Challenges in Modernizing Statistical Production - Managing the Organizational Change and Human Resource Implications

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Content of the presentation

1. Managing organisational change and strategic HRM

2. Slovenian case

3. Closing thoughts
The role of top management in driving the change

- Leadership support of the vision and strategy
- Communication and building the culture and need for change within NSO’s
- Priority setting and resource allocation
- Promoting the use of agreed standards
- Setting the HRM vision and strategy as an integral part of the long term business strategy
- Organising new employee skills to meet the challenges
- Adapting the organisation to the „lean“ concept
- Intensifying the strategic partnerships
Need for **focused** and well **coordinated** work of different groups
Managing the impact on staff

- Strong leadership message of support
- Adaptation of organisational scheme towards "lean" organisation (removing stove pipes)
- Sharing the information internally and with outside partners
- Making priorities in case of budget cuts; continuous training and international cooperation are investments and not only the costs.
- Active participation in international projects is a must in order to manage the change
Speed of change and application of standards

- Use of common models: GSMBP, GSIM will make possible to produce and use plug and play solutions
- Harmonised methods and classifications to offer internationally comparable and high-quality products and services
- Introduction of standards such as SDMX and DDI should be accelerated
New skills will be needed in the future

- Request for higher qualification levels
- New occupations such as information architects, “big data“ miners, information market analysts
- New skills: increased need for leadership, multi-area expertise in assessing and communicating user needs, managerial skills such as leaning the processes, estimate the new sources such as big data, communicate the products and services and cooperate with other organisations in the information industry
- Do NSO‘s have forward looking HRM strategies and policies?
- What is the level of knowledge in NSO‘s managerial staff (leadership and managerial positions)?
- How to improve the governance of NSO‘s?
New ways of working and challenges with that

1. Project and team work
2. New cooperation modes inside the statistical community and with relevant stakeholders
3. Validation, endorsement, confirmation of the results
4. Maintenance and support of new developments
5. Strategies to keep all stakeholders informed, engaged and encouraged; maintain collaborations
6. User support of common developed solutions
7. Users become a part of statistical production
8. Practical business process use cases for reference and validation purposes

1. Change driving coalitions, sharing experiences and good practices
2. Small groups with clear mandate, openness to associate external partners, cloud services
3. Develop the process which needs to be followed in international cooperation
4. Legal and organisational issues
5. Sharing the information within statistical organisations but also maintaining interests
6. Recommendation of the Sharing Advisory Board
7. Creating pull environment
8. Agreement on the plan of concrete use cases
SLOVENIAN CASE
Slovenian case (I)

• SURS has 360 staff members:
  – around 80% of the budget for the staff (wages, internal and external training, participation in the ESS and international activities). People are the most important asset.

• Too small to build „stove pipes“, but still standardisation is an ongoing challenge

• Process oriented - a long history of single data collection (input) division

• In recent years we have developed project and team work (list of projects based on long term strategy and rules of procedure for project work, exchange the good practices)
Slovenian case (II)

- Cooperation between subject matter statisticians, IT, data collection division staff, general methodologists and data disseminators and communicators is organised and strongly requested.
- Training (internal, external), sharing of good practices and active partnership in the ESS and in international cooperation have an important role in developing SURS‘s competence base.
- Strong leadership support for intensive cooperation and communication at all levels in SURS and with all stakeholders nationally and internationally.
- SURS has built a long term (2012-2017) Strategy on HRM.
Some Slovenian experiences

1. The process of change is time consuming and complex, mistakes are possible
2. Issue of leadership is centrally important (vision, strategy, inspirations, staff empowerment, communication, support)
3. The development work projects should be well discussed in the preparatory faze to avoid misunderstanding and lack of trust and to start with the manageable tasks, result oriented and long term strategy aligned project
4. Facilitation and support from top management is important during the entire project
5. Communication is a central issue (make everything transparent so everyone can see the progress)
6. Continuous process improvement has to become a part of organisational culture
7. Activities in national and international cooperation are an investment to cope with the challenges we are facing in the official statistics
3 Key Points

Statistical organisations must be flexible to adapt to new circumstances if they want to keep their relevance

1. We need the **RIGHT PEOPLE**
   
   with the **RIGHT SKILLS** in the **RIGHT ORGANISATIONAL ENVIRONMENT**
   
2. Human resources and training are an essential part of the **long-term strategy** for any NSO