

## Business Case for Internal Communication and Culture Change

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

Type of Activity	
<input type="checkbox"/> New project	<input checked="" type="checkbox"/> New activity
<input type="checkbox"/> Extension of existing project	<input type="checkbox"/> Extension of existing activity
<i>Projects are undertaken by separate project teams. Projects are expected to produce a significant contribution to achieving the HLG-MOS vision</i>	<i>Activities are undertaken by Modernisation Groups. These activities produce smaller, more detailed outputs to help achieve the HLG-MOS vision</i>
See here for more details: <a href="https://statswiki.unece.org/x/nwEzCw">https://statswiki.unece.org/x/nwEzCw</a>	
Purpose	
<p>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.</p> <p>Both HR as well as Communication experts identified culture change as an important area for future work and both claim a role in achieving culture changes within statistical organisations. However, in few organisations they collaborate effectively in this area.</p> <p>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. To have a culture focused on sharing and reusing, is therefore one of the CSPA features that is essential to make sharing easier.</p>	
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 areas and jointly define a work program and concrete deliverables for 2021.	
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.	
How does it relate to the HLG-MOS vision and other activities under the HLG-MOS?	
<p><i>Describe how the activity will support the HLG-MOS vision and how it relates to current or previous activities. Link to HLG-MOS Vision: <a href="https://statswiki.unece.org/x/gAAzCw">https://statswiki.unece.org/x/gAAzCw</a></i></p>	
Proposed start and end dates	
<b>Start:</b> January 2021	<b>End:</b> December 2021
<i>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.</i>	