

- Dedicated unit: Financial Management Department
- Strong cooperation between financial management and the legal unit
- Special role of IT in case of IT-related contacts
- Special role of Project Tendering Programmes Section in case of EU-funded projects
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**Corporate Support**

**Manage Human Resources**
- Manage employee performance
- Manage and develop skills
- Manage talent
- Manage recruitment
- Ensure succession planning

**Tools available:**
- Internal IT system to support onboarding processes + evaluation + administrative tasks
- Standard sheets used and documented for handover of work between employees (transparency)
- Knowledge map to be maintained by the Human Resources Strategy and Training Department

**Processes:**
- Internally regulated procedures for recruitment and protocols to follow to help succession planning

**Organisational solutions:**
- Dedicated unit: Human Resources Strategy and Training Department
- Administrative tasks provided by the Financial Management Department
- Main responsibility of developing people and their skills are on the directors of different units
Manage IT

- Manage IT assets and services
- Manage IT security
- Manage technological change

Tools available:
- IT framework, guidelines
- Standard solutions (Oracle databases, naming conventions)
- Integrated, metadata-driven IT systems in place
- IT strategy, IT security policy
- ESS IT security audits
- Guidelines, user guides, handbooks, detailed material on the integrated IT systems (internal use + public guides for out partners)
- Central TopDesk system to manage IT assets and user requests

Processes:
- Mandate and rules of procedures of the Information Technology Services Department

Organisational solutions:
- Dedicated IT unit (under same directorate with methodology)
- Special role: CISO (independent from IT)
### Manage Buildings and Physical Space

- Manage environmental, mechanical, and electrical needs
- Manage arrangement of office space
- Manage distribution of offices within space

<table>
<thead>
<tr>
<th>Tools available:</th>
<th>Processes:</th>
<th>Organisational solutions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central TopDesk system to manage any request concerning buildings and physical space</td>
<td>HCSO maintaining buildings in various cities, not only in Budapest</td>
<td>No special unit available: responsibility of the Financial Management Department (management of physical assets + office space)</td>
</tr>
<tr>
<td>Processes:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Example #1 for using GAMSO in change management
Reorganisation of the NSO

Main results:

- Overall framework of the new organisational structure, units, and roles/responsibilities
- Identification of areas where further clarification is needed on who is responsible for what

• Step 0: high-level strategic goals and examples (Italy)
• Step 1: production process
• Step 2: considering corporate support areas
• Step 3: involvement of corporate support areas in production
• Step 4: strategic alignment
• Step 5: first sketch of the new organisation
Example #2 for using GAMSOS in change management
Data protection reorganisation

**Step 1:** where is data protection mentioned already in GAMSOS?
- Define general organisational policies
- Manage legislation and compliance
- Disclosure avoidance
- Manage information standards and access rights
- Manage IT security
- 6.4 Apply disclosure control

**Step 2:** define data protection in a general sense and highlight areas

Main results:
- Data Protection Board
- New data protection and data access regulations
Example #3 for using GAMSO in change management

Introducing project management

<table>
<thead>
<tr>
<th>Step 1: where is project management mentioned already in GAMSO?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allocate project and programme portfolio budgets</td>
</tr>
<tr>
<td>Propose capability improvement projects</td>
</tr>
</tbody>
</table>

| Step 2: where is project management in GAMSO (project methodology, project portfolio)? |

**Main results:**

- New internal working group on project management
- New project management internal regulation, handbook, templates and reporting processes
Example #4 for using GAMSO in change management

Redesigning planning processes

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Main strategic considerations (what do we plan?)</td>
</tr>
<tr>
<td>1</td>
<td>Production of official statistics (trivial)</td>
</tr>
<tr>
<td>2</td>
<td>Strategy planning (trivial)</td>
</tr>
<tr>
<td>3</td>
<td>Corporate support activities #1: those that are closer to the statistical business process</td>
</tr>
<tr>
<td>4</td>
<td>Corporate support activities #2: generic processes</td>
</tr>
</tbody>
</table>

Main results:

- Common understanding on what to involve in planning
- Preparing a strategic overview on planning using the GAMSO to explain connections
Example #5 for using GAMSO in change management
Place and role of ethics

Step 1: where is ethics mentioned already in GAMSO?
Determine vision, mission and strategic goals
Possibly part of a new activity under “Corporate Support” → not “Manage ethics” but rather a broader activity that contains manage ethics, manage CSR, etc.

Main result:
➢ Common understanding on how to position/explain ethics in the context of GAMSO and our organisation

Step 2: how would you handle ethics in the model (GAMSO model improvement?)
Part 4.
GAMSO: future uses and the way forward
Goals and priority-setting

- Dashboards for management decision-making
- Improvement actions:
  - quality;
  - efficiency;
  - innovation;
  - etc.

Source: https://statswiki.unece.org/display/GAMSO/Clickable+GAMSO+v1.2
Continuous improvement

- workflow optimization,
- methodological standardization,
- standardization of IT services,
- standardization of HR practices,

etc.

→ modernization
GAMSO in Hungary: roadmap

**PAST**
- Getting to know ModernStats models
- Using ModernStats models + involvement, feedback to the community
- Adaptation of the GSBPM to Hungarian conditions
- First implementation of GAMSO: overarching processes of the GSBPM

**PRESENT**
- ModernStats models as frameworks: process/architecture modelling
- Use of GAMSO in change management

**FUTURE**
- Modelling and describing non-statistical activities: GAMSO as a starting point
- More integrated use of GAMSO internally
- Use of GAMSO in the National Statistical System
- The benefits of the new version of the model
Use of GAMSO in Hungary

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Yerevan, Armenia
18th October, 2022