

Business Case for Training and Capabilities development based upon GSBPM

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	
Develop a maturity model and roadmap for employee capabilities development and training based upon the GSBPM.	
2 Description of the activity	
CSO Ireland has developed a <i>Statistical Theory and Statistical Practice</i> and <i>End User IT Training</i> high level framework based upon the phases of the GSBPM. It is proposed that a maturity model (similar to that being developed by the Implementing Modernstats Standards) be developed focusing on training and capabilities development at each phase of the GSBPM, as well as a roadmap on how organizations can evolve/increase maturity levels of capabilities development. The scope will also include skills that need to evolve within organisations that are modernising, such as how to innovate, solve problems, interact with partners/stakeholders/private sector, as well as how workforce planning will be affected as we evolve/modernise. Lessons learned and best practices from various countries can be included.	
3 Alternatives considered	
One general roadmap could be developed, but more likely roadmaps based upon employee classifications (methodologist/statistician, subject matter, IT, corporate services) and/or level of experience within the organization would be more beneficial. If we do nothing, there may be duplication of effort across NSOs and we will be missing an opportunity to align training to an international standard that we want to reinforce.	
4 Expected Benefits	
<input type="checkbox"/>	Reduced costs
<input type="checkbox"/>	Increased efficiency
<input type="checkbox"/>	Reduced risks
<input checked="" type="checkbox"/>	New capabilities to meet user needs
Justification: In this era of big data, crowdsourcing, webscraping, use of Cloud, increased innovation, etc. capabilities that staff need are evolving and we need to develop training in accordance with this evolution. If this framework and model is developed once and used by many countries it will save resources in each country and will increase timeliness of capabilities development of staff.	
5 Type of Activity	
<input type="checkbox"/>	New activity
<input checked="" type="checkbox"/>	Extension of existing activity
<input type="checkbox"/>	Other (<i>specify below</i>)
The MCOFE has been involved in the development of Big Data Team Leader and Big Data Team profiles, capabilities development for managers and building competencies. This activity would take past work to the next level.	

6 Which key priorities in the HLG-MOS Strategic Framework does the proposed project relate to?	
<input type="checkbox"/>	Take cost out of our organisations to reinvest in more value added areas
<input checked="" type="checkbox"/>	Explore new areas collectively and leverage each other's' research investments in specific areas
<input checked="" type="checkbox"/>	Provide whole of government data ecosystems based on international standards, for better estimates in key policy areas
<input type="checkbox"/>	Renew our governance and operating processes
<p>Justification:</p> <p>This work would leverage the investment already made by CSO Ireland in drafting this framework. It would also support the work already done through the HLG-MOS to develop international standards (GSBPM). Many organizations have already adopted GSBPM as a standard and framing training and capabilities development by its phases is a natural next step.</p>	
7 How does the proposed activity relate to other activities under the HLG-MOS?	
<p>This work supports and promotes the usefulness of international standards, in particular the GSBPM. It will also leverage the work done this year on the implementing standards MMM and roadmap and may consequently promote the usefulness of that roadmap as well. There is also a link to the Project Proposal also under consideration at the HLG-MOS workshop: <i>Develop a practical online Guide to Data Integration for Official Statistics</i> which will also be based on GSBPM.</p>	
8 Proposed start and end dates	
Start:	January 2017
End:	December 2017
9 Expected costs	
<p>Staff time</p> <ul style="list-style-type: none"> - Sharing of expertise on MMM and roadmap – 6 persons X 2 days = 12 person days – led by 2 HR specialists – 5 days per month - input required from methodologists, subject matter specialists, IT (quid pro quo/free) <p>Financial costs – travel costs for 6 participants to Geneva once</p>	