



# **The Modernisation Group on Developing Organisational Capabilities**

## **WORKSHOP ON THE MODERNISATION OF OFFICIAL STATISTICS**

19 - 20 November 2019, Geneva, Switzerland



# The Modernisation Group on Developing Organisational Capabilities

- We are part of the High-Level Group for the Modernisation of Official Statistics (HLG-MOS) or ModernStats.
- We advance the work of the Modernisation Group on Capabilities and Communication and Developing Organisational Resilience.
- Our main focus is on the following activities:
  - ✓ Organisational capabilities, including skills
  - ✓ Building Training Frameworks
  - ✓ Culture change

# The Modernisation Group on Developing Organisational Capabilities

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# Activity proposals for 2019

- Skills and Capability Framework for NSOs
- Setting vision in NSOs
- Workshop on Culture Evolution

# Skills and Capability Framework for NSOs

- This group has developed a Statistical Training Framework based on the GSBPM in 2018.
- It is focused on the technical (mainly statistical) skills for working in NSOs.
- Thus, we proposed to compile a list of complementary (core/soft) skills (business, leadership and people skills) and capabilities which will be complementary to the technical skills identified in the Statistical Training Framework.

# Skills and Capability Framework for NSOs

- Technical skills aren't worth much if staff don't have the business and people skills to execute them, in particular in this period of change. Complementary skills (core/soft) make it easier for people to adapt to changing work environment and are essential as our work changes in the face of modernisation.
- It's important to see connection between technical and complementary (core/soft) skills and to increase awareness about the issue at all levels in the NSOs.



# Key Capabilities for Modernising Statistical Organisations

## OVERVIEW

### Context

- The importance of technical and core capabilities
- The shift to data stewardship and governance
- Importance of interdisciplinary teams with different capabilities
- Fast-changing environment
- T-shaped leadership—combination of expert and core capabilities

### HLG-MOS group

- The Modernisation Group on developing organisational capability
- Collaborative group of experts in statistics and people development to develop strategies and solutions in a flexible and agile way

### Marketing strategy

- NSO's
- International engagement
- Peer review
- Communication

### Collaboration and input

- HLG-MOS
- Projects and modernisation groups  
e.g.: Strategic Communication Framework  
Machine learning

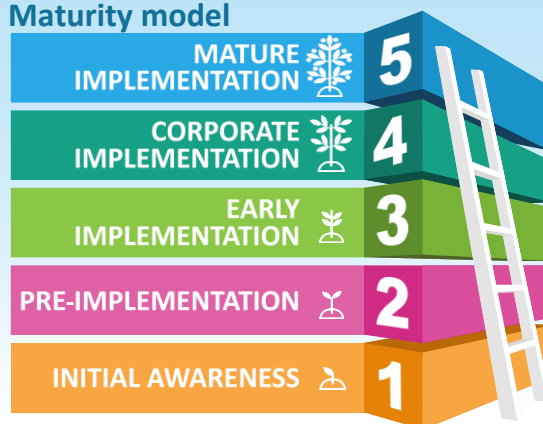
### Funding and resources

- Collective work under HLG-MOS
- NSO's budget

## FOCUS FOR 2020

Technical	Core	Leadership
<ul style="list-style-type: none"> <li>▪ Data science</li> <li>▪ Artificial intelligence</li> <li>▪ Big data</li> <li>▪ Data visualisation and dissemination</li> <li>▪ Story telling (insight)</li> <li>▪ Data stewardship</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communication</li> <li>▪ Mastery of context</li> <li>▪ Adaptive</li> <li>▪ Collaboration</li> <li>▪ Client-focus</li> <li>▪ Innovation</li> <li>▪ Ethical and responsible risk-taking</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strategic</li> <li>▪ Judgement</li> <li>▪ Decisiveness</li> <li>▪ Empowering</li> <li>▪ Vision</li> <li>▪ Relationship building</li> <li>▪ Champion for ethical use of data</li> <li>▪ Organisational development</li> </ul>

### Maturity model



## CASE STUDIES

### New Zealand

- Statistical, data, analytical job family review
  - ✓ Career pathways for statistical roles
  - ✓ Future-focused capability development
  - ✓ Gartner case study

### Statistics Canada

- Implementation and evaluation using analytics
  - ✓ 360 degree
  - ✓ Integration of administrative data

### Italian National Institute of Statistics

- 360 degree feedback with managers
- Highlights included:
  - ✓ Skills already consolidated: strategic vision and motivating others
  - ✓ Skills to be strengthened: integration and conflict management
- Appropriate training initiatives will be used to address these areas in order to support the modernisation process

### Australian Bureau of Statistics

- Organisational Culture Change
- High performance team management

### Implementation and measuring process

- Survey format and proposed uses
- Engage with stakeholders
- Peer review

modernstats  
by HLG - MOS

# Setting vision in NSOs

- In 2018 the Modernisation Group prepared a brief paper on Visions, Missions and Target Operating Models containing a valuable overview of the various strategic approaches and that more could be done in this area.
- The HLG-MOS recognised the importance of setting a vision of NSOs as a key priority for 2019 due to the fact that it is perhaps more important than ever to consider the vision for the future, given the volatile external environment and the opportunities of the digital and data revolution.
- In this context the visions, missions, strategies and target operating models which NSOs have developed are perhaps more ambitious, innovative and transformational than ever before.



# Setting vision in NSOs

- We planned to make Compilation based on good practices from the countries on Vision and Mission statements and Target Operating Models.
- This Compilation should have contained clear steps on how to create vision and mission statement, and provide examples from the countries.
- It should have also explained how to design Target Operating Model and advantages of having it in the Statistical Office.
  
- BUT ...

# Setting vision in NSOs

- We did some discovery work, and decided to prioritise other work.
- Modernisation Group on Communication is supposed to work on this issue.

# Workshop on Culture Evolution

## Geneva, 11 - 13 September 2019

- The goal of this workshop was to help NSOs to address rapid changes that many organisations are going through because of the modernisation process.
- The culture of statistical organisations is evolving and we need to recognise the good parts of the culture in NSOs and things to improve.
- Culture is created by people and it is very important to learn how to change mentality.

# Workshop on Culture Evolution

## Geneva, 11 – 13 September 2019

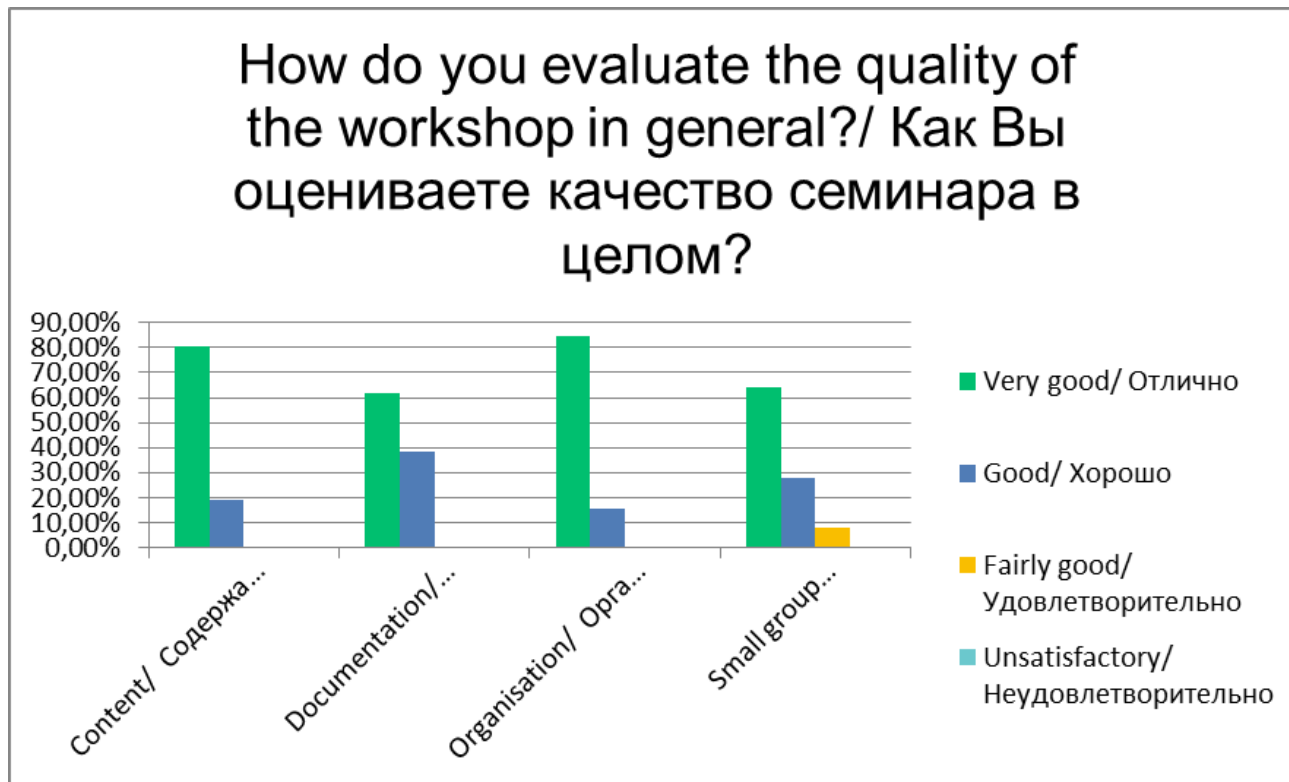
The workshop consisted of five sessions and covered the following substantive topics:

- a) Mission and vision in shifting the organisational culture of NSOs
- b) Measuring cultures
- c) Drivers of organisational change
- d) Implementing culture change
- e) Monitoring and evaluation

# Workshop on Culture Evolution

## Geneva, 11 - 13 September 2019

Results of evaluation questionnaire:



# Workshop on Culture Evolution Geneva, 11 - 13 September 2019



# Workshop on Culture Evolution

## Geneva, 11 - 13 September 2019

Key items identified for future work include:

- Changing job profiles; identifying obsolete and upcoming jobs.
- Employment value proposition/ strategies for retaining and recruiting Staff.
- Develop core skills & future proof.
- Culture optimum for NSO in Modernisation.
- Modernisation Models for HR
- Staff engagement and internal communication

# Summary

- The best way to summarise our activity is to show you our achievements:
  - ✓ placemat on key capabilities for modernising NSOs
  - ✓ workshop on culture evolution
  - ✓ increased awareness about the importance of keeping investing in people and culture while adapting to fast-changing world and technology
  - ✓ the group gained 4 new very active group members



Thank you for your attention!