Induction Programme for newcomers in Eurostat – a career development and forward planning project

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SCOPE

To prepare newly recruited staff for new approaches as regards the production of EU statistics, improve their flexibility and capacity for cross-cutting work in the future and help retain competent staff by taking into account the expectations of individuals.

5-7 September 2012, Budapest
BACKGROUND

- Management decision to focus on new recruits
- Six posts allocated to the project
- Recruitment experience in the past
- Reasons for departures
INSPIRATIONS/METHODOLOGY

Staff Regulations European Institutions

Compulsory Mobility Programme of INSEE

Recruit development Programme of Statistics Canada
Internal reflections/consultations

- Duration of the induction programme
- Duration of the different assignments
- Balance of the assignments between the different statistical and/or horizontal domains
- Selection method for hosting units
- Adaptation of the programme to the annual work cycle
- Integration of candidates' expectations
- Include candidates with strong IT profile
- Quality of performance assessment – home unit
Design

- 27 months duration
- Combination of workplace rotation and tailor-made training
- 3 rotation assignments of different duration (first one minimum nine months)
- In 3 different statistical domains or in 2 statistical and 1 horizontal domain
- Job rotation, job-shadowing accompanying learning actions
- Coordinator for each rotation assignment

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## Six induction programmes (1)

<table>
<thead>
<tr>
<th>Job n° 1</th>
<th>1) Euro-indicators/PEEIs</th>
<th>Unit C4</th>
<th>12 months</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2) EDP issues, EDP country desk</td>
<td>Unit D3</td>
<td>12 months</td>
</tr>
<tr>
<td></td>
<td>3) Strategic planning and reporting</td>
<td>Unit A3</td>
<td>3 months</td>
</tr>
<tr>
<td>Job n° 2</td>
<td>1) Education finance statistics</td>
<td>Unit F5</td>
<td>9 months</td>
</tr>
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<td></td>
<td>2) Main aggregates in NA</td>
<td>Unit C2</td>
<td>9 months</td>
</tr>
<tr>
<td></td>
<td>3) Information systems for statistical production</td>
<td>Unit B4</td>
<td>9 months</td>
</tr>
</tbody>
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## Six programmes (2)

<table>
<thead>
<tr>
<th>Job n° 3</th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>1)</strong> Verification of statistics for administrative purposes</td>
<td>Unit C3</td>
<td>9 months</td>
</tr>
<tr>
<td><strong>2)</strong> New design of farm structure survey 2013</td>
<td>Unit E1</td>
<td>9 months</td>
</tr>
<tr>
<td><strong>3)</strong> FATS, SBS, demography and PRODCOM</td>
<td>Unit G2</td>
<td>9 months</td>
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<table>
<thead>
<tr>
<th>Job n° 4</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1)</strong> Monitoring climate change in the field of energy statistics</td>
<td>Unit E5</td>
<td>9 months</td>
</tr>
<tr>
<td><strong>2)</strong> Indicators for long term development</td>
<td>Unit C4</td>
<td>9 months</td>
</tr>
<tr>
<td><strong>3)</strong> Dissemination and dissemination products</td>
<td>Unit B6</td>
<td>9 months</td>
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</tbody>
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## Six programmes (3)

<table>
<thead>
<tr>
<th>Job n° 5</th>
<th>Description</th>
<th>Unit</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1) HICP and PPP</td>
<td>C5</td>
<td>9 months</td>
</tr>
<tr>
<td></td>
<td>2) Implementation of SDMX in statistical domain</td>
<td>B5</td>
<td>9 months</td>
</tr>
<tr>
<td></td>
<td>3) External trade statistics</td>
<td>G5</td>
<td>9 months</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job n° 6</th>
<th>Description</th>
<th>Unit</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1) Child poverty and wellbeing</td>
<td>F4</td>
<td>12 months</td>
</tr>
<tr>
<td></td>
<td>2) EDP issues, EDP country desk</td>
<td>D2</td>
<td>12 months</td>
</tr>
<tr>
<td></td>
<td>3) Recruitment and career, Horizontal HRM processes</td>
<td>A2</td>
<td>3 months</td>
</tr>
</tbody>
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Retention of participants

• Job security
• Uniqueness of the programme
• Psychological contract
• Encouraging performance and develop high commitment work practice
• Employability and job portability
• Trust and fair treatment
• Feedback and recognition provided
Evaluation of recruitment phase (1)

Main conclusion:

Much more difficult to attract candidates to the programme than expected, despite the current difficult labour market conditions and the "uniqueness" of the programme at the Commission level.
Evaluation of recruitment phase (2)

- Low response rate to the job offer in the beginning
- Some unwillingness to commit for 5 to 7 years (return on investment)
- Interviews for YPSILON and other vacant posts for some candidates in parallel-choice problem
- YPSILON programme perceived as very junior with little responsibility and visibility
- Learning possibility was less evident for the majority of candidates
Evaluation of recruitment phase (3)

- All laureates are from the so-called "Y-generation"
- Tech-savvy, family-oriented high achievers as described in relevant literature
- Request for partner support programme
- Prioritisation of family over work
Recommendations and challenges

• On-going careful evaluation of the induction programme based on input from all parties concerned: new recruits, line manager, senior management and HRM unit
• Living process that can undergo changes and fine-tuning
• Get the psychological contract right
• Offer appropriate learning and development actions
• Have open communication and effective career discussions
• Offer a mentor for the new recruits
• Launch an informal junior network
DISCUSSION

• Do you have any experience with induction programmes in your organisation?

• Do you have experience with recruitment of the so-called "Y-generation"?
THANKS FOR YOUR ATTENTION

ANY QUESTIONS