

# Workshop on Human Resources Management and Training: Building Resilience in Statistical Organizations – 12-14 September 2018, Oslo.

## Topic 3: Developing Skills and Capability

# Competencies based on capability framework

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## Abstract

The ongoing digital shift implies that knowledge intensive organizations must invest significant time and money on acquiring, building and updating competences. The department of Digitalisation and shared business services in Statistics Norway is implementing a capability-driven competence strategy, where capabilities are defined and grouped into six main themes of specific importance for the future: *Strategic management, Innovation, Information Security, Deployment, Self-Management and Professionalism*. From these capabilities we have defined roles that we see as critical for the future production of statistical products. In this presentation, we will explain the concepts of this strategy and our plans for the implementation and roll-out.

## Background

The department of *Digitalisation and shared Business services* in Statistics Norway is responsible for IT Development and Operations, in addition to statistical methods and data collection. As with the other areas within statistical production, the department will have to undergo significant changes during the next years to adjust to rapid technological changes. We initiated a competence strategy project early in 2018, with participants from all the sections in the department.

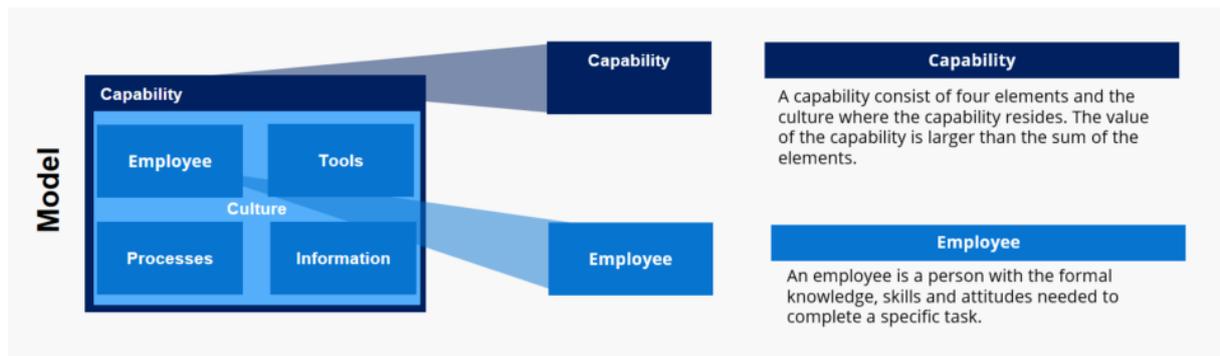
There are three main reasons for why the competence strategy project was initiated:

- Statistics Norway's strategic platform has "competence for the future" as a main topic. This is a recognition that the changes we are facing require significant investment in competence building and upgrading in the years to come, and with this project we will make sure that this challenge is dealt with in a professional way in our part of the organization.
- We are building and implementing a new cloud-based digital platform for statistical production, where we are replacing parallel production lines with shared components and an interactive workbench where professionals can design their own statistical products. The new platform will also make it possible to utilize unconventional and new data sources in the production of statistics. Both IT development and operations will need to adjust to an environment with new tools and processes for building and maintaining IT solutions.
- Exit interviews with staff leaving the company shows that the most important reason for quitting is lack of new challenges. Providing opportunities for learning new skills will increase motivation and job satisfaction.

The responsibilities of the department are cross-disciplinary: Our employees are mostly IT professionals, but we also have a significant group of people with advanced skills on statistical methods and data collection. Finding a common framework for competence development which did not solely focus on IT professions was a key success factor for the implementation of the strategy.

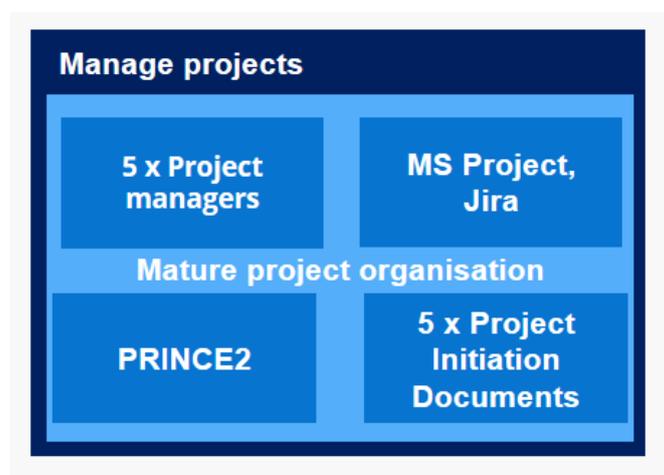
### The capability model explained

A skilled employee is not sufficient if you want to complete a specific task. The necessary tools and processes must also be in place, and the employee must have access to the information needed to perform the task – for instance stakeholders, required outcome, budget etc. In addition, the organizational culture must allow for the changes that will take place as a consequence of the results.



All of these elements combined makes a capability, as illustrated above. Capabilities focus on what an organization will have to be able to accomplish in the future, instead of who is going to do the job and how.

An example: Building a new digital platform will require several projects in Statistics Norway with professional project managers (a rough estimate is that we need five project managers). We have defined the capability “Manage Projects” as central for our department in the years to come. To build this capability, we will have to hire professional project managers or retrain some of our existing staff (Employee), we must adopt a common project management methodology like PRINCE2 and give our resources the training they need (Processes), we will have to have the necessary project management tools like MS Project and Jira in place (Tools) and we will have to define PIDs for the projects that we need to complete (Information). In addition, we must build a culture for project management in the organization.



## Grouping of capabilities

Workshops with senior management identified six crucial areas of specific importance for Statistics Norway. These are areas where either the current competence level in the organization is low or non-existing today, or areas which will become more important or drastically change with the digital shift that we will meet in the years to come.



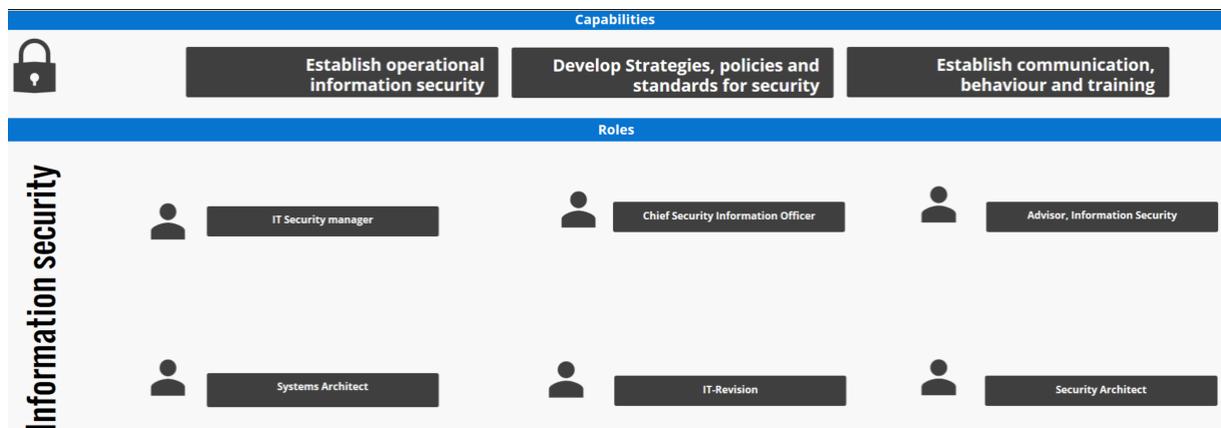
The six areas are:

- Professionalism: We must excel in our professions and continuously develop our knowledge.
- Strategic management: Clear vision and strategy, and the ability to put strategies in action.
- Deployment: Our ability to deliver, accurately, relevant and on time.
- Information security.
- Self-management: Our employees must actively take control of their own competence and career building.
- Innovation: The use of new technology and new sources of data, and improved processes.

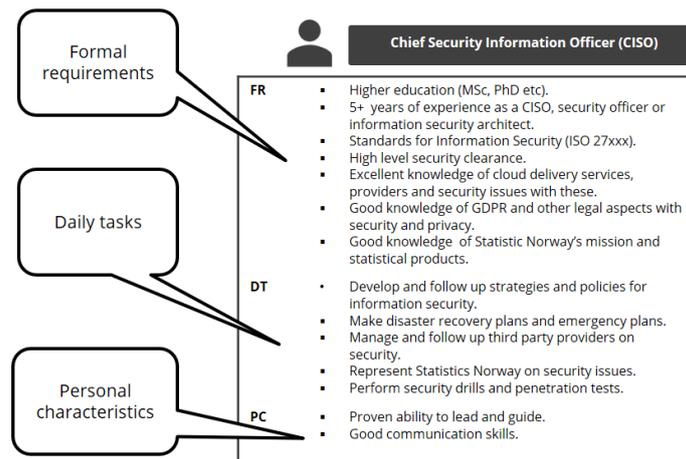
Capabilities were then identified and documented per area. The example below shows the capabilities for the area Information Security.



We then identified roles for each capability. A role is not necessarily a specific person or position, but a group of tasks that must be performed by one or more individuals with the right education and background.



Each role is also described in more detail, with requirements, job tasks and required personal characteristics.



These roles will be actively used when building future competence with existing employees and recruitment of new staff.

### Tasks and activities

The final component of the competence strategy is defining tasks and activities. For each capability, we identified which activities that will have to take place in order to establish the capability in Statistics Norway. Each activity was prioritized, given a deadline and a person responsible for the completion of the task.

### Active involvement and feedback

The first version of the competence strategy contained more than 100 capabilities, tasks and roles. The next critical phase was to get feedback and buy-in from the employees. Since the strategy was quite extensive, we decided to allocate one full day with all employees to present the strategy and rationale behind it and ask for detailed feedback. This was done with success and enthusiasm.

### Next steps

Although the first version of the strategy is ready, the most critical phase is in front of us: The implementation of the strategy and the identified tasks. Some critical success factors to achieve this are:

- Follow up the activities. All managers are responsible for the implementation of one or more activities, and these will have to be followed up on a continuous basis. We will allocate time for this each month at the management meetings.
- Dedicated HR support. Our HR department has been actively assisting us with the development of the strategy and will also do so during the implementation. A senior HR resource is now assigned to our department as an organizational coach and will make sure that the HR side of the implementation is catered for.
- Executive support and roll-out in the rest of the organization. It is important that this strategy will not be an isolated initiative in one department. We plan to use our department as a pilot, and when the strategy has been implemented, revised and evaluated we will present a plan of how to take this further in Statistics Norway.