



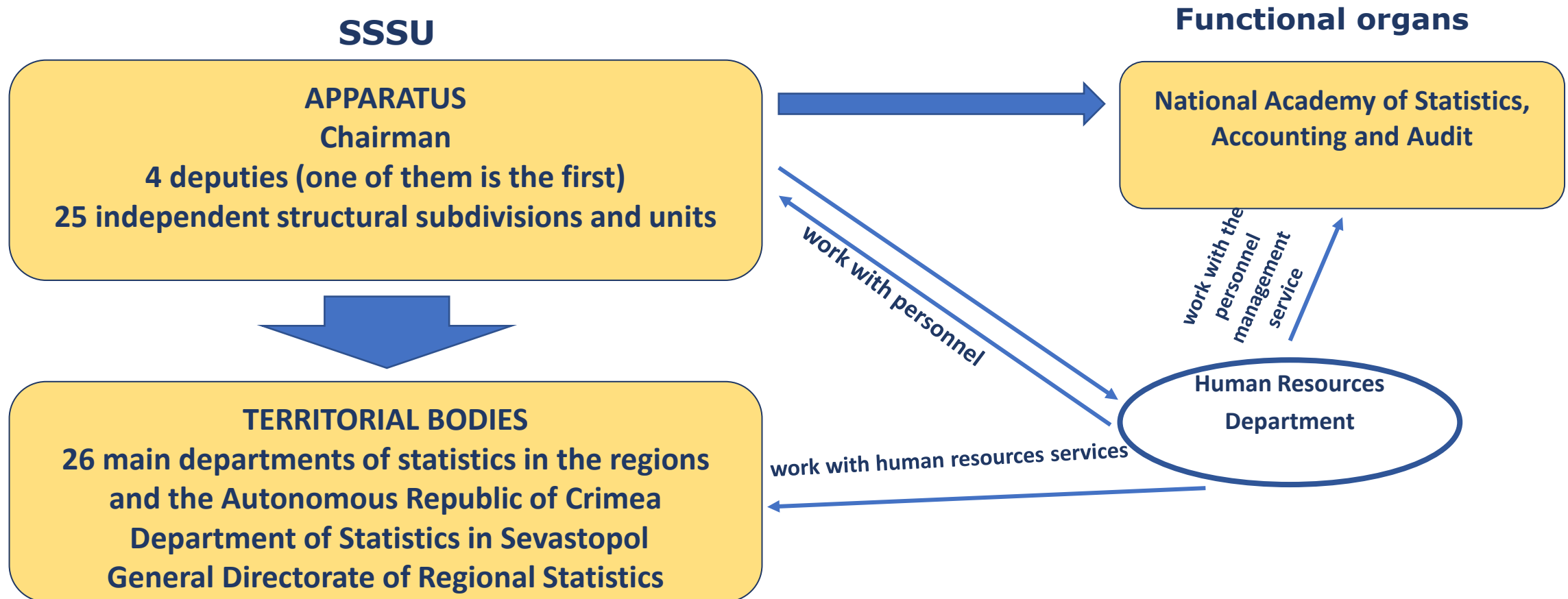
**Challenges of the present and prospects for the future:  
human resource management  
State Statistics Service of Ukraine  
in the context of the military invasion by the Russian Federation**

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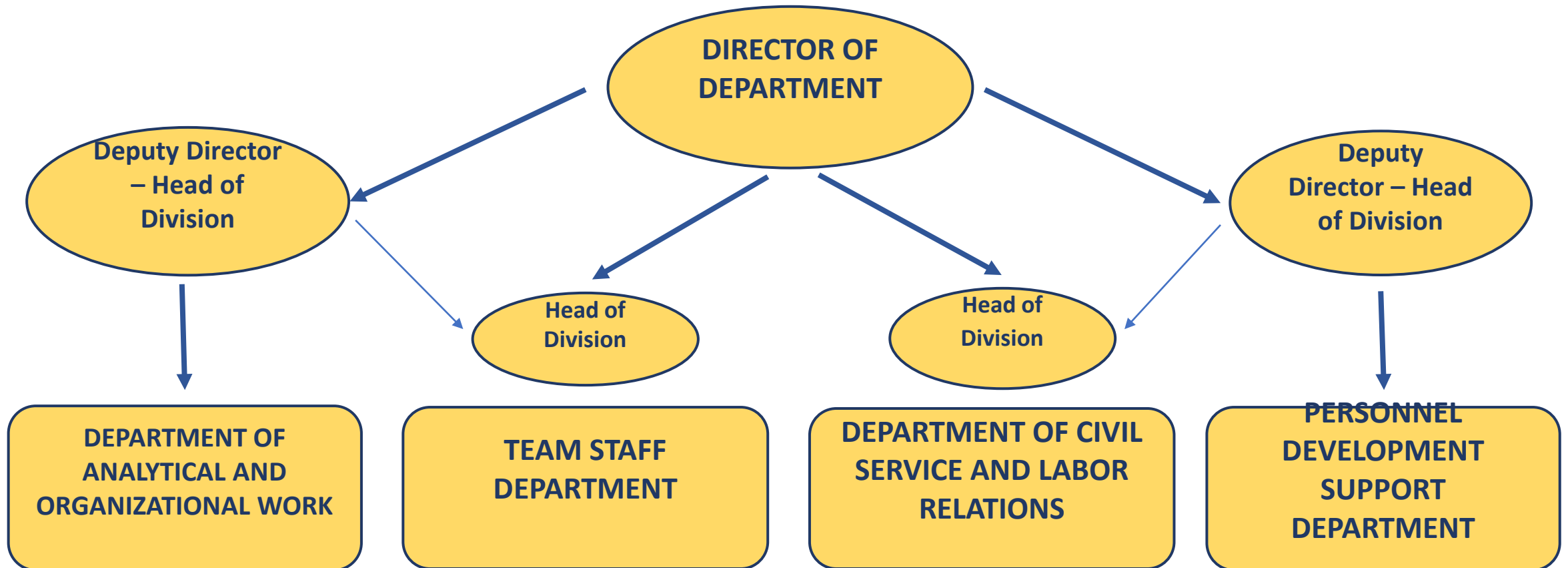
## **CONTENT**

- **Organizational structure of the State Statistics Service, quantitative and qualitative composition of personnel, place and role of the personnel management service, its structure**
- **Challenges posed to the State Statistics Service by the full-scale military invasion of the Russian Federation in Ukraine**
- **The main directions of work to maintain the stability of personnel in war conditions**
- **The main results of the work this year, including in the context of Ukraine's obtaining the status of a candidate for EU membership**

## ORGANIZATIONAL STRUCTURE OF THE STATE STATISTICS SERVICE AND INTERACTION OF THE PERSONNEL MANAGEMENT SERVICE WITH ITS ELEMENTS



## STRUCTURE OF THE HUMAN RESOURCES DEPARTMENT

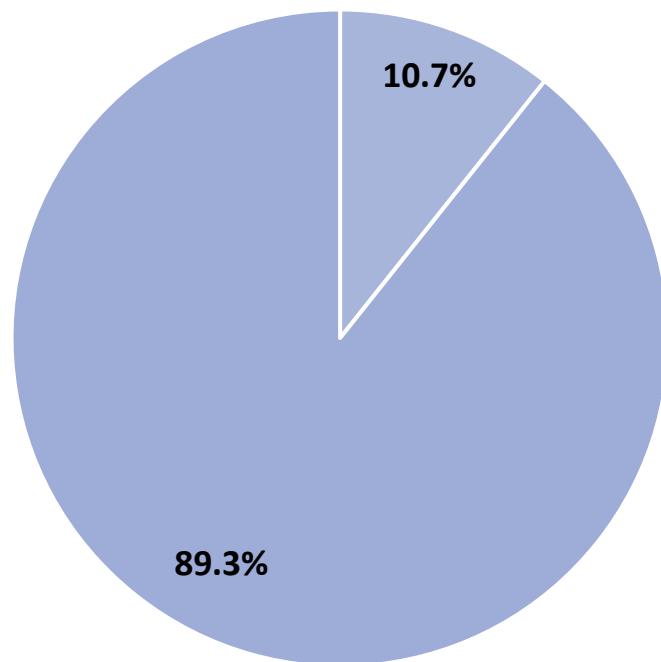


## STAFF NUMBER OF STAFF OF THE STATE STATISTICS SERVICE (as of 01.01.2022)

	Civil servants		Employees performing service functions		Other		Total	
	total	actual	total	actual	total	actual	total	actual
<b>Apparatus of the State Statistics Service</b>	<b>619</b>	<b>483</b>	<b>32</b>	<b>29</b>	<b>18</b>	<b>15</b>	<b>669</b>	<b>527</b>
<b>Territorial bodies</b>	<b>4223</b>	<b>3572</b>	<b>1260</b>	<b>1222</b>	<b>303</b>	<b>287</b>	<b>5786</b>	<b>5081</b>
<b>Total number</b>	<b>4842</b>	<b>4055</b>	<b>1292</b>	<b>1251</b>	<b>321</b>	<b>302</b>	<b>6455</b>	<b>5608</b>

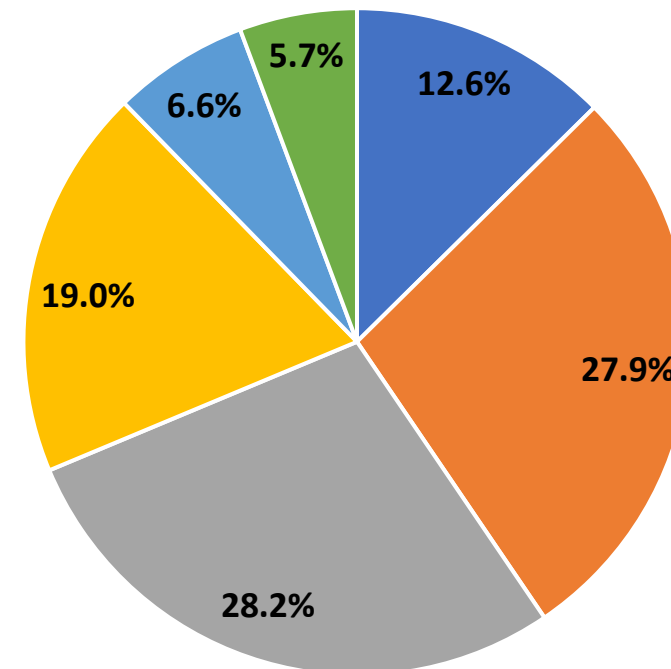
## QUANTITATIVE AND QUALITATIVE CHARACTERISTICS OF PERSONNEL (as of 01.01.2022)

### GENDER COMPOSITION



■ men ■ women

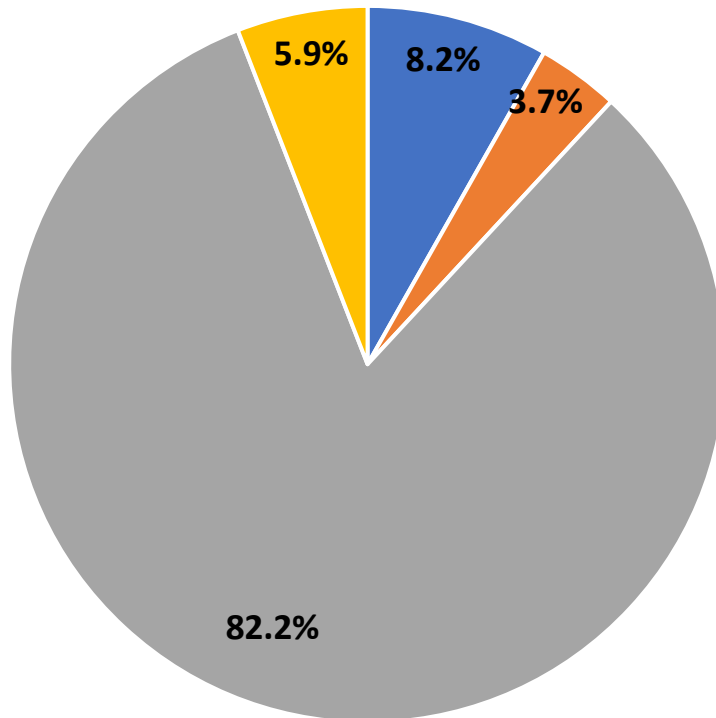
### AGE STRUCTURE



■ до 35 ■ 36-45 ■ 46-55 ■ 56-60 ■ 61-64 ■ 65 and older

## QUANTITATIVE AND QUALITATIVE CHARACTERISTICS OF PERSONNEL (as of 01.01.2022)

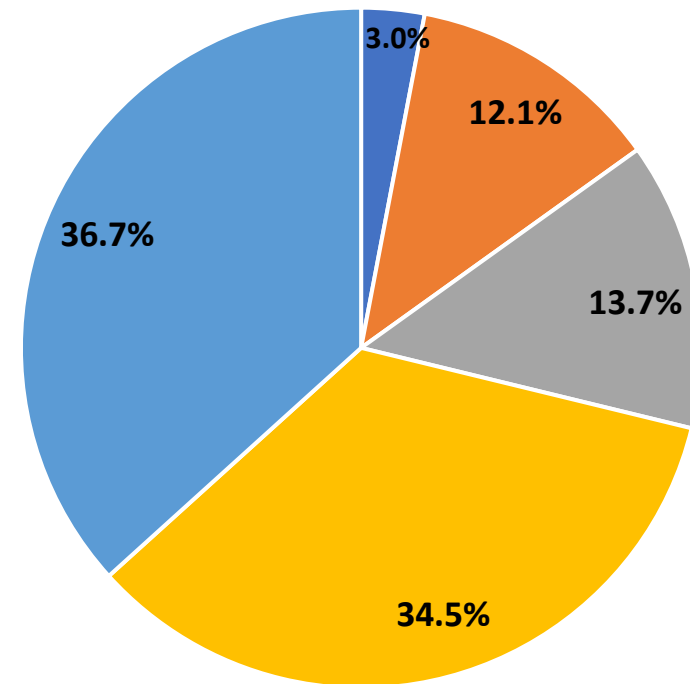
### LEVEL OF EDUCATION



■ junior bachelors   ■ bachelors   ■ masters

■ others

### SENIORITY IN SSSU



■ less than 1 year

■ from 1 to 5 years

■ from 5 to 10 years

■ from 10 to 20 years

■ over 20 years

## **CHALLENGES TO THE STATE STATISTICS SERVICE IN CONNECTION WITH THE FULL-SCALE MILITARY INVASION OF THE RUSSIAN FEDERATION**

- **Lack of uninterrupted communication between the State Statistics Service and territorial bodies located in the occupied territories**
- **Lack of communication with some employees**
- **Lack of clear mechanisms for personnel management in conditions of full transition to remote operation**
- **General shortage of staff (long vacations, downtime, layoffs)**
- **Increased workload on the present employees**
- **Increased risks of cyber attacks on electronic systems and databases of the State Statistics Service**
- **Reduction of funding of the State Statistics Service, which affected the remuneration of labor**
- **Aggravation of social and domestic problems of part of the staff as a result of loss or damage to housing**



## URGENT MEASURES TO SUPPORT STABILITY (February 24-26)

### MANAGEMENT OF THE STATE STATISTICS SERVICE

- ❖ introduction of daily mandatory operational meetings with the heads of territorial bodies and independent structural units of the apparatus (ZOOM)
- ❖ full transfer of personnel in "critical" regions to remote work
- ❖ assignment to territorial bodies in "critical" regions of backups for the processing of statistical reports

### HUMAN RESOURCES DEPARTMENT

- ❖ creation of a group Viber-chat of personnel management services for prompt resolution of organizational issues
- ❖ organization of a stable chain of communication with each member of the team for support and timely response
- ❖ organization of the transfer of supporting documents to employees booked from mobilization

## WORK IN THE FIRST MONTH OF THE WAR (March–2022)

- ❖ an algorithm has been developed and a full cycle of personnel electronic document management (applications, orders, certificates, etc..)
- ❖ work was carried out to arrange vacations or downtime for employees who could not perform functional duties
- ❖ daily collection and submission of information about employees of the staff to the management of the State Statistics Service has been established (mode of operation; for non-working people - being on vacation, on sick leave, in idle time; the presence / absence of communication with the employee)
- ❖ collection and submission of expanded information on the state of personnel to the management of the State Statistics Service and the Secretariat of the Cabinet of Ministers has been established
- ❖ lists of employees affected by the military invasion were compiled and posted in the group chat of the State Statistics Service management for further distribution in order to provide them with humanitarian assistance
- ❖ work was carried out on booking for the period of martial law of the majority of employees of IT departments at all levels



## WORK AFTER THE DE-OCCUPATION OF THE NORTHERN TERRITORIES OF UKRAINE (April–2022)



## CHANGES IN THE CURRENT ORGANIZATION OF WORK (May–September–2022)

### LARGE-SCALE CHANGES IN THE LEGISLATIVE FRAMEWORK FOR THE PERIOD OF MARTIAL LAW

May	Law of Ukraine "On Amendments to Certain Laws of Ukraine Regarding the Functioning of the Civil Service and Local Self-Government"
JULY	Law of Ukraine "On Amendments to the Law of Ukraine "On Prevention of Corruption" on the Specifics of Application of Legislation in the Field of Prevention of Corruption under Martial Law"
JULY	Law of Ukraine "On Amendments to Certain Laws of Ukraine on Optimization of Labor Relations""

- ✓ Possibility of recruitment without competition for public service positions
- ✓ Permission for civil servants to engage in additional paid work
- ✓ Introduction of a new type of leave (leave without pay) and downtime
- ✓ Settlement of issues of using the remote form of work
- ✓ Simplification of procedures for termination of an employment contract both at the initiative of the employee and at the initiative of the employer
- ✓ Abolition of the employer's obligation to maintain the average wage of mobilized workers or those hired for military service under a contract
- ✓ granting the employer the right to an increase in working hours and granting annual leave for a period not exceeding 24 calendar days

## UP-TO-DATE PERSONNEL DATA (as of 03.10.2022)

	APPARATUS OF THE STATE STATISTICS SERVICE	TERRITORIAL BODIES	TOTAL
Number of employees	520	4666	5186
Working in the workplace	90	1850	1940
Remote working	356	560	916
Other (on sick leave, on vacation (including childcare), in idle time, etc..)	74	2256	2330

About 100 employees suffered as a result of the military invasion of the Russian Federation  
(damage to housing and property)

## KEY ACHIEVEMENTS AFFECTING WORK EFFICIENCY AND DECISION-MAKING

1. Reservations from the mobilization of employees of IT departments are provided

1 time in  
six months

! is necessary to maintain the stable operation of information systems, data bases and ensure cyber protection

2. Gender audit of the State Statistics Service (apparatus and territorial bodies) was conducted

May - June

! is necessary to obtain information on the assessment by employees of the situation with respect to equal rights and opportunities of women and men

3. Implementation of HRMIS (Information System for Human Resource Management in State Bodies) has been launched

started in  
August

! necessary to automate the processes of collecting, processing, storing and protecting information about employees

4. A functional audit of the State Statistics Service (apparatus and territorial bodies) has been launched

started in  
August

! is necessary to study the functions of structural units and staff units, eliminate their duplication in order to optimize the structure

5. Stability of the corporate personnel training system is maintained

permanent  
ly

! necessary to maintain the proper level of professional competence of personnel

## OBJECTIVES OF THE SURVEY CONDUCTED AS PART OF THE GENDER AUDIT. RESPONDENT'S PORTRAIT

The survey of Employees of the State Statistics Service was carried out in pursuance of subparagraph 3 of paragraph 2 of the Standard Tasks and Key Indicators of Effectiveness, Efficiency and Quality of Performance of Civil Servants Holding the Positions of Heads of Central Executive Bodies for 2022, approved by the Order of the Cabinet of Ministers of Ukraine dated 29.12.2021 No. 1779-r.

**PURPOSE:** to obtain information on the assessment by employees of the State Statistics Service of Ukraine of the state of ensuring equal rights and opportunities for women and men.

The survey toolkit was developed by the National Agency of Ukraine for Civil Service issues together with the Government Commissioner for Gender Policy with the support of the Project "European Union for Gender Equality: Reform Assistance Service" and the Educational and Scientific Center for Applied Sociology "Socioplus" of the National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute".

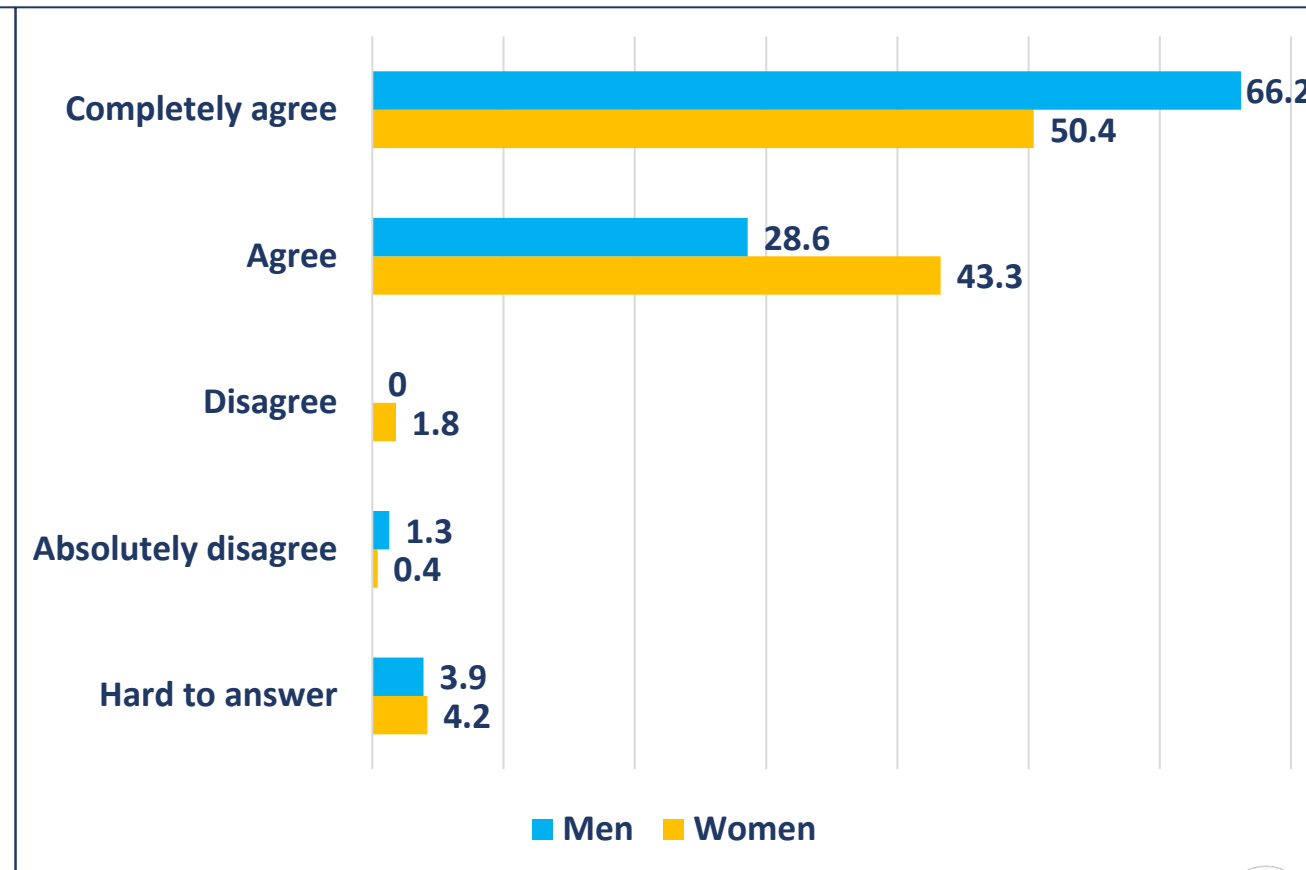
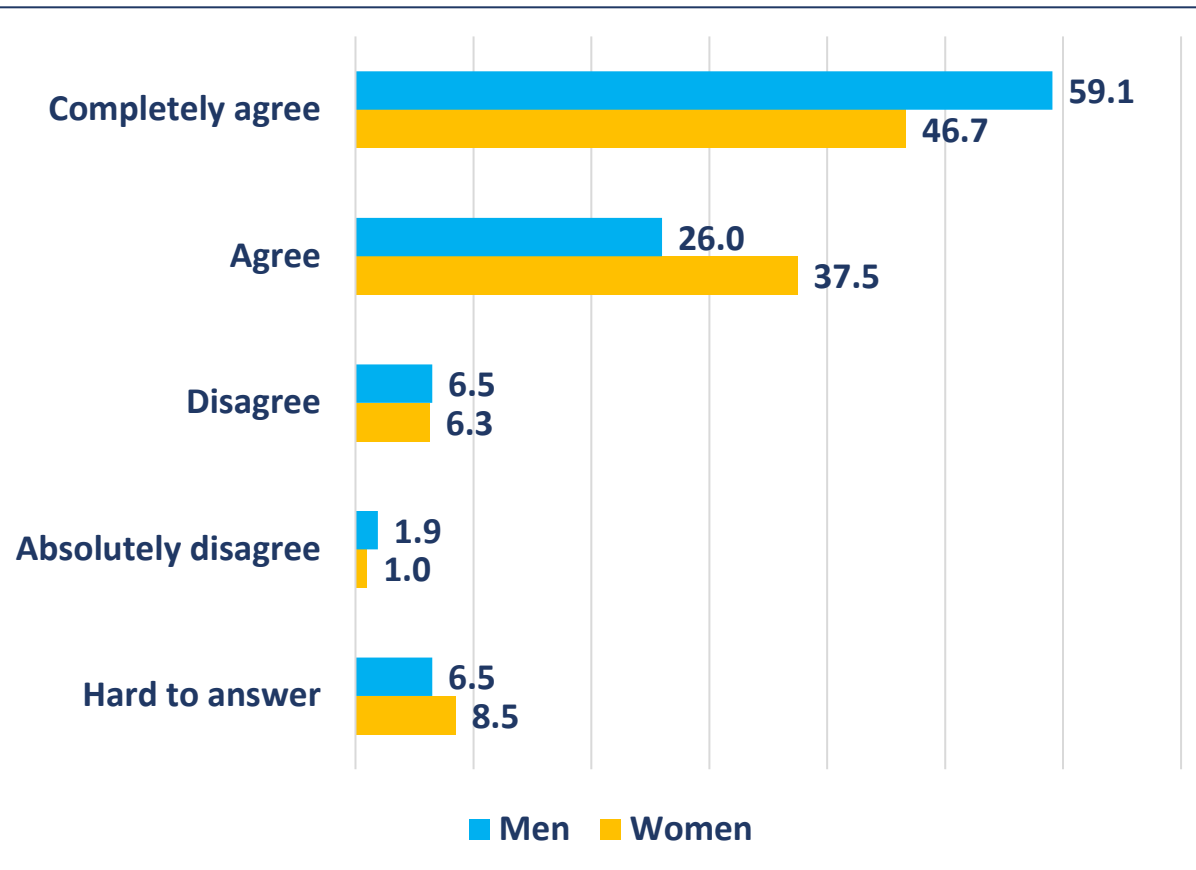
**TIMELINE:** May 19 to June 3, 2022.

2116 respondents took part in the survey, of which 1,962 were women and 154 men, which is 92.7% and 7.3% of respondents, respectively.

## SOME RESULTS OF THE SURVEY CONDUCTED AS PART OF THE GENDER AUDIT

QUESTION: Do you agree with the statement "Men and women have equal opportunities for career advancement"?

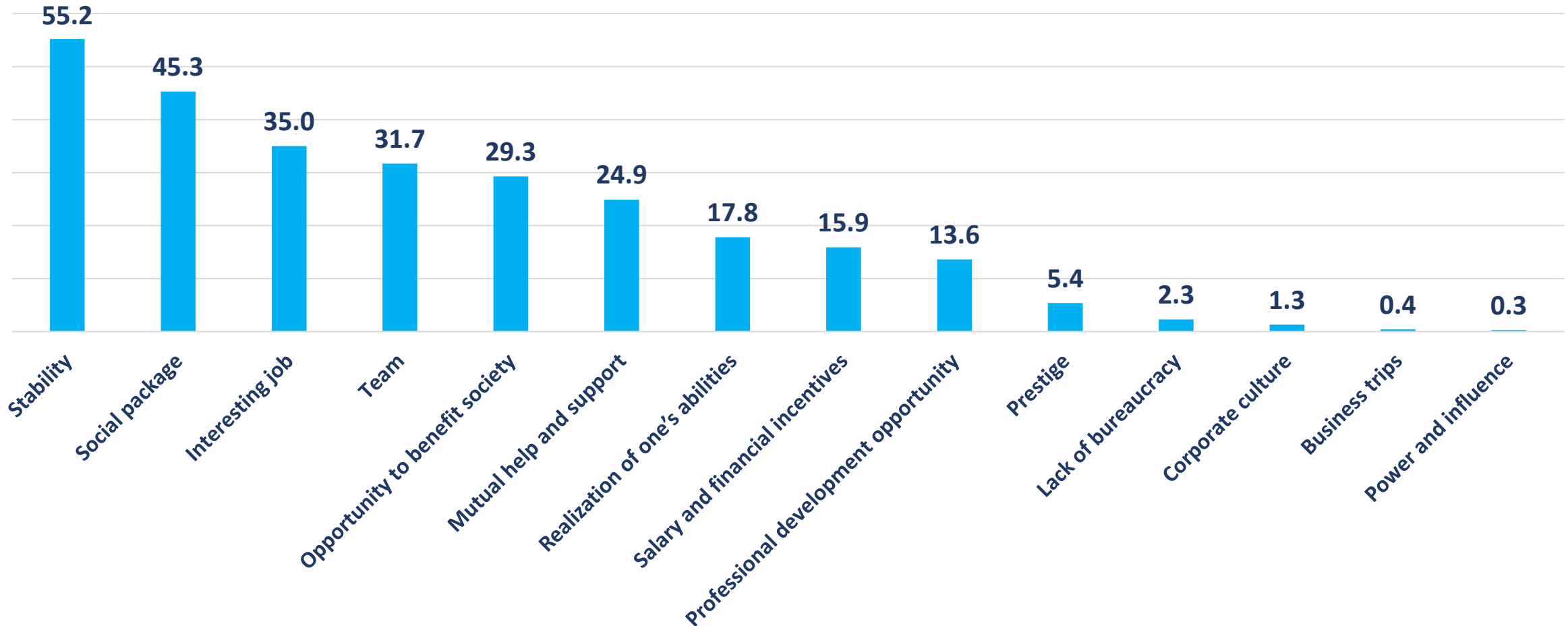
QUESTION: Do you agree with the statement "Men and women have equal chances and opportunities to improve their qualifications/undergo vocational training for further career growth"?





## SOME RESULTS OF THE SURVEY CONDUCTED AS PART OF THE GENDER AUDIT

QUESTION: What motivates you in your professional activities?



## CONCLUSIONS AND RECOMMENDATIONS FROM A SURVEY CONDUCTED AS PART OF A GENDER AUDIT

Analysis of the results of the survey showed that both women and men - employees of state statistics bodies - equally positively assess their equal opportunities for employment, career advancement with the same professional qualifications, directions for advanced training. The majority of employees are satisfied with the state of ensuring equal opportunities for women and men in the combination of professional and family responsibilities, the implementation of remuneration for equal work.

### RECOMMENDATIONS:

- to raise awareness, improve the knowledge of employees on ensuring equal rights and opportunities of women and men and the application of gender approaches in their activities, for which purpose to ensure the passage of special thematic online courses by employees, to promote their participation in relevant thematic meetings
- inform employees of state statistics bodies about persons, structural units responsible for the implementation of gender policy in this body
- develop a mechanism for contacting relevant officials and units in case of situations related to discrimination, sexual claims

## SOME DATA ON THE FUNCTIONING OF THE CORPORATE PERSONNEL TRAINING SYSTEM (February–September-2022)

TYPE OF TRAINING	SOURCE OF FUNDING	NUMBER OF EMPLOYEES	
		APPARATUS	TERRITORIAL BODIES
Special professional program for data analysis	Earmarked funds of the state budget	-	135
English Language Training Course	Tools of the institutional project of cooperation with Statistics Norway	24	-
Training on questionnaire development and cognitive testing (stage 2)	Tools of the institutional project of cooperation with Statistics Norway	6	-
Special short-term program of internal training on work in PowerPoint	Free with internal trainers	14	-
Special short-term program of internal training on work in Excel	Free with internal trainers	10	-
Special short-term program of internal training on sampling methodology	Free with internal trainers	9	-
Special short-term program of internal training "Introductory training course for new employees of state statistics bodies"	Free of charge with HR staff	12	27
<b>Bcero</b>		<b>75</b>	<b>162</b>

## IMPLEMENTATION OF HRMIS

HRMIS – Information system of human resource management in state bodies.

The development and implementation is carried out within the framework of the World Bank Grant to the project "Strengthening the Management of Public Resources", funded by the EU within the framework of the Public Administration and Finance Reform Program (EUROPAF).

### OBJECTIVES OF IMPLEMENTATION:

- functioning of a single database of civil servants and other employees of the State Statistics Service
- automation and digitalization of human resource management processes and procedures for preparing solutions on personnel management issues
- monitoring the effectiveness of activities on personnel management issues
- openness and transparency of information on human resources and remuneration
- electronic interaction between structural units on personnel management and accounting
- providing employees with access to information through the electronic account of the user of the information system for electronic interaction with structural units, employees of the State Statistics Service
- electronic interaction between the State Statistics Service and other executive bodies

## FUNCTIONAL AUDIT OF THE STATE STATISTICS SERVICE APPARATUS

### REGULATORY FRAMEWORK:

Order of the Cabinet of Ministers of Ukraine dated 16.09.2022 No. 824-r  
"On conducting a functional audit of executive authorities".

### PURPOSE:

analysis of the functional load on the apparatus of the State Statistics Service, development of proposals for its work for the period of martial law and revision of the functionality in the post-war period.

### EXPECTED RESULT:

optimization of the structure of the State Statistics Service and reduction of the number of personnel.  
Relevance - in connection with the reduction in the number of civil servants announced by the Cabinet of Ministers of Ukraine by 30%.

## STAGES OF THE FUNCTIONAL AUDIT OF THE STATE STATISTICS SERVICE

### PREPARATION STAGE (completed):

The Personnel Management Department (PDM) has been appointed as the responsible unit

The PMD acquainted other independent structural units (ISU) with the purpose, stages and timing of the implementation, with the legislative and methodological framework

### PRACTICAL STAGE (completed):

PDM filled out the form "Information about the executive authority"

ISU filled out the form "Information about the ISU"

### ANALYTICAL PHASE (under implementation):

- The PMD carries out analytical processing of the completed forms, fills in the necessary columns of the certificate of primary results, transfers it to the heads of the ISU

- conducts clarifying interviews with the heads of the ISU on the basis of a certificate and questionnaire submits to the Department of Financial and Economic Support a certificate and a questionnaire for making calculations on their basis on possible savings in costs for the maintenance of the State Statistics Service apparatus

- prepares a report on the results of the functional audit and submits it to the Chairman of the State Statistics Service for consideration (until 28.10.2022)

- The Head of the State Statistics Service submits a report to the Cabinet of Ministers of Ukraine and the National Agency of Ukraine for Civil Service (until 02.11.2022)



ДЕРЖАВНА  
СЛУЖБА СТАТИСТИКИ  
УКРАЇНИ

**THANKS FOR ATTENTION!**