

Project #1 **Assessed policy effectiveness at the international level**

Groningen Growth and Development Centre, The Netherlands (2010-2011),
INDICSER project
Research Associate

World Bank (2005-2007), Tunisia's Global Integration project
Consultant

Achievements

The INDICSER is a € 2.3 million European Union initiative meant to develop Indicators for evaluating international performance in the services sector. As part of this initiative, my role is to assess the sources of the European-Union/United States productivity gap along two main themes:

- a) The role of structural differences and market rigidities and
- b) The role of differences in the measurement methods in the services sector.

Recent accomplishments for this project include the update of the supporting data for the U.S. to cover the recent recession and the highlight of the recent structural changes experienced by the U.S. economy.

The 'Tunisia's Global Integration' project is a World Bank initiative aimed at defining ways to enhance Tunisia's performance in terms of productivity. As part of this project, I have conducted several missions to Tunisia in an attempt to develop an adequate industry data that conform to international best practices and to prepare a policy report. Amongst the main accomplishments were :

- a) The development of an integrated data set for the 1987-2004 period that supports analysis of structural changes and economic performance and
- b) The completion of a report that provided recommendations to the World Bank's senior officials on the role of foreign direct investment and imports of technology from the European Union on Tunisia's productivity.

Project #2 **Reviewed government programs to assess critically the work carried out, the achievements, their efficiencies and potential risks.**

Statistics Canada (various stages over 2006-2010)
Project Leader

Achievements

Drafted the Consumer Prices' Quadrennial Program Review for the 2006-2010 period. The report included :

- a) The main achievements structured along a set of performance indicators based on the Management Resources Results Structure and
- b) The performance Management Framework, the major risks faced by the program and the areas that required major investments.

Prepared a comprehensive review of Statistics Canada's consumer prices program designed to assess the existing business model in an environment that experienced major changes. The report encompassed a review of the deliverables and their reliability, costs and operational budgets, staffing and information technology, the working structure and options for streamlining.

Led the Quality Assurance Review Team of Statistics Canada's Quarterly Income and Expenditure Accounts Program and drafted the accompanying report <http://www.statcan.gc.ca/pub/12-594-x/2007001/4120966-eng.htm>. The focus of the review was on the steps that the program takes to assure the quality of the data released to the public and their assessment in terms of good practices and risks. Corrective measures, where needed, were also highlighted.

Project #3 **Planned, directed and coordinated various data gaps initiatives along with their supporting database infrastructure.**

Statistics Canada (various stages over 1995-2009)
Project Leader and Survey Manager

Achievements

Led the development of an information technology tool designed to allow the consumer prices program's staff to perform efficient and rigorous monthly data certification prior to their release to the public. The tool presented a graphical visualization of prices and their contributions to other aggregates, permitted live updates and greater flexibility to retrieve data across commodities and geographical dimensions. The implementation of the tool contributed to make the program less paper-intensive and to reduce the release of erroneous data.

Led the initiative that makes Statistics Canada's productivity data conform to the OECD international guidelines to enhance their reliability, to facilitate their integration to other data sources and to promote international comparisons. An important aspect of this dataset is to split capital and labour data into a variety of components that make it possible to trace the shift made by Canada towards a knowledge-based economy. A by-product of this initiative is the integration of this dataset to environment data to facilitate the analysis of eco-efficiency indicators—the efficiency with which the economy uses the environment. Several studies have been produced out of these new data in areas such as the new economy and productivity, greenhouse gas emissions and growth, etc.

http://cansim2.statcan.gc.ca/cgi-win/cnsmcgi.pgm?Lang=E&AS_Sort=0&ChunkStart=1&ChunkSize=25&ResultTemplate=%2FStu-Etu%2FAnal_Rch7&AS_Action=Find&AS_Theme=1&AS_Date=.&AS_Ser=.&AS_Auth=.&AS_Univ=7&AS_Srch=harchaoui&AS_Btn=Search

Led Statistics Canada's data gap initiative on the financial services sector designed to collect statistical information to enhance the coverage and the measurement of banks' and insurers' production activities. Responsibilities covered all aspects of the survey operations from the consultation of various stakeholders and the design of the questionnaire content all the way to the analysis and the release of the data. The results of the surveys were used in a series of analytical studies on the structures, conduct and performance of the financial sector and served as input in the final report of the MacKayTask Force <http://www.docstoc.com/docs/2459047/Task-Force-Report-on-Future-of-Canadian-Financial-Services-Sector>

Project #4 **Led the redesign of a 20-year old information technology infrastructure to modernize its functionalities to effectively meet the significant changes in the business needs of the consumer prices program.**

Statistics Canada (various stages over 2007-2009)
Leader of the Management Team

Achievements

Co-ordinated, monitored and reported on activities related to the modernization of Statistics Canada's consumer prices processing system. The system, which was successfully implemented according to schedule, presented the following features: a) Provided the staff with full control over the contents of the system (metadata, corrections to the data, etc.) and the production steps (initiating of the next collection cycle, moving to the next processing cycle, exporting the data to the index calculation system, etc.); b) Enhanced the efficiency in the whole

processing operations achieved through the automation of some statistical processes which reduced the focus on manual interventions on the data. As a result, resources have been shifted to higher value added activities of the program such as the regular maintenance of the consumer prices sample.

Project #5 **Fostered relationships with stakeholders for the purpose of staying abreast of current economic conditions and emerging issues, sharing intelligence, conducting joint research or integrating research agendas and facilitating access to data.**

Statistics Canada (various stages over 2000-2009)
Project Leader

Achievements Completed joint research with staff from major economic departments (e.g. The Bank of Canada and Industry Canada on topics such as the impact of the exchange rate on investment, economic growth and information technology, etc.). Coordinated the activities of partnership between Statistics Canada and Infrastructure Canada with a 1.3 million dollar budget to develop new data and initiate research on the role of public infrastructure in the economy. Co-organized joint sessions with other departments at different conferences such as the annual meeting of the Canada Economic Association. Led Statistics Canada's Experts Seminar Series, an initiative that attracted top-notch researchers to give seminars on leading edge research themes designed to enhance the internal analytical capacity.

Project #6 **Provided leadership for research activities through authoritative advice to senior management, colleagues and staff and the initiation of a variety of research projects on policy-relevant issues.**

Statistics Canada (various stages over 2009-2009)
Research Leader

Achievements Guided the research agenda by anticipating the advent of potentially major policy issues. Integrated the knowledge derived from the external research and policy community into the departmental research agenda. Provided guidance, acted as a sounding board for staff, peers and senior management. Conducted research applying appropriate qualitative and/or quantitative research methodologies. Translated complex research results into key messages for senior management and written media-friendly reports. Completed research projects of varying complexity on issues, policy options and implications related to environment, economic growth, capital formation and productivity. Published high quality and well-written research reports.

Project #7 **Led various transformation initiatives in human resources and analytical programs.**

Statistics Canada (various stages over 2000-2009)
Leader of the Management Team

Achievements Successfully implemented a human resources renewal strategy in the context of a competitive labour market. A dozen of graduate economists from some of Canada's best economic departments have been hired with a goal to strengthen the analytical capacity. A project management culture was initiated whereby each new hired staff member was assigned a specific project with clearly identified deliverables and timeline. The strategy led into a significant increase in

the research output and an enhancement to the measurement framework of the consumer prices program.

The initiation of a performance management process that allowed the consumer prices program to enhance the performance of some low-performance employees. The strategy was based on :

- a) The identification for each employee key objectives with underlying measurement criteria;
- b) The organization of regular performance reviews to assess performance against initial objectives and
- c) The implementation of correctives measures.

Initiated a reorganization of the working structure of the consumer prices program upon the implementation of a new processing system. The reorganization sought to eliminate stove pipes in an attempt to minimize idle capacity, exploit economies of scale and favour knowledge transfer.

Developed a research program that acquired over the years an enviable credibility in Canada and internationally. The success gained by the program rests on the relevance of a wide range of issues addressed along with an effective communication strategy that reached a variety of audiences.