

Re-thinking the organisational culture and tuning personnel's needs and expectations in the hybrid work era

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Future of work, Working for the future

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Organisational earthquake

- ❑ The health emergency due to the pandemic disrupted the organizational structure of our Institutes
- ❑ The immediate response: remote working to secure the current activities



The push to change

- ❑ What have we actually learned from this emergency?
- ❑ Did we take advantage of this unexpected change to review not only the logistical conditions but also the organizational culture and mindset with which we work?



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Resistance to the change

- ❑ The feeling is we are trying to keep the same model in a deeply changed context



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The opportunities due to the change

- ❑ Change not only as a reaction to a crisis, but as an opportunity to face new challenges, to innovate working processes, to modify approaches in a flexible way



Focus on the relationship between managers and their staff

- ❑ An hybrid working environment should increase the trust agreement between managers and their staff, and improve communication even working from remote
- ❑ The culture and the organisation of work should be re-thought focussing on people and on their actual involvement, rather than on a control-based approach



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First answers

- ❑ These challenges require innovation in human resources management
- ❑ Two experiences recently started in our Institute aim to go towards this direction

**A listening and
orientation desk for
employees**



**Definition of
personal and
professional
development
objectives**

The orientation desk

- ❑ An orientation desk for all employees who wish:
 - to take stock of the skills possessed and the ones to be improved;
 - to share their work situation and professional expectations;
 - to identify possible paths for individual growth;
 - to ask for advise on career development opportunities.



The orientation desk

- ❑ The desk is supported by Istat's skill classification, a tool which allow employees to self assess on their possessed, both technical and organisational, skills

Statistical
area

Information
technology area

Administrative
area

Organizational
area

Communication
area

Foreign
languages area

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The screenshot displays the 'selezioni online' website interface. At the top, there is a navigation bar with 'Home | FAQ | Manuale utente' and the Istat logo. Below the navigation bar, the page title is 'BDC-2019 - BANCA DATI DELLE COMPETENZE'. The main content area is divided into several sections: a left sidebar with navigation links ('Home', 'Dati anagrafici', 'Competenze', 'Elenco procedure', 'Le mie istanze'), a top navigation bar with area categories ('AREA STATISTICA', 'AREA INFORMATICA', 'AREA AMMINISTRATIVA', 'AREA ORGANIZZATIVA', 'AREA COMUNICAZIONE', 'LINGUE STRANIERE'), and a main list of competencies under the 'AREA STATISTICA' category. The list includes items such as 'METODI E TECNICHE PER LE INDAGINI STATISTICHE', 'METODI DI ANALISI DI DATI MULTIDIMENSIONALI', 'ECONOMETRIA, ANALISI SERIE STORICHE', 'STATISTICA ECONOMICA E CONTABILITA' NAZIONALE', 'METODOLOGIE E TECNICHE DELLA RICERCA SOCIALE', 'DEMOGRAFIA', 'METODOLOGIE E TECNICHE PER LE STATISTICHE GEO-SPAZIALI', 'SISTEMI INFORMATIVI STATISTICI', 'RICERCA OPERATIVA E PROGRAMMAZIONE MATEMATICA, CONTROLLO STATISTICO DELLA QUALITA'', and 'MACHINE LEARNING'. A footer with 'Rif. 20360' is visible at the top left of the main content area.

The orientation desk

- ❑ The desk aims to create a permanent channel of dialogue between the Institute and its staff, which reduces distances and allows the organisation to continuously ensure the 'taking charge' of each individual employee



“I really wish the desk may enlarge its areas of application. We need a voice giving value to the contribution of each individual worker”

The orientation desk

- ❑ At the end of each dialogue a report is made summarizing the elements to be shared with the management for decisions to be taken about the employees involved



- ✓ Personal data
- ✓ Position
- ✓ Education and training
- ✓ Working experiences
- ✓ Technical skills
- ✓ Organisational skills
- ✓ Professional expectations

The orientation desk

- ❑ The Orientation desk works in co-operation with the others points of attention of the Institute, such as the Desk for inclusion, the Committee of Guarantee for equal opportunities and the Counselor of Trust.
- ❑ Unlike these points, which act on stated disadvantages, the orientation desk aims to prevent and foster the organisational wellness.



Personal and professional development targets

- ❑ Our proposal: to integrate the individual hybrid work agreement with the employee's declaration of one or more professional or personal development targets to be pursued along the year to come.



Personal and professional development targets

□ Professional targets → intentions of introducing innovation, improvements, simplifications of working processes.



□ Personal development targets → intentions of professional growth through the training activities as well as papers, presentations at workshops etc.

Personal and professional development targets

- ❑ In order to define the targets to reach and to monitor their progresses a structured dialogue between workers and their managers throughout the whole year is required.



Personal and professional development targets

Objective of this proposal is to enhance hybrid working:



Hybrid working fosters a more balanced organization of everyone's time between work and private life, making more time available for personal expectations



Hybrid working requires a continuous dialogue between management and staff on individual motivation, personal involvement and quality of the work

Conclusions

- ❑ The current change is a great opportunity to make our organisations less hierarchical and more devoted to the dialogue, less concerned of controls and more focused on involving and motivating their staff.
- ❑ The aim is to encourage an organisational atmosphere promoting reciprocal listening and a relationship of trust between management and personnel, in a context of clear and share objectives.

