Stat!UP

How to improve organization

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Workshop on HRMT
Stat!UP Modernization of national data infrastructure

Modernization of the national data-information infrastructure
Poland

The Commission provided technical support to Statistics Poland for a new organisational model with the view to quickly responding to challenges of a changing world, while strengthening and modernising its institutional capacity.

Context
Timely, relevant and usable data are fundamental and the most reliable source for a country’s
Modernisation of the national data-information infrastructure

Statistics Poland | Stat!Up
How it all started
How it all started – everything is changing

Growing needs of data users
- Faster
- New domains
- Cross-cutting topics
- Higher granularity

New data sources
- Big data
- Data science

COVID

RUSSIAN INVASION OF UKRAINE

Statistics Poland
How it all started – what data users want

How can we get your data faster?

Could we carry out joint projects?

Why can’t we find the info we need on your website?

Why does it take so long to sign an agreement with you?

Why does it take so long to get your response?

Can we get more statistics than the ones in your database?

Why do we get inconsistent data?

Who should we contact?

We urgently need the data related to the Covid pandemic!

We urgently need the data on the immigration!

We want access to the microdata!
How it all started – how are we supposed to respond to it?

- No easy internal access to data for new research
- Rigid administrative procedures
- Not enough people
- Weak culture of horizontal cooperation
- Questionable legal support
- No agility
- Poor internal & external communication
- Huge administrative burden
- No time
- Flawed processes or lack of such
- Insufficient competencies
- Not enough people

Statistics Poland
Embracing the challenge
Getting ready for existing and future challenges

Open Data Inventory 2020 ranking by Open Data Watch

Enhance data-driven policy making in Poland

Respond to ever-changing data users needs and simplify access to data published on the website and databases

Adopt data-steward role, evolved from data-provider

Activate and complement the resources of Statistics Poland for efficient, technology-enabled delivery of high-quality tailor-made statistical and analytical outputs, in a timely manner, in response to specific needs of external data users
Our journey

1. Inception report
   - Report on AS-IS situation and Business Requirements description
   - November 2020

2. Business case report
   - Report on the definition of the TO BE situation and Recommendations
   - May 2022

3. Report on roadmap and implementation plan
   - Report on training programme

4. Final Report, Project Presentation and Factsheet

5. November 2020
6. May 2022
We started with AS-IS analysis

<table>
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<tr>
<th>Key takeaways</th>
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<td><strong>Statistical production process analysis</strong></td>
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<td>• Critical tools and methods used should be standardised</td>
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<td>• Access to data through API should be increased</td>
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<td>• Access to metadata should be increased</td>
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<tr>
<td>• The needs of external stakeholders and website traffic analyses should be carried out</td>
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| **Technology analysis**                                                                                                                              |
| • Synergy with other infrastructural projects in the organization should be ensured                                                                |
| • Synergies among IT tools at Statistics Poland’s disposal should be increased                                                                       |

| **Organisational analysis with human capital review**                                                                                               |
| Six areas conditioning successful transformation of the institution were studied (organisational culture, administrative effectiveness, human capital excellence, financial resources, readiness for Agile and Lean principles) |

| **Business Requirements Description**                                                                                                               |
| • Workshops with external stakeholders allowed for identification of four thematic areas – site navigation, data sharing, promotion of GUS resources and communication with GUS |
| • Internal requirements were identified within the areas of: data integration, data release, communication |

**Statistical Poland**

stat.gov.pl
Employee’s perspective of Statistics Poland

A survey among employees to determine:
- organizational culture
- work style of the employees
- eagerness to change in behaviors
- motivation
- communication style.

The survey collected 2,810 responses (~50% of all employees).

### Gender
- Female: 2,283
- Male: 527

### Membership in management staff
- No: 2,524
- Yes: 286

### Education
- Higher: 2,160
- Secondary: 647

### Age
- Under 26 years old: 36
- 26-35 years old: 593
- 36-45 years old: 905
- 46-55 years old: 341
- Over 55 years old: 936

### Seniority
- Under a year: 135
- 1-3 years: 357
- 4-10 years: 831
- 11-20 years: 1,111
- Over 21 years: 376
Employee’s perspective of Statistics Poland

I decided to work in the organization due to:

- Stability and security of employment: 2050
- Vacancy: 1133
- Job profile appropriate to my education: 754
- The proximity to the place of residence: 667
- Opportunity for professional development: 493
- Work recommendation from a friend: 406
- Prestige of the organization: 317
- Appropriate organizational culture: 198
Getting things done
## Five areas for improvement

<table>
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<th>Coordination and Management</th>
<th>Communication</th>
<th>Methodology</th>
<th>Administrative and formal procedures</th>
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<tr>
<td>Internal organisation of data requests handling, as well as cooperation among production units responsible for preparing datasets and reports. Development of target operating model of non-standard production processes.</td>
<td>Model of cooperation with external stakeholders (clients) of GUS: organisation of data requests handling procedure in the light of communication with the client, assessment of clients satisfaction, as well as monitoring of their needs.</td>
<td>Organisation of data sharing processes within public administration, facilitating the process of microdata sharing. Supervision of new dimensions of data development.</td>
<td>Development of statistical production support system. Simplification and unification of procedures in the area of processing of contracts, agreements and data requests in legal aspects.</td>
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Workshops with data users & study visit at CBS

Workshop aimed at exploring stakeholders’ needs related to non-standard statistical outputs and ad-hoc data analyses

Two workshops with GUS data users were organized in order to get familiar with their needs.

Among the participants of workshops were representatives of analytical centers, international and national public institutions, a journalist, a scientist and a student, who have various motivations to use GUS’ data.

During the interviews, key points of discussions included main kinds of data they search, strengths of current interactions with Statistics Poland and problems coming across in this process.

Two-day online visit at CBS was dedicated to two main areas

Data & Non-Standard Questions
- How Statistics Netherlands is dealing with data collection?
- How data collected is further processed (pseudonymisation, harmonising the data etc.)?
- What are the main ways and systems for data sharing?
- How are Policy Related statistics („non-standard questions”) organised?

Microdata Services
- Who and under what assumptions can be granted access to microdata (authorisation of organisations)?
- What is the authorisation procedure?
- What is the IT Security framework?
- How the results are published?
Five priority activities

1) Establish a team of „knowledge brokers” (including appointment of NPS (non-standard statistical production) coordinators in each production and „supporting” unit)

2) Training for management and employees in agile management methods

3) Review of the administrative procedures along the principles of Lean Management

4) Design of a new enquiry form

5) Development of a platform for enquiries monitoring and communication with external stakeholders
Stat!UP in numbers

100 interesting meetings, workshops, individual interviews during the project

2810 engaged people from Statistics Poland cooperating with us (incl. internet survey, workshops)

24 tailor made suggested actions and recommendations with detailed description, responsibilities and roadmap

10 days of training delivered

2 days of study visit in the Statistics Netherlands office

370 mails sent to Statistics Poland’s project team from PwC

5 steering committees

1 only comment „Will it be possible?” in regards to one of proposed suggestions

Statistics Poland
Mission completed (?)

Quick wins:
- Update of the contact form for placing enquiries
- Work on the modernisation of the Information Portal
- Upskilling of the employees thanks to the training sessions suited for the needs identified during the project

Engagement of stakeholders

Close cooperation with the Beneficiary

Co-design approach

Value added:
- Internal support for the proposed changes
- Activisation of innovative employees
- Openness to closer cooperation with external stakeholders
- Preparation for Lean Implementation and ISO certification

Results:
- Comprehensive plan for Modernisation efforts in the institution
- Recommendations for enhancing the Statistics Poland’s role in public policy making
- Trigger for cultural and organisational change in the institution.

Statistics Poland as the chief data and information source for all stakeholders

Enhanced data-driven policy making in Poland

User-oriented, ”customer service” and building relations with external stakeholders, data users, researchers

Organisational and cultural change in Statistics Poland – open to innovation and constant development
What’s next?

1) Implementation and further modernization process by adoption of agile management methods

2) Complex review of the administrative procedures along the principles of Lean Management and elimination of process inefficiencies

3) Pilot implementation of the „knowledge brokers” unit

4) Continuous upskilling of all Statistics Poland specialists in the communication area – training or sharing and cascading knowledge
Thank you.

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*The presentation uses some of PwC materials from the StatUP project closing event