Statistics Netherlands

- 2000 employees
- 60% male - 40% female
- Average age: 55 years
- Two offices
- Strategic Agenda: A.O.: innovation, efficiency, modern news organization..
- Ongoing budget cuts

Locations:
- The Hague
- Heerlen
To achieve our strategic agenda

Improve employee engagement & staff motivation.

Our goals:
• Build a flexible and responsive organization
• Offer a challenging working environment
• Development of organization & employees.
Three guiding principles:

Improving Staff Engagement & Motivation has positive impact on our business goals, service and quality.

- Employees who feel involved in our organization and goals, are more productive and are healthier.

Employees should be given space to exercise their profession and to develop their talents:

- feeds enthusiasm;
- encourages creativity and innovativeness.

Essential in our approach is:

- Leadership of our managers
- & personal leadership of all employees
Our approach: ‘Staff Motivation Model’
1. Strengthen leadership skills

Show leadership in practice & seek to:

- get the best out of the team,
- to inspire others,
- to stimulate & to facilitate

Approach: Experimental learning

→ development issues which are connected to daily practice.
1a: Best practices

1. Short, powerful and inspiring Management sessions
   • Dialogue DG - managers about Leadership, issues & dilemma’s

2. Involve Business leaders in recruitment process of (future) managers
   • Selecting on competences vision, persuasiveness, decisiveness.

3. Encourage managers to lead by example (show desired behaviour)
   • performance management on this issue.

4. Provide Development Labs (training / workshops)
   • A.o.: promoting mobility, interview techniques, team effectiveness

5. Introduction program for new managers.
2. Provide more feedback and dialogue

A. Yearly HR-dialogue-cycle (HR-cycle):

1. Working arrangements
2. Informal performance appraisal(s)
3. Formal evaluative appraisal

- focus on constructive feedback
- focus on necessary and desired personal development
- Evaluative appraisal proves to be a sensitive issue.
2a: More feedback and dialogue

B. Yearly: Conducting short digital job satisfaction survey
   o Seven multiple choice questions
   o Results are anonymous
   o Analyzed by sector (a cluster of teams)
   o discussed in team- meetings:
     → issues & possible improvements
3. Employer Branding

We shifted recruitment process from Reactive- to Pro-active.

**Steps:**
1. Identify target group (IT and students at key universities)
2. Start to invest in maintaining close contacts Universities & students
3. Cross-media approach:
   - Banner campaign on IT sites like Tweakers and Computerworld
   - Vacancies on various sites
   - Content sharing: regular distribution of articles (e.g. corp. app)
   - Target mailing & Spread massages on Facebook and Linked In
4. Just recently we designed a new IT-recruitment campaign:
   [https://www.cbs.nl/nl-nl/over-ons/werken-bij](https://www.cbs.nl/nl-nl/over-ons/werken-bij)
3a: Best practices

1. Shift from reactive to 'pro-cyclical' recruitment and selection of new employees
   • balance in age distribution and more diversity
   • recruitment profile of the "new employee"

2. Draft a strategic personnel plan (SPP) for the next five years.
   • From SPP: derive which functions will be replaced next 5 years
   • Based on SPP pro-cyclical recruitment & selection can take place.

3. Elaborate 'employer branding': Statistical bureau as a strong brand!

3. Increasing number of secondments
4. Increase Mobility and Development opportunities

**Key to respond to new internal and external developments**

**Our goals:**

- Employees take ownership for own professional development and thus for their long-term employability.

- Managers are expected to recognize need of employees and encourage mobility among staff or participation in projects outside of their own team / division

- Facilitated by ‘Employee square’
4a: Best practices mobility and development opportunities

1. Monthly mobility figures for managers to monitor mobility

2. Job vacancies are easily visible on intranet (button on homepage)

3. Internal job carrousel for staff who would like to change jobs

4. HR-cycle: talk regularly about mobility and agility

5. Mobility workshops & networking lunches (managers & employees)

6. ‘Employee Square’ to facilitate managers & employees

7. Strategic Personnel Planning: Model to anticipate for short term and longer term mobility needs – and development opportunities....
4b. Model for Mobility & Development
(Randstad 3R Model ©)

- 2. ‘Unused potential’
  - Alternative placement
  - Temporary outsourcing
  - Retention policy
  - Temporary flexible placement

- 3. ‘Able to move’
  - Potential assessment
  - Development plan
  - Mobility plan
  - Outplacement

- 4. ‘Current core’
  - Potential assessment
  - Development plan
  - Mobility plan
  - Outplacement
  - Flexible placement

- 5. ‘Temporary needed’
  - External hiring
  - Temporary employment
  - Collegiate hired workers

- 6. ‘Most Wanted’
  - Recruitment
  - MD
  - (Re)training

- 7. ‘Prospects’
  - Recruitment programme
  - MD
  - (Re)training
  - Partnership external suppliers

1. ‘Key Players’
  - Retention plan
  - Personal development plan
  - Reward policy
  - MD/Training

Needed now

Needed later
5. Reduce Absenteeism

*Vital and happy employees contribute to healthy work environment, better business results, lower absenteeism*

From *curative* Absenteeism policy to *preventative* Health & Fitness policy
‘*the Employee Responsibility Model’*

- Focus on what employee can (still) contribute
- Analysis absenteeism: which instruments can be deployed?

Findings:
- Mature dialogue: 80% of solution in reducing absenteeism;
- No new policies (just deploy more consistent)
- Dare to express a firm but realistic ambition in this area.
1. Use of ‘Employee Responsibility Model’

2. Start pilot project (teams who score above the default sickness %)

3. HR Provides:
   a. interview training for managers
   b. consult for conducting right intervention at the right time for more decisive and faster reintegration,
   c. provision of employment in other division (if appropriate)

4. Recording of personnel costs in management reports to improve management information on absenteeism
6. Avoid unnecessary external hiring

**Two questions we ask:**

a. Why is external hiring needed - How long & What rate?
   - flexible external workforce where reduction of staff is planned?
   - team where during the year the workload varies? During peak workloads external hiring might be an option.

b. Can we find internal employees to carry out this work?
   - Consider any opportunity for employees to (temporarily) expand tasks and gain new work experience
   - In this way crucial knowledge will remain within the organization.
6a. *Best Practices external hiring*

1. Each manager should monitor critically the need to use external hiring and determines if knowledge and expertise is available internally.

2. Approval from financial controller & senior manager is required

3. Matching work & internal candidates in ‘Employee Square’

4. All external hiring is identified in management reports
   - number of external employees hired;
   - duration of the hiring;
   - the costs and the level of the job;
   - The reason why someone is hired.
Questions?

![Diagram showing Employee Engagement & Staff Motivation]

- Strengthen Leadership skills
- Position CBS as an Attractive Employer
- Increase Mobility & Development Opportunities
- Avoid unnecessary External Hiring
- Reduce Absenteeism
- Provide more Feedback & dialogue