



An Phríomh-Oifig Staidrimh
Central Statistics Office

Implementation of New Data Structures and Corporate Data Governance in the Central Statistics Office



History of Project

Growth in Data

New DG

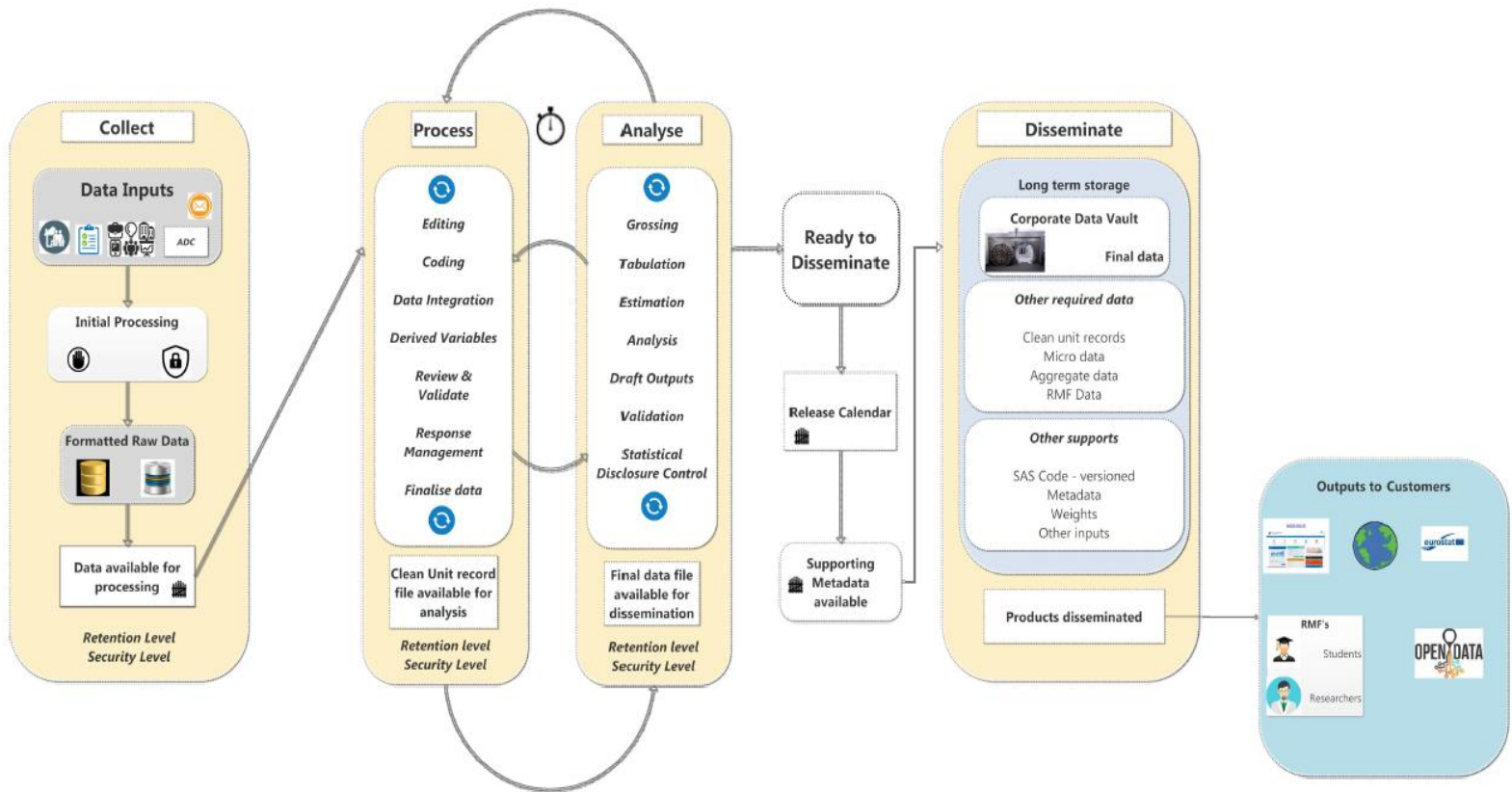
More external requirements

Peer Review

Better Quality

(name of flow, owner, security classification, legislative basis, periodicity, transmission method, data classification, publication cycle.....)

Generic Statistical Business Process Model





Where to start SWOT Analysis

Strengths

Well resourced

Clear mandate

Support from senior management



Weaknesses

Project plan unclear, differing views of the look of success.

Culture not ready for change

Opportunities

New division, new beginnings

New structures, possible innovation

Up skill staff

Threats

Level of resistance unknown

Parochial Self-interest due to silos and local governance.

DANGER

Pest Analysis

(Political Economic Social Technological)

Political Factors

The impact of the right to privacy and data protection legislation

Economic Factors

The public purse is always a consideration in public sector, the CSO must be shown to be efficient in the use of the data that they are receiving.

Socio-Cultural Factors

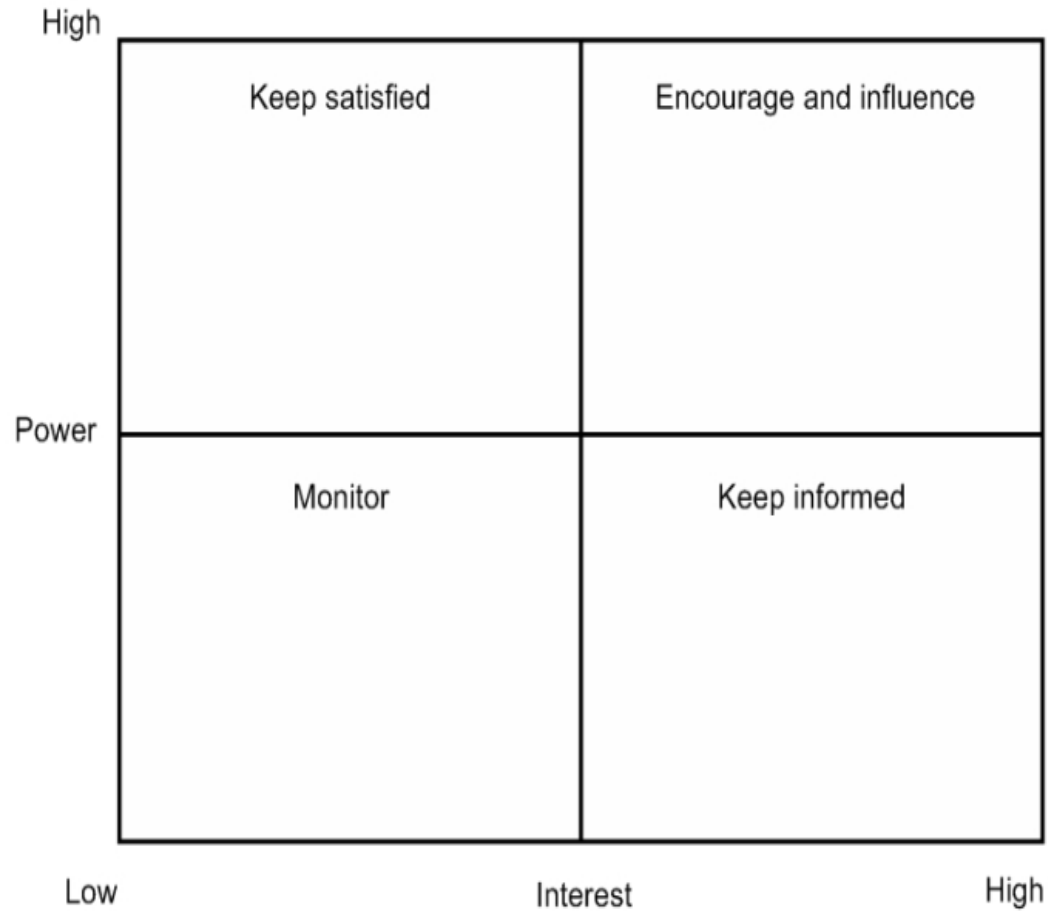
The reputation of CSO, a considerable portion of data received is not mandatory therefore it is key CSO remains as the trusted advisor.

Technological Factors

The ability of other data centric companies to produce data at a faster rate due to the technology available to them.




Stakeholder power / interest matrix



Stakeholder Power Interest Grid


Low Interest – High Power (keep satisfied)
 Some members of management board
 Some senior team members
 External bodies (Eurostat, Data commissioner, National Statistics Board)




High Interest – High Power (encourage and influence)
 Director General
 Some members of mgmt. board
 Heads of division
 Respected team members
 Internal Data Protection Officer/Data Office
 Project Governance Board
 IT Division

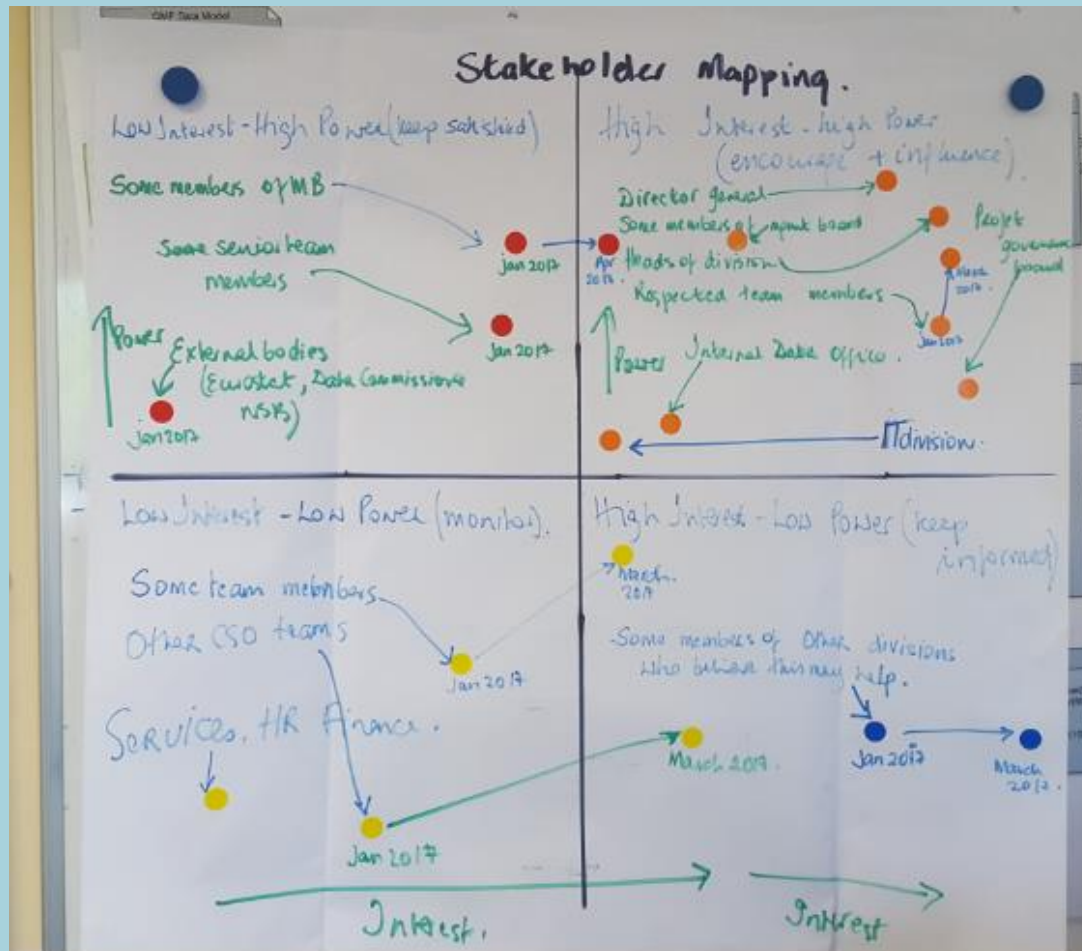


Low Interest – Low Power (monitor)
 Some team members
 Other CSO teams
 Services – HR, Finance,



High Interest – Low Power (keep informed)
 Some members of Other divisions who believe this may help







Project Timeline

- November 2016: Phase 1: Measure and assess requirements - gap analysis
 - Consider inter divisional dependencies and requirements
- December 2016: Phase 2: Present draft architecture to divisional staff (Iterative)
 - Show proposed timetable for change
 - Set out risks and ramifications
- January/February 2017: Implement change, move data to new structure
- March/April Review, review and Measure



Project Implementation

- Meetings
- Communication
- Review
- Change
- Review
- More Communication





Communications Plan



Stakeholder	Purpose of Communication	Source of Information	Method to be used	Who does it	When/how often	Sensitivities	Expected Result
Management Board	To be kept up to date of headline events. No surprises, aware of all changes	Project Manager/Project Sponsor	E-mail Update of project plan Verbal updates (where possible)	Project Sponsor/Project Manager	When they need to i.e. if there is a problem otherwise on a needs basis	Don't ask for extra resources, keep it current and to the point	Endorsement for good and bad
Senior Household Team Members	To be kept aware of all activities, everything	Project Manager/Project Sponsor	Verbal, meetings every week	Project Manager/Project Sponsor	Weekly meetings but if necessary more often	Constructive Criticism, aware of publication pressures	Good honest feedback, warnings about any 'unseen' issues
External Bodies (NSB, ESCOP)	Closure report, possible interim report	Management Board	Report	Board members	Item agenda on board meeting, possibly an update in the interim required as well	High level, demonstrate vision. Long term goals	Endorsement, continue with the work.





- *Kotter and Schlesinger (2008) also discuss the strategic continuum.*



Clearly Planned

Not clearly planned at the beginning

Little involvement of others

Lots of involvement of others

Attempt to overcome any resistance

Attempt to minimise any resistance

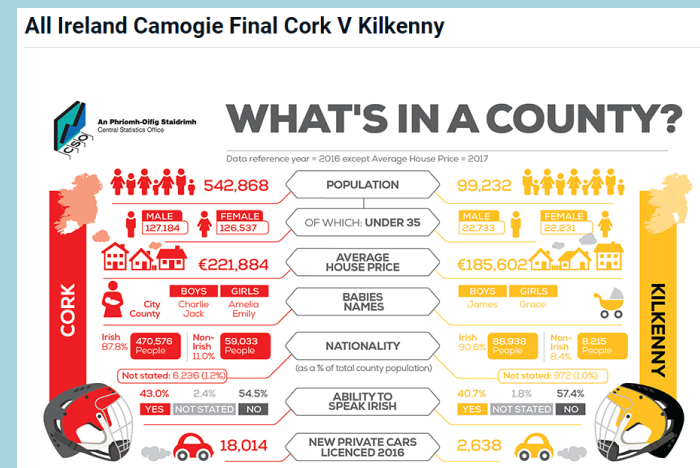
Figure 5 - Strategic Continuum





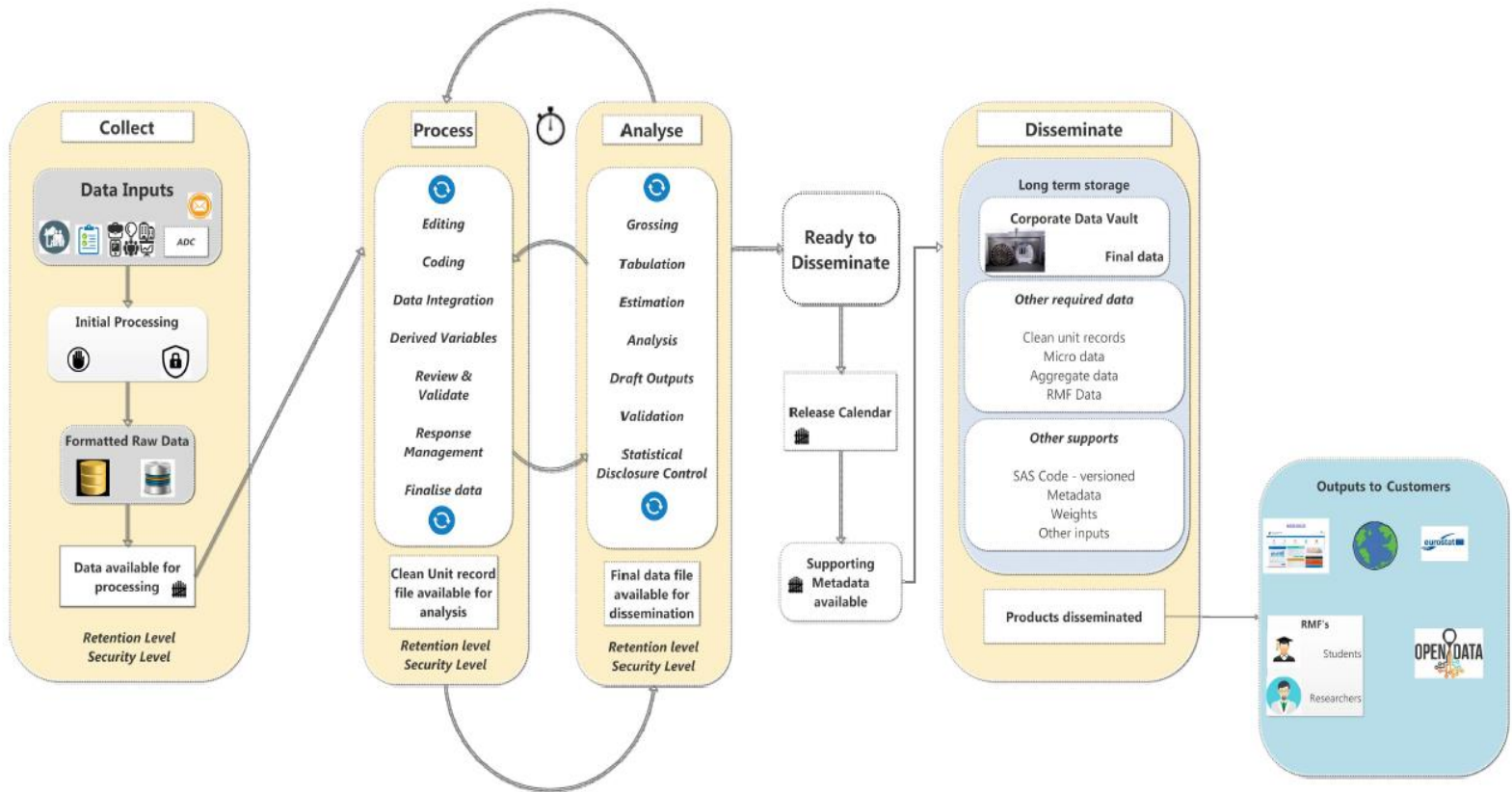
Culture (again)

- ‘Focus on a few critical shifts in behaviour’
- ‘Honour the strengths of your existing culture’
- *Katzenbach, Seffen and Kronley (2012)*



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Generic Statistical Business Process Model



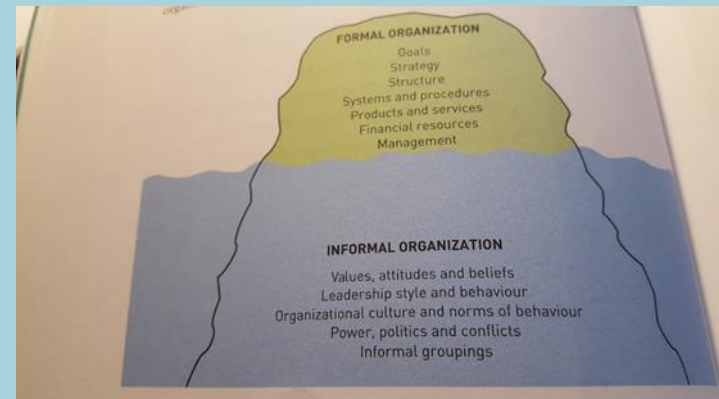
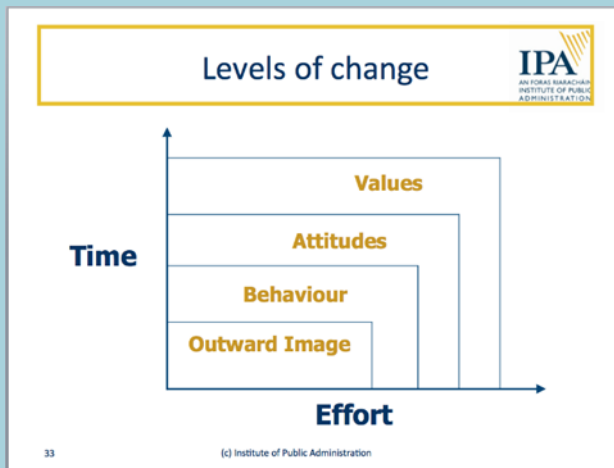


Evaluation of the Impact of the Change

- Short term and long term availability of data
- Guaranteed security of data
- Proportionality of data - only keeping what was required
- Good data quality - a byproduct of good metadata

Sustained Change

- Hard V Soft Change
- Resistance to Change





Recommendations

- The key recommendation for the CSO is to recognise and measure the culture.
- Realise the importance of deciphering if change is hard or soft change. *Schaffer and Thomson argue that “successful change programs being with results”*
- Communicating the plan and its faults and its successes is also something that the CSO needs to do better.
- Recognition that the project is not over – if the change is to sustain



Thanks for Listening