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

INF 1
INF 2
Report of the Workshop

Outcomes of the discussions:
1. People strategy and its practical application
2. Complementary skills
3. Future World of Work

Opening
Opening speech by the Chair of the Workshop Andrew Mann, ABS

Work of the HLG-MOS and Modernisation Group on Developing Organisational Capability
Taeke Gjaltema, UNECE

Session 1: Mission and vision in shifting the organisational culture in NSO’s
Session Organizers: Andrew Mann, ABS and Stacey Money, Statistics Canada


2. When law leads culture: biases and opportunities. Angela Leonetti, Istat

3. The Office for National Statistics (UK) Culture Journey. Ashley Flaherty, ONS UK

4. Role of Chief Statistician in culture change. Hanung Pramusito and Sugeng Arianto, Statistics Indonesia

5. Implementing Leader-Led change at the Australian Bureau of Statistics (ABS) - embedding high performance, collaboration and customer focus. Andrew Mann, ABS

Special Session: Like Minds Advisory
Session Organizers: Todd Warner

Embedding cultural change at all levels
Todd Warner, Like Minds Advisory

High Performance Behaviors in ABS- outcome of the work by Like Minds Advisory

Session 2: Measuring culture
Session Organizers: Angela Leonetti, Istat

1. The Office for National Statistics (UK) Organisational Health Indicators. Ashley Flaherty, ONS UK

2. Questionnaire for self-assessment of internal control – as an example of good practice at the Regional Statistical Office in Katowice. Ewa Jendrzej, Regional Statistical Office in Katowice, Poland

3. Measuring Culture Change at Statistics Canada. Stacey Money, Statistics Canada

Session 3: Drivers of organisational culture
Session Organizers: Marie Creedon and Eilish O’Sullivan, CSO Ireland

1. Unlocking our Potential. Culture through job design. Terry McCaul, Statistics New Zealand

2. Changing the culture of how we learn. Introducing reflective learning as central component of: SMART Start - Year One Programme. Marie Creedon and Eilish O’Sullivan, CSO Ireland

3. Drivers of the Culture Change Program in the Australian Bureau of Statistics: Making the most of a ‘fantastic failure’. Andrew Mann, ABS

Group work: People strategy and its practical application
Session Organizers: Marie Creedon and Eilish O’Sullivan, CSO Ireland
## Session 4: Implementing culture change

**Session Organizers:** Anna Borowska, Statistics Poland and Tine Pestaj, Statistical Office of Slovenia

<table>
<thead>
<tr>
<th></th>
<th>Title</th>
<th>Speaker(s)</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Work Smart with Lean and Agile Principles: Lean and Agile adapt culture evolution.</td>
<td>Martha Kevers, Statistics Netherlands</td>
<td>Paper</td>
</tr>
<tr>
<td>2</td>
<td>Dealing with resistance to culture change: how to work on a failure.</td>
<td>Antonio Ottaiano and Pietro Scalisi, Istat</td>
<td>Paper</td>
</tr>
<tr>
<td>3</td>
<td>Corporate social responsibility as an element of building organizational culture in Statistics Poland.</td>
<td>Anna Borowska, Statistics Poland</td>
<td>Presentation</td>
</tr>
</tbody>
</table>

**Group work on Complementary skills**

**Session Organizers:** Marie Creedon and Eilish O'Sullivan, CSO Ireland

<table>
<thead>
<tr>
<th></th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Competencies Framework</td>
</tr>
</tbody>
</table>

**Reports from the groups**

**Group work: Future world of work**

**Session Organizers:** Ashley Flaherty, ONS UK

<table>
<thead>
<tr>
<th></th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Future world of work</td>
</tr>
</tbody>
</table>

**Session 5: Monitoring and evaluation**

**Session Organizers:** Fabrizio Rotundi, Istat

<table>
<thead>
<tr>
<th></th>
<th>Title</th>
<th>Speaker(s)</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Measuring, monitoring and evaluating cultural change at the Australian Bureau of Statistics (ABS).</td>
<td>Andrew Mann, ABS</td>
<td>Paper</td>
</tr>
<tr>
<td>2</td>
<td>Promoting Organizational ethics to drive organizational improvements: ISTAT’s experience.</td>
<td>Fabrizio Rotundi, Istat</td>
<td>Paper</td>
</tr>
<tr>
<td>3</td>
<td>Building the High-Performance Culture.</td>
<td>Terry McCaul, Statistics New Zealand</td>
<td>Presentation</td>
</tr>
</tbody>
</table>

---

Human resources and more...

[Link to Workshop's page on the UNECE website](#)