



SESSION 4: STOCKTAKING

15 MINUTES FOR COUNTRY-LEVEL WORK; 45 MINUTES FOR PLENARY DISCUSSION

(See Sections 2 and 6 of the Concept Paper)

Using the MS Forms (<https://tinyurl.com/SIAPMS>), each country delegation will define the level of maturity of their organization's strategy, processes, activities, and resources in relation to engaging the assigned user group. Mark the score for each stage of user engagement.

Progress	Unstructured <i>Ad hoc process and activities</i>	In Progress <i>Limited structure/process</i>	Embedded <i>Process is documented and continuously updated</i>
Initiating contact - User identification (database of external and internal users) - Establish and maintain external partnerships (fora, committees, service agreements)			
Establishing user needs - User consultation (e.g., survey, focus group, online portal, permanent or ad hoc committees, workshops) - Develop compendium of statistical concepts and definitions - Established process for communicating user requests (e.g., phone, mail, email, website) - Web metrics - User needs analysis			
Instigating user engagement - Periodic newsletter/publication - Press conference, event organization - NSO representation in relevant events - Website, data portal, mobile app - Data visualization and other creative content - Statistical data literacy programs			

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Progress	Unstructured <i>Ad hoc process and activities</i>	In Progress <i>Limited structure/process</i>	Embedded <i>Process is documented and continuously updated</i>
Enhancing staff engagement skills - Dedicated staff responsible for engaging user (e.g., communications office) - Staff trained in technical and stakeholder engagement aspects of their work (e.g., public speaking, data visualization)			
Modernizing NSO tools and technology - Develop NSO website, data portal, or mobile application - Staff responsible for engaging online users (e.g., digital communication, web development and content management, data security) - Real-time user-driven data customization			
Financing user engagement - Earmarked annual budget for specific and ad hoc activities to engage the user group - Actively explore partners to collaborate in specific user engagement activities - Spontaneously explore partners to collaborate in ad hoc activities			
Establishing feedback loop - Feedback gathering system - Monitoring system - Customized statistical product or service - Partnerships or collaboration activities			

Reference: [UNECA Guidelines for developing an integrated user engagement strategy for national statistical systems](#)

Note: You can access the 20th Management Seminar materials from SIAP's website (www.unsiap.or.jp/event/2025-12-02-MS.html).

SESSION 5: USER JOURNEY

1 HOUR AND 10 MINUTES FOR GROUP DISCUSSION; 1 HOUR AND 15 MINUTES FOR PLENARY DISCUSSION

(See Sections 2 and 3 of the [Concept Paper](#))

Each group will map out the experience of national statistical offices (NSO) in engaging the assigned user group. Please select one specific knowledge product/service that the NSO provides to this user group. The **AEIOU framework** will be used to analyze the reach, depth, frequency, and effectiveness of engagement at various touchpoints. Identify the current practices and constraints, and reimagine the service design, particularly the processes that can be augmented or curated (i.e., which needs to be refined or removed). Each group will be given 5 minutes to present to the plenary their current practices, constraints faced, and areas for improvement.

	Current practices	Constraints	Areas for improvement
Activities (What users do) Enumerate the set of actions users do to achieve a goal (e.g., search for data/indicators, email NSO for data, read press releases)	•	•	•
Environment (Where users access information) Identify the setting/context/channel for each point of contact of the user group with the NSO staff (e.g., NSO library, phone, centralized email, staff email, press office, NSO website/dashboard, other government websites, social media channels)	•	•	•

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	Current practices	Constraints	Areas for improvement
Interactions (How users navigate and interact) Describe how data users and producers interact with each other at first point of contact/follow-through/feedback loop (e.g., opening tables, scrolling through dashboard, accessing metadata, downloading data)	•	•	•
Objects (What items/devices are used) Enumerate the tools and technologies used to disseminate the service (e.g., newsletter, press release, journal, academic/press conference, website, app, email attachment, publication, tables, dashboards, interactive portals, charts)	•	•	•
User (Who are involved) Identify all the individuals involved in the whole service process, including users, NSO staff, and other stakeholders	•	•	•

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EXAMPLE:

Context: Parliament requesting census report	Current practices	Constraints	Areas for improvement
Activities (What users do) Enumerate the set of actions users do to achieve a goal (e.g., search for data/indicators, email NSO for data, read press releases)	Parliament staff submits formal request for a spreadsheet of annual population data broken by district.	- Request lacks detail hence user is provided with voluminous data that is not all used. - Difficult to monitor requests from multiple entry points	
Environment (Where users access information) Identify the setting/context/channel for each point of contact of the user group with the NSO staff (e.g., NSO library, phone, centralized email, staff email, press office, NSO website/dashboard, other government websites, social media channels)	Centralized email address		
Interactions (How users navigate and interact) Describe how data users and producers interact with each other at first point of contact/follow-through/feedback loop (e.g., opening tables, scrolling through dashboard, accessing metadata, downloading data)	- Parliament staff sends email request to a centralized address - NSO staff who manages centralized email address forwards request to department/division head. Head of division delegates it to NSO census technical staff. - NSO census technical staff reviews request, prepare spreadsheet, and drafts analysis. Response is cleared by head of census division, then by Office of the Chief Statistician. Approved report is forwarded to Communications office. Head of communications office delegates it to communication staff who emails requested information to Parliament.	- Several email exchanges for clarification or additional data - Multiple layers in NSO to address for routine request.	

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Context: Parliament requesting census report	Current practices	Constraints	Areas for improvement
	• Hard copy of requested information is given to parliament staff during public hearing or legislative sessions		
Objects (What items/devices are used) Enumerate the tools and technologies used to disseminate the service (e.g., newsletter, press release, journal, academic/press conference, website, app, email attachment, publication, tables, dashboards, interactive portals, charts)	• Letter of request • Email attachment of census dataset • Printed copies of analysis and data	• Costly to provide multiple printed copies • Data is stored in format that are not user-friendly (e.g., CSV) • Parliament staff does not use the file format where data is stored (e.g., API) so the NSO staff has to convert it to a different format	• Establish virtual collaboration spaces for Parliament access (e.g., shared drive, dashboards) • Develop request tracking system
User (Who are involved) Identify all the individuals involved in this experience, including users, NSO staff, and other stakeholders	• External: Parliament staff • Internal: Census staff (technical officer, division head), Communication staff (technical officer, division head), Office of the Chief Statistician (administrative staff, Chief Statistician)	• Bureaucratic hurdles or unclear protocol for handling routine request results in time delays • Users in parliament may lack training in data analysis • Multiple similar requests received from different offices in the parliament	• Regularly invite Parliament staff to training sessions or dissemination fora on census

SESSION 6: LEADERSHIP-LEVEL ACTION PLAN

5 MINUTES FOR COUNTRY-LEVEL WORK; 15 MINUTES FOR GROUP DISCUSSION; 40 MINUTES FOR PLENARY DISCUSSION

(See Sections 4, 5, and 6 of the Concept Paper)

Leadership plays a crucial role in building a culture of user engagement. This includes integration of engagement cycle into institutional planning and development, and allocating resources for engagement.

Each country delegation will identify two to three actionable recommendations to improve their user engagement strategy. Select only one to be shared within your group. Each group will designate a rapporteur to present a 3-minute summary of the group's top recommendation.

	Recommendation 1	Recommendation 2	Recommendation 3
Activity/strategy	-	-	-
Staff requirement	-	-	-
Funding requirement	-	-	-
Technology requirement	-	-	-

Note: You can access the 20th Management Seminar materials from SIAP's website (www.unsiap.or.jp/event/2025-12-02-MS.html).

SESSION 7: EMPLOYEE POTENTIAL

1 HOUR AND 30 MINUTES FOR GROUP DISCUSSION; 45 MINUTES FOR PLENARY DISCUSSION

(See [Sections 4 and 5 of the Concept Paper](#))

The country delegation will identify how managers use various “levers” to shape (or reshape) the organization’s culture, specifically in relation to engaging the assigned user group. Discuss within your group the current practice and identify areas for improvement. Each group will assign a rapporteur to present for 5 minutes a summary of how each lever is currently aligned and can be improved.

	Current practices	Areas for improvement
Leader’s actions What are the directives set for the government employees in terms of user engagement activities? How are these directives cascaded down to the staff? How is user engagement structured in your organization (e.g., centralized to a division, delegated to a subject matter expert, or a combination thereof)?		
Employee involvement Which aspect of the activity can the employee provide input, make decisions on their own, and be held accountable? For example, who determines the engagement activity, channel/method of interaction, length of preparation time, level of urgency, audience reach, and resources allotted for a particular user engagement activity.		
Aligned rewards What are the non-monetary recognitions received by the employee for their high performance when engaging the specific user group (if any)? Similarly, what are the non-monetary punitive actions imposed on employees for low		

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	Current practices	Areas for improvement
performance/bad behavior with respect to user engagement? Or are there no rewards given that user engagement is expected from employees? Are rewards primarily based on technical competence, with user engagement treated as a minimum expectation or not explicitly considered?		
Signals, stories, and symbols What are the outward manifestations of cultural values in your organization, including how culture conveys the NSO's commitment to impartiality and professional independence?		
HR system alignment How does your organization attract new employees, retool skills to enable each actor to accomplish their responsibilities? How do you identify the skill set needed for new hires (e.g., Do you hire more technically focused staff? Do you hire IT-ready staff to introduce digital products? Do you put weight on hiring staff with data science backgrounds to leverage new technologies such as big data/AI? Do you hire creatively inclined staff to repurpose or repackage your knowledge products?) Do you have the capability to identify the required skills of permanently hired and/or temporarily contracted out staff? How is the user feedback mechanism used to improve organizational systems and processes?		

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