

Induction Programme for newcomers in Eurostat – a career development and forward planning project

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SCOPE

To prepare newly recruited staff for new approaches as regards the production of EU statistics, improve their flexibility and capacity for cross-cutting work in the future and help retain competent staff by taking into account the expectations of individuals



BACKGROUND

- Management decision to focus on new recruits
- Six posts allocated to the project
- Recruitment experience in the past
- Reasons for departures

INSPIRATIONS/METHODOLOGY

**Staff Regulations
European Institutions**



**Compulsory Mobility
Programme of INSEE**

**Recruit development
Programme of
Statistics Canada**

Internal reflections/consultations



- Duration of the induction programme
- Duration of the different assignments
- Balance of the assignments between the different statistical and/or horizontal domains
- Selection method for hosting units
- Adaptation of the programme to the annual work cycle
- Integration of candidates' expectations
- Include candidates with strong IT profile
- Quality of performance assessment – home unit

Design



- 27 months duration
- Combination of workplace rotation and tailor-made training
- 3 rotation assignments of different duration (first one minimum nine months)
- In 3 different statistical domains or in 2 statistical and 1 horizontal domain
- Job rotation, job-shadowing accompanying learning actions
- Coordinator for each rotation assignment

Six induction programmes (1)



Job n° 1

1) Euro-indicators/PEEIs	Unit C4	12 months
2) EDP issues, EDP country desk	Unit D3	12 months
3) Strategic planning and reporting	Unit A3	3 months

Job n° 2

1) Education finance statistics	Unit F5	9 months
2) Main aggregates in NA	Unit C2	9 months
3) Information systems for statistical production	Unit B4	9 months

Six programmes (2)



Job n° 3

1) Verification of statistics for administrative purposes

Unit C3

9 months

2) New design of farm structure survey 2013

Unit E1

9 months

3) FATS, SBS, demography and PRODCOM

Unit G2

9 months

Job n° 4

1) Monitoring climate change in the field of energy statistics

Unit E5

9 months

2) Indicators for long term development

Unit C4

9 months

3) Dissemination and dissemination products

Unit B6

9 months

Six programmes (3)



Job n° 5

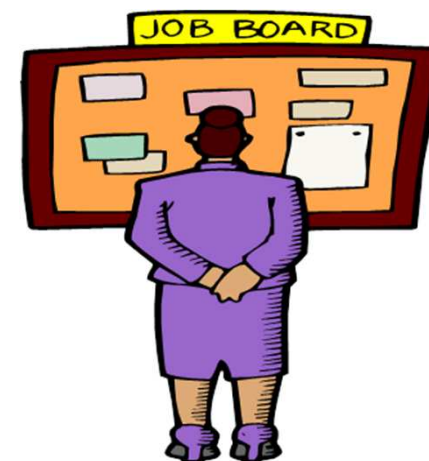
1) HICP and PPP	Unit C5	9 months
2) Implementation of SDMX in statistical domain	Unit B5	9 months
3) External trade statistics	Unit G5	9 months

Job n° 6

1) Child poverty and wellbeing	Unit F4	12 months
2) EDP issues, EDP country desk	Unit D2	12 months
3) Recruitment and career, Horizontal HRM processes	Unit A2	3 months

Retention of participants

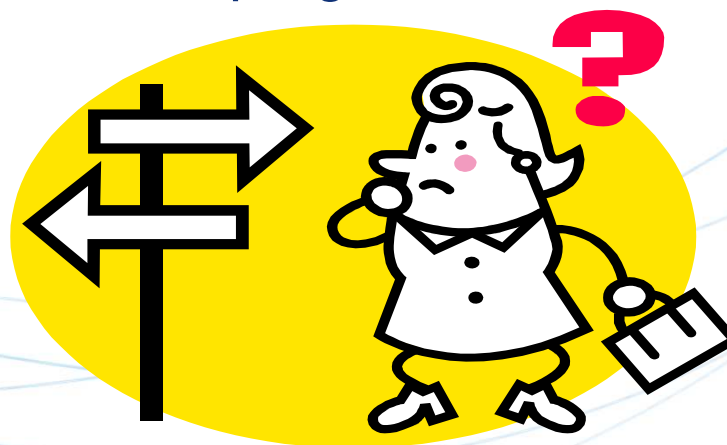
- Job security
- Uniqueness of the programme
- Psychological contract
- Encouraging performance and develop high commitment work practice
- Employability and job portability
- Trust and fair treatment
- Feedback and recognition provided



Evaluation of recruitment phase (1)

Main conclusion:

Much more difficult to attract candidates to the programme than expected, despite the current difficult labour market conditions and the "uniqueness" of the programme at the Commission level



Evaluation of recruitment phase (2)



- Low response rate to the job offer in the beginning
- Some unwillingness to commit for 5 to 7 years (return on investment)
- Interviews for YPSILON and other vacant posts for some candidates in parallel- choice problem
- YPSILON programme perceived as very junior with little responsibility and visibility
- Learning possibility was less evident for the majority of candidates

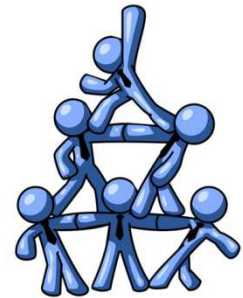
Evaluation of recruitment phase (3)



- All laureates are from the so-called "Y-generation"
- Tech-savvy, family-oriented high achievers as described in relevant literature
- Request for partner support programme
- Prioritisation of family over work

Recommendations and challenges

- On-going careful evaluation of the induction programme based on input from all parties concerned: new recruits, line manager, senior management and HRM unit
- Living process that can undergo changes and fine-tuning
- Get the psychological contract right
- Offer appropriate learning and development actions
- Have open communication and effective career discussions
- Offer a mentor for the new recruits
- Launch an informal junior network



DISCUSSION

- Do you have any experience with induction programmes in your organisation?
- Do you have experience with recruitment of the so-called "Y-generation"?



THANKS FOR YOUR ATTENTION

ANY QUESTIONS

