Workshop on Human Resources Management & Training
5-7 September 2012, Budapest, Hungary

CONTEMPORARY ISSUES ON HRM AND TRAINING IN NATIONAL STATISTICAL INSTITUTES
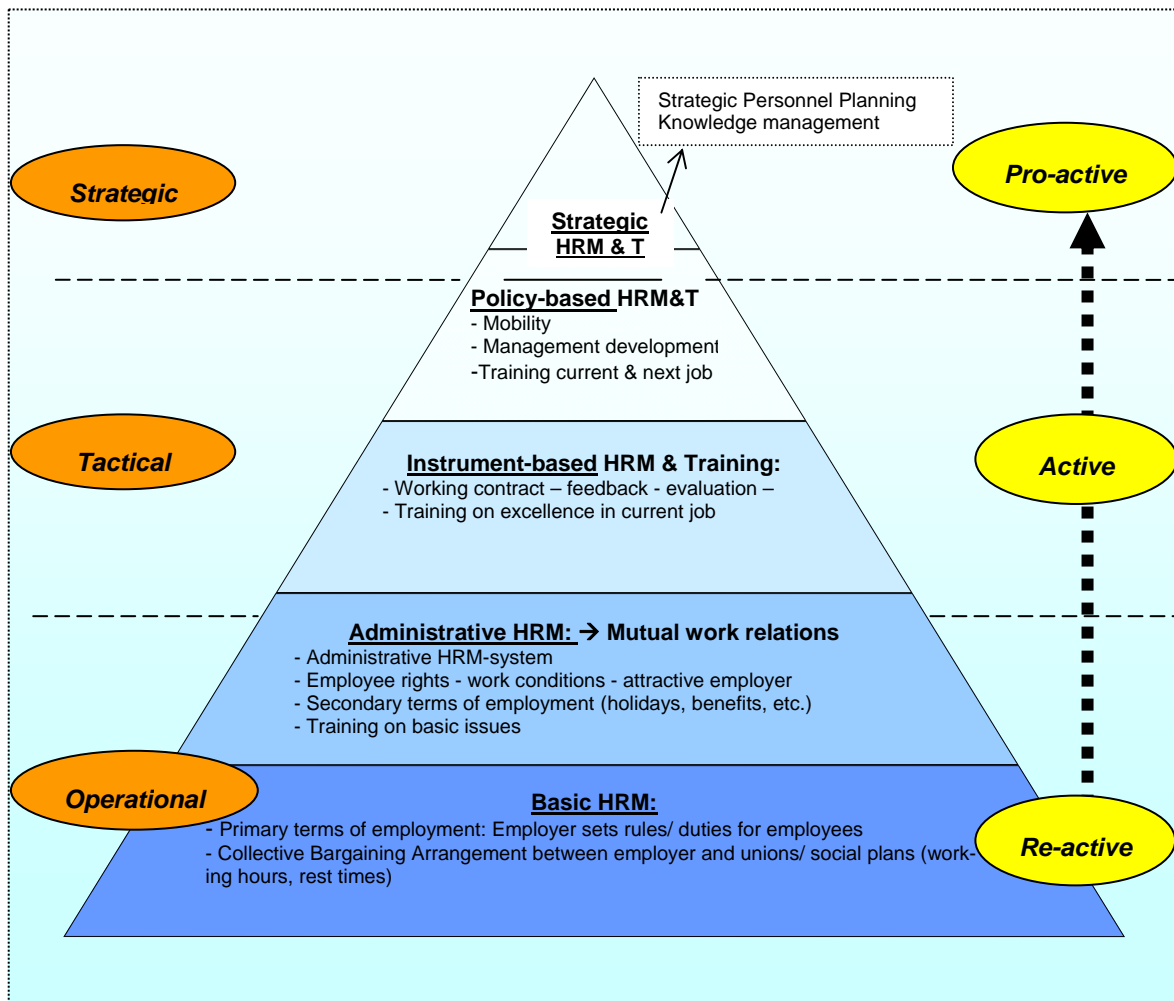
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Introduction

This paper is prepared to facilitate the organization of the workshop and to structure the agenda by translating the challenges into fourteen topics (equally divided into the pillar of HRM and the pillar of Training). Member countries are kindly invited to review this document and submit papers on the mentioned topics. These papers will be used as input for presentations and discussions during the workshop. The Workshop will be hosted by the Hungarian Central Statistical Office and co-chaired by The Netherlands and Poland. The main goal of the workshop is to *exchange experiences* and to *develop good practices* in the area of Human Resource Management (HRM) and Training in National Statistical Institutes (NSIs, including Eurostat and IMF). As delegates from 56 UNECE member countries are invited to participate, the objective is to meet the challenges which NSIs are currently facing and to examine future challenges in the years to come.

The different levels in development of Human Resources Management and Training in NSIs are illustrated in the pyramid presented in Figure 1. The level of development of HRM and training of NSI's can defer from each other. Based on this pyramid, the NSI can roughly determine the level of development in HRM and Training and what moving to the next level entails.

Figure 1: Pyramid visualizing the degree of development in HRM and Training in NSI's

Strategic Personnel Planning
Knowledge management

Strategic

Pro-active

Strategic HRM & T

Policy-based HRM&T
- Mobility
- Management development
- Training current & next job

Tactical

Active

Instrument-based HRM & Training:
- Working contract – feedback - evaluation –
- Training on excellence in current job

Administrative HRM: → Mutual work relations
- Administrative HRM-system
- Employee rights - work conditions - attractive employer
- Secondary terms of employment (holidays, benefits, etc.)
- Training on basic issues

Operational

Re-active

Basic HRM:
- Primary terms of employment: Employer sets rules/ duties for employees
- Collective Bargaining Arrangement between employer and unions/ social plans (working hours, rest times)

If, for example, HRM in a NSI is mainly focussed on primary terms of employment and is dominant in setting the rules and duties for employees, this would correspond to the situation at the bottom of the pyramid. This means that HRM can be described as primarily operational and HRM is mainly reactive on emerging issues in the NSI. From this level, HRM can grow to the next level, which is called Administrative HRM. To reach this level, HRM should develop an administrative HRM-system; focus on the introduction of secondary terms of employment, and introduce a basic statistical training programme. In this way, NSIs can determine at which level of the pyramid HRM and Training is operating at the moment, and what instruments can be developed to move to the next level. It is important to note that levels can only be climbed one level at a time. If the HRM & Training is on the second level, it cannot move directly to fourth level.

Basic HRM

At the bottom of the pyramid the basic level of Human Resources Management is described. Key elements of this first level are primary terms of employment (salary, working hours, work and rest times). In addition, basic HRM also comprises a collective bargaining arrangement between the employer and the unions.

Administrative HRM

The next level of development in HRM is what is called 'Administrative HRM'. On this level all administrative procedures concerning HRM and Training are structured and well organised. This level is also characterised by mutual work relations between employer and employee. This is expressed by the awareness that in order to attract and retain good employees, secondary terms of employment should be arranged (such as holidays and other benefits).

Instrument based HRM and Training

This level is characterised by the use of HRM and Training instruments. These are used to reduce subjectivity in HRM and Training by standardizing working procedures. An example is the yearly 'management cycle', which starts with articulating the working contract between manager and employee (expected output) at mid-year followed by giving feedback, and finally, at the end of the year, evaluating the output. This instrument will help to articule points of improvement in the current job. Specific training can be offered to improve work performance.

Policy based HRM and Training

This level is characterised by the need to anticipate on HRM and Training issues in the coming period (one or two years). HRM and Training activities are directed by an articulated policy within which HRM and Training instruments are put in place. Important issues are mobility-policy for employees, a management-development programme and training which can be focussed on the current, but also on a future job.

Strategically HRM and Training

The top of the pyramid represents what we refer to as strategic HRM and Training. This level can only be reached if all underlying levels are in place and are operating well. Moreover, the focus of (top) management is on long-term development of business processes and personnel. Two strategic instruments are Strategically Personnel Planning, and knowledge management (this is ensuring the level of knowledge, taking into account the (external) mobility of personnel).

The first two levels of the pyramid can be characterised by the term 'Operational HRMT', because the main focus of the HRMT activities is to secure basic operational issues. The activities at these two levels are mainly reactive in the sense that they are reacting on circumstances.

Levels three and four can be characterised by the term 'Tactical HRMT' which requires an active role on the part of the HRMT department. The activities in levels three and four focus on ad hoc demands of the moment as well as activities in the short-term (one or two years).

The fifth level constitutes the Strategic level. Strategy responds to the questions: what will be the nature and direction of an organization during the next 5-10 years; and how can they be achieved. On this fifth level, HRMT plays a pro-active role in reaching future goals. This means that HRMT activities are aimed to plan and develop resources for their most efficient and effective use (now and in the years to come).

Aim of the Workshop

As mentioned in the introduction, the main idea of the workshop is to exchange experiences and to develop good practices on HRM and Training in statistical offices. The aim of the workshop will be best met when topics on the different development levels of the pyramid (Figure 1) are discussed. This will help countries to receive feedback on their own working methods and share good practices.

It is intended to produce a collection of good practices in HRM and Training, based on papers and the discussions held during the workshop. Papers presented at the two previous international meetings on HRMT in 2008 (Skopje) and 2010 (Geneva) may also be used for this purpose.

Contemporary HRM and Training issues

NSIs need to stay relevant in the modern world. The fact that others are starting to produce and offer statistics where NSIs used to have a monopoly means that NSIs are losing relevance. To address this situation the UNECE High-level Group for Strategic Developments in Business Architecture in Statistics (HLG-BAS) was established in 2011 to provide power and governance in the area of modernising statistical production. The HLG-BAS proposes to actively pursue a course to create the statistical outputs that will give our stakeholders a clear perspective on what is happening in the world today.

The developments in business architecture provide an up-to-date context and strategic direction for human resources management & training issues. In addition, in order to assess relevant themes on the pillars HRM and Training the co-chairs of the 2012 Workshop sent a short informal questionnaire to the national contact points of related NSIs in October 2011.
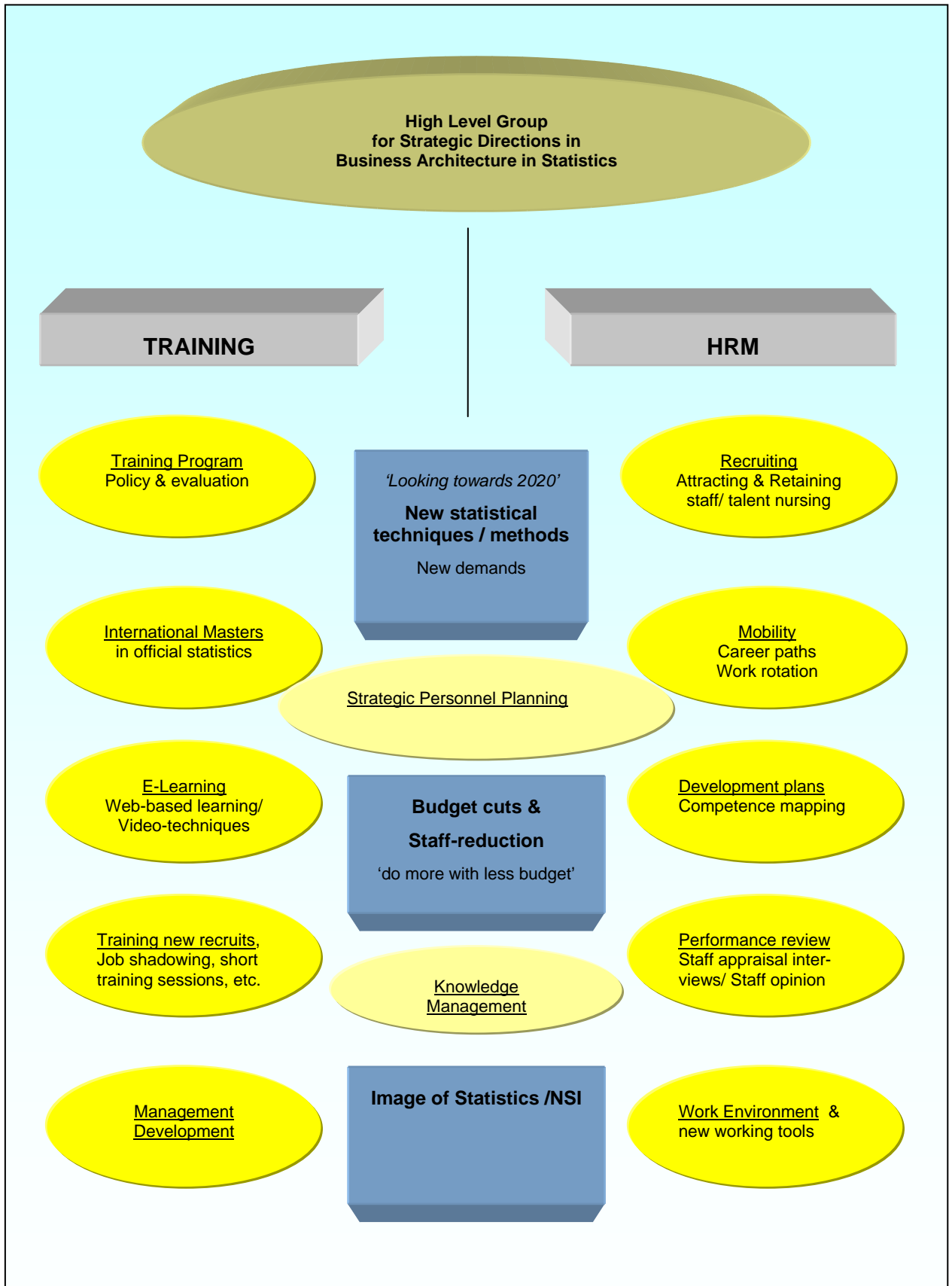
The questionnaire covered five themes:

1. Challenges regarding Training & Development

2. Focus-points in HRM-policy at this moment

3. Tools which are currently used (or being developed) to answer challenges successfully

4. Challenges relating business architecture and HRM-management

5. Tools to use or develop to meet needs of next generation of statisticians

Results of the questionnaire

A total of 24 countries replied to the questionnaire (see appendix 1 for a summary of the results). The outcome of the questionnaire gives an overview of countries that are pioneering on the mentioned themes and gives important input for the main topics which should be addressed in the HRMT workshop.

Figure 2 shows the proposed topics for the workshop and how they are interrelated.

Figure 2: Proposed topics for the HRMT meeting in Budapest, September 2012

High Level Group
for Strategic Directions in
Business Architecture in Statistics

TRAINING

HRM

Training Program
Policy & evaluation

'Looking towards 2020'

**New statistical
techniques / methods**

New demands

Recruiting
Attracting & Retaining
staff/ talent nursing

International Masters
in official statistics

Mobility
Career paths
Work rotation

Strategic Personnel Planning

E-Learning
Web-based learning/
Video-techniques

Budget cuts &

Staff-reduction

'do more with less budget'

Development plans
Competence mapping

Training new recruits,
Job shadowing, short
training sessions, etc.

Knowledge
Management

Performance review
Staff appraisal inter-
views/ Staff opinion

Management
Development

Image of Statistics /NSI

Work Environment &
new working tools

Strategic Direction for the Workshop: HLG-BAS

The changes in our society increase the need for more and quicker statistics. At the same time, official statistics needs to stay relevant to the modern world. Quality is negotiable but needs to be communicated. The challenge for statistical organizations is to be sufficiently flexible and agile to provide statistics according to user needs, at an acceptable cost. In the last few years new technologies and communication facilities have sprung up and are reformatting the landscape in which businessis done. For real progress, senior and top level management need to step in and drive the changes.

The High-level Group for Strategic Developments in Business Architecture in Statistics (HLG-BAS) has been established to add power and governance to the various groups working under the umbrella of the Conference of European Statisticians, as well as other groups working in the area of modernising statistical production. It provides top management ownership and coherence, and actively requests organizational innovation and show commitment for international cooperation. As a first step, the HLG-BAS is defining a strategic vision which will also serve as a means of alignment for the groups.

The strategy is defined in two directions:

(a) Statistical output: New and better products and services more tuned to the way the world is operating today, and created from a global perspective. This will help NSIs to stay relevant;

(b) Production methods: Different and better processes and methods tuned to delivering our products at minimal cost with greater flexibility and in cooperation between institutions. This will help to improve efficiency and effectiveness.

In figure 2 this strategy is summarized as 'new statistical techniques & methods'.

Challenges

Due to the economic crisis, nearly all NSIs face budget cuts and have to face staff reduction. Another challenge is the fact that NSIs in most countries do not have a very strong reputation on the labour market. Because of poor image and often relatively poor wages, it is hard for NSIs to attract and retain highly educated employees. This will become a growing problem, knowing that in the coming years large groups of older employees will leave NSIs.

Given these facts, the biggest challenge for HRM and Training departments is to energise innovation. The challenge is to establish a culture for change. Human Resources in the NSIs are among its most important assets it is where knowledge and culture is kept. In most organizations there is a good supply of forward thinking people. The challenge is to unlock this potential. We should encourage an entrepreneurial attitude and look for ways to change the culture in our organizations where necessary.

Proposed topics for the workshop

To facilitate preparation for the workshop, all topics mentioned by the countries in their responses to the questionnaire are structured into 3 groups. Based on this outline, member countries are invited to submit a paper on the mentioned topics that will be used later on as an input for presentations, discussions and a collection of good practices.

Below the proposed topics for the discussion are further explained.

Cross cutting issues

Taking into account the challenges for NSIs in the coming years (new statistical techniques and methods, budget cuts and image of statistics) two general topics for the HRMT-workshop can be derived which are relevant for both HRM and Training:

Topic 1:   **Strategic personnel planning**

The aim of strategic personnel planning is to model the yearly quantitative and qualitative need of staff in the coming years. By doing this, a NSI can take accurate policy actions. It would be helpful if best practices on the instrument could be presented during the workshop.

Topic 2:   **Knowledge management**

As a result of the demographic shift in the years to come, it will become more important to secure key knowledge within the NSIs – especially when key-personnel is leaving because of budget-cuts, external mobility or retirement. The challenge is how to retain and pass-over essential knowledge to new and younger personnel. NSIs with experience on this topic are invited to share their (best)-practices on this topic.

Because of their joint merit for Training as well as HRM, these two topics are positioned in between the two pillars of Training and HRM.

Training

Topic 3:   **Training Programme (Policy & evaluation)**

This topic encloses a whole range of training opportunities covering the entire span of the statistical value chain and related issues (operational, strategic and specific training). Key questions to be answered are: how do NSIs organise their training programme? What training can NSIs undertake themselves, and what is done externally? Another specific issue within this topic is the subject of the evaluation of training to facilitate improvement.

Topic 4:   **International Master in official statistics**

The need for qualified statistical staff is evident in every NSI. In different countries initiatives are being taken for a special School for Statistics and Social Economic Analysis, where a degree in official statistics (BSc, MSc, PhD) would be possible. On the EU level, in June 2010, a "Workshop on a European Master in Official Statistics" was organized by Eurostat and the University of Southampton (UK), followed by the initiative of a group of countries and universities to prepare proposals to the ESS committee. Eurostat supported these proposals and decided to launch of a call for tender. Which initiatives and good examples exist regarding organisational set-up and financing? What is the target audience? Is the programme focussing on statistics (methodology and its application) or should it also contain related general topics like quality and management?

Topic 5:   **E-learning**

E-Learning / Web-based learning and video learning are a few of the innovative tools that would enrich statistical training programmes by going beyond geographic and language constraints. It takes advantage of the ability of technology to move effortlessly across countries and it makes it widely available to many more participants than would be possible in a classroom training setting. What are the best practices at the moment? What are the strengths and weaknesses of E-learning?

Topic 6:   **Training new recruits**

All staff members (young and experienced) need to be trained. Also, due to the demographic shift it becomes more and more important to attract and recruit new staff. But after contracting, new staff need to be trained and retained. What are best practices on this issue? What are experiences within job shadowing, training on the job, short training sessions, international exchanges, study visits, secondments?

Topic 7:   **Management Development**

Leadership & Management Development for the middle and top management (of people and projects) is essential, especially within the current scope in which NSI's have to operate. How do NSIs develop their MD-programmes? How are managers selected and trained? What are best practices and dos and don'ts?

Human Resources Management

Topic 8:   **Recruiting**

Budget cuts will probably be the cause of the reduction of the number of new recruits per year. The expectation for most NSIs will be that because of the demographic shift, recruiting, attracting and retaining qualified staff will remain important – or at least will become important in the coming years. A fact is that fewer young people will enter the labour market in coming years. NSIs will have to compete with other employers for good qualified staff. How do NSIs anticipate these developments? What problems do you face and what are best practices?

Topic 9:   **Mobility**

Increasing the mobility of employees has a number of benefits. First it is a good motivation factor for people to give the opportunity of career paths. Another benefit is that employees stay flexible to occupy different positions. This is especially important when statistical production methods change, and when budget cuts force the NSI to changes the business process: employees will be better able to adapt to changes.

It would be interesting to exchange (best) practices among different NSIs on the topics of mobility policy, mobility culture and internal and international mobility (exchange of experiences), whether internal mobility should be compulsory or not? How can employees be motivated?

Topic 10:   **Development plans & competence mapping**

If a NSI wants to attract and retain qualified staff, it means that competences of employees need to be assessed and trained regularly. Some NSIs use the term "competence management", some use the term "development plans". The key issue is that the management is assessing the skills and knowledge of the employees in a methodical or systematic way. What method is used in your NSI? Which best practices might be useful to share with other NSIs?

Topic 11:   **Performance review**

It is a challenge for most managers to measure the performance of an employee – and to be able to compare the performance in a more or less objective way with other employees. Some NSIs use tools for the performance review- or staff appraisal interviews. What are experiences and best practices in this respect? Another issue in this respect is performance–linked payment. What are experiences on this issue?

Topic 12:   **Work environment**

A healthy work environment is an important job-satisfier and primary term of employment. It would be good to exchange best practices on how we can improve the work environment with little means. Another issue is that modern technologies now makes it possible for employees to work 'time and place independent' (or remote work). In future it might not to be necessary to come to the office every day, but to work at home – or somewhere else. These increased possibilities bring new challenges, for instance, for the manager, but also for working conditions of new technologies; innovative work culture, etc. Is your NSI already experimenting with remote work? What are advantages and threats? What are best practices?

NSIs are invited to submit a paper on the above-mentioned topics.

Appendix 1: Results of the short questionnaire: Main topics

Current challenges & focus points	Current Tools	2020: Biggest challenges	Ideal situation
General 1. Budget constraints (do more with less resources; increasing efficiency) *Training* 2. Training (operational and strategic, specific) 3. E-learning 4. Leadership & Management Development 5. Job shadowing, training on the job, short training sessions etc. 6. Knowledge management 7. Training of trainers	 *Training* 2. In-house and external trainings (specialised, exclusive etc.), ESTP, Civil service training Master and doctoral degree, home and abroad, 3. E-learning system 4. Training for the middle and top management	1. Doing more with less (less resources and staff), efficient production, Business process redesign *Training*	 *Training* 2. Investing in knowledge and training of employees; Further development of the ESTP; To develop degree in official statistics 3. E-learning 5. International exchange, study visits, secondment
HRM 8. Development and implementation of the HR concept 9. Mobility (internal-) 10. Recruitment, Attracting and retaining young and qualified staff 11. Personnel performance evaluation Incentive for high performance/staff motivation 12. Competences Management 13. Staff opinion survey 14. Flexible working times, modern work solutions, work from home 15. Healthy work environment 16. Quality Management	*HRM* 8. HR management system (database) 9. Yearly interviews about training and development skills 10. Web portal for recruitment and selection, High quality recruitment; Mentoring of new staff, Induction programme/training for new recruits Staff appraisal interviews, performance review/evaluation 12. Competence database (competencies and skills) 13. Staff opinion survey 15. Upward feedback	*HRM* 8. To develop analytical skills to meet increased demand for the administrative data Identifying, developing and using competencies of employees 10. Retaining qualified staff Recruitment of well qualified staff (demographic shift), Use of new staff selection methods 13. Staff motivation (low wages, learning, development, etc) 15. Better use of modern technologies, to adapt to the new process of survey production; Innovative work culture, smart working tools, remote work, etc.	*HRM* 8. HR metrics and analytics 10. Recruitment and training new staff 13. Performance linked payment; To develop non-financial incentive, motivation 14. Smart working tools for smart working environment (flexi-time, remote work. 15. Better working conditions (permanent posts, adequate renewal); Broader use of new technologies; etc.)