

CONFERENCE OF EUROPEAN STATISTICIANS

Meeting of the 2014/2015 Bureau
Geneva (Switzerland), 17-18 February 2015

Approved

Item 3 (c) of the Provisional
Agenda

**REPORT OF THE STEERING GROUP ON HUMAN RESOURCES
MANAGEMENT AND TRAINING IN STATISTICAL OFFICES**

Note by the Steering Group

I. BACKGROUND

1. The CES Bureau established the Steering Group on Human Resources Management and Training (HRMT) in February 2013. The objective of the Steering Group was to facilitate sharing of good practices, explore emerging issues in HRMT, provide guidance on improving HRMT in statistical offices, and support initiatives in relation to the modernisation of statistical production and services.

2. The main activities and outputs of the Steering Group, in line with the terms of reference (ECE/CES/BUR/2013/FEB/19), were the following:

- (a) Develop recommendations of good practices in HRMT;
- (b) Liaise with the High-Level Group for the Modernisation of Statistical Production and Services (HLG) to provide support to the modernisation of statistics;
- (c) Organise a workshop in 2014 under the theme: How can HRMT contribute to the modernisation of statistics;
- (d) Discuss possible indicators for measuring the outcome of HRMT activities; and
- (e) Maintain a wiki page to facilitate the exchange of good practices and training materials in HRMT in statistical offices.

3. Section II provides an overview of the work done. Section III informs the Bureau of work on HRMT undertaken by the High-Level Group (HLG) Modernisation Committee on Organizational Framework and Evaluation. Section IV provides a proposal for possible future work in the area of HRMT and how this could be organised.

II. WORK DONE

4. The Steering Group was constituted in early 2013 with the following members: Italy (Chair), Australia, Netherlands, Norway, Poland, United Kingdom (until the end of 2013), Eurostat and UNECE. The Steering Group has worked through teleconferences and exchange of e-mails. The group had two face-to-face meetings:

- (a) The first meeting took place on 20 September 2013 in Rome to discuss and prepare the work of the group, in particular its inputs to the work of the HLG and the workshop on HRMT in 2014;

- (b) The second meeting took place on 16 October 2014 in Geneva, back-to-back with the HRMT workshop on 15-17 October. At this meeting the Steering Group discussed possible future topics in HRMT and how future work in the area of HRMT should be organised.

5. Currently, two groups are working on HRMT: The *Steering Group on HRMT* (Australia, Italy (Chair), Netherlands, Norway, Poland, Eurostat and UNECE), established by the CES Bureau, and the *HLG Modernisation Committee on Organizational Framework and Evaluation* (Australia (Chair), Canada, Ireland, Italy, Republic of Moldova, Netherlands, Poland, Eurostat, OECD and UNECE). The Modernisation Committee works on HRMT issues related to modernisation of statistics, including e.g. competencies, organisational changes, legal and licensing issues. There are considerable overlaps of both issues discussed and members of the two groups. In November 2014 Norway joined the Modernisation Committee on Organizational Framework and Evaluation so that, in effect, all current members of the Steering Group are also members of the Modernisation Committee.

6. **To ensure efficient use of resources and avoid duplication of work, the Steering Group proposed that future work on HRMT should be carried out under the Modernisation Committee on Organizational Framework and Evaluation.** This will ensure that work on HRMT is organised under one umbrella, reduce any duplication of efforts and ensure the relevance to the modernising of statistical offices.

(a) Developing recommendations of good practices in HRMT

7. The Steering Group produced the *Human Resources Management and Training. Compilation of Good Practices in Statistical Offices*, published in 2013. The compilation includes 24 contributions from countries highlighting good practices in HRMT in statistical offices, addressing both current and future challenges. The contributions were based on selected papers from HRMT workshops in 2008 (Skopje), 2010 (Geneva) and 2012 (Budapest). An electronic version of the publication is available from the UNECE website <http://www.unece.org/statshome/publications-amp-resources/publications.html>

(b) Liaising with the High-Level Group for the Modernisation of Statistical Production and Services (HLG) to provide support to the modernisation of statistics.

8. The HRMT Steering Group made presentations of its work to the HLG workshop in November 2013 focusing on the main challenges of HRMT in the modernisation process, and soliciting comments and proposals from the participants on how HRMT could contribute to the modernisation of statistics. A number of proposals to consider were received, including motivation to move to standards based production processes, project management, future competences, training needs and cultural changes associated with the modernisation process.

9. The HRMT Steering Group in 2013/2014 conducted a survey of national statistical offices on HRMT and modernisation. The results of the survey were presented to the HLG workshop in November 2014 by the Modernisation Committee on Organizational Framework and Evaluation.

(c) Organising a workshop in 2014 under the theme: How can HRMT contribute to the modernisation of statistics?

10. The 2014 HRMT workshop took place on 15-17 October 2014 in Geneva. The workshop included sessions on the following topics: Modernising national statistical offices; How can HRMT contribute to the modernisation of the NSO; Change management; Training and learning; Job competencies for the future; and Measurement of the outcome of HRMT activities. The workshop was attended by 63 participants from 39 countries and organisations. The report of the workshop is available on the UNECE website: <http://www.unece.org/index.php?id=35320>.

11. The participants proposed that a workshop should be organised in 2016 to discuss the following topics:

- (a) The role of HRMT in modernising statistics: strategic and business plan level; culture change; total quality management frameworks;
- (b) Implementing organisational changes: change and risk management; examples of good practices; motivation;
- (c) Training and learning: methods; efficiency; performance management; measuring and evaluating the outcome;
- (d) HRMT and Big Data: competencies; organisational changes.

11. The participants of the workshop unanimously supported merging the Steering Group on HRMT with the HLG Modernisation Committee on Organizational Framework and Evaluation to ensure the efficient organisation of work. Future work on HRMT, including a workshop in 2016, should be organised by the HLG Modernisation Committee. The Modernisation Committee meets face-to-face every year in November, back-to-back with the HLG workshop, organises monthly video or teleconferences and exchanges documents and material on a designated wiki website. This work organisation was seen as useful in strengthening on-going work.

(d) Discussing possible indicators for measuring the outcome of HRMT activities.

12. When establishing the HRMT Steering Group the Bureau stressed the need to investigate costs and benefits of HRMT activities in statistical offices. The Steering Group was asked to organise a discussion on a possible set of indicators for measuring the outcome of HRMT activities. This was done through a panel discussion at the HRMT workshop in October 2014. The panel discussion was chaired by Australia with participants from Italy, Netherlands, Norway, Poland, Sweden and Eurostat. The discussion highlighted the need to develop indicators for measuring the outcome of HRMT activities as an important tool for management, e.g. for assessing and improving HRMT activities and allocating resources. There was general agreement that more work in this area should be undertaken and that experiences and tools from statistical offices should be shared. It was agreed that measuring the outcome of HRMT should be discussed at a possible HRMT workshop in 2016.

(e) Maintaining a wiki page to facilitate the exchange of good practices and training material in HRMT in statistical offices.

13. The Steering Group and UNECE have maintained a wiki page to facilitate the exchange of good practices and training material in HRMT in statistical offices. The wiki page includes, for example, a collection of staff satisfaction surveys and exit interviews, a paper on human resources management concept, results of the 2012 survey on Training and HR policy, and examples of competence and training evaluations from Statistics Lithuania (<http://www1.unece.org/stat/platform/display/humres/Home>).

III. THE HLG MODERNISATION COMMITTEE ON ORGANIZATIONAL FRAMEWORK AND EVALUATION

14. The Modernisation Committee has identified the following priorities of work: Change management; Organisational frameworks for collaboration; Legal and licensing issues; Building competencies; Guidelines for managers including best practices; Evaluation including costs and benefits; and Communicating modernisation. Planned work on HRMT in the future includes the following activities:

Change and risk management:

- Compare practices across organisations through a specific template, and create case studies as a basis for guidelines to help NSOs implement change and risk management.
- Prepare a paper on Organisational Change.

Building competencies:

- Finalise skills profile for staff working with Big Data in statistical organisations.
- Create a webpage with links to training materials for staff working with Big Data.

Guidelines for managers including best practices:

- Update/revise existing chapters of the Australian guidelines for managers and include new topics, such as change and risk management and leadership.
- The guidelines will be kept as a live document on the wiki, with each chapter of the guidelines being a separate module.

Evaluation including costs and benefits:

- Waiting for the results of the Eurostat taskforce working in this area. First results are expected in the spring of 2015.

Communicating modernisation:

- The Modernisation Committee will support a cross-cutting HLG project on this topic during 2015.

IV. DECISION BY THE BUREAU

15. The Bureau took note of the progress of work and agreed with the following proposals for future work:

- (a) Future work on HRMT should be carried out under the HLG Modernisation Committee on Organizational Framework and Evaluation;

- (b) The HLG Modernisation Committee on Organizational Framework and Evaluation will continue its work on HRMT issues, including change and risk management, competencies, guidelines for managers, evaluating costs and benefits and communicating modernisation;
- (c) An HRMT workshop should be organised in 2016 to discuss topics proposed at the 2014 HRMT workshop: The role of HRMT in modernising statistics; Implementing organisational changes; Training and learning, including the development of indicators for measuring and evaluating the outcome (as noted in para 12); and HRMT and Big Data, including competencies and organisational changes.

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