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Knowledge Capital Building – Investment for the Future



STATISTICAL
OFFICE
OF THE SLOVAK
REPUBLIC

Branislav Ostrožlík
Statistical Office of the Slovak Republic
Personnel Office

„We consider development of human resources as holders of the intellectual capital a pregnant priority of Statistical Office of the Slovak Republic. We understand investment in human resources development as an investment for the future.“

In: Personnel Policy of Statistical Office of the Slovak Republic, June 2012

1. Introduction

Personal and professional development of employees is a role of knowledge in human resources management, according to knowledge management a position of institution should be strengthened by knowledge capital building.

Knowledge capital represents immaterial assets which encompasses not only the professional knowledge and personal capabilities of the employees, their experience and practice, but also organizational relationships, relations with costumers and partners.

At Statistical Office of the Slovak Republic (further: the SO SR) we pay attention to our employees, their flexibility and preparedness for changes. We focus on training and development of employees (further: training) in order to use their professional knowledge and practical experience in favour of the SO SR.

The main goal of training is permanent and purposive development of the managers and other employees for flexible, effective and professional fulfilment of the current and future key tasks of the SO SR in the environment of continual changes.

2. The conditions for knowledge capital building at the SO SR

We have met with many sources of information and the obtained knowledge are used by employees shortly. Knowledge capital building means to strengthen a position of the SO SR in the external environment.

Therefore it is necessity to develop suitable motivational environment of the SO SR, open for training, personal a professional development of employees, communication, positive interpersonal relations and team work.

At the SO SR we make favourable conditions for training in order to disseminate knowledge including further capabilities among the employees and departments and encourage them for their development. It has a permanent character and is a part of lifelong education.

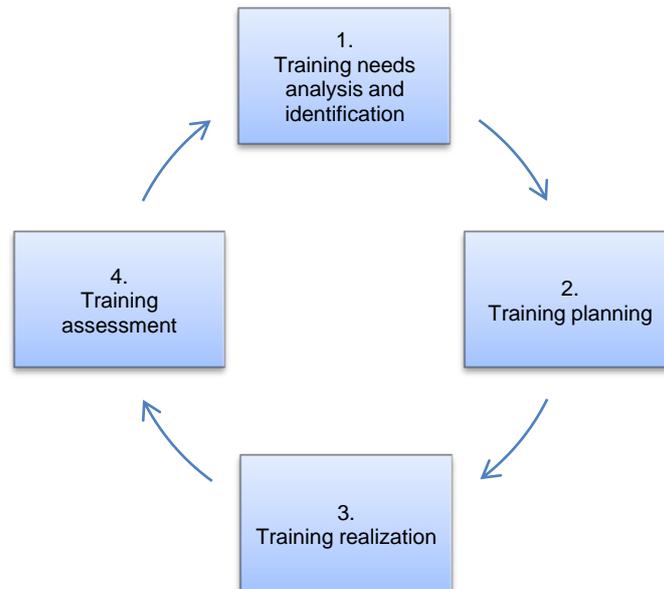
Training is based on the legislative framework of Slovak Republic and the internal documents, especially strategy of development of the SO SR, personnel policy and the conception of training.

Managers are responsible for implementation the principles of personnel policy to practice. Personnel Office assures personnel administration and further activities, such as methodical, organizational and counselling services.

At the SO SR we have used the systemic approach in order to increase the effectiveness the whole process of training. Systemic approach in training consists of the consecutive phases:

1. Training needs analysis and identification
2. Training planning
3. Training realization
4. Training assessment.

Figure 1: Systemic approach in training



In our conditions we have used both standard methods of training (e.g. lecture, seminar, course, workshop, conference) and on the job methods (e.g. coaching, mentoring, consultation, brainstorming).

As to training, changes have been realized in accordance with internal document Strategy of development of the SO SR till 2017 and new Act on Civil Service and the relevant regulations (further: the Act).

Within the strategy, action programme on increasing the effectiveness of the training system have been realized. Competences and competence matrixes for employees on statistical positions have been specified according to gaps between required and achieved level of competences by means of scale:

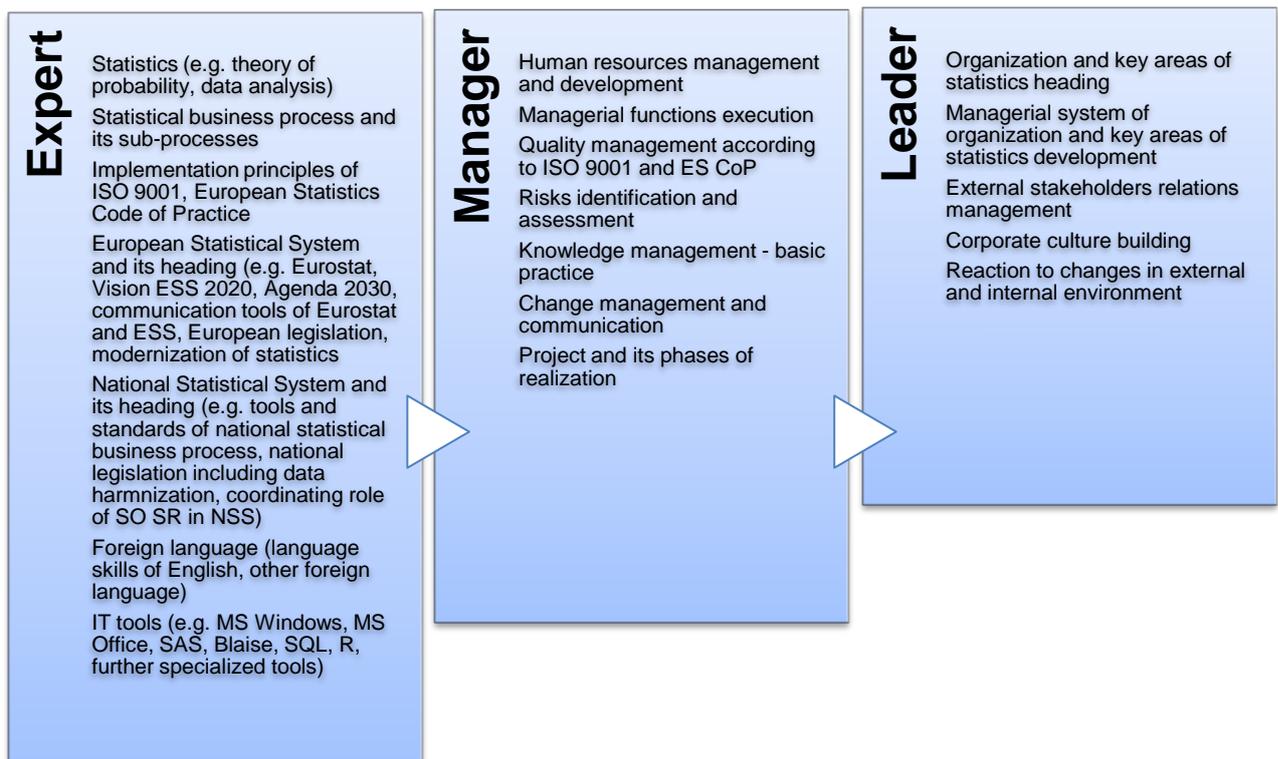
1. Basic knowledge
2. Spread of knowledge
3. Independent work and knowledge application
4. Ability regarding knowledge presentation.

The competencies are divided into 6 basic fields:

1. Leadership / management of statistics – competences for quality execution of managerial functions and leadership
2. Theoretical statistics – knowledge connected with processing data in official statistics
3. Statistical business process – defined competences on the basis of sub-processes of statistical business process

4. European and national statistical system, quality management system – competences relating to required knowledge on European and national statistical system
5. Command of a foreign language – language skills of English and other foreign language
6. IT tools – competences concerning level of the user’s work with IT.

Figure 2: Three levels of required knowledge for the employees in statistical position according to the competence matrix



Competence matrixes should become a practical tool for formulating of further professional and personal development of employees and for efficiency of the training system of the SO SR as well.

The Act has become operative since June 2017. It has been carried out several changes in training:

- applying of systemic approach in the training
- preparation of individual plans of the competence training for employees (further: individual plan)
- using of mentoring in the training within adaptation of new employees
- implementation of competence training and its types
- list of abilities and personal characteristics conjoined with the job vacancies filling.

According to the Act competence training is divided into:

1. Managerial training – aimed to obtaining and enhancement knowledge, abilities and skills for managers' performance
2. Training aimed to personal development – includes the courses developing personal characteristics and social competences of the employees
3. Professional training – relating to fulfilment task predominantly in the field of statistics and supported activities as well
4. Training in information technology – aimed to skills in information a communication technologies
5. Language training – in our condition is focused on improvement of language skills of Slovak and English.

As to systemic approach in training and types of competence training, the SO SR has long-time experience in these areas and on the basis of our experience we will implement our internal training according to the Act in following period.

This year managers have prepared the individual plans for employees separately for the first time on the basis of the made competence matrixes. These plans will be evaluated in December 2018.

The appraisal of employees has been connected with the individual plans. It is one of a tools regarding preparation of the individual plans for the next year and is realized by an appraisal interview. Managers evaluate their employees in these fields:

- Professional knowledge
- Performance
- Abilities and competences
- Approach to personal development and approach to training.

After selection procedure new employees are taken part in the adaptation training according to plans prepared by experienced employees – mentors in cooperation with their managers. The duration of adaptation training is 3 months. Personnel Office gives a methodical support and individual consultations on preparation of individual plans and during adaptation as well.

The adaptation training consists of:

1. Introductory adaptation training (the first month) – participants are familiarized with basic information about the SO SR (e.g. tasks and of the SO SR, IT, internal documents)
2. Continuous adaptation training (the second and the third month) – focused on:
 - legislation with regard to civil service performance
 - organization and activities of governmental control
 - institution of EU
 - legislation relating to work.

The goal of adaptation training is that new employees will be able to work individually and carry out activities in accordance with their job description.

As to new employees, their abilities and personal characteristics, defined in job descriptions, are verified by managed interview by means of prepared questions and case studies during selection procedures. Abilities and personal characteristics are the below mentioned:

Figure 3: Abilities and personal characteristics conjoined with the job vacancies filling

Employees	Managers
1. Self-reliance 2. Conscientiousness and reliability 3. Independence 4. Motivation 5. Adaptability and flexibility 6. Ability regarding work under pressure 7. Decision-making ability 8. Communication skills 9. Analytical, conceptual and strategic thinking There are stated minimum 3 abilities and personal characteristics from this list in the job description.	1. Analytical, conceptual and strategic thinking 2. Managerial skills There are stated the both above mentioned abilities and minimum 3 abilities and personal characteristics from the employees' list in the job description.

Suitable motivational environment and permanent training has a strong impact on knowledge capital building and knowledge sharing among employees.

Besides training we have used further tools with regard to knowledge capital building at the SO SR:

- intranet – an important tool for information sharing
- informal groups mainly among younger employees – on the basis of communication employees share knowledge (often tacit knowledge)

- involvement potential of key (knowledge) employees as trainers in statistical training
– courses are aimed to development of skills and practical solutions
- statistical projects – contribute to motivation and development of employees.

3. Conclusion

Managers play a crucial role in knowledge capital building. We pay attention the managerial training because permanent training of this group of participants is one of a way influenced their personal development and quality of their managerial work.

Now we are preparing new strategy of development of the SO SR till 2022. We will develop the action programmes in human resources management in order to enhance a level of knowledge patterned on employee – team – SO SR. For this purpose new action programmes will be focused on the system of development leaders and the training standards for managers with regard to increasing the effectiveness of activities in the internal and external environment of the SO SR.