Managing Human Resources in context of Modernization
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Montenegro

- Montenegro (Montenegrin: Crna Gora), is a country located in Southeastern Europe.

- 10 years of Montenegro's independence (2006 – 2016)

- The country got its name (literally, "black mountain") from the dark, mountain forests that cover the land.

- Population: 620,145.

- Administrative capital: Podgorica.

- Old Royal Capital: Cetinje.

- Area: 13,812 sq km (5,333 sq miles).

- Monetary unit: Euro.

- Main activity: Tourism, Trade, Services, Agriculture.
This presentation gives a quick review of:

1. Statistical Office of Montenegro – MONSTAT;
2. Managing Human Resources in the context of modernization;
   1. Current Situation
   2. Strategic program
   3. Vision
   5. Future planes
Statistical Office of Montenegro – MONSTAT

- Young institution – Montenegro gained independence in 2006 (because of that MONSTAT was considered as a rather young office);

- Montenegro is a candidate country for EU membership;

- Facing with challenges (limited financial and human resources);

- Modernization and development of the statistical system is a complex process that requires constant dialogue with employees, customers and providers of statistical data;

- Key for success: Clearly defined strategic policy.
Managing Human Resources in the context of modernization

- Reorganization of MONSTAT in November 2014.

**Current Situation**
- Where are we?
- What are the challenges?
- Where need be after to in the end of the period?

**Strategic program**
- Project plans
- Budget
- Responsibilities

**Vision**
- Where you like to be in the end of the period
Managing Human Resources in the context of modernization

Rulebook on Internal Organization and Job Descriptions of the MONSTAT contains description of 200 civil servant and state employee;

Current situation:

- Total number of employers': 100
- Sex: 71% woman's, 29% mans;
- Average age: 45 years old.

Educational structure:

- Masters of science 11%
- High education 62%
- Other 27%

The average work experience is 18 years, which represent a great loyalty to the institution.
Human resources structure and budget changes overtime

Number of employees of MONSTAT, 2011 - 2015.

Budget of MONSTAT, 2011-2015. godine
Modernization is connected with innovation and quality of official statistics. 7 strategic goals elaborate vision MONSTAT, whether it is about the processes, organization or products, through continuous development of human resources in order to ensure the sustainability of the official statistics.

1.
Vision

Vision of MONSTAT - Our vision is for the Statistical Office of Montenegro to be recognized as an institution providing internationally comparable, reliable and timely data in accordance with user needs on national and international level.

This implies the creation of unique harmonized methodological European system providing data of highest quality in shortest possible time and in most accessible manner for all its users at the same time, using state of the art technology at minimum costs in terms of human and financial resources.

Two main directions:

1. Increase the number of employees in the MONSTAT and
2. Education of employees of MONSTAT, the development of management and personnel skills.
Results 2014-2016

- Increased number of employees in 2016 – 5 more employees;
- Increased budget in 2016 for 19%
- Established cooperation with University’s and wider scientific and research community in view of employee education;
- Established cooperation with University Donja Gorica, which has received license from the Master Academic Studies "Statistics" from the European Statistical System Committee with the EMOS label. [http://www.udg.edu.me/fmefb/master/emos/](http://www.udg.edu.me/fmefb/master/emos/)

Cooperation partner in Official Statistics:

- MONSTAT - Statistical Office of Montenegro
- Central bank of Montenegro
- Security and Exchange Commission of Montenegro
- Insurance Supervision Agency of Montenegro
Results 2014-2016

- Increased number of employees with masters and doctoral degrees in the area of official statistics;
- Manner of interaction between manager and civil servant defined;
- Manner of interaction between manager and civil servant defined through clear written procedures;
- Training programme defined and regularly delivered: the Days of Statistics, the School of Statistics etc.;
- Increased participation and regular attendance of MONSTAT employees at trainings of the ESS and other organizations and institution from professional statistical domain;
- The professional staff trained in the operation and use of IT tools, as well as possession of official licenses of all programs that are used in the production of official statistics;
- Modernized process of collecting, processing and disseminating data by introducing modern technologies;
- Improved organization of work in the direction of centralization of the data collection phase;
- Standardization of statistical processes through the development of existing and adoption of new procedures and guidelines in order to standardize the process of production of official statistics;
Future planes - education of employees of MONSTAT, the development of management and personnel skills

- Training of the employees is one of the most important segments in the human resources management.

In this direction, for MONSTAT it is a challenge to have employees that are trained with skills, capabilities and experience to respond to the quality requests, which jointly lead towards confidence building in the institution.

School of statistics - MONSTAT during the IPA 2013, defined education as a necessary element.

Goal of project - Staff trained on theoretical and applied statistics, including IT support programs:

- Improved knowledge on statistical tools;
- Improved knowledge on statistical theory and production of quality official statistics, including knowledge of estimation, extrapolation, sampling methodology etc.
- Improved knowledge on TI support programs.
Future planes - Increase the number of employees in the MONSTAT

According to the Montenegro EU Accession Programme in coming years MONSTAT will increase number of employees

- 2016 - 5 employees – in process
- 2017 - 5 employees
- 2018 - 5 employees
Official Web site of MONSTAT

Official web site [www.monstat.org](http://www.monstat.org) on mne and eng.
Thank you !!!!