# Workshop on Culture Evolution

11-13 September 2019  
Geneva, Switzerland  

## Report of the Workshop

### 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

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
   - Paper

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

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

### Special Session: Like Minds Advisory

**Session Organizers:** Todd Warner

1. **Embedding cultural change at all levels**  
   - Todd Warner, Like Minds Advisory
   - Presentation

2. **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

### Outcomes of the discussions:

1. People strategy and its practical application
2. Complementary skills
3. Future World of Work
### Session 4: Implementing culture change

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

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

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Competencies Framework</td>
<td>Presentation</td>
</tr>
<tr>
<td></td>
<td>Reports from the groups</td>
<td>Paper</td>
</tr>
</tbody>
</table>

### Group work: Future world of work

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

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Future world of work</td>
<td>Presentation</td>
</tr>
<tr>
<td></td>
<td>Reports from the groups</td>
<td>Paper</td>
</tr>
</tbody>
</table>

### Session 5: Monitoring and evaluation

**Session Organizers:** Fabrizio Rotundi, Istat

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