Business Case for Ethical leadership Framework and Quick Guide for NSOs

This business case was prepared by the Modernisation Group on Developing Organisational Capability, and is submitted to the HLG-MOS for its approval.

Type of Activity			
☐	New project	☐	New activity
☐	Extension of existing project	☒	Extension of existing activity
		This work commenced in 2016 under the overarching heading of "Risk management business case" and will be completed in 2021 as a first concrete output.	

Purpose

This group has previously developed a *Risk Management Framework* and related *Guidelines*, released in 2017, to implement Risk management in statistical organisations, drafted under the coordination of the UNECE HLG-MOS, by the Modernisation Committee on Organisational Framework and Evaluation (MCOFE), chaired by Statistics Canada. The Framework was structured consistently with the ISO 31000:2009 standard architecture. As an extension of this activity, we propose to continue our work in this area with the purpose of updating and further exploring its recent developments, with particular focus on the ISO 26000. Specifically, it provides guidance on how organisations can operate in a socially responsible way. This means acting in an **ethical and transparent** way. It is also increasingly being used as a measure of their overall **performance**.

In fact, the organisations are made up of people and people express themselves through behaviors aimed at achieving the organisation's results; the closer the leaders' behavior approaches the **ethical principles** adopted by the organisation, the more solid is the model aimed at achieving the pre-established performance. Employees feel more involved in the organisations where the leaders guide the organisation **by their conduct as an example**; in this circumstance, all personnel and all partners could understand that the organisation is serious about promoting **ethical behavior** and is committed to deterring, preventing, and detecting **fraud**, both in organisational practices and personnel career policies.

To achieve the goal, we will consider the following research points:
- ethics considerations go beyond mere compliance programs and include **organisational culture** as an important factor, also within NSOs Mission and Vision;
- the managerial criteria that inspires the organisations to improve **integrity** should be part of the more complex management systems of the NSOs;
- **ethics and integrity** are a subset of **Corporate Social Responsibility**;
- Corporate Social Responsibility is a new management paradigm.

The final objective of this proposed activity is to help NSOs leadership to address rapid changes that many organisations are going though and to discuss and share best practices in the area of HRMT among the statistical organisations in the UNECE region.

Description of the activity

After a comprehensive preliminary literature review on the domain and subjects concerned and their recent developments, we will eventually design a survey made available through either *surveymonkey.com* or similar tools to collect valuable feedback, insights and inputs from the people in charge of the activities and responsibilities in different NSOs areas (*leadership* target).

To further investigate the theme, a content analysis on the *vision* and *mission* official statements made available on the institutional NSOs websites will be carried out. The goal is to assess the presence of specific words as integrity, ethics, CSR, and so on.

The final objective is to define a common vocabulary, a framework and concrete suggestions (Quick Guide) to support NSOs leadership in **real-work-type situations** as well as in implementing a behaviour in the work context based on the CSR approach; in a few words, how to afford potential behavioural dilemmas (for example, in terms of selecting survey, protecting data, and so on)

The framework will include the key aspects of ethical thought and will embody the words and actions to integrate into NSOs leadership.

Subsequent step could be the analysis of the specific tools that the NSOs have already put in place to tackle the potential anti-ethical behaviours such as the fraud risk management system where fraud is meant in a broad sense.

We can also imagine to organize a meeting or other possible tools, such as a collaborative platform to introduce a *NSOs Leaders Ethics Forum* (eventually managed by UNECE), with the aim of sharing information and exchanging experience and good practices.

As the final step, we will try to propose necessary changes in:

- "Strategy and Leadership" activity area of the Generic Activity Model for Statistical Organisations (GAMSO) in order to align the model with the proposed Framework;
- models, internal contents and procedures adopted for fraud risk management by the NSOs.

Alternatives considered

As a result of a benchmarking analysis carried out in October, 2019, there is no similar activities organised by other international public organisations at the moment on this specific theme.

How does it relate to the HLG-MOS vision and other activities under the HLG-MOS?

This activity proposal is aligning directly with HLG-MOS vision within agile and adaptive culture and also with priority topics on setting the visions and **culture evolution**.

Proposed start and end dates

Start: January 2020	**End:** December 2021