The Modernisation Group on Capabilities and Communication

Workshop on High-Level Group for the Modernisation of Official Statistics

21 – 22 November 2023, Geneva, Switzerland

The Modernisation Group on Capabilities and Communication is part of the High-Level Group for the Modernisation of Official Statistics (HLG-MOS) or ModernStats.

It continues the work of the Modernisation Group on Developing Organisational Capability.

The main focus is on the following activities:
•Change Management
•Organisational Frameworks for Collaboration
•Legal and Licensing
•Building Competencies
•Guidelines for Managers including best practice
•Evaluation including Costs and Benefits
•Communicating Modernisation

For more information about the group and how it works please consult the following document:
CapComm Group description.

- **Anna Borowska co-Chair (Poland)**
- **Elaine O'Mahoney- co-Chair (Ireland)**
- Aeidin Sheppard, Deirdre Harte and Ken Kennedy (Ireland)

Antonio Ottaiano, Fabrizio Rotundi, Angela Leonetti, Daniela Bonardo, Giulia Peci, Michela Troia, Pietro Scalisi

Chiara Limiti and Patrizia Collesi (Italy)
- Olga Świerkot – Strużewska (Poland)
- Margarida Rosa (Portugal)
- Tine Pestaj (Slovenia)
- Janice Keenan, Janine Warner, Supriya Edwards, Martin Beaulieu and Melanie Forsberg (Canada)
- Jeremy Visschers, Martha Kevers, Nardie Crijns (Netherlands)
- Andrea Ordaz-Németh (Hungary)
- Elsa Dhuli and Vjollca Simoni (Albania)
- Rodrigo Nunez (Mexico)
- Eran Ropalidis (Israel)
- Cathy Bates (Australia)
- Simon Whitworth (UK)
- Lukasz Augustyniak and Stewart Collin (Eurostat)
- Emily Liddel (BLS
- Ellen Dougherty (USDA)
- Deepak Kumar Dey and Siraj Mahmudlu (UNICEF)
- Tetyana Kolomiyets, Inkyung Choi (UNECE Secretariat)

- **since 2021 has been focusing both on ethics management** as a key strategy to all processes and activities within an organization, namely "**business ethics**" (or institutional ethics) and on **data ethics**;

- **acknowledges** the excellent work carried out by the **Task Team, coordinated by CSO Ireland,** on **mapping** and **describing a list of "*core values to the Fundamental Principles of Official Statistics*"** that was proposed to the **CES Bureau as follow-up** of the discussion on "*How national statistical systems adhere to the core values of official statistics*" at the Plenary Session of the Conference of European Statisticians (CES) held in June 2021.

Among the others, the **Task teams goals, approved by the HLG-MOS** are:

1. *To identify* possible *common practices* in ethics management;

2. *To define a common vocabulary* and *give concrete suggestions* to support NSOs' leadership in real-work-type

3. *To provide a reference book to figure out how to deal with* potential behavioural dilemmas

TASK TEAM MEMBERS 2023

Co-chairs: Fabrizio Rotundi, Italy and Andrea Ordaz-Németh, Hungary

Katia Ambrosino
Angela Leonetti
Elsa Dhuli
Martin Beaulieu
Simon Whitworth
Tine Pestaj
Inkyung Choi
Andrew TAIT
Orla O'Gorman
Tetyana Kolomiyets

Purpose

- **With reference to institutional ethics**: NSOs must act as moral agents by upholding ethical behaviour, not just relying on individual staff members. Leaders in NSOs play a vital role in promoting ethical practices through effective communication, emphasising the organisation's values, and making employees aware of the consequences of not adhering to codes of conduct.

- **With reference to data ethics**: NSOs face the challenge of meeting the growing demand for refined, diverse, and timely data in larger quantities. To address this, they are expanding beyond traditional methods, embracing alternative data sources, and incorporating data science and modern data integration techniques. Maintaining public trust is crucial, requiring proactive communication of ethical values and practices to prevent any loss of trust in statistical offices.

Deliverables

With reference to institutional ethics:

- Organise a Workshop on Ethics (26 to 28 March 2024 in Geneva) in collaboration with WP on data ethics.
- Complete the analysis of the third survey results.
- Incorporate ethics within various areas of GAMSO and GSBPM in collaboration with GSBPM/GAMSO revision task team under the Supporting Standards Group.
- Complete a Reference Book on Ethics for NSOs.

With reference to data ethics:

- Organise a Workshop on Ethics (26 to 28 March 2024 in Geneva) in collaboration with WP on institutional ethics.
- Develop a common international definition of data ethics and a common understanding of its relevance for NSOs.
- Develop a principle based international data ethics framework that can be used by NSOs.
- Collect training materials / guidance on ethics and best practices on defining, applying, and communicating data ethics across different NSOs. Provide case studies of good practices and the impacts this has had.

SUBJECT	PURPOSE	STATE OF PLAY	OUTPUT(S)
1. Survey results analysis	Investigate practices on ethics and identify common features while removing biases related to different cultural contexts	In progress	Report about the practices found and analysed
2. Drafting of a Reference Book	Set up a common vocabulary on ethics; help NSOs detect and manage ethical dilemmas especially related to data ethics	Just started	Reference Book
3. Integrate ethics in GAMSO/GSBPM	Revising models' activities: focus on strategies and providing ethical terms of reference	First proposal submitted and awaiting in-depth opportunities	Statements and topics for GAMSO/GSBPM; new version(s) of the model(s)

PURPOSE	TARGET AUDIENCE	SESSIONS	DEADLINES
The Workshop on Ethics in Modern Statistical Organisations aims to bring together experts from around the world to exchange their experiences and lessons learned from the following challenges: 1. meet the growing demand for refined, diverse, and timely data in larger quantities 2. find new technical and methodological ways 3. maintain public trust 4. integrate communication with ethical values and practices 5. train leaders as moral agents 6. build a strong business culture able to support the highest ethical standards.	Senior and middle-level managers responsible for institutional and data ethics as well as communication experts who handle ethical issues within statistical organisations.	• **Presentation Sessions** 1. Ethics in institutional contexts 2. Ethics in daily worklife 3. Ethics for new data sources and technology 4. Ethics and proactive communication • **Interactive Sessions** «Ethics Camp» + «Ethics Lab» (under preparation)	• **By 28 November 2023**: abstract submission • **By 15 February 2024**: paper submission • **By 15 March 2024**: submission of presentation materials; registration of participants

UNECE, Geneva, 26-28 March 2024

Themes the task team has been working on in 2023:

- Recruitment and onboarding
- Reaching youth
- Equality, diversion and inclusion

They are complex, multifaceted themes caused by a changing, and increasingly complex and diverse world, without a one size fits all solution!

TASK TEAM MEMBERS 2023

Chair: Jeremy Visschers – Statistics Netherlands

Nardie Crijns

Deirdre Harte

Anna Borowska   Siraj Mahmudlu

Martha Kevers   Patrizia Collesi Chiara
Limiti
Ludovico Antonio
Ottaiano   Andrew TAIT

Daniela Bonardo   Melanie Forsberg

Ken Kennedy   Tetyana Kolomiyets

Cathy Bates   Left Sharron Ford, ONS
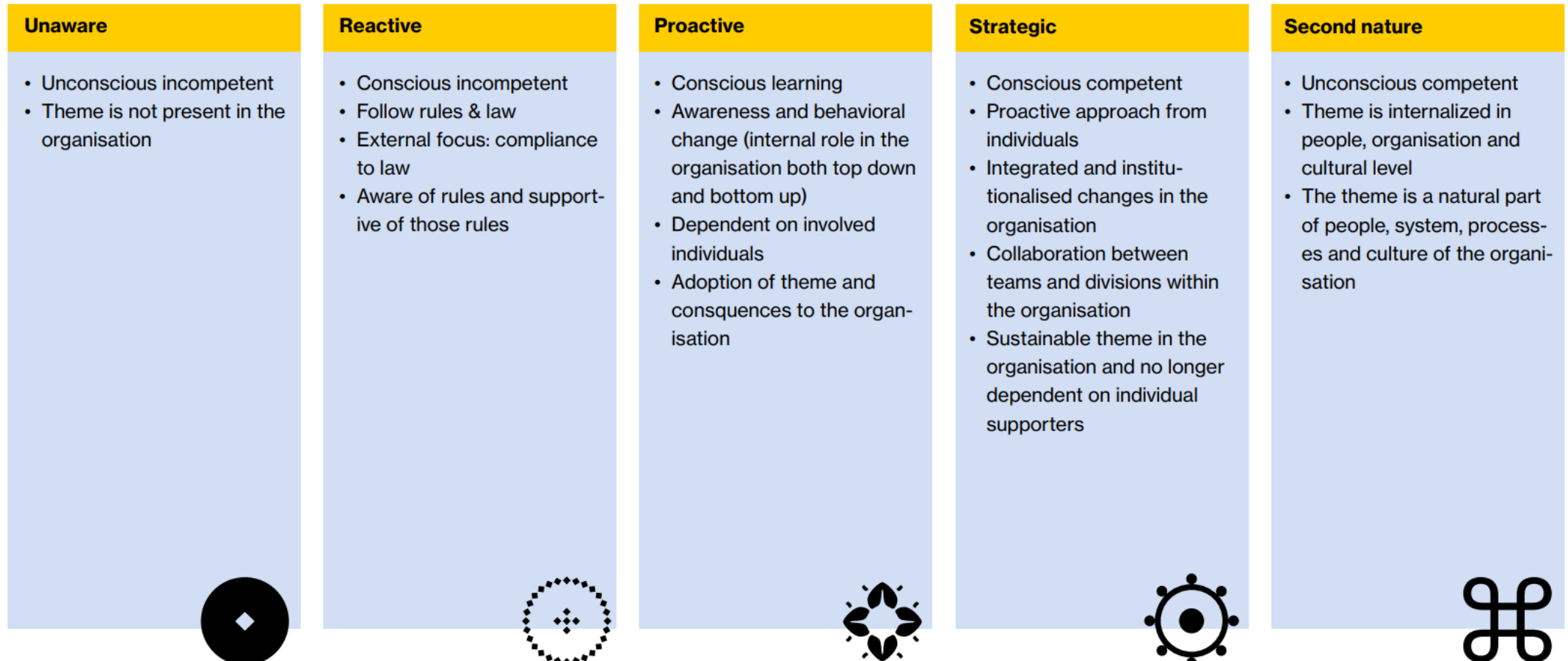Deepak Kumar   UK and Supriya Edwards,
Dey   Jennifer McNicholl,
                     Statistics Canada

A generic growth model for complex organisational themes

Unaware	Reactive	Proactive	Strategic	Second nature
• Unconscious incompetent • Theme is not present in the organisation	• Conscious incompetent • Follow rules & law • External focus: compliance to law • Aware of rules and supportive of those rules	• Conscious learning • Awareness and behavioral change (internal role in the organisation both top down and bottom up) • Dependent on involved individuals • Adoption of theme and consquences to the organisation	• Conscious competent • Proactive approach from individuals • Integrated and institutionalised changes in the organisation • Collaboration between teams and divisions within the organisation • Sustainable theme in the organisation and no longer dependent on individual supporters	• Unconscious competent • Theme is internalized in people, organisation and cultural level • The theme is a natural part of people, system, processes and culture of the organisation

How to use this growth model within your NSO?

TOOLKIT 1

A workshop for customising the growth model for a specific theme

This toolkit provides guidelines and instructions for a workshop you can hold within your organisation for a certain theme with a group of subject matter experts. The aim of the workshop is to customise the generic model for the identified theme in your organisation. The customised growth model can then be used in Toolkit 2. Examples of customised growth models can be found at the end of this document.

TOOLKIT 2

Determine the CURRENT and DESIRED situation and ACTION

This toolkit provides guidelines and instructions for a workshop you can hold within your organisation around a certain theme after you have customised the growth model for this theme (using Toolkit 1). This workshop will help you to determine the CURRENT stage your company is at for this theme, the DESIRED stage, and to identify ACTIONS you can take to help your organisation grow towards the DESIRED stage.

Several case studies done: CSO Ireland, Istat, Statistics Netherlands, Statistics Poland, ABS, ONS UK

2024: establish a shared repository of knowledge, comprising, for example, case studies done by the NSOs using the model and the toolkit and lessons learned.
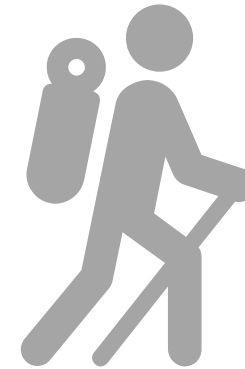
TASK TEAM MEMBERS 2023

Chair: Emily Liddel

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Michela Troia

Janice Keenan

Janine Warner

Margarida Rosa

Lukasz AUGUSTYNIAK

Colin STEWART

Maulana Faris

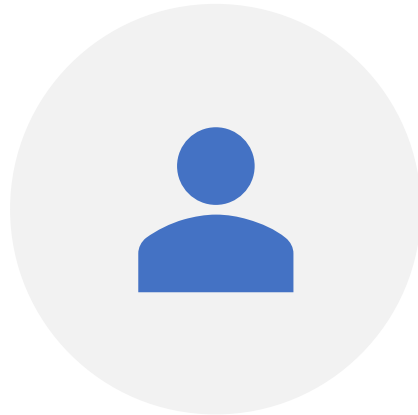Members of Task Team on Market Research, Digital Marketing & Communication strategies
(but we call it short: Communication Task Team)

modernstats
BY HLG - MOS

From framework to practical application

Guidance provides the roadmap   Experience acts as the tour guide

Communicating in times of crisis

CUSTOMER-CENTERED
APPROACH

GET CREATIVE

SPEAK UP AND OUT

List of activity proposals for 2024

- **Extended work on the Generic Growth Model for complex organisational themes**

- **The employer branding**

- **Evaluation of blended (hybrid) working**

- **Ethics in modern Statistical Organisations**

- **Use of AI for official statistics – from communication perspectives**

- **Data analytics**

The Task Team believes the Growth model and Toolkits have great potential and would like to stimulate the use of it by the NSO's, support this usage, and share the experiences and lessons learned between the NSO's.

For this activity the following steps will have to be executed:

1. Asking the participating NSO's to share their experiences with the Growth model and the Toolkits
2. Actively promoting the usage of the Growth Model and Toolkits at the NSO's
3. Supporting the usage and developing means of (bi- or multi-national) collaboration for this support

Deliverables will be:

- A library of use cases and examples, and lessons learned
- Guidelines for support and collaboration with the sage of the Growth Model and Tookits

The employer branding is a part of the whole concept of the statistics brand. It's very crucial in all NSOs especially taking into account competition in the labor market, mainly with private sector. Good branding can attract future employees whose competences are necessary for NSOs.

Many organisations are more or less advanced in the area of the employer branding. Why not join separate efforts into one concrete activity proposal.

At this stage, the activity will first focus on gathering practices and sharing experiences within the HR and communication experts, by using the generic growth model prepared in 2023 by CapComm.

Then the activity will develop a short document with an analysis of initial lessons learned and recommendations for the community, taking into account different level of maturity (advancement) and necessary actions to be undertaken.

* This theme was presented twice: HRMT workshop in Brussels in 2022 and Expert Meeting on Dissemination and Communication, in Lisbon in 2023.

In 2021 the task team Future of Work developed three toolkits (employer, manager, employee) to assist NSOs in addressing the challenges arising from the traumatic and unplanned shift to blended (hybrid) ways of working.

The objective for this project in 2024 is to revisit the theme of blended working but this time the focus is on evaluation.

It is evident that this new way of working is here to stay in some format and organisations are starting to move from transitional type arrangements and pilot models to developing more permanent blended working arrangements.

It is important at this juncture to evaluate the impact of current blended working arrangements as the opportunities and challenges that it brings to organisations are starting to manifest itself.

The purpose of this activity is to establish an evaluation framework for blended working that is aimed at NSOs.

For this activity the following steps are proposed:

1. Establish the type of blended working arrangements that are in place in various NSOs.
2. Use the Growth Model template and toolkit developed by this group in 2023 to help NSOs to identify their current stage in the journey to embed blended working in a sustainable and strategic manner.
3. Gather information on key challenges and opportunities being experienced by NSOs that are linked to Blended Working.
4. Gather information on evaluation activities undertaken to date already in NSOs.
5. Carry out a literary review to establish best practice in other organisations in terms of evaluation tools and methodologies.
6. Develop key evaluation themes under overarching pillars such as task, social and learning productivity – identify hard and soft metrics.
7. Design an evaluation approach/framework.
8. Consider how ongoing evaluation can be achieved to ensure it continues to be fit for purpose in enabling organisations achieve their evolving strategic objectives.

Key deliverable will be an evaluation framework for NSOs to apply when evaluating their blended working model.

In 2024, the planned actions and deliverables of the TT are as follows:

Work Package 1: Business ethics

- Organise a Workshop on Ethics, that will take place on 26 to 28 March 2024 in Geneva, Switzerland in collaboration with WP2. The agenda includes the following sessions:

1) ethics in institutional context,

2) ethics in daily work life,

3) ethics for new data sources and technology,

4) ethics and proactive communication.

- Complete the analysis of the third survey results.

- Incorporate ethics within various areas of GAMSO and GSBPM in collaboration with GSBPM/GAMSO revision task team under the Supporting Standards Group.

- Complete a Reference Book on Ethics for NSOs.

In 2024, the planned actions and deliverables of the TT are as follows:

Work Package 2: Data ethics

Organise a Workshop on Ethics, that will take place on 26 to 28 March 2024, in collaboration with WP1.

1) Develop a common international definition of data ethics and a common understanding of its relevance for NSOs.
2) Develop a principle based international data ethics framework that can be used by NSOs. This will be high-level, adaptable, and responsive in order to take account of different contexts and changing situations.
3) Collect training materials / guidance on ethics and best practices on defining, applying, and communicating data ethics across different NSOs.
4) Provide case studies of good practices and the impacts this has had.

While statistical organisations have been already using AI for their works (e.g., data editing, text classification, imagery analysis, nowcasting), the emergence of Generative AI has heightened implications for communication and dissemination.

Firstly, the services developed based on these Generative AI models such as ChatGPT are easily accessible by non-data scientists. Given that quite some part of daily works of communication experts is around creating content, Generative AI can enhance their productivity and efficiency.
Also, the natural-language based interface powered by AI can greatly improve user-friendliness of dissemination and user relation platform.
On the other hand, Generative AI is still relatively new and there are concerns around data privacy, reliability of information, potentially negative public perception around statistical organisations using Generative AI for its work.
Lastly, but not least, the Generative AI services may change the way people find information on the web which has significant impacts on how statistical organisations disseminate their products.

Based on these, the activity has three purposes – to explore:

1) how to use AI to boost the productivity of communication experts;
2) How to communicate that statistical organisations are using AI so that they can maintain trust in official statistics;
3) How AI affects the information landscape with Generative AI-based services becoming more and more prominent source of information and knowledge, and how statistical organisations should communicate their data and services.

The Generative AI is an emerging technology and, similar to the early days of social media, many organisations are just starting to explore the potential of the generative AI. Given this stage, the activity will first focus on gathering practices and sharing experiences including implications (e.g., legal aspects) within the communication experts. Then the activity will develop a short document with an analysis of initial lessons learned and recommendations for the community.

The purpose of this proposal is:
using evidence-based people data from multiple sources to drive change within the organisation.

Use a reporting tool such as Power BI to collate data from a range of sources such as attrition data, absence, recruitment time to hire, % of diversity declarations.
Using this report as part of the performance cycle then allows for individuals/teams to analyse areas of focus in their organisation/section; for example, it might be that the data shows a performance pay gap between disabled and non-disabled colleagues.
The report will also enable more proactive, strategic advice to be provided through a fulsome overview of the data to help support strategies and give real-time indicators on the progress of various initiatives, such as the number of hires of a diversified workforce, retention, and many others.

Manual manipulation of data may lead to human error and unnecessary effort and less timely or relevant data.
In addition, without the ability to measure and assess our interventions we may not be undertaking the appropriate lever to drive the desired behaviour or outcome.

Human resources and more…

- **Guidelines for Managers** (2015 EN/RU)

- **Guidelines on Risk Management Practices in Statistical Organisations** (2016 EN/RU)

- **Capabilities:**
  - Placemat - Key Capabilities for Modernising Statistical Organisations

- **Developing Organisational Resilience:**
  - Paper on Visions, Missions and Target Operating Models
  - Green paper: Developing Organisational Resilience in Statistical Organisations

- **Statistical Training:**
  - Statistical and End User IT Training Framework - based on GSBPM Model (2017)
  - Statistical Training Framework aligned to the GSBPM - paper (2018)

- **Organisational barriers to international collaboration (2016):**
  - Paper on organisational barriers to international cooperation

- **Competencies profiles (2015):**
  - Big Data Team
  - Big Data Team Leader

Human resources and more...

- **Strategic Communication Framework Publication** - English (2021)

- **Brand and reputation management** - English (2022)

- **Ethics management, leadership and performance** (work in progress 2022)

- **Report on the Survey results on Ethics Management** (2021)

Links & further information:

- Human resources and more…
- Future of Work (coming soon)
- Guidelines on Risk Management
- **Guidelines for Managers**

- Strategic Communication Framework
- Brand and reputation management
- Dissemination and Communication (Expert Meetings)
- HLG-MOS & outputs and activities

- choii@un.org (info on HLG-MOS etc.)
- tetyana.kolomiyets@un.org (Capability and Communication group)

Join the Capabilities and Communication Group

- Anybody can join

- Jointly developing useful products

- Collaboration of the willing and able

- Focus on Innovation and latest needs

- Workshop to share work and to get input and new ideas for future work

- Work programme of the UNECE High-Level Group for the Modernisation of Official Statistics

- Part of the Unite Nations (Economic Commission for Europe and North America, including Caucasus and Central Asia) governed by Conference of European Statisticians (UNECE+ Argentina, Australia, Brazil, Chile, Colombia, Japan, Mexico, New Zealand, South Africa, South Korea and more)

- Work supported by HLG-MOS and CES ➡ All Chief Statisticians UNECE region and (far) beyond

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Thank you for your attention!