Portfolio Management Practice

The ESS Vision 2020 experience

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CONTENTS

- The ESS Vision 2020 in a portfolio management approach

  - **Modernisation key areas, objectives and projects**

  - **Governance**

  - **Tools and Reporting**

- Lessons learned

- Questions for discussions

PORTFOLIO MGMT

- Led by the business
- Business goal alignment
- Business value alignment (risks/benefits)
- Program selection

PROGRAMME MGMT

- Sponsored by the business
- Ownership of benefits
- multiple projects or working packages
- Compliance with the project mgmt standards
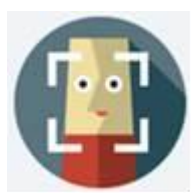
PROJECT MGMT

- Delivery of product or service
- Scope, cost, schedule
- Responsible for quality of deliverables

PORTFOLIO

PROGAMME

PROJECT

ESS Vision 2020
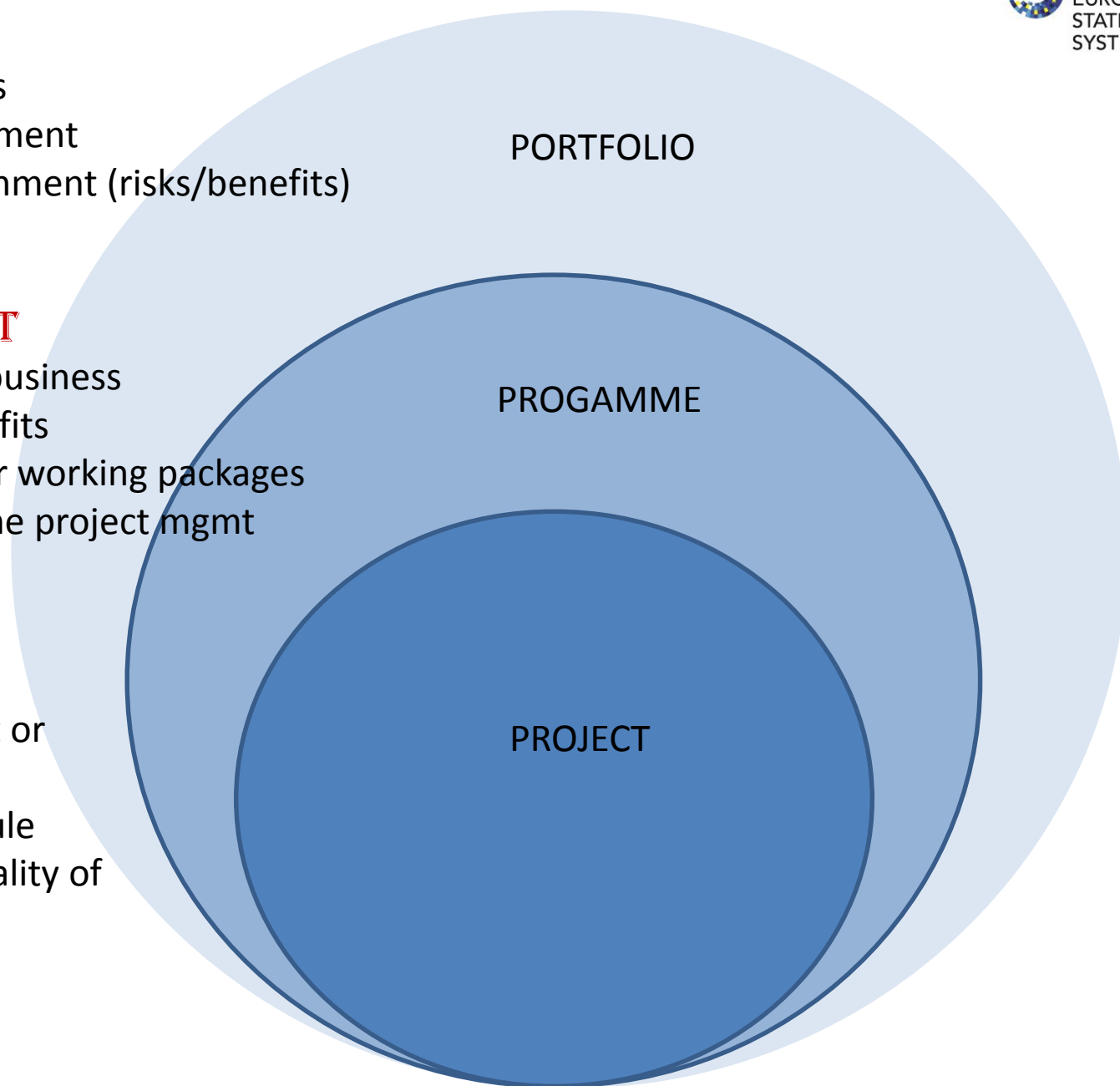
KEY AREAS   OBJECTIVES   PROJECTS

Focus on users

>>Better understand and address the user needs
>>Enhance quality management
>>Assess the usability and quality of source data
>>Promote the high quality of European statistics

DIGICOM

ADMIN
BIGD
ESBRs

Strive for quality

>>Abide with the European Statistics Code Practice
>>Apply fit-for-purpose tools to enhance quality assurance
>>Assess the usability and quality of source data

SIMSTAT-
REDESIGN
VALIDATION

Harness new data sources

>>Exploit potential of new data sources
>>Invest in new IT tools and methodology
>>Continue to improve existing data collection methods

ADMIN
BIGD

Production Processes efficiency

>>Further intensify the collaborative partnership of the ESS
>>Further identify and implement the standards for statistical production
>> Adopt enterprise architecture as common reference framework
>>Benefit from exchange of (micro)data, while fully respecting statistical confidentiality

ADMIN
BIGD
ESBRs
ESDEN
SIMSTAT-
REDESIGN
VALIDATION

Improve dissemination and communication

>>Adopt a new dissemination and communication strategy
>>Create a data pool of European statistics
>>Optimise ESS portfolio of products and services
>>Promote European statistics as a brand

DIGICOM

ESS Vision 2020

PORTFOLIO MANAGEMENT - MONITORING REPORT

ESS Vision 2020 portfolio status report 2016 Q4

Note: for explanation of the applied terminology and symbols see methodological notes at the end of the table.

ESS Vision 2020 portfolio

Portfolio (as a whole)

Status   **Delivery confidence**

Projects' summary dashboard

Status   **Delivery confidence**

Enhance and develop the use of administrative data sources in the ESS
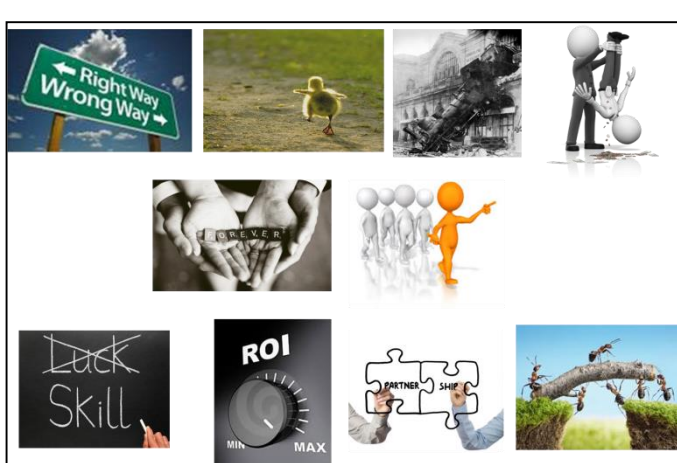
ADMIN

Assess, promote and develop the use of big data in official statistics

BIGD

RISK IDENTIFICATION & ASSESSMENT

- Review of existing project level risks

- Consideration of common causes of failure

- Vision Implementation Network to assess initial set of strategic risks

- Scoring and prioritisation of strategic risks

Selection of the risk response – how to deal with the identified risks:

- Mitigation plans: actions to reduce the likelihood and/or potential impact

- Contingency plans: actions to manage the impact of a risk should it materialise (to be developed)

CAPABILITY – PORTFOLIO MGMT MATURITY

Portfolio Management Maturity

Seven perspectives that define the performance characteristics of successful organisations.

These can be assessed against five levels of maturity, from awareness to optimised.
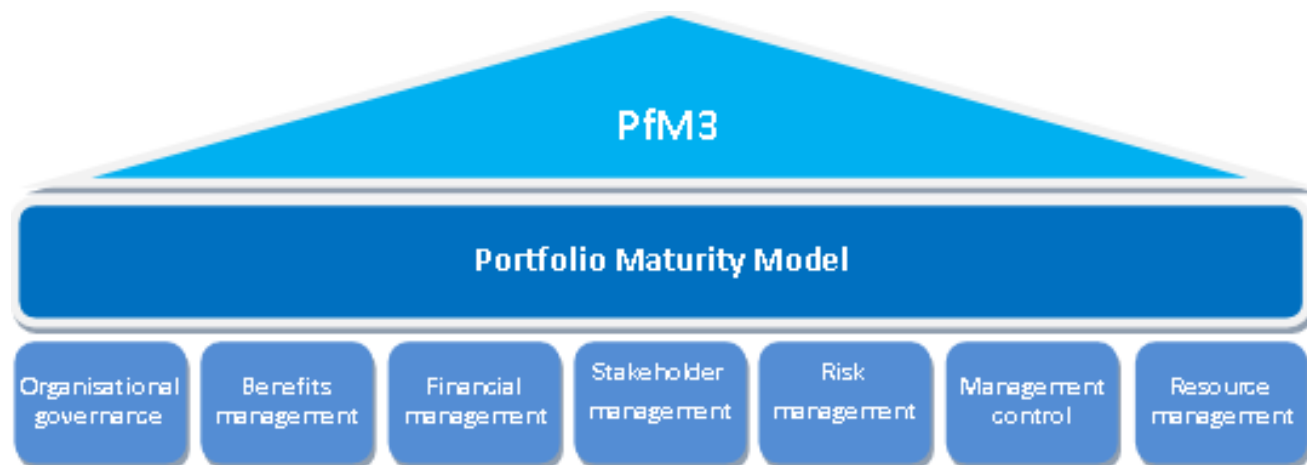
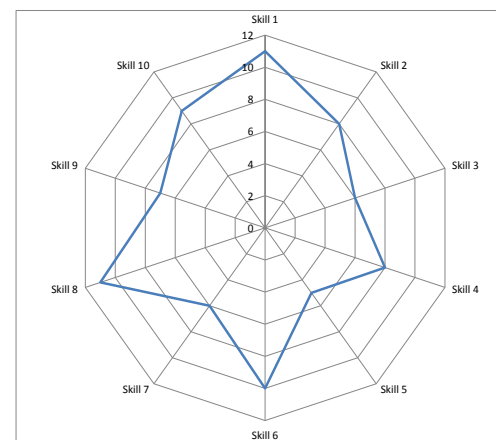The Portfolio Management Maturity Curve

DEPLOYMENT SURVEY

- Which deliverables do you intend to deploy?

- What are the barriers to deployment?

- What will it cost your NSI?

SKILLS AND CAPABILITIES

- What skills do we need?

- Where are the gaps?

- How should we fill them?

- What help do NSI need?

COMMUNICATION

Online Newsletter	Survey of VIG practices to promote/align V2020 in NSIs

Examples of good practice:
- Champions for each project
- Articles in national newsletters
- Promotion on intranet

Set of video clips to promote results of projects

https://www.youtube.com/watch?v=i5VRp6mrAjU&feature=youtu.be

ESS Vision 2020

COMMUNICATION

Video clip: mouse over and press play

LESSONS LEARNED

- Collaborative approach – building together NSIs and Eurostat

- High commitment and team feeling of project managers guarantee high quality results

- Effective governance but portfolio needs sometimes perceived as heavy for projects

- Strong links with
  - UN/ECE modernisation activities
  - research community
  - stakeholders / users (e.g. members of Steering Groups)

- Application of Enterprise Architecture principles

- Synergies and harmonization between ESS Vision projects

- Actual deployment of projects needs to form part of the portfolio from the beginning

QUESTIONS AND TOPICS FOR DISCUSSION

- See the trees but miss the forest or see the forest but miss the trees?

- How to best embed a deployment strategy? What kind of support is needed?

- Economies of scale between project/programme/portfolio?

- What criteria to choose for defining a mix of projects to deliver a strategy?