



# **Human Resources Management and Training**

## **Workshop Session 11: Strategic Change and Implications for HRMT**

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Budapest, 7 September 2012**

# Objectives of the Session

- Increase understanding for the strategic vision for statistical offices as described by the HLG-BAS and its implications for HRMT
- Identify strategic contributions from HRMT towards the vision



# When the Wind of Change is Blowing...



**Some will build wind breaks**



**Some will buy surf boards and leave**



**Some will do nothing**



**Some will build windmills**

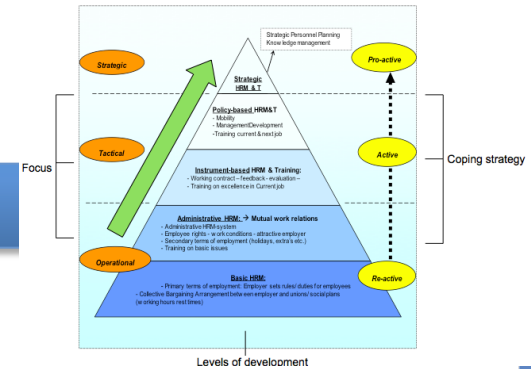
# Human Resource Management and Strategy

What role do you want HRMT to play in this?

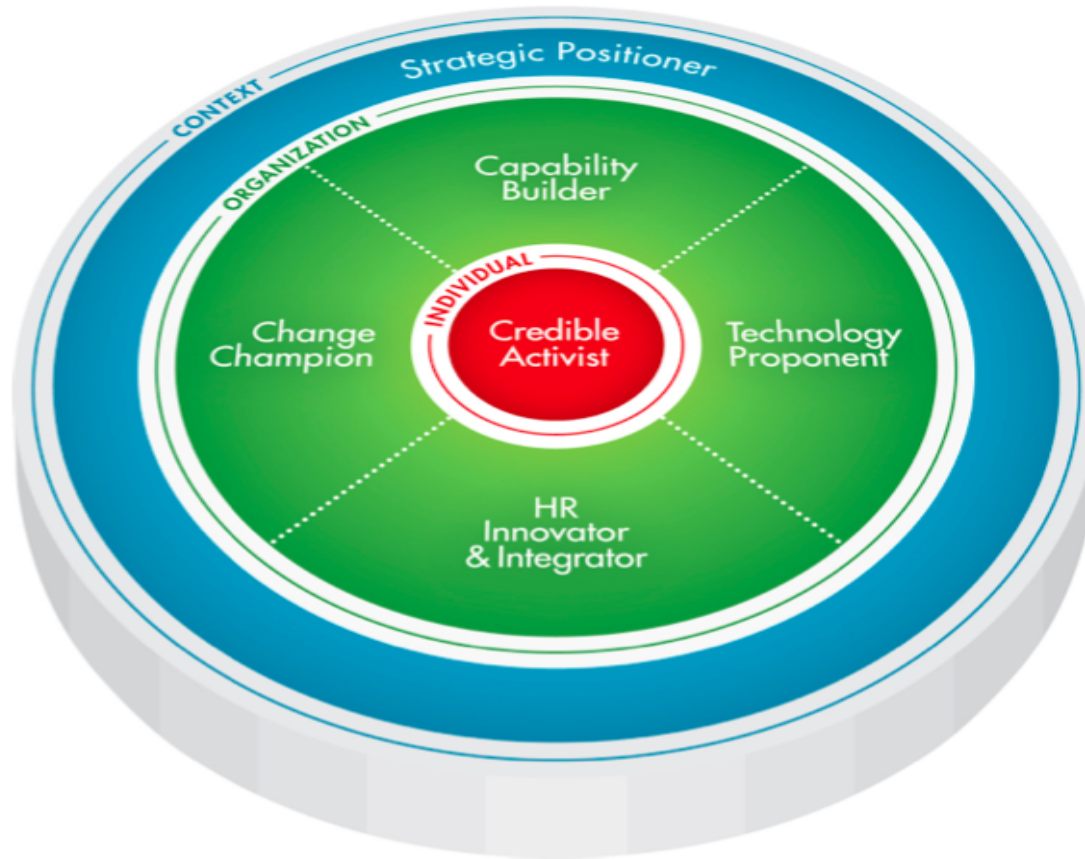
- Strategic HR = How your organization shall develop and use the human resources to gain a strategic advantage in competition.
- Consequences:
  - You need to prioritize activities.
  - You need to adapt activities to the new strategic reality.
  - But: Internal consistency between different HR activities will always be important!

Source: Bård Kuvaas, 2008: HR-strategi og internt konsistent HR

You need to earn your place at the table!



# HR Competencies of the Future\*



\*Source: D. Ulrich et al (2011): The State of the HR Profession

# Types of Change

## Structures

- Strategy
- Objectives
- Organization
- Systems

## Behaviors

- Processes
- Activities
- Tasks
- Meetings

## Attitudes

- Underlying assumptions
- Perceptions
- Attitudes
- Values

Increasing uncertainty – results less predictable



# Success Factors for Implementing Change

Perceived need  
for change

**X**

Shared vision

**X**

Resources and  
capacity

**X**

First step into the  
right direction

# To Prepare Your Work: Recap

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## The Vision - Products

- Official statistics need to stay **relevant**
- **New and better** products & services
- Products should shift **from a national towards a global** perspective
- Production methods - **different & better** processes, **lower costs**, more **collaboration**
- Products should **leverage data sources** already in society

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## The Vision - Processes

- Production should be based on **common & standardised processes**
- **Industrialisation of statistics production**

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## New ways of working and challenges with that

1. <b>Project and team work</b>	1. <b>Change</b> driving coalitions, <b>sharing</b> experiences and good practices
2. <b>New cooperation modes</b> inside the statistical community and with relevant stakeholders	2. <b>Small groups</b> with clear mandate, openness to associate external partners, <b>cloud services</b>
3. <b>Validation, endorsement, confirmation</b> of the results	3. <b>Develop the process</b> which needs to be followed in international cooperation
4. <b>Maintenance</b> and <b>support</b> of new developments	4. <b>Legal</b> and <b>organisational</b> issues
5. Strategies to keep all stakeholders informed, engaged and encouraged; <b>maintain collaborations</b>	5. <b>Sharing the information</b> within statistical organisations but also <b>maintaining interests</b>
6. <b>User support</b> of common developed solutions	6. Recommendation of the <b>Sharing Advisory Board</b>
7. <b>Users</b> become a part of statistical production	7. Creating <b>pull environment</b>
8. Practical business process use cases for reference and validation purposes	8. Agreement on the <b>plan of concrete use cases</b>

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## Closing thoughts

### 3 Key Points

Statistical organisations must be **flexible** to adapt to new circumstances if they want to keep their **relevance**

1. We need the **RIGHT PEOPLE** with the **RIGHT SKILLS** in the **RIGHT ORGANISATIONAL ENVIRONMENT**
2. **Human resources and training** are an essential part of the **long-term strategy** for any NSO

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# How to Work?

## **Group work 1: Change and Implications**

Groups are organized by countries/regions

- 40 min working in groups with questions
- 15 min poster session

Coffee/tea break

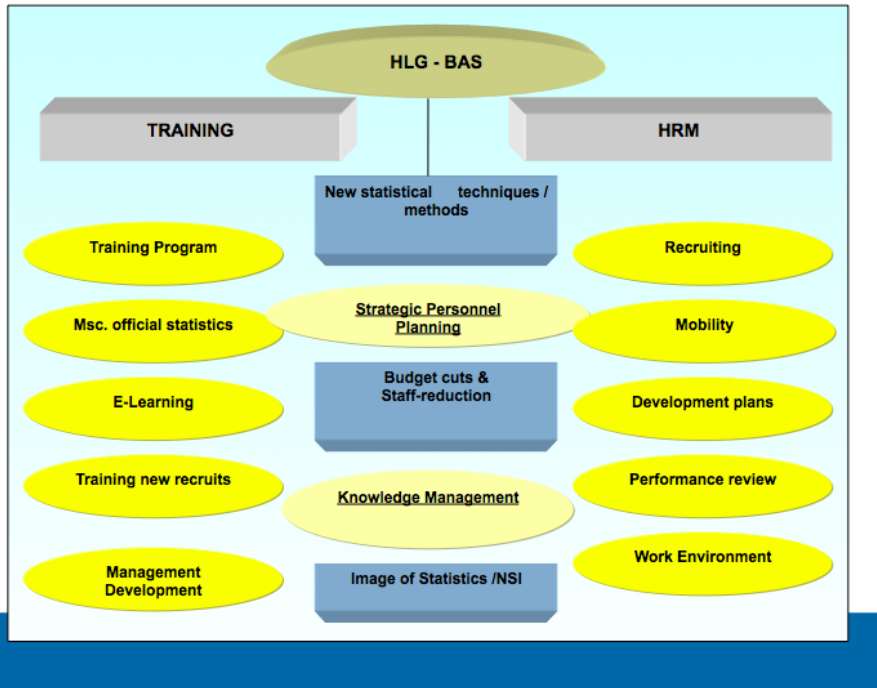
## **Group work 2: HRMT Contributions**

Groups organize themselves according to interest

# Group Work 1: Change and Implications

1. What do you perceive as the main trends and changes for statistical offices in your country/region within the next 5 years? (short recap)
2. Which of these trends and changes will have the strongest impact on HRMT? In what way?
3. Which role do you want HR to play in the change process?
4. Which areas in HRMT will become even more important? Why?
5. Which areas might become less important? Why?

# Relevant Areas in HRMT



## Primary Role of HR Participant\*

- Benefits/medical/safety
- Compensation
- HR planning / **strategy** / affirmative action
- Labor relations
- **Org. development / research / effectiveness**
- Recruiting
- Training / communication
- Generalist

## HRMT Areas – Your Choice

- Motivation (2x)
- Change Management (2x)
- Attracting and Retaining
- Knowledge Management
- Mobility
- Skills Development
- ...

# How to Work?

## Group work 2: HRMT Contributions

Groups organize themselves according to interest

- 40 min working in groups
- 15 min visiting other HRMT areas and giving input
  - 2 hosts stay at each table
  - All the other participants move to different tables to contribute there
- 15 min returning to own table for improvement of own plans
- 15 min poster session



## Group Work 2: HRMT Contributions

1. What is the strategic relevance of this HRMT-area?
2. In which ways can this area contribute?
3. How will this area have to develop to contribute in the best way?
4. What will be required to make this happen?
5. What can be possible barriers? How should they be handled?