

# Generic Activity Model for Statistical Organisations

# GAMSO

(Version 1.2, January 2019)

## About this document

This document provides a description of the GAMSO.



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# Generic Activity Model for Statistical Organisation

## I. Introduction

1. The Generic Activity Model for Statistical Organisations (GAMSO) describes and defines the activities that take place within a typical organisation that produces official statistics. It extends and complements the Generic Statistical Business Process Model (GSBPM) by adding additional activities needed to support statistical production. The GAMSO describes activities – that is, what statistical organisations do – while the GSBPM describes the process – that is, how statistical organisations undertake the activity of statistical production.
2. Like the GSBPM, the GAMSO aims to provide a common vocabulary and framework to support international collaboration activities, particularly in the field of modernisation. While individual collaboration typically focuses on modernising a particular aspect of production (as described by the GSBPM), statistical production occurs within a broader context of corporate strategies, capabilities and support. The GAMSO helps to place collaboration in the wider context.
3. Some benefits and expected uses of the GAMSO are listed below. They show that the target audience for this model will vary according to use from top management to experts.

### Benefits

- Provide a common vocabulary and framework to support international collaboration activities, particularly in the field of modernisation
- Provide a basis for resource planning within a statistical organisation
- Support the development and implementation of enterprise architectures, including components such as capability architectures
- Support risk management systems

### Expected uses

- As a basis for the measurement of costs of producing official statistics in a way that can be compared between organisations
- As a tool to measure and communicate the value of statistical modernisation activities across an organisation

## Background

4. The GAMSO was first developed in 2015 based on the GSBPM and the Business Activity Model (developed by the Statistical Network<sup>1</sup>). Following several drafts and consultations, version 1.1 was released in January 2017. The GAMSO was endorsed in June 2017 by the 65th Conference of European Statistics Plenary Session.

## Main changes from version 1.1

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<sup>1</sup> In 2014, the members of the Statistical Network were the national statistical organisations in Australia, Canada, Italy, New Zealand, Norway, Sweden and the United Kingdom.

5. The review of the GAMSO version 1.1 was to update the model to ensure consistency with current version of the GSBPM (version 5.1). There are no changes to the structure of the model in version 1.2, but some minor improvements to the descriptions have been made to enhance consistency and clarity.

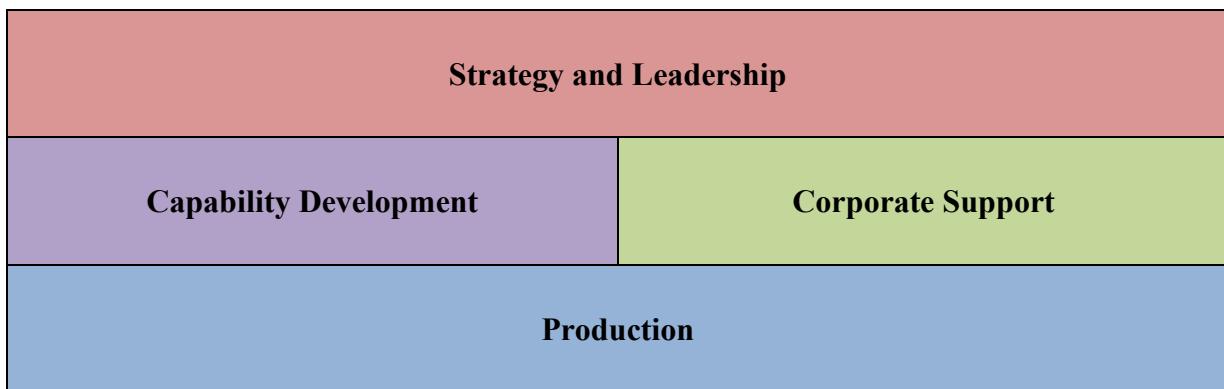
## II. Structure

6. The GAMSO is composed of four activity areas: Strategy and Leadership, Capability Development, Corporate Support and Production.

7. For Strategy and Leadership, Capability Development and Corporate Support, each activity area is further broken down into activities and examples of the activities are provided in the text.

8. For Production, as the GSBPM phases represent the activities in the Production activity area, the GAMSO does not seek to redefine these. The Production activity area of the GAMSO version 1.2 corresponds to the GSBPM version 5.1 where the processes associated with the Production activity area are described in detail.

9. Figure A in the Annex shows the activity areas, activities and examples.



**Figure 1. Activity areas of the GAMSO**

Strategy and Leadership													
Define Vision		Govern and Lead			Manage Strategic Collaboration and Cooperation								
Capability Development				Corporate Support									
Plan Capability Improvements	Develop Capability Improvements	Monitor Capability Improvements	Transfer Support of Capability Improvements	Manage Business Performance and Legislation	Manage Statistical Methodology	Manage Quality	Manage Information and Knowledge	Manage Consumers	Manage Data Suppliers	Manage Finances	Manage Human Resources	Manage IT	Manage Buildings and Physical Space
Production													
Generic Statistical Business Process Model													

**Figure 2. Activity areas and activities of the GAMSO**

## **Strategy and Leadership**

10. These activities are the high-level strategic activities that enable statistical organisations to deliver the products and services needed by governments and communities nationally and internationally.

11. The activities influence, shape and drive future directions and investments through the development and consideration of high-level strategies to develop organisational capabilities and the statistical product and service portfolio.

Strategy and Leadership		
Define Vision	Govern and Lead	Manage Strategic Collaboration and Cooperation

**Figure 3. Strategy and Leadership activity area of the GAMSQ**

12. The Strategy and Leadership activity area is broken down into 3 activities. These activities are:

- Define Vision
- Govern and Lead
- Manage Strategic Collaboration and Cooperation

### **Define Vision**

13. These activities ensure that statistical organisations understand the environment in which they operate and the emerging issues they are confronted with, so that it is clear where they can provide independent, evidence-based information, as well as statistical standards and infrastructure, for use by governments and the broader community.

14. Based on this, statistical organisations determine their high-level goals and directions, including the values which will guide them, so they set their statistical programmes accordingly. This also includes communicating the mission, values and expectations internally and externally, to lead and inspire staff and to increase government and community trust and confidence in the organisation and in official statistics in general. These include:

- Understand national and international directions and factors
- Determine vision, mission and strategic goals
- Determine organisational value proposition
- Determine and communicate values and expectations
- Create interest and awareness

### **Govern and Lead**

15. These activities cover the development of strategies to achieve the goals and directions set under Define Vision. They include identification and prioritisation of the statistical work programme, prioritisation of the capital investment programme, and the

allocation of resources (capital and labour) to implement the agreed programmes defined in the statistical product and service and capability portfolios.

16. Under Govern and Lead the need for capability improvements is identified and requested by prioritising the capability portfolio, under Capability Development the requested and prioritized capability improvements are planned in more detail, developed, monitored and after their full integration in Production their support is transferred to Corporate Support.

17. Activities under Govern and Lead include:

- Develop strategies for achieving organisational goals
- Prioritise capability portfolio
- Prioritise statistical product and service portfolio
- Define and manage statistical programme
- Allocate project and programme portfolio budgets
- Build and maintain internal statistical and professional excellence
- Ensure general coordination and alignment
- Define general organisational policies
- Publish policies, guidelines and normative documents

### **Manage Strategic Collaboration and Cooperation**

18. These activities cover collaboration, cooperation and coordination with other statistical organisations and other external stakeholders. They can include coordination within a statistical system, which may be based on a geographical hierarchy of entities (local, regional, national, multi-national), or a split of responsibilities between organisations based upon activities. They include activities undertaken to identify new opportunities for data exchange or integration. They provide the statistical community with opportunities to exchange knowledge, to improve statistical infrastructure and practices and to influence statistical standards.

19. These activities contribute to the building and enhancing of shared statistical capabilities managed by partners, leading to increased statistical understanding and improved application and use. They include organisation and coordination of other organisations which produce official statistics as part of a national system. These include:

- Build and maintain strategic relations, nationally and internationally
- Build and maintain external statistical excellence
- Advance inter-agency and international collaborations
- Secure support for statistical product and service and capability portfolio
- Coordinate the national statistical system

### **Capability Development**

20. This activity area includes research, development and innovation activities i.e. the development of capabilities that enable the organisation to undertake new activities, or to improve the efficiency of existing ones. It promotes the re-use and sharing of infrastructure (statistical and technical), both inside the organisation and across organisations, to facilitate harmonisation and to improve the coherence of statistical outputs. Some of these activities

may be outsourced to partners in the private or academic sectors, or even to other statistical organisations. When a new capability or a capability improvement is fully integrated in Production, its support is transferred to one or more activities of Corporate Support.

Capability Development			
Plan Capability Improvements	Develop Capability Improvements	Monitor Capability Improvements	Transfer Support of Capability Improvements

**Figure 4. Capability Development activity area of the GAMSO**

21. This activity area is broken down into 4 activities. The activities are:

- Plan Capability Improvements
- Develop Capability Improvements
- Monitor Capability Improvements
- Transfer Support of Capability Improvements

### **Plan Capability Improvements**

22. These activities aim at planning the best way forward to develop a new capability or improve an organisation's capabilities. They require a thorough organisational view of change requirements, the prioritisation of options through an efficient, iterative approval process until a work programme for capability improvements is finalised.

23. These activities further coordinate the planning and resourcing of cross-cutting/reusable capability improvement projects (both large and small), to ensure key improvement work is integrated across the organisation, with interdependencies understood and the resources optimized across the work programme.

24. These activities also monitor the ongoing progress of the work programme and report to the relevant governance fora to ensure all required change requests occur in an efficient and effective manner.

25. The activities include:

- Identify disruptions and capability improvements
- Propose capability improvement projects
- Manage capability improvement programmes

### **Develop Capability Improvements**

26. These activities develop approved improvement projects from the requirements stage through to their completion. The developers will undertake background research, define the detailed requirements, coordinate the design and building, and finalize all aspects of the capabilities being developed, including their deployment for operational use.

27. The activities mainly concern the development of capability improvements for multiple statistical business processes, including cases where capability improvements are developed through partnering with other statistical organisation or through implementing

reusable infrastructure originally developed by others. Capability improvements in the context of a single statistical business process are included in the Production activity area.

28. The activities include:

- Undertake background research
- Define detailed capability requirements
- Design capability solution
- Build/procure and deploy capability solution

### **Monitor Capability Improvements**

29. These activities aim at monitoring the organisation capabilities, ensuring the organisation reaps maximum benefits from investments. They involve maintaining capabilities, evaluating them or suggesting where improvements are required. Staff members undertaking these activities effectively become the custodians/reference persons for the capabilities, taking responsibility for their fitness for purpose. These include:

- Maintain capability improvements
- Promote capability improvements
- Evaluate capability improvements

### **Transfer Support of Capability Improvements**

30. These activities provide the technical hands-on assistance required across the organisation to ensure that the capability improvements are actually used in support of the statistical work programme. These activities also guide the successful operation of individual reusable business processes and transfer of shared infrastructures. When a capability improvement is fully integrated in Production, its support is transferred to one or more activities of Corporate Support. These include:

- Transfer design
- Transfer operations
- Transfer user support

### **Corporate Support**

31. These activities support standardisation. They cover the cross-cutting activities required by the organisation to deliver its work programme efficiently and effectively. When a capability improvement is fully integrated in Production, its support is transferred to one or more activities of Corporate Support.

Corporate Support									
Manage Business Performance and Legislation	Manage Statistical Methodology	Manage Quality	Manage Information and Knowledge	Manage Consumers	Manage Data Suppliers	Manage Finances	Manage Human Resources	Manage IT	Manage Buildings and Physical Space

**Figure 5 Corporate Support activity area of the GAMSO**

32. This activity area is broken down into 10 activities. The activities are:

- Manage Business Performance and Legislation
- Manage Statistical Methodology
- Manage Quality
- Manage Information and Knowledge
- Manage Consumers
- Manage Data Suppliers
- Manage Finances
- Manage Human Resources
- Manage Information Technology (IT)
- Manage Buildings and Physical Space

### **Manage Business Performance and Legislation**

33. These activities manage how the organisation conducts its business, including agreed changes to the business, in order to achieve planned outputs and outcomes. These include:

- Manage business performance
- Manage change and risk
- Manage legislation and compliance

### **Manage Statistical Methodology**

34. These activities manage the statistical methodology used to design and carry out the statistical production process. These include initiating and ensuring that standard statistical methods and practices for the processes and sub-processes are identified, put in place in the organisation, and reviewed, to continuously improve efficiency of the production process. Examples include, but are not limited to, management of cross-cutting statistical methods for:

- Frames and samples
- Editing and imputing
- Weighting
- Estimation
- Time series and seasonal adjustment
- Disclosure avoidance
- Data linkage

### **Manage Quality**

35. These activities cover developing and administering a quality framework and cross-cutting work with tools to assure quality, i.e. compliance with the quality framework that should cover quality linked to the organisational framework, processes and products. Such tools comprise quality indicators (including balancing quality components), user surveys, self-assessments, quality reviews or audits, certification and labelling of statistics. Quality documentation here refers to the organisational level and covers quality declarations, policies and relevant guidelines such as guidelines on handling of errors and revisions.

36. The activities include:

- Manage quality framework
- Manage quality assurance tools
- Manage quality documentation

37. The GAMSO includes quality management activities at an organisational level. Quality management activities that are more directly related to the statistical production (e.g. setting process quality targets and monitoring compliance, seeking and analysing user feedback) are included in the GSBPM (for further information, see Section VI. Cross-cutting process of the GSBPM).

### **Manage Information and Knowledge**

38. These activities include the ownership or custody of records, documents, information and other intellectual assets held by the organisation and the governance of information collection, arrangement, storage, maintenance, retrieval, dissemination, archiving and destruction. They also include maintaining the policies, guidelines and standards regarding information management and governance. These include:

- Manage documents and records, including archiving and destruction
- Manage knowledge
- Manage information standards and access rights
- Manage metadata and data

39. The GAMSO includes information and knowledge management activities at an organisational level. Metadata management activities that are more directly related to the statistical production are included in the GSBPM (for further information, see Section VI. Cross-cutting process of the GSBPM).

### **Manage Consumers**

40. These activities cover the management of communication and exchanges between governmental or international institutions, the public, and other stakeholders in direct or indirect support of organisational services. They therefore deal with the relationships between statistical organisations and the public, including those via the media. This includes general marketing activities and dealing with non-specific consumer feedback. This also includes measures to educate and inform users so that they fully understand statistical outputs, and to promote and improve levels of statistical literacy in society in general. These include:

- Manage communications and media relations
- Manage stakeholder consultations
- Manage cross-product user support

### **Manage Data Suppliers**

41. These activities cover the relationships with data suppliers, which could include public sector and/or private entities that supply data for statistical activities. This includes cross-process burden management, as well as topics such as profiling and management of

contact information (and thus has particularly close links with statistical business processes that maintain registers. These include:

- Manage data sharing agreements
- Manage data transfer

### **Manage Finances**

42. These activities cover the organisation's ongoing use of financial and accounting information to measure, operate and predict the efficiency and effectiveness of its activities, including procurement and contracts, in relation to the organisation's goals and objectives. Supplier refers to commercial providers of goods and services for the statistical organisation. These include:

- Maintain accounts (including assets and liabilities)
- Manage procurement and contracts
- Manage suppliers of equipment, office supplies and services

### **Manage Human Resources**

43. These activities cover employee performance, recruitment, skills development, talent management and succession planning work. These include:

- Manage employee performance
- Manage and develop skills
- Manage talent
- Manage recruitment
- Ensure succession planning

### **Manage IT**

44. These activities cover coordination and management of information and technology resources and solutions. They include the management of the physical security of data and shared infrastructures. These include:

- Manage IT assets and services
- Manage IT security
- Manage technological change

### **Manage Buildings and Physical Space**

45. These activities cover maintenance of the building and allocation of physical space the organisation occupies. These include:

- Manage environmental, mechanical, and electrical needs
- Manage arrangement of office space
- Manage distribution of offices within space

## **Production**

46. The Production activity area covers all steps necessary to design, implement and manage statistical production processes or cycles, including surveys, collections based on data from administrative or other sources and account compilations. They deliver the outputs approved under Strategy and Leadership, utilising the capabilities developed under Capability Development and the resources managed under Corporate Support.

47. The Production activities in the GAMSO are those included in the GSBPM version 5.1. This means that the GAMSO is by construction fully consistent with GSBPM.

### **III. Limitations and extensions**

48. As the GAMSO is designed to be generic and applicable across international, regional, national and local statistical organisations, it can never be a perfect fit for all cases. Some statistical organisations have additional activities, such as responsibility for administrative registers, or national geo-spatial standards and infrastructures. Some operate within strongly centralised contexts, whilst others are part of geographically or subject-matter, de-centralised systems, with different degrees of responsibility for coordination. Some organisations outsource certain activities, particularly supporting services, either to related statistical organisations, or to other government agencies.

49. The GAMSO cannot cover all possibilities, so extensions might be needed for use within individual organisations. As for the GSBPM, activities which are in the model, but which are not present within an organisation can simply be ignored, whilst additional activities can be added at the appropriate activity level. It is also likely that, in organisation-specific contexts, extra hierarchical levels will be needed. In order to maintain high-level coherence between local extensions and the GAMSO, necessary extensions should be made at the lowest possible level. These local extensions should be kept identified as local so that comparisons across different organisations will still be possible.

## Annex

Strategy and Leadership													
Define Vision		Govern and Lead			Manage Strategic Collaboration and Cooperation								
<ul style="list-style-type: none"> <li>Understand national and international directions and factors</li> <li>Determine vision, mission and strategic goals</li> <li>Determine organisational value proposition</li> <li>Determine and communicate values and expectations</li> <li>Create interest and awareness</li> </ul>		<ul style="list-style-type: none"> <li>Develop strategies for achieving organisational goals</li> <li>Prioritise capability portfolio</li> <li>Prioritise statistical product and service portfolio</li> <li>Define and manage statistical programme</li> <li>Allocate project and programme portfolio budgets</li> <li>Build and maintain internal statistical and professional excellence</li> <li>Ensure general coordination and alignment</li> <li>Define general organisational policies</li> <li>Publish policies, guidelines and normative documents</li> </ul>			<ul style="list-style-type: none"> <li>Build and maintain strategic relations, nationally and internationally</li> <li>Build and maintain external statistical excellence</li> <li>Advance inter-agency and international collaborations</li> <li>Secure support for statistical product and service and capability portfolio</li> <li>Coordinate the national statistical system</li> </ul>								
Capability Development													Corporate Support
Plan Capability Improvements	Develop Capability Improvements	Monitor Capability Improvements	Transfer Support of Capability Improvements	Manage Business Performance and Legislation	Manage Statistical Methodology	Manage Quality	Manage Information and Knowledge	Manage Consumers	Manage Data Suppliers	Manage Finances	Manage Human Resources	Manage IT	Manage Buildings and Physical Space
<ul style="list-style-type: none"> <li>Identify disruptions and capability improvements</li> <li>Propose capability improvement projects</li> <li>Manage capability improvement programmes</li> </ul>	<ul style="list-style-type: none"> <li>Undertake background research</li> <li>Define detailed capability requirements</li> <li>Design capability solution</li> <li>Build/procure and deploy capability solution</li> </ul>	<ul style="list-style-type: none"> <li>Maintain capability improvements</li> <li>Promote capability improvements</li> <li>Evaluate capability improvements</li> </ul>	<ul style="list-style-type: none"> <li>Transfer design</li> <li>Transfer operations</li> <li>Transfer user support</li> </ul>	<ul style="list-style-type: none"> <li>Manage business performance</li> <li>Manage change and risk</li> <li>Manage legislation and compliance</li> </ul>	<ul style="list-style-type: none"> <li>Frames and samples</li> <li>Editing and imputing</li> <li>Weighting</li> <li>Estimation</li> <li>Time series and seasonal adjustment</li> <li>Disclosure avoidance</li> <li>Data linkage</li> </ul>	<ul style="list-style-type: none"> <li>Manage quality framework</li> <li>Manage quality assurance tools</li> <li>Manage quality documentation</li> </ul>	<ul style="list-style-type: none"> <li>Manage documents and records, including archiving and destruction</li> <li>Manage knowledge</li> <li>Manage information standards and access rights</li> <li>Manage metadata and data</li> </ul>	<ul style="list-style-type: none"> <li>Manage communications and media relations</li> <li>Manage stakeholder consultations</li> <li>Manage cross-product user support</li> </ul>	<ul style="list-style-type: none"> <li>Manage data sharing agreements</li> <li>Manage data transfer</li> </ul>	<ul style="list-style-type: none"> <li>Maintain accounts (including assets and liabilities)</li> <li>Manage procurement and contracts</li> <li>Manage suppliers of equipment, office supplies and services</li> </ul>	<ul style="list-style-type: none"> <li>Manage employee performance</li> <li>Manage and develop skills</li> <li>Manage talent</li> <li>Manage recruitment</li> <li>Ensure succession planning</li> </ul>	<ul style="list-style-type: none"> <li>Manage IT assets and services</li> <li>Manage IT security</li> <li>Manage technological change</li> </ul>	<ul style="list-style-type: none"> <li>Manage environmental, mechanical, and electrical needs</li> <li>Manage arrangement of office space</li> <li>Manage distribution of offices within space</li> </ul>
Production													
Generic Statistical Business Process Model													

**Figure A. Activity areas, activities and examples of activities in the GAMSQ**