

## **Workshop on Human Resources Management and Training Building Resilience in Statistical Organizations**

12-14 September 2018, Oslo

21 March 2018

### **Information Notice No. 1**

1. At the invitation of Statistics Norway, UNECE and EFTA will organise a workshop on Human Resources Management and Training: Building Resilience in Statistical Organizations at the Radisson Blu Scandinavia hotel, on 12-14 September 2018 in Oslo, Norway. The workshop will start at 09.30 on 12 September, and will end by 12.30 on 14 September.
2. From 14.00 to 17.00 on 14 September there will be a special session for the Eastern European, Caucasus and Central Asian countries.

#### ***I. PURPOSE AND TARGET AUDIENCE OF THE WORKSHOP***

3. The Workshop on Human Resources Management and Training (HRMT) is organised by the Modernisation Group on Developing Organizational Resilience. This Group is one of the three groups under the High-Level Group for the Modernisation of Official Statistics (HLG-MOS) that was created by the Bureau of the Conference of European Statisticians (CES) in 2010. The HLG-MOS has developed a vision and strategy for the modernisation of statistical production and services, both of which have been endorsed by the CES.
4. The purpose of the workshop is to discuss and share best practices in the area of HRMT among the statistical organizations in the UNECE region.
5. The target audience of the workshop is mid to senior level staff members responsible for the human resources management and training in their respective organizations.

#### ***II. AGENDA OF THE WORKSHOP***

6. The programme of the workshop will consist of the following substantive topics:

### **Topic 1: Measuring progress and performance**

In a changing environment, statistical organizations are looking to transform their business. It is important in any transformation to measure and evaluate success. Measuring the progress and health of an organization can include key performance indicators, HR analytics, corporate reporting tools, performance management systems and approaches.

This session aims to:

- compare the HR management practices that aim at enhancing the value of staff starting from the description of the performance management cycle;
- discuss the impact of change processes within NSOs on the achievement of their goals; incentive plans to esteem personnel performance;
- understand integration of performance with other management systems;
- increase knowledge in how to set up performance indicators and reporting to support decision-making processes.

### **Topic 2: Encouraging innovation**

Statistical organizations need to innovate to both prepare for change and to make change. Innovation requires an environment where people with different interests and backgrounds can come together and share their ideas. Investing in innovation is a risk. It can lead to both successes and failures.

During this session, the objectives are to:

- show best practices - carried out by the statistical organizations - that encourage their staff to propose innovative solutions both organizational and productive;
- compare different ways organizations have managed change and related difficulties, describing critical success factors and lessons learned;
- showcase examples of how organization have or have not been able to learn and adapt as a result of mistakes.

### **Topic 3: Developing skills and capability**

The possibility to enhance skills is one of the strongest appeals to motivate and engage people within an organization. The nature of change for statistical organizations is different from before, and this is challenging. The changes are not taking place in areas where statistical organizations traditionally have the skill sets. Statistical organizations need to grow the skills needed for future emerging needs to ensure they have the right people in the right place at the right time. Among our priorities should be the sets of emerging skills and expert knowledge that will be required in the future, such as data science, big data, IT skills, modelling, visualisation, advanced analytical skills, change management and leadership skills.

This session aims to:

- share practices and approaches about enhancing HR skills and capabilities within statistical organizations;
- to pay attention, where possible, to any initiatives aimed at reducing the gap between “demand” and “supply” of skills – external as well as internal.
- focus on both statistical and soft skills.

#### **Topic 4: Approaches to Learning and Development**

The modernisation process is challenging statistical organizations to adopt new approaches to training and efficient teaching techniques. This session will discuss how statistical organizations grow their people through learning and development, and how do they invest and develop a learning culture. Learning and development comprises a broad range of activities, including formal and informal learning, job rotation, in-house and external training, traineeships, integration of new employees (mentoring as a part of 'on the job' training). It may be necessary to form long-term partnerships and innovative ways of cooperation with external academic parties (e. g. mutual agreements on cooperation in education, research and consulting activities with various faculties and other organizations).

Potential topics for discussion could include:

- how to sustain motivation for professional and personal growth;
- what are the underlying factors of a positive learning oriented culture;
- international collaboration (projects, task forces) as a good way to obtain hands-on experience and exchange knowledge;
- partnerships (external academic and non-academic parties);
- gamification;
- responsibility of HR to help staff to feel involved in all the learning & development activities and to understand the need for change, improve (learn, grow).

#### **Topic 5: Leadership of Change**

In the face of challenges such as increasing complexity and need to be more efficient, new leadership skills and competencies are required. These include the need for robust governance, agile leadership and strategic adaptability. In order for statistical organizations to be resilient, they need to ensure that leaders, at all levels, have the skills and capability to deal with change in the best possible ways.

This session aims to:

- share experiences on challenges, practices and approaches to developing leadership competencies, as well as methods and tools to meet new needs of the organization and society;
- challenge general management approaches and their ability to balance adaptiveness and robustness to meet current and future demands;
- establish common critical success factors on how to be able to build resilience in statistical organizations;
- share examples of target operating models (TOMs), change and risk management practices and how to encourage leadership from the 'middle'.

#### **Special Session for the EECCA countries:**

The main workshop will be followed by a half-day special session during the afternoon of 14 September, for the countries of the Eastern Europe, Caucasus and Central Asia (EECCA) region. This special session will be organised jointly by EFTA and UNECE, and will focus on priority topics related to human resources management and training, identified by these countries in a special survey to be conducted before the workshop.

### **III. PARTICIPATION AND ACCREDITATION**

7. Representatives of all Member States of the United Nations and of interested intergovernmental organizations are welcome to participate in the work session. Participants representing non-governmental organizations in a consultative status with the United Nations Economic and Social Council may also attend. All participants must be accredited by the competent authorities of their country or international organization.

8. All participants attending the workshop are requested to have a valid passport and, if required, a visa. Applications for visas should be made as soon as possible to the Norwegian Embassy in the country in which the participant resides, with a reference to the UNECE Workshop on Human Resources Management and Training. A letter to facilitate obtaining a visa can be requested from Statistics Norway ([norway.estp.contact@ssb.no](mailto:norway.estp.contact@ssb.no)).

9. Invitees are encouraged to inform the UNECE secretariat before **31 March** if they intend to participate in the workshop.

10. Participants should register by **30 June** by completing on-line registration form: <https://uncdb.unece.org/app/ext/meeting-registration?id=yWAaF2>

### **IV. TRAVEL AND ACCOMMODATION**

11. Participants and/or their offices are requested to make their own travel arrangements and hotel reservations. The UNECE secretariat regrets not being able to offer any financial assistance regarding travel and accommodation arrangements.

12. Participants wishing to stay at the Radisson Blu Scandinavia hotel may reserve a room for the duration of the workshop at the price of NOK 1515 for single room and NOK 1715 for double room per night including breakfast, using the booking code HRMT2018 until the 11.08.2018.

13. Booking methods:

**Call:** +47 02525 and refer to the booking code **"HRMT18"**

**Internet:** <http://www.radissonblu.com/scandinaviahotel-oslo>

Add the booking code as promotional code under "More search option" or press the following link:

[https://www.radissonblu.com/booking-entrance?language=en&siteCode=OSLZA&adults\\_room1=1&rooms=1&children\\_room1=0&arrival=1/09/2018&departure=15/09/2018&paccode=HRMT18](https://www.radissonblu.com/booking-entrance?language=en&siteCode=OSLZA&adults_room1=1&rooms=1&children_room1=0&arrival=1/09/2018&departure=15/09/2018&paccode=HRMT18)

14. Detailed information about the venue of the workshop will be provided in the second Information Notice later in 2018.

### **V. CALL FOR PAPERS, METHODS OF WORK AND OFFICIAL LANGUAGES**

15. Papers and presentations about any of the topics on the agenda are hereby requested. Please take note of the deadlines and requirements explained below. The official language of the workshop will be English with interpretation into Russian. Any contributions could, therefore, be submitted in both languages. Contributions can include papers, presentations, demonstrations and videos. Other forms of contribution can be proposed. Full guidelines for contribution will be given following the acceptance of abstracts. Please note that due to the nature of the workshop, it may not be possible to allocate time to all proposed contributions.

16. The following deadlines and requirements apply:
- (i) Any organizations wishing to submit a contribution to the workshop are requested to send a short abstract and indicate the topic to which the contribution will refer, as well as author name(s) and contact details, to the UNECE secretariat ([tetyana.kolomiyets@unece.org](mailto:tetyana.kolomiyets@unece.org)) as soon as possible and by **30 April 2018** at the latest. Information about the selection of contributions for the workshop, guidelines on formatting, and a reminder of deadlines will be sent to authors by email.
  - (ii) Accepted contributions should be sent to the UNECE secretariat ([tetyana.kolomiyets@unece.org](mailto:tetyana.kolomiyets@unece.org)) by **31 July 2018**. Papers should be submitted in electronic format in MS Word, and should not exceed 10 pages in length.
  - (iii) Any equipment required for practical demonstrations must be provided by the participants.
17. All contributions as well as the provisional agenda and timetable will be made available on the workshop website at: <http://www.unece.org/index.php?id=47800>
18. Participants are encouraged to download the papers from the website and bring their own copies to the workshop. Documents posted on the website before the workshop will not be distributed in the conference room.

#### **VI. FURTHER INFORMATION**

19. For further information, please contact:

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