Group 1 – Risk Identification

Risk Identification				Risk Assessment			Treatment	
Category	**Root causes**	**Risk**	**Effect**	**Likelihood (a)**	**Impact (b)**	**Risk Level (combina-tion of (a) and (b)**	**Description**	**Structures involved (please highlight the accountabilities)**
Reputation	Data breach Quality issue Data Security	Unauthorized access to data Data error Security breach	Loss of credibility; Negative impact on reputation; Lower response rates; Inability to meet mission	Medium	High	High	Additional controls; Encryption of data at source, metrics on hacking attempts; Data quality reviews	ICT ; Office of information security; Business / program areas; Quality review (dissemination)
IT infrastructure	Aging/obsolete IT systems	Inefficiency in processing, analysing and/or disseminate data	Timeliness /delays in disseminating data; Responsiveness to stakeholders	High	Medium	Medium	Invest in IT infrastructure through innovation and modernization	ICT; CIO; Business/Program areas Business transformation/modernization office
HR	Change within the organization; Knowledge management; Poor internal communication; Lack of skilled resources	Quality and timeliness of deliverables	Duplication of effort; Negative effect on employee ; engagement; Unclear ownership/accountabilities; Quality affected; Obsolete IT infrastructure	Medium	Medium	Medium	Training; Succession planning; Recruitment initiatives; Proper documentation; Process mapping; Knowledge transfer	HR; Management in all business/program areas management

Conclusion
- affect of treatment
- reduce likelihood, reduce impact - reduce residual risk
- assess against risk appetite, management could decide to accept the residual risk or not depending on their appetite
-contingency planning

Group 2 – Risk Identification

Risk Identification				Risk Assessment			Treatment	
Category	**Root causes**	**Risk**	**Effect**	**Likelihood (a)**	**Impact (b)**	**Risk Level (combina-tion of (a) and (b)**	**Description**	**Structures involved (please highlight the accountabilities)**
Independence and trust	Government interference in NSI matters. Senior appointments made with political bias.	The statistical system is not, or is not seen to be, independent from government and trusted by users	Questions over the NSI's work. Conflict with government stakeholders. Non-compliance with international standards.	L	H	M	Legislation on independence. Effective regulation of official statistics. Communication and high profile challenge of mis-use. Adherence to standards.	
Capability	Lack of professional skills in the labor market. Competition for scarce skills from the private sector.	Failure to recruit, retain and train highly qualified and professional staff.	Loss of corporate memory. Failure to deliver. Failure to innovation.	M	H	H	Consider pay structure. Use of outsourcing and partnerships. Focus on learning, work with academia. Use of loans and secondments.	
Competition	Production of official statistics from other providers (i.e. Adobe price index). Questions of the credibility of the NSI, i.e. through failure to meet user needs, failure to innovate, errors or quality issues.	Production of comparable statistics by other providers, and uses use other sources.	Closure or marginalization of NSI. Decision making based on lower quality data.	L	H	M	Sell the USP of the NSI. Improve timeliness, quality and scope. Modernise and innovate. Proactive stakeholder engagement. Legislative protection for the NSI.	

Group 3 – Risk Identification

Risk Identification				Risk Assessment			Treatment	
Category	**Root causes**	**Risk**	**Effect**	**Likelihood (a)**	**Impact (b)**	**Risk Level (combina-tion of (a) and (b)**	**Description**	**Structures involved (please highlight the accountabilities)**
Strategic	Lack of required skills, lack of reliability around the supply and quality of Big data sets	Not being able to maximize the use of Big data sets in the production of official statistics	Strategic objective not met - could impact negatively on reputation also	3	3	9	Develop partnerships with universities to develop skills needed. Develop partnerships with Big data suppliers to safeguard supply and quality of datasets	Statistical Methodology Departments, HR & Finance areas, and Top Management
Strategic	Quality and supply issues with administrative data sets. Limited resources in relation to preparing such data-sets for regular use in statistical production	Not being able to maximize the use of administrative data sets in the production of official statistics	Strategic objective not met - could impact negatively on reputation also	2	3	6	Put Service level agreements (SLAs) and Memorandum of Understandings in place with all key suppliers. Use legal enforcement powers when and if necessary to get administrative data	Users of administrative data in the Office, centralized Admin. Data areas, Corporate Support
Reputational	Weak data security processes. Gaps in data management / data governance processes	Risk of having a breach of confidential data from the Office	Breach of confidentiality leading to reputational damage for Office	1	3	3	Strong IT, Data management and data governance controls	IT, Communication, HR, Dedicated support areas, IT Governance Board, Data Management policy and procedures

Note : any remaining residual risk (scores) should be mapped against the Organisation's Risk Appetite Statement to ensure consistency.

Risk treatments were selected to minimize the likelihood of occurrence and to reduce any related consequences. All treatments should improve quality for example, more and varied statistical outputs using administrative and big data sources, better development of statistical / data analysis skills and better quality around ensuring the protection of data management and data confidentiality

Group 4 – Risk Identification

Risk Identification				Risk Assessment			Treatment	
Category	**Root causes**	**Risk**	**Effect**	**Likelihood (a)**	**Impact (b)**	**Risk Level (combina-tion of (a) and (b)**	**Description**	**Structures involved (please highlight the accountabilities)**
User needs	NSO is not able to provide statistical services in a continuously changing environment	Perception of low flexibility to adapt to user needs	Low relevance of statistical outputs and effectiveness	Medium	High	Medium-High	Define and implement a communication plan with users governance body; Implement tools for prioritization and allocation of resources	Top management; Users governance body; Communication; Statistical coordination unit
Data collection	CATI and telephone interviews are increasingly not trusted as other private telemarketers are on the market	Low response rates	Poor quality in terms of scope and accuracy	High	High	High-High	Improve communication with interviewees to explain better the reasons of survey and their role; Provide follow-up on survey results	Survey manager; Communication; CATI service provider; Methodological unit
Data security	Outsourcing of ICT services; Lack of control on processes	Data leakage; Disclosure of confidential data	Loss of reputation and trust; Low response rates	High	High	High-High	Define and implement preventive detection actions; Increase security controls; Provide training on technical solutions to control access and data manipulation	ICT; HR Department; Methodological unit