

**Stat!UP**

# How to improve organization

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# Stat!UP Modernization of national data infrastructure

Reform Support

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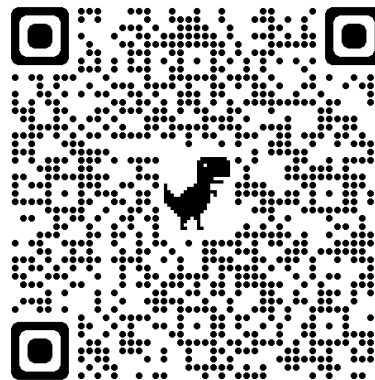


## Modernization of the national data-information infrastructure Poland

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



Funded by  
the European Union



Statistics Poland



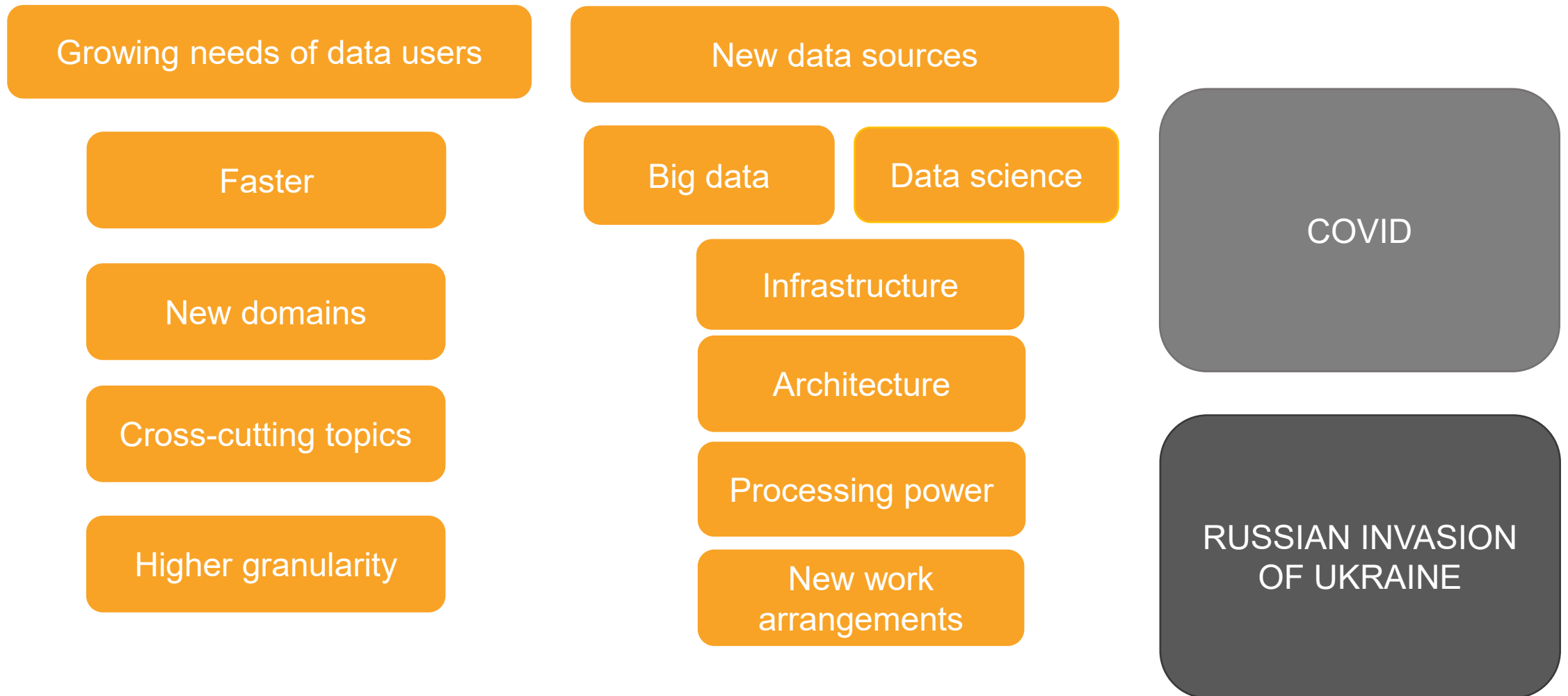
Statistics Poland



# How it all started



# How it all started – everything is changing



# 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?



We urgently need the data related to the Covid pandemic!

We urgently need the data on the immigration!

We want access to the microdata!

Why do we get inconsistent data?

Who should we contact?

# 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

Flawed processes or lack of such

Insufficient competencies

No time



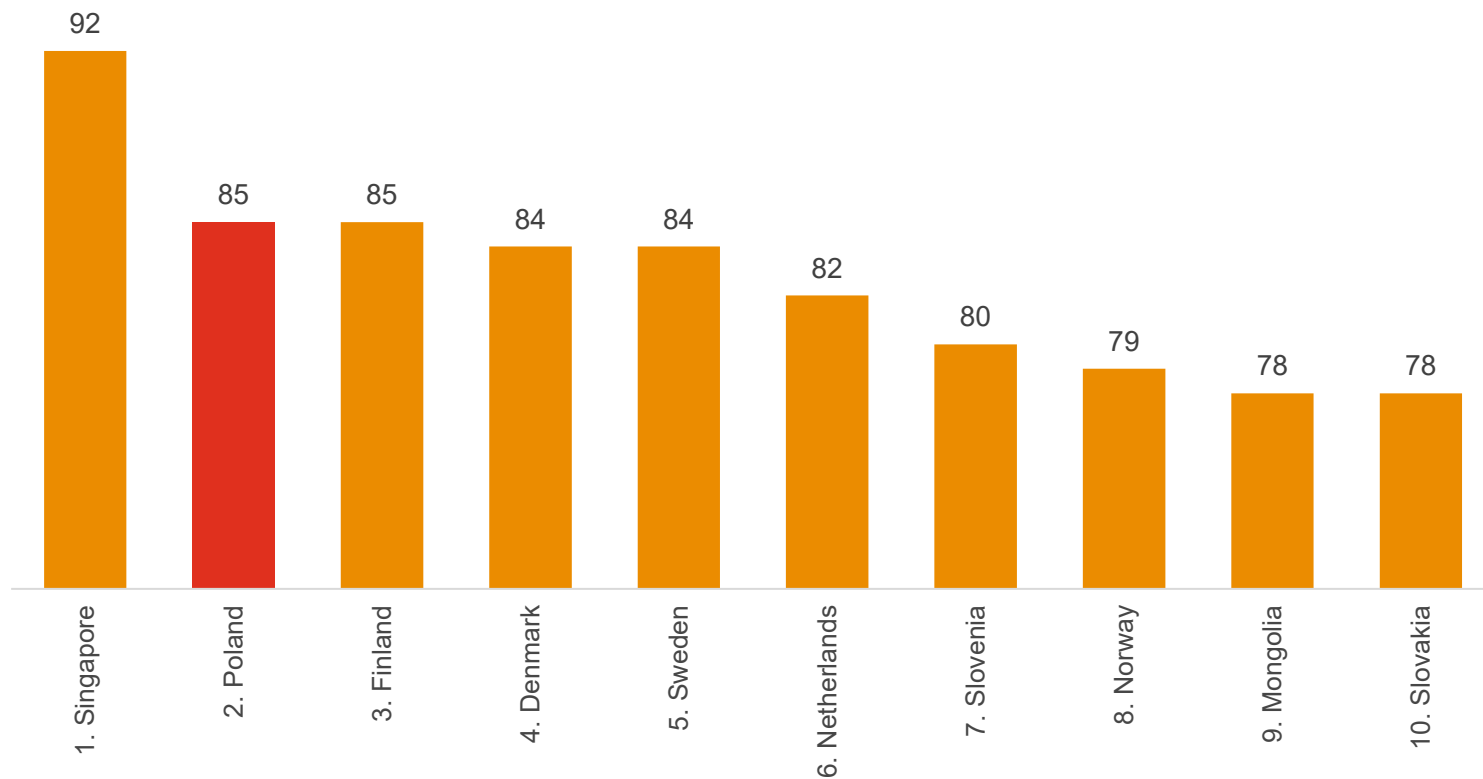
# Embracing

# 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



# We started with AS-IS analysis

## Key takeaways

### Statistical production process analysis

- Critical tools and methods used should be standardised
- Access to data through API should be increased
- Access to metadata should be increased
- The needs of external stakeholders and website traffic analyses should be carried out

### 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

# 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



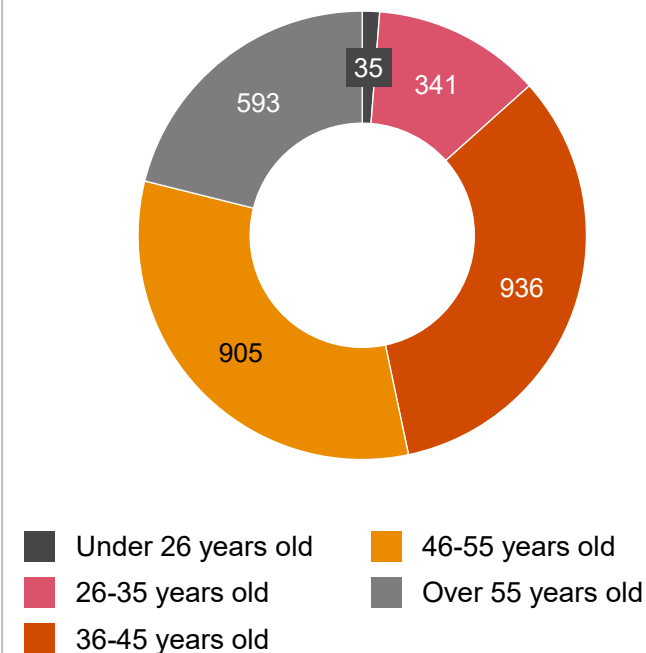
## Membership in management staff



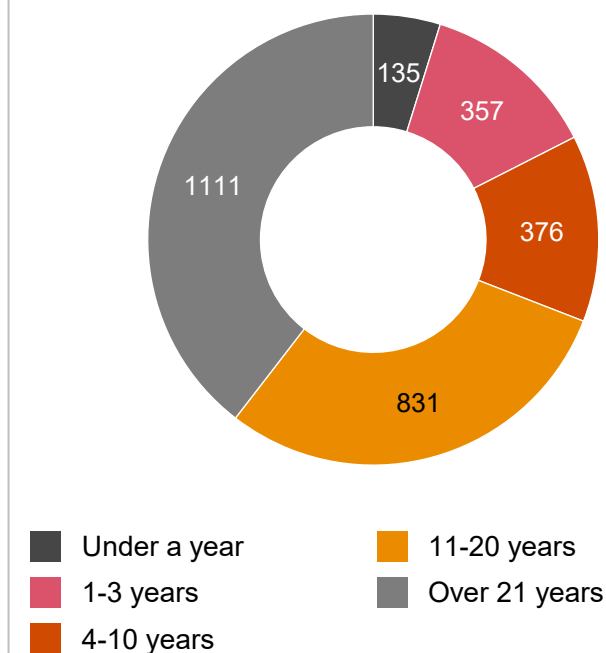
## Education



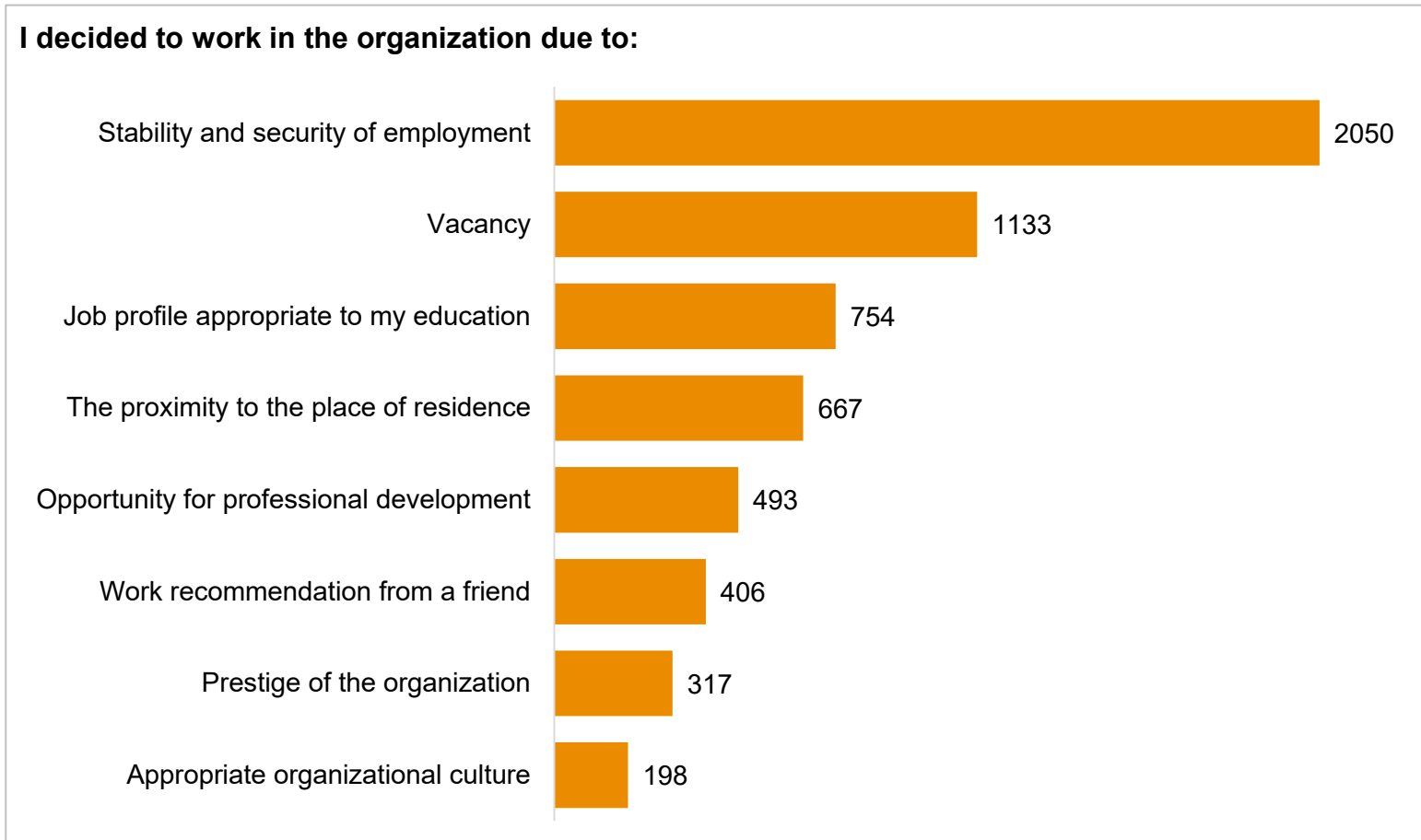
## Age



## Seniority



# Employee's perspective of Statistics Poland



# Getting

# things done

# Five areas for improvement



## Coordination and Management

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.



## Communication

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.



## Technology

Provision of technological resources and tools allowing the implementation of changes proposed in different areas. Development of technological standards for technical staff.



## Methodology

Organisation of data sharing processes within public administration, facilitating the process of microdata sharing. Supervision of new dimensions of data development.



## Administrative and formal procedures

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.

# 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 (pseudonimisation, 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?



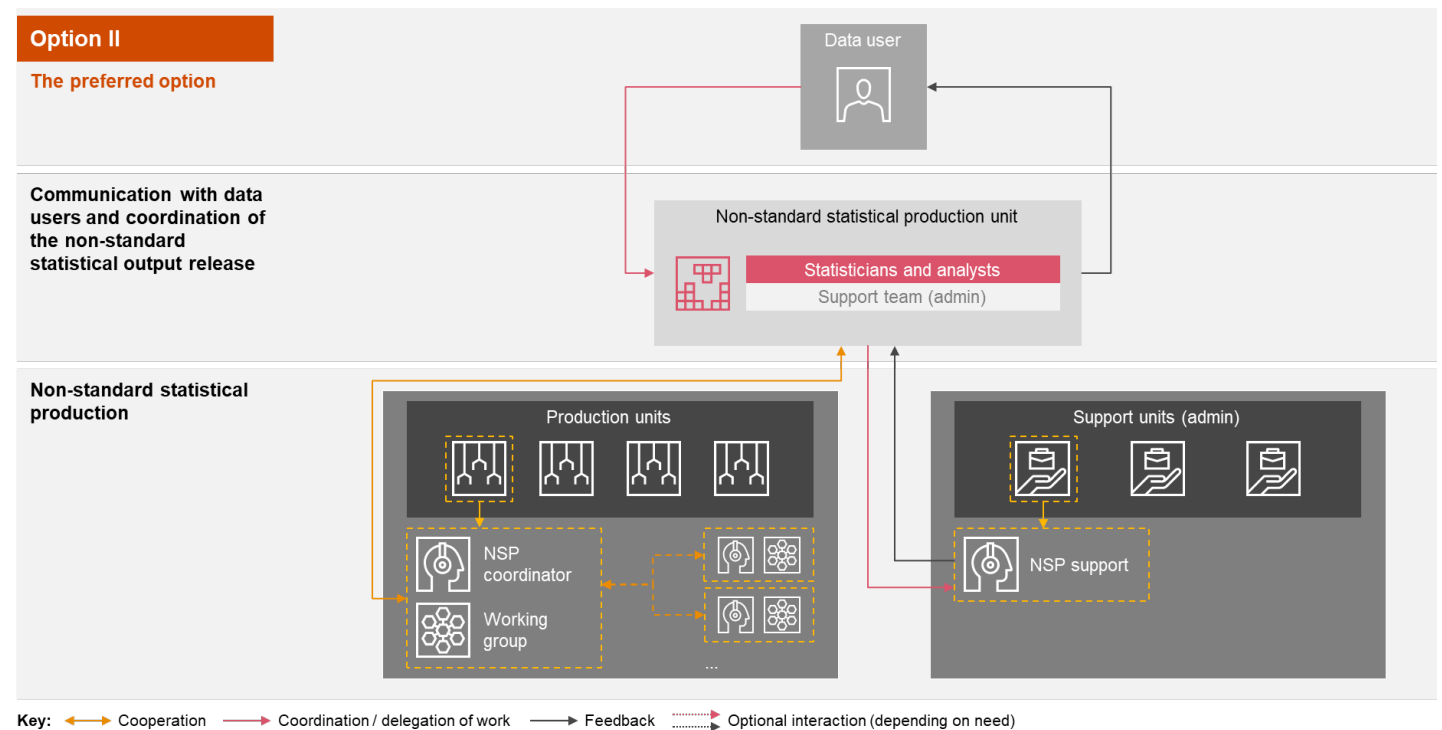
# Five priority activities

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

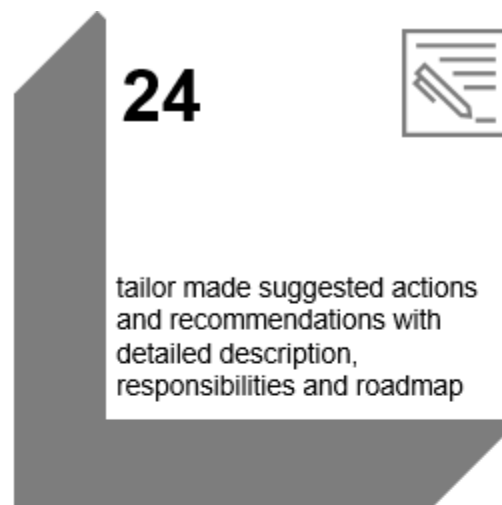
2) Training for management and employees in agile management methods

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



# Mission completed (?)



Engagement of stakeholders

## 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



Close cooperation with the Beneficiary

## 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



Co-design approach

## 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.



Enhanced data-driven policy making in Poland



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



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



Organisational and cultural change in Statistics Poland – open to innovation and constant development

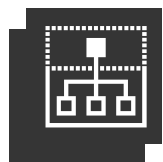
# What's next?



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



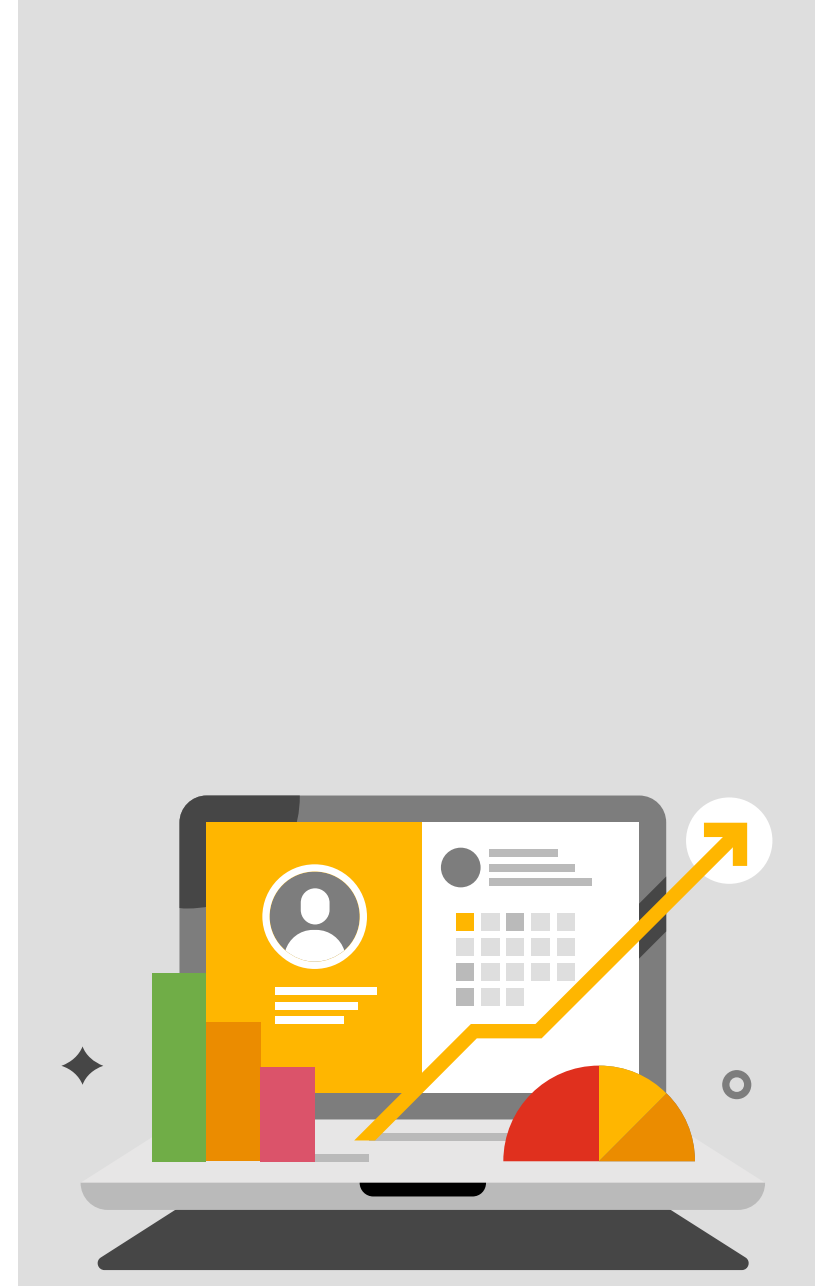
2) Complex review of the administrative procedures along the principles of Lean Management and elimination of process inefficiencies



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 Stat!UP project closing event