

Flipchart of Group work II.

	1. What is the strategic relevance of this HRMT-area?	2. In which ways can this area contribute?	3. How will this area have to develop to contribute in the best way?	4. What will be required to make this happen?	5. What can be possible barriers? How should they be handled?
Motivation I.	Engine for change	Empowerment & better understanding	Leadership, clear staff policy with strong management support	Crosscutting, teambuilding, confidence, information & communication, organisational dev.	Lack of possibility to provide incentives, rigid and bureaucratic procedures, lack of flexible working arrangements, control / feedback
Motivation II.	To fulfill strategic goals with limited / no financial resources	Interesting, creatively presented tasks, retaining qualified staff, efficiency (more done with less people), sense of belonging to the org, identification, strengthen org culture	New ways of motivating: Basic good working conditions - mobility, as a motivator, Balance between private and work - flexibility, Interesting tasks, Good communication, feedback, honest: 'thank you, good work', Appreciation from managers, Additional benefits (day off, free hours), Interesting training modules, workshops, conferences	Survey (motivation, opinion, attitudes...) - collect knowledge about people's motivation, Promotion of ideas (on motivation, innovation, efficiency, Change of mentality (reshaping mindsets)	Obstacles: HR leaders, who are afraid to implement an efficient motivational system (scared to lose their positions), Train/ coach leaders (motivation - what it is, how to use it, benefits, how to develop it)
Change management I.	Without hrmt - change not possible,	Focus, leadership, out of the box - culture change, make every staff member an actor in change, break down in steps - operational goals	pyramid, reactive - pro-active, partner in business, talk with managers no to managers, listen to their fears and problems	Assess your own knowledge & skills & attitude, build capability, communicate, link to business process	No formal position for HR - appointment to be board member by DG
Change management II.	Highly relevant - main condition for all other changes in the organisation (external conditions drivers for internal changes)	Motivation, inspiration, acting more efficiently and effectively on changing requirements, more attractive work place, involvement, engagement	Needs time and focus! From knowledge to skills & abilities. Training. Interactive learning.	Top management's commitment is required. (bottom up) (top down) Self-assessment.	Elephants and riders resistance to step out of comfort zone. Laws and regulation. Lack of competences. Handled by good skills in change management.
Mobility I.	Interchangeability of personnel inside divisions, substitution of workers out of work for a long time (maternity leave, studies, illness), rotation of personnel, reduction of number of posts	Higher productivity of problem solving, widening of competences, increase in skills	Increased responsibility of each worker through training	Working out a strategy for the effective realization of planned tasks.	Increased workload, effective use of working time, application of IT technology, conflicts, moral and financial rewards
Mobility II.	Organisational point of view: need for flexibility and open-minded people, employee's point of view: gain fresh inputs and wider view of processes (better employability)	Capability to react on changing environment or better: to be proactive, flexible and stronger organisation	Commitment of top management, less bureaucracy to improve mobility	Commitment of top management, motivation of staff by eg. Rewarding mobility	Cultural / natural opposition of staff towards changes. OR: Forced mobility (every xy years) starting from management!, short-term thinking (eg. Costs), handle barriers by change management!
Knowledge management	Knowledge is key factor to success, so it demands management	Ensure that knowledge is distributed at the right place, at the right moment to the right people, it is under control, documented and stored	Exchange of knowledge, introduction of in-house trainings on different levels, internal mobility to facilitate knowledge distrib.	Flexible and low cost mapping and monitoring of competences, cooperation and exchange of knowledge	Lack of motivation, communication, resources
Attracting and retaining	Key area, failure or success will have consequence for the entire organisation	Attracting quality staff and retaining the best will make everything easier	Create an attractive "package": positive workplace atmosphere, creating sellpoints - family friendly policy, flexible working time, quality training possibilities, diversity of work. "Branding": quality leadership, challenging work, organizationally fair wage development, feedback/ information flow	Top level support, trust, open communication between managers and staff, salary and benefits, HR policy on recruitment incorporated in organizational policy, appraisal systems help	Competition with private sector, don't want to retain everyone, government work registration or civil servants, resources
Skills development	Information explosion + reduced resources leads to increased demand + a more competitive environment	We need a new kind of statistician moving away from traditional ways to a more contemporary skill/ capabilities, difficult if statisticians are set in their beliefs /ways! Some countries would see this as a cultural barrier	Need higher level technical skills eg. data scientist, need a change in 'mindset', the way we think - can training do this? Need cultural change, need to engage + collaborate with others (in country, globally) - start acting now to manage this new world	Framework of skills/ capabilities: A, 1, what do we have? 2, what do we need? 3, how do we move there? B, Internships C, New alliances between Professional Bodies, University/ school sector + International organisation, eg. Emos	Unstable political systems, challenge - how to train more if less \$ to use!