Results of the Questionnaire on Human Resources Management and Training

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INTRODUCTION

The first step in preparing the Workshop on HRMT in Budapest was sending out a questionnaire to the national statistical offices around the world in order to get a picture their current situation in Human Resources Management and Training.

The questionnaire, prepared by Statistics Netherlands and Poland, consisted of five questions concerning present and future tasks of the office in the field of human resource management and training:

- What are the main challenges (topics) in your office regarding Training & Development at the moment?

- What are the three most important focus – points in your HR policy at this moment?

- Which HR and Training tools do you have in place (or are you developing at the moment) to answer HR and training challenges successfully?

- Imagine your office in 2016: what in your opinion will be the biggest challenges for your office (relating to business architecture and HR Management) at that time?

- In the ideal situation of no budgetary restrictions: Which tools do you think are necessary to use or develop to meet the needs of the next generation of statisticians (in 2016) in regard to training and HR policy?

After sending the questionnaire to our international network all over the world, we received 28 completed forms from the following countries: **Armenia, Australia, Belarus, Czech Republic, Eurostat, Finland, France, Georgia, Germany, Hungary, Iceland, Italy, Korea, Kyrgyz Republic, Latvia, Macedonia, Mexico, Montenegro, the Netherlands, Norway, Poland, Portugal, Slovakia, Spain, Sweden, Turkey, Ukraine,** and the **United Kingdom.**

In answering the questions, these countries briefly described the biggest challenges they face at the moment in implementing HR policy and training, as well as challenges they will face in the near future.

In the current global economic crisis, many countries are having to cope with budget cuts that might have a negative impact on all aspects of the Human Resources Management process in their offices. Problems of money shortage are closely linked to staff turnover, training opportunities and the motivation of employees under budgetary restrictions, which are all fundamental elements of the HR process.

Lastly, the NSIs were asked to look to the future and the needs of the upcoming generations of statisticians and to imagine that there would be no budget limitations ….

This summary text includes information taken directly from the questionnaires prepared for the workshop.

All countries mentioned in this text agreed to publish information they included in the questionnaires.

ARMENIA

Current situation

At present Armenia does not have a developed Human Resources and Training strategy. NSI in Armenia has too little money to pay for training activities and the development of a Human Resources strategy itself. NSI is dependent on donor organizations who fund all training activities, except civil service training which is funded by the government.

In spite of the many difficulties NSI has to deal with, some important projects do take place in Armenia:

- Twinning EU project on "Strengthening the Armenian statistics using Twinning";

- Project DevInfo "ArmeniaInfo" - aim: to increase use by government partners of "ArmeniaInfo" at national and regional levels to monitor and report on the progress on MDGs and the Sustainable Development Programme. It is supported by UN, UNICEF, UNDP and UN Population Division;

- The International Training Programme of the CIS Committee which is financed by the World Bank;

- Training programme for civil service.

Future

NSI in Armenia emphasizes the importance of providing modern ICT tools and facilities, training opportunities and motivation system for its staff, as well as different possibilities to gain modern skills and knowledge.

AUSTRALIA

Current Situation

The ABS is doing a review of Statistical Training as their model and approach had not been considered for some time. The results of that review will be available shortly. A similar review is being conducted on ICT Training.

1. The three most important focus points in the ABS' HR policy at this moment are: Industrial Relations - the ABS has a new Enterprise Agreement that came into effect in December 2011. This is one of three agreements (Main Staff, Census Processing Staff and ABS Interviewers) that the ABS operates.

2. There are two new acts of parliament covering the Public Service and Occupational Health and Safety (OHS) both of which have ramifications for ABS.

3. The ABS has recently completed a review of Performance Management and is currently implementing the recommendations.

To answer HR and training challenges successfully, two years ago the ABS introduced the ABS People Plan and subsidiary Capability and Recruitment Plans. These are considered by the Senior Managers annually and basically highlight the key priority development areas. Since the review of Performance Management the ABS has a new Development and Performance Agreement (DPA) which focuses discussion on development. The ABS operates the WCL system for training programmes - basically a tool that allows individuals to scan and apply for training courses.

Future

Talent Management is a key future issue for the ABS. They have programmes at the Graduate Entry Level and for Senior Officers, but there is a large gap in between.

The biggest challenge for Australia is access to the right people. There has been a deficit of mathematics and statistics graduates in Australia for some time and they expect that by 2016 this will be a major problem and critical issue.

Industrial Relations has been an ongoing issue in that policies have changed and will probably continue to do so - the main impact is on the basis of employment.

Manager Capability for HR related matters is also an area of concern - whilst they are technically capable the HR elements of their work need development

Next generation - Ideal situation with no budgetary restrictions:

The ABS will be investing shortly in a new HR Capability system that will fit with their new Oracle HR systems. It is envisaged that this system will incorporate the Development and Performance Agreements, Training Needs Analytics and the Training System. Effort Recording is an area that requires substantial investment. And finally, HR metrics and analytics is another area worthy of considerable investment.

BELARUS

Current situation

The priority of Human Resources and Training policy in NSI of Belarus is training and development of state statistics. The strategy of HR management and training is based on the need to upgrade the level of theoretical and practical knowledge of civil servants, their learning of modern methods for solving professional problems within their specialty on the basis of this higher education.

The most important issues in this area are:

- to create a system of continuous learning throughout career ;

- increased quality of education;

- corporate feeling;

- to provide planned training.

In order to achieve its goals, Belstat is currently conducting various activities among its staff:
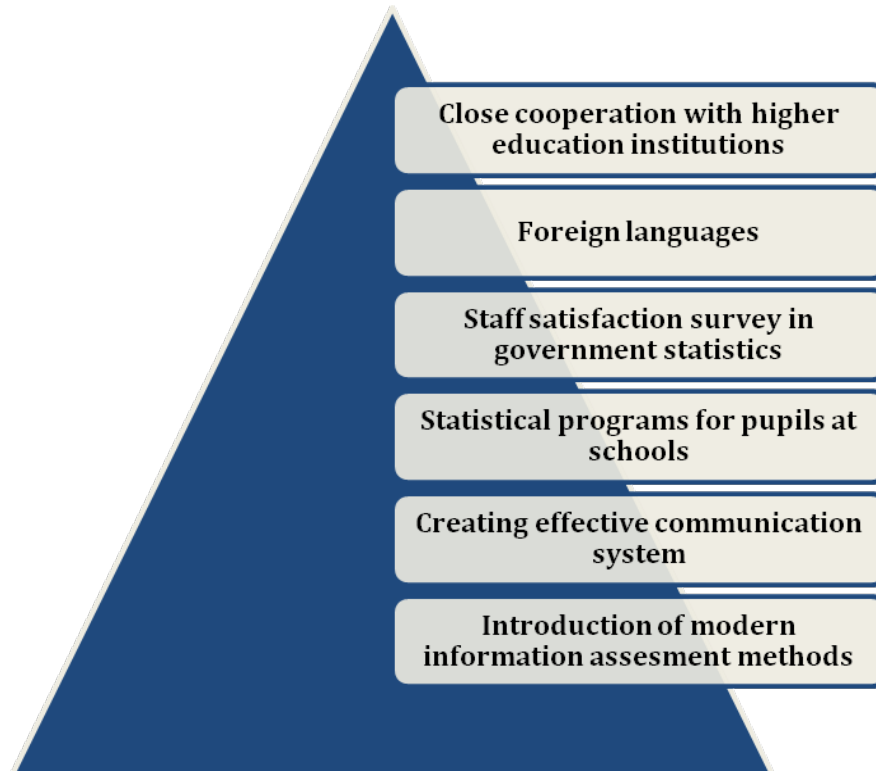
- training and retraining;

- professional development;

- workshops and internships.

Belstat also introduced a strategy for development of HR management which is part of a larger project – **Strategy for the development of the State Statistics of the Republic of Belarus for 2012 – 2015**. To discuss the future challenges, major activities and expected results in accordance with the approved schedule of

seminars organized by Belstat, a workshop was organized on **"Strategy of the development of the National Statistics in the period up to 2012".** The workshop was organized at all regional offices.

Belstat is also working on the method of estimation and calculation of staff needs for state statistics which is in the development stage.

The most important issues in HR policy of Belstat

Close cooperation with higher education institutions

Foreign languages

Staff satisfaction survey in government statistics

Statistical programs for pupils at schools

Creating effective communication system

Introduction of modern information assesment methods

Future

Main tasks for Belstat in 2016:

- Use of new forms and methods of training (distance learning, self-learning);

- Improvement of the information systems used by the HR departments of NSI;

- Use of modern methods for staff selection (psychological tests, situational interviews, etc.);

- Creation and introduction of the motivation system for learning and development.

Belstat considers use of modern motivation techniques, both moral and financial, as one of the most important factors in meeting the needs of the new generation of statisticians. Professionals in Belstat are also of the opinion that there should be better use of staff participation in the international seminars and forums, and also that more short-term courses should be organized abroad for specialists on the priority statistical issues.
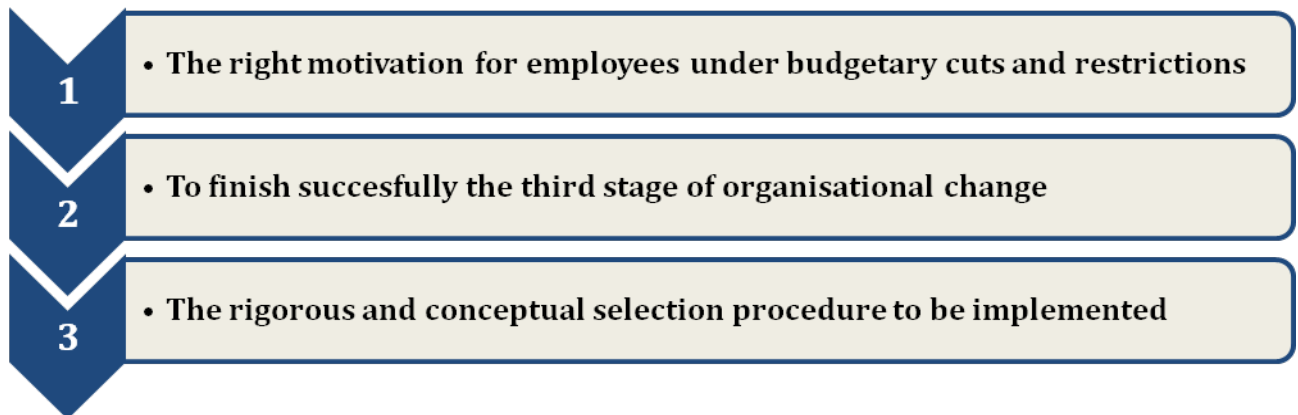
CZECH REPUBLIC

Current situation

Like many other NSIs, the Czech Republic NSI, too, faces problem of money shortage. The biggest challenge that Czech NSI staff face is meeting employees' needs with limited financial resources. At the moment CZSO aims to finish successfully the third stage of organizational change.

There are three priority tasks in Czech HR policy:

1 • The right motivation for employees under budgetary cuts and restrictions

2 • To finish succesfully the third stage of organisational change

3 • The rigorous and conceptual selection procedure to be implemented

HR tools that CZSO uses:

- "Tailored" training on the basis of training/development needs survey;

- High-quality recruitment;

- Appropriate motivation of employees;

- Proper feedback during personnel process, feedback in training.

Future

Because of the budget cuts, CZSO needs to find the right motivation system for its employees. What is more, CZSO believes that the biggest challenges for the future are:

- Better use of administration resources, connectivity of registers/files;
- New technologies – better use of modern tools.

CZSO is of the opinion that investment in development of employees is a good way to spend money. There is a need to provide more training, more placements abroad, more scholarships, more short-term attachments, preferably in Eurostat or other NSIs, to deepen knowledge of European statistical culture.

Furthermore, the strength and long-term success of CZSO - as well as most NSIs - with regard to HR policy and training lies not in training the new generation but in the vigorous effort to offer statisticians appropriate training for the entire duration of their NSI career. Only in this way, will they (NSIs *and* statisticians) be adequately prepared for changing needs, and thus be able to meet new challenges.

EUROSTAT

Current situation

At the moment the three main challenges Eurostat faces are:

Vision-related statistical training

Preparation of training linked to the implementation of Communication (2009) 404 for Eurostat staff. The courses should provide training in new methods, techniques and best practices related to statistical subject fields and integrate the application of European concepts and definitions.

Management development

Development of a targeted programme for middle managers reflecting the needs and priorities, particularly in the field of leadership skills, change management, strategic thinking, effective communication, and people management.

Making Eurostat a learning organisation

With the overall idea of moving from delivering towards supporting learning, full use will be made of modern learning, participatory techniques and development tools such as informal learning, job shadowing, training on the job and concentrated two-hour-training sessions rather than full day events.

Most important focus points:

FRAME strategy   **HR forward planning project**   **Career development project**

FRAME strategy: This is a strategy or a modular Framework approach for Resource Allocation Management in Eurostat. It consists of the three following modules: an annual allocation exercise, an in-depth organisational analysis of a unit or a specific function and a continuous screening of vacant posts. Even in a period of zero growth in HR in the period 2009-2013, this allows some resources to be freed up and investment to be done in priority working areas.

HR forward planning project: The current zero growth and future reductions in human resources makes it essential for the Commission to have a good understanding of existing human resources and to forecast future needs in terms of number of staff and skills. The implementation of the new statistical production system of European statistics, presented in Commission Communication 404/2009, is another trigger for HR forward planning at Eurostat, since new types of skills and knowledge will be needed in the future. The aim of the project is to analyse Eurostat's main staff profiles (middle managers, statistical officers, statistical assistants and secretaries) in terms of composition, demography and evolution and to propose actions in order to prepare for the future.

Career development project: This relatively new project concentrates primarily on one of the core profiles of Eurostat - the Statistical Officer. The project contains two parts: (1) identification of the knowledge and competencies needed for the future and analysis of knowledge and competencies already available in order to propose ways to fill possible gaps, and (2) development and launch of an induction programme for newly recruited Statistical Officers in order to give them a broader overview of the organisation and its tasks from the beginning of their career.

Tools to answer the challenges:

As regards the career development project, the HRM Unit launched a survey in late 2011 to identify the knowledge and competencies of Statistical Officers (current situation and future needs). In addition, the detailed process and the rules for the induction programme for new recruits as of 2012 are being developed.

The outcome of the above-mentioned survey will obviously have a direct impact on the learning and development needs of Eurostat staff and will be reflected in the Learning and Development Framework (LDF) for 2013.

The Eurostat LDF for 2012 focuses on **statistical training**, offered either through a framework contract, in-house courses or through the European Statistical Training Programme, training **offers for management development and for specific professions** delivered by in-house experts, and **communication skills** through centrally organised training courses.

Future

Looking forward to 2016 the biggest challenges are the reductions of staff foreseen by the proposed revision of the Staff Regulations and the implementation of the new statistical production system of European statistics presented in Commission Communication 404/2009. These two challenges mean that Eurostat has to make further efforts to use its scarce resources as efficiently as possible (e.g. by reducing resources allocated to coordination tasks and refocusing on priority areas) and to develop new types of skills and competences that will be necessary for the future.

Consequently, the importance of keeping staff up to date and versatile and to develop managerial skills by use of alternative and "cost efficient" ways of learning will further increase. Focus will also be given to sharing experiences and using fully existing staff potential.

Next generation - Ideal situation with no budgetary restrictions:

An ideal situation without budgetary constraints would mean that we could recruit more staff and organise more training for them, in particular a longer induction programme. In addition, we would be in the position to second our staff to NSIs or international organisations.

While not directly linked to availability of budgetary funds, the development of closer ties with academia would seem to be a major factor of success. E.g. the success of the project for a European Master of Official Statistics will depend upon a strong and permanent cooperation between Eurostat, NSIs and universities.

FINLAND

Current situation

The statistical office of Finland faces three main challenges at the moment:

1. to organize supplementary training both on statistical topics and core processes in general;
2. to offer occupational development possibilities and support internal mobility (e.g. career paths, work rotation);
3. to strengthen other learning methods (e.g. pair work, project work) beside training courses and programmes.

The three most important focus points are:

1. **Competence development** (secured core competence, well-functioning means of competence sharing, efficient internal & external recruitment);
2. **Renewing work modes and procedures** (flexible working time arrangements and modern technological solutions, well-functioning processes and networking, rewarding supporting renewal and good performance);
3. **Healthy work community** (well-being a natural part of the work community's every day, good leadership and work community skills, common procedures and open interaction in changed situations).

Tools to answer the challenges:

In order to identify staff competence needs and prepare the necessary development plans, Statistics Finland has a customary practice for staff planning. Planning is based on discussions (and questionnaire sheet as a tool) between HR unit and departments at Statistics Finland. For this procedure Statistics Finland also plans to acquire an IT tool for competence mapping (2012).

To sustain the professional competence of its staff, Statistics Finland has an extensive Training Programme in Statistical Skills (consists of basic studies and advanced studies). In addition, one of the important ways of competence development is career planning and use of career paths; such a system has been developed and is currently being applied in practice.

Future

For changing and versatile statistical work both **specialists** and **multi-skilled persons** are needed; both **external recruitment** and **internal mobility** are important to safeguard the core competence.

To maintain the **attractiveness as an employer**, it is crucial to have a work environment that meets the needs of the current personnel, but the new generation as well. This includes, for example, innovative work culture, use of new technologies, flexible solutions for work spaces and working time (e.g. remote work).

If Statistics Finland did not have any budget limitations it would invest in new technologies, flexible solutions for work spaces and working time (e.g. remote work), possibilities to have international working experience in an early career stage.

FRANCE

Current situation

Current endeavours focus primarily on expertise development in the fields of what are thought of as excellence domains for INSEE. We are also committed to the development and use of a repository of jobs to foster a better management of skills and diversification of careers.

INSEE is also attempting to improve prevention of discrimination and promotion of gender equality, especially in higher management.

The main focus points in HR policy at the moment are 1) developing the use of a jobs repository, especially for a better management of executive mobility; 2) using a skills repository as a tool in professional training plans and programmes, and to pinpoint and reinforce areas of excellence at INSEE in the context of the creation of a new "methodology directorate" which will require specific skills.

HR and training tools to answer HR and training challenges successfully are:

Job repository	Skill repository	Professional interviews, evaluation, promotions and internal competitions

A skills repository exists for local/regional activities carried out at INSEE and is under development for support functions.

Future

INSEE is of the opinion that in 2016 the maintenance and development of skills is the biggest challenge. The opening and connecting to other statistical operators and actors, in France as well as in Europe, also requires attention.

INSEE would like to invest in an integrated management of jobs and skills linked to administrative management.

GEORGIA

Current situation

At the moment, Geostat's principles of HR management are in accordance with current legislation, statutory acts and Geostat's internal regulations. In the framework of the cooperation project with Statistics Sweden, training in HR management and other general issues will take place, based on the Swedish and international experience.

Main HRM policy issues in Geostat are:

- Creation of a comprehensive register for permanent and contract staff, maintenance and management of relevant software;
- Development of interviewer recruiting system and effective distribution of interviewers in surveys;
- Increase of staff's professional and general skills. Increase of motivation (including remuneration) to improve quality.

The main challenges Geostat is concentrating on are:

- Improvement in the level of professional, IT and foreign language skills;
- Identification of professional requirements and tasks to be solved, at the level of each division and employee;
- Evaluation of current staff, ranking of employees based on test results and in accordance with staff duties;
- Attraction of young and motivated staff.

Future

Main challenges in the future will be attraction and maintenance of skilled staff as well as creation of favourable remuneration and proper equipment for the staff. Along with development of information technologies, there will be a need for adoption of modern management systems, both in the central and regional offices, to increase efficiency of the Geostat's operations.

Based on the general system of higher education, it will be necessary to develop an educational training system for future statisticians aimed at specific needs. Active international cooperation as well as collaboration with local academic institutions will be crucial to attain this goal.

GERMANY

Current situation

In the field of training and staff development, the implementation of our new HR development concept and E-learning are the main challenges in the Destatis office at the moment. In HR policy, the focus is on:

- managing the job cuts/staff reduction (generally, it is not possible to reoccupy vacancies);

- implementation of upward feedback;

- implementation of our new HR development concept.

  In order to answer HR- and training challenges successfully the following tools are in place:

| staff appraisal interviews (yearly) |
| upward feedback (every 4 years) |
| staff opinion survey (every 4 years) |
| comprehensive training possibilities (inhouse and external) |
| mentoring programme for new staff members |

Future

Looking forward to 2016, DESTATIS considers demographic shift, especially recruiting well-qualified staff and managing the same amount of workload with fewer staff to be the biggest challenges for its office.

In the ideal situation with no budgetary restrictions, DESTATIS thinks the first initiatives to meet the needs of the next generation of statisticians would be directed at:

- implementing performance-linked payment (more possibilities for incentives/premiums);

- offering more permanent posts.

HUNGARY

Current situation

The Hungarian NSI sees at its main challenges adjusting HR policy to the changing government frame, as well as implementing "the right people in the right positions" principle.

At present the Hungarian NSI uses the following HR tools:

- Close technical cooperation with high level institutions in teaching statistics;

- Renewal of internal training system (HCSO school);

- Internships;

- System of welfare benefits;

- Selection procedure;

- Career, management and talent nurturing

Directions of HR policy in Hungarian NSI

Future

According to information provided by the Hungarian NSI, improvements are necessary in several areas to meet the expectations of the next generation of statisticians.

New tools that should be implemented are:

- Sphere-of-activity directed HR management;

- Job planning, job specification, simple but useful indicators related to jobs, performance indicators with wage effects;

- The synthesisation of the incentive system (incentive tools, non-financial incentive tools, designing career paths, manager selection);

- Personality development (conflict solving, introduction of mentor system).

ICELAND

Current situation

The Statistical Office of Iceland also mentions the impact of the current economic crisis and the inherent challenges: financial constraints, lack of internal mobility and setbacks in its internal training programme as a result of reduced human resources.

The three most important focus points in Iceland's HR policy at this moment are:

- quality recruitment;

- organizational change management;

- providing specialist training.

To answer HR and training challenges successfully, Iceland uses **yearly employee interviews** to monitor training and development needs. Other training needs are communicated via middle management. Training is then provided based on responding to these needs and the available resources to do so. Iceland has been very pleased with training offered via ESTP.

Future

Looking forward to 2016, Iceland reports that retaining quality staff, increasing managerial skills, providing quality career and personal development for their employees might be the biggest challenges.

In the ideal situation with no budgetary restrictions, Iceland would invest in **better recruitment tools** and would also be interested in doing a study on **turnover predictors** that would provide an interesting comparison between institutes. Further development of the **ESTP programme** would certainly be beneficial and some kind of a **international study visit programme** could be an interesting addition.

ITALY

Current situation

For Training & Development, at the moment the main challenge for ISTAT is the start-up of the **School for Statistics and Social and Economic Analysis**, which has been just established as a Central Directorate within the Italian NSI. In addition to ISTAT staff and employees working within the Italian National Statistical System (served so far by the previous ISTAT T&D sector), the **School will also address to other targets**: public administration staff outside the National Statistical System; private organizations; universities; foreign countries' institutions.

All these targets will be provided with training initiatives to be designed and delivered through **partnerships and agreements**, even at an international level, with institutions and universities.

From a methodological point of view, the challenge is *to shift from a course-centric view of knowledge towards a knowledge-centric view of knowledge*. In fact, there is now a growing need to concentrate not only on the event, the classroom, the teacher, but also on the wider sources of learning (especially those enhanced by technologies) at our disposal.

ISTAT's three most important focus points in HR policy at this moment are:

- Developing competences in HR Management;

- Staff performance evaluation;

- Assigning value to staff competences.
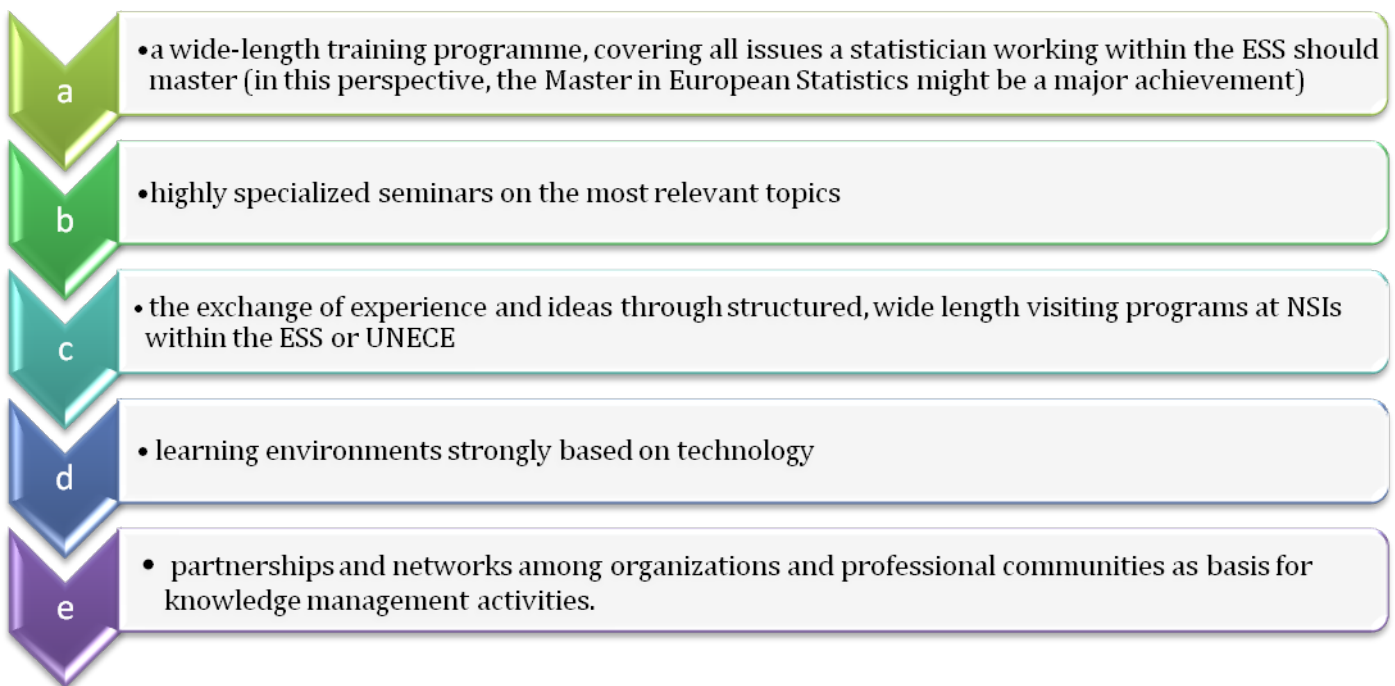
Tools to answer the challenges:

1. **A training programme for middle management** building up S.M.A.R.T. objectives and sharing them with employees

2. **A training programme for ISTAT higher and middle management (in development)** focusing on topics like leadership, HR management, team-building. In order to support the learning process, a blog has been made available where participants can share training materials, experiences, ideas.

3. **A prototype of a Competences Database** to get a picture of staff competences, including "hidden" ones, to be used in an appropriate way according to organizational needs and aims.

Future

The major HR challenge for ISTAT's organization will be to motivate and keep talented staff, in a context in

which no other resources are available but the "intangible" ones. As for training, our challenge as a School will be to become an Institution entitled to provide students with high level statistical competences, i.e. degrees at different levels, in accordance with the institutional constraints in our country.

The needs of the next generation of statisticians should be met within the framework of Europe 2020: statisticians should be provided with competences needed to manage the whole streaming of official statistics; not only statistical competences, but also analytical capacities, project-management culture, knowledge of technological opportunities, communication skills. In order to realize these goals, the **tools** to be used or developed could be the following:

a •a wide-length training programme, covering all issues a statistician working within the ESS should master (in this perspective, the Master in European Statistics might be a major achievement)

b •highly specialized seminars on the most relevant topics

c • the exchange of experience and ideas through structured, wide length visiting programs at NSIs within the ESS or UNECE

d • learning environments strongly based on technology

e • partnerships and networks among organizations and professional communities as basis for knowledge management activities.

# KOREA

Current situation

Regarding Training & Development, KOSTAT mentions four main challenges in their office at the moment:

- Difficulties in achieving training goals because of trainees' different levels of statistical knowledge;

- Evaluation of training effects in terms of monetary input-output;

- Securing good-quality instructors who combine practical skills with theoretical knowledge;

- Career development of staff and appointment of the right person to the right position.

The three most important focus points in KOSTAT's HR policy at this moment are:

- Leadership for communication, coaching and mentor;
- Training experts;
- Incentives for high performance.

The HR and training tools KOSTAT has in place to answer HR and training challenges successfully are:
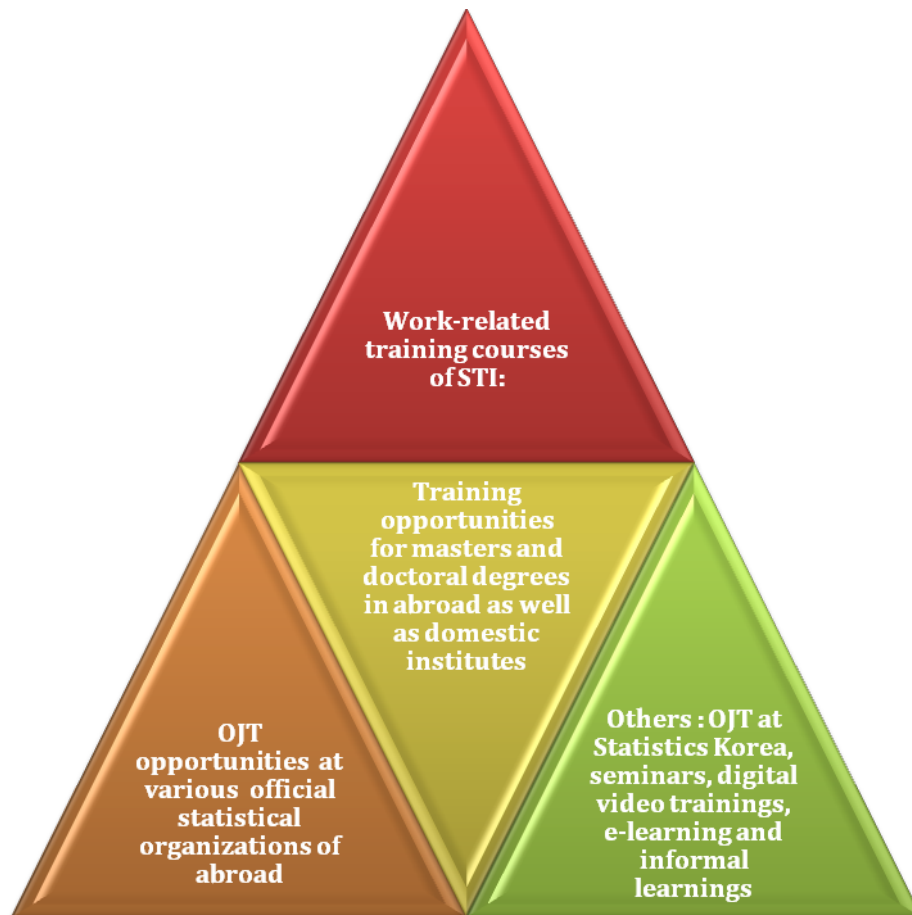
Future

Looking forward to 2016, KOSTAT thinks the biggest challenges for its office are:

- Analytical skills to meet the increasing demands for administrative data use;

- Capability for planning, data collection and analysis for applied mixed-mode survey;

- Capability for development and management of multi-high-technology combined system;

- Development of leadership to connect digital generation and analogue generation;

- Training international professional consultants.

In the ideal situation with no budgetary restrictions, KOSTAT thinks the needs of the next generation of statisticians can be met by:

- SMART working tools for SMART learning generations

- Developing systems to raise loyalties of digital generation to the statistical organizations. For example, motivation to be a high performer

- Granting degrees (Master's and Ph.D.) in official statistics

Latvia

Current situation

The NSI of Latvia is systematically developing an HRM system. At present it has a special Training Board which assesses training needs for each employee.

This tool enables:

The NSI Latvia provides a wide range of training for its staff:

- **Internal** courses for newcomers, English language courses, themes linked to direct responsibilities, latest software development, involving both external teachers and highly competent NSI staff members;

- **External** – at the state level – Latvian School of Public Administration and other institutions at governmental level. Courses on management issues, legislation, accounting;

- **International**– at ESS level – specific statistical issues.

Main issues in the HRM policy in Latvia are:

- Effective motivation system for employees in crisis situations;

- Participation of employees and high-level professional experts in high level conferences and international cooperation projects;

- Appraisal of performance of employees, improving quality of work life.

Future

The NSI is systematically developing an HRM system. According to response to the questionnaire used for this, there are some focus points that could determine the success of HR policy in Latvia. They are:
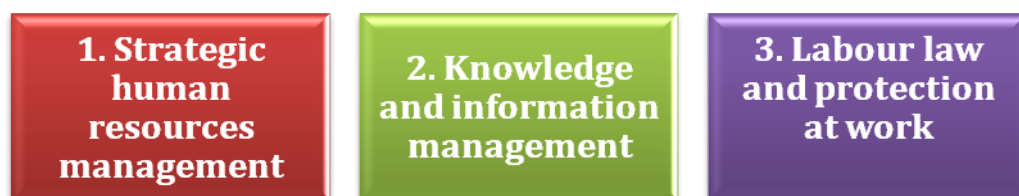
- Cooperation with leading state universities to ensure specific courses for new statisticians;

- Providing sports/recreation facilities and health insurance for staff members;

- Implementation of more effective work time system – for example flexible working hours;

- Implementation of incentive-based pay system.

The Former Yugoslav Republic of MACEDONIA

The challenges the statistical office of Macedonia faces at the moment regarding Training & Development can be divided into three main areas:

1. Strategic human resources management	2. Knowledge and information management	3. Labour law and protection at work

Re 1. Strategic HR management

- Organisational behaviour;
- Strategic HR management and competition improvement;
- Employment and selection;
- Performance management;
- Training and development (HR development);
- Organisational changes;
- Control in HRM;
- Dismissals management.

Re 2. Knowledge and information management

- Defining the difference between "information" and "knowledge";
- Building and maintaining a knowledge and information system;
- Equalising the knowledge management system with the corporative business strategy;
- Documents and databases information security - access control;
- Information security as a management process, rather than a technological process;
- Building a knowledge-based organisation;
- Introducing a model of changes through learning and knowledge management in the organisation;
- Reducing defensiveness and fear of change by improved communication skills and strategies;
- Building a spirit of team work and cooperation;
- Active listening skills;
- Effective chairing of meetings;
- Anger and negative emotions management;
- Effective delegation skills.

Re 3. Labour law and protection at work

   a. Labour law

- Fulfilling employees' and employer's duties, obligations and responsibilities arising from the work relationship;

- Establishing a work relationship;

- Employees' rights and their position;

- Unions and employers;

- Collective agreements;

- Material liability;

- Termination of work relationship;

- Protection of employees' rights;

- Inspection monitoring of the area of the work relationship.

   b. Protection at work
- Measures for protection at work
- Employer's obligations
- Employees' rights and duties

In HR policy the three most important focus points at this moment are:

- Building a knowledge-based organisation;

- Building a spirit of team work and cooperation;

- Information security as a management process, rather than a technological process.

In order to tackle successfully the HR and training challenges, the NSI in Macedonia is organising in-house training for its employees. This training is prepared and provided by the employees for the employees.

Future

Macedonian NSI reports that **Efficiency and effectiveness in working** are seen as the biggest future challenges when looking forward to 2016. For example:

- Difference between the terms "efficiency" and "effectiveness";

- Communication in organisation;

- Motivation and work satisfaction;

- Working environment;

- Leadership skills;

- Working effect;

- Degree of will among employees;

- Changes in the work;

- Work-related stress;

- Time management.

Meeting the needs of the next generation of statisticians can be achieved by:

Stress management and relaxation	• Stress characteristics and influence of the stressful reaction • Working post stress and its influence on evereyday life • Personality and ways of reaction in stressful situations • Frustrations and conflicts, reactions to conflicts • Stress prevention, dealing with, treatment and management – exercises and techniques for relaxation • How to decrease the influence of environment and to control the emotions • How to be prepared for situations of increased stress
Habits of successfulness and time management	• Developing of principles of empathic communication and active listening – understanding, respecting and praising others' thoughts, feelings and worries • Importance of goal setting in life and in work • Advantage of priority setting

MEXICO

Current situation

At the moment the main challenges that INEGI faces are:

1. Consolidation of the processes of recruitment and selection established in the new professional career civil service (PCCS). In this regard we can mention that by now:

   ✓ 85% of the management and liaison vacancies are hired through the process of professional career civil service.

✓ The recruitment and staff selection process is given under equal opportunity parameters and based on merit.

2. Completion of the development and implementation of the HR Performance Evaluation System. Currently a pilot system has come into operation and is to be adjusted and fully implemented next year. This system - applied to current staff and new applicants - aims to raise the professional profile of applicants to fill vacancies and also to consider experience according to the degree of responsibility of the position concerned.

3. Building training and development programmes that allow staff to be kept constantly up-to-date and to apply the knowledge they have acquired in the processes they perform. For this purpose, organizational climate surveys and consultations among staff are conducted to identify attitudes that may interfere with work. Currently, permanent programmes are designed to provide constant training in office management tools and other subjects for the optimization of work in several areas. Additionally, plans, objectives and scope of the various products generated by the Institute are communicated periodically to all staff, through network training and information. However, the Institute still needs a comprehensive programme of training and development.

4. Administrative systems integration is required. Various applications are currently used for HR processes, but they are not yet fully integrated into the same system. Planning, payroll, recruitment, evaluation and training are still processed separately.

There are three very important focus points in HR policy in INESI:

1. Recruitment and selection of staff: selecting the best candidate using the processes defined in the PCCS for selection and evaluation of candidates.

2. Performance Evaluation and Training: the NSI wants to support the specialization of HR through appropriate training and career development, thus to get the best specialists in statistics, geography and new technologies.

3. Optimization of the HR operation: it is necessary to improve operational schemes, especially for census events, through appropriate actions to improve administrative efficiency. This in view of the complex geographical spread of the country that affects hiring and remuneration of staff.

At present INEGI uses following HR tools:

For HRM	For recruitment and selection	For training
• **GRP (Government Resource Planning) -** which was developed within the institution in charge of managing in a single database, all information from Human Resources. The system is part of a global system called "Integrated Management System" (AIS) of the INEGI	• **Professional Career Civil Service (PCCS) -** process at INEGI has a web portal to attend registration for candidates and communication of results of each stage of the process. Additionally it is starting operations, as part of recruitment and selection process, a subsystem for examinations of candidates expertise with strict security in data management and operation process	• **SICAP** - a made in-house system, which integrates tools to support management and technical requirements of different training levels, in various education modalities like face to face, distance and self-study. The system relies most of the management aspects, self-make of courses and training materials, operation of online courses and assessments and services to personnel. The system is supported by a database organized by themes

Future

The challenges in business architecture and HR management at INEGI have been organized into four major areas, each with several projects that require specific actions in the HRM field. The areas are: Scope, Quality, Infrastructure and Communication:

- **Scope**

  - ✓ Consumer price index and producer price index

  - ✓ National Housing Inventory and updates

  - ✓ National Survey of household spending

  - ✓ Promotion of statistical information systems of government, public safety and justice management

  - ✓ Institutional modelling of environmental information

  - ✓ Development of Internet surveys

- **Quality**

  - ✓ National Directory of Economic Units

  - ✓ Base shift for the National Accounts

- ✓ Digital map of Mexico V5.0

- ✓ Modernization of administrative records

- ✓ The Mexican gravimetric geoid

- **Infrastructure**

  - ✓ Strengthen thematic mapping

  - ✓ Using tax records for statistical purposes

  - ✓ Telephone Interviews Centre (CATI)

  - ✓ Start the production and use of terrestrial mobile mapping

  - ✓ Reengineering photogrammetric production

  - ✓ Adoption of SDMX and DDI standards

  - ✓ SNIEG Planning System (SNIEG is the Statistical and Geographical National Information System)

  - ✓ Integration of the National List of Indicators

  - ✓ Training programme for statistical human resources for the State Units

  - ✓ Performance evaluation of PCCS staff

- **Communication**

  - ✓ Atlas of Population and Housing Census 2010 and Census Information Consultation System

  - ✓ Modernization of visualization and navigation of the statistical and geographical information through web services and massive information discharge (bulk download)

Looking forward to 2016 the biggest challenges for INEGI:

- Development of schemes for flexible working hours and telework or work-at-home possibilities using information and communication technologies.

- Creation of the International University of statistics and geography, allowing the formation of human resources with internal (within the institution itself), national (state units producing information) and international (staff from overseas in Mexico) scope.

- Schemes for systematic international exchange of experience and application of best practices that permit sending or receiving staff for teaching, employment and business visits and participation in specific projects.

MONTENEGRO

Current situation

The aim of HR strategy and its supporting policies and procedures in Monstat is to provide a working environment in which staff are able to maximise their performance, commitment and contribution to the aims of the statistics.

In Monstat, staff development and training is an obligation for line managers, who are responsible for identifying individual training and development needs and supporting and encouraging staff.

Main challenges are staff development and training for:

- Staff development and training for statisticians;

- Staff development and training to support research and analysis ;

- Leadership and management development;

- Best practice in the people management ;

- Enhancing service delivery.

MOST IMPORTANT FOCUS POINTS IN HR POLICY IN MONSTAT ARE:

Staff development and training for statisticians

Leadership and management development

Monstat has not organised any HR-related meetings, but the state Administration "Human Resources Management Authority" have a defined programme of one-day seminars for all state authorities.

Future

The vision of the NSI is to be recognized as the institution that provides internationally comparable, reliable and timely information in accordance with the needs of users at the national and international level.

The specific objectives:

- Adoption of organization of work in accordance with European statistics;

- Timely provision and development of human resources and organization through provision of vocational training;

- Harmonization of working conditions of employees with European standards in terms of earnings and conditions of work;

- Provision of opportunities for continuous professional development, organized by international institutions, as well as post-graduate studies in statistics;

- Establishment of a system for monitoring internal productivity and performance in order to create conditions for timely troubleshooting, and planning further development and promotion of employees;

- Provision of adequate office space for MONSTAT.

In the ideal situation with no budgetary restrictions, MONSTAT would invest in knowledge and training of employees.

The NETHERLANDS

Current situation

Several trends in society demand an appropriate response: the political pressure to reduce the administrative burden, respondents (both households and companies) who are less willing to respond to time-consuming questionnaires, the high volatility of information, the increasing need for rapid, to-the-point and easily accessible information, the shift to mobile devices, and lastly, the increasing importance of social media.

In addition to trends that influence the content of the statistical work programme, several other factors have an impact on the quantity and composition of the workforce. At Statistics Netherlands we are facing the following issues:

Budget cuts: Statistics Netherlands has faced several budget cuts over the past years. In the period 2003–2012 the workforce decreased from 2,630 to 1,850 fte. Instead of a reduction in the statistical programme we faced an even higher demand for output.

Changing skill needs: the budget cuts over the past years have been realised by an increase in efficiency. This was achieved by streamlining the process and introducing smart IT solutions. Moreover some statistics switched from primary to secondary data collection, e.g. use of tax data for production statistics. As a consequence of these changes, the number of staff in low and medium skilled jobs decreased considerably, while the number of staff in high skilled jobs showed a moderate increase.

Ageing staff: the average age at Statistics Netherlands is around 50 years, which is much higher than the average in other Dutch government organisations. This average age has increased considerably in the last 10 years.

The three **main challenges** at Statistics Netherlands regarding HRM and Training are:

Upgrading lower-level statistical staff in order to meet new working methods

Knowlegde management (leading experts retire or leave SN)

Management Development

In HR policy the three most important focus points at this moment are:

- Increasing of internal and external mobility;

- Recruiting, motivating and holding on to young high educated staff;

- Upgrading lower level statistical staff to meet requirements of new working methods;

- Knowledge management (retaining knowledge of leading experts who retire or leave Statistics Netherlands);

- Management development.

In order to tackle the HR focus points mentioned above, Statistics Netherlands uses following HR tools:

- Strategic personnel planning

- Statistical training programmes (internal 'Statistical tree' and other courses - introductory and advanced level. International European Statistical Training Programme ESTP, etc)

- Performance evaluation circle (every employee every year):

    o task agreement...

    o mutual progress evaluation...

    o management evaluation...

    o performance review → related performance rewards.

- Personal development plan

- Education plans/facilities

- Management development programme

Future

Looking forward to 2016 the biggest challenges in the area of HRMT for Statistics Netherlands are:

- To find a balance between financial constraints (staff reduction) and recruiting new young qualified staff;

- To introduce and provide smart working tools for a new generation/flexible worktime use/remote work;

- To invest in increased international collaboration in training (efficiency gains, Master in European statistics);

- Keeping up HRM with new working methods and techniques/business process redesign (HLG-BAS).

In the ideal situation with no budgetary restrictions, Statistics Netherlands would introduce the following solutions in its office: more e-learning possibilities and international training programmes, multiplying the number of e-HRM applications, more detailed HRM-metrics and analytics, as well as new management skills to meet new working methods of recruiting and retaining generation of young statisticians.

NORWAY

Current situation

At this moment the main challenges in Statistics Norway are:

- To help our leaders manage good work processes and the best organization of work (LEAN), and support a culture of continuous improvement and the involvement of all employees.

- To recruit staff with the most relevant background and profile and to ensure an efficient transfer of knowledge when experienced staff leave.

- To create a learning environment – with learning everyday.

The most important **focus points in Norway's HR policy** :

The introduction of LEAN thinking and culture in our organisation.

Improved recruitment (both recruitment process and the profile of those we recruit

Increased internal job circulation

Preparing the organisation for retiring stafff and replacing them with the right competence

The **main HR and training tools** Norway has in place to answer HR and training challenges successfully:

- process- and quality focus, and supporting techniques;

- structured competence mapping;

- training courses on-demand;

- annual development talks;

- training programme for new employees (incl. course on career development).

Future

Looking forward to 2016 the main challenge will be to ensure efficient production securing high quality statistics – which requires more training in continuous improvement and quality management, as well as more team-oriented work. New tools - new competences?

Although it is difficult to answer, in the ideal situation with no budgetary restrictions Statistics Norway would like to develop more e-learning and interactive training facilities and invest even more in the training and integration of new employees.

POLAND

Current situation

At this moment the main challenges in the Polish NSI are:

- To adjust training program to work program priorities in order to get higher work performance
- Creation and implementation of instruments for competencies management
- Creation of HRM program in the office
- Individual professional development programs
- E-learning
- Budget restrictions

HR policy in the Polish NSI is based on the following tools:

- Recruitment process;

- Preparatory service;

- Employee performance review;

- New system of collecting and analyzing training needs;

- Evaluation of training plan.

The programme of the preparatory service is individualized: the Civil Service Director of the NSI directs an employee to undergo the preparatory process, determines its scope and duration based on views about how prepared staff are to perform the duties arising from their position. The job description is drawn up by the person directing the unit in which the employee is employed.

Employee performance review is divided into two forms of evaluation:
- **First evaluation** – after preparatory service;
- **Periodical evaluation –**for all CS corps members, carried out by a direct superior. Evaluation is prepared after every 24 months of work.

There is a strong need to focus on the following points in HR policy in the Polish NSI:

- Construction of an adequate employee motivation system in order to raise employee loyalty and to retain the best employees in the organization;

- Creation of career paths;

- Creation of rules for mobility within the office.

Future

Electronic documents with no bureaucracy, constructing an adequate motivation system, broader use of new technologies, proficient and effective functioning of HR policy, and competencies management are the tasks that the Polish NSI will deal with in the near future.
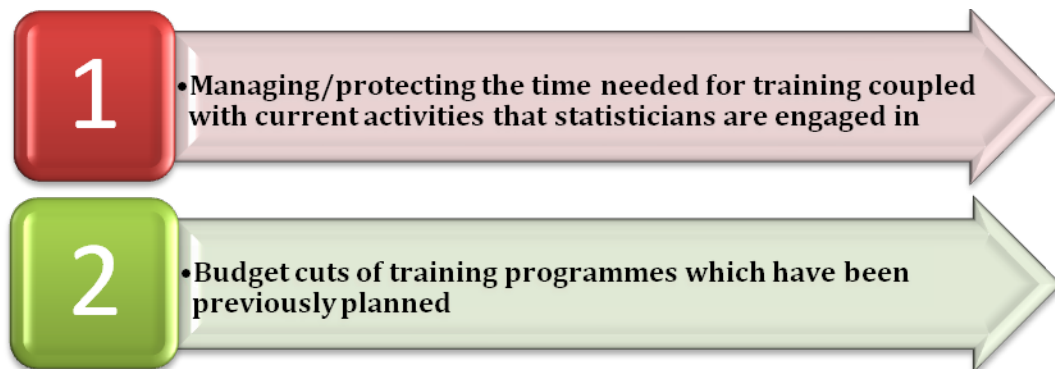
In order to satisfy the need to introduce important changes in the field of Human Resources Management in services of official statistics, the NSI joined the project: *Modernisation of management systems and the increase of personnel competences.* Project realisation was started in 2012, and its effects will have a long-lasting influence on the improvement of quality management in the NSI in subsequent years. The outcome of the project will be unification and linking of HR procedures in the NSI.

PORTUGAL

Current situation

There are two main challenges in Portugal at this moment:

1 • Managing/protecting the time needed for training coupled with current activities that statisticians are engaged in

2 • Budget cuts of training programmes which have been previously planned

The most important focus points in HR policy in the Portuguese NSI are: staff motivation, training and staff appraisal. Currently the following HR tools are used:

- A well-established staff appraisal programme;

- Training programmes in order to ensure staff share state-of-the-art-knowledge and the best practice available.

Future

Staff reduction and lack of new recruits are the key future issues the NSI in Portugal will have to deal with in the very near future. In the ideal situation with no budgetary restrictions the NSI would provide following HR solutions:

- Adequate recruitment policy for renewal of staff;

- Application of benefit policy derived from staff performance evaluation and staff career development/promotion

SLOVAKIA

Current situation

Innovation of statistical training and cooperation with real experts are some of the most important issues connected with HR development in Slovakia.

At present the NSI in Slovakia is concentrating on the following issues:

- Acquisition of knowledge necessary to perform new tasks related to statistical development;

- Acquisition of management knowledge (extremely important in times of all kinds of limited resources) and acquisition of managers with managerial courage;

- Acquisition and retention of people who have real intellectual potential to absorb this knowledge – under modest reward conditions;

- Management of higher workload with fewer staff.

NSI Slovakia has formalised the identification and specification of training needs (acquisition/further development of knowledge) especially related to meeting strategic objectives of its office.

The challenge of the Slovakian NSI is to innovate the contents of statistical training, to organise and especially to pay real experts who would be able to provide relevant training and share relevant knowledge - mostly related to new issues in statistics development, where the experts are outside our country.

HR tools used in NSI

Schola statistica - trainings

External trainings - ESTP courses

Training on the job and self - education (e-learning also)

Future

The NSI in Slovakia emphasizes the importance of the following future actions to meet the needs of future generations of statisticians in Slovakia:

- Acquisition and retention of high-calibre statistical experts and managers – who are able to manage and conduct new demanding tasks;
- Further development of the ESTP (or ESTP-like training) where there is a chance to acquire the best knowledge within ESS;
- Creation of an international database of statistical trainers and to ensure common training of these trainers;
- Study visits in developed NSIs - all forms where knowledge can be transferred directly- extremely important in statistics where a lot of knowledge is tacit by nature (difficult to externalise);
- Talent management – identification, motivation and retention of young high-potential statisticians.

SPAIN

Current situation

The main challenge for the Spanish NSI in terms of training, is to reach the greatest number of people and to reinforce the contents of the training with two specific objectives: to provide specific training for adaptation to certain positions and to provide general training, especially in statistical skills and software use, which facilitates flexibility in human resources.

NSI Spain also has also detected a weakness regarding the lack of a good internal communication system at all levels of our Institution. It is aware that it should explore the ways to exchange good practices on this issue.

Considering the current economic situation, all the NSI's efforts regarding human resources must be focused on increasing staff efficiency.

At present the NSI in Spain is promoting on-line training by means of free software (models and, in an experimental way, video seminars that complement the on-line courses). The use of these tools allows a greater number of users to be reached, even in their private homes.

Future

The biggest challenge for the future is to adapt our internal organization to the new procedures of survey production, which at the same time implies overcoming internal resistance of staff.

The ideal situation would be where the NSI could answer, in the most efficient way possible, EVERY demand, both social and institutional regarding survey production. In this sense, the adoption of "the strategic vision of de High-level Group for Strategic Developments in Business Architecture in Statistics", is considered to be very important. Moreover, it would be good to share IT tools in order to avoid duplicity and reduce spending by each country must to develop them. Furthermore, sharing tools involves standardising procedures, methodologies, etc.; in other words, it would also help to fulfil other important objectives such as standardisation of statistics.

SWEDEN

Current situation

At present the main challenges in HR policy regarding training and development in the Swedish NSI are:

- Statistical methodology;

- Standardisation;

- Process orientation;

- Quality management;

- Leadership.

The most important focus points in HR policy in Sweden are:

- Leadership and employeeship;

- Salary setting discussions between manager and employee;

- Attracting and retaining young and qualified staff.
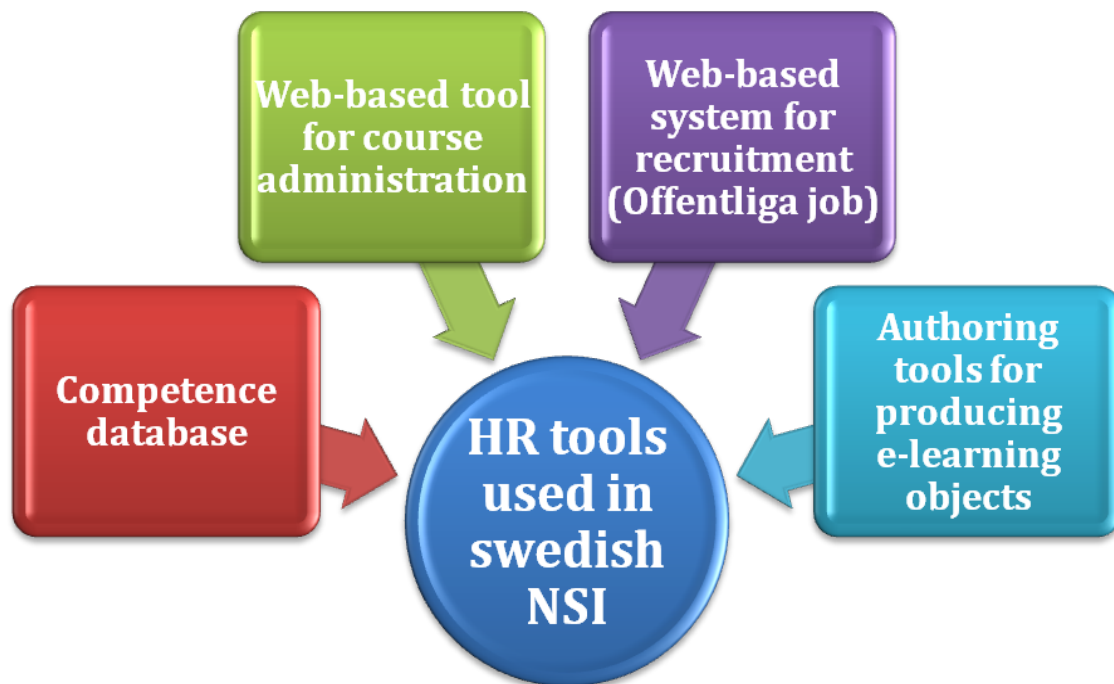
Future

The main tasks for the Swedish NSI in 2016 will be:

- Statistical system – this system is currently under review which makes it difficult to foresee the situation in 2016. If the system is still decentralised, the NSI will have a challenge to provide training for the whole system.

- Another question is whether commissioned work will be allowed for public sector authorities, and if not: how would this affect the NSI's human resources.

In the ideal situation with no budgetary restrictions, Sweden would invest in continuous improvement of the learning organisation, intensified leadership training of managers as well as frequent use of e-learning solutions.
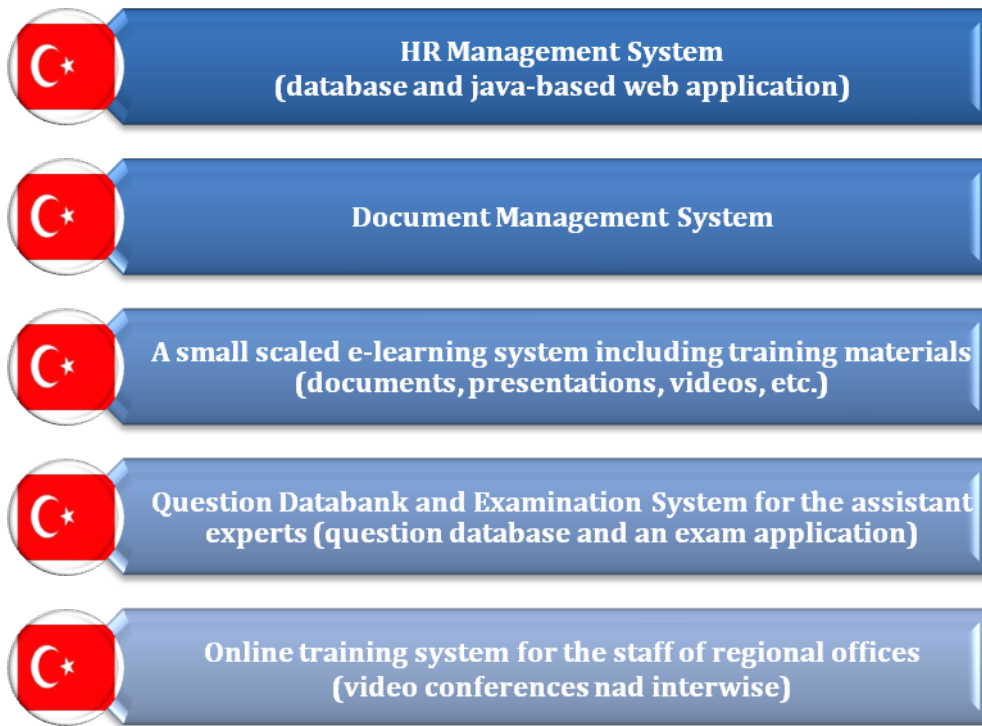
TURKEY

Current situation

As well as many other NSIs in the Turkish office, too, the biggest challenge working under budget restrictions. The second challenge is lack of comprehensive training strategy, appropriate to institutional objectives, focusing on the improvement of staff competency, lifelong learning, e-learning, personal development, etc.

Priority tasks in HR policy in Turkey at the moment are:

- Strategy-based HR development planning appropriate to the organization's strategy;

- Determination of business processes, job definitions, workload, etc. by adapting process management in parallel with human resource management;

- Streamlining HR, strengthening institutional culture and institutional management;

- Transmission of knowledge to institutional memory;

- Establishing statistical consciousness to other responsible institutions;

- Developing the master/apprentice system for new staff;

- Increasing competencies of staff;

- Carrying out a staff opinion survey;

- Use of technological opportunities to improve effectiveness of the training activities (LMS, e-learning, etc.).

At present Turkish NSI uses following HR tools:

HR Management System
(database and java-based web application)

Document Management System

A small scaled e-learning system including training materials
(documents, presentations, videos, etc.)

Question Databank and Examination System for the assistant
experts (question database and an exam application)

Online training system for the staff of regional offices
(video conferences nad interwise)

Future

Looking forward to 2012 the biggest challenges for the Turkish NSI are:

- Developing successful process management;

- Stopping staff leaving because of wages;

- Retirement of leading experts;

- Identifying, developing and using competencies of employees, aligning individual and organisational goals;

- Managing information and knowledge.

In the ideal situation with no budgetary restrictions, NSI Turkey would:

- As statistical institutes are the main producers of statistics, for the next generation statisticians, NSIs are the most effective organisations for them to develop their skills, learn applications, programs, etc. Statistics students might choose areas of interest while they are in school and the orientation and knowledge of applied statistics could then be developed in NSIs.

- Sending staff to long term (1-2 year) traineeship programmes to learn from experiences of other NSIs

- Strategic Performance Management System (supported by HRM)

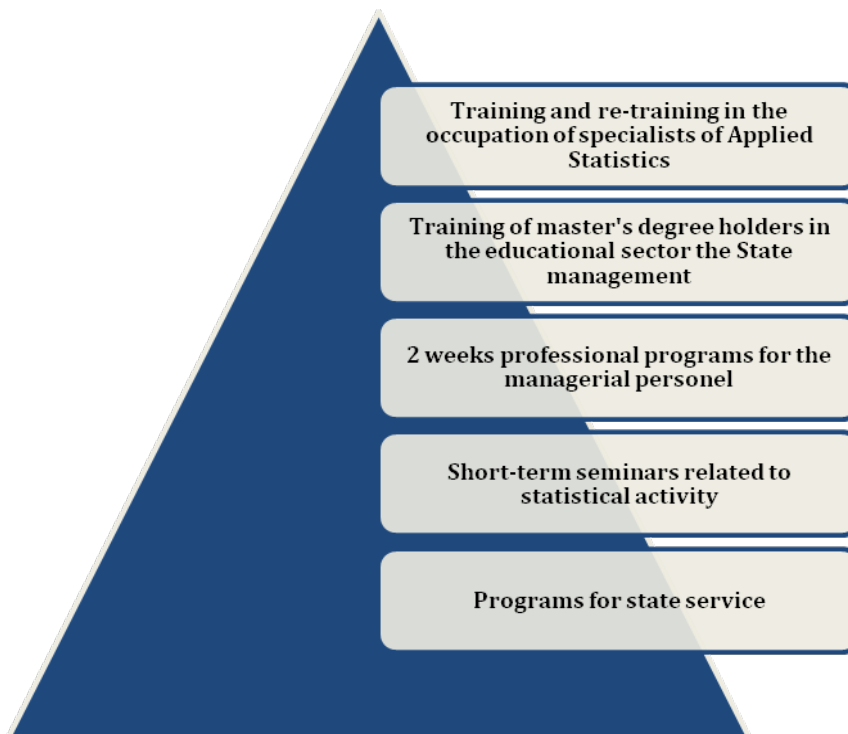- LMS (Learning Management System)

UKRAINE

Current situation

The NSI of Ukraine is currently in the process of reorganization that, in turn, will lead to changes in the regulatory system. This transformation is the main reason for the lack of effective HR policy. NSI Ukraine also faces the problem of low prestige of the institution, which results in difficulties attracting young, valuable professionals.

Currently the main challenges to establish an effective system for training are:

- Introduction of modern advanced technologies for training;

- Support for on-the-job staff training;

- Decrease in support costs in the structure of expenditure for education

Ideally, the internal system for skill improvement should completely be transferred to remote mode excluding the provision of training in some particularly complex issues related to introduction of new methodology which will be undertaken in face-to-face format.

At present NSI Ukraine uses the following training tools

Training and re-training in the occupation of specialists of Applied Statistics

Training of master's degree holders in the educational sector the State management

2 weeks professional programs for the managerial personel

Short-term seminars related to statistical activity

Programs for state service

Future

The NSI Ukraine is in the process of reorganization connected with administrative reform in Ukraine; at present, a new structure of its organization is being developed. After the reorganisation of the government authorities, legislation regulating the specific issues pertaining to records of the state service and procedures for HR management and development will also be changed accordingly. In this situation it is not easy to predict the future image of the NSI, or the direction HR policy will take.

🇬🇧 UNITED KINGDOM

There are three main challenges for the British Office for National Statistics(ONS):

- Budget availability;

- Non-statistical training to enable better communication and influencing skills;

- General emphasis on e-learning as opposed to more expensive classroom scenarios.

The most important focus points in HR policy at this moment are: recruitment of high-quality graduates, maintaining a cadre of professionals sufficient to meet output and analytical requirements and increasing the capability of the statistics professional, e.g. 37accessing the CPD offer

HR tools used in ONS in the UK:

Excellent recruitment system for potential 'high-flyers' based on central government recruitment processes

We are looking at what is available for web production training for our professionals, possibly by e-learning

Framework of Statistical Training established for some three years which outlines the training sources available to our professionals – it is to be reviewed shortly

We wish to develop plans for training our professionals in statistical commentary

The main tasks for the UK in 2016 will be:

- Making sure we have, and are able to keep, the right people with the right skills in the right jobs.

- Ensuring that we are capable of routinely engaging with users to clearly understand their needs.

- Ensuring that our systems and people are technologically sound and able to provide fit-for-purpose clear, accessible statistical advice and analysis with minimal cost to data suppliers (continuing from now).

- Influencing the quality of statistical use and analysis where users are able to self-serve from vast ranges of open data.

In the ideal situation with no budgetary restriction, ONS would provide a broad range of training opportunities which would cover the whole span of the statistical value chain, from understanding the business need, to collection of data, analysis and communication of results to users using modern dissemination techniques

SUMMARY

THE MOST IMPORTANT ISSUES RAISED IN THE QUESTIONNAIRES