



**Workshop
on
Organization and management
of statistical systems**

Addis Ababa, 8-12 Decembe 2003

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Human Resources

“The most important asset of a statistical agency is its staff”.

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Quality management principles

- P1- Customer focus
- P2- Leadership
- P3- Involvement of people
- P4- Process approach
- P5- System approach to management
- P6- Continual improvement
- P7- Factual approach to decision making
- P8- Mutually beneficial supplier relationships

Source: ISO Technical Committee ISOTC 176

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Summary

Issues discussed in the Handbook

- Staff composition
- Human resources policy
- Recruitment
- The first day
- Training
- Job rotation
- Staff retention
- Options for a new chief statistician
- Human resources management : a package

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Staff composition

- Share of professional and technical components
- Professional staff can be divided into two categories:
 - General personnel capable of performing at lower and intermediate levels of sophistication in the areas of computing, statistical design and analysis, national, public sector or entprise accounting, and economic, social or demographic analysis;
 - Specialized personnel capable of performing at a substantially higher level in an area such as non-response analysis or in a field such as analysis of geographical information or health statistics.

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Staff composition

- Statistical operations require a mix of talent, including statisticians of course, economists, sociologists, demographers, econometricians, model builders, geographers, antropologists, criminologists, engineers and computer experts.
- This staff structure can be augmented by the occasional purchase of services provided by consultants, national or international, who are highly specialized or concerned with matters of policy and public perception.

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Staff composition

(for discussion)

- Professionals account one in two staff members in OECD countries against one in three to more than ten in African countries
- The skill-mix (statisticians, demographers, economists, Information technology personnel)
 - In francophone countries, the majority of the professionals are statisticians and demographers
- A staff more versatile
- Purchase of services provided by consultants

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Human resources policy

The policy is design to ensure:

- The ability to ascertain personnel needs
- Standards and techniques for recruitment (equity)
- The deployment of personnel and job rotation
- The monitoring of equity in career advancement
- Training
- Staff motivation

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Human resources policy

(for discussion)

- Limitations :
 - recruitment is general done through public service mechanisms
 - Staff size
- To what extent the chief statistician has appropriate means for :
 - Staff motivation
 - Deployment of personnel and Job rotation
 - Training ?

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Recruitment

- recruitment is general done through public service mechanisms
 - rate of vacancies and time to fill them
- NSOs should have a recruitment plan (part of the strategic plan)
- Risks the NSOs are facing: High rates of attrition, particularly among non-statisticians :
 - Salaries
 - status

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Recruitment

(for discussion)

- Conducive environment to work
- Team work
- Clear job descriptions
- Promotion rules (merit vs seniority)
- Motivation (training, study tours, participation in international fora, ...)
- Administrative skills for filling vacant posts
- Etc.

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Training

- Introductory training (newly recruited staff for their speedy integration purposes in the organization)
- Intermediate training (to refresh of skills)
- Training for managerial functions (for those who have the potential to fill policy-making positions)
- General training for a shared culture
 - Communication skills
 - Negotiation skills
- Specialized training (job rotation)

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Training

(for discussion)

A lifetime activity

Are there opportunities for :

- General training for a shared culture
 - Communication skills
 - Negotiation skills
 - Team building
- Specialized training (job rotation)

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Job rotation

(for discussion)

- Objective : to maximize specialized human capital
- Driving principle : versatility
- The African situation?

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Staff retention

A major challenge for NSOs

“One way to deal with staff retention is simply to accept that no statistical agency can keep its most talented people forever” – The Handbook’

- Contractual relationships with recruits
- Special programmes:
 - The “cadet” programme of the Australina Bureau of Statistics (The NSO pays for the education of talented statisticians)
 - Interships (in the French-speaking statistical training centres)
- etc

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Staff retention

(for discussion)

A major challenge for NSOs

- NSOs competing with central banks and private sector?
 - Training
 - Change of status
 - professionalism
 - Contractual relationships with recruits
 - Periods for consultancy for senior staff
- Mentoring
- Special programmes

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Options for a new chief statistician

(for discussion)

A newly appointed chief statistician to run an existing NSO

and

Changes in staff management

(refer to discussions on Chief statistician and reorganization of a NSO)

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Human resources management : a package

« Makers of policies – chief statisticians, heads od personnel, committees on Human reources – are not simply free to pick and choose measures they believe are required to solve a current problem without concern for the coherence of the resulting set ».

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Human resources management (for discussion)

P2 – Leadership

- Motivate people towards the NSO's goals and objectives
- Minimize miscommunication between levels of the NSO
- And more

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Human resources management (for discussion)

P3 – Involment of people

- Motivated , committed and involved people within the NSO
- Innovation and creativity in furthering the organization 's objectives
- People being accountable for their own performance
- People eager to participate in and contribute to continual improvement

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Human resources management (for discussion)

P6 – Continual improvement

- Providing people with training on the methods and tools of continual improvement
- Making continual improvement of statistical goods and services an objective for every individual
- Recognizing and acknowledging improvements

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The end

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