OUTCOME OF 2013 SURVEY
ON HRMT AND MODERNIZATION
The Survey

Purpose:

To collect information on the challenges related to the modernization process of the NSO and help the SG on HRMT to select themes for the 2014 HRMT Workshop: “Modernizing statistics: how to get there?”

The Survey:

- It consisted in six questions with both close- and open-ended answers
- The questionnaire was prepared by the Steering Group on HRMT and UNECE. It was sent to all UNECE countries member, from December 2013 to January 2014;
- 33 responses were received, among which: 18 belonging to EU plus Eurostat, 8 European countries not belonging to EU and 6 countries outside Europe.
Question No. 1

Which are the 3 most important areas for the process of modernization in your NSO?

The three areas which scored the most are:

1) skills and competencies supporting statistical production and services;
2) HR development with specific reference to career progress;
3) new management approaches.

Staff wellbeing scored only 3%
Question No. 2

Which areas should be more developed in your NSO?

- **Standardizing production** processes is considered as a basic way for NSOs’ development to reduce overlaps and/or duplications and increase quality of statistics.

- **ICT and technical issues score** “only” a little more than 33%, testifying that most countries consider themselves developed enough.

- **Job rotation, staff mobility, training and learning, relationships** with users and stakeholders and cooperation with Universities seem to be considered more difficult to implement.
Question No. 3

How would you rate the overall level of modernization of your NSO?

- **Over 70% of respondents** seems to aspire to a greater level of modernization for their own NSO.
- **More than a half participant NSOs** appear already available to start action on enhancing themselves as far as modernization is concerned.
Question No. 4

Focusing on HRMT issues, could you describe 2 or more strategic objectives of modernization that should be reached by your NSO by 2020?

This is an open-ended question in order not to influence the conceiving of answers.

The answers have been grouped in twelve categories:

- HR policies (i.e. career development, job rotation), change management and training are the leading categories.
- Staff competence enhancement appears to be the most preferred tool for achieving modernization in HRMT.

An underlying belief of a modernization through an individual ongoing training is showed.
Questions No. 5-6

Which are the main risks that your Statistical Office could face in the process of modernisation and the actions to cope with them?

The issues have been grouped in the categories mentioned above and then analyzed together with the coping actions.
Questions No. 5-6

Which are the main risks that your Statistical Office could face in the process of modernisation and the actions to cope with them?

**RISKS**

a) “Financial Resources” is the answer category with the highest percentage score, primarily referring to budget constraints or lack of financial resources.

b) “HR Policies (Recruitment, Mobility, Retaining)” follows in percentage score, primarily referring to risks linked to HR management, i.e. ageing, turn-over, duties segregation, low mobility;

c) Most risks detected for “Internal environment” (third) derived from poor application of change management (resistance, motivation, ICT’s support undeveloped).
Which are the main risks that your Statistical Office could face in the process of modernisation and the actions to cope with them?

Related actions to:

a) “Financial Resources”: vary from direct ones to increase availability of funds (fundraising, partnerships, improving budget process), to indirect ones based on different tools (defining priorities, encouraging staff mobility, optimizing processes to improve efficiency, press for government actions, learning programs, etc.).

b) “HR Policies”: focused especially on strengthening awareness skills, improving attractiveness, communication and training and working on staff motivation.

c) “Internal environment”: vary depending on the faces that change management process can assume: promoting CM culture and knowledge management, spreading commitment of all levels, improving transparency on decision making processes.
Thank you for your attention !!!

Steering Group
on HRMT