



The Modernisation Group on Capabilities and Communication

WORKSHOP ON THE MODERNISATION OF OFFICIAL STATISTICS

18 - 19 November 2020, Geneva, Switzerland



The Modernisation Group on Capabilities and Communication

- We are part of the High-Level Group for the Modernisation of Official Statistics (HLG-MOS) or ModernStats.
- Our main focus is on the following activities:
 - ✓ Organisational capabilities, including skills
 - ✓ Building Training Frameworks
 - ✓ Ethical Leadership
 - ✓ Communication

The Modernisation Group on Capabilities and Communication

- Anna Borowska co-Chair (Poland)
- Maria Hurley - co-Chair (Ireland)
- Marie Creedon, Eilish O'Sullivan, Aeidin Sheppard and Elaine O'Mahoney (Ireland)
- Antonio Ottaiano, Fabrizio Rotundi, Angela Leonetti, Pietro Scalisi, Daniela Bonardo, Giulia Peci and Michela Troia (Italy)
- Karolina Banaszek (Poland)
- Margarida Rosa (Portugal)
- Tine Pestaj (Slovenia)
- Stacey Money and Janice Keenan (Canada)
- Martha Kevers, Jeroen Rutten and Arne Essers (Netherlands)
- Terri Mitton (OECD)
- Lukasz Augustyniak (Eurostat)
- Ellen Dougherty (USDA)
- Tetyana Kolomiyets, Taeke Gjaltema (UNECE Secretariat)

Sprint on the Modernisation Group on Capabilities and Communication 4 February 2020

- We changed name of the Group to Capabilities and Communication Group.
- The new group would deal with 3 types of topics:
 - ✓ HR and Training
 - ✓ Communication
 - ✓ Overlapping topics for the HR and Communication
- We also expected that this group would continue following up on the Strategic Communication Framework Project, for example adding additional case studies.

Activity proposals for 2020 after the sprint and after spring lock-down

- We agreed for Task Teams under the new Modernisation Group on Capabilities and Communication:
 - ✓ Internal Communication and Culture Change
 - ✓ Social Media Strategy and other follow up on the Strategic Communication Framework
 - ✓ Training of staff in communication
 - ✓ Ethical leadership
 - ✓ Skills and Capability Framework
 - ✓ Competences training and development
 - ✓ Future of work and the workplace in the context of modernization agenda
 - ~~✓ Workshop on Communication and HRMT~~
 - ✓ Virtual meeting on the COVID-19 response in the area of communication and HRMT

Task Team on Social Media Strategy and Follow-up on the Strategic Communications Framework

- Wiki page for the Strategic Communications Framework Publication was created, with new examples of the Crisis Communication in the countries during Covid-19:
<https://statswiki.unece.org/x/uwKtE>
- The Team is working on the preparation of the printed version of the Strategic Communication Framework in early 2021

Task Team on Ethical Leadership

- Started to work in late 2020
- Proposed to conduct a short poll in the countries about their Ethics management policies
- With the ideas of conducting a bigger survey in 2021, that will become a basis for the:

“Handbook on Ethical Leadership
and Ethics Management”

Virtual meeting on the COVID-19 response in the area of Communication and HRMT Geneva, 7 - 11 September 2020

- Planned back to back workshop on Communication and HRMT, that was supposed to take place in Portugal in September 2020, was cancelled and replaced by the virtual meeting
- The goal of the meeting was to bring all statistical offices together to discuss how they are managing unprecedented crisis situation during the pandemic and to share useful experiences and practices

Virtual meeting on the COVID-19 response in the area of Communication and HRMT Geneva, 7 - 11 September 2020

The meeting was spread out over five days and covered the following substantive topics:

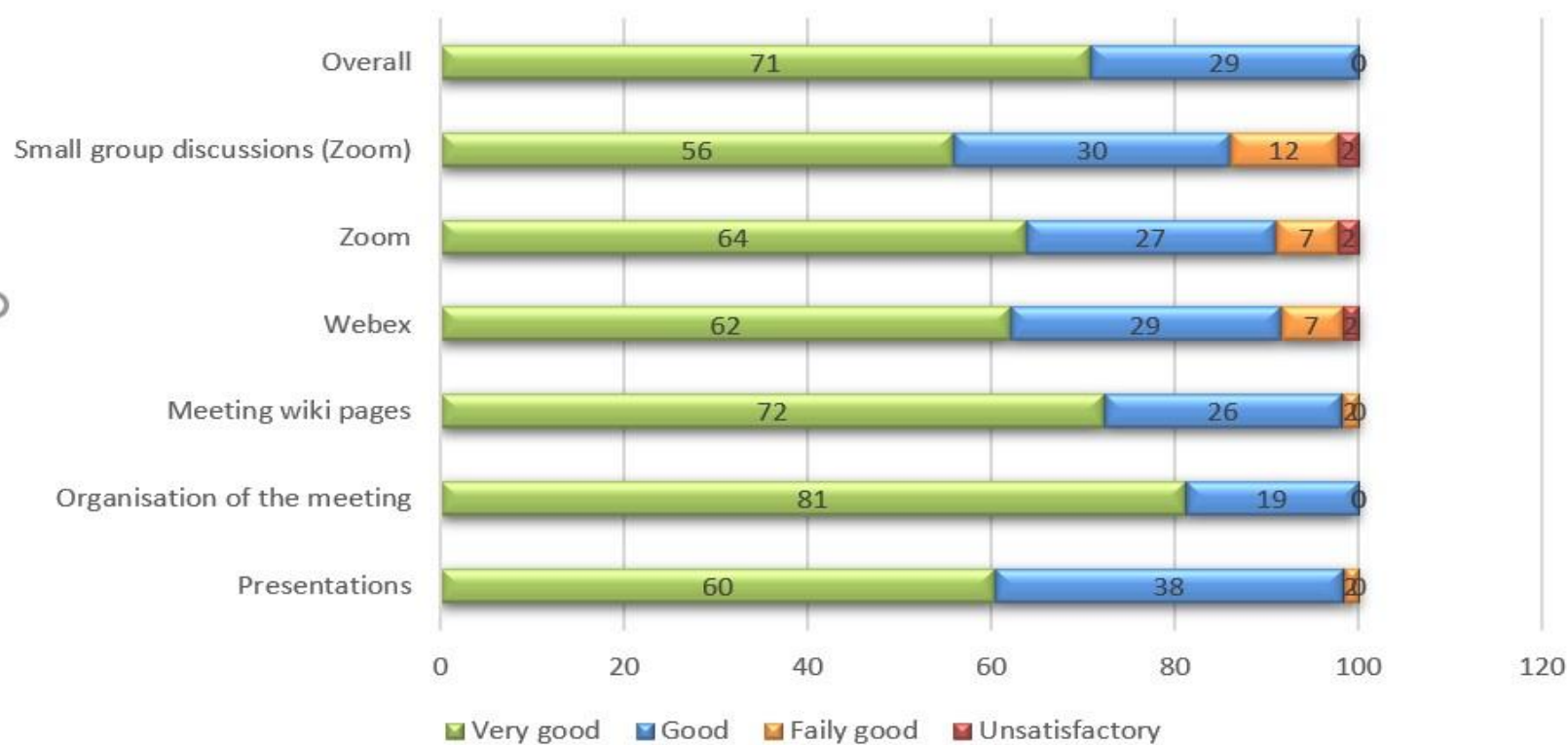
- a) Emergency communication and innovation in communication
- b) Communicating new products developed during the crisis
- c) Internal communication during the pandemic
- d) Remote working and hiring
- e) Re-inventing training activities

Virtual meeting on the COVID-19 response in the area of Communication and HRMT Geneva, 7 - 11 September 2020

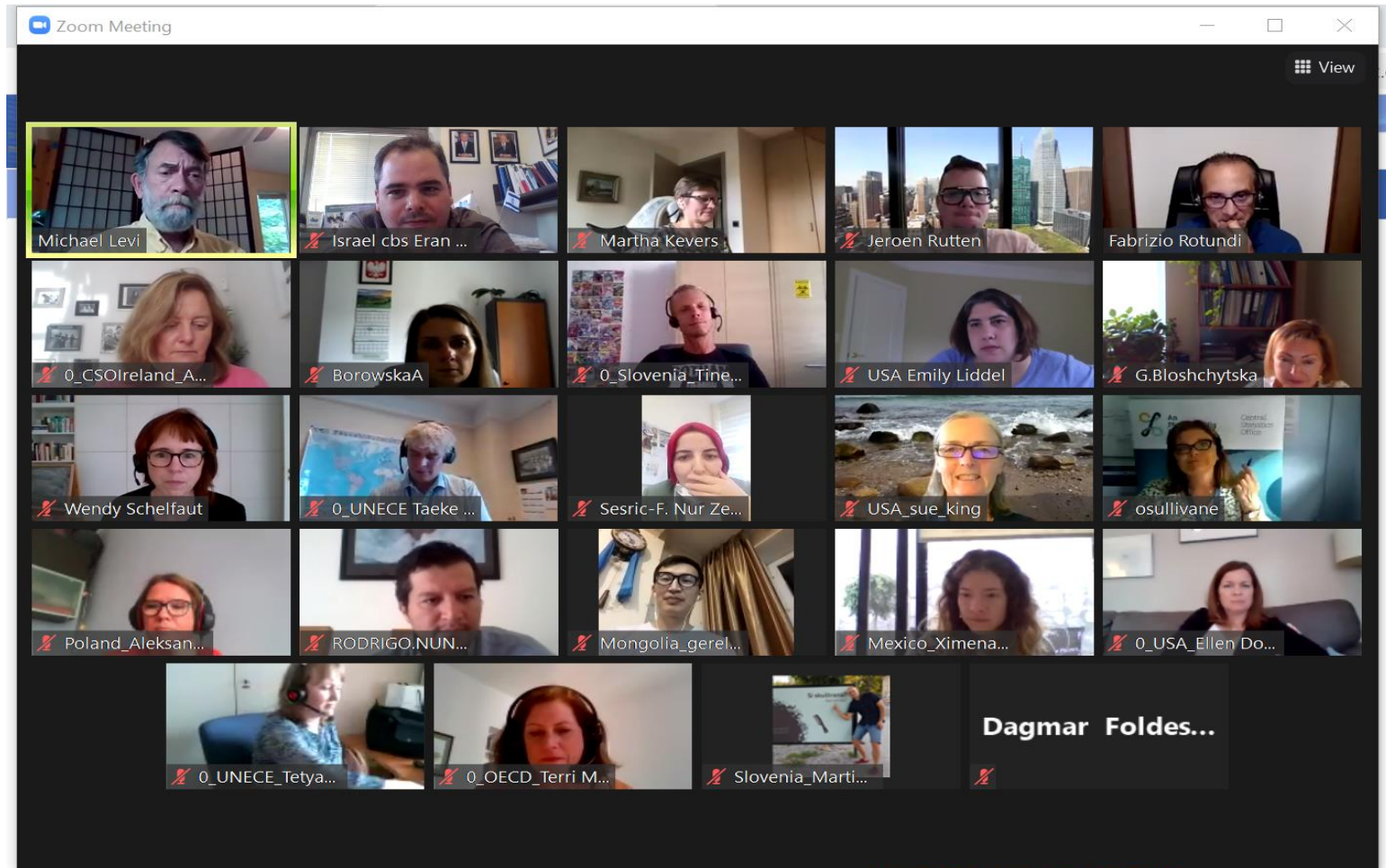
- For the first time the meeting was on-line on two different platforms, Webex for the main meeting and Zoom for discussion groups.
- We also had a special session for the EECCA countries with simultaneous interpretation on the Interprefy platform.
- Considering that on-line meeting in such format was new for organisers and participants, feedback received from the meeting was very positive.
- 125 participants attended virtual meeting

Virtual meeting on the COVID-19 response in the area of Communication and HRMT Geneva, 7 - 11 September 2020

How do you evaluate the quality of the meeting in general (%) ?



Virtual meeting on the COVID-19 response in the area of Communication and HRMT Geneva, 7 - 11 September 2020



Virtual meeting on the COVID-19 response in the area of Communication and HRMT

Geneva, 7 - 11 September 2020

Key items identified for future work include:

- Crisis communication and fake news
- Changing culture
- Flexible ways of working
- Digitalisation in communication
- Transition back after the pandemic
- Staff engagement and internal communication

Summary of 2020

- The best way to summarise our activity is to show you our achievements:
 - ✓ joint sprint on capabilities and communication issues
 - ✓ very fruitful virtual meeting on Communication and HRMT
 - ✓ work on ethical leadership
 - ✓ on-line Strategic Communication Framework Publication, with the examples of countries crisis communication

Activity plans of 2021

- ✓ Ethical Leadership
- ✓ Skills Capabilities Training
- ✓ Future of work and workplace
- ✓ Improving communication activities in times of crisis
- ✓ Marketing Strategies
- ✓ Culture change and internal communication

Activity plans for 2021

Ethical leadership (within culture evolution area)

- ✓ 2017 - Risk Management Framework and related Guidelines, structured consistently with the ISO 31000:2009 standard architecture
- ✓ 2020 – small group started the project activities with a comprehensive preliminary literature review
- ✓ 2021 - extension of 2017 activity, with particular focus on the ISO 26000 - how organisations can operate in a socially responsible way, acting in an ethical and transparent way; preliminary poll to investigate how many NSOs have been implementing policies, procedures and programmes on ethics management and design a survey and finally edit a Handbook

Activity plans for 2021

Skills, capabilities and training (combined proposal)

- ✓ development of framework on Skills, Capabilities and Training that can be adopted in any NSO.
- ✓ each NSO has its own approach and may have adopted different approaches to the current pandemic
- ✓ taking into account lessons learned and what had previously seemed impossible, was possible in a very short space of time during the current pandemic.
- ✓ **a survey** will be carried out within the Modernisation Group members in order to find out how different NSOs acted and reacted from this point of view, and to define and share best practices
- ✓ **a repository** of such best practices will be made available, together with guidelines on set of desirable complimentary competences and training activities supporting the modernisation process.

Activity plans for 2021

Future of work and workplace

- ✓ this proposal will examine how organisational capability can be developed across the pillars of work, workforce and workplace
- the "next normal" at the workplace will be conditioned by a substantial evolution regarding work from home (WFH) and flexible work policies. In order to ensure this evolution is sustainable for NSOs, **a shared strategy** should be created.
- creation of a framework of criteria that enable us to analyse work from home and classify employees according to the user profiles defined to understand the potential impact of WFH policies in the next normal.
- re-imagine an **hybrid model of flexibility organisation**, each NSO will identify its flexibility profiles.
- a flexible workplace **guidelines** could be a final output of this activities.

Activity plans for 2021

Improving communication activities in times of crisis

- Identify the main aims to be achieved for an effective crisis communication strategy (i.e., to provide the community with the expected answers; to increase **the brand reputation** to improve one's **credibility** among users; to allow those who want to make use of statistical information to be able to move easily in the deluge of data that in these cases overcrowd the network, identifying **fake news** among the official ones while avoiding at the same time a misuse of the provided information).
- Select and develop channels and tools to reach the aims in the best and most timely way (i.e., corporate **websites**, dedicated web sections to topics of interest, **social media** channels, other direct communications channels to interact with our users).
- Compare experiences, errors and results with a view to continuous and shared improvement.

Activity plans for 2021

Marketing strategies

- ✓ the activity should explore **strategies** for increasing engagement with our surveys, especially during pandemic, particularly in the absence of the personal connection of Survey Interviewers
- ✓ it will also examine the potential of digital marketing and other marketing campaigns to increase awareness of and willingness to participate in our surveys
- ✓ final goal is to draw up **guidelines** in which every single organisation facing an emergency situation can easily find indications and operational suggestions to quickly implement an effective crisis communication plan

Activity plans for 2021

Culture change and internal communication

- ✓ HLG-MOS has identified culture change as a priority area and it mandated a workshop on Culture Evolution which was organised in 2019
- ✓ HRMT experts, identified an effective internal communication strategy as a one of the key components for creating staff engagement.
- ✓ Communication Experts indicated culture change (internal and external), as a key area for future work
- ✓ Both HRMT and communication experts need to join their efforts 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.

Thank you for your attention!