UNECE High-level Group for the Modernisation of Official Statistics

Business Case for Culture Change and Internal Communication strategy

This business case was prepared by EB based on outcome DissCom workshop and is submitted to the HLG-MOS for their approval.

Type of Activity			
☐	New project	☒	New activity
☐	Extension of existing project	☐	Extension of existing activity
Projects are undertaken by separate project teams. Projects are expected to produce a significant contribution to achieving the HLG-MOS vision		*Activities are undertaken by Modernisation Groups. These activities produce smaller, more detailed outputs to help achieve the HLG-MOS vision*	
See here for more details: https://statswiki.unece.org/x/nwEzCw			

Purpose
HLG-MOS has identified Culture Change as a priority area and it mandated a workshop on Culture Evolution to be organized in 2019 by the Developing Organisational Capability group. At this workshop HRMT experts, identified that an effective internal communication strategy was one of the key components for creating staff engagement. Culture change (internal and external), was also a key area for future work identified by Communication Experts in their annual workshop.   Both HR as well as Communication experts claim a role in achieving culture changes within statistical organisations. However, in only a few organisations they collaborate effectively in this area.   Cultural inertia has also been identified by other modernisation groups as a hindrance to implementing a modern structure for statistical production in organisations. Silos are breaking down slowly and despite technological progress and the introduction of methods for using new data sources, progress is often hampered because it is not accompanied by sufficient change in the internal culture in offices. For example, to have a culture focused on sharing and reusing, is therefore one of the CSPA features that is essential to make sharing easier.

Description of the activity
Both HRMT as well as communication experts need to join to identify common grounds in this area and define concrete activities and create synergy between the two disciplines and jointly define a work program and concrete deliverables for 2019.   *Briefly describe the proposed activity/project, including any sub-activities.*   *If you are proposing a project, include outlines of the different work packages and the outcomes (products) that will be delivered. Define the scope and clearly state any inclusions and exclusions.*

Alternatives considered
If these groups do not join forces, the risk is high that rather than creating synergy, they will duplicate activities and create confusion amongst other staff. *What is the impact if we do nothing? Could the work be done on a smaller scale?*

How does it relate to the HLG-MOS vision and other activities under the HLG-MOS?
Describe how the activity will support the HLG-MOS vision and how it relates to current or previous activities. Link to HLG-MOS Vision: https://statswiki.unece.org/x/gAAzCw

Proposed start and end dates

Start: *January 2019*	**End:** *December 2019*
Provide start and end dates for the activity. Tip: The HLG-MOS prefer activities that are for maximum 12 months. If you think the activity will take longer, consider breaking it into 2 or more phases.	

Guidance notes for completing the template

Business cases should be **strictly no longer than 2 pages**. Keep your text short and to the point. You can delete these guidance notes when you have completed the business case.

Business cases should not go into technical details. Remember, the audience for your business case will be chief statisticians. They will not accept a proposal just because you think it is a good idea. They will need to be convinced!