Human Resources Management and Training

Workshop Session 11: Strategic Change and Implications for HRMT

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Objectives of the Session

• Increase understanding for the strategic vision for statistical offices as described by the HLG-BAS and its implications for HRMT

• Identify strategic contributions from HRMT towards the vision
When the Wind of Change is Blowing...

Some will build windmills
Some will build wind breaks
Some will buy surf boards and leave
Some will do nothing
Some will build windmills
What role do you want HRMT to play in this?

• Strategic HR = How your organization shall develop and use the human resources to gain a strategic advantage in competition.

• Consequences:
  – You need to prioritize activities.
  – You need to adapt activities to the new strategic reality.
  – But: Internal consistency between different HR activities will always be important!

Source: Bård Kuvaas, 2008: HR-strategi og internt konsistent HR

You need to earn your place at the table!
HR Competencies of the Future*

Types of Change

Structures
- Strategy
- Objectives
- Organization
- Systems

Behaviors
- Processes
- Activities
- Tasks
- Meetings

Attitudes
- Underlying assumptions
- Perceptions
- Attitudes
- Values

Increasing uncertainty – results less predictable
Success Factors for Implementing Change

- Perceived need for change
- Shared vision
- Resources and capacity
- First step into the right direction
To Prepare Your Work: Recap

The Vision - Products

- Official statistics need to stay relevant
- New and better products & services
- Products should shift from a national towards a global perspective
- Production methods - different & better processes, lower costs, more collaboration
- Products should leverage data sources already in society

The Vision - Processes

- Production should be based on common & standardised processes
- Industrialisation of statistics production

New ways of working and challenges with that

1. Project and team work
2. New cooperation modes inside the statistical community and with relevant stakeholders
3. Validation, endorsement, confirmation of the results
4. Maintenance and support of new developments
5. Strategies to keep all stakeholders informed, engaged and encouraged; maintain collaborations
6. User support of common developed solutions
7. Users become a part of statistical production
8. Practical business process use cases for reference and validation purposes

Closing thoughts

3 Key Points

Statistical organisations must be flexible to adapt to new circumstances if they want to keep their relevance

1. We need the **RIGHT PEOPLE** with the **RIGHT SKILLS** in the **RIGHT ORGANISATIONAL ENVIRONMENT**
2. Human resources and training are an essential part of the long-term strategy for any NSO
How to Work?

Group work 1: Change and Implications
Groups are organized by countries/regions
• 40 min working in groups with questions
• 15 min poster session

Coffee/tea break

Group work 2: HRMT Contributions
Groups organize themselves according to interest
Group Work 1: Change and Implications

1. What do you perceive as the main trends and changes for statistical offices in your country/region within the next 5 years? (short recap)
2. Which of these trends and changes will have the strongest impact on HRMT? In what way?
3. Which role do you want HR to play in the change process?
4. Which areas in HRMT will become even more important? Why?
5. Which areas might become less important? Why?
Relevant Areas in HRMT

Primary Role of HR Participant*
- Benefits/medical/safety
- Compensation
- HR planning / strategy / affirmative action
- Labor relations
- Org. development / research / effectiveness
- Recruiting
- Training / communication
- Generalist

Source: W.J. van Muiswinkel (2012): HRMT Conference Paper
HRMT Areas – Your Choice

- Motivation (2x)
- Change Management (2x)
- Attracting and Retaining
- Knowledge Management
- Mobility
- Skills Development
- ...

How to Work?

Group work 2: HRMT Contributions

Groups organize themselves according to interest

• 40 min working in groups
• 15 min visiting other HRMT areas and giving input
  – 2 hosts stay at each table
  – All the other participants move to different tables to contribute there
• 15 min returning to own table for improvement of own plans
• 15 min poster session
Group Work 2: HRMT Contributions

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?