Seminar for South-East Europe, Eastern Europe, Caucasus, Central Asia and Mediterranean Countries on Global assessments and peer reviews – follow-up and next steps

25-27 June 2013, Alushta, Ukraine

Session 3: Implementation of improvement recommendations related to the institutional environment
Horizontal Change Processes

• For the senior management of the Central Statistical Office (CSO), they are a threefold challenge:
  – As a manager
  – As (deputy) chief statistician
  – For internal and external communication
Selected Management Issues

- Ensure balance between change activities (projects) and on-going activities
- Make sure that a certain proportion of horizontal (and other) change activities can be implemented without donor funding
- Make sure that strategic know-how is built and kept in-house, and keep it up-to-date with international developments in official statistics
Management Issues (ctd.)

• Associate staff from subject-matter areas to all horizontal change activities
• Push units to overcome the stove-pipe mentality and to explore the potential of sources in the responsibility of other CSO units, and of administrative sources
• Consider production of national and regional results as the same process, and not as subsequent or distinct steps of a process
Management issues (ctd.)

• Develop proposals for scaling down or dropping existing activities the relevance of which for users is doubtful
• Move responsibilities for non-statistical activities that create conflicts of interest with the principles to other parts of the national administration
• Use these resources for change activities
Challenges as Chief Statistician

• Develop a vision of a national statistical system that is fully in line with the principles of official statistics
• Turn each principle of official statistics into operational standards for staff behaviour
• Discontinue practices that are in conflict with these standards
• Set up help-desks for assisting subject-area statisticians in implementing horizontal change activities
Chief Statistician (ctd.)

• As the person who is ultimately responsible for all decisions taken under the umbrella of professional independance, you have to be able to explain and justify these decisions

• Do not seek guidance or instructions from government or ministries concerning issues that are covered by professional independance
Chief Statistician (ctd.)

• Give the message that all official statistics has a degree of estimation, and encourage the use of modern statistical techniques and combination of sources

• Make change visible at an early stage through some easy changes in presenting results, e.g.
  – stop publishing cumulative periods as results of official statistics,
  – give priority to results from comprehensive sources like LFS as compared to administrative sources or business surveys with only partial coverage
Chief Statistician (ctd.)

• As chief statistician, you are not only the CEO of the CSO, but the representative of the whole national statistical system

• As part of the change process, it is necessary to define who else is able and willing to act as producer and disseminator of official statistics in the new spirit. This has to be based on criteria

• The CSO has to ensure that it includes the other confirmed producers in change activities that have a system-wide bearing
Communication Challenges

• Senior management has to explain to staff, to other producers in the national statistical system, and to stakeholders, the new vision and why the changes are necessary.

• This can be done in a credible way only if senior management understands the « new » concepts of official statistics and is convinced and committed that their full implementation is beneficial for the country, and that they « own » and drive the change process.
Communication (ctd.)

• Do not be surprised if some counterparts are sceptical or even opposed
• Try to offer to them tailor-made tables according to their specification as statistical services, but not any more as results of official statistics (if their requests can be met from data sources that continue to be available)
Communication (ctd.)

• The revision of the statistical law is the umbrella over all horizontal change activities

• It offers the unique opportunity to promote the new concept of official statistics and its principles to a large audience and to policy-makers