



**HUNGARIAN  
CENTRAL  
STATISTICAL  
OFFICE** 

# Use of GAMSO in Hungary

**Zoltán Vereczkei**

Methodology Department

[zoltan.vereczkei@ksh.hu](mailto:zoltan.vereczkei@ksh.hu)

**Andrea Petres**

Strategy and Quality Management Section

[andrea.petres@ksh.hu](mailto:andrea.petres@ksh.hu)

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# Part 1.

## GAMSO: overview and the Hungarian approach



# 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**

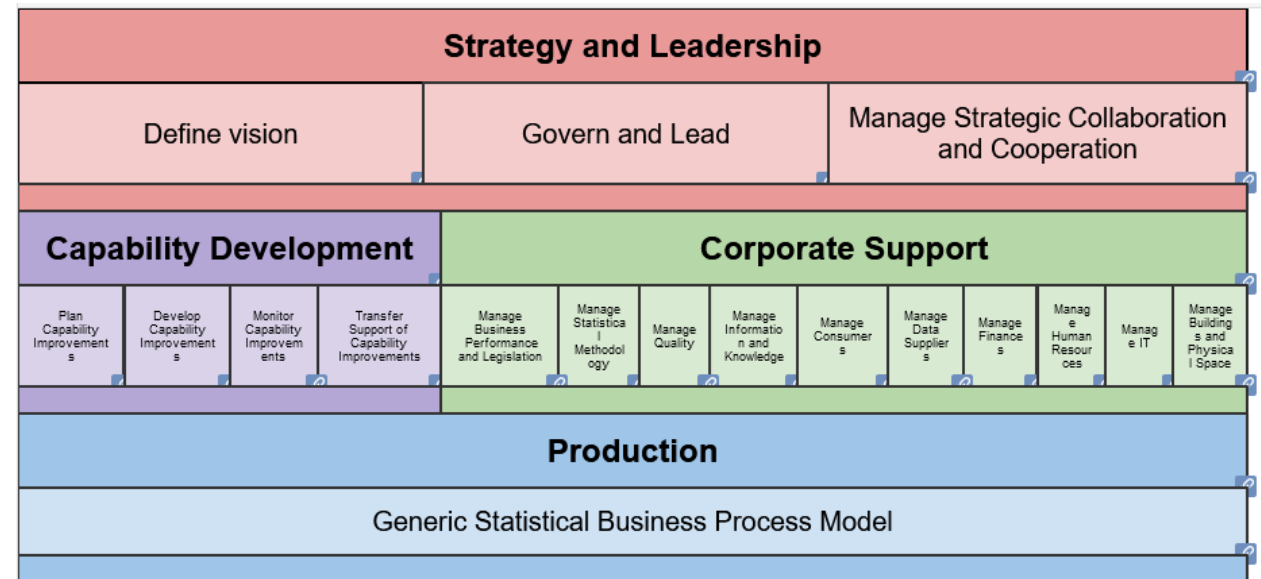
## GAMSO



- 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

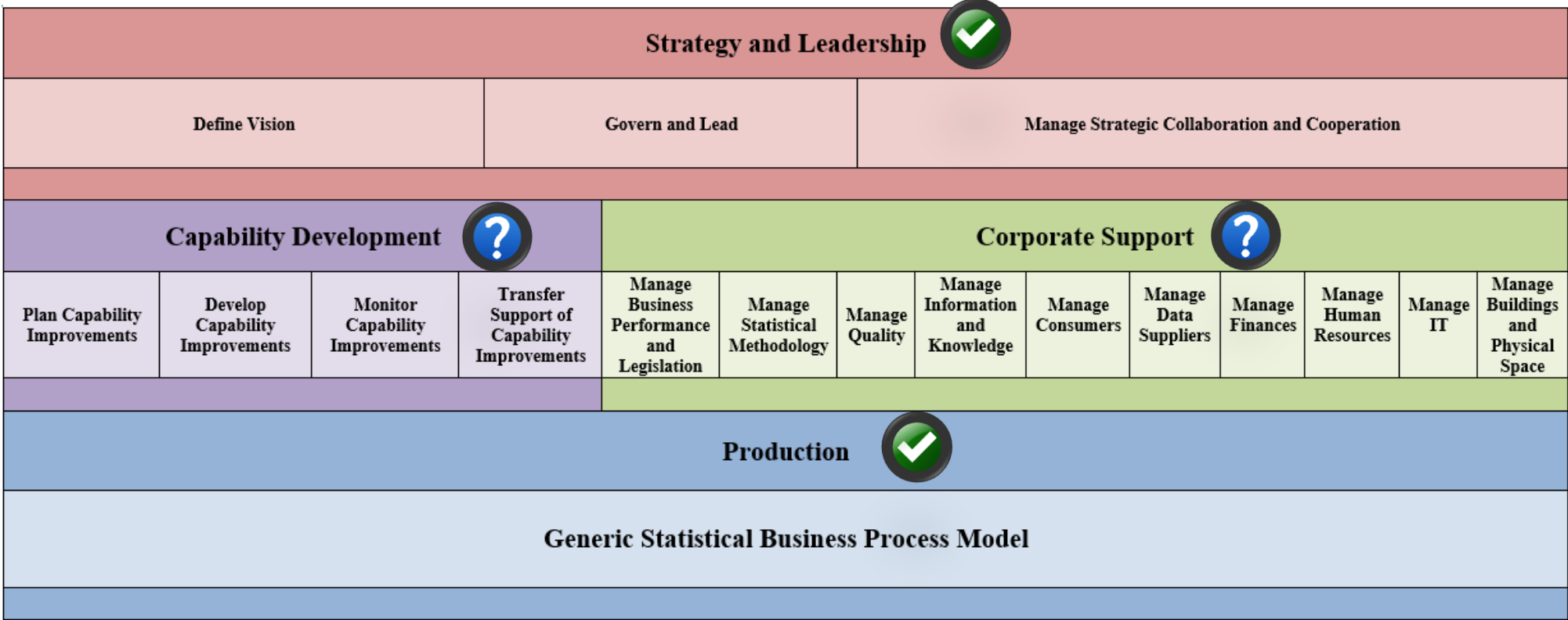
# Implementing GAMS0 in a statistical organisation

- GAMS0 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
- GAMS0 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 GAMS0: it is not meant to define an NSO from the ground up



Source: <https://statswiki.unecce.org/display/GAMS0/Clickable+GAMS0+v1.2>

# GAMSO: connecting statistical production to strategic considerations





# Inspirations from GAMSO in a statistical organisation: quick example

Strategy and Leadership													
Define Vision				Govern and Lead				Manage Strategic Collaboration and Cooperation					
Capability Development				Corporate Support									
Plan Capability Improvements	Develop Capability Improvements	Monitor Capability Improvements	Transfer Support of Capability Improvements	Manage Business Performance and Legislation	Manage Statistical Methodology	Manage Quality	Manage Information and Knowledge	Manage Consumers	Manage Data Suppliers	Manage Finances	Manage Human Resources	Manage IT	Manage Buildings and Physical Space
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?

**Q4:** What does this activity cover anyway? (reading GAMSO)

**Q3:** Do I need generic statistical methodologies?



# 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

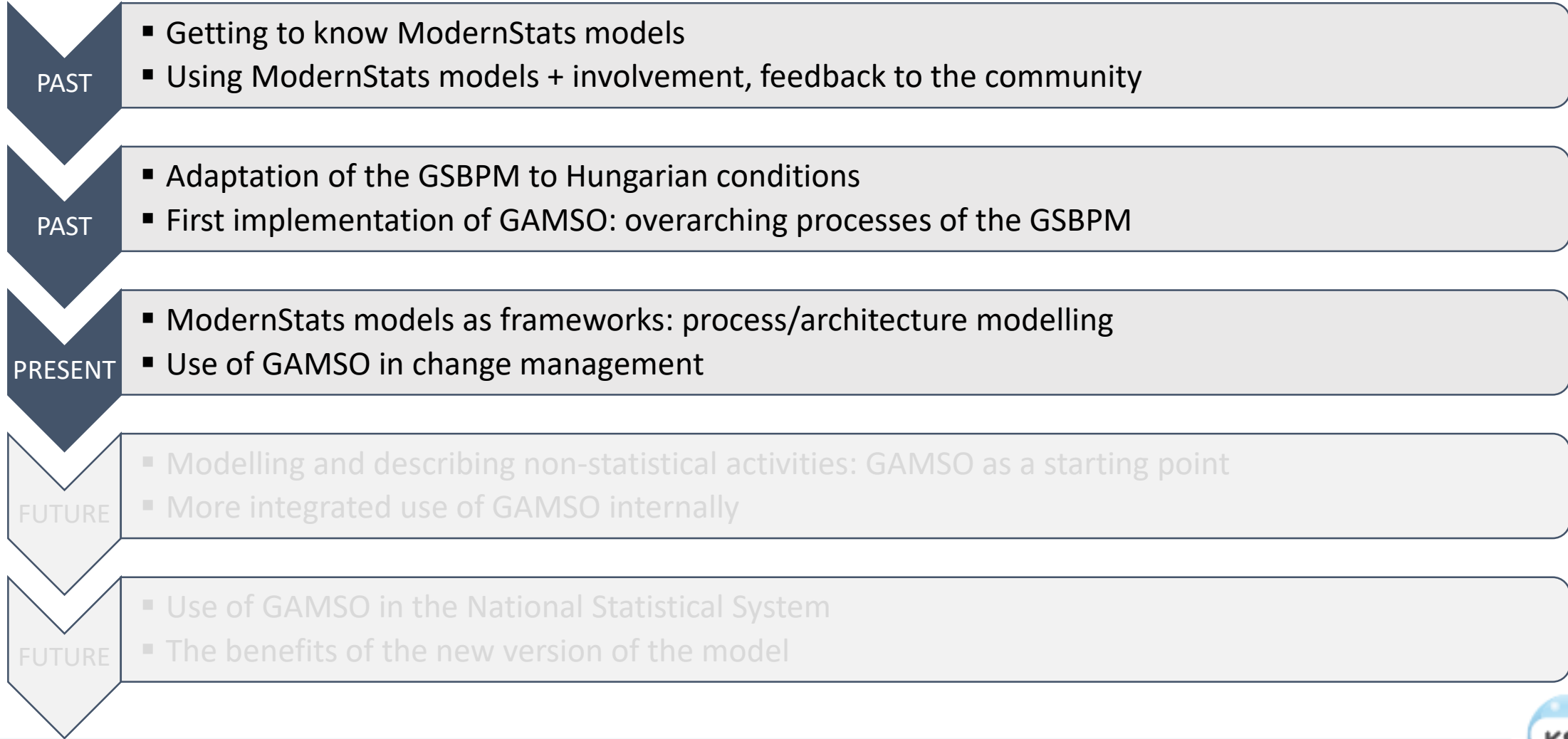
- whenever a change process is initiated, GAMSO is the very first model that you „put on the table” to understand the situation on a high level
- Hungarian examples for such changes in recent years:
  - reorganisation of the NSO
  - understanding and reorganising data protection in the NSO (legal, methodological, 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 GAMS0

- The environment in which the NSO operates is very relevant on how one can use the GAMS0 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 GAMS0 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



**Part 2.**  
GAMS0 in Hungary:  
a tool for  
management decision-making

# GAMSO in Hungary: a tool for management decision-making

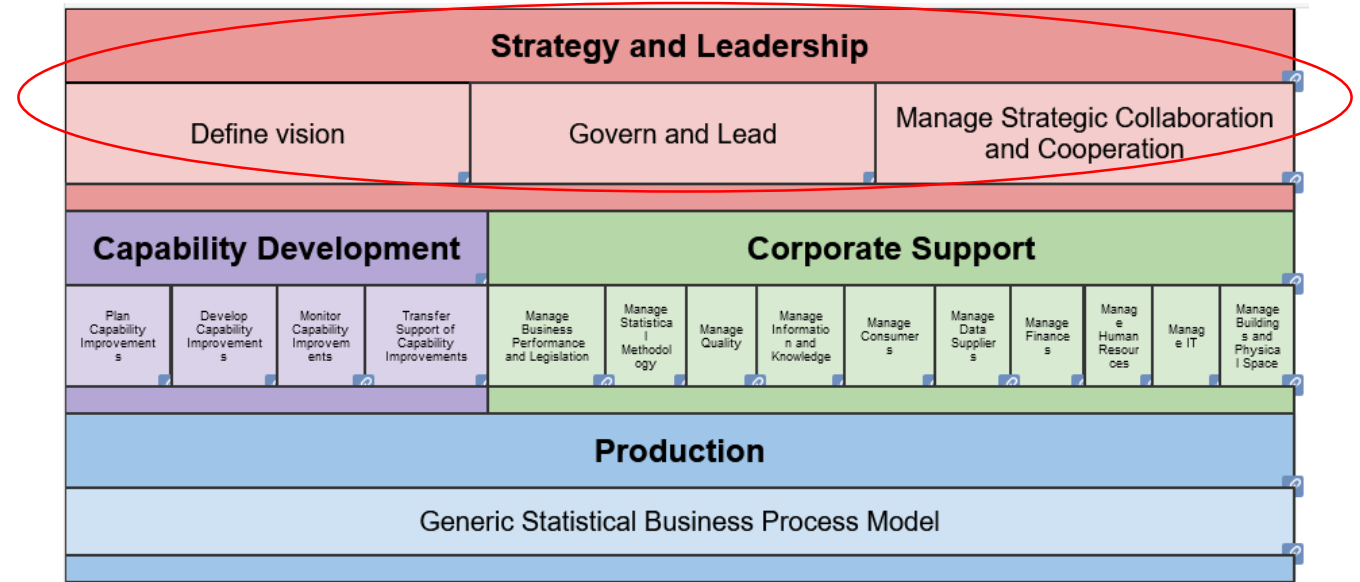
- management: strategy and leadership;
- modernization: from silos to process-based organization;
- innovation, capabilities: capability development;
- ModernStats models: integrated approach;
- operations, standardization: supporting processes;
- PDCA, change management, organizational development, 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 GAMS0 – Why?

- goals: improve user satisfaction and organizational efficiency
- daily operation, standardization + capability development/innovation

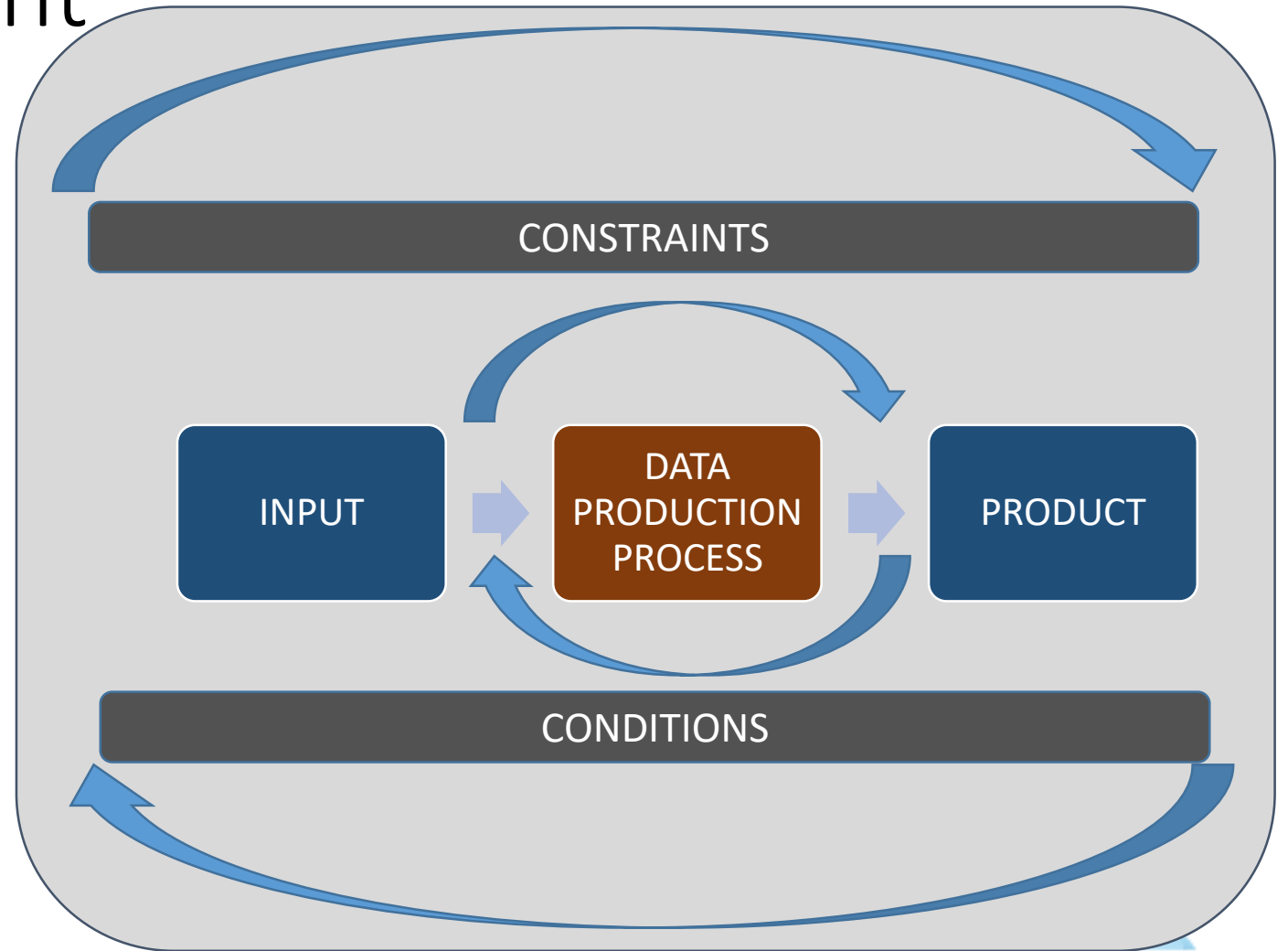


→ information for decision-making about the organization  
(organization/procedures/products/methods/technology/etc.)

Source: <https://statswiki.unece.org/display/GAMS0/Clickable+GAMS0+v1.2>

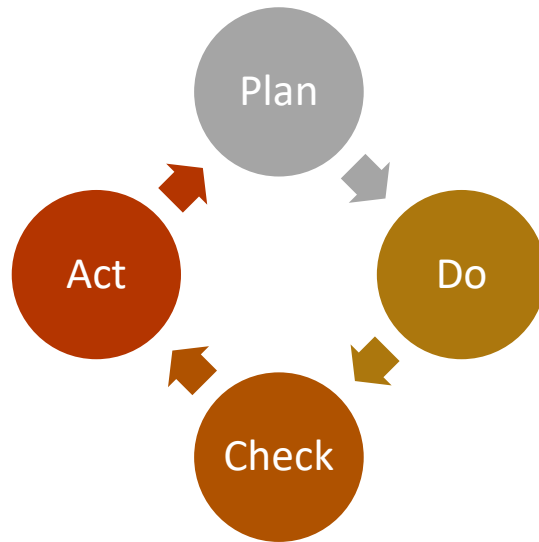
# Quality management

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

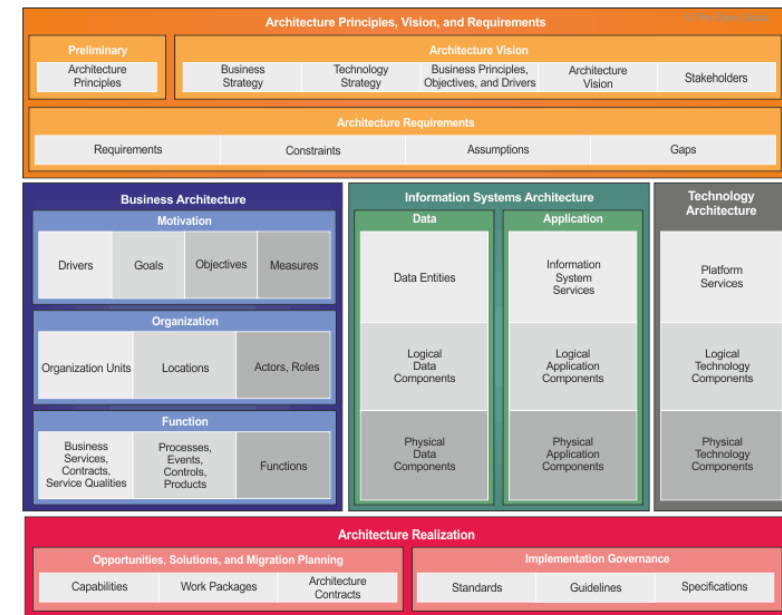


# Integrated approach

- **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  
[The TOGAF® Standard, Version 9.2](#)

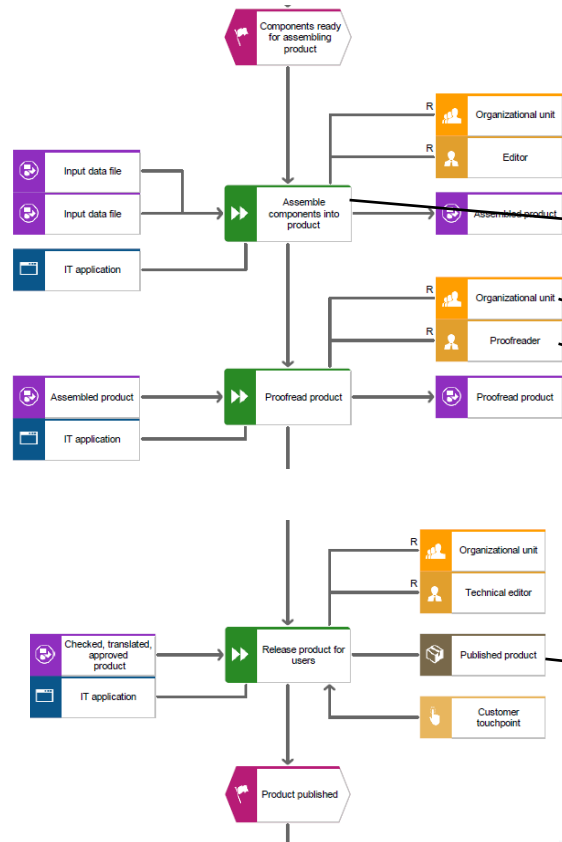
# Integrated approach

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

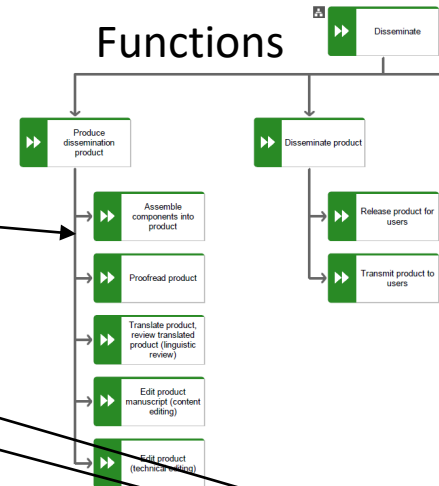


# Integrated approach

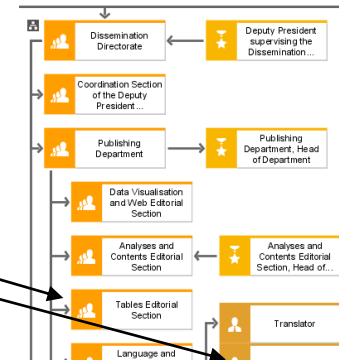
## Processes



## Objects



## Organizational units

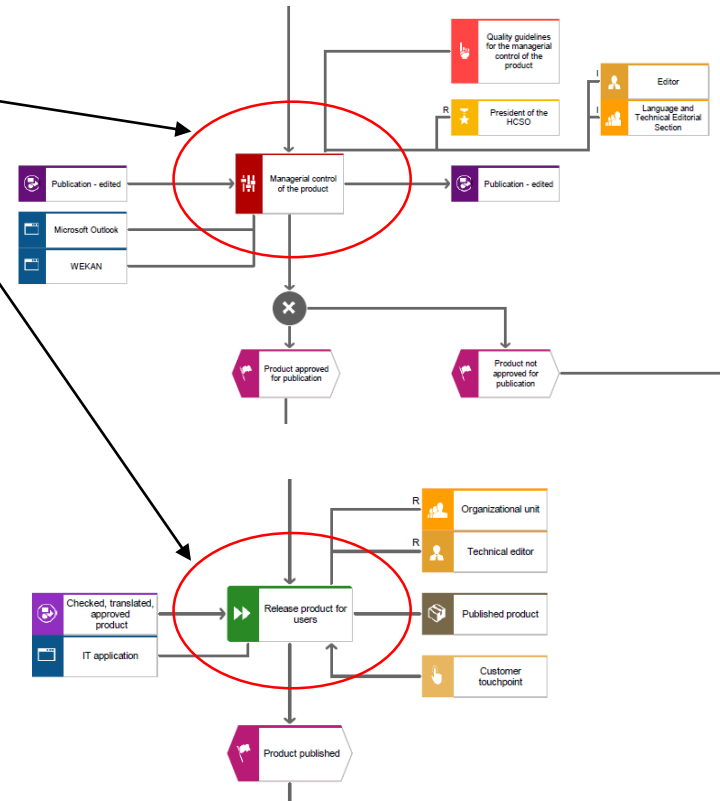


## Products



# Types of objects

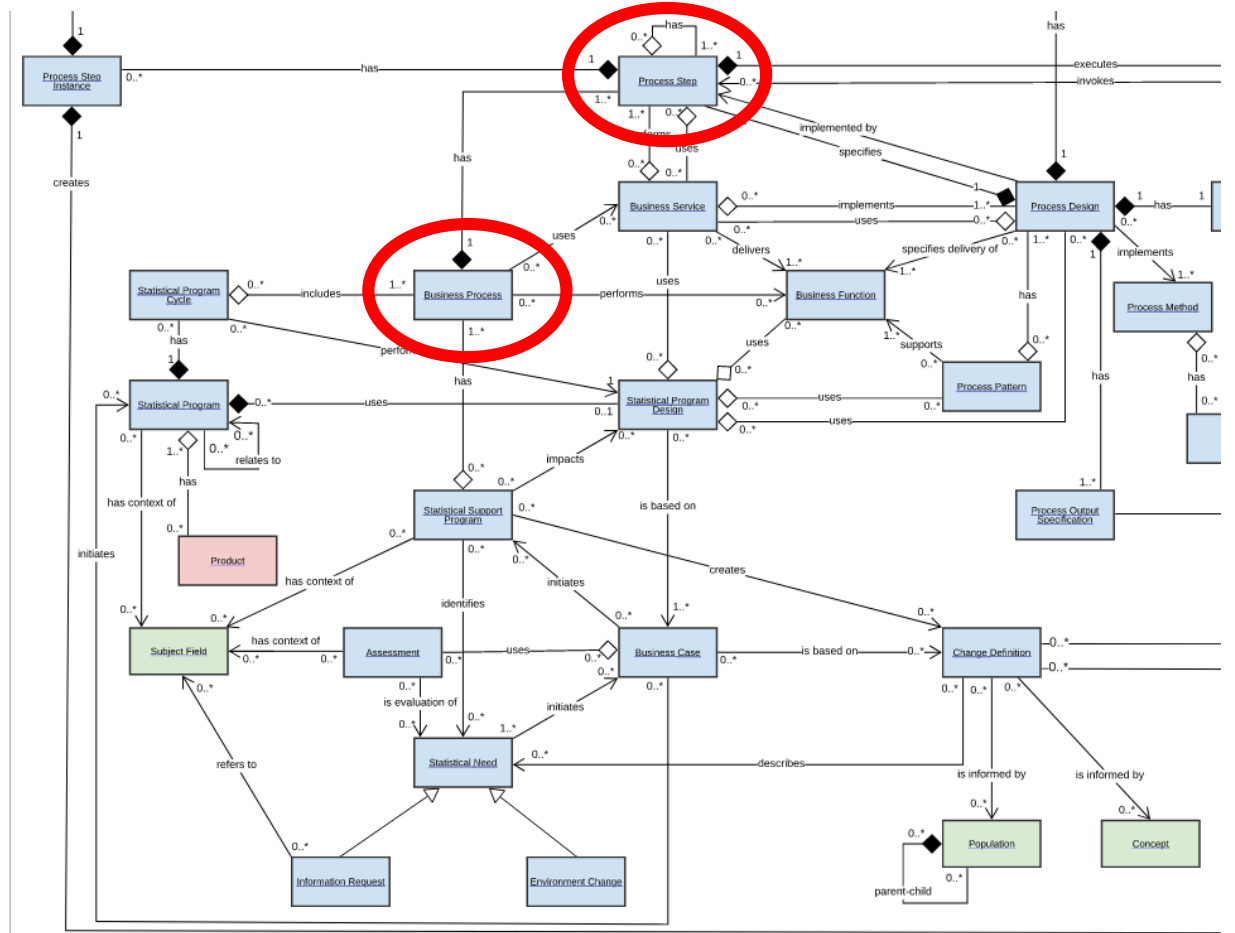
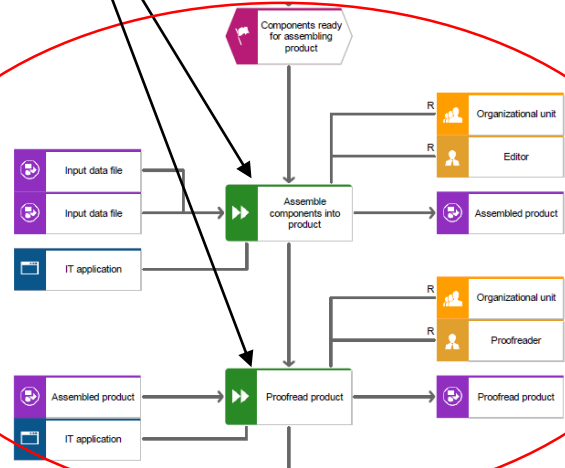
- **Function (process, process step: including control/decision)**
- Product
- Document
- Information set (data, metadata, data+metadata)
- IT application
- Customer touchpoint
- Organizational unit
- Role
- Position
- Requirement (e.g. quality guidelines, KPIs)
- Risk
- Goal
- Event
- Operator







# Functions, 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).



[Image source](#)



# GAMSO: mapping of the Hungarian situation

<b>Strategy and Leadership</b>													
Define Vision				Govern and Lead				Manage Strategic Collaboration and Cooperation					
<b>Capability Development</b>				<b>Corporate Support</b>									
Plan Capability Improvements	Develop Capability Improvements	Monitor Capability Improvements	Transfer Support of Capability Improvements	Manage Business Performance and Legislation	Manage Statistical Methodology	Manage Quality	Manage Information and Knowledge	Manage Consumers	Manage Data Suppliers	Manage Finances	Manage Human Resources	Manage IT	Manage Buildings and Physical Space
<b>Production</b>													
<b>Generic Statistical Business Process Model</b>													

## Strategy and Leadership

Define Vision

Govern and Lead

Manage Strategic Collaboration and Cooperation

### 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

## Strategy and Leadership

Define Vision

Govern and Lead

Manage Strategic Collaboration and Cooperation

### 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
- Define general organisational policies
- Publish policies, guidelines and normative documents

### Tools available:

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

### Processes:

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

### Organisational solutions:

- Project management working group
- Unit responsible for budgetary control

## Strategy and Leadership

Define Vision

Govern and Lead

Manage Strategic Collaboration and Cooperation

### Manage Strategic Collaboration and Cooperation

- 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



## Capability Development

Plan Capability Improvements

Develop Capability Improvements

Monitor Capability Improvements

Transfer Support of Capability Improvements

### 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

## Capability Development

Plan Capability Improvements

Develop Capability Improvements

Monitor Capability Improvements

Transfer Support of Capability Improvements

### 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

## Capability Development

Plan Capability Improvements

Develop Capability Improvements

Monitor Capability Improvements

Transfer Support of Capability Improvements

### 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

## Capability Development

Plan Capability Improvements

Develop Capability Improvements

Monitor Capability Improvements

Transfer Support of Capability Improvements

### 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)

## Corporate Support

Manage Business Performance and Legislation	Manage Statistical Methodology	Manage Quality	Manage Information and Knowledge	Manage Consumers	Manage Data Suppliers	Manage Finances	Manage Human Resources	Manage IT	Manage Buildings and Physical Space
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### 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

## Corporate Support

Manage Business Performance and Legislation	Manage Statistical Methodology	Manage Quality	Manage Information and Knowledge	Manage Consumers	Manage Data Suppliers	Manage Finances	Manage Human Resources	Manage IT	Manage Buildings and Physical Space
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### 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



## Corporate Support

Manage Business Performance and Legislation	Manage Statistical Methodology	Manage Quality	Manage Information and Knowledge	Manage Consumers	Manage Data Suppliers	Manage Finances	Manage Human Resources	Manage IT	Manage Buildings and Physical Space
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### 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

## Corporate Support

Manage Business Performance and Legislation	Manage Statistical Methodology	Manage Quality	Manage Information and Knowledge	Manage Consumers	Manage Data Suppliers	Manage Finances	Manage Human Resources	Manage IT	Manage Buildings and Physical Space
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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

## Corporate Support

Manage Business Performance and Legislation	Manage Statistical Methodology	Manage Quality	Manage Information and Knowledge	Manage Consumers	Manage Data Suppliers	Manage Finances	Manage Human Resources	Manage IT	Manage Buildings and Physical Space
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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)

## Corporate Support

Manage Business Performance and Legislation	Manage Statistical Methodology	Manage Quality	Manage Information and Knowledge	Manage Consumers	Manage Data Suppliers	Manage Finances	Manage Human Resources	Manage IT	Manage Buildings and Physical Space
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### 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

## Corporate Support

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### 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

## Corporate Support

Manage Business Performance and Legislation	Manage Statistical Methodology	Manage Quality	Manage Information and Knowledge	Manage Consumers	Manage Data Suppliers	Manage Finances	Manage Human Resources	Manage IT	Manage Buildings and Physical Space
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### 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)

## Corporate Support

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### Manage Buildings and Physical Space

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

### Tools available:

- Central TopDesk system to manage any request concerning buildings and physical space

### Processes:

- HCSO maintaining buildings in various cities, not only in Budapest
- Internal recommendations on managing office space (in line with governmental requirements)

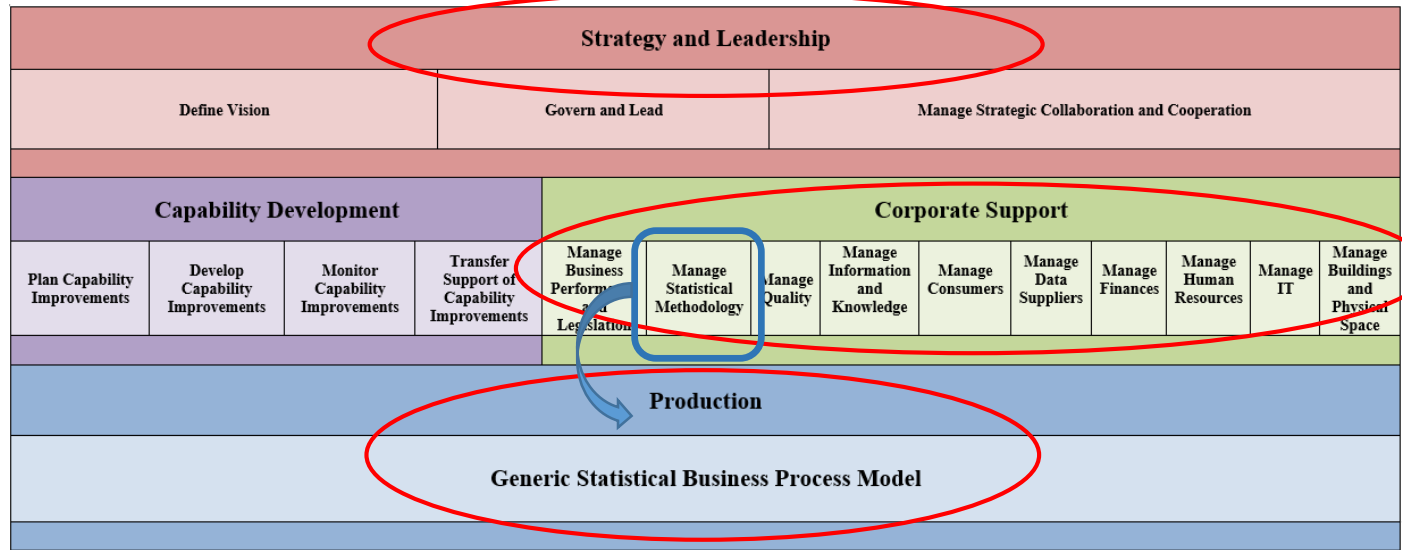
### Organisational solutions:

- No special unit available: responsibility of the Financial Management Department (management of physical assets + office space)



# Example #1 for using GAMS0 in change management

## Reorganisation of the NSO



- 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

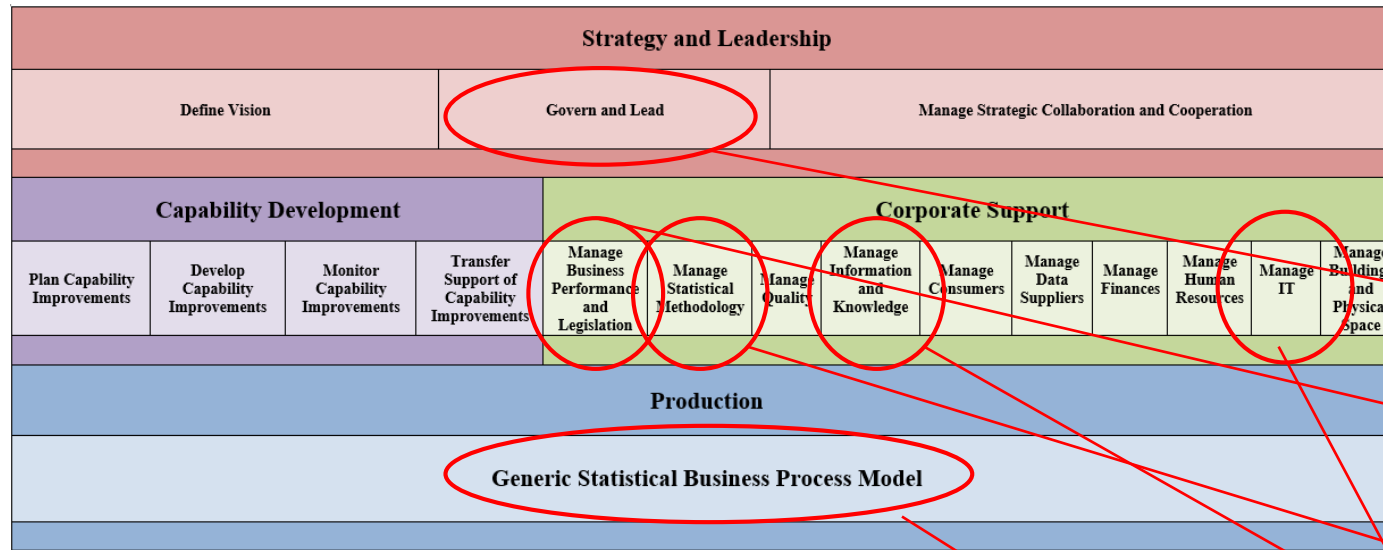
### Main results:

- 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



# Example #2 for using GAMS0 in change management

## Data protection reorganisation



**Step 1:** where is data protection mentioned already in GAMS0?

*Define general organisational policies*

*Manage legislation and compliance*

*Disclosure avoidance*

*Manage information standards and access rights*

*Manage IT security*

*6.4 Apply disclosure controls*

### Main results:

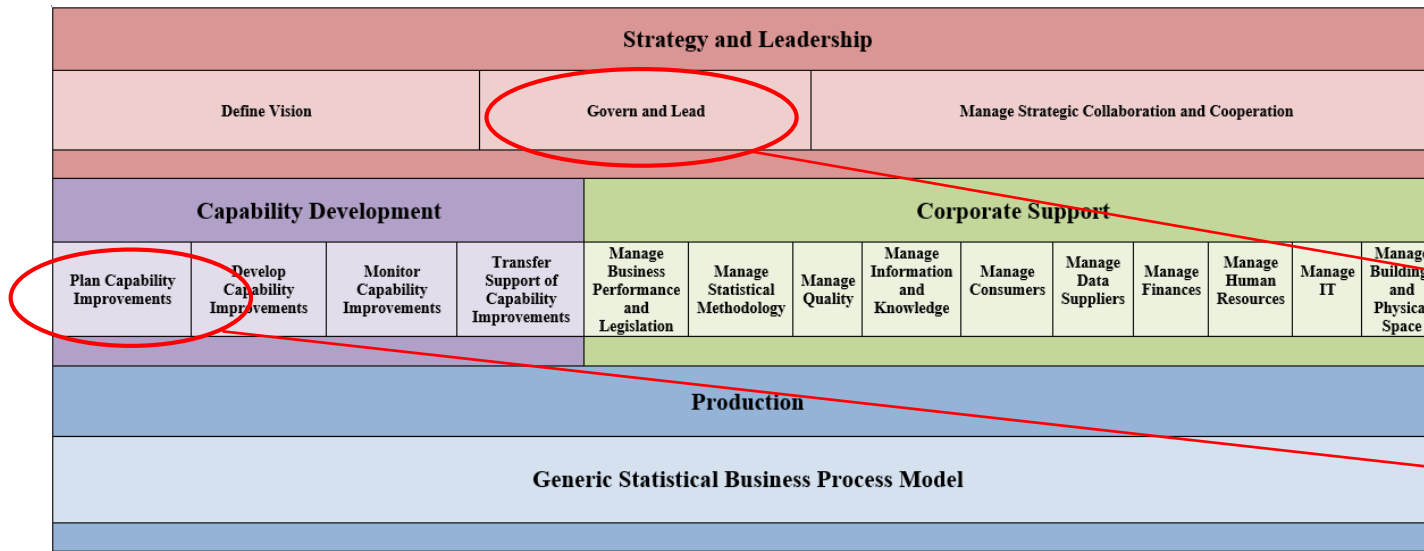
- Data Protection Board
- New data protection and data access regulations

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



# Example #3 for using GAMS0 in change management

## Introducing project management



**Step 1:** where is project management mentioned already in GAMS0?

*Allocate project and programme portfolio budgets*

*Propose capability improvement projects*

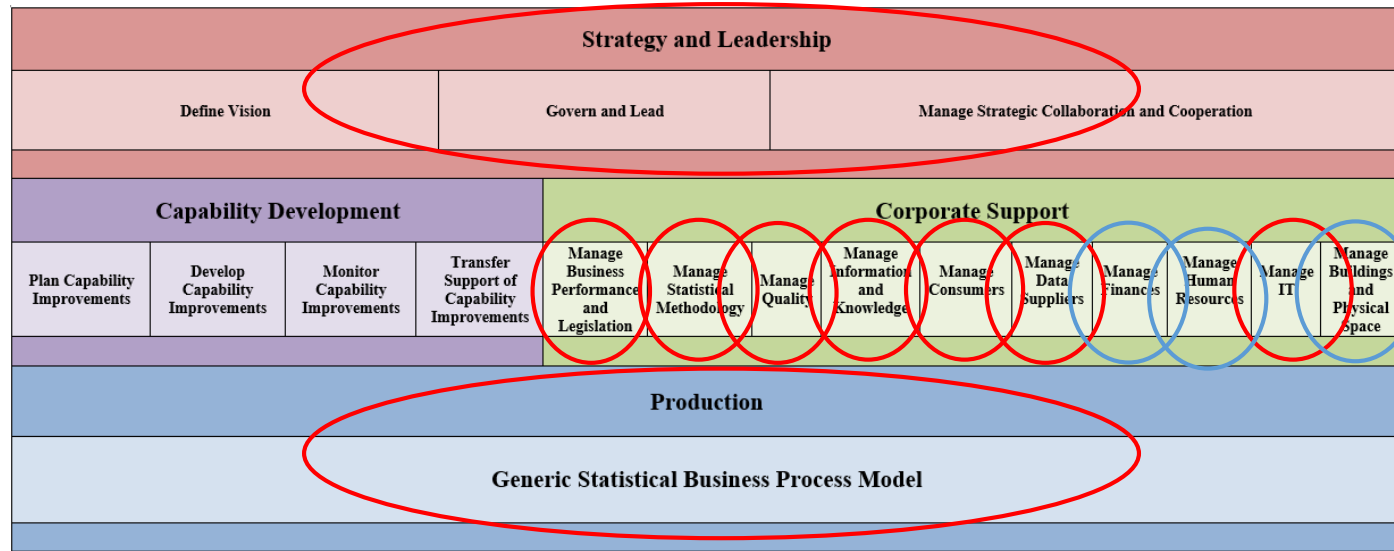
### Main results:

- New internal working group on project management
- New project management internal regulation, handbook, templates and reporting processes

**Step 2:** where is project management in GAMS0 (project methodology, project portfolio)?

# Example #4 for using GAMS0 in change management

## Redesigning planning processes



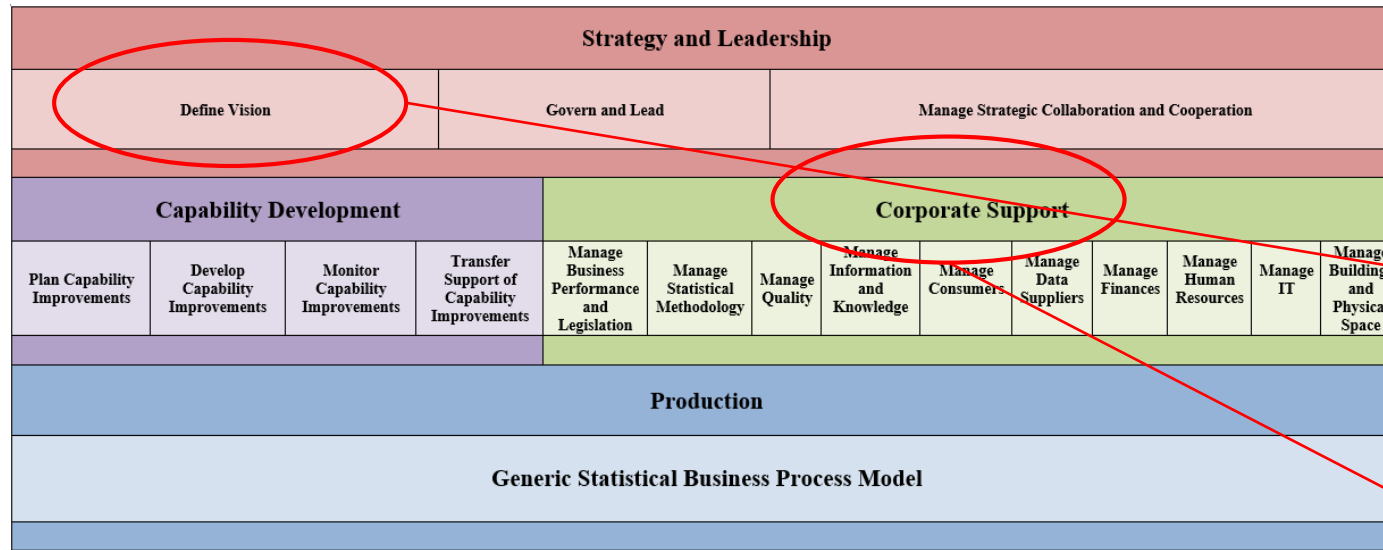
- Step 0: main strategic considerations (what do we plan?)
- Step 1: production of official statistics (trivial)
- Step 2: strategy planning (trivial)
- Step 3: corporate support activities #1: those that are closer to the statistical business process
- Step 4: corporate support activities #2: generic processes

### Main results:

- Common understanding on what to involve in planning
- Preparing a strategic overview on planning using the GAMS0 to explain connections

# Example #5 for using GAMS0 in change management

## Place and role of ethics



**Step 1:** where is ethics mentioned already in GAMS0?

*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:

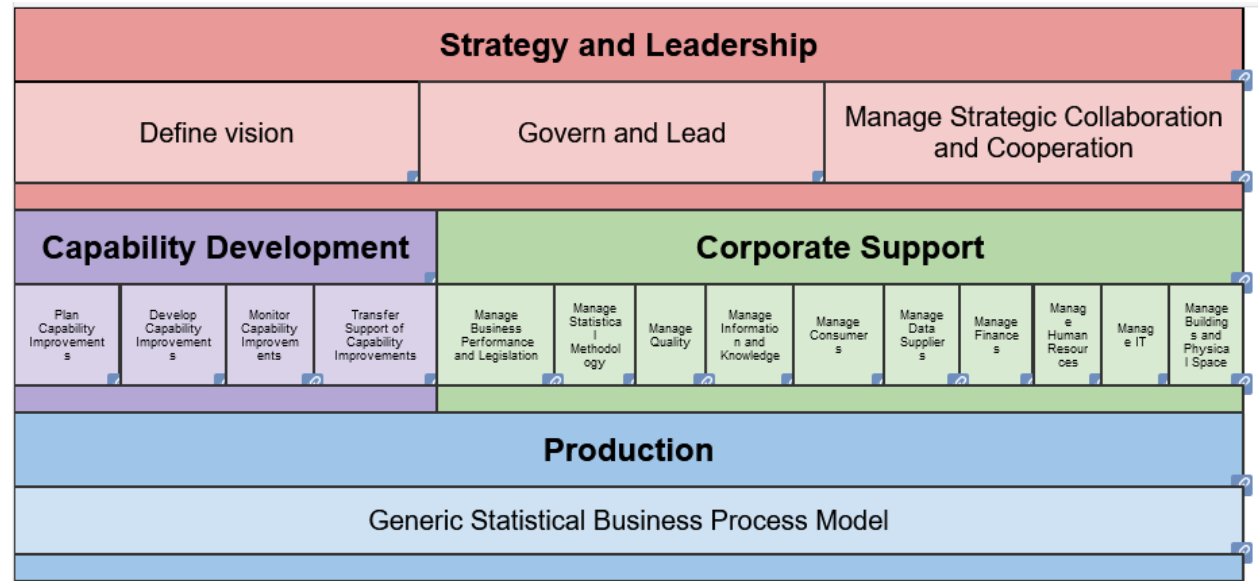
- Common understanding on how to position/explain ethics in the context of GAMS0 and our organisation

**Step 2:** how would you handle ethics in the model (GAMS0 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.

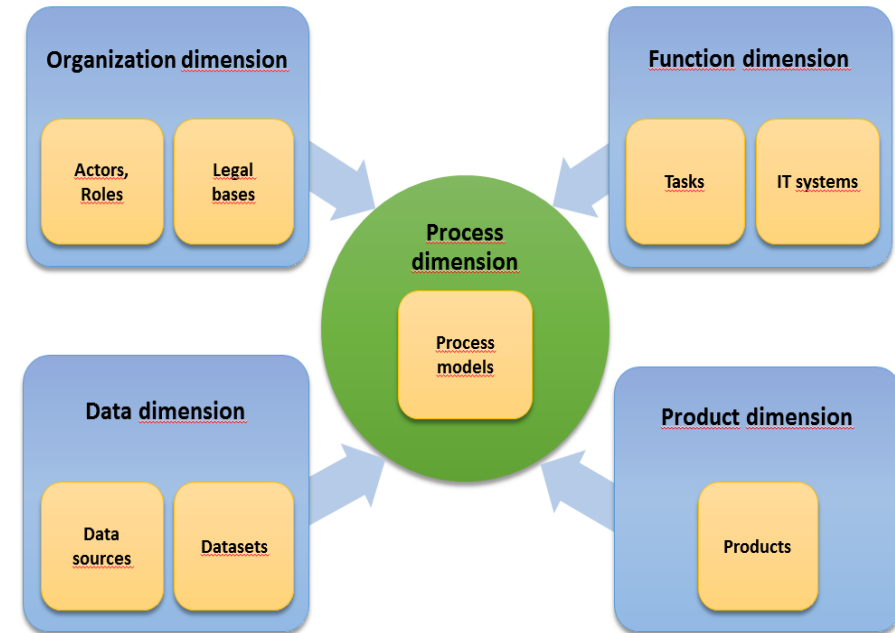


Source: <https://statswiki.unece.org/display/GAMSO/Clickable+GAMSO+v1.2>

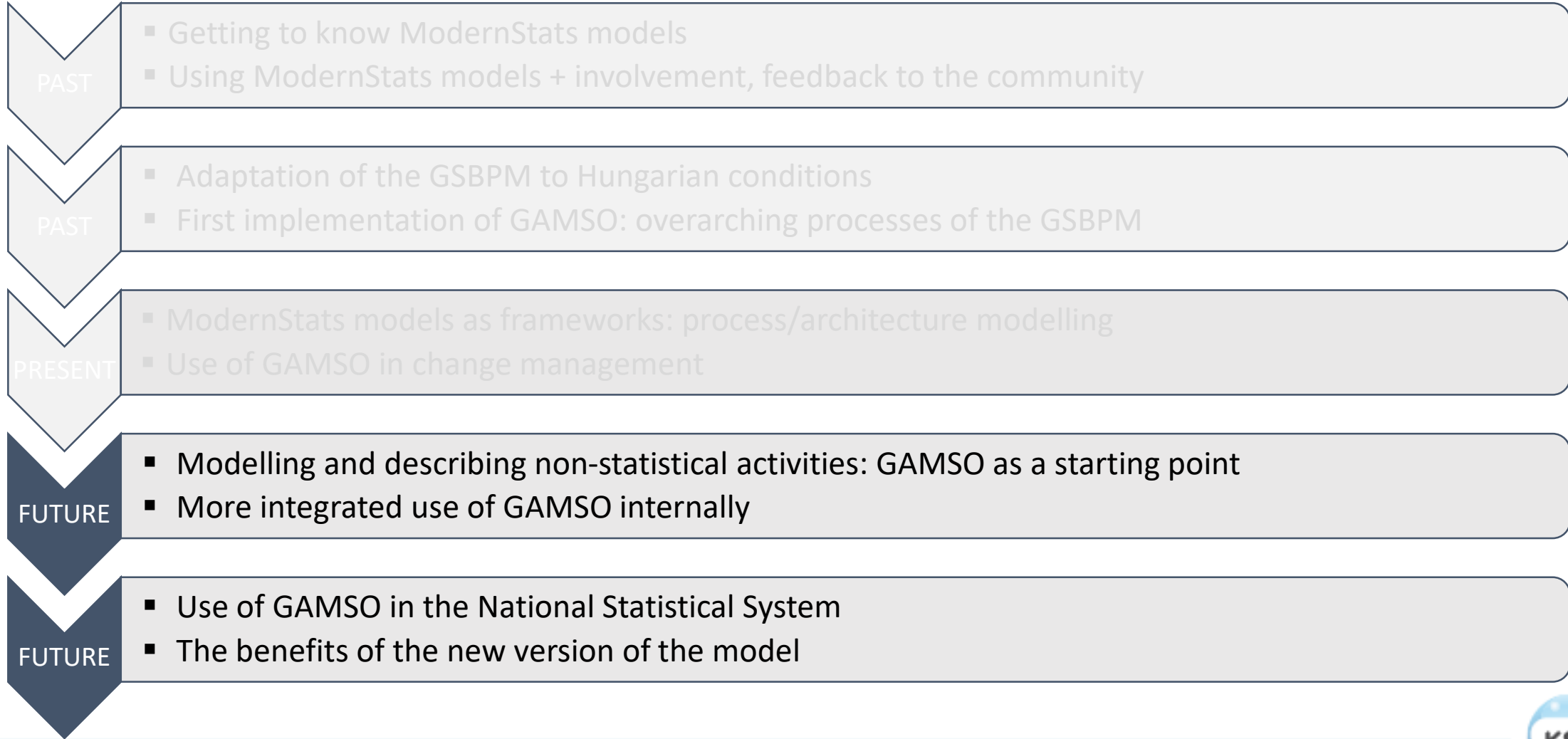
# Continuous improvement

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

➔ modernization



# GAMSO in Hungary: roadmap





# Use of GAMS0 in Hungary

**Zoltán Vereczkei**

Methodology Department

[zoltan.vereczkei@ksh.hu](mailto:zoltan.vereczkei@ksh.hu)

**Andrea Petres**

Strategy and Quality Management Section

[andrea.petres@ksh.hu](mailto:andrea.petres@ksh.hu)

**Yerevan, Armenia**

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