# Workshop on Culture Evolution

**11-13 September 2019**  
**Geneva, Switzerland**  

## Report of the Workshop

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

### Opening

<table>
<thead>
<tr>
<th>Opening speech by the Chair of the Workshop Andrew Mann, ABS</th>
<th>Presentation</th>
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| Work of the HLG-MOS and Modernisation Group on Developing Organisational Capability  
  Taeke Gjaltema, UNECE | Presentation |

### Session 1: Mission and vision in shifting the organisational culture in NSO’s

**Session Organizers:** Andrew Mann, ABS and Stacey Money, Statistics Canada

| 1 | Mission and Vision roadmap to a Modernised Statistics Canada.  
  Stacey Money, Statistics Canada | Presentation |
| 2 | When law leads culture: biases and opportunities.  
  Angela Leonetti, Istat | Presentation |
| 3 | The Office for National Statistics (UK) Culture Journey.  
  Ashley Flaherty, ONS UK | Presentation |
| 4 | Role of Chief Statistician in culture change.  
  Hanung Pramusito and Sugeng Arianto, Statistics Indonesia | Paper  
  Presentation |
| 5 | Implementing Leader-Led change at the Australian Bureau of Statistics (ABS) - embedding high performance, collaboration and customer focus.  
  Andrew Mann, ABS | Paper  
  Presentation |

### Special Session: Like Minds Advisory

**Session Organizers:** Todd Warner

| Embedding cultural change at all levels  
  Todd Warner, Like Minds Advisory | Presentation |
| High Performance Behaviors in ABS- outcome of the work by Like Minds Advisory | Presentation |

### Session 2: Measuring culture

**Session Organizers:** Angela Leonetti, Istat

| 1 | The Office for National Statistics (UK) Organisational Health Indicators.  
  Ashley Flaherty, ONS UK | Paper  
  Presentation |
| 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 | Paper  
  Presentation |
| 3 | Measuring Culture Change at Statistics Canada.  
  Stacey Money, Statistics Canada | Presentation |

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

### 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

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<tr>
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<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>
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<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>
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<td>3</td>
<td>Corporate social responsibility as an element of building organizational culture in Statistics Poland.</td>
<td>Anna Borowska, Statistics Poland</td>
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**Group work on Complementary skills**

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

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<td>Competencies Framework</td>
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**Reports from the groups**

### Session 5: Monitoring and evaluation

**Session Organizers:** Fabrizio Rotundi, Istat

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<td>Measuring, monitoring and evaluating cultural change at the Australian Bureau of Statistics (ABS).</td>
<td>Andrew Mann, ABS</td>
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<td>2</td>
<td>Promoting Organizational ethics to drive organizational improvements: ISTAT’s experience.</td>
<td>Fabrizio Rotundi, Istat</td>
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<td>3</td>
<td>Building the High-Performance Culture.</td>
<td>Terry McCaul, Statistics New Zealand</td>
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**Human resources and more...**

**Link to Workshop's page on the UNECE website**