



The Modernisation Group on Developing Organisational Resilience

WORKSHOP ON THE MODERNISATION OF OFFICIAL STATISTICS

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The Modernisation Group on Developing Organisational Resilience

- We are part of the High-Level Group for the Modernisation of Official Statistics (HLG-MOS) or ModernStats.
- We advance the work of the Modernisation Group on Capabilities and Communication.
- Our main focus is on the following activities:
 - ✓ Organisational resilience
 - ✓ Risk Management
 - ✓ Building Training Frameworks

The Modernisation Group on Developing Organisational Resilience

- Anna Borowska – Chair (Poland)
- Marie Creedon, Eilish O'Sullivan (Ireland)
- Antonio Ottaiano, Fabrizio Rotundi, Marco Tozzi, Angela Leonetti (Italy)
- Anne Trolie (Norway)
- Heli Lehtimäki (Eurostat)
- Ben Whitestone, Laura Tolley (UK)
- Stela Derivolcov (Moldova)
- Andrew Mann (Australia)
- Josue Hiram Suarez , Alfonso Tejeida Hernandez, Rocio Flores and Alberto Valencia (Mexico)
- Tetyana Kolomiyets, Taeke Gjaltema (UNECE Secretariat)

Organisational Resilience - Overview

According to the British Standards Institution (BSI) and Cranfield University, Organisational Resilience is the “ability of an organisation to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper”.

In an increasingly dynamic, global and interconnected world it is not sufficient for organisations in either the public or private sectors to remain static and stable year-on-year, **organisations must change if they are to thrive.**

The work of the HLG-MOS has found that National Statistical Organisations across the world face many similar challenges but have varying levels of maturity in their approaches to addressing such challenges.

The Modernisation Group on Developing Organisational Resilience explored some specific challenges in order to support organisations to develop their understanding and take action.

Organisational Resilience – Green Paper

- The Modernisation Group developed a Green Paper on Organisational Resilience which was discussed by the High Level Group.
- This paper explored:
 - ✓ The concept of organisational resilience and what it means for NSOs,
 - ✓ The importance of being both robust and adaptive, and to balance these two potentially competing factors,
 - ✓ The development of strategies for the future across NSOs in order to encourage transformation and innovation – supporting change and adaptability in the face of external challenges.

Organisational Resilience – Strategies, Visions and Target Operating Models

- As a result of the Green Paper, NSOs were invited to provide case studies of their work around strategy, visions/missions, and target operating model (TOM) design.
- These examples were drawn together into a paper which:
 - ✓ Presents examples of vision and mission statements, and highlights commonality – for example varying focus on data, analysis, decision making, and core values
 - ✓ Highlights examples of how NSOs translate these visions into reality through the use of strategic frameworks and target operating model design – with practical examples

Task Team on Risk Management - Overview

NSOs across the world are facing similar challenges and are working together to build capability and to modernise in the face of significant opportunities and threats.

One area of recent collaboration is in the management of risk, the standards and frameworks for effective risk management and the substance of the risks we face.

Task Team on Risk Management

- Achievements in 2018

The Risk Management Task Team's aim for 2018 was to deliver a continued focus on practical application and capability building in order to **release the value** of the UNECE Risk Management Guidelines. On this basis specific achievements were:

- **Delivery of modular risk management training:** Risk Management training material was developed and published in four modules. This material can be used by NSOs as a basis for learning risk management, from basic to practitioner level. It also serves as a summary of the UNECE Guidelines on Risk Management
- **Paper on Risk Appetite:** the Task Team developed a paper outlining the importance of Risk Appetite and approaches for developing, and using, risk appetite statements as part of the risk management approach
- **Publication of material via a public wiki site:** an external knowledgebase was developed which holds the training material and risk appetite paper as well as the UNECE guidelines, an overview of the common and cross-cutting risks facing NSOs, and short video presentations making the case for risk management. This is available for everyone to use as required

Task Team on Risk Management - Next Steps

- The Risk Management Task Team has run for a number of years. This collaboration has been useful and has delivered products which are of value to NSOs
- The Task Team has reached a conclusion with the publication of materials and can therefore close its formal work-programme
- One outstanding role may be in support of countries looking to use the material or introduce/mature a risk management approach. Requests for specific support may be passed to former members of the Task Team on an ad hoc basis

Statistical Training Framework

- The Statistical Training Framework was designed in house by Learning and Development in conjunction with an internal working group of experts, Methodology and also input from UNHLG-MOS Group.
- The framework has been designed to support the end user either an individual or manager in identifying their technical (statistical) skills level based on three levels, Basic, Intermediate and Advanced.
- The framework contains 13 high level headings which have been aligned with the GSBPM model. These headings have been selected as they represent key skills set for working in any National Statistical Organisation.

STATISTICAL TRAINING FRAMEWORK

GSBPM								TOPICS
Specify Needs	Design	Build	Collect	Process	Analyse	Disseminate	Evaluate	
								1. Register Management
								2. Sample and Estimation
								3. Survey and Questionnaire Design
								4. Imputation and non-response
								5. Statistical Data Editing
								6. Evaluating user statistical needs
								7. Index Numbers
								8. Regression
								9. Time Series Analysis and Seasonal Adjustment
								10. Statistical Discourse control
								11. Visualisation and Presentation of Data
								12. Data Matching, Integration and Administrative Data
								13. National Accounts

The Statistical Training Framework can be used for a number of purposes

- Align training across all statistical processes with GSBPM
- Identify gaps in statistical levels in organisations but also across the wider NSO
- Allow the Management Board to identify:
 - Where training is taking place
 - Where over training is happening
 - Where undertraining is happening
- Aid NSOs to develop clear learning paths for staff through effective delivery of statistical training interventions
- Provide staff with greater understanding of the range of technical (statistical) skills, knowledge and expertise linked to GSBPM

Training framework

- Our next goal for 2018 was to create the Capability Development Framework in line with GAMSO
- This will extend to the current framework and include the skills that need to evolve within organisations that are modernising, such as how to innovate, solve problems, and interact with partners/stakeholders. Often these skills are referred to as “soft” skills or complementary skills.
- We have planned the following activities:
 - Identify the skills/capability requirements using GAMSO as a framework.
 - Design descriptions of these skills at the basic, intermediate and advanced levels. This will provide common vocabulary and framework to support international collaboration activities
 - Review how this Framework could be used to measure costs of producing official statistics that could be compared across NSOs.

Training framework

... we have realised that the GAMS0 model is difficult to use in aligning soft skills.

Thus, during session 3 of the Oslo workshop, we held a work group with participants to help us to prepare a training framework for soft skills within NSOs.

Now, we are waiting for the results of the GAMS0 revision.

Workshop on Human Resources Management and Training: Building Resilience in Statistical Organisations

Oslo, 12-14 September 2018



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The workshop consisted of five sessions and covered the following substantive topics:

- ✓ Measuring progress and performance
- ✓ Encouraging Innovation
- ✓ Developing skills and capability
- ✓ Approaches to learning and development
- ✓ Leadership of change

The workshop also had a special session for the East European Caucasus and Central Asian (EECCA) countries in the afternoon on 14 September.

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Key items identified for future work include:

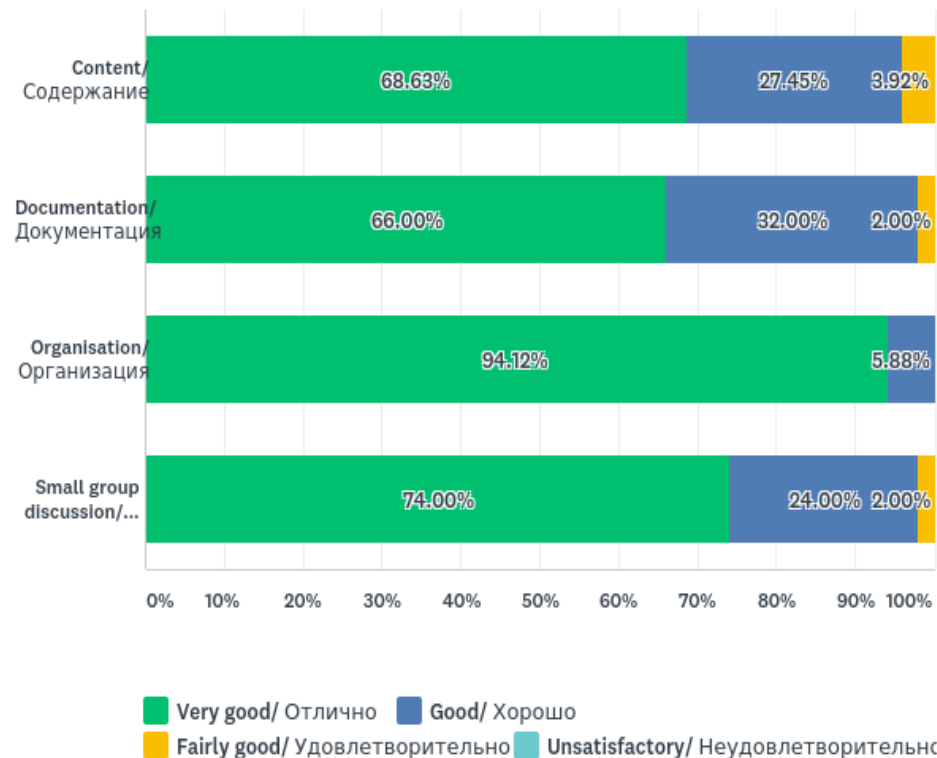
- Innovations in human resources management
- Leadership of change, moving from management to leadership
- Methods for measuring outcomes
- Mechanisms for the transfer of knowledge and expertise between staff, and new techniques and methods for working in times of change
- Re-branding of the NSOs to be more interesting to the potential employees
- Staying agile and keeping a holistic view
- Capability development
- Design of NSO's, and software for human resources management
- Well-being improvement

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Results of the evaluation questionnaire:

Q1 How do you evaluate the quality of the workshop in general?/ Как Вы оцениваете качество семинара в целом?



Summary

- The best way to summarise our activity is to show you our achievements:
 - ✓ guidelines for managers,
 - ✓ guidelines for risk management,
 - ✓ training materials for risk management,
 - ✓ competence profile for data scientist,
 - ✓ Statistical Training Framework (using GSBPM)
 - ✓ ...

Summary

You can find all our outputs on public page

Human resources and more

<https://statswiki.unece.org/pages/viewpage.action?pageId=218890322>

Thank you for your attention!