UNECE High-level Group for the Modernisation of Official Statistics

Business Case for organizing a Work Session on Implementing Efficiencies & Quality of output

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This business case was prepared by Modernisation Committee on Organizational Frameworks and Evaluation (MCOFE), and is submitted to the HLG-MOS for their approval.

1 Purpose

The Work Session aims to share knowledge and best practices in implementing efficiencies and improving quality of output of NSO's by using practical tools (like process management, Lean Management, Lean Six Sigma and Lean operational management (LOM), Risk-management, Total Quality Management (TQM), HLS and OQRM.

2 Description of the activity

The Work Session will focus on the following:

a. Sharing knowledge / giving theoretical context on:
   (i) Process Management: *(managing the organizational processes i.e.: directing, organizing and carrying out);*
   (ii) Lean Management: *(changing elements of the management style in order to create and support a culture for continuous improvement based on lean philosophy);*
   (iii) Lean Six Sigma *(framework with which an organization can improve continuously in a structured way);*
   (iv) Lean Operational Management (*Continuous improvement cycle for realization of manageable and stable processes within a team by taking joint responsibility for output*).
   (v) Risk-management (*Developing quality culture through a statistical and organizational process analysis aimed to identify as well as mitigate error risks);*
   (vi) Total Quality Management (TQM) *(Management approach of an organisation centred on quality. This aims at output quality but has an enterprise/management perspective [1]).*

b. Share best practices (demonstration and explanation of successful projects, indication of effects (efficiency & quality) in the NSO, business case.

c. promote international exchange (How to foster the implementation in NSOs of good practices from other organisations, areas for international collaboration, and priorities for joint work)

3 Alternatives considered

An alternative is setting up a Taskforce with the aim to gather best practices in NSO's. However this will become a rather passive activity. More likely a Work Session will help to promote and gear up UNECE-wide implementation of these tools. If we do nothing we will be missing and opportunity to set a standard and help NSO to increase efficiency and quality in a practical way.

4 Expected Benefits

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[1] Models in this category are: the EFQM Excellence Model and ISO-9001 Requirements for Quality management systems; High Level Structure (HLS) for Management systems (This structure is applied in various ISO standards such as ISO 9001 Quality management system (QMS); ISO 27001 Information security management system (ISMS), ISO 19600 Compliance management system and ISO 22301 Business continuity management system; ISO 20252 (Standard for market, opinion and social research); Object Oriented Quality and Risk Management (OQRM) model - This model is developed at Statistics Netherlands and can be used to integrate existing frameworks and develop new frameworks. Key concept of this model is the definition of 'focus areas'.

☐	Reduced costs
☒	Increased efficiency
☒	Reduced risks
☐	New capabilities to meet user needs

Justification:

In this era of big data, crowdsourcing and increased innovation, NSO's need to ensure that statistical processes are managed in the most efficient manner and are updated to reflect new data sources and technologies. It is also important that capable management is further developed in NSO's to reflect this changing environment, as well as process analysis is according Quality Management principles.

5 Type of Activity

☐	New activity
☒	Extension of existing activity
☐	Other *(specify below)*

The MCOFE has been developing a Management Handbook and Risk Management Handbook. This activity would further strengthen these two themes and also widen the scope to the issue of efficiency.

6 Which key priorities in the HLG-MOS Strategic Framework does the proposed project relate to?

☒	Take cost out of our organisations to reinvest in more value added areas
☐	Explore new areas collectively and leverage each other's' research investments in specific areas
☐	Provide whole of government data ecosystems based on international standards, for better estimates in key policy areas
☒	Renew our governance and operating processes

Justification:

The Work Session would expose UNECE countries to useful and practical theory and practices in order to improve efficiency and quality of work processes. It would leverage the investment already made by several NSO's within UNECE.

7 How does the proposed activity relate to other activities under the HLG-MOS?

This Work Session is firstly related to the overall modern stats agenda. Taking into account the context of how data is being collected/edited/disseminated in the modern world of big data/admin data sources etc, we see that the emphasis is moving towards the analysis and dissemination part of the GSBPM.

More specific, this work would also support the work already done through the HLG-MOS related to improving the quality of management and to fuel innovation through more efficient processes.

8 Proposed start and end dates

Start: n.n. 2017
End: n.n. 2017

9 Expected costs

The expected duration of the Work Session is 2.5 days. Usually there are X..X contributions, with an estimated preparation time of one week per contribution. Some contributions may be based on existing material from internal presentations within NSOs. About 25 *to 50* participants are expected. Travel costs of …. participants (except participants coming from the hosting country).