



Statistical organization

- Not about the system, but about the office/bureau/agency
- Particularly focused on medium-sized and larger offices
- Small offices may be organized more flexibly than large ones



Organizational theory

- Different principles to structure organizations, e.g.
- Knowledge or skill, work process, output, client, regional
- Hierarchical, matrix or network



Organizational trends

- Flexibility
- Encouragement of initiative
- Fewer levels
- Project teams, matrix organization, network
- Outsourcing
- Downsizing



Trends particular to statistical organizations

- Budgetary pressure
- Need to improve timeliness
- Need to reduce reporting burden
- Rapidly changing user needs
- ICT developments



Subject matter or function?

- Subject matter as knowledge base
- Subject matter as data categories
- Functions: data collection, data editing, analysis, dissemination, management and administration
- Typical example of functional organization: computer centers



One office, two organizations

- Data collection must be organized efficiently: reduce burden, enhance timeliness
- Data dissemination should be user-focused, not collection-focused
- These considerations lead to two different organizational structures
- A 'link in the middle' is needed where data are 're-arranged'



Organizational practice

- Most offices are a mix between subject-matter and functional
- Case history of Statistics Netherlands



When to re-organize?

- Do not re-organize lightly or often
- Re-organization is not an engineering operation
- Do not change top management too often
- Perfect efficiency does not exist
- Keep the organization simple
- Restrict number of layers to 4
- Involve all staff



Specific issues for statistical offices

- How to even out work flows
- How to preserve corporate identity
- Outsourcing; what can be outsourced and what not



Coordination and the role of committees

- Horizontal issues and committees
- Managerial and technical issues
- Committee system only works when recommendations are taken seriously by top management
- Rotation of membership