

CONFERENCE OF EUROPEAN STATISTICIANS

Third Meeting of the 2012/2013 Bureau
Luxembourg, 5-6 February 2013

Approved

Item 4(j) of the Provisional
Agenda

**TERMS OF REFERENCE FOR THE STEERING GROUP ON HUMAN
RESOURCES MANAGEMENT AND TRAINING IN STATISTICAL OFFICES**

Note prepared by the secretariat

I. BACKGROUND

1. The modernisation of statistical production and services is not only of an organisational and technical nature but also relies on the development of human resources and the skills and attitudes of staff members at all levels. Human resources management and training (HRMT) is crucial for the modernisation of national statistical offices where labour costs typically represent 70% to 80% of the total budget. The development of human resources and change management is part of and has to go along with the modernisation of the statistical production and services; it cannot be implemented afterwards.

2. In order to successfully implement the fundamental changes that official statistics are confronted with, it is important that human resources not only adapt passively, but actively participate in and contribute to the process of modernisation. In many countries this calls for a change, where HRMT needs to have a proactive rather than a reactive role. If the development of human resources, management and training is not reflected in strategies or business plans, this may jeopardise the efforts to modernise official statistics.

3. The participants at the workshop on HRMT in September 2012 in Budapest proposed to establish a Steering Group to organise the work on HRMT. Its mandate should also include supporting the work of the High-level Group on the Modernization of Statistical Production and Services (HLG) on HRMT issues. In this context, the Steering Group should organise a workshop in 2014 on the role of HRMT in statistical offices. The workshop participants underlined the need to establish the Steering Group as soon as possible to keep pace with the initiatives of the HLG.

II. MANDATE

4. The Steering Group on HRMT reports to the Bureau of the Conference of European Statisticians (CES). It will provide a progress report of its work to the CES Bureau in October 2013 and a final report in November 2014.

III. OBJECTIVE

5. The objective of the Steering Group is to provide guidance on improving HRMT in statistical offices and in support of the modernisation of statistical production and services.

The Steering Group will facilitate sharing of good practices and exploring emerging issues in HRMT in statistical offices of all CES countries.

IV. PLANNED ACTIVITIES AND OUTPUTS

6. The work of the Steering Group will focus on HRMT issues that are relevant to the statistical offices of the CES countries. The Steering Group will be actively involved in the work of the HLG through consultation and participation in the development of the strategy for modernising statistics, and should be active in providing proposals on how HRMT can contribute to the modernisation.

7. The main activities and related outputs of the group will be:

(a) Develop proposals for discussing common issues in the field of HRMT in Statistical offices. The proposals can be worked out via specific task forces, events or activities of individual members in recommendations of good practices and/or common approaches.

Output: Working papers outlining how HRMT can be applied in official statistics;

(b) Liaising with the HLG to provide support to the modernisation of statistical production and services.

Output: A concept paper on the role of HRMT that underpins the vision and the strategy of the HLG and outlines how HRMT can contribute to the modernisation process;

(c) Organising a workshop in 2014 under the theme: how can HRMT contribute to the modernisation of official statistics? Papers and presentations should address issues that are particular to statistical offices, such as the competencies of the future statisticians, HRMT in a strategic perspective, change management and training. The workshop will address issues raised by the HLG as well as other issues of HRMT that are relevant to statistical offices.

Output: Working papers on good practices in HRMT;

(d) Organising a discussion for deriving a possible set of indicators for measuring the outcome of HRMT activities.

Output: Working papers on the measurement of the outcome of HRMT activities;

(e) Maintenance of a wiki page to facilitate the exchange of good practices and training material in HRMT in statistical offices. The secretariat, together with the Organising Committee of the Budapest workshop on HRMT, is currently preparing a compilation of good practices based on selected papers from the CES 2006 seminar and the HRMT workshops in 2008 (Skopje), 2010 (Geneva) and 2012 (Budapest). The compilation will be presented on the wiki and will be updated as new material becomes available.

Output: continuously updated online compilation of good practices in HRMT.

V. TIMETABLE

8. The following timetable is foreseen:

December 2012	Setting up the wiki on good practices in HMRT
February 2013	Establishing the Steering Group
October 2013	Submission of the paper on the role of HRMT in the modernisation of statistics for the HLG workshop in October/November 2013
October 2013	Progress report to the CES Bureau
Autumn 2014	Workshop on HRMT and the modernisation of statistical production and services
November 2014	Final report to the CES Bureau

VI. METHODS OF WORK

9. The Steering Group will work preferably through e-mail and audio or video conferences, including possible webinars.

VII. MEMBERSHIP

10. The following countries and organizations have expressed their intention to participate in the work of the Steering Group on HRMT: Australia, Italy, Netherlands, Norway, Poland, UK and Eurostat. The secretariat will be provided by UNECE.

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