Challenges of the present and prospects for the future: human resource management
State Statistics Service of Ukraine
in the context of the military invasion by the Russian Federation

HALYNA BLOSHCHYTSKA
Deputy Director of HR Department – Head of Personnel Development Support Department
State Statistics Service of Ukraine
Organizational structure of the State Statistics Service, quantitative and qualitative composition of personnel, place and role of the personnel management service, its structure

Challenges posed to the State Statistics Service by the full-scale military invasion of the Russian Federation in Ukraine

The main directions of work to maintain the stability of personnel in war conditions

The main results of the work this year, including in the context of Ukraine's obtaining the status of a candidate for EU membership
ORGANIZATIONAL STRUCTURE OF THE STATE STATISTICS SERVICE AND INTERACTION OF THE PERSONNEL MANAGEMENT SERVICE WITH ITS ELEMENTS

SSSU

APPARATUS
Chairman
4 deputies (one of them is the first)
25 independent structural subdivisions and units

TERRITORIAL BODIES
26 main departments of statistics in the regions and the Autonomous Republic of Crimea
Department of Statistics in Sevastopol
General Directorate of Regional Statistics

Functional organs

Human Resources Department

National Academy of Statistics, Accounting and Audit

work with personnel
work with human resources services

work with the personnel management service
STRUCTURE OF THE HUMAN RESOURCES DEPARTMENT

- Deputy Director – Head of Division
  - DEPARTMENT OF ANALYTICAL AND ORGANIZATIONAL WORK
  - TEAM STAFF DEPARTMENT
  - DEPARTMENT OF CIVIL SERVICE AND LABOR RELATIONS
  - PERSONNEL DEVELOPMENT SUPPORT DEPARTMENT

DIRECTOR OF DEPARTMENT

- Head of Division
- Deputy Director – Head of Division
# STAFF NUMBER OF STAFF OF THE STATE STATISTICS SERVICE (as of 01.01.2022)

<table>
<thead>
<tr>
<th></th>
<th>Civil servants</th>
<th>Employees performing service functions</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>total</td>
<td>actual</td>
<td>total</td>
<td>actual</td>
</tr>
<tr>
<td>Apparatus of the State Statistics Service</td>
<td>619</td>
<td>483</td>
<td>32</td>
<td>29</td>
</tr>
<tr>
<td>Territorial bodies</td>
<td>4223</td>
<td>3572</td>
<td>1260</td>
<td>1222</td>
</tr>
<tr>
<td>Total number</td>
<td>4842</td>
<td>4055</td>
<td>1292</td>
<td>1251</td>
</tr>
</tbody>
</table>
QUANTITATIVE AND QUALITATIVE CHARACTERISTICS OF PERSONNEL
(as of 01.01.2022)

GENDER COMPOSITION

- men: 10.7%
- women: 89.3%

AGE STRUCTURE

- до 35: 27.9%
- 36-45: 12.6%
- 46-55: 28.2%
- 56-60: 6.6%
- 61-64: 5.7%
- 65 and older: 19.0%
QUANTITATIVE AND QUALITATIVE CHARACTERISTICS OF PERSONNEL
(as of 01.01.2022)

LEVEL OF EDUCATION

- junior bachelors: 82.2%
- bachelors: 5.9%
- masters: 8.2%
- others: 3.7%

SENIORITY IN SSSU

- less than 1 year: 36.7%
- from 1 to 5 years: 34.5%
- from 5 to 10 years: 13.7%
- from 10 to 20 years: 12.1%
- over 20 years: 3.0%
CHALLENGES TO THE STATE STATISTICS SERVICE IN CONNECTION WITH THE FULL-SCALE MILITARY INVASION OF THE RUSSIAN FEDERATION

- Lack of uninterrupted communication between the State Statistics Service and territorial bodies located in the occupied territories
- Lack of communication with some employees
- Lack of clear mechanisms for personnel management in conditions of full transition to remote operation
- General shortage of staff (long vacations, downtime, layoffs)
- Increased workload on the present employees
- Increased risks of cyber attacks on electronic systems and databases of the State Statistics Service
- Reduction of funding of the State Statistics Service, which affected the remuneration of labor
- Aggravation of social and domestic problems of part of the staff as a result of loss or damage to housing
URGENT MEASURES TO SUPPORT STABILITY
(February 24-26)

MANAGEMENT OF THE STATE STATISTICS SERVICE

- introduction of daily mandatory operational meetings with the heads of territorial bodies and independent structural units of the apparatus (ZOOM)
- full transfer of personnel in "critical" regions to remote work
- assignment to territorial bodies in "critical" regions of backups for the processing of statistical reports

HUMAN RESOURCES DEPARTMENT

- creation of a group Viber-chat of personnel management services for prompt resolution of organizational issues
- organization of a stable chain of communication with each member of the team for support and timely response
- organization of the transfer of supporting documents to employees booked from mobilization
an algorithm has been developed and a full cycle of personnel electronic document management (applications, orders, certificates, etc.)

work was carried out to arrange vacations or downtime for employees who could not perform functional duties

daily collection and submission of information about employees of the staff to the management of the State Statistics Service has been established (mode of operation; for non-working people - being on vacation, on sick leave, in idle time; the presence / absence of communication with the employee)

collection and submission of expanded information on the state of personnel to the management of the State Statistics Service and the Secretariat of the Cabinet of Ministers has been established

lists of employees affected by the military invasion were compiled and posted in the group chat of the State Statistics Service management for further distribution in order to provide them with humanitarian assistance

work was carried out on booking for the period of martial law of the majority of employees of IT departments at all levels
WORK AFTER THE DE-OCCUPATION OF THE NORTHERN TERRITORIES OF UKRAINE (April–2022)

- Prompt dissemination of information about affected employees (with bank card numbers) for humanitarian help
- Allocation of monetary charitable assistance at the expense of the trade union
- Payment of material assistance to all affected civil servants to resolve social and domestic issues (in accordance with the Law of Ukraine "On Civil Service")
- Organization of temporary accommodation of some of the affected employees on the territory of Bulgaria (at the invitation of the Statistical Office of Bulgaria) (36 people per person 3 months)
- Organization of internships for 2 employees at the Statistical Office of the Czech Republic (2 months)
### CHANGES IN THE CURRENT ORGANIZATION OF WORK (May–September–2022)

<table>
<thead>
<tr>
<th>LARGE-SCALE CHANGES IN THE LEGISLATIVE FRAMEWORK FOR THE PERIOD OF MARTIAL LAW</th>
</tr>
</thead>
</table>
| **May** | Law of Ukraine "On Amendments to Certain Laws of Ukraine Regarding the Functioning of the Civil Service and Local Self-Government"

- Possibility of recruitment without competition for public service positions
- Permission for civil servants to engage in additional paid work
- Introduction of a new type of leave (leave without pay) and downtime
- Settlement of issues of using the remote form of work
- Simplification of procedures for termination of an employment contract both at the initiative of the employee and at the initiative of the employer
- Abolition of the employer's obligation to maintain the average wage of mobilized workers or those hired for military service under a contract
- Granting the employer the right to an increase in working hours and granting annual leave for a period not exceeding 24 calendar days


| **JULY** | Law of Ukraine "On Amendments to Certain Laws of Ukraine on Optimization of Labor Relations"
### UP-TO-DATE PERSONNEL DATA
(as of 03.10.2022)

<table>
<thead>
<tr>
<th></th>
<th>APPARATUS OF THE STATE STATISTICS SERVICE</th>
<th>TERRITORIAL BODIES</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employees</td>
<td>520</td>
<td>4666</td>
<td>5186</td>
</tr>
<tr>
<td>Working in the workplace</td>
<td>90</td>
<td>1850</td>
<td>1940</td>
</tr>
<tr>
<td>Remote working</td>
<td>356</td>
<td>560</td>
<td>916</td>
</tr>
<tr>
<td>Other (on sick leave, on vacation (including childcare), in idle time, etc..)</td>
<td>74</td>
<td>2256</td>
<td>2330</td>
</tr>
</tbody>
</table>

About 100 employees suffered as a result of the military invasion of the Russian Federation (damage to housing and property)
### KEY ACHIEVEMENTS AFFECTING WORK EFFICIENCY AND DECISION-MAKING

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.</strong> Reservations from the mobilization of employees of IT departments are provided</td>
<td></td>
</tr>
<tr>
<td><strong>2.</strong> Gender audit of the State Statistics Service (apparatus and territorial bodies) was conducted</td>
<td></td>
</tr>
<tr>
<td><strong>3.</strong> Implementation of HRMIS (Information System for Human Resource Management in State Bodies) has been launched</td>
<td></td>
</tr>
<tr>
<td><strong>4.</strong> A functional audit of the State Statistics Service (apparatus and territorial bodies) has been launched</td>
<td></td>
</tr>
<tr>
<td><strong>5.</strong> Stability of the corporate personnel training system is maintained</td>
<td></td>
</tr>
</tbody>
</table>

- **1 time in six months**
- **May - June**
- **started in August**
- **permanent ly**

- is necessary to maintain the stable operation of information systems, data bases and ensure cyber protection
- is necessary to obtain information on the assessment by employees of the situation with respect to equal rights and opportunities of women and men
- necessary to automate the processes of collecting, processing, storing and protecting information about employees
- is necessary to study the functions of structural units and staff units, eliminate their duplication in order to optimize the structure
- necessary to maintain the proper level of professional competence of personnel
The survey of Employees of the State Statistics Service was carried out in pursuance of subparagraph 3 of paragraph 2 of the Standard Tasks and Key Indicators of Effectiveness, Efficiency and Quality of Performance of Civil Servants Holding the Positions of Heads of Central Executive Bodies for 2022, approved by the Order of the Cabinet of Ministers of Ukraine dated 29.12.2021 No. 1779-r.

**PURPOSE:** to obtain information on the assessment by employees of the State Statistics Service of Ukraine of the state of ensuring equal rights and opportunities for women and men.

The survey toolkit was developed by the National Agency of Ukraine for Civil Service issues together with the Government Commissioner for Gender Policy with the support of the Project "European Union for Gender Equality: Reform Assistance Service" and the Educational and Scientific Center for Applied Sociology "Socioplus" of the National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute".

**TIMELINE:** May 19 to June 3, 2022.

2116 respondents took part in the survey, of which 1,962 were women and 154 men, which is 92.7% and 7.3% of respondents, respectively.
**SOME RESULTS OF THE SURVEY CONDUCTED AS PART OF THE GENDER AUDIT**

**QUESTION:** Do you agree with the statement "Men and women have equal opportunities for career advancement"?

<table>
<thead>
<tr>
<th>Opinion</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completely agree</td>
<td>59.1</td>
<td>46.7</td>
</tr>
<tr>
<td>Agree</td>
<td>26.0</td>
<td>37.5</td>
</tr>
<tr>
<td>Disagree</td>
<td>6.5</td>
<td>6.3</td>
</tr>
<tr>
<td>Absolutely disagree</td>
<td>1.9</td>
<td>1.0</td>
</tr>
<tr>
<td>Hard to answer</td>
<td>6.5</td>
<td>8.5</td>
</tr>
</tbody>
</table>

**QUESTION:** Do you agree with the statement "Men and women have equal chances and opportunities to improve their qualifications/undergo vocational training for further career growth"?

<table>
<thead>
<tr>
<th>Opinion</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completely agree</td>
<td>66.2</td>
<td>50.4</td>
</tr>
<tr>
<td>Agree</td>
<td>43.3</td>
<td>43.3</td>
</tr>
<tr>
<td>Disagree</td>
<td>1.8</td>
<td>0</td>
</tr>
<tr>
<td>Absolutely disagree</td>
<td>0.4</td>
<td>1.3</td>
</tr>
<tr>
<td>Hard to answer</td>
<td>4.2</td>
<td>3.9</td>
</tr>
</tbody>
</table>
SOME RESULTS OF THE SURVEY CONDUCTED AS PART OF THE GENDER AUDIT

QUESTION: What motivates you in your professional activities?

- Stability: 55.2%
- Social package: 45.3%
- Interesting job: 35.0%
- Opportunity to benefit society: 31.7%
- Team: 29.3%
- Mutual help and support: 24.9%
- Realization of one’s abilities: 17.8%
- Salary and financial incentives: 15.9%
- Professional development opportunity: 13.6%
- Prestige: 5.4%
- Lack of bureaucracy: 2.3%
- Corporate culture: 1.3%
- Business trips: 0.4%
- Power and influence: 0.3%
CONCLUSIONS AND RECOMMENDATIONS FROM A SURVEY CONDUCTED AS PART OF A GENDER AUDIT

Analysis of the results of the survey showed that both women and men - employees of state statistics bodies - equally positively assess their equal opportunities for employment, career advancement with the same professional qualifications, directions for advanced training. The majority of employees are satisfied with the state of ensuring equal opportunities for women and men in the combination of professional and family responsibilities, the implementation of remuneration for equal work.

RECOMMENDATIONS:
- to raise awareness, improve the knowledge of employees on ensuring equal rights and opportunities of women and men and the application of gender approaches in their activities, for which purpose to ensure the passage of special thematic online courses by employees, to promote their participation in relevant thematic meetings
- inform employees of state statistics bodies about persons, structural units responsible for the implementation of gender policy in this body
- develop a mechanism for contacting relevant officials and units in case of situations related to discrimination, sexual claims
### SOME DATA ON THE FUNCTIONING OF THE CORPORATE PERSONNEL TRAINING SYSTEM (February–September-2022)

<table>
<thead>
<tr>
<th>TYPE OF TRAINING</th>
<th>SOURCE OF FUNDING</th>
<th>NUMBER OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>APPARATUS</td>
</tr>
<tr>
<td>Special professional program for data analysis</td>
<td>Earmarked funds of the state budget</td>
<td>-</td>
</tr>
<tr>
<td>English Language Training Course</td>
<td>Tools of the institutional project of cooperation with Statistics Norway</td>
<td>24</td>
</tr>
<tr>
<td>Training on questionnaire development and cognitive testing (stage 2)</td>
<td>Tools of the institutional project of cooperation with Statistics Norway</td>
<td>6</td>
</tr>
<tr>
<td>Special short-term program of internal training on work in PowerPoint</td>
<td>Free with internal trainers</td>
<td>14</td>
</tr>
<tr>
<td>Special short-term program of internal training on work in Excel</td>
<td>Free with internal trainers</td>
<td>10</td>
</tr>
<tr>
<td>Special short-term program of internal training on sampling methodology</td>
<td>Free with internal trainers</td>
<td>9</td>
</tr>
<tr>
<td>Special short-term program of internal training &quot;Introductory training course for new employees of state statistics bodies&quot;</td>
<td>Free of charge with HR staff</td>
<td>12</td>
</tr>
</tbody>
</table>

**Bcero** 75 162
IMPLEMENTATION OF HRMIS

HRMIS – Information system of human resource management in state bodies.

The development and implementation is carried out within the framework of the World Bank Grant to the project "Strengthening the Management of Public Resources", funded by the EU within the framework of the Public Administration and Finance Reform Program (EURoPAF).

OBJECTIVES OF IMPLEMENTATION:
- functioning of a single database of civil servants and other employees of the State Statistics Service
- automation and digitalization of human resource management processes and procedures for preparing solutions on personnel management issues
- monitoring the effectiveness of activities on personnel management issues
- openness and transparency of information on human resources and remuneration
- electronic interaction between structural units on personnel management and accounting
- providing employees with access to information through the electronic account of the user of the information system for electronic interaction with structural units, employees of the State Statistics Service
- electronic interaction between the State Statistics Service and other executive bodies
FUNCTIONAL AUDIT OF THE STATE STATISTICS SERVICE APPARATUS

REGULATORY FRAMEWORK:
Order of the Cabinet of Ministers of Ukraine dated 16.09.2022 No. 824-r
"On conducting a functional audit of executive authorities".

PURPOSE:
analysis of the functional load on the apparatus of the State Statistics Service, development of proposals for its work for the period of martial law and revision of the functionality in the post-war period.

EXPECTED RESULT:
optimization of the structure of the State Statistics Service and reduction of the number of personnel.
Relevance - in connection with the reduction in the number of civil servants announced by the Cabinet of Ministers of Ukraine by 30%.
STAGES OF THE FUNCTIONAL AUDIT OF THE STATE STATISTICS SERVICE

PREPARATION STAGE (completed):
The Personnel Management Department (PDM) has been appointed as the responsible unit. The PMD acquainted other independent structural units (ISU) with the purpose, stages and timing of the implementation, with the legislative and methodological framework.

PRACTICAL STAGE (completed):
PDM filled out the form "Information about the executive authority"
ISU filled out the form "Information about the ISU"

ANALYTICAL PHASE (under implementation):
- The PMD carries out analytical processing of the completed forms, fills in the necessary columns of the certificate of primary results, transfers it to the heads of the ISU.
- Conducts clarifying interviews with the heads of the ISU on the basis of a certificate and questionnaire.
- Submits to the Department of Financial and Economic Support a certificate and a questionnaire for making calculations on their basis on possible savings in costs for the maintenance of the State Statistics Service apparatus.
- Prepares a report on the results of the functional audit and submits it to the Chairman of the State Statistics Service for consideration (until 28.10.2022).
- The Head of the State Statistics Service submits a report to the Cabinet of Ministers of Ukraine and the National Agency of Ukraine for Civil Service (until 02.11.2022).
THANKS FOR ATTENTION!