



**OUTCOME OF 2013
SURVEY ON HRMT
AND MODERNIZATION**

**STEERING GROUP
ON HRMT**

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FOREWORD

The survey was carried out by submission of a short questionnaire consisting in six items with both close- and open-ended answers. About 60 countries were asked to answer the questions and 33 responses were received, among which, 18 belonging to EU (plus Eurostat), 8 European countries not belonging to EU and 6 non-European.

The questionnaire was prepared by Istat, the chair of the SG on HRMT and was submitted from December 2013 to January 2014, using a tool, realized by UNECE Secretariat, for collecting answers via web.

It aimed at catching some hints on how NSOs consider themselves about HRMT and Modernization and, in particular, at collecting information on the challenges related to the modernization process of the NSOs. It also helped the SG on HRMT to select themes for this Workshop.

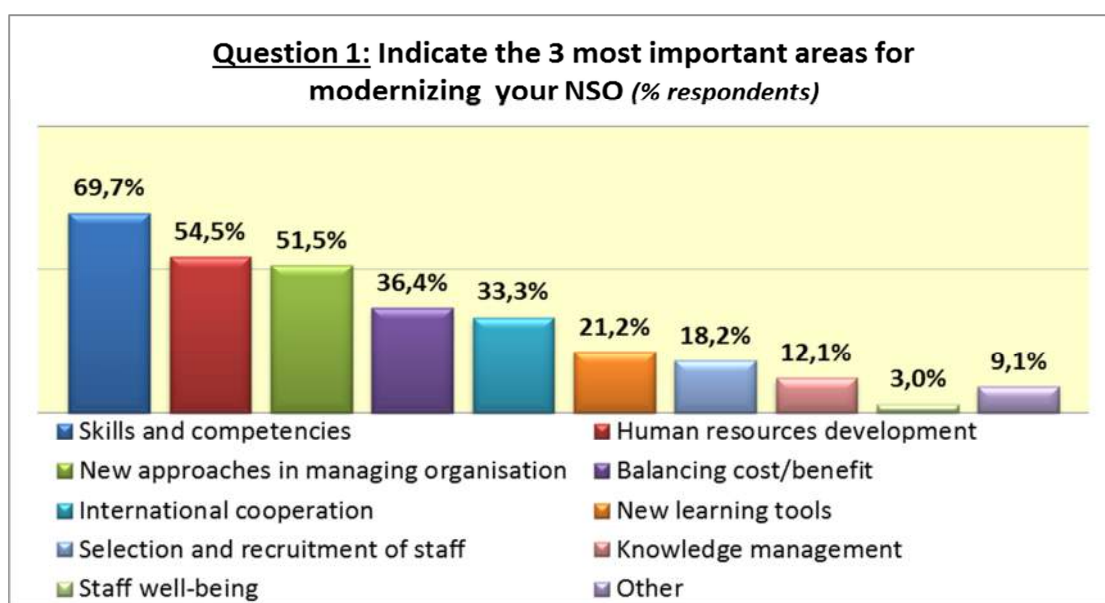
The answers selectable in the close-ended questions have been chosen bearing in mind the main topics related to modernization in a statistical body with particular – but not exclusive – attention to HRMT.

The percentages resulting for any answer are referred to the entirety of respondents.

Question no. 1 – Please indicate the three areas which are most important for the process of modernization of your Statistical Office

Answers available and result percentages (listed by decreasing preference):

1. Skills and competencies development to support modernization of statistical production and services (i.e. statistical processes reengineering, Big Data, etc.): **69,7%**
2. Human resources development (i.e. training, mobility, career paths, etc.): **54,5%**
3. New approaches in managing organization (i.e. change management, risk management, etc.): **51,5%**
4. Balancing cost/benefit in correspondence to budget cuts: **36,4%**
5. International cooperation to share knowledge and working practices: **33,3%**
6. New learning tools (i.e. e-learning, m-learning, etc.): **21,2%**
7. Selection and recruitment of staff: **18,2%**
8. Knowledge management: **12,1%**
9. Staff well-being: **3,0%**
10. Other: **9,1%**



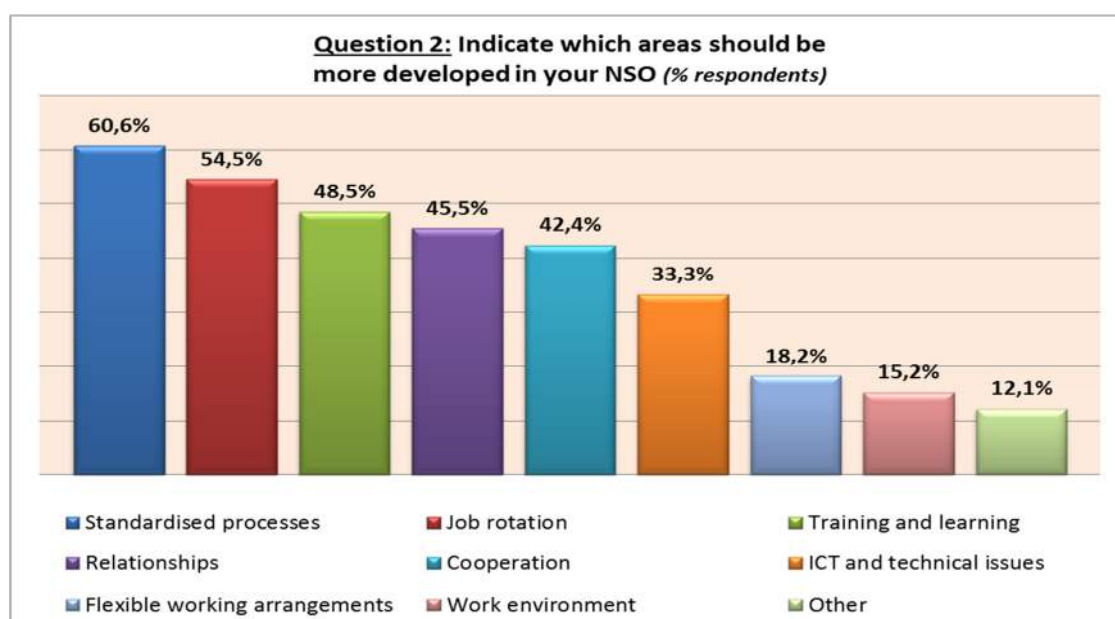
This question is relevant to take a glance on how NSOs consider modernization as applied to themselves. In other words, it gives an idea on which culture on modernization is currently spreading. As the above graph shows, the three areas which scored the most are 1) skills and competencies supporting statistical production and services, 2) HR development with specific reference to career progress, and 3) new management approaches.

Interestingly enough, “Staff wellbeing” scored only 3% while “Skills and competencies” and “Human resources development” respectively scored 70% and 55% approximately. While keeping in mind that the approach to modernization in this workshop passes through HRMT focus, it can be argued that for the participant NSOs individual wellbeing is almost coincident with job/career enhancement.

Question no. 2 – Please indicate which areas should be more developed in your Statistical Office

Answers available and result percentages (listed by decreasing preference):

1. Introducing standardized processes in your Statistical Office [i.e. Generic Statistical Business Process Model (GSBPM), Generic Statistical Information Model (GSIM), etc.]: **60,6%**
2. Job rotation and staff mobility: **54,5%**
3. Training and learning: **48,5%**
4. Relationships with users and stakeholders: **45,5%**
5. Cooperation with Universities to develop new disciplines for new job requirements: **42,4%**
6. ICT and technical issues: **33,3%**
7. Flexible working arrangements and flexible ways of working (i.e. teleworking, etc.): **18,2%**
8. Work environment (i.e. health and safety, facilities, etc.): **15,2%**
9. Other: **12,1%**

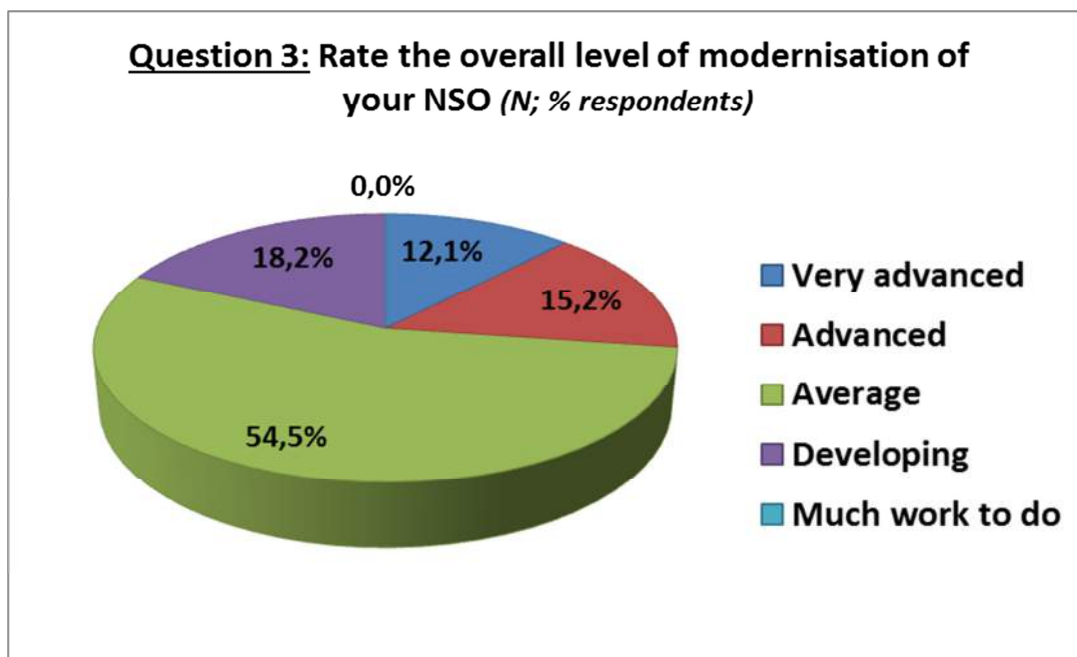


Taking a look at the picture above, it can be noticed that standardization of production processes is considered the main feature to be improved. This shows a fair knowledge of this item as a basic way for NSOs development to reduce overlaps and/or duplications and increase quality of statistics. In comparison, ICT and technical issues score “only” a little more than 33%, testifying that most countries consider themselves developed enough. Job rotation, staff mobility, training and learning, relationships with users and stakeholders and cooperation with Universities are in some ways more difficult to implement.

Question no. 3 – In particular, how would you rate the overall level of modernization of your Statistical Office?

Answers available and result percentages (listed by decreasing preference):

1. Average: **54,5%**
2. Developing: **18,2%**
3. Advanced: **15,2%**
4. Very advanced: **12,1%**
5. Much work to do: **0,0%**

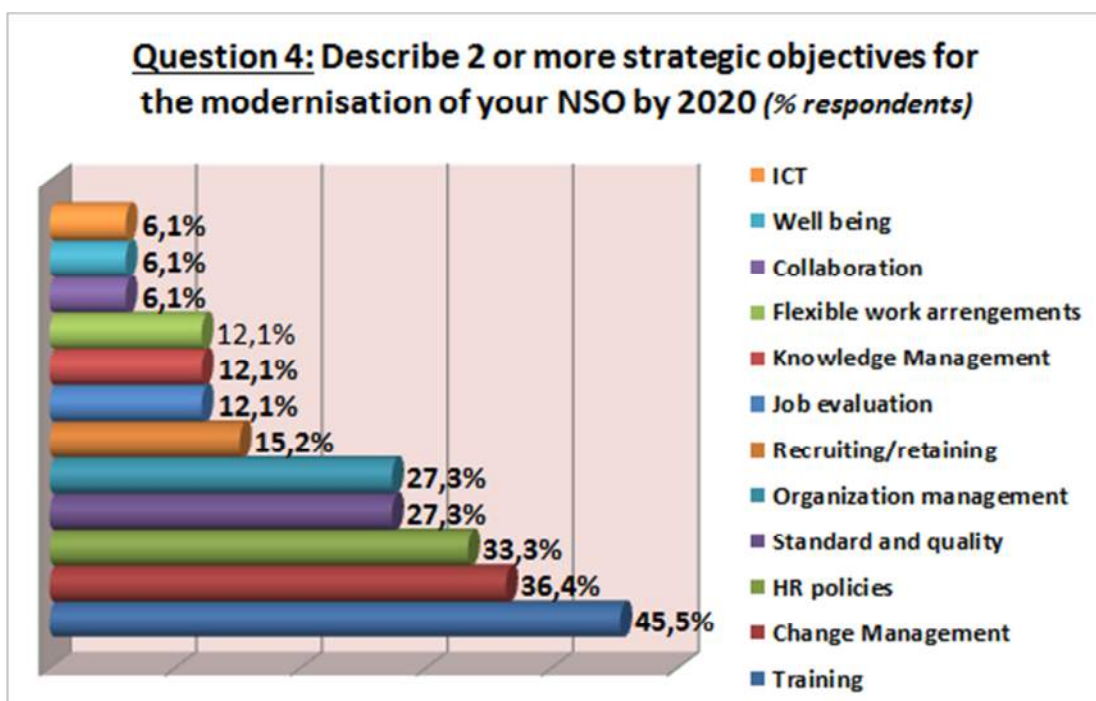


It is worth observing that over 70% of respondents (54,5 Average + 18,2& developing) seems to aspire to a greater level of modernization for their own NSO. In other words, much more than a half participant NSOs appear available to start action on enhancing themselves as far as modernization is concerned.

Question no. 4 – Focusing on HRMT issues, please describe two or more strategic objectives of modernization that should be reached by your Statistical Office by 2020

Result percentages (grouped in categories and listed by decreasing preference):

1. Training: 45,5%
2. Change Management: 36,4%
3. HR policies: 33,3%
4. Standard and quality: 27,3%
5. Organization management: 27,3%
6. Recruiting/retaining: 15,2%
7. Job evaluation: 12,1%
8. Knowledge Management: 12,1%
9. Flexible work arrangements: 12,1%
10. Collaboration: 6,1%
11. Well-being: 6,1%
12. ICT: 6,1%



This question has been treated as an open-ended one in order not to influence the conceiving of answers. The answers have been grouped together in 12 categories mainly inferred from the HLG's strategic vision and related standards.

HR policies, Change Management and Training are the leading categories: staff competence enhancement appears to be the most preferred tool for achieving modernization in HRMT.

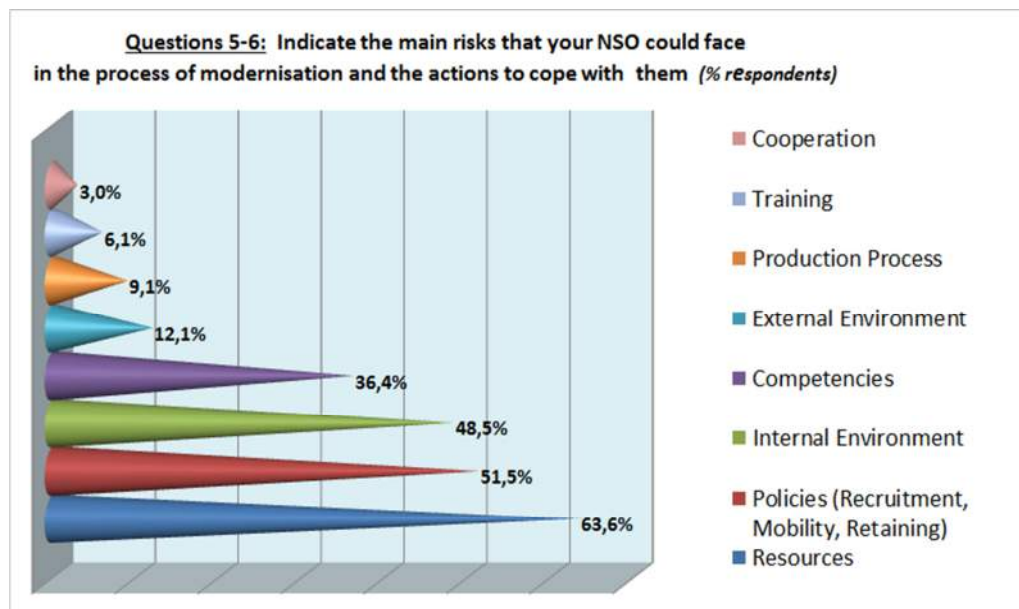
An underlying belief of a modernization process through an individual ongoing training is showed.

As regards the specific answers given, here are some examples referred to the three answer categories which scored the most:

1. “Training”:
 - Middle management coaching program
 - Strengthening the training process oriented e-learning
 - To create a lifelong learning system aiming at constant improvement of particular skills
2. “Change Management”:
 - Strong change management plan to manage modernization
 - Introduction of a functional change management system to address Organizational development
 - Strengthening the implementation of the Professional Civil Service
3. “HR policies”:
 - New job structures and career paths
 - More internal mobility in order to increase competencies of staff
 - Promote activities in order to achieve job rotation and exchanges of experiences and competencies

Question no. 5 – Please indicate the main risks that your Statistical Office could face in the process of modernization and Question no. 6 – Please indicate what do you think should be done to cope with the main risks described above

The last two questions (no. 5 and no. 6) have been also treated as open-ended ones; furthermore, questions about risk and about coping actions were submitted as separated in order to give NSOs the opportunity to conceive more than one coping action per single risk.



During result processing, the miscellaneous answers given by the countries have been firstly grouped in some categories (Resources, Policies, Internal environment, Competencies, External environment, Production process, Training, Cooperation). Later on, Question 5's (risks) and Question 6's (actions) answers have been analyzed together with the coping actions. Here follow few considerations about the four answer categories which scored the most.

- “Resources” scored 63,6%, primarily referring to budget constraints or lack of financial resources. Related actions vary from direct ones to increase availability of funds, to indirect ones based on different tools (defining priorities, encouraging staff mobility, press for government actions, learning programs, etc.).
- “Policies” follows in percentage score (51,5%), primarily referring to risks linked to HR management; related actions are mainly on communication and training, working on motivation of staff, strengthening awareness skills.
- “Internal environment” scored 48,5%. Most risks detected for it derived from poor change management; related actions vary due to the many faces that change management process can assume: promoting CM culture, knowledge management, commitment of all levels, transparency on decision making processes.
- “Competencies” scored 36,4%. Most related risks are on staff skill enhancement, so related actions consistently concentrate on its better planning and implementation.