

# The Modernisation Group on Capabilities and Communication

**Workshop on High-Level Group for the Modernisation of Official Statistics**  
**22 – 24 November 2022, Geneva, Switzerland**



**modernstats**  
BY HLG - MOS

The Modernisation Group on Capabilities and Communication is part of the High-Level Group for the Modernisation of Official Statistics (HLG-MOS) or ModernStats.

It continues the work of the Modernisation Group on Developing Organisational Capability.

The main focus is on the following activities:

- Change Management
- Organisational Frameworks for Collaboration
- Legal and Licensing
- Building Competencies
- Guidelines for Managers including best practice
- Evaluation including Costs and Benefits
- Communicating Modernisation

For more information about the group and how it works please consult the following document: [CapComm Group description.](#)



- **Anna Borowska co-Chair (Poland)**
- **Maria Hurley - co-Chair (Ireland)**
- Aeidin Sheppard, Deirdre Harte, Pamela Lafferty (Ireland)
- Antonio Ottaiano, Fabrizio Rotundi, Angela Leonetti, Daniela Bonardo, Giulia Peci and Michela Troia (Italy)
- Olga Świerkot – Strużewska, Emilia Andrzejczak (Poland)
- Margarida Rosa (Portugal)
- Tine Pestaj (Slovenia)
- Janice Keenan, Janine Warner, Eric Rancourt, Guillaume Maranda, Martin-J Beaulieu and Susie Fortier (Canada)
- Jeremy Visschers, Martha Kevers, Niels Blezer, Nardie Crijs and Anna Troost-Peursum (Netherlands)
- **Andrea Ordaz-Németh (Hungary)**
- Elsa Dhuli and Vjollca Simoni (Albania)
- Rodrigo Nunez (Mexico)
- Eran Ropalidis (Israel)
- Cathy Bates (Australia)
- Lukasz Augustyniak and Colin Stewart (Eurostat)
- Ellen Dougherty (USDA)
- Tetyana Kolomiyets, Taeke Gjaltema (UNECE Secretariat)



# Ethical leadership Task Team

- Business and Data Ethics
- Ethics Surveys
- GAMS0-GSBPM Ethics framework
- Coordination/members CES bureau In-depth review Data Ethics



## The Task Team on Ethical Leadership

- **started its activity in 2021** as a **follow up of the Risk Management** Framework and related **Guidelines**, released in 2017 by the Modernisation Committee on Organisational Framework and Evaluation, under the coordination of the UNECE HLG-MOS;
- **has been focusing both on ethics management** as a key strategy to all processes and activities within an organization, namely “**business ethics**” (or corporate ethics) and on **data ethics**;
- **acknowledges** the excellent work carried out by the **Task Team**, coordinated by CSO Ireland, on **mapping and describing a list of “core values to the Fundamental Principles of Official Statistics”** that was proposed to the CES Bureau as **follow-up** of the discussion on “**How national statistical systems adhere to the core values of official statistics**” at the Plenary Session of the Conference of European Statisticians (CES) held in June 2021.

Among the others, the **Task teams goals, approved by the HLG-MOS** are:

- 1. To identify possible common practices in ethics management;**
- 2. To define a common vocabulary and give concrete suggestions to support NSOs’ leadership in real-work-type**
- 3. To provide a reference handbook to figure out how to deal with potential behavioural dilemmas**

## TASK TEAM MEMBERS

**Co-chairs: Fabrizio Rotundi, Italy and Eric Rancourt, Canada**



**Angela Leonetti, Italy**

**Elsa Dhuli, Helda Mitre, Alma Kondi, Albania**

**Martin-J Beaulieu, Susie Fortier, Canada**

**Simon Whitworth, Alice Toms, UK**

**Niels Ploug, Denmark**

**Tine Pestaj, Slovenia**

**Andrea Ordaz-Németh, Hungary**

**Samuel Schuetz, Switzerland**

**Taeke Gjaltema, Tetyana Kolomiyets, UNECE**





- Early in 2021 the task team delivered **a short preliminary poll** to know how many NSOs had been implementing policies, procedures and programmes on ethics management and how many are interested to be informed about successful ethics management practices
- Based on the encouraging results, the **Task Team submitted a second survey** in September 2021, to collect as much information as possible about the existence of **NSO's practices on Ethics management and Ethical Leadership** which may reflect on **organisational process (business ethics)** and on both **statistical production and research (data-ethics)**.
- Then, an **additional survey** was delivered in 2022 to delve into the suggestions come from the response analysis of the 2021 survey, **especially investigating "business ethics"**, that is, ethics as a cross-cutting element throughout the organisation and representing a key for a qualitative performance improvement.



The Task Team really considers the expectations expressed by the NSOs in the surveys realized, in order **to better define the outputs for 2022 and beyond**; the proposals have been **included in the Business Case** presented to the HLG-MOS.



The **main Task Team outputs proposed for 2023** are:

- **common vocabulary** as regard with Ethics management, data ethics, leadership, performances, etc.;
- **organizational framework** grounded on ethics principles;
- **concrete suggestions** (a sort of **Reference Handbook**, including case studies) to support NSOs' in real-work-type situations;
- **collaborative platform** and **meeting** where sharing information, experience and Ethics management practices;
- **possible specific statements on Ethics in the GAMS0 and GSBPM models**, to align them with the ethics framework.



- Future of Work Toolkits

- Job of the Future

- Reaching Youth:

- Future employees
- Users of official statistics
- Data source for official statistics

- Joint Questionnaire

Results you can find on:

<https://statswiki.unece.org/pages/viewpage.action?pageId=218890322>

and also on the page of the Workshop on Modernisation:

<https://statswiki.unece.org/display/hlgbas/Timetable+and+Documents+HLG2022>





The questionnaire was focused on:

- How Blended working is defined and implemented in the different participating countries, and policies around it
- Allocation of space or reconfiguration of employer premises to accommodate Blended Working
- Wellbeing in Blended Working Environment
- Virtual Working Supports and changes to core equipment
- How has Learning and Development evolved
- What steps have been taken to explored changes needed in Key Work Dimensions due to new model of working

Tremendous diversity in replies (41), but almost all respondent countries either:

- have a policy in place or in development
- comply with a national framework for civil/public service attendance, or
- are actively considering future work arrangements



Diagnosis is the Easy Part!

There are clear areas of challenge emerging for all employers – NSIs aren't exempt!

Are the FoW Sub-Groups focused on the right challenges?

Where should we prioritise our 2023 efforts?



Current reflections on the base of the questionnaire:

Generation Z is coming

Different requirements of the workplace

Competitive market for skills

Data science and analytics in every industry

Pace of change

'The pace of change has never been this fast and yet it will never be this slow again'

*Justin Trudeau World Economic Forum 2018*

The majority of respondents (26 countries) have arrangements or a policy in place, 6 have no policy/arrangement while 6 countries did not reply; NSI's took a range of approaches to this, some more mature than others.

19 countries have flexible work practices; project work, cross functional work, agile, autonomous teams

Flexible Working Practices



# Job of the Future – where to next?

So where to next? How can NSI's anticipate and prepare for the job of the future? If the NSI focus is attracting Gen Z, our research would suggest the initial focus should be on implementing D&I policies, work life balance and corporate responsibility. If it is on retention of existing staff our research suggests focussing on stay interviews and flexible working arrangement/practices.

Some countries, like the UK, are beginning to feel the impact of Generation Z while many have yet to experience it. A list of potential areas of further work for the UN-HLG are outlined below:

Recruitment	Guidance on recruitment strategies which could be engaged to attract different generations of workers.
Induction	Provide guidelines on how to engage all generations during the induction programme.
Interviews	Offer examples of stay and exit interview questions and guidance on how to use both effectively
Equality, Diversity & Inclusion	Offer guidance on the development of policies/initiatives
Flexible Work	Develop a maturity model on flexible work practices/arrangements to assist NSI's to develop



## Why Reaching Youth?

- Duty of NSIs in stimulating data usage and boosting statistical literacy
- Relation between existing communication strategies and non-traditional media sources
- Diversity, shift in need and digital world
- The youth cohort has a low response rate compared to other groups.

Generally generation Y (and beyond) use non-traditional sources, have their own language and are comparatively critical, aware and idealistic. This creates a mismatch with mainstream communication strategies of NSIs

Ergo: youth need to be targeted separately



# Objectives Reaching Youth

- Future of Work & How do we target youth?



## Communication strategy

- Target youth as a separate cohort
- Custom strategy for youth



## Youth as a data user

- How do NSIs boost statistical literacy?
- What research have NSIs done?
- Measurements for effectiveness



## Youth as a data source

- How do NSIs reach youth?
- What approaches or experiments did NSIs explore?
- Validation criteria



# Market Research, Digital Marketing & Communication strategies Task Team

- [Brand and reputation management](#)
- *How to Measure success and the impact of our communication*
- *Strategies to tackle and anticipate disinformation*
- *Various other topics being considered:*
  - *Establishing strategic objectives and outcomes for communications initiatives*
  - *Understanding the appropriate tools, channels and content for communication campaigns*
  - *Level of resources required to deliver effective communication across multiple platforms*
  - *Developing relevant and effective metrics on impact of communications campaigns*
  - *Value of Official Statistics*
  - *Responsibility to be a trusted voice*
  - *Demands created by the pandemic*
  - *Increasing complexity of communications work*
  - *A resource to share experiences and advice*



# Market Research, Digital Marketing & Communication strategies Task Team

## Outputs

The role of brand management, marketing and crisis communication for Statistical Organizations

- Brand development
- Marketing Activities
- Managing a crisis

[Statswiki Resource Page](#)





# HRMT Workshop

## 11 – 13 October 2022, Brussels, Belgium

During the workshop we created common story of our future of work and working for the future addressing the challenge of recruiting, developing and retaining NSO talent in the post-COVID employment market.

Our main focus was on:

**WHY** we need to reframe NSI Work, People and Workplaces

**WHAT** we have tried; What we have learned from recent Crisis Response Initiatives

**HOW** we build NSIs for the future:

- Organisation, Culture & Ethics
- People
- Training & Skills

**WHERE** (should we be going) to from here?

We had also a special session for the EFTA partner countries in the afternoon of 13 October

Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Republic Moldova, Tajikistan, Turkmenistan, Ukraine, Uzbekistan

[More information on: Workshop on Human Resource Management and Training - Future of work, Working for the future \(11-13 October 2022, Brussels\)](#)



## HRMT Workshop

Key items identified for future work include (see Annex 1 for more details):

- Organisational ethics reference manual (Framework, process, training)
- Future of Work – Maturity model and development, resource repository.
- Meta-Academy and associated skills support development
- Statistical Manager and Leader competency profile development (personas, training supports)
- NSIs performance Management and Productivity.
- Internal Communications Framework Development:
  - i. Alienation in a distributed working environment
  - ii. Communication Up-and-down
  - iii. Staff as internal advocates and external ambassadors (stewardship)
- Analytics and metrics for professional HR management in the NSIs (workshop, framework)
- A transitional NSI Employer Brand



# Business Case for The job of the future

We would like to propose to continue the work on activities working on one or more of the following ideas.

As we won't be able to work on all proposals, based on available time and resources, expertise of team members we will select one or more topics to work on.

## Recruitment and onboarding (induction):

- Guidelines on recruitment of younger staff
- Guidelines on engaging all generations to the onboarding/induction program
- Guidelines on stay interviews
- Maturity/development model for corporate branding



## Work and job of the future:

- Guidance and policies on what is defined as (and how to obtain them) equality, diversity and inclusion.
- Maturity/development model on flexible work practices and the matching management and leadership style to manage performance and productivity
- Framework for internal communication in a flexible working environment

## Reaching youth:

- Communication strategy to reach youth
- Measuring and stimulating data usage and statistical literacy
- Creating universal guidelines for new protocols on how to target youth as data source
- Creating universal guidelines on how to deal with legislation and other barriers like parental consent



## **Business Case for exploring new and disruptive content and strategies to meet the communication challenges facing official statistics organisations**

At the DissComm conference in October 2022 key challenges and opportunities for future work were discussed.

The topics that were identified as priorities included building trust in official statistics, the challenge and threat posed by disinformation, and building awareness and engagement amongst specific sectors of society (e.g. young people).

The ecosystem in which many of these challenges will be addressed is a digital one: digital platforms and web portals (including social media) where the majority of our audiences, access information, build connections and communities, and search for the tools and services required to meet their needs.

The purpose of this activity proposal is to build understanding of this ecosystem, and ensure that our organisations are maximizing its potential as a tool to address the challenges mentioned here.





Identify experiences and approaches of NSI's using digital products and web portals (including social media), specifically in the areas of:

- Disinformation and misinformation challenges
- Trust building
- Reaching and promoting engagement with young people and other target audiences (e.g. data providers, potential employees)

Identify successes and failures in relation to content strategy and use of platforms.

Explore the potential advantages and pitfalls of engaging with influencers or ambassadors to promote and raise the official statistics as a brand, generally or on specific campaigns.

Defining what constitutes success in relation to social media activities and how to measure it.

The objective of this activity is to provide information on, and pathways to:

- Maximising the potential of digital products and web portals to support the communication objectives of Official Statistics
- Building on the experience of others in relation to the developing of content, identifying platforms, and measuring the impact of these activities
- Understanding the capability and capacity requirements within communication teams to operate effectively in the digital ecosystem.

# Business Case for Data Analytics Proposal

Use a reporting tool such as Power BI to collate data from a range of sources such as attrition data, absence, recruitment time to hire, % of diversity declarations. Using this report as part of the performance cycle then allows for individuals/teams to analyse areas of focus in their organisation/section; for example, it might be that the data shows a performance pay gap between disabled and non-disabled colleagues. The report will also enable more proactive, strategic advice to be provided through a fulsome overview of the data to help support strategies and give real-time indicators on the progress of various initiatives, such as the number of hires of a diversified workforce, retention, and many others.

Manual manipulation of data may lead to human error and unnecessary effort and less timely or relevant data. In addition, without the ability to measure and assess our interventions we may not be undertaking the appropriate lever to drive the desired behaviour or outcome.



# Human resources and more...



- [Guidelines for Managers](#) (2015 EN/RU)
- [Guidelines on Risk Management Practices in Statistical Organisations](#) (2016 EN/RU)
- **Capabilities:**
  - [Placemat - Key Capabilities for Modernising Statistical Organisations](#)
- **Developing Organisational Resilience:**
  - [Paper on Visions, Missions and Target Operating Models](#)
  - [Green paper: Developing Organisational Resilience in Statistical Organisations](#)
- **Statistical Training:**
  - [Statistical and End User IT Training Framework - based on GSBPM Model \(2017\)](#)
  - [Statistical Training Framework aligned to the GSBPM - paper \(2018\)](#)
- **Organisational barriers to international collaboration (2016):**
  - [Paper on organisational barriers to international cooperation](#)
- **Competencies profiles (2015):**
  - [Big Data Team](#)
  - [Big Data Team Leader](#)





- [Strategic Communication Framework Publication](#) - English (2021)
- [Brand and reputation management](#) - English (2022)
- [Ethics management, leadership and performance](#) (work in progress 2022)
- [Report on the Survey results on Ethics Management](#) (2021)



# Links & further information:

- [Human resources and more...](#)
- [Future of Work \(coming soon\)](#)
- [Guidelines on Risk Management](#)
- [Guidelines for Managers](#)
  
- [Strategic Communication Framework](#)
- [Brand and reputation management](#)
- [Dissemination and Communication](#) (Expert Meetings)
- [HLG-MOS & outputs and activities](#)
  
- [taeke.gjaltema@un.org](mailto:taeke.gjaltema@un.org) (info on HLG-MOS etc.)
- [tetyana.kolomiyets@un.org](mailto:tetyana.kolomiyets@un.org) (Capability and Communication group)



# Join the Capabilities and Communication Group

- Anybody can join
  - Jointly developing useful products
  - Collaboration of the willing and able
  - Focus on Innovation and latest needs
  - Workshop to share work and to get input and new ideas for future work
- 
- Work programme of the UNECE High-Level Group for the Modernisation of Official Statistics
  - Part of the United Nations (Economic Commission for Europe and North America, including Caucasus and Central Asia) governed by Conference of European Statisticians (UNECE+ Argentina, Australia, Brazil, Chile, Colombia, Japan, Mexico, New Zealand, South Africa, South Korea and more)
  - Work supported by HLG-MOS and CES → All Chief Statisticians UNECE region and (far) beyond
- 
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**WE WANT YOU**

**modernstats**  
by HLG - MOS

Thank you for your attention!

