Possibilities of influence on identification of staff with Statistical Office of the Slovak Republic
1. Introduction


Human resources management in SO SR plays an important role on the appointed strategic goals. The basic document of human resource management is Personnel policy. It provides the principles and rules regarding management and development of potential of the staff. It respects the quality policy and it is formulated in accordance with valid legislation and the development strategy of SO SR. It also provides the sufficient multitude of personnel information and it is based on the basic ethical principles and the culture of SO SR.

The goal of personnel policy is:
- to develop the human resources management as a system that influence identification of staff with SO SR as a institution by positive way
- to strengthen responsibility of staff for developing goals fulfilment
- to support interest of staff for their development and self-realization.

According to one of the personnel policy principle, human resources management is a inseparable part of responsibilities of all managers, it means, that **manager = personnel manager at his department at all the levels of management.**
2. Identification of staff with SO SR

In general we can say that identification is process in which employee sets the organizational goals higher than his ones. In this connection it is – employee’s attitude which is characterized:

- acceptance values and goals of SO SR
- to be a part of SO SR
- willingness to work in favour of SO SR
- building up positive image of SO SR in external environment.

As to positive influence of identification of staff with SO SR we primarily use these activities:

- staff adaptation
- staff motivation
- staff training and development
- staff appraisal.

2.1 Staff adaptation

During adaption employee acquaints with SO SR, its corporate culture and internal environment. He obtains not only needed knowledge and skills, but also he works under supervision of an experienced employee. The main goal of the adaptation is that employee will be able to work individually after this process.

Training within adaptation is key activity which is prepared according to individual plan. The training programme **Schola Statistica** is a part of this training. The programme consists of the classroom courses, which are divided into 3 modules. The first module is for new employees of SOSR with practice to 2 years. The course in duration 4 days acquaints them with human resource management, quality management system, Act on Official Statistics, Code of practice, EU and ESS, Business statistics, Macroeconomic statistics, National accounts, Statistical disclosure control, Social statistics, Demography etc.

The second and the third module are for new employees as well as further statisticians. The courses in these modules are aimed to statistical methods, methodology and other statistical tools. The courses have duration from 1 to 3 days. On the basis of training needs analysis we selected courses for given year.
For the last two years the second and the third module have been formed:

Figure 1: Training programme Schola Statistica

<table>
<thead>
<tr>
<th>1st module – Basic course on general and statistical information</th>
<th>2nd module – Courses on:</th>
<th>3rd module – Courses on:</th>
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<tbody>
<tr>
<td>1st module – Basic course on general and statistical information</td>
<td>Statistical methods I</td>
<td>Sample survey</td>
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<tr>
<td>2nd module – Courses on:</td>
<td>Statistical methods II</td>
<td>Estimation of sample size</td>
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<td>Statistical methods II</td>
<td>Multivariate statistical methods</td>
<td>Calculation of quality indicators</td>
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<tr>
<td>Statistical methods I</td>
<td>Statistical analysis of time series</td>
<td>Seasonal adjustment of time series</td>
</tr>
<tr>
<td>Multivariate statistical methods</td>
<td>Statistical analysis of time series</td>
<td>Statistical methods II</td>
</tr>
<tr>
<td>Statistical analysis of time series</td>
<td>Statistical analysis of time series</td>
<td>Statistical disclosure control in microdata files</td>
</tr>
<tr>
<td>3rd module – Courses on:</td>
<td>Statistical analysis of time series</td>
<td>Statistical disclosure control in data tabular</td>
</tr>
<tr>
<td>Statistical analysis of time series</td>
<td>Statistical analysis of time series</td>
<td>Demographic analysis</td>
</tr>
<tr>
<td>3rd module – Courses on:</td>
<td>Statistical analysis of time series</td>
<td>Statistical analysis of time series</td>
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2.2 Staff motivation

The rules and tools of job motivation, which are implemented in SO SR, are its possibilities. They are in accordance with valid legislation and lead to positive staff motivation and stabilization as well.

By means motivation tools mentioned below we strive to achieve higher staff performance, development of SO SR and fulfil the organizational values (costumer approach, excellence, innovation, open to new ideas, knowledge sharing, participation and loyalty, respect, ethics, partnership).

In the environment of SO SR the motivation is understood as:

<table>
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<tr>
<th>MOTIVATION</th>
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<td>1. individual internal process of employee expressing his internal motives, his approach to job tasks and his willingness to work</td>
</tr>
<tr>
<td>2. important function of manager based on employee’s actual needs and concerning his active and flexible approach to management</td>
</tr>
</tbody>
</table>

How to motivate employees towards their high job performance, it is the basic skill of every manager in SO SR. Managers have to take into account personality of employees (their knowledge, skills, status, loyalty, age, practice).
Remuneration as a motivation tool is conditioned by financial resources of SO SR. Effective and equitable system of staff appraisal has important influence on financial motivation, which is realized in SO SR through:

- salary
- reward for high quality fulfilment of the tasks
- reward concerning personal and work jubilee
- reward regarding retirement.

Financial remuneration is connected with tools of non-financial motivation. Managers use mainly these tools of non-financial motivation:

- praise
- new opportunities for employee including training and development
- participation in management
- information concerning with job tasks
- building up positive interpersonal relations in team
- work environment and its quality
- sustainability of work
- use of notebooks, mobile phones by employees etc.

In environment of SO SR managers use and prefer mainly positive tools of motivation. They proceed to sanction only on case of a serious breaking duties of employees.

**2.3 Staff training and development**

Staff training and development (further: training) is inseparable part of human resources management in SO SR. Its goal is development knowledge and skills of the managers and other employees for flexible, effective and professional fulfilment of the current and future key tasks of SO SR.

The internal training programme has been realized in accordance with personnel policy, training conception and the strategy of SO SR. The internal courses are aimed to development of managerial skills and „soft skills“ for other employees, training for statisticians, special training regarding the employees in non-statistical position and foreign
language courses in English. Apart from our employees take part in the external courses according to their individual plans and training needs.

In SO SR we have used the systematic training in order to achieve goals in this area. It consists of the consecutive phases:

1. training needs analysis
2. training planning
3. training realization
4. training assessment.

Figure 2: Systematic training

Implementation of the systematic training brings mainly these advantages:

- to realize training regularly
- to develop work capabilities of employees according to specific needs of SO SR
- to improve knowledge and skills of employees permanently
- to increase job performance of employees and quality of statistical products and outputs
- to manage training costs efficiently
- to optimize training as a process on the basis of feedback
to improve the attitudes of employees towards SO SR
- to increase the motivation of employees
- to contribute to individual development of employees, their career and appropriate remuneration
- to improve work and interpersonal relations among employees in internal environment, customers and partners in external environment.

Training is carried out according to yearly training plan which is flexible and open document. Within year the plan can be supplemented by new courses and it is coordinated with processes of yearly staff appraisal.

Special attention is devoted to knowledge employees. On the basis of analysis managers defined programmes in order to knowledge employees could obtain competences needed for fulfilment tasks resulting from current development strategy of SO SR. These programmes has been realized through internal or external courses as well as self-study, knowledge sharing, coaching etc.

**2.4 Staff appraisal**

Staff appraisal is realized yearly and it is suitable tool for managers in order to influence motivation of employees. Managers fill in the standardized forms with criterions mentioned below:

- fulfilment of concrete goals, tasks and duties
- independence, activity and initiative regarding fulfilment of tasks and duties
- level of competences needed for fulfilment of tasks and their use
- part of employee on effective functioning of department including knowledge sharing
- activities and results of employee concerning improvement of his work
- adherence to ethical principles and work discipline.

In this forms there are also stated goals and task for next year. Managers define goals and task in accordance with work of employee, main goals of department and individual needs. Within staff appraisal are held the individual interview between managers and employees.

Personnel Office is involved in the staff appraisal providing methodical support and consultation to all managers and compiles report of this appraisal as well.
3. Conclusion

According to our experience positive identification of staff with SO SR favourably influence on quality of job performance and job satisfaction of employees as well as show us lower rate of turnover.

Table 1: Rate of turnover 2010 - 2015

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate of turnover (%)</td>
<td>9,5</td>
<td>7,2</td>
<td>6,0</td>
<td>9,0</td>
<td>5,0</td>
<td>6,1</td>
</tr>
<tr>
<td>Number of employees</td>
<td>1 018,1</td>
<td>989,6</td>
<td>957,5</td>
<td>911,4</td>
<td>821,9</td>
<td>816,4</td>
</tr>
</tbody>
</table>

Increased rate of turnover in 2010 and 2013 was influenced by the organizational changes (number of employees was reduced about 10 % in SO SR).

The internal communication supports positive identification of staff with SO SR as well. We use these methods of knowledge sharing:

- meetings in departments and units
- reports from business trips – available to all employees of SOSR within the intranet
- meetings „Statistical afternoon“ – organised by Department of European Affairs and International Cooperation and aimed at sharing of key knowledge in SO SR.

In order to enhance the effectiveness of our internal training system we have prepared the catalogue of competences for statistical positions which will be basis for competence matrix. Proposal of the catalogue is divided into 6 basic fields:

1. Leadership/management of statistics
2. Theoretical statistics
3. Statistical production
4. European and national statistical system, quality management system
5. Command of a foreign language
6. IT tools.