

# Forum on Human Resources Management and Training

## Conference of European Statisticians

### Session 1

### Module 2: Human Resources Management in Official Statistics

#### **DISCUSSANT:**

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**Skopje, 3 September 2008**

## I. Introduction to the topic

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- ✓ **Human Resources (HR) is the main element for increasing quality and efficiency of a modern Statistical Office**
- ✓ **Management and development of HR is a precondition for the development of statistical organizations**
- ✓ **Different strategies for development of HR can be considered: as regard responsibility of the high level management, line management and staff members; strict definition and implementation of the procedure to be follow; general and job-specific capabilities; formal versus informal learning processes; and so on**
- ✓ **The topic as been already discussed in the CES Seminar held in June 2006 in Paris**
- ✓ **Giovannini Discusssion: very good review of the topic**

## II. The Authors of the invited papers

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**This Module 2 includes three papers from:**

### **Statistics Canada**

**Statistics Canada's Human Resource Management Strategy, prepared by Ivan Fellegi, E.WW. Lee Reid and Eve Simpson**

### **OECD**

**Transforming OECD Statisticians from "Information Providers" into "Knowledge Builders": The Role of Training, prepared by Enrico Giovannini, Isabelle Pery and Isabelle Ynesta**

### **Federal Statistical Office of Germany (Destatis)**

**Staff Recruitment: the New Selection Procedure for Members of Academic Staff in Accordance with the Personnel Development Concept, prepared by Wolfgang Schulze**

### III. Brief Introduction of the invited papers

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**It is not necessary to present some slides**

**Will be enough to recall some important points**

## IV. Key points from the invited papers

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**The very good and clear review of all the topics and problems presented this morning by Enrico has been so detailed that is not necessary that I repeat some of them**

**Therefore I decide to delete my slides to save time to devote to questions and discussion**

## V. Questions to the Authors of the Invited Papers

### For Statistics Canada Paper

1. It is useful to clarify the time-links between Strategic plans and Human resources' need, development and training (just for example: are the decisions taken in March of one year referred to the current or to the following year?)
2. In which way the job descriptions were reduced from 1,600 to 300? May be that also 300 job descriptions are too many; Does it right?
3. The strict definition of the procedures and the system of Committees could raise some rigidity in the development of the strategy. Have you met problems in the implementation?
4. Are the effects of the implementation of a positive work environment measurable?

## V. Questions to the Authors of the Invited Papers

### For OECD Paper

- 1. The reform of HRM in OECD is correctly finalised to the “new role” for the international statisticians. All the OECD statistician staff has the same role? In your opinion, which part of a NSOs staff should be transformed into “knowledge builders?”**
- 2. How many “job families” you use and in which way they are established?**
- 3. How important is the influence of a flexible or rigid contractual framework for the recruitment of adequate personnel?**

## V. Questions to the Authors of the Invited Papers

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### For Destatis Paper

- 1. How large and costly is the involvement of all the personnel, at any level, for the Assessment?**
- 2. Is the procedure of the assessment carried out both for temporary and permanent recruitment?**
- 3. The evaluation of leadership is important but may be too costly for a small number of top manager positions. Am I right?**
- 4. Do you use also evaluation system for the different job profiles and in order to measure the potentiality of the available personnel?**



## VI. Questions for General discussion from the floor

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### From Theory to Practice

**Specific questions on the implementation of a very well structured HR management**

#### 1. Implementation of a structured HR management

- ✓ **Which are the difficulties to link the strategic management of HR to the Business Program structure**
- ✓ **Are there problems or challenges that other NSI's should be aware of if they choose to develop similar concepts and related activities?**

## VI. Questions for General discussion from the floor

### 2. Analysis of the competencies and its use for the development of career and so on

- ✓ How much is the mapping of competence gaps for the whole NSI used?
- ✓ What are the problems or challenges in relation to the mapping of individual competences on a competence scale?
- ✓ Could we agree on minimum competence standards in official statistics?

### 3. Formal training

- ✓ How much important is to have a specific Training Institute for the NSIs needs?
- ✓ The implementation of the training is too costly; in which way the NSIs can solve the problem? Especially for small Institute?
- ✓ Is it important to built-up cooperation among NSIs for formal training?

## VI. Questions for General discussion from the floor

### From Theory to Practice

**General questions on the implementation of a very well structured HR management (Let me be provocative)**

- 1. Official statisticians must be: specialized in statistics, in economics and soon, management, communication and so on: How much clever the Official Statisticians must be?**
- 2. Does the size of the NSIs influence the HR development practices? I think very much**
- 3. The context in which a NSO is working is very important (many constraints: for the recruitment of personnel; for the very important shortage of personnel; for the activity of the Trade Unions inside of the Institute. In which way it is possible to face this problems in the implementation of HR management?**

**Share the experiences and learn from each other**

Luigi Biggeri, Discussion