

Workshop on Implementing Efficiencies and Quality of Output

27–29 September 2017, Geneva, Switzerland

REPORT OF THE WORKSHOP

1. The Workshop on Implementing Efficiencies and Quality of Output, was held in Geneva, from 27-29 September 2017. It was prepared by representatives of the Capabilities and Communication Modernisation Group. The workshop was attended by representatives from 22 countries: Cyprus, Estonia, France, Germany, Ireland, Italy, Latvia, Lithuania, Luxembourg, Mexico, Montenegro, Netherlands, Norway, Poland, Romania, Serbia, Slovenia, Spain, Switzerland, The former Yugoslav Republic of Macedonia, Turkey and United Kingdom. The European Commission was represented by Eurostat. Representatives from the following international organizations also attended: World Bank and United Nations Mission in Kosovo (UNMIK).
2. Ms. Therese Lalor (UNECE) opened the workshop and Ms. Anna Borowska, chair of the workshop from the Central Statistical Office of Poland welcomed participants. She stressed importance of exchange of good practices in implementing efficiencies and improving quality of output. She wished participants fruitful discussions during the Workshop.
3. The workshop covered the following substantive topics:
 - (a) Managing change and processes
 - (b) Lean management
 - (c) Risk management
 - (d) Quality management
4. Each session consisted of presentations and interactive activities or discussion. The outcomes of the discussions are documented in Annex 1.
5. All background documents and presentations for the workshop are available at: <https://www.unece.org/index.php?id=45445>
6. Key items identified for future work included:
 - An expansion of the training framework to cover soft skills. An example of skills included could be partnerships (Are statistical offices capable of delivering outcomes through partnerships).
 - Guidelines on creating organisational resilience. This will describe at how to integrate risk, quality, processes, continuous improvement and innovation work. It should include how to face environmental change and to be agile/adapt to it.
 - A showcase of innovations: the super successes and fantastic failures
 - Communication and stakeholder engagement. How do statistical organisation understand the voice of their customer? How should statistical offices react to feedback from stakeholders?

Annex 1: Summary of discussions on substantive topics

A. Session (1) Opening session

Chair: Ms. Anna Borowska (Poland)

1. During this session UNECE presented the activities of the High Level Group for the Modernisation of Official Statistics (HLG-MOS). The following standards were presented: Generic Statistical Business Process Model (GSBPM), Generic Activity Model for Statistical Organization (GAMSO), Generic Statistical Information Model (GSIM) and Common Statistical Production Architecture (CSPA).
2. The chair of the Capabilities and Communication Group presented activities of the group: Task Team on Capabilities Training, Task Team on Risk Management in the context of agile development and Task Team on Communication. It was stressed that the activities of the Modernisation Committee are open, and it is possible to join them.

B. Session (2) Managing change and processes

Session organisers: Anna Borowska (Poland) and Marie Creedon (Ireland)

3. This session included the following presentations:
 - How to ensure identified and implemented efficiencies are sustained in an Organisation by using appropriate change management tools: Fiona O’Riordan, Central Statistical Office, Ireland
 - Organizational Transparency in Istat: first results of a systematic approach: prepared by Angela Leonetti, Istat
 - The Eurostat Process Management Framework: Maurizio Capaccioli, Eurostat
 - Developing a Statistical Training Framework based on the GSBPM: Eilish O’Sullivan and Marie Creedon, Central Statistics Office, Ireland
 - Setting up a competences framework at Istat: Antonio Ottaiano and Pietro Scalisi, Istat.
4. The following points were raised during the discussions:
 - Communication is key to help overcome the resistance to change.
 - If you are a change leader, you have to be ready for change yourself.
 - Work to date on skills registers have focussed on statistical (technical) skills. Soft skills tend to be focussed on as the second priority.
 - Having a centralised learning and development unit is useful to implement the training frameworks. This unit works closely with experts in the subject matter topics.
 - Workforce planning is important, but is also very difficult to do.
 - Learning pathways are a great way to assist with staff retention. Another challenge is to attract the right talent (for example data scientist and data curators). Organisations are developing strong links to universities and in some cases have offered graduate programs.
 - In the skills framework, there are basic, intermediate and advanced levels. A fourth level of potential trainers could be added.

C. Session (3) Lean management

Session organisers: Anne Trolie (Norway) and Remco Paulussen (Netherlands)

5. The session consisted of the interactive group work on Lean Management followed by presentations. During the interactive session all participants were divided into 6 groups and played Lean Management game called ‘Chinese hats’. This game demonstrated the main processes and rules of lean management.

6. The presentations covered the following topics:
 - Lean 6 Sigma to motivate staff to improve processes: Sylvia Kok-de Vries, Statistics Netherlands
 - Smart Working and Teleworking: two possible approaches to lean organisation management: Patrizio Di Nicola, Istat
 - The challenge of change when implementing lean: Susana Portillo, Ken Moore, Central Statistics Office, Ireland
 - On the road to continuous improvement: Jeremy Visschers, Martha Kevers, Remco Paulussen and Harm Aten, Statistics Netherlands
7. The general discussion sessions included the following points:
 - How to measure smart working, to find balance between being present in office and the output
 - How to apply Lean 6 sigma during the period of transformation – it is advised to start with smaller projects.
 - Lean can help employees to be more involved in performance. Implementation and culture change is not easy. The role of the Champion is critical – the more they are involved the better.
 - How to manage reduced staff motivation levels when process are made more efficient.
 - Advantages of teleworking and facilities can provide secure connection to data.

D. Session (4) Risk management

Session organisers: Fabrizio Rotundi, Istat and Ben Whitestone (ONS UK)

8. The following topics were presented during the session:
 - The interaction between lean methodology, quality audits and risk management to develop a quality culture, and to strengthen the bond between the underlying functions: Aina Silnes and Torgeir Skovdahl , Statistics Norway
 - Implementation of Risk Management System in Polish official statistics as an element of improving effectiveness and quality of completion of assumed goals and strategy: Barbara Kolasińska, CSO Poland
 - Risk Management in the quality assurance framework: strengths and weaknesses of the errors revision policy: Claudia Capatina, NSI Romania
 - Response to disruptive events at INEGI – Mexico City office: Alberto Valencia, INEGI, Mexico
 - Ethics & organization: The fraud risk management practice in Istat: Fabrizio Rotundi, Alessandra Lucchese, Marco Topzzi and Angela Leonetti, Istat
 - Towards the agile risk management in official statistics through the implementation of evolutionary set of measures: Jerzy Aukstol, Regional Statistical Office in Gdańsk, Poland
9. The general discussion included the following points:
 - How much does risk management impact on individual behaviours?
 - Some countries have the philosophy that every employee is responsible for risk management to some degree - they should be aware and remember about risks.
 - Quality reviews can be prioritise to focus on areas where the review will have the biggest impact.

- Example of organisational risks can relate to information security, information systems, and reputational issues.
 - What are the differences between strategic risk and operational risks?
 - Risks are not just about technical issues. Culture and leadership are as important as business and processes.
 - The presence of the business continuity plan is critical especially in the case disruptive events
10. This session involved two interactive activities. The first was small group discussions on ‘Risk and Quality Management towards and integration’ and the second was the Risk Management training, prepared by the colleagues from the Task Team on Risk Management in the context of Agile development.
11. During the small group discussions, participants came up with the following suggestions for integrating management system:
- It is important to better understand users of statistics - what they are interested in and what their needs are.
 - What is the best approach top down or bottom up? Both approaches are important and should be used for different risks.
 - What is relationship between quality and risk management? If you focus on quality the risk becomes more obvious and easy to identify.
 - Risk management could be used to improve statistical quality, if the common system approach is established and integrated tools are introduced.
 - Risk management systems – countries have different levels and maturity statuses. All organisations have corporate risks.
 - The monitoring of a risk register is very important. Risk and quality teams should cooperate.
 - Risk Management could be done according to GAMS0 - it will help to allocate resources and funds better.
 - Statistical offices need to innovative and be resilient to risks in the statistical production process.

E. Session (5) Quality management

Session organisers: Angela Leonetti (Istat) and Remi Prual (Statistics Estonia)

12. This session included the following presentations:
- Quality management in the Central Statistical Office of Poland – the main areas and results (good practices): Monika Bieniek , CSO Poland
 - Eurostat's Quality Assurance and Quality Management Framework – Our way towards Excellence: Zsuzsanna Kovács, Eurostat
 - Re-using the users information on products and services to improve the Quality Management System at Statistics Spain (INE): Agustín Cañada, Luisa Muñoz, Statistics Spain (INE)
13. The general discussions included the following points:
- There has been quality work 15-20 years in ESS in an organized way.
 - There was a discussion in 2016 within ESS, countries said it is unnecessary to pursue certification considering resources it would require.

- It can be difficult to implement quality management recommendations due to the work environment and habits of people. However, when people realise the benefits of the approach it becomes easier.

F. Session (6) Summary of the workshop and concluding remarks

Chair: Ms. Anna Borowska (Poland)

14. Proposals identified to consider for future work included:

- An expansion of the training framework to cover soft skills. An example of skills included could be partnerships (Are statistical offices capable of delivering outcomes through partnerships).
- Guidelines on creating organisational resilience. This will describe at how to integrate risk, quality, processes, continuous improvement and innovation work. It should include how to face environmental change and to be agile/adapt to it.
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