

Contributed paper to the session on “**Right People to Right Positions**”

## **ENFORCEMENT OF THE PRINCIPLE “RIGHT PEOPLE TO RIGHT POSITIONS” IN THE HUMAN RESOURCES MANAGEMENT OF THE HUNGARIAN CSO**

In the human resource management practice of the Hungarian Central Statistical Office the principle “Right people to right positions” gets across partly by means of legal regulation relating to civil servants, partly by means of a newly developed HR-strategy. Although the two systems include also contradictions in their establishments, nevertheless the main feature of their connection is to complete and further develop each other.

### **Legal frames**

According to the legal regulation **the Hungarian Central Statistical Office (HCSO)** is a “*central administration organ*” therefore its workers are *civil servants* who perform public duties. The prevailing law sets down **general selection and progress rules the application of which is obligatory** for all the participants of the civil service. All this establishes a special **civil servant career building system** for the whole civil service including the selection, the classification of the scope of duties and the progress. Its main feature is that it attaches great importance to **educational attainment and age**, thus practically guaranteeing the calculable progress consequent upon higher education and advanced age.

As far as the selection and employment of civil servants are concerned, there is a governmental regulation determining **which scope of duties belongs to which educational and professional attainment or other qualification**. This regulation lays down the following **5 main scope of duties** concerning the basic activities of the HCSO:

- **Statistical theoretical, methodological, developmental scope of duties**
- **Statistical organiser, controller, planner scope of duties**
- **Statistical coordination scope of duties**
- **Statistical professional administrative, data collection, data reception, survey-specialist scope of duties**
- **Statistical informational data provider scope of duties**

Another feature is to separate the *economic statistics* and *social statistics* scope of duties and within this to determine whether university or college degree (the equivalents of which in the Bolognese-system are: “bachelor” and “masters” degree) or secondary school attainment is necessary for performing the duties. The determination of the economic, mathematical, sociological – among others – qualifications are the most expected specializations.

Naturally, there are scope of duties concerning functional areas in the HCSO also, e.g. *documentation, administration, human resources management, financial management, law, informatics*. The Law for Civil Servants intends to ensure the enforcement of the principle “Right people to right positions” by determining qualifications also for these functional areas.

### **The objectives of the Office**

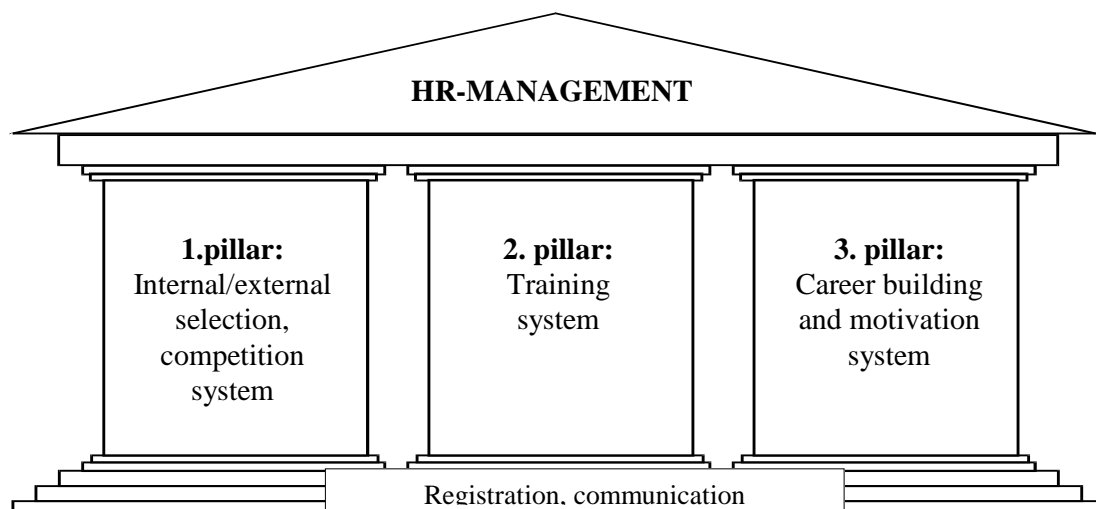
Taking into account the scope for action within the legal frames, our Office set itself the aim of elaborating and implementing a **new HR-strategy**. The main goal of the human resources development policy of the HCSO is to direct such experts to every professional field whose educational attainment and professional skills guarantee the high level performance of duties at the greatest extent. We think, that effective HR-measures can result in finding **the most appropriate manpower** for all tasks and also that all staff members could work **in a job subject to their qualification and knowledge**.

The most important resource of the office is the available professional knowledge and further developing it the office can meet the various challenges e.g. demands raised by the management of the changes, the pressure for increasing efficiency, the generation change, the quality evaluation system, the growing and competent data-user group and the European Statistical System. These demands require more and more professional efforts.

The Human Policy Section in charge of this task intends to meet these requirements by operating an effective human resources management and development system lying on **three pillars**.

### **Realization**

**The three main pillars of the HR-management** can be characterized by activities aiming at the establishment of the labour force staff, the development of its knowledge and the strengthening of its commitment. These three pillars should be supported by a **unified registration-documentation system and an efficient communication**, the further development and utilization of which also form part of the main objectives.



### **1. pillar: Establishment, selection of the labour force staff**

When establishing the content and the criteria system of the selection programme it is a general principle that in the **statistical jobs** of the HCSO there is a demand for such manpower, who – after adequate professional experience and training – can deal with the partial tasks of producing statistics the quality of which meets also the international requirements. These tasks for example are: planning and operationalization of the data collections, preparation and coordination of the collection and processing of data, evaluation and analysis of the results.

For the **employment of external candidates** applying for a job in the office the HCSO developed in 2005 a **multi-module methodology** consisting of an advertisement-information and a selection phase of which the latter includes **three filter-elements**.

**First phase:** job advertisement, invitation of tenders, preliminary information of candidates about the vacancy and the required criteria.

**Second phase:** settlement of the selection procedure

- 1. filter:** evaluation of the candidate's CV on the basis of definite criteria
- 2. filter:** testing the professional knowledge and commitment (tests)
- 3. filter:** structured job interview with the candidate (personal meeting)

On the one hand the procedure makes possible the **objective and unified comparison of the candidates**, on the other hand by means of the selection procedure the candidates presumably respect more the obtained job. By its efficiency the selection programme disposes of a model-value within the civil service representing a new mentality.

In the last period we made an attempt to promote the **staff-fluctuation also within the office**. It was a general principle that a job can be advertised externally only in case there was no internal candidate for it. Therefore, **we gave priority to the internal application** in the course of the manpower selection procedure. This application system found a very positive response in the office, because it made possible the **renewal and refresh of mental capacities and the better utilization of professional competencies**. At the same time it started such a strong fluctuation within the different organizational units, for which the office was not prepared and which seemed to hold up the smooth performance of tasks.

### **2. pillar: Development of knowledge**

For the realization of the objectives of the office envisaged for the new millenary and also for ensuring the quality of the statistical production process and the statistical product, it is necessary to enforce **professional requirements more strict** than ever in the course of the office work. Therefore, it is a basic condition to have and further develop an expert team with an up-to-date knowledge. To ensure this, it is necessary to continuously operate an **internal complex, efficient training system which is capable to include big staff capacities**. So, the learning and training are parts of the **operative human support** of the office performances and represent one of the **main guarantees for the enforcement of the principle "Right people to right positions"**. In the spirit of this we developed a **new training strategy** in 2005 on the basis of earlier problems of education, indicated deficiencies and proposals.

**The objectives of the new strategy** were the following:

1. To include the previously dispersed training in a unified system;
2. To lay stress upon professional training instead of previous civil service and compulsory trainings;
3. To focus the training on the demands of the office job;
4. To keep in view the actual internal and international priorities;
5. To enforce quality demands in training as far as the content and any other aspects are concerned.

The **draft project of the “HCSO-SCHOOL”** was elaborated in September of 2005 and at the same time the training courses announced by the School have started.

The participants of the courses are delegated by the directors of departments on the basis of the **Training Calendar** issued at the end of every year. The Human Policy Section deals with the organizational issues. The obligation to take part in a training organized by the HCSO-School is included also in the performance-objectives scheduled for the staff yearly.

**In 2007** we organized 44 training courses with 676 participants and with 125 staff members who undertook the task of trainers. The interested staff members are continuously informed about the training courses **on the website of the HCSO-School**, they can download the texts and supplementary materials of the lectures and can view the photos taken of the lectures.

The HCSO-School – relying on the proposals and feedbacks of the evaluation questionnaires filled in after every training course – is being developed continuously, taking into account the training of trainers, the introduction of more efficient educational methods (e.g. e-learning) and the creation of electronic registration helping the organization of training.

The **international training courses and the possibilities for traineeships and professional jobs abroad** contribute to the development of the knowledge of the labour force staff to a great extent in content, but only moderately in quantity. Unfortunately only a limited number of staff members could get acquainted with the international experiences because of the financial restrictions of the last years. The participants of the international training courses are expected to make good use of their knowledge in the internal training programme of the office.

### **3. pillar: career building and motivation**

Keeping in view the general legal rules relating to civil servants the office has undertaken the task of planning a **new internal job-grading and career system** recently for the sake of filling with HCSO-specific content the human policy principle “Right people to right positions”. The main point of it is that **the civil servants’ career model** regulated by law and linked to educational attainment and age will be **complemented by the possibility of an office career based on abilities and professional competencies**. This model will offer to the staff members the possibility of a career based on real performances, existing and newly acquired knowledge, proved efforts, professional activity.

According to the principles defined **in the new HR-strategy**, the management proposed to revalue and renew **the scope of duties** of the staff while focusing mainly on **actually performed activities**.

The newly developed **system of electronic registration of working hours of the activities** serves as a starting point for the realization. By the means of this the staff members record the types of activities and work programmes daily. Analysing the recorded data of the registration we can identify what kind of tasks characterize the staff members' work and **what kind of activities dominate** in their work.

As a first step we elaborated **3 categories of scope of activities for the staff members working in statistical fields** and on the model of this the categories for the staff members working in informatics and functional areas will be prepared soon. There are 3 categories of scope of activities in statistical areas:

- **developer-planner statistician**
- **organiser statistician**
- **data collector, data processor statistician**

The **required activities** which can mainly characterize the given scope of duties are defined in every category.

In this framework the category of a **developer-planner statistician** can be defined as **one of the highest grades of the internal professional career**. It can also be a step forward for the organiser statisticians and ensures respect for those staff members, who perform outstandingly in their professional job, **however, who stay out from the hierarchical career of being a manager**. The category of a developer-planner statistician represents a kind of "hall" where the "ambitious" organiser statisticians can also enter and from where a further possibility of career is made to the direction of acquiring the professional (chief) advisor title or of being a manager.

The dynamic model of internal professional career-building is being elaborated now. The following **6 career-criteria** define the progress possibilities in this model:

1. The **level and quality of educational attainment** (secondary-college-university), the mainly **required** – economic, mathematical, sociological, demographic – and less required attainments; **more diplomas** and scientific titles;
2. the **character of the actual, dominant tasks** (e.g. types of developer-, organiser-, data collector activities concerning the staff members working in statistical areas);
3. **various useful knowledge** supporting the tasks, which gives information on the convertibility, the number of areas where the staff members can be employed efficiently; (e.g. statistical, computing, language, professional knowledge and also knowledge obtained at training courses etc.);
4. the **quality**, level and efficiency of the work performed (yearly performance indicators);

5. **supplementary professional activities** – not including compulsory tasks (e.g. participation in professional projects, lectures, publications, international tasks, representing the office in forums etc.);
6. **professional attitudes, competencies** supporting the tasks (e.g. skills for complex work management, independence, positive attitude, creativity, special professional skills etc.).

The listed career-criteria altogether – **with the help of a score-based system** – define the level the staff members reach in the hierarchical progress. There is no final decision yet whether the professional career should include only the three main categories mentioned above (developer-, organiser-, data collector-statistician) or we should further differentiate the level of categories. The level reached in the career system is defined as a result of a **personalized HR-investigation** for each staff member periodically (once a year). The result of the HR-investigation indicates whether **the staff member is “in the right position” or there is a need to change or enlarge his scope of duties or perhaps there is a need for a developing, training plan supporting his further progress.**

For the time being the new grades represent **moral appreciation**. The directives of the financial acknowledgement are being elaborated also, since it would represent strong motivation and possibilities for renewal for the staff members and at the same time a basis for the managers - for example in the course of differentiating the ad hoc remunerations (special bonus).

The preparation of the **actual “scope of duties-map”** of the office is in progress. This map will show by organizational units the **present state** of the labour force capacities, i.e. the number of available “developer-planner”-, “organiser”- and “data collector-data processor” statisticians for the tasks in the given organizational unit and also the number of available informatics and functional scope of duties in the similar categories. The so called **ideal “scope of duties-map”** will be prepared in the near future. This map will show the number of scope of duties **necessary** in the given organizational unit for the **optimal** performance of tasks.

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