



Modernisation Group on Capabilities and Communication

VIRTUAL WORKSHOP ON THE MODERNISATION OF OFFICIAL STATISTICS

15 – 16 November 2021, Geneva, Switzerland



The Modernisation Group on Capabilities and Communication

- Part of the High-Level Group for the Modernisation of Official Statistics (HLG-MOS) or ModernStats.
- Key Focus Areas:
 - Change Management
 - Organisational Frameworks for Collaboration
 - Legal and Licensing
 - Building Competencies
 - Guidelines for Managers, including best practice
 - Evaluation, including Costs and Benefits
 - Communicating Modernisation

**In 2020, modernisation of internal and external
Communication was added to the tasks of the group**

Modernisation Group on Capabilities and Communication

2021 work programme delivered through 3 Task Teams:

- ✓ Ethical Leadership
- ✓ Future Work, Future Workplace and Future Skills (capabilities)
- ✓ Market Research, Digital Marketing & Communication Strategies

Modernisation Group on Capabilities and Communication

- Anna Borowska Co-Chair, Poland
- Maria Hurley - Co-Chair, Ireland

3 Task Teams as follows:

Task Team on Ethical Leadership

- Co-chairs: Fabrizio Rotundi, Italy and Eric Rancourt, Canada

Task Team on Future Work, Future Workplace and Future Skills (capabilities)

- Chair: Jeremy Visschers, Netherlands

Task Team on Market Research, Digital Marketing & Communication Strategies

- Chair: Aeidin Sheppard, Ireland

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Task Team on Ethical Leadership

- **Co-chairs: Fabrizio Rotundi, Italy and Eric Rancourt, Canada**
- Angela Leonetti, Italy
- Elsa Dhuli, Kesjana Halili, Albania
- Guillaume Maranda, Martin-J Beaulieu and Susie Fortier, Canada
- Emma Walker, Simon Whitworth and Alice Toms, UK
- Niels Ploug, Denmark
- Tine Petsaj, Slovenia
- Eilish O'Sullivan, Ireland
- Arne Essers, and Esther de Heij-Vieveen, Netherlands
- Taeke Gjaltema and Tetyana Kolomiyets, UNECE

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Task Team on Future work, future workplace and future skills (capabilities)

- **Chair: Jeremy Visschers, Netherlands**
- Antonio Ottaiano and Daniela Bonardo, Italy
- Anna Borowska, Poland
- Janice Keenan and Janine Warner, Canada
- Kesjana Halili and Vjollca Simoni, Albania
- Eilish O'Sullivan, Deirdre Harte, Pamela Lafferty and Maria Hurley, Ireland
- Cathy Bates, Australia
- Taeke Gjaltema and Tetyana Kolomiyets, UNECE

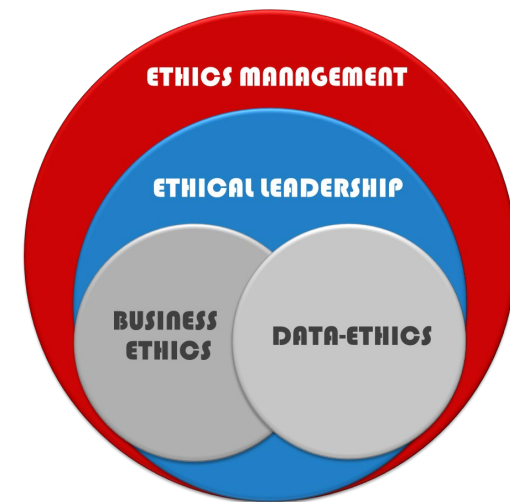
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Task Team on Market Research, Digital Marketing & Communication Strategies

- **Chair: Aeidin Sheppard, Ireland**
- Giulia Peci and Michela Troia, Italy
- Olga Świerkot – Strużewska, Poland
- Ellen Dougherty, U.S. Department of Agriculture
- Emily Liddel, U.S. Bureau of Labor Statistics
- Janice Keenan, Janine Warner Statistics Canada
- Margarida Rosa, Portugal
- Rodrigo Nunez, Antinea Ocampo, Mexico
- Eran Ropalidis, Israel
- Laima Grizaite, Lithuania
- Lukasz Augustyniak and Colin Stewart, Eurostat
- Taeke Gjaltema and Tetyana Kolomiyets, UNECE

Task Team on Ethical Leadership - Activities

The **Task Team on Ethical Leadership** started early in 2021 by delivering a **short survey** aimed at investigating if any NSOs have already put in place policies related to the **key principles of Ethics Management and Ethical Leadership**, under which:



- ❑ **Ethics Management** is the way an organization plans, implements and monitors ethical behaviors of all staff, in order **to improve effectiveness, efficiency and affordability of their performance; all employees** play a role in integrating ethics in their daily actions, **regardless of the process** they are involved in.
- ❑ **Ethical Leadership** is the leaders' ability to play their managing role also by influencing staff and **guiding them to make good decisions**, complying with the organization's ethical values –maybe included in the Mission and Code of conduct – **like fairness, morals, trust, accountability, equality, mutual respect, integrity and honesty.**

Task Team on Ethical Leadership - Survey

Based on the encouraging results, the **Task Team** submitted a **second survey** in order to collect as much information as possible about the existence **of practices on Ethics management and Ethical Leadership** which may reflect on **organisational process (business ethics)** and on both **statistical production and research (data ethics)**.



The multiplication of data sources available and the development of techniques and technology have highlighted the importance of **data ethics** since it's a field of study that addresses questions about the appropriate use of data and raises different questions and problems to solve at various stages of the life cycle of data.

Possible **ethical issues** related with the **use of data** include: *using biased data to inform decision makers, using data that can reinforce existing inequalities and privacy intrusion that is not proportional to the benefit of a project.*

Task Team on Ethical Leadership - Analysis

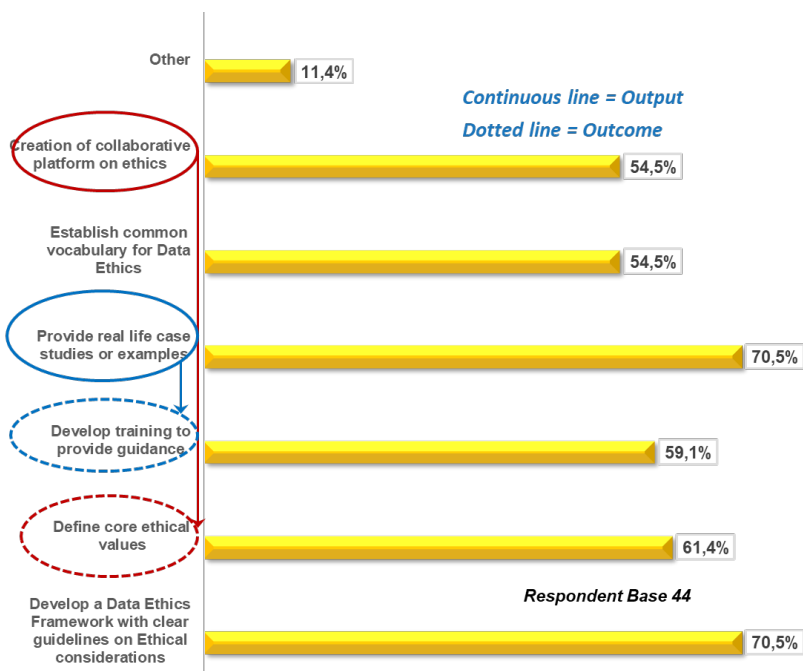
The **common thread of the analysis** seems to be the consideration that **Ethical leadership is a driver for Ethics management**: people are more motivated to perform at their best in those organisations whose leaders' ethical example is **so convincing** to generate in them a better sense of belonging.

The results of the analysis give an overall picture of the **different ways to manage ethics** among the NSOs surveyed, by exploring the two **different areas of ethics management**:



Task Team on Ethical Leadership - Proposals

The Task Team takes into great consideration the expectations expressed by the NSOs in the second survey, in order **to better define the outputs for 2022**; the proposals have been **included in the Business Case** presented to the HLG-MOS.



Q21. What are the expectations of your NSO towards the UNECE Task Team on Ethics in terms of concrete guidance on the topic of Ethics? (from the TT 2nd Survey)

The **main Task Team outputs proposed for 2022** are:

- defining a **common vocabulary** as regard with Ethics management, data ethics, leadership, performances, etc.;
- representing an **organizational framework** grounded on ethics principles;
- giving **concrete suggestions** (a sort of Handbook, including case studies) to support NSOs' in real-work-type situations;
- setting up a **collaborative platform** and **organizing a meeting**, where sharing information, experience and good practices on Ethics management;
- proposing **possible changes in the "Strategy and Leadership"** activity area of the Generic Activity Model for Statistical Organisations (**GAMSO**), in order to align the model with the ethics framework.

Task Team Future of Work

- CONTEXT:** Impact of COVID-19 on NSIs globally & longer term effects on where and how we work
- STATUS:** Varying visions for Post COVID working, but thematic convergence around Blended or Hybrid Working as a model for the future across NSIs
- CHALLENGE:** Understanding & managing the impact of transition from a common office environment to individual work environments
Understanding & managing the impact of transition from work happening at the office to work happening wherever you are

There is no “One Size Fits All” solution for everybody...

Future of Work 2021 Output

... but for any NSI in a transition to blended working, we have devised a series of Toolkits to serve as a Framework to structure local and individual policies and solutions and to adapt to local and individual needs:

- for the Employee
- for the Manager
- for the Employer



The Toolkits are designed to:

- Examine considerations arising in the transition to a Blended or Hybrid Working Model
- Explore the challenges, needs and opportunities for the Employer, the Employee and the Manager
- Raise questions that require solutions
- Identify common areas of concern or needing attention
- Suggest high level actions to help
- Serve as internal conversation starters...

Task Team Future of Work – What’s Next?

PROPOSAL: Toolkit Resource Pages

create an on-line repository of tools, worked examples and resource materials to assist NSIs in implementing new flexible working arrangements and to provide guidance in how to use the Toolkits

PROPOSAL: The Future Job

What does the “job of the future” look like, reflecting changing ways of working and the evolving attitudes of younger people:

PROPOSAL: Reaching Young People

How can NSIs reach youth as data source, data user and/or employee?

Marketing & Communications Task Team

Objectives

- Explore Communication, Marketing & Market Research strategies to build awareness and trust in NSO brand and reputation
- Focus on digital tools and channels and their potential for increasing engagement and feedback with users and potential wider audiences
- Examine the capacity and agility to deal with crisis situations and the challenges and opportunities that can arise in those circumstances.

Marketing & Communications Task Team

Structure and Approach

➤ Strategic Objectives

- Building awareness and trust in the reputation and brand of NSO and Official Statistics
- Becoming the voice that is heard above the 'noise' of mass information and misinformation

➤ Key Drivers

- Brand
- Reputation
- Communications

Marketing & Communications Task Team

Output – Guidelines Document + Use Cases

➤ Developing, Building & Maintaining Brand

➤ Brand/Reputation building activities

- Customer Interaction
- Education Outreach
- Promotional Opportunities
- Combatting misinformation

➤ Tools & Channels

- Website
- Social Media Content Strategy
- Digital Marketing

➤ Crisis Communication

- Challenges
- Opportunities

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In summary, during 2021 we have delivered:

- ✓ Surveys and analyses on ethics management and ethics leadership leading to business ethics and data ethics,
- ✓ Three Blended Working Toolkits for NSI Employees, Managers and Employers,
- ✓ Guidelines document and use cases on developing, building and maintaining brand / reputation

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...and so, on to 2022!

