

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

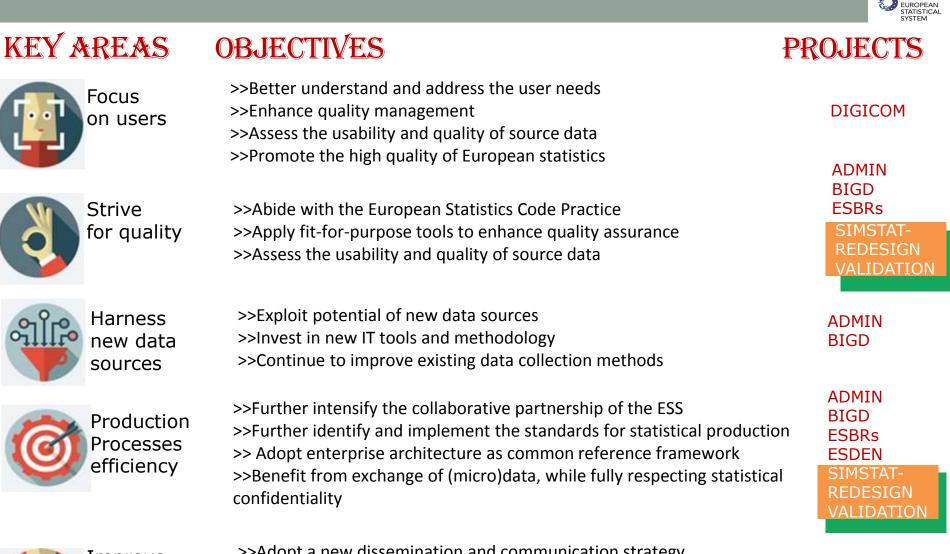
- Delivery of product or service
- Scope, cost, schedule
- Responsible for quality of deliverables



PORTFOLIO

PROGAMME

PROJECT



ESS Vision 2020

Improve>>Adissemination>>Cand>>Ocommunication>>P

>>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

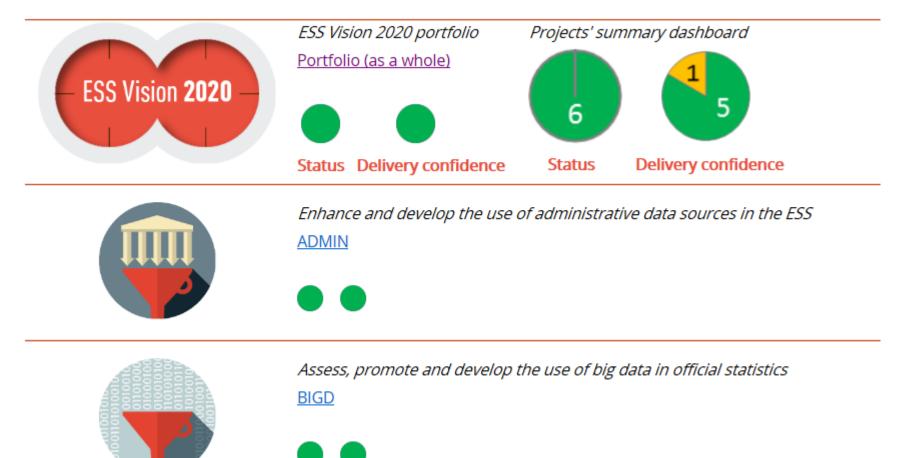
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PORTFOLIO MANAGEMENT - MONITORING REPORT

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.







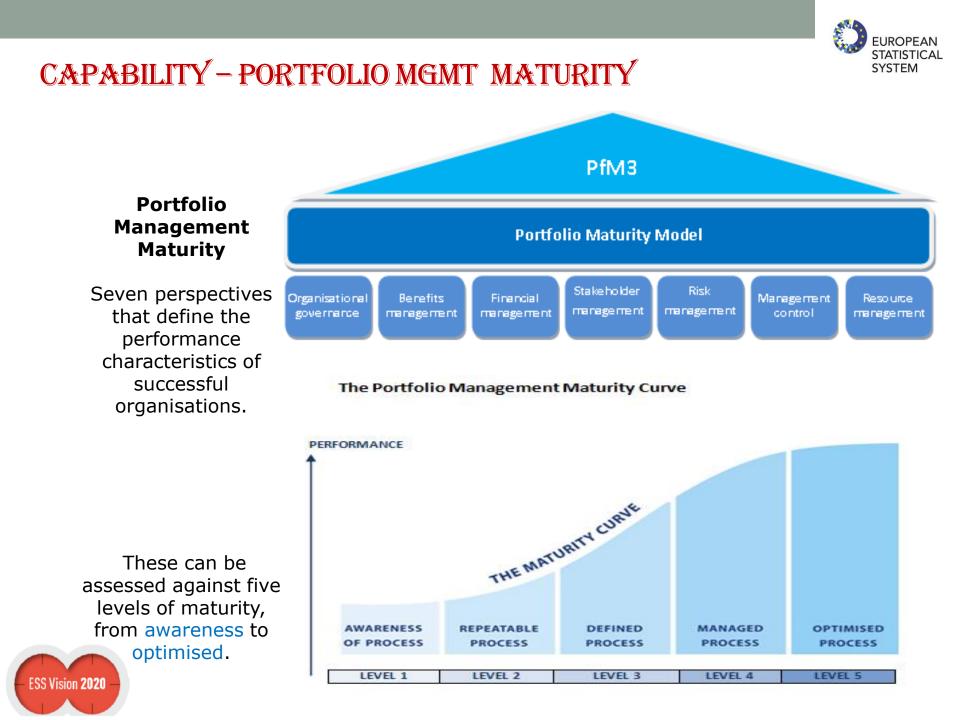
RISK IDENTIFICATION & ASSESSMENT

- 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:
 - <u>Mitigation plans</u>: actions to reduce the likelihood and/or potential impact
 - <u>Contingency plans</u>: actions to manage the impact of a risk should it materialise (to be developed)







DEPLOYMENT SURVEY

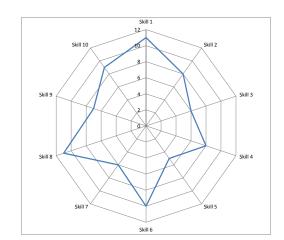
- Which deliverables do you intend to deploy?
- What are the barriers to deployment?
- What will it cost your NSI?



ESS Vision 2020



- What skills do we need?
- Where are the gaps?
- How should we fill them?
- What help do NSI need?



COMMUNICATION



Online Newsletter Here Here V ESS Vision 2020 - Newsletter x @Convert • #Select 1 EConvet + ESe Walter Radermache Mariana Kotzeva & Glen Watso ESS.VIP projects she Facts and Figures ESS Vision 2020 portfolio Mario Bruun, Director Statistics Finland Focus on pote Important dates František Bern ESS VIP DIGICOM ap Official statistics as produced by the European Statistical System are entering a period of major transformatio Macroeconomi Directorate, St the Slovak Rep The fast pace of IT developments has been influencing of Multiple and to the 10th ranters and re has habits in both the consumption and the production of data To borrow the introductory words from the famous Data and the references when the period and so can wan and was of the Royal Statistical Society. "What shearn wan is 19th century, and oil has been to the 20th, data is to the fat. It's the driver of prosperty, the revolutionary resource t veral. Statistics Be ESS.VIP Valid short the waterone abundance of data has meaned up entirely new hore at the opportunities heraided interviedpad and addressed. On the one hand, the advances in the data revolution and diabal transformation are aire p fruit halo in mannin her complex there I no cocci negli un nearche ner competi prenomena, such sa gostanazion, societa veriolengiano contale in ientualy, they could also prove to be a wecome relief to statistical authorities affected by dwinding financial res At the same time, the nonvitativ of the internet means that toda/s users tend to not fix data that are most easily and Interview with ESS Vision 2020 portfi is accessible. For this reason, it is of key importance that official statistics become a brand name standing to ate information quality, very much like the major international companies that have succeeded in branding the statistical statistics and the statistical statistics are statistical as the succeeded of the statistical statistics are succeeded in the succeeded of the statistical statistics are succeeded on the statistical statistics are succeeded on the succeeded of the statistical statistics are succeeded on the statistical statistics are succeeded on the succeeded President of th Statistical Off ts in the area of business. After all, we buy a car or a television set because, ultimately, we trut the e loss. I would like the statistics users of today to make a similar choice when looking for statistical fouries on the EU nde access lo confidential introduzia. Il lo tre result ol a ciose collaboration between Europiat statisticano and il per ano accessi ho confidential internazia. Il los tre result ol a ciose collaboration between Europiat statisticano and il ESS Vision 2 The ESS MP Validation came to an end in November 2015, providing the key deliverables, which include an ESS websablogical tendbook and the Validation and Timetommation Language VTL 10, a candidate for a standard ES validation systax. These existencies will provide the basis for a systematic documentation of the validation rules applie further continue with the work on the establishment of fully functional, secure IT networks and the legal framew neassay, while engaging more actively with tournass organisations, policymakers and all other state potential exchange of microdate sold and understandable case meets to be developed. Initso clear banefts to all station involved an

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







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?

