



Workforce **Planning and Learning** @ Statistics Netherlands

Geneva, UNECE HRMT – October 2014

Stats:

- *Locations: 2 (232 kms apart)*
- *Divisions: 6*
- *Employees: 1,850*
- *Average age: 51*
- *Employees under 25: 6*
- *Average years of service: 24*
- *Directors: 9*
- *Higher managers: 33*
- *Middle managers: 82*
- *Strategic HR-advisors: 6*
- *HR(D): 1.6*
- *HR-Policy advisors: 3*
- *HR lawyers: 2.5*

Introduction...



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Knowledge Programme

@Statistics Netherlands

- On Thursday, October 16 I shall be doing a 10 minute presentation at UNECE HRMT in Geneva. In this paper I will talk briefly about three main topics linked to the main topic for my presentation: our *new Roadmap for Learning and Development*.
- Firstly: our *strategic focal points for the future* and our preparations for a *strategic workforce planning* for Statistics Netherlands (to be delivered by the end of 2014) as well as our learnings from that journey.
- Our learnings created an unexpected link to another initiative we have been working on for the past 18 months: our new *Roadmap for Learning & Development*, which is based on the *70:20:10 reference model*. During my presentation I will focus on the creation process of this map.
- And finally I will talk a bit about the *Top Performance Programming model*, created by one of our preferred suppliers. This model gives us an understanding of how to stay connected to the organisation in our proactive HR(D)-endeavours. It also provides us with the language to communicate our mistakes and learnings amongst HR-colleagues and to our internal customers.



#Curiousaboutourfuture

Statistics Netherlands is getting increasingly curious about its future. The speed of change in technology and methods, as well as an expected war for talent, but also the recent adaptation to the Lean philosophy and the prospect of further cuts in our budget have persuaded us to start up the process of strategic work force planning.

This summer HR packed a suitcase for the organisation's journey. We cranked up the dialogue with our business counterparts, about what will be needed on our joint trip. At the end of September our board of directors reviewed our 'suitcase' and asked us to pack it slightly differently...

The good news: after several unsuccessful attempts in the past years, we will now be starting up a process of workforce planning. Plus our new Director General has now presented a framework for it: a top-10 of strategic focal points.

The not-so-good-but-perhaps-not-so-bad news: we didn't get our way, entirely. This means that the approach will be less analysis based and less strategic. However, it will be very action based and focused on learning-as-we-go.

So... what's next?



At a first glance, it may seem not a lot has changed. We'll be creating a workforce planning anyway, won't we? Yes, we will. But instead of spending six months planning and analyzing in a very structured manner, we will take on a 'just do it' attitude. With that we will create urgencies, but we'll solve those, learn from them and share the learnings!



One of our main challenges is our aging employee population. During the next four years an expected 500 employees will opt for retirement. We have started up initiatives such as expert debriefs to transfer knowledge. It is now time to focus on replacement strategies, in a context of further cuts in our government funding (25%).



A different suitcase



We have 10 'brandnew' strategic focus points. A few headlines:

- **A new way of working for the organization:**

Quite a shift in emphasis for us: communication now is our core business. It's about timing, it's about meaning.

We are to investigate what is relevant to our goal audiences and ask ourselves: how can we provide meaningful information which offers an insight into the connectedness of topics and their contexts? And THEN we will build the statistics we need, to communicate the broad picture.

- **Rigorous process optimization:**

20% of our training budget will go to the introduction of LEAN Six Sigma. Doing LEAN projects, working smarter, **will free up capacity for...**

- **... us to 'go commercial':**

We're not really going commercial, but we are investigating ways to increase the amount of work we do for paying customers. The idea is, that five years from now, 300 instead of the current 60 employees will be producing paid-for products.

- **Strategic (workforce) planning:**

Our six division boards will each deliver a plan by the end of Q4 2014. Principles: practical, actionable, effective, short horizon, just-do-it & learn as you go, readjust when necessary.

- **Tackling 'bureaucrazy' everywhere:**

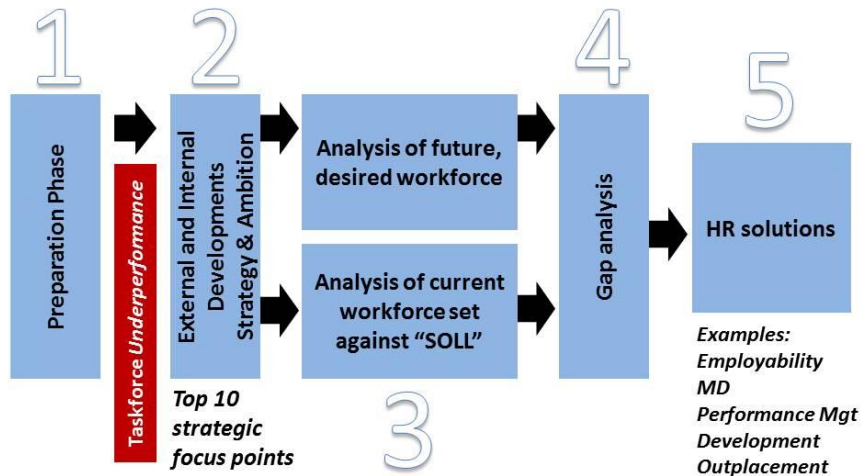
As a small but illustrative example: our coming Annual Report will be 4 pages long, instead of previously: 40!

- **Focus on Performance:**

Middle managers and HR's initial focus: dealing with long standing issues of underperformance and unproductivity.



Workforce Planning Process



Q4

This is an overview of the process which was proposed by HR. Pretty basic stuff!

Q2

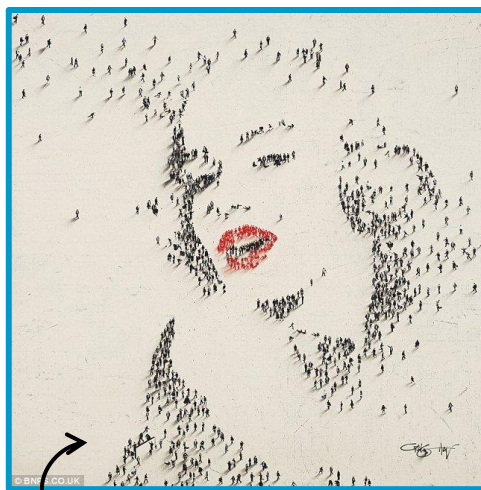
- The initial workforce planning process which we (HR) started in July 2014 was based on previous experiences, when proposals ended up getting either rejected or circulating in endless redesign. This made us opt for the safe route of a very structured approach, which we simplified to make it look easy so it wouldn't get rejected again!
Learning: design something that's easy to adopt and execute, not something that looks easy. Choose dialogue over debate and keep your desired outcome in mind. Forms are not the essence; actions are.

- It was also based on our 'old world': hierarchical decision making and bureaucracy. Hence our design was very sequential and spread across 6 months.
Learning: when you design your workforce planning, check what the trending developments in your organization are and keep checking and consult front runners about the 'how'! Make sure your process design reflects these. LEAN is our trending topic; our workforce planning process (and its execution) will be handled in a LEAN manner now!
- How? The organisation will be **learning 'on the go'**: HRD is to provide managers with targeted, just-in-time learning solutions and support, strongly linked to what is happening 'here and now'. Pull instead of Push. And close to the work practice of managers.
Opportunities: We will shift from formal to social learning. What we bring, will feel like "just what I needed!" instead of "what do I need this for?" HR(D) will add value. A great way to demonstrate the 70:20:10 philosophy in practice (next slide).
- This will require us to anticipate needs, working strongly together with our strategic HR-advisors as well as our lawyers.
Opportunities: We (HR) will be encouraged to adopt LEAN in our own processes as well.
- Once we get this on the way, in Q2 our focus will shift towards supporting managers to help their employees improve their performance and prepare themselves and the organisation for the future.

Planning & Learning

About 18 months ago our **Knowledge & Innovation Programme (KEI)** initiated a dialogue with HRD about how we could best support our organisation's needs for learning and development. We don't have a 'corporate' academy and people development is part of the integral managerial responsibility.

We noticed that employees and managers had difficulties finding their way to suitable learning solutions. We also noticed that we had lots of bright, knowledgeable colleagues who had great experiences and insights to share on many topics! How to connect them? On October 16, in Geneva, I will show and tell you which solution we came up with!



Initiatives would have to:

- be **low in effort, high in impact**.
- require only a very small budget.
- have an **appreciative approach**.
- have better results, **increased connectivity** and employability as primary goals.
- enable employees to learn by doing as well as point out the importance of **the working environment as a learning environment**.
- stimulate employees to be responsible for their development, and managers to provide guidance, means and opportunities.
- **inspire!**

This is a link to an informative short video on the reference model '70:20:10' which we have adopted at CBS.
[Carl Jennings on 70:20:10](#)

#Blendedlearningistheway

Solutions:

1. Through our network we found out that our National Government had designed the Dutch "Tripadvisor of Education". Civil servants can find every thinkable course on this platform and review them as well. We were allowed to participate! This enables us to also showcase our internal courses there (and we can determine who can see those). **Quick win!**
2. We adopted the **70:20:10 philosophy** as a basis to gradually introduce blended learning.
3. We created the **Statistics Netherlands Learning & Development Map**.

Learning Effectiveness





#RoadmapForLearning&Development

Here's a sneak preview of our new [Roadmap for Learning & Development](#), which we are gradually introducing into the organisation.

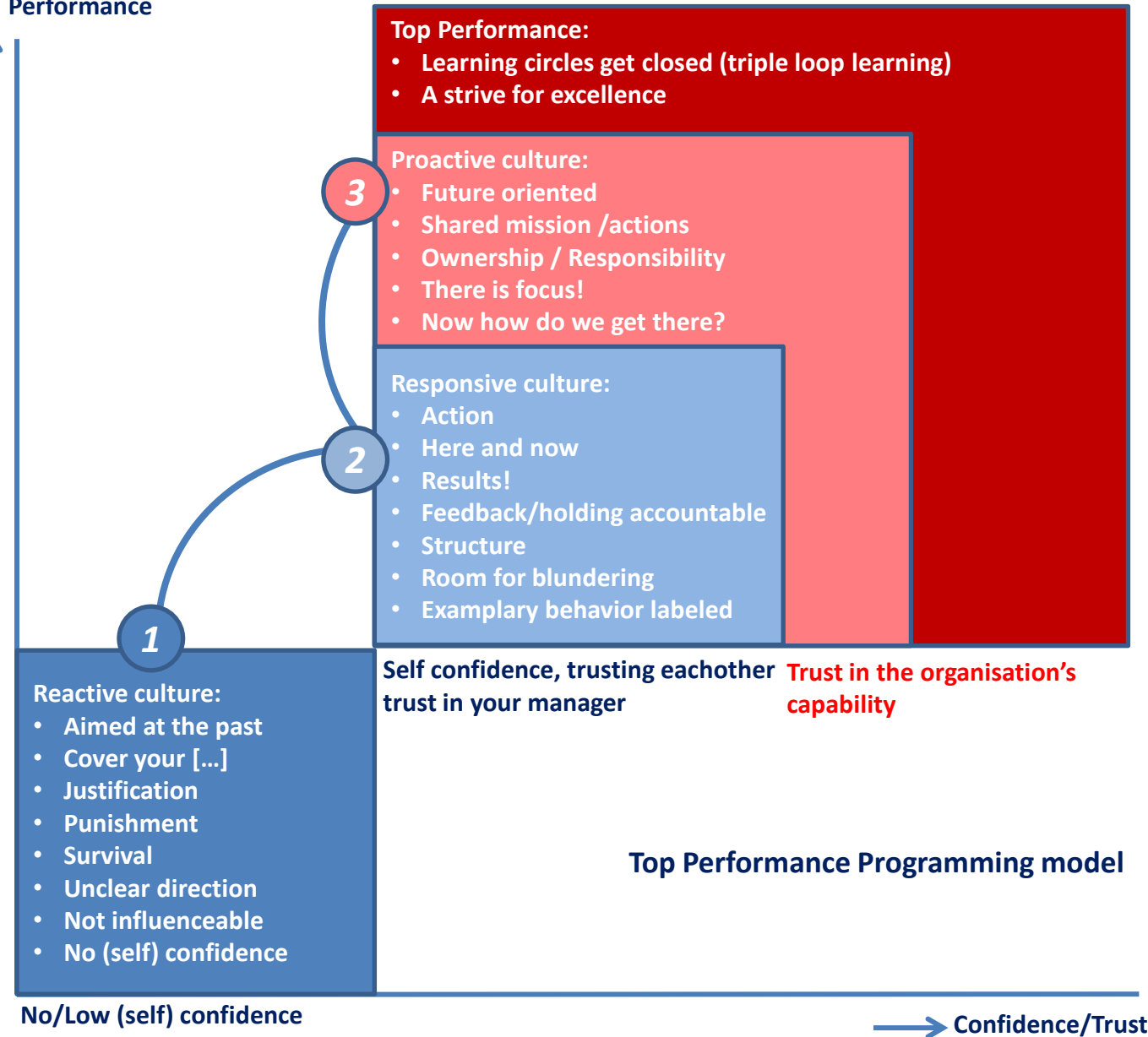
The roadmap connects employees and managers on all sorts of topics where knowledge can (needs to!) be shared or skills can be acquired.

The roadmap uses the functionality of our new intranet, which is based on Sharepoint2013.

We will be displaying and explaining the full map in Geneva, after which you are welcome to discuss it and perhaps even steal it!

#TPPmodel

Performance



Top Performance Programming model

This model was developed by

Human Connection

It is their intellectual property and it comes with a booklet full of handy interventions for each phase.

They're a fantastic networking organisation to work with, so if you're interested, do let us know and we'll hook you up.

The model shows, that an organisation cannot successfully jump from being overall 'reactive' to being 'proactive'. The *responsive step* creates safety and builds trust. It is key to stopping the 'reactive reflex'.

We introduced the model into our organisation in 2013 and it has helped both us (HRD) and management to pick interventions which are *just right*.

We still make mistakes, like with our approach for the workforce planning process. But the model helps us to close the learning circle: "Ah... so that's what was wrong with it! Now let's adapt to a more responsive approach!" An energy saver!

#ContactDetails

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