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Implementation of the United Nations Economic Commission for Europe Statistical Programme 2020

Addendum

Report of the Workshop on Culture Evolution in Statistical Organisations

Note by the secretariat

Summary

The document presents the key outcomes of the Report of the Workshop on Culture Evolution in Statistical Organisations held 11-13 September 2019 in Geneva, Switzerland. This report is provided to inform the Conference of European Statisticians of the organization and outcomes of the meeting.

The Workshop was organised following a decision of the Conference of European Statisticians in June 2019 (ECE/CES/2019/13).

Please recycle

I.   Organisation of the Workshop

1.   The Workshop on Culture Evolution in Statistical Organisations was held in Geneva, Switzerland, from 11 to 13 September 2019. It was attended by 33 representatives from statistical offices of Australia, Belarus, Bosnia and Herzegovina, Canada, Georgia, Hungary, Iceland, Indonesia, Ireland, Italy, Netherlands, New Zealand, Poland, Slovenia, Sweden, The Republic of North Macedonia, the United Kingdom of Great Britain and Northern Ireland, as well as by representatives from the Council of Europe and "Like minds advisory".

2.   The workshop was opened by remarks from Mr. Andrew Mann, Program Manager, People Service Branch from Australian Bureau of Statistics who also acted as a Chair of the Workshop. The workshop on culture evolution focussed on concrete measures NSOs could take to support their staff in the face of the need to modernise all aspects of our organisations to continue to deliver our outcomes (see Annex 1 for more details).

3.   The workshop consisted of five sessions and covered the following substantive topics:

(a) Mission and vision in shifting the organisational culture in NSOs

(b) Measuring culture

(c) Drivers of organisational change

(d) Implementing Culture change

(e) Monitoring and evaluation

4.   Most of the sessions consisted of presentations and concluded with general discussions. The outcomes of these discussions are documented in Annex 1. For Session 3, participants were divided into groups to work together on the tasks assigned for the topic "People strategy and it's practical application". Group discussions were also organised for the Session 4, to work on the ideas for the "Complementary skills framework" and "Future world of work". At the end of the workshop participants were again divided into groups to identify priorities for their NSOs for the next years and proposals for future work.

5.   All papers and presentations from the workshop are available at: https://statswiki.unece.org/display/HRMT/Workshop+on+Culture+Evolution

6.   Key items identified for future work include (see Annex 2 for more details):

• Changing job profiles; identifying obsolete and upcoming jobs

• Employment value proposition/ strategies for retaining and recruiting staff

• Develop core skills & future proof

• Culture optimum for NSO in Modernization

• Modernization Models for HR

• Staff engagement and internal communication.

7.   Participants were also interested in the follow-up presentations on the projects, issues and ideas that were presented during this workshop.

Annex I

Note by the Chair

NSOs operate in a rapidly changing environment. We are facing new demands from our data users, increasing competition, and the corresponding requirement to modernise our operations means we are implementing new technologies and new statistical methods.

Within our organisations, the definitions of high performance are constantly shifting, employee expectations are rising, and the demands on our organisations are such that we also need to be highly adaptive and more competitive in talent acquisition and retention of our people.

NSOs must have an organisational response which encompasses technologies, business processes and methods, but which also has an equivalent focus on the capability and wellbeing of our staff, and on the working environment we provide to ensure organisational capability keeps pace with these challenges.

The workshop on culture evolution focussed on concrete measures NSOs could take to support their staff in the face of the need to modernise all aspects of our organisations to continue to deliver our outcomes. We explored what works in the areas of high performance and customer service and we also looked at what measures were effective in establishing and sustaining NSOs as 'employers of choice', with a particular focus on the implications of the future of work.

The wide variety of presentations, and the energy and engagement of our workshop delegates, led to valuable insights and practical actions every NSO could implement regardless of their circumstances. It also highlighted the importance of real and ongoing collaboration between us to share creative and effective solutions.

The UN has brought countries together for over 70 years. This workshop has highlighted the practical and enduring importance of this.

In the face of growing public tension between 'experts and evidence', and 'influencers and opinion', NSOs will play an increasingly important part in public discourse, but we will need to act deliberately to position ourselves to maintain relevance.

Collaboration, sharing innovation, creating communities - these are the things that will help us navigate the challenges that lie ahead and cement our position as the number one source of data and analysis informing our nations' important decisions.

I am very grateful to all those who attended the workshop, and those organisations who prioritised this incredibly important work.

Our people are the key to our organisational success, and the working environment we provide unlocks the potential of each and every one of them. This is the value of our work.

I look forward to maintaining our connection and ideas exchange so we can better look after our people now and into the future and deliver outcomes central to achieving our organisational purpose.

This report reflects the core ingredients of this ambitious intent. It also reflects the start of a journey we all sign up to, and to which all our organisations enthusiastically contribute.

Thanks again to all attendees, and in particular those who presented papers sharing their thinking and progress.

Thanks also to the organising committee and the secretariat, without whom there would have been no workshop at all.

I look forward to increasing levels of collaboration between NSOs as we contribute our diverse perspectives to tackle our common challenges and take advantage of our common opportunities.

Andrew Mann (ABS) - Chair

Annex II

Summary of discussions

A. Session 1: Mission and vision in shifting the organisational culture in National Statistical Offices

1. The session was organized by Andrew Mann, ABS and Stacey Money, Statistics Canada and included the following presentations:

- Statistics Canada: Mission and vision roadmap to a modernised Statistics Canada;

- ISTAT, Italy: When law leads culture: biases and opportunities;

- ONS UK: The Office for National Statistics (UK) Culture Journey;

- Statistics Indonesia: Role of Chief Statistician in culture change;

- Australian Bureau of Statistics: Implementing Leader-Led change in the Australian Bureau of Statistics (ABS) – embedding high performance, collaboration and customer focus.

2. The following points were raised during the discussions:

- How to get budget for transformation? Statistics Canada requested specific budget from the Federal Government, initially focusing on the technology side of transformation. We also took aggressive internal approach to dedicate and reallocate. We have target set by chief financial officer, that should be achieved by the end of the year.

- How to know when the cultural change was achieved? In Statistics Canada, you could see people talking about modernisation in small groups, employees engaging with students and new recruits, people starting to think differently. There is a constant message from the Senior Management, and it's all starting to move work in the right direction. A lot of multidisciplinary teams and networks.

- How to afford regional program changes? In Statistics Canada, it started with informal group, now more formal project management style setup but also somewhat paralyzing, struggle how to keep it agile and nimble. What is the right level of oversight? Two assistant Chief statisticians responsible for modernisation issues.

- How to overcome resistance to change? In Statistics Canada some staff had difficulties adjusting to change, and regular meetings were organised with them to find out what they need to do their work efficiently (for ex. two screens, larger desk, work in groups, etc.). Based on the requests, equipment/space required for the different tasks were provided. Everybody was given a voice, things were not imposed on staff. We asked people what they need to do their job?

- How to benchmark where you will be in 5 years? In Statistics Canada they started do program of efficiency indicators: analytics for 400+ survey programs: e.g. Time duration; use admin sets.

- What is the secret friend concept? – In Statistics Canada staff members are matched with colleague in other department/function to meet somebody from different discipline. This project is managed by the Communications department.

- When designing a culture change what is the end point in mind? – With performance management aspect in ONS UK they had difficult situation around performance related pay. The design group was created and focus groups to gather all relevant information. Afterwards all information was presented to the senior management.

- What was blocker in main organization to success of IT change? In ONS UK staff thought that change is being done to them and not through them. More support was

provided to staff and it was identified what worked well across organization. Leaders themselves were not quick.

- In Statistics Canada, Entire organization was going through the change, so the whole organization's culture shifted from service provider to service partner.

- Is it possible to bring change without external help? No, you can't do it on your own. It is good to have a view from the outside.

- How people felt about cascading interviews? In ABS it was powerful that people had to go through things together.

- What is the difference in behavior before and after the leadership program? IN ABS teams appreciated that managers changed. We saw more collaboration between the managers.

B.   Special Session: Embedding cultural change at all levels

3.   The session was organized by Todd Warner from "Like Minds Advisory" and focused on 3 main areas: 1) Provoke a little bit. Help you look at culture and embedment differently; 2) Workshop some of our approaches in the context of your cultural priorities; 3) share stories, and what we are doing to embed culture change globally.

C.   Session 2: Measuring culture

4.   The session was organized by Angela Leonetti (Istat) and included the following presentation:

- ONS UK: The Office for National Statistics (UK) Organisational Health Indicators;

- Regional Statistical Office in Katowice, Poland: Questionnaire for self-assessment of internal control – as an example of good practice at the Regional Statistical Office in Katowice;

- Statistics Canada: Measuring Culture Change at Statistics Canada.

5.   The following issues were discussed after the presentations:

- How do you know (measure) if culture change is a success? In Statistics Canada, we struggle to measure impact of the implemented programs. But we can see in this case some changes that could be measured: such as level of innovation (through surveys), level of feedback, uptake on flexible working arrangements.

- Do you have any other things of internal control except of questionnaire? In Poland the questionnaire is the only source. We also have managerial meetings, and they provide some information about internal control.

- How do you deal with privacy and confidentiality to administrative data? In the ONS UK, we don't have resistance about it. We have been very transparent and built trust in the organization and showed that we didn't use it the wrong way. Security of the data is at forefront.

- How to deal with negative comments in the survey, do you address them? In Statistics Poland we addressed comments, and we organized feedback meetings with managers and teams.

- How to manage enjoyment aspect of surveys? Because staff often considers surveys mandatory. In Statistics Canada in the annual survey, staff took a series of questions that relate to job satisfaction, and other questions related to stress and workload. And they came up with Business Health Condition Index, which is level of job satisfaction compare it the level of stress.

- How you identify change leaders? In Statistics Canada the data is already collected in annual assessment tool and what is missing is being collected by individual form and visualised afterwards.

D. Session 3: Drivers of organisational change

6. This session was organized by Marie Creedon and Eilish O'Sullivan (CSO Ireland) and it included the following presentations:

- Statistics New Zealand: Unlocking our Potential. Culture through job design;

- CSO Ireland: Changing the culture of how we learn. Introducing reflective learning as central component of: SMART start - Year One Programme;

- ISTAT, Italy: Team building: as a successful training experience may support a changing organization;

- Australian Bureau of Statistics: Drivers of the Culture Change Program in the Australian Bureau of Statistics: Making the most of a 'fantastic failure'.

7. The following points were raised during the discussions:

- How do you communicate changes of job design, that it is worth engaging and not just administrative? In Statistics New Zealand, the role profiles were developed by managers with staff involved, the whole process was co-design, staff wanted to do it.

- How do you encourage employees and managers to make time for learning? Is there something you embed from performance or expectation? In Ireland, for this year one program, probation and performance management are integrated in the loop. That's the key to it. When new staff members join, they are managed for the first year quite tightly. They are engaging with the training, they are continuously learning. They are embedded quicker in their jobs, they are doing the all trainings, confidentiality, GDP, or all those elements. Those continuous learnings are embedded in the way the things are done. Also, they have refundable fee, so they encourage people to do forward education when they are in the Statistical Office. The other thing is that statistical training framework, all staff, whether you are new or existing, have that, is just not for the new recruits. There are role specifications for all statistical staff, and they completed skills register. Continuous learning is embedded in work. All staff are using Statistical Training Framework.

- Ownership of failure, how did it affect organization? The head of ABS refused to fire staff for the mistake, they accepted responsibility and fixed the problem with the new data. All staff were helping to solve census issue.

- In Statistics New Zealand you talked very much about the statistical function, and kind of modernizing that. Have you taken that further across functions in your organization? It's the plan, we've done quite a lot of work on the ground, work for family reviews. We wanted to start with the statistical data. That's the core. When I came to the organization, I got the sense that everybody is talking about this data, new environment, and seemed to forget that there are a bunch of people, the core of organization, they are still on the daily basis, producing the official statistics. We really want to bring that group into the party if you like. Because ordinarily I would start the management job quite frankly. The plan is to move to other job families. A lot of the work that we've done in reshaping the jobs is making reshaping the business processes as well. That means right across the whole organizations. Job policies are needed to be changed as well, which is a great thing because they've been changed to fit the culture and the kind of people, we employee.

- In Statistics New Zealand you mentioned that to design a job, you need three years from 2014 to 2017, so in that circumstances, how do you collaborate with

the HR managers to the new job designed? - It took too long, quite frankly, the speed is often a critical aspect of cultural change or any sort of change we need to focus on. I have limited attention span and a limited patience in terms of making change. Because my experience is that slower it goes, the more you will lose people. A lot of the designs were done early. We had to do a quick reminder of this before we implemented it. We found that's easy to reengage because again the demand was there. It's the staff pressing us. We had all the information, discussions of forums and everything we monitored all the time. There are extra jobs, in fact, that were added later on.

- What to do if people loose position because of the new job design? – In New Zealand this didn't happen. The work that people were doing is valuable, and their roles were expanded. The staff could see that they could learn more to build their career differently. People who lost their positions, was because we needed least of those roles. Not the roles are different, we just needed less of them. We lost 3 people in the end.

- When you formulated capabilities and try to make organization agile what specific capabilities did you introduce to achieve that? – In Statistics New Zealand, we were engaging staff in the discussion where the world is moving and what is outside the Statistical Office. We identified that they were doing some of the right things, but they weren't doing it well. So, I think that helped the shift. The power of the co-design and engaging people in those conversations to understand that part of the work.

8.   At the end of the session participants we welcome to share examples of their fantastic failures:

- Statistics Netherlands, shared example of the implementation of the Lean Six Sigma, how to listen better to the customers to deliver better products. We thought that staff will support this new method and they will adopt it easily. And we noticed that staff was not going to accept it easily. We didn't consider, that we had to listen to the staff, what are their needs and how to support them. The lesson learned, you can't really schedule a development program without listening to the teams and their needs, and how to support them.

- In Statistics New Zealand, they have census issue. We hope to deliver it soon, even though the census was done last year. But essentially it came to "optimism bias" in our culture we were too optimistic and didn't prepare enough. One issue was decision making not reaching high enough, and the second one – there was not enough paper forms. A lot of people wanted a paper form to fill in. We lost our head of office as a result.

- In Ireland we had a fantastic failure, of releasing GNI figures, but we missed how it should be communicated. We focused on methodology and confidentiality, and not communication. Now when we are releasing new figures, we have practices of the press conferences, if people will understand it. It is not good enough to do what we do very well, we need to learn to communicate it well.

- In Council of Europe, we decided to set a mandatory training path for managers over three years. It could be a failure, we are at the end of the 3 years, and only two thirds of the managers completed it, and many said that they are at the training only because they were forced to go. Now we need to think about the culture change and to introduce more e-learning, and other types of learning.

- In Italy, we have a similar problem, we can't convince managers to follow training. But after 360-degree evaluation, more managers were agreeing to follow training.

9.   Afterwards all participants were divided into groups to discuss Complementary skills framework. You can see below summary of the discussion by groups.

Group 1)

- Expertise in marketing/growing; skillset examples
- Coaching for leaders
- Refine listening competency
- Capture and understand mindset
- Continuous exchange of views

Forward

- As ethical as possible
- Grow/buy-in
- Cross culture/ less specific
- Champions within organization (mentoring/ skills transfer)
- New roles
- Skills transfer
- Visionary

Management/leadership

- Vision/strategy
- Bring people with you
- Empowerment
- Independent/ decision making
- Delivery
- Assess/measure

Core competencies

- Communication

Group 2)

(a)   List

- Emotional intelligence (self-awareness): team dynamic and productivity (lost), workload
- Results/action
- Negotiation

(b)   Examples

- Vision – unclean and create confusion
- New technologies – ML, IT programs
- New assessments

(c)   How to develop?

- Recruitment and retention
- Continuous learning (learn about competencies)
- Learning people management

Group 3)

To do…

(a)　　Review content

- Which capabilities will make us agile

- Need common understanding

(b)　　Examples of good practice

- DISC-profiling

- UK data science campus

- Go to the Gemba (floor)

(c)　　What do we do to develop these competencies?

- Communicate/ socialize meaning

- Willing/ acceptance

- Examples/ context: look forward

- Learning by working

- To do them not wait: practicing

- Do a pilot

Group 4)

Shrink the problem

- Trust

- Managers support employee Delayer power of hierarchy

- From self-interest to broad purpose Activity, creativity.

Ideas to discuss

- Is fear bad?

- What dialogues are missing in your organization?

- Affect managers at local level? (social, hierarchy, visible/feedback)

- Increase say in organization/ local power.

  i.　　Review Content

 ii.　　Examples of success?

iii.　　What do we do about it?

- Risk (people)-core. Inclusion(goal): diversity one pathway

- Management and leadership – organization/view: corporate citizenship

- Culture DISC. Various psychometrics; models/standards-New Zealand; fit for change-New Zealand

- Set expectations – leader led. Hackatons identify expert (find papers benchmark against).

10.　　Afterwards all participants discussed in groups **People strategy and its practical application**, and at the end of the session participants shared summary of their discussion.

Group 1) How do you get Buy-in (engagement) to a People Strategy?

- Bottom up approach

- Don't promise what you cannot deliver

- Set out your plan and deliver at each stage (trust)

- Continually communicate with staff

- Two-way communication

- Senior people must support the strategy

- Set clear goals for the strategy

- Clearly define what it is

- Mix of grades on focus groups to get all ideas and goals

- Respect minority views

- Should not just be driven by HR

- Be agile as the strategy develops. If something does not work, admit it and try something else (fantastic failures!)

- Be flexible about your final target.

- Report on progress to the senior team (how do you measure progress?)

- What's in it for me? – staff need to know

- Different communication methods (stakeholder mapping/ partner with communication team)

- Get quick wins

- Show you are trying to solve complicated issues

- What are the drivers of change? Explain this to staff.

- Manage expectations

- Make it personal

- Celebrate success/ recognition

- Foster a feeling of belonging

- Make it simple (language)

- Listen – what ways (exit interviews, new staff)

- Explain why things can't be done

Group 2) How do you measure progress on the implementation of a People Strategy?

- Main objectives of People Strategy will determine what/ how you measure (staff satisfaction survey). Indicators built in: annual survey (linked to themes). Pulse surveys on individual aspects.

- What is your measure of success?

- Think about what you will measure before you start or establish baseline. Measure before starting!

- Follow-up meeting with new recruits to see if assignment was the right one (right person in right place, etc.)

- Ad hoc checking and feedback – not only quantitative data.

- Satisfaction level- first element but others impact, too.

- Use management information system to track, e.g. exits, retention. Use technology-gain time.

- Not always easy to prove direct causal link. Identify drivers.

- Use lower-level managers to get on-the-ground feedback. Maybe use standardized methodology to be able to use this feedback usefully.

- Self-evaluation

- Extend measurement including satisfaction from stakeholders etc.

- Be pragmatic – don't measure to measure!

- Measure time saved in better HR processes

- Just listen to people every day. Positive/=progress. Find "champions" who can feed up this information.

Group 3) How do you align the People Strategy to the Vision and Work Plan of the Organization?
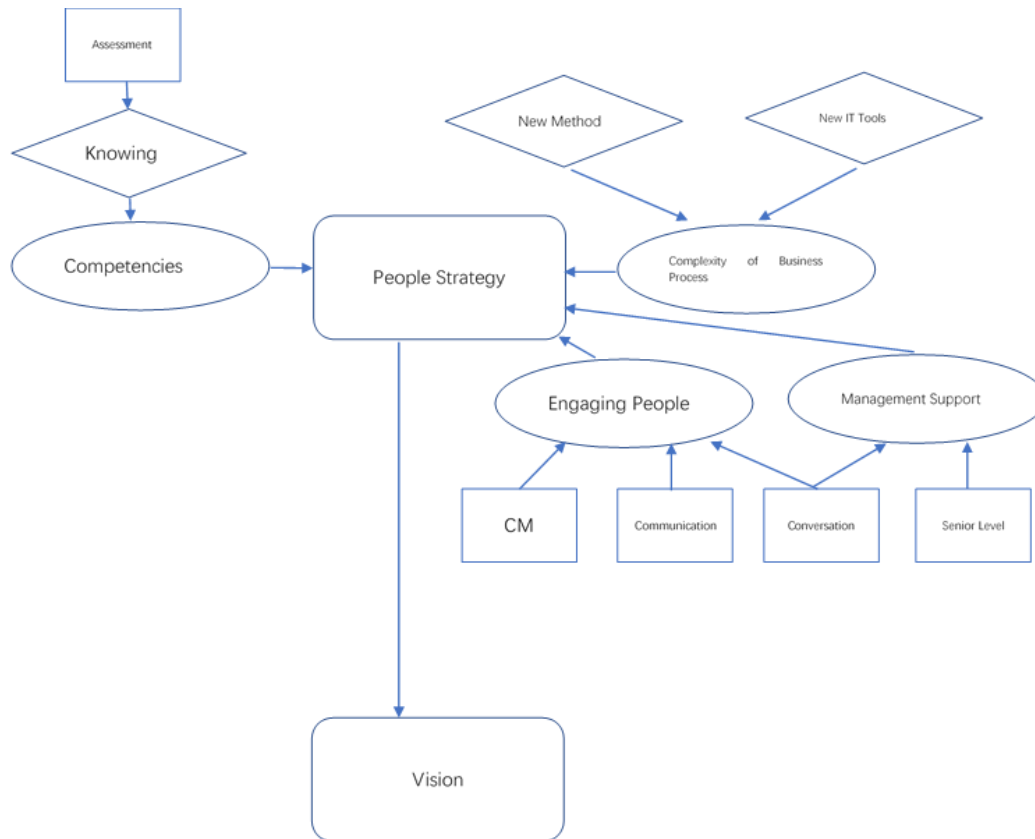
Group 4) How do you keep the People Strategy a "living" document?

- Feedback, pulse-check

- Continuous listening to employees

- Set up dedicated sessions on topics, e.g. wellness

- Respond to feedback, show changes as a result of feedback

- Encourage others to think about the plan, have employees design for themselves

- Leaders persisted with messaging, role model, "champions" action the plan, serve as example

- Progress measurement against goals and communicate

- Small achievable goals (steps) toward large goals, show progress on the little steps to get to large goals

- Communicate strategy to all employees

- Annual (periodically) refresh/ revision of document

- Who has ownership of strategy?

- Embed aspects of the plan in other processes

- Employers, not just leaders talk about the plan. Testimonials (failures/ lessons learned), success stories (promotion, learning opportunities)

- Learn by examples, learn from each other

- Publish results on the outside, incentive

- Listen to outside communities

- Strategy sets direction – high level objectives, e.g. values. Activities, behaviors demonstrated keeps plan alive

- Link to broader strategies of the organization. Link to outcomes, purpose, goals of business

- Flexible

- Consider what format the strategy takes-document?

- Be sure the strategy includes specific business goals (language)

- What's in it for me, how am I part of this

- Dissemination, posters, reminders calendar

- Live updates, technology, visual. Simple, quick, easy to access, relatable

- Focus on short term, tangible

- Investment in people – public good.

E.   Session 4: Implementing culture change

11.   This session was organized by Anna Borowska (Statistics Poland) Tine Pestaj (Republic of Slovenia Statistical Office) and it included the following presentations:

- Statistics Netherlands: Work Smart with Lean and Agile Principles: Lean and Agile adapt culture evolution;

- ISTAT, Italy: Dealing with resistance to culture change: how to work on a failure;

- Statistics Poland: Corporate social responsibility as an element of building organizational culture in Statistics Poland.

12.   The following points were raised during the group discussions:

- What tangible results you noticed in Poland from the culture change perspective? Holistic approach started in 2017 but other actions before but were not ordered. Now 60 coordinators in GOS responsible for collecting needs, comments from employees. So far, we didn't measure it. Some actions are more popular others not. Activity on corporate responsibility is also to more engage staff. Salaries GUS below ministries so also a way to appreciate our employees in different ways. True we should measure it. Should conduct maybe questionnaire how they assess action taken so far and maybe collect proposals. For sure activities show that culture in this respect has changed.

- In Italy competency inventory work, you say you work with new and value it, do you have a strategy for the others, or do they already see the use of it. Do you have a strategy for those that failed initially? - A we now have concrete procedures in order to show the benefits to the employee. The opinion is changing and taking on board more colleagues and % is growing. Get motivated e.g. because want to change job/post so situation is changing rapidly. Frist op down but now more concrete and see the benefits.

- In Italy how did you identify 6 areas as the key skills? First step to create working group with expert of this area. Then we try on a sample to test the list and from the feedback we changed some competencies and clarify some. At the end we had list of each thematic area. Time is changing so we must update continuously. At end we have open space where employee can add capability that they didn't find in the list.

- In the Netherlands, is there are a procedure for making a team, any techniques or simply put together? The teams are part of a department and they have different sub teams and work with these team. Have a tool kit. Don't say you have toolkit but ask teams if they have a problem and how we can help them. What are your needs and what can I use from my toolkit to help each team?

13. Afterwards were divided into 4 groups to discuss "Future world of work" by answering the following questions:

(a) Which challenges are more relevant to your local context?

- Moving to all digital processes – increased automation – thinking about trying to develop 'bots' – how to be incorporated

- Digital platforms increase (paperless)

- Globalization main driver

- Speed, quality data, life time cycling new (IT) systems

- Artificial intelligence

- Exploring projects

- Corralling big data

- Digital platforms

- Slow difficult/expensive

- Moving to clouds

- Combining to blockchain platform

- Digitization of work

- Document archives

- Sensors for big data

- Big data, machine learning

- Existence (value for cultures)

- Artificial Intelligence

- Lack of capabilities

- Workforce retention

- Resistance

- Digital Breath.

(b) Are there other challenges?

- Italy-centralizing in one location

- non responses- how to overcome?

- Buying data from others

- Data source problems

- New ways of sharing data

- New methodology challenges

- Move to content focused ways of reusing data

- Data platform for customers

- Machine learning.

(c)   How are these mega trends already driving cultural changes in your organization?

- IT staff having to adapt as staff have more technical skills
- People have different expectations
- New staff surprised by our technology (not in a good way)
- Breaking silo's
- Multi-disciplinary teams
- New talent require innovation and need to be challenged
- Need constant technology and possibilities.

(d)   What are the opportunities and risks for us in statistical organizations?

Opportunities:

- Save money on accommodation. Flexible hours. More interesting work. New ways of doing things.
- Work/life balance
- Reduce processing time data
- Focus on more interesting subjects
- Intellectual challenge
- Reduced costs
- Better quality work
- More in skills
- Make a shift
- Stewardess
- Integration
- Better interpersonal relationships (family; me-time).

Risks:

- Potential loss of control over what staff are doing continued reduced responses
- Risk to security of data if working from home
- Less team building
- Can you legally change terms and conditions?
- Procedures for all government parties
- Data Security, personal information
- How much of salary
- Staff turnover
- Technology fast, culture slow?
- Too slow.

(e)   What impact will these trends have an organizational culture?

- Different skill sets
- Different mixes of skills
- Constant upskilling as new platforms develop
- Having connection to colleagues
- Loss of loyalty

- Fear/uncertainty to culture
- Long period of disruption
- High value work time
- Ethical issues
- Revolution of cultural organization.

(f)   What will be the impact on workplace relationships and wellbeing?

- Isolation
- Less team spirit
- Increased wellbeing with more interesting work.
- Better work life balance
- People may have to take more responsibility
- May not need the current profile of staff
- Different management skills
- Team spirit disrupted
- Need better definition of work/private time
- More oriented on task rather than time
- Stress
- Less personal contact
- Transactional relationships.

(g)   Given the challenges identified in part 1&2, what are the mitigating actions your organization can take to be proactive not reactive?

- Need to think about how we can maintain access to data
- Cooperate/partner with universities and businesses
- Need to constantly upskill our staff
- What do we do with staff we can't upskill?
- Identify what can humans do better than robots?
- Technology solutions for multi-location working?
- Plan to maintain social contact and team building
- Increased focus on wellness program
- Technology offers to work: faster, better
- Focus on collaboration
- Allow for failure and learn from it
- Open mind to technology
- Key partnership, on technology advancements.

(h)   How can we change the workplace for 'good'?

- Will there be a workplace?
- Use cloud solutions to allow physical changes to workplaces
- Need to train people to more critically analyze data from multiple sources
- Rewarded in attention and recognition
- Awareness of responsibility, like pride, appreciation

- Encourage new comers

- More creative work

- Provide rotational opportunities

- Communicate/Consult/Reassure/Refrain

- Proactive approach

- Establish agreement with universities in relative to the … options

- Talk to universities about empower skills (EMOS).

F. Session 5: Monitoring and evaluation

14.   This session was organized by Fabrizio Rotundi (Istat)and it included the following presentations:

- Australian Bureau of Statistics: Measuring, monitoring and evaluating cultural change in the Australian Bureau of Statistics;

- Istat, Italy: Promoting Organizational ethics to drive organizational improvements: ISTAT's experience;

- Statistics New Zealand: Building the High-Performance Culture.

15.   The following points were raised during the discussion:

- In ABS which metrics you get back to the teams to see their performance within the organization? When we have enough data, we give team that data. Everything presented today will go back to the teams. Primarily, we ask them to work on the public service survey because that's the most comprehensive information that we have. We don't do it team level because the sample size is too big.

- You mention the job in ABS, hasn't been any changes in the new situation for the job? Each year we tried to do something different to request to expect staff to have different conversations. We've not added anything this year because we've just done a process of job design. And we are in the middle of rolling that out. I think there will be a kind of a middle of the cycle discussion as the new job role taken on board. We're not changing pay, we're not changing any of the structures, we are just making people to think about the jobs differently. But the conversations between the staff members and the supervisors when they are transitioning across.

- In ABS you work the capabilities particularly in job design, to be able to achieve the changing in behaviours, how do you deal with these capabilities? It's a working progress, and in the course of working with pragmatism experts in the organization, in the statistics area. We refreshed the capabilities they felt we're necessary from this point looking forward. We got a list of these capabilities against each of the roles now. And we are currently working on putting together programs, materials and other things that will help us deliver that kind of capabilities. But we are looking at also top-down gap analysis in statistical space. Self-assessment. We will identify the key areas where the biggest gaps are, and we will focus on those.

16.   The following issues were raised during the discussion on future work:

- Data analytics in HR

- Staff engagement and internal communication

- Optimum operating model

- Modernisation of HR

- Changing job profiles; Identifying Obsolete and Upcoming jobs

- Employment value proposition; Strategies for Retaining and recruiting staff

- How to involve Academia
- Activity based designs
- How to make technology work for us
- How to engage users/customers
- Safetism
- Context analysis
- Diversity and inclusion managing multi-generations
- Culture - optimum for NSO in Modernisation
- Develop core skills for future people
- Map different level of maturity
- How to engage senior leaders.

17.   The following topics were identified by the participants, as the topics they want to know more about. It also includes list of people who can share knowledge about above mentioned topics.

I would like to know more about…		*I know something about*	
Topic	Name and Organisation	Name	Organisation
Behaviour analysis	Fabrizio Rotundi, ISTAT		
Measuring, monitoring, Evaluation culture	Martha Kevers, Statistics Netherlands	Andrew Mann	ABS
Drivers of organisational change (Future world of work)			
Alignment of vision, mission and culture	Nuria Torroja, INEGI		
	Orla O'Gorman, CSO Ireland		
Preparation/aspects to consider before starting of culture journey	Marie Creedon, CSO Ireland	Andrew Mann	ABS
Job design capabilities, behaviour, culture	Jens Olin, Statistics Sweden	Andrew Mann	ABS
Measuring culture change	Stacey Money, Statistics Canada	Andrew Mann	ABS
	Ximena Fernandez Conde, INEGI		

18.   Participants also identified additional areas in which they can share information with others:

I can share information about:		
Topic	Agency	Name
Employer brand (attraction/retention)	ABS	Andrew Mann
Job design	ABS	Andrew Mann
Planning integration (Risk Management, Fraud, Ethics)	Istat	Fabrizio Rotundi
Statistical training	CSO Ireland	Marie Creedon
Role specifications		

I can share information about:		
Gap analysis		
People analytics	Statistics Canada	Stacey Money
Talent management		
Organisational health		
Giving constructive feedback	Istat	Angela Leonetti
Dealing with conflict		
Competence	Istat	Antonio Ottaiano
Development		
e-learning		

19.   The following topics were selected for future work:

- Changing job profiles; identifying obsolete and upcoming jobs

- Employment value proposition/ strategies for retaining and recruiting staff

- Develop core skills & future proof

- Culture optimum for NSO in Modernization

- Modernization Models for HR

- Staff engagement and internal communication.

20.   Participants were also interested in the follow-up presentations on the projects, issues and ideas that were presented during this workshop.

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