

Flipcharts of Group work I.

	1. What do you perceive as the main trends and changes for statistical offices in your country/region within the next 5 years?	2. Which of these trends and changes will have the strongest impact on HRMT?	3. In what ways can HRMT contribute to these areas?	4. Which areas in HRMT will become even more important?	5. Which areas in HRMT will become less important?
Hungary, Poland	Users needs: more relevant, quicker and more statistics. Waste of resources - to minimise resources with maximum capacity. Implementing new methods, techniques and technologies. Competing with private companies. Statistical education (external and internal). Implementation of generic model (GSBPM)	Technical changes – new approaches to statistical surveys, new competence profiles of statisticians. Budget cuts – low salaries, problems of newcomers, staff reduction	Supporting role to prepare employees (staff & management) for changes	Competence profile – gaps, training and recruitment, motivation	No.
Denmark, Sweden, Norway	External trends: increased need, demands and requirements from our stakeholders, actuality, relevance, cost effectiveness, usability, reduce respondent burden. Internally: aging workforce, inadequate competences, change management, transfer knowledge and skills	React to the internal trends mentioned at the first question	HR must be part of top management, be more proactive and have a strategic approach	From management to leadership framework and support for knowledge management, mobility, motivator for continuous improvement, attracting and retaining a competent and motivated staff	More effective and efficient administrative routines in a bureaucratic organisation. To reduce waste, decrease control and detailed supervision
Kyrgyzstan, Tajikistan, Uzbekistan, Azerbaijan	Increased image and status of HR departments. Apply new learning methods (distance learning, IT)	All of these trends will affect HRML they will increase responsibility, functionality, requirement for higher standards	Main leading role in the process of change	Professionalism, broader knowledge and speciality of staff increasing their competence and competitiveness	No.
Australia, Germany, Ireland, Turkey, United Kingdom	From information production to knowledge managers	We need to shift the capabilities of our workforce	Be key partner and influencer in the organisational management process	Engineering the change because we need to lead the organisation through the change	The bottom of the pyramid (shared services?) administrative
Slovakia, Slovenia	Products (new, faster), Processes (lean), People (new knowledge) organisation, leadership, management, governans - new types of work) position of young staff, challenge, link, top management, staff, role HRM?	People, middle management as a link between top management and staff, awareness, training	Active role of HRM as a partner, but top management should change first	Motivation for change and training, mobility	? (priority?)
Italy, Netherlands	Competition between private organisations and government administrations. Increase of demand of information. Pressure to reduce statistical burden and cost. Technology for statistics. More international cooperation.	Aging staff vs. Innovation. Budget cuts. Outward looking	Integration between HR and core business ie. HR are partner of core business	Training, mobility, flexibility, organisational change	Old-style in performing tasks (use of paper vs. use of technology)
Albania, Bosnia-Herzegovina, Croatia, Greece, Montenegro	Good quality of statistical data in terms of EU integration, gain liability in statistics. Move from traditional way of collection of data to new methods and ways	Leadership and management development, knowledge management (middle management is the key factor in the process of change of attitude). Communicate and share the vision to staff involvement of the employees	Identifying competences of the staff and making the changes reality	Develop skills, mobility, staff motivation	Formal training
Ukraine, The FYR Macedonia, Russia, Belarus, Georgia, Moldova, CISSTAT	International integration + international standards introduced in our work. Limitation of resources. More need for statistical information and new forms of its collection and delivery (eg. IT).	Optimization of structure and organisation - less personnel, more IT. Transfer to e-learning. New requirements to personnel and their training	Existence of plans of development. Increase in the role of personnel development	Recruitment of new personnel (generation change - young). Mentorship. Internal satisfaction surveys. Motivation increase	No. Less "paper office".
Organisations (EFTA, World Bank, IMF, Eurostat, UNECE)	Challenging/competitive environment. Users at the core. Dissemination to communication/tell the story. New sources of data. Trust/transparency/accessibility/confidentiality. Use of technology	Culture change from monopoly to competition for information. New skills/soft skills mix. Broader view. Learn from others/competitors.	Strategic role. Adjust competencies/skills required/culture. Identify the right people. Training. Facilitate integration	HR make the role "attractive". More facilitator/partner not policeman. Skill diversity/generational differences an advantage	Less "rules" and less transactional "staff". Face time vs. output; performance appraisals, etc.
Iceland, Bulgaria, Kosovo, Luxembourg	Iceland - rapid growth. Bulgaria - downsizing, increase human capital. Kosovo - increase production of statistics. Luxembourg - stability (2000-100) -> (2012-200 p.) IT challenge. Common: changing attitudes	Change of behaviour through motivation as consequence of attitude change	Strategic collaboration within the whole institute	Recruitment, training and knowledge management, communication)	Depends on money.