

Coach Programme as a part of Statistical Education System in Statistics Poland

Statistical Education System (SES) was built in 2012. Before it in every regional statistical office and in Statistics Poland were many educational activities done, which were not structuralized and were not at the same level. So we decided to perform the diagnosis to identify the current status of the beneficiaries of the Statistical Education System and the forms of statistical education aimed at specific groups of beneficiaries. The diagnosis made possible to identify the gaps in the actions which had been implemented so far, along with the tasks necessary to be undertaken for accomplishing the mission of the SES.

The conclusion of the diagnosis was document: *The concept of the Statistical Education System was implemented by official statistics services until 2017*, which involves all necessary information and tasks to build Statistical Education System.

The legal basis for taking actions in the field of statistical education is provided by the Act of 29 June 1995 on Official Statistics. It says that *the tasks of the President of the Central Statistical Office include conducting training courses and knowledge refinement in the field of statistics, and popularizing the knowledge on statistics.*

The mission of the Statistical Education System is the ongoing dissemination of statistical knowledge and the ability to use it among internal and external beneficiaries, i.e. the personnel of official statistics services, public administration, students, learners and the general public, for the purpose of improving the quality of statistical information utilisation and of carrying out statistical surveys, as well as increasing the public's awareness of the significance of official statistical surveys for the functioning of the state and the development of the country.

One of the main mechanism which was implemented was The Internal Coach Programme. The Internal Coach Programme is an element of the concept for the Statistical Education System implemented by the services of official statistics to 2017. This Programme facilitate knowledge transfer between employees, which is a key aspect in the organisation's development. It also allows Statistics Poland and other statistical offices to implement the concept of a learning organisation, which is currently deemed the only form of organisation that can quickly adapt to the rapidly changing conditions.

In line with the principles of this concept, in order to avoid stagnation and keep up with information processing, it is not enough to organise and manage the work – the organisation and all its members need to learn constantly. That is why we implement Programme.

The principles of the Internal Coach Programme fit well with the modern solutions in the field of personnel training. More and more organisations are deciding to organise training conducted by their experienced employees, i.e. internal coaches. They have something that is invaluable for the employer – specific and proven expertise and unique experience. As they have great knowledge of the reality of the organisation, they are credible to the employees they teach. If they are supplied with the appropriate tools to effectively pass on their knowledge and skills, then no external coach will be able to do develop and conduct more-effective training than them.

At Statistics Poland, internal coaches are recruited from among the talented, experienced and involved employees, for whom working as a coach will constitute a form of appreciation and enrichment of their work. The team of internal coaches is composed of employees of the central office and regional offices. In total there are ca. 70 people responsible for training in the field of broadly understood statistics and professional and personal development. Most of them were already involved in various training and educational activities for a broad range of internal and external clients. Thanks to participation in the Programme they have an opportunity to constantly update their knowledge, improve their qualifications, and enrich their skill-sets as regards training and education.

The superior objective of the Internal Coach Programme is the transfer of coaching competencies to the organisation. It focusses particularly on internal coaches sharing their knowledge and experience with their colleagues.

The major objectives of the Programme are:

- Recruiting people characterised by both internal motivation and coaching competencies,
- Developing and improving coaching attitudes and skills, and also working on the creation of a common work methodology for the team,
- Presenting, practising and aiding the implementation of knowledge and skills gained during training courses, as well as preparing outlines of coaching work for the purposes of coaching work concepts,
- Bolstering the identity of the coaching team, and adding prestige to its work. Devising practical solutions that are conducive to exchanging experience, and also to mutual aid and support,
- Bringing feedback to the coaches concerning their strengths and possible areas requiring development.

In line with the concept of the Internal Coach Programme implemented by organization, internal coaches conduct training meeting the standards of the Statistical Education System. They are primarily responsible for specialist training, including training on statistical surveys, statistics, and statistical analysis, and also personal development training for pollsters and call-centre personnel. Internal coaches are conduct training at Statistics Poland and regional offices. It is estimated that each year at least 40% of employees performing this function in the organisation will conduct internal training. This will allow a reduction in the necessity for services offered by external coaches, and makes it possible to reduce the cost of training, simultaneously preserving the high level of classes. Internal coaches receive support in respect of their coaching skills.

The standard for internal coaches is conduct training in the form of lectures with some workshop elements. Such a form aims to introduce elements that energise participants for the training, make them involved in it and facilitate getting to know the discussed subject from both its practical and theoretical sides. We use a Kolb's experiential learning style theory. There are four stages starting with Concrete Experience, Reflective observation, Abstract conceptualisation, Active experimentation. According that theory teaching activities that support different aspects of the learning cycle.

Internal coaches are responsible for the comprehensive preparation of a training curriculum, concluding the training and evaluating the whole project, and knowledge and skills, before and after the training, and also for devising further actions aiming at supporting employees' development.

The duties of internal coaches are include:

- Specifying training needs in consultation with their superiors and the departments responsible for training and personnel development at statistical units,
- Developing training curricula in consultation with their superiors and the departments responsible for training and personnel development at statistical units,
- Organising and conducting basic and competency-enhancement training,
- Evaluating and drawing up reports from conducted training,

The success of training depends on the ability of trainers to design and deliver effective training, which will enable employees to improve their performance. Recognising the importance of trainers in the training function, The Training Devison, started the train-to-training programme. The aim of the course was to provide an opportunity for the trainers to develop their basic skills to enable them to make an effective contribution to their training courses. Trainings in coaching skills were conducted for the groups of coaches (they were a bit modified following an analysis of results and the assessment of the pilot training) – each group were composed of 10-14 participants. We realize 6 training courses for 70 people.

The training aims to systematise basic substantive knowledge connected with adult education, to get to know the rules of training based on selected techniques (i.a. lectures, discussions and case studies),

and to make it easier for the coaches to cognitively and emotionally prepare themselves for potentially difficult situations while working with the group.

The detailed objectives of workshops were:

- Improving and expanding one's training skills and techniques,
- Getting to know efficient methods of training,
- Learning how to design training,
- Learning how to cope with difficult training situations,
- Bolstering self-esteem.

As a result of training, participants to it were acquire knowledge and skills that are enable them to:

- Recognise their own training styles and perfect it,
- Expand the portfolio of utilised training techniques,
- Design effective training activities,
- Recognise conflict situations and resolve them in a positive way.

The framework of the workshop for internal coaches include:

- Leading the active-learning process,
- The communication process,
- Preparation to conducting training,
- Coaching methodology,
- Designing activities,
- Self-presentation,
- The rules of a professional presentation,
- Audio-visual aids in training,
- Disruptions in training – difficult coaching situations,
- Coaching assertiveness,
- Workshops and presentations prepared by participants to the training.

Benefits for the organisation's investing in internal training

- Decreasing the cost of gaining competencies by employees
- Mitigating the risk of transferring inappropriate knowledge due to a poor needs assessment,
- Developing and propagating a unique set of competencies,
- Facilitating easier access to training,
- Improving internal communication within the organisation,
- Improving information exchange on the techniques and methods of work,
- Creating better relations between employees,
- Facilitating positive changes in organisational culture (a competence-oriented attitude),
- Increasing development motivation in employees,
- Working on authentic, current, cases occurring at the office,
- Providing free and efficient counselling after training,
- Increasing the impact of training on the results of work.

RESULTS

In 2017 over 30 trainers have been involved in the preparation of 11 new training topics for more than 40 workshops for c.a. 700 people

In 2018 there are predicted about 70 trainings for internal beneficiaries including topics such as:

- Analytical description of socio-economic phenomena
- Big Data in public statistics
- Data processing in the R Program
- Construction of statistical tables
- Econometrics
- Stages of a statistical survey - from design to evaluation
- MS Excel in statistical analyzes
- Improvement of interpersonal skills in contacts with the respondent
- Effective communication
- Creativity
- Modern presentation methods

The establishment of a team of internal coaches was one of the most efficient ways of reducing spending on training without compromising their quality and effectiveness. Internal coaches are well aware of the specificity of the organisation and can efficiently and professionally transfer knowledge and implement solutions that will practically aid the organisation in fulfilling its tasks.