

**Workshop on Human Resources Management and Training Development Capability for the
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Topic: Managing Human Resources in the context of modernization

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Statistical Office of Montenegro (MONSTAT) is a young institution which is facing with challenges (limited financial and human resources) to organize work in the best possible way in order to provide quality, relevant, reliable and timely statistical data.

However, successfully cope with the challenges in our work are in the last few years. Successful work is based on developed strategic plans with clear objectives and well-defined priorities they contain. Their implementation is provided with an efficient use of available human and technical resources, as well as relatively satisfactory level of funding.

A very important part of the strategic policy of the statistical system of Montenegro with clearly defined strategic objectives that create a strong policy development, integration and improving how the system of official statistics, as well as employees in the system.

Given the importance of official statistics in the context of EU integration (Montenegro is a candidate country for EU membership) as well as the consequences that may affect the quality of the negotiation process, as an important issue in the integration phase opens its quality and quantity of staff in the MONSTAT. On the other hand, the opening of negotiations with the EU encouraged the demand for official statistics, which is much higher than the offer of official statistics.

Modernization and development of the statistical system is a complex process that requires constant dialogue with employees, customers and providers of statistical data. Improvements to existing and introducing new ways of statistics production require better organization of work and the improvement of the entire statistical system. When it comes to Human resources Development Policy, MONSTAT has defined the following: (1) Increase the number of employees in the MONSTAT and (2) Education of employees of MONSTAT, the development of management and personnel skills.

1. Managing Human Resources in the context of modernization

Managing Human Resources in the context of modernization, we connected with the reorganization of the MONSTAT and define the 3 pillars - we analyzed the current situation, define the strategic program with a clear vision of where we want to be.

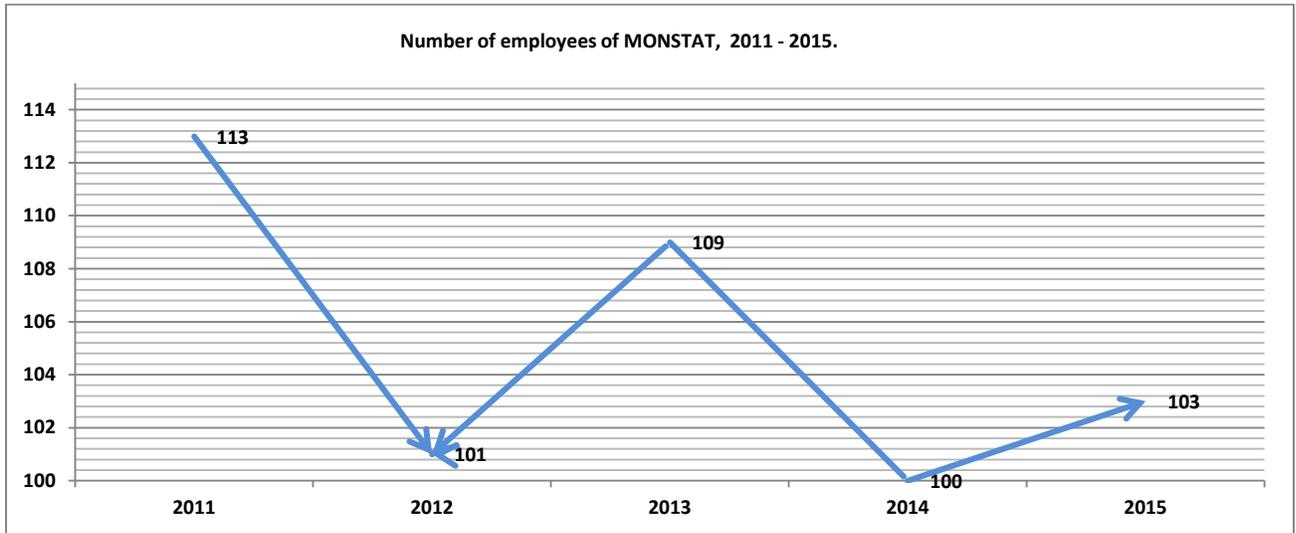


1.1. Current Situation

The present Rulebook on Internal Organization and Job Descriptions of Statistical Office contains description of 200 civil servant and state employee working posts. Currently, the Statistical Office of Montenegro has 100 employees. The average age of employees is 45 years. 62% of employees have university education, 11% of master's degree. The average work experience is 18 years, which represents a great loyalty to the institution.

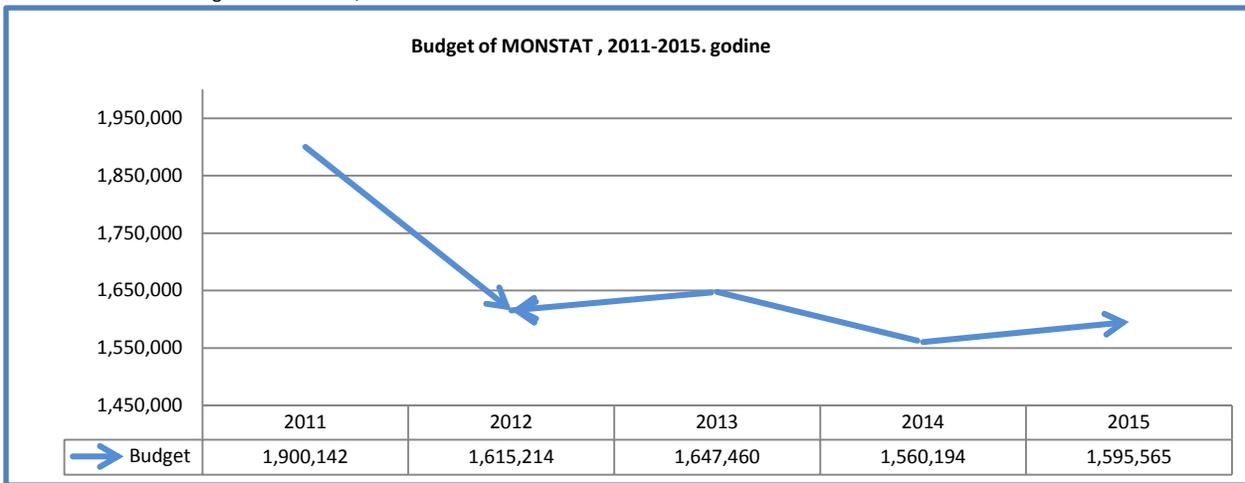
The last five years, many changes have occurred in the structure of human resources and the budget available for the scheduled tasks. At the beginning of 2010, the number was 125, and in the coming years this number decreased by 21.3%, so that the number of employees decreased to 103 in 2015.

Table 1. Number of employees of MONSTAT, 2011-2015.



To reduce the number of employees in the reporting period was due to retirement or amicable termination of employment. In the same period, in 2013 the number of employees increased by 8 employees.

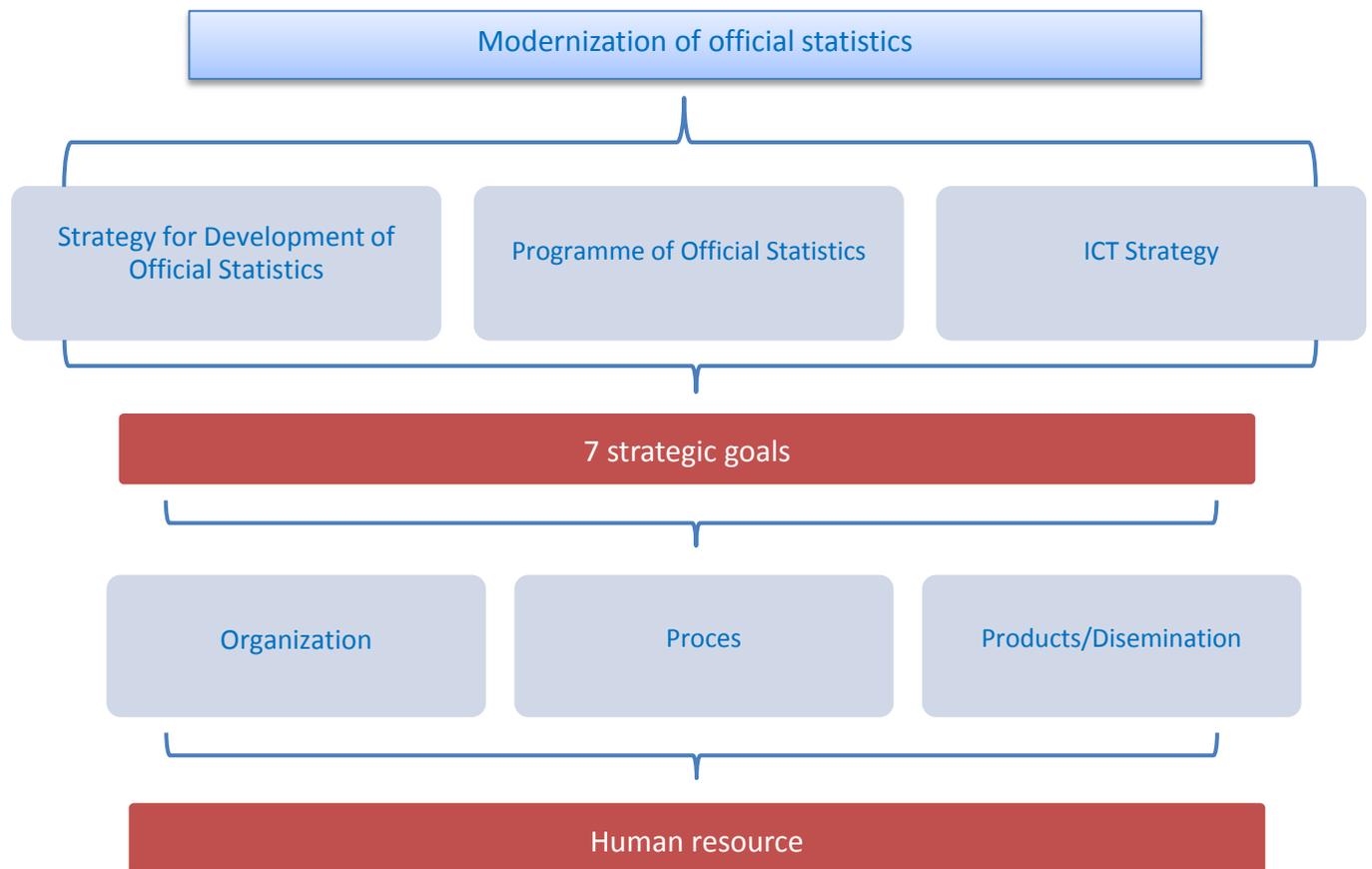
Table 2. Number of budget of MONSTAT, 2011-2015.



1.2 Strategic program

Modernization is connected with innovation and quality of official statistics, so we have a five-year period brought a number of strategic documents that define the plans, goals and vision of where we want to be after a defined period:

1. Strategy for Development of Official Statistics 2014 - 2018;
2. Programme of Official Statistics 2014 - 2018;
3. ICT Strategy (Strategy for Information and Communications Technologies) 2014 - 2018;
4. Plan for Development of official statistics in period 2014-2018;



Strategic program we have defined through those documents for period 2014-2018. 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.

1.3 Vision

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.

The MONSTAT is an institution involved in professional and scientific work, but generally speaking, it must be considered a complete institution whose duties include: human resource management, production of official statistics and dissemination of data by means of modern IT techniques. From the above we can deduct the 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.

Bearing in mind that the scientific methods are used in the production of statistics, it is implied that the personnel employed in the statistical system must have appropriate expertise in order to justify and fulfil defined requirements. Specific circumstance that inhibits the development of professional staff is the fact that in Montenegro there is no specialist training in official statistics or in general statistics. Development of an individual into professional statistician often takes place in the course of working career which is a lengthy process requiring serious training. The MONSTAT recognizes the need to enhance personnel potential by employing young people with experience in statistical surveys or with theoretical knowledge in statistics, but also to develop the existing personnel through practical experience and professional training. With that in mind, the MONSTAT is an active participant in numerous courses and projects supporting and investing in the development of statisticians.

2. Results 2014-2016

- Increased number of employees in 2016;
- Increased budget in 2016 for 19%;
- We have established cooperation with University and wider scientific and research community in view of employee education;
- We have 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.

- 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;

3. Future plans

The professional development is related to the required skills for sustainable development of the specific career development, respectively of the general skills, and which is provided through continuous training in personal development. The development of the key employees' skills provides successful fulfillment of the tasks, higher level of initiatives, change management and matching of the individual with the institutional needs to which they belong.

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

The MONSTAT makes maximum efforts to produce official statistics with high quality, and therefore it needs employees with excellent qualifications. The concept of official statistics is multidimensional and covers several important aspects, such as: completeness, relevance, consistency, continuity, accuracy, timeliness, reliability, and availability and user orientation. Based on these postulates of official statistics, statistical information should be based on professional ethics and scientific principles, and on methods and procedures for data collecting, processing, storing and presentation.

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.

MONSTAT during the planning of IPA 2013, defined education as a necessary element through the following goal of project:

1. 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.