The 13th East Asian Statistical Conference

Standardisation of the End-to-End Statistical System

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Standardisation of the End-to-End Statistical System

- Background to the Business Case
- Learning the lessons of previous work
- Our approach to this Transformation – Te Kapehu Whetu
- Approach Design experiences
- Technical experiences
- Developing Organisational Capabilities
- Governance experiences
- Concluding Remarks

Background to the Business Case

- Continuity Risks
  - Aging IT systems, 70% fully depreciated
  - Silo systems creating rigidity and excess cost
  - "patching" work on systems taking up too much staff time with consequences for morale
- Perceived value risks
  - Many Social statistics funding time limited
  - Overall portfolio of statistics uncoordinated
  - Unable to meet growing expectations for timing

The Lessons from our own History

- No “best way” to organise things – have to design processes which build on what our organisation does and doesn’t do well
- Our previous efforts highlighted;
  - Make “ownership” strong and simple
  - Be structured about governance and project management
  - Don’t try and make too many technology leaps at once
  - Minimise dependence on “one size fits all” leaps

The Approach – 3 Broad Phases

- Mitigate legacy through standardised systems
  - Internal – Focus on building a suite of “platforms” to carry out the business process. This is now well advanced, with some processing functions now in production
  - External – Agree most important statistics across Government. Our tier 1 list was signed off by the New Zealand Cabinet after a period of engagement

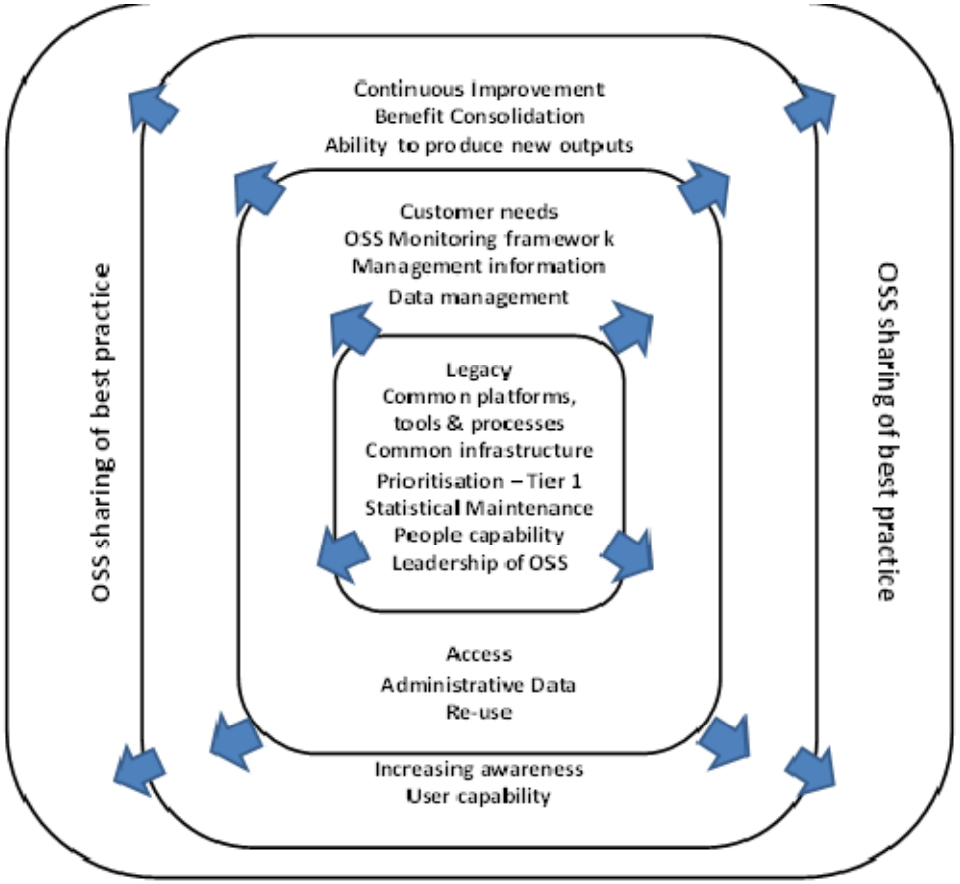
The Approach – 3 Broad Phases

- Increasing change through injecting administrative data into Standard environment
  - Internal – Drawing on new possibilities arising from improved data management across government. Our Integrated Data Infrastructure has been in great demand, with agencies wanting to bring in their data
  - External – Big step ahead with access tools and in looking to rationalise work across government. Central will be Government's capacity to develop at least a "data catalogue", if not a collective data management plan

The Approach – 3 Broad Phases

- Deploy Statistical Infrastructure across Government
  - Internal – Be looking at next wave of new data sources. Social media, wiki approaches and radically transformed presentation seem likely targets
  - External – Understand how working together will create specialisms

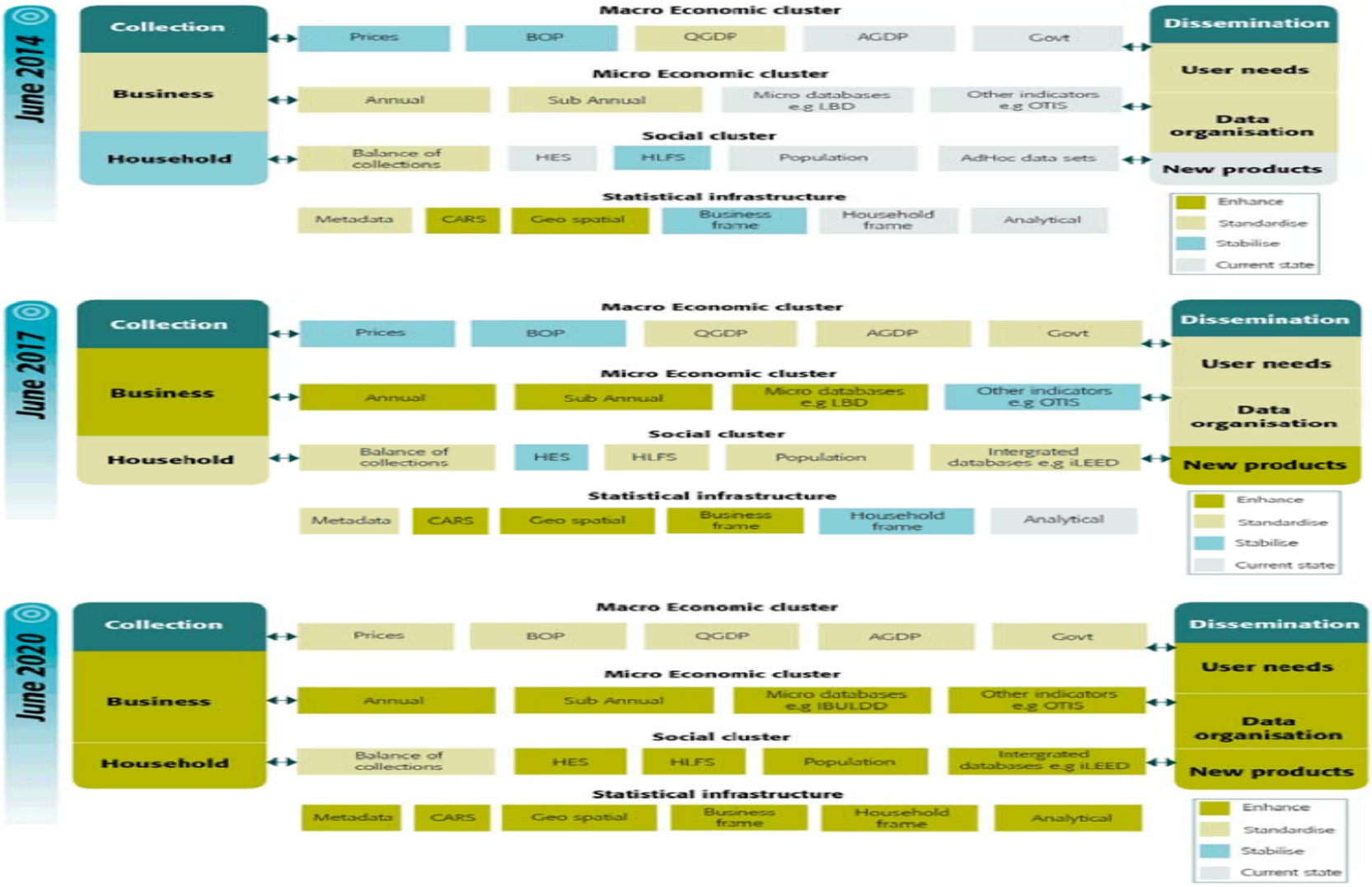
The Approach –Peeling Back Layers !



Approach Design Experiences

- Key Challenges
  - To build stability into the sequence of transitions (legacy mitigation, standardise, transform)
  - To phase the timing of critical impact across the organisation (someone has to be last)
  - To keep the plan flexible enough to allow new developments to be incorporated
- Just mapping dependencies is a very big job !!!

Preferred option



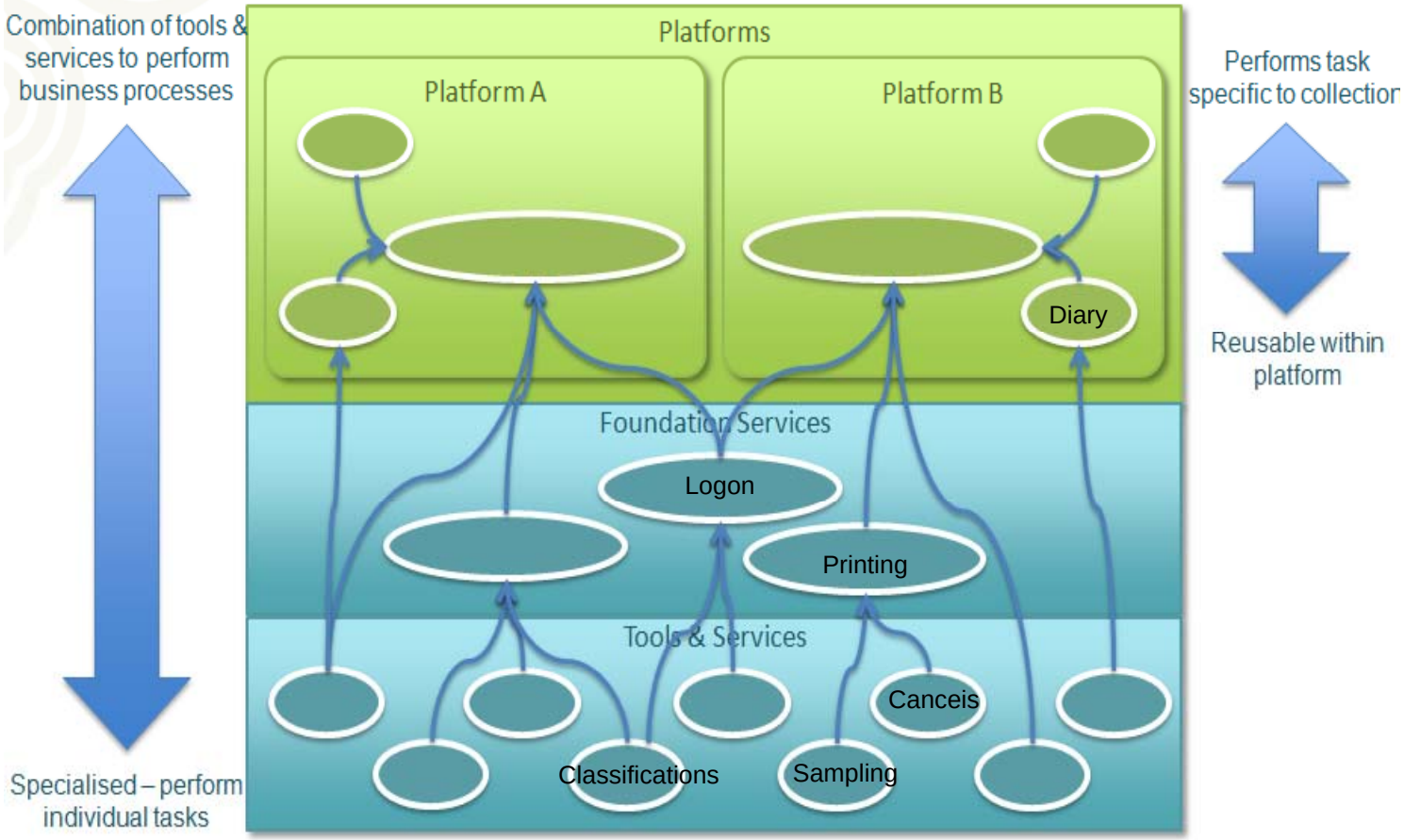
Technical Experiences

- Building systems with the whole picture in mind
  - Statistical Architecture and the General Business Process Model has helped everyone understand what our process and database picture will look like
  - Our IT Architecture process has crystalised this into a suite of “platforms” that have each been built on top of standard tools
  - We have just finished bringing our platforms together in an End-to-end prototype, reinforcing that they were designed to fit together

Technical Experiences – A layer of detail

- Continued shift to using other agencies tools
- We have mainly learnt how to put work flow around statistical tools. We are involved in the international collaboration work but it has been really critical that our IT team have had this focus
- We have found juggling how far our standard system should go to be a very pragmatic process. Our Household processing is a sort of “skeleton”, while the business tool goes much further
- We have wired in a bought metadata tool but are still estimating the gains it will bring, collection changes are at a relatively early stage

Platform design



Developing Organisational Capability

- We have developed a “People Strategy” that provides us with a set of tools for managing change, leading new work cultures and identifying changes in skills mixes. The early experience is encouraging – the key challenge seems to be to be clear about goals
- It seems likely that providing leadership of statistical activity outside Government will be our biggest challenge
- Improving Project Management and financial disciplines has been a focus. Agile methods have proved very successful. Being able to “learn as we go” is clearly going to be a major challenge

Governance Design

- We have chosen to emphasize maintaining a sense of ownership over central coordination in our governance arrangements. We keep examining this
- Governing to achieve financial savings will be a big challenge. We have already made some useful gains but it will require discipline for this not to become unplanned quality improvements
- Increasingly managing external engagement as business units become more externally focused looks challenging

Concluding Remarks

- If you can avoid it – don't build silos !!
- Content , Methods, Process and Systems Maps of what you are trying to build are very valuable –Making our core capability, "getting the most out of others good work" has been a key turning point
- Maximising Ownership is important when introducing standardisation
- Being able to learn as you go is very important