

## Business Case for Ethical leadership Framework and Quick Guide for NSOs

This business case was prepared by the Modernisation Group on Developing Organisational Capability, and is submitted to the HLG-MOS for its approval.

Type of Activity			
<input type="checkbox"/>	New project	<input type="checkbox"/>	New activity
<input type="checkbox"/>	Extension of existing project	<input checked="" type="checkbox"/>	Extension of existing activity
		This work began in 2016 under the overarching heading of “Risk management business case” and will be completed in 2021 as a first concrete output.	
Purpose			
<p>This group has previously developed a <i>Risk Management Framework</i> and related <i>Guidelines</i>, released in 2017, to implement Risk management in statistical organisations, drafted under the coordination of the UNECE HLG-MOS, by the Modernisation Committee on Organisational Framework and Evaluation (MCOFE), chaired by Statistics Canada. The Framework was structured consistently with the ISO 31000:2009 standard architecture. <u>As an extension of this activity</u>, we propose to continue our work in this area <u>with the purpose of updating and further exploring its recent developments, with particular focus on the ISO 26000</u>. Specifically, it provides guidance on how organisations can operate in a socially responsible way. This means acting in an <b>ethical and transparent</b> way. It is also increasingly being used as a measure of their overall <b>performance</b>.</p> <p>Actually, organisations are made up of people and people express themselves through behaviours aimed at achieving the organisation's results; the closer the leaders' behaviour approaches the <b>ethical principles</b> adopted by the organisation, the more solid is the model aimed at achieving the pre-established performance. Employees feel more involved in organisations where the leaders guide people <b>by example</b>; in this circumstance, all personnel and all partners could understand that the organisation is serious about promoting <b>ethical behaviour</b> and is committed to deter, prevent and detect <b>fraud</b>, both in organisational practices and personnel career policies.</p> <p>To achieve the goal, we will consider the following research points:</p> <ul style="list-style-type: none"> <li>ethics considerations go beyond mere compliance programs and include <b>organisational culture</b> as an important feature, also within NSOs Mission and Vision;</li> <li>the managerial criteria that inspire the organisations to improve <b>integrity</b> should be part of the more complex management systems of the NSOs;</li> <li><b>ethics and integrity</b> are a subset of <b>Corporate Social Responsibility</b>;</li> <li>Corporate Social Responsibility is a new management paradigm.</li> </ul> <p>The final objective of this proposed activity is to help NSOs' leadership to cope with rapid changes that many organisations are going through and to discuss and share best practices in the area of HRMT among the statistical organisations in the UNECE region.</p>			

Description of the activity	
<p>In 2020 we started the project activities with a comprehensive <u>preliminary literature review</u> on the domain and subjects concerned and their recent developments.</p> <p>Then we have introduced the theme to the CapComm Group and a small group was created to carry on the project.</p> <p>As a first step we are preparing a preliminary poll to investigate how many NSOs have been implementing policies, procedures and programmes on ethics management with the aim to submit it by the first months of 2021, in order to know which Countries are interested in being involved in the project.</p> <p>Based on the results of the preliminary poll we are going to <u>design a survey</u> made available through either <i>surveymonkey.com</i> or similar tools to collect valuable feedback, insights and inputs from the people in charge of the activities and responsibilities in different NSOs areas (<i>leadership target</i>).</p> <p>The final goal is to define a <u>common vocabulary</u>, a framework, and <u>give concrete suggestions (a sort of Handbook)</u> to support NSOs' leadership in <b>real-work-type situations</b> as well as in implementing behaviours at work based on the CSR approach; in a few words, how to deal with potential behavioural dilemmas (for example, in terms of data processing, data protection, and so on).</p> <p>A subsequent step could be the analysis of the specific tools that the NSOs have already put in place to tackle the potential anti-ethical behaviours, such as the fraud risk management system (in this context, fraud is meant in a broad sense).</p> <p>We can also imagine to organize a meeting (for example, during next HRMT workshop) or set other possible tools, such as a <u>collaborative platform</u> to introduce a <i>NSOs Leaders Ethics Forum</i> (possibly managed by UNECE), with the aim to share information and exchange experience and good practices.</p> <p>The final step could be trying to propose necessary <u>changes</u> in:</p> <ul style="list-style-type: none"> <li>• “Strategy and Leadership” activity area of the Generic Activity Model for Statistical Organisations (GAMSO) in order to align the model with the proposed framework;</li> <li>• models, internal contents and procedures adopted for fraud risk management by the NSOs.</li> </ul>	
Alternatives considered	
<p>As far as we know, there are no similar activities organised by other public international organisations on this specific theme.</p>	
How does it relate to the HLG-MOS vision and other activities under the HLG-MOS?	
<p>This activity proposal is aligning directly with HLG-MOS vision within agile and adaptive culture and also with priority topics on setting the visions and <b>culture evolution</b>.</p>	
Proposed start and end dates	
<b>Start:</b> January 2021	<b>End:</b> December 2021