

# Risk management in the ESS Vision 2020

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ESS Vision 2020

# A long journey towards modernisation

- European Statistical System (ESS) collaborative approach – building together
- Strong links with
  - International modernisation activities
  - Research and methodological community
  - Stakeholders / users
- Step by step approach
- Monitor and manage
- Working mechanisms



# Strategic aims of the Vision



## USERS

- agile and responsive attitude to users' needs
- response to user groups
- partner and a leader for innovation
- strategic alliances public and private



## QUALITY

- CoP and ESS Quality Assurance Framework
- quality assurance tools fit for purpose
- usability and quality of source data
- sound methodology and effective quality assurance mechanism



## NEW DATA SOURCES

- improving existing data collection methods
- exploiting the potential on new data sources
- establishing alliances and partnership with data owners
- new IT tools and methodological development
- organisational changes



## STATISTICAL PROCESSES

- partnership of the ESS
- enterprise architecture
- standards
- common methods and tools
- sharing IT services and infrastructures
- (micro) data exchange and statistical confidentiality
- experts working together



## DISSEMINATION

- dissemination and communication strategy
- pool of European statistics
- portfolio of dissemination products and services
- European statistics brand



*“A vision is void if it is not followed by a strategy and concrete actions towards implementation”*

ESS Vision 2020

# Building the 2020 ESS



# Based on Portfolio Management Approach

- Refreshed vision would benefit from a new approach
- Needed the best mix of projects to deliver the vision
- Needed to build support for implementation
- Needed best chance of successful delivery

## Features of good Portfolio Management

- × Supportive top management, clear governance and effective stakeholder management
- × Selecting programmes & projects that contribute to the strategic aims, in a balanced way
- × Rigorous evaluation and approval of business cases
- × Disciplined approach to starting, changing and stopping
- × **Managing risks, issues & dependencies**
- × Ensuring benefits are planned and delivered
- × Managing capacity, capability and skills across the portfolio
- × Regular reporting, supported by independent assurance

# Monitoring the portfolio

## Report:

- Portfolio dashboard
- System of traffic lights: current status and delivery confidence
- Based on quarterly progress reports of the projects (using the Commission project management methodology)
- Quarterly periodicity



# Portfolio management - monitoring report



*ESS Vision 2020 portfolio*

Portfolio (as a whole)

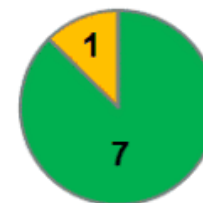


Status Delivery confidence

*Projects' summary dashboard*



Status



Delivery confidence



*Administrative data sources*

ADMIN



*Big Data for official statistics*

BIGD



*Getting the pulse of users' needs and provide them with the right products and services*

DIGICOM



# Strategic risks - background

Timeline	Action
May 2014	ESS Vision 2020 agreed by ESSC
Feb 2015	ESSC agreed proposals for an initial portfolio of projects
Feb 2015	ESSC invited Member States to identify, classify and assess strategic risks, and develop mitigation actions
Apr 2015	Vision Implementation Network members provided views on the strategic risks and mitigations
Sep 2015	Proposals on strategic risks and mitigation actions
Feb 2016	ESSC endorsed proposed actions, roadmaps and responsibilities

# Risk identification & assessment

- Reviewed existing project level risks
- Considered common causes of failure
- Invited Vision Implementation Network to assess initial set of strategic risks
- Scored and prioritised strategic risks



# Risk response

Selection of the risk response – how to deal with the identified risks:

- Mitigation plans: actions to reduce the likelihood and/or potential impact
- Contingency plans: actions to manage the impact of a risk should it materialise (to be developed)

# Classification of risks in 3 groups

Risk level	Addressed by
High level risks	developing specific dedicated risk mitigation actions
Medium level risks	developing cross-cutting risk mitigation actions
Low level risks	monitoring possible changes in risk impact or likelihood

# High level risks

High level risks	
Exchange of micro-data	Risk associated with the exchange of confidential micro data for statistical production purposes
Budget	Risk that the affordability of the portfolio was wrongly estimated - budget risk
Capability/capacity	Lack of capability/capacity to implement the Vision portfolio / lack of timely availability of skills and human resources
Legislation	Different legislative systems/lack of common EU legislation

# High level risks – proposed mitigation (1)



**Risk 13 - Exchange of micro data: because of its nature was given more consideration than the others**

**Risk 10 – Affordability/budget risk**

- Regular monitoring at project and portfolio level
- Multi-year financial planning
- Define minimum requirements for deployment for each project
- Develop method for assessing cost and benefits
- Develop method for estimating deployment costs

# High level risks – proposed mitigation (2)



## **Risk 11 - Lack of capability/capacity/skills to implement the Vision portfolio**

- Review how the sequencing of projects matches available capacity
- Assess skills gaps to run the projects and deploy their deliverables
- Develop action plan for enhancing skills in the ESS
- Deliver project, portfolio and change management courses

## **Risk 12 - Different legislative systems/lack of common EU legislation**

- Analyse inventory of EU and National legislation/frameworks on confidentiality, data protection and data exchange



# Medium level risks

## Medium level risks

Resistance to change in statistical organisations

Lack of stakeholder engagement

Weak portfolio management

Implications of different understanding of the Vision in the VIN

External factors conflicting with the strategic aims of the Vision

Lack of coherence between national and ESS modernisation programmes

ESS Vision 2020 governance / lack of ownership

# Low level risks

## Low level risks

Wrong mix of projects in the ESS Vision 2020 portfolio

Lack of coordination with other ESS and international initiatives

- Low level risks will be monitored but no specific mitigation actions are proposed

# Mitigation actions

Each mitigation action will be implemented under the responsibility of:

- an action owner (Eurostat unit)
- a Directors Group, where relevant

# Risk reporting and monitoring

- Quarterly project and portfolio level risk report to Vision Implementation Group
- Quarterly review of risks & mitigations by Vision Implementation Group - key points reported to ESSC
- Annual re-assessment of strategic risks

# Risk Management in the ESS Vision 2020

Thank you for your attention

Questions?



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