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Strategic and systematic development of competences – how?

Session 1, module 3

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Topics for reviewing

- 3 papers on recruitment and development of the right competences – Hungary, Brazil, Norway

- How do we manage developments of career and competences - to ensure Right people to right positions?

- How do we make the development of competences both systematic and strategic?

- How do we integrate development of competences with organizational design and our Corporate Plan?

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Enforcement of the principle "Right people to right positions" in the HCSO

- 2005 HR-strategy: that every position is filled with the most skilled person.

3 core-activities to make this happen:

1. Programme for internal and external recruitments

2. Development of knowledge through an internal training system: The HCSO-school (since 2005)

3. Internal career system to strengthen the commitment of the staff members: 3 job profiles and 6 career criteria's combines into individual plans for development and career.

   Personalized HR-investigation

   Organizational "scope of duties – map"

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Questions for the Hungarian CSO

1. The positive changes experienced by the programme for internal recruitments

2. Experiences on meeting the objectives in the training strategy

3. How do you ensure that the HCSO-school supports the strategic goals in the Corporate plan

4. The personalized HR-investigation – please elaborate

5. How do you plan to use the Organizational "scope of duties – map" – pros and cons on making it

6. Your greatest challenge – and success

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Perspectives on HRM in Brazilian CSO

- Governmental Carta de Brasilia – improved public management. The TQM Model: plan, do, check, act.

- Core competences for professionals in statistics organization + central values for civil servants

- 2006: Growing awareness by subject matter managers of the necessity of the theme "Managing People"

- 2008: the project "Competency-Based HRM" is now in progress in the IBGE

- 10 strategic goals for HRM: considering e.g. recruitment, talent-development, improved management, internal culture

- Moving from defining competencies to designing development plans

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Questions for the Brazilian CSO

1.   IBGE: 500 agencies and min. 7.500 staff members –
     how do you manage development of competences
     today – good experiences to build on

2.   Please elaborate on the project "Competency-Based
     HRM" – what have been possibly to do so fare

3.   10 strategic goals for HRM is ambitious – focus points
     for the next 2 years

4.   Your biggest challenges in moving from defining
     competencies to designing development plans

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The statistical production processes and training of competences in Statistics Norway

- Still changing production processes and changing main activities since the 1970s

- A more academically educated staff, aging staff members combined with high turnover of young academics

- More targeted internal training: IT, methods, introduction, project and teamwork, career-scheme for stat. advisors

- 2007 HR-strategy: sharing knowledge, on-the-job training, expertise development

- 2008 FOSS-standardisation & functional specialization implies new competences: reorientate & innovate, analyse and manage, complexity, service to users, change jobs

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Questions for Statistics Norway

- How do you find out witch courses/ training the individual employee should attend

- In what way contributes your new HR-strategy to a different focus in development of competences

- Please elaborate your thoughts on the need for further targeting of the training – who to develop the "new competences"

- Is the high turnover rata for young professionals a problem – what can be done

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Systematic development of competences

- Competence analysis:
  - Mapping of existing competence on a competence scale
  - Evaluation of performance of duties and tasks
- Annual personnel interviews/ HR-investigation
- Identify competence gaps
- Individual personnel development plans
- Organisational: documentation, systems, software, evaluation

- The universal recipe? Works in all cultures & organisations?

- Which way of thinking about human development talking about "gaps" that needs to be filled?

- The amount of resources used to develop core and job-specific capabilities / key competences / job profiles?

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Strategic development of competences

Competences that are critical / important in relation to the corporate plan / strategy / business plan are identified. Examples:

- Clearly defined core / competences for all and job-specific capabilities

- Job profiles

- Organisational: documentation, systems, software, evaluation

- To what extent can we share a common description of the required competences of the NSIs?

- Experiences with ensuring that we actually develop strategically – who is responsible in the organization?

Top/ down vs. bottom/ up approaches

- What can we learn from at bottom/ up approach on the managing of competences?

- Dialogue and reflection on practise, what's in it for me, the personal identification with the business plan, the need to feel competent,
- Voluntary or mandatory development

International exchange – all NSIs have restricted resources, how can we enhance more exchange

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