

TWINNING CONTRACT

Development of new statistical methodologies and indicators in selected areas of statistics in line with EU statistical standards

Ukraine



MISSION REPORT

on

Study visit on HR

Component 6, action 6.2

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State Statistics Service of Ukraine

May 28 – June 1, 2012

Version: Final

		 STATISTICS DENMARK

Kyiv - 2012

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List of Abbreviations

ToR	Terms of Reference
SSSU	State Statistics Service of Ukraine
SD	Statistics Denmark

Brief summary

The SSSU delegation got knowledge of the legal and regulatory framework for Statistics Denmark HR management processes as well as looked at the practical experience of their organization.

HR management methods presented by Danish experts evoked great interest of SSSU, specifically:

- Placement of internal vacancy announcements 2 weeks before publishing their external advertising based on competition, automated processing of candidates' applications, interviewing the staff on their level of satisfaction.
- Introduction of a flexible work schedule and other selected HR management methods which, when implemented, will guarantee raising the satisfaction level of the SSSU staff.
- Possibility to implement mentorship as an internal training element.

Statistics Denmark and SSSU faces similar challenges in internal training organization, for example limited time for trainees. Some challenges have not been experienced by SSSU so far (e.g. low participation of employees in internal courses since the SSSU management cannot force them to participate).

Regarding the introduction course concept, all experts agreed on importance of individual class

- disseminated on e-media
- with a different duration for individual employees.

The presented concept lacks a clear mechanism for ensuring support to the on-job learning of the introduction course, i.e. supervision of the employees and providing explanations to the questions. A brief introduction course version will be prepared for the next mission by the SSSU.

When discussing expanded principles of Code of Ethics, the experts provided

- advice on the need to identify practical ways of this course implementation as well as
- necessary activities to ensure the principle of professional integrity and dignity of a statistician.

1. General comments

This mission report was prepared within the Twinning Project „Development of new statistical methodologies and indicators in selected areas of statistics in line with EU statistical standards”. It was the second mission under Component 6 of the project devoted to HR management training (The Mission ToR – Annex 1).

The concrete objectives of the mission were:

- reviewing legal regulation of HR management at SD;
- studying SD practical experience concerning organization of HR management processes;
- improving skills and expertise of SSSU specialists in HR management area.

The SSSU specialists would like to express their sincere gratitude to all SD officials met who made presentations in compliance with the Mission Programme (Annex 2), for the kind support and valuable information which they received during the study visit to SD.

2. Study issues

Familiarization and study was focused on the following topics:

- 2.1. Organizational structure and regulatory documents
- 2.2. Selecting and hiring the staff
- 2.3. Remuneration of labour
- 2.4. Motivating and retaining of employees
- 2.5. Staff training
- 2.6. Ethical code of staff members

2.1. Organizational structure and regulatory documents

With reference to the Programme of the visit, MrJesperEllemose, Main Advisor on SD international consulting, made general presentation of Statistics Denmark. He specifically familiarized the SSSU delegation with the history of establishing and formation of SD, its general organizational structure, top management, mission and vision.

SD was established in 1850. The first statistical annual publication appeared in 1896. In 1966 the SD Act was adopted and in 1994 fundamental principles of official statistics were approved.

SD consists of 5 subdivisions (departments) (social statistics, statistics of production, economic statistics, trade and marketing, user service) headed by directors.

SD is governed by the Director General who has a national statistician status. The Director General, 5 directors of the above-mentioned subdivisions and heads of policy-making and information dissemination divisions form the directors' committee, or the directorate, that tackles all global issues of the SD functioning.

Besides, there is also the SD Board that is composed of representatives from businesses, education and municipality (7 members altogether).

SD mission: deliver the society unbiased statistics as a basis for support of democracy and the national economy.

SD vision consists of four basic components:

- orientation to users and respondents;
- effectiveness and innovation;
- integration of official statistics;
- attractive job.

MainSD independence tool is a proper budget fully supporting the statistical activity. The general budget of 2001 had EUR 53 million, of which EUR 14.5 million was revenues from statistical publications.

2.2. Selecting and hiring the staff

The issue of selecting and hiring the most qualified staff is devoted much attention.

Mr Marius Ejby Poulsen, head of the HR, and Mr Tine Stets, chief adviser, introduced the HR management subdivision and made an overview of legal regulation of HR management in SD. An emphasis was placed on the so-called "Danish model" designed to maintain the balance between employment guarantee and labour market flexibility (managers are endowed with broad powers as to recruiting new staff if needed), on the one hand, and social dimension (negotiating agreements and taking coordinated decision by the parties to social dialogue), on the other hand.

Average annual number of SD employees is 562 persons, of which 20% are civil servants and 80% are agreement specialists. In their turn, the employees are divided into 6 basic groups, which are managers, scientists (university degree staff at the Master's level), office employees, IT-personnel, interviewers, students or apprentices. Civil servants are represented only by some managers and IT-personnel. Labour conditions of each group are regulated by collective agreements.

Unlike SSSU, SD is empowered to decide on the number and categories of employees, their education, qualification and skills they would need to engage both for current work and objectives in future.

Main principle to new staff recruitment is engagement of best employees on the basis of free and open competition. Candidates undergo integral assessment that looks at their professional qualification and expertise in combination with personal qualities and social skills.

The process of new staff recruitment at SD consists of the following stages:

job announcement → filing applications (filling out an application form on the website + curriculum vitae) → selecting 4-6 of the total candidates number → first interview → testing → second interview → assessing and taking a decision → contract signing → introduction training programme.

The SSSU representatives were interested in the two-stage process of job announcement in SD: an internal advertising comes out 14 days prior to the external public one. This permits first of all replacement of available vacancies at the expense of available reserves. Internal candidates, however, will not be released from the established recruitment procedure.

Of interest is also the new automated system for processing applications filed for filling announced position, which was introduced in 2010. The system records and processes filed application forms and notifies candidates about consideration of their applications, as well as on giving or replacement of their status. With regards to the fact that one position attracts 30-40 applications, this system obviously reduces SD HR staff time and effort burden related to preliminary selection of candidates.

2.3. Remuneration of labour

During the visit, the SSSU representatives were informed about the SD labour payment policy. It is transparent, open and is based on agreements between social partners.

Following the foregoing, general labour conditions of each group are regulated by individual collective agreements. Labour conditions of a new staff member depend each time on his/her negotiations with a relevant trade union.

An issue of further salary rise is also a focus of negotiations with the trade unions:

- the minimum rise level;
- time of the rise;
- criteria and base for the rise.

Negotiations with trade unions may achieve individual rises to staff members (permanently), payment of qualification bonuses (one-time annually in autumn), and a premium for good performance (as an incentive means any time).

2.4. Motivating and retaining of employees

SD strategic objective in the HR area is transformation of Statistics Denmark into an attractive organization offering decent jobs. This implies:

- 1) creating good labour conditions;
- 2) fostering proper management;
- 3) providing some benefits.

The law prescribes interviewing employees on labour conditions (every three years).

Besides, external independent campaign carries out voluntary anonymous interviewing of the staff members as to level of their general satisfaction with working for SD as well as to assessment of their superiors. SD consultants presented results of their latest interview.

2.5. Staff training

Close attention is given to the staff training. About EUR395 thousand was spent on this purpose from the annual SD 2001 budget (EUR 53 million). The budget is generated depending on needs and opportunities. The HR administers only $\frac{1}{3}$ of the funds while a $\frac{2}{3}$ is managed by other departments. Funds are spent on external (formal) training. It basically includes short-term courses at universities, business schools, etc. on essential professional issues for employees-non-statisticians. This type of training takes about 35% of the total annual training. SD does not pay for staff Master's programmes training.

Main type of training at SD is an internal, that is informal training (on-job training on professional issues for statisticians). Strategies are outlined by Department Directors. The training content is designed and described by internal experts (40 persons) whose job instructions include on-job training. The HR service is responsible for organizational issues on training making up lists, allocating premises (SD has 4 classrooms), post-training interview of the employees). The process is realized by a tailored Intranet application. The training is monitored by the Coordination Council.

SD strategic development trends are supported by a systematic curriculum consisting of a main programme (courses on statistical methodology, IT and dissemination of information) and a supplementary programme (courses on EU cooperation issues and language courses). The annual course schedule is available to all SD staff members through the Intranet.

SD new staff members should mandatorily cover an introduction programme designed to facilitate their adaptation. The programme form and content are determined by the SD Director General. Now it lasts 2 (8.5 hours) days and consists of group classes where new staff members get comprehensive knowledge on SD directly from the top managers and mentors individually working with newcomers. The group training takes place twice a year. The SSSU representatives got familiarized with the training schedule of the remaining classes that were held in May, 2012.

All SD staff goes through an annual assessment interview («MUS») considered the main action on individual competency development planning, i.e. «MUS» is an actual personal development plan. This assessment is obligatory to all public institutions, the procedure is outlined by a special public agency competent about this issue but SD HR service hold

consultations on getting ready for this procedure. These consultations are available to all staff members through the Intranet.

All SD staff is also entitled to free e-training on main issues of work and conduct principles in the public sector. Development and implementation of a software for relevant e-courses (Campus) has been funded by the Danish government and use of this environment is also supported with state budget funds. Currently the above-mentioned training platform numbers about 80 thousand users.

During the training courses, the SSSU representatives and SD consultants analyzed a SSSU concept of the introduction course for new staff members to be implemented soon (homework, Annex 3). The experts discussed tentative scope of the course, its breakdown into separate modules (units), its orientation (group or individual level), etc.

2.6. Ethical code for staff members

The parties arrived at agreements on a simplified description of the determined ethical principles for staff members of the state statistics of Ukraine (homework, Annex 4), which aims at a better perception of these principles by a broad public.

3. Conclusions and results

The SD experts gave detailed and exhaustive presentations on all topics of the Mission Programme.

The SSSU delegation got knowledge of the legal and regulatory framework for SD human resource management processes as well as looked at the practical expedience of their organization.

SD consultants presented HR management methods that evoked great interest of SSSU, specifically, placement of internal vacancy announcements 2 weeks before publishing their external advertising based on competition, automated processing of candidates' applications, interviewing the staff on their level of satisfaction.

SD consultants presented selected HR management methods which, when implemented, will guarantee raising the satisfaction level of the SSSU staff, namely, introduction of a flexible work schedule.

The SSSU delegation learnt about some challenges currently faced with by SD in internal training organization. These challenges are partly similar to those of SSSU (limited time for trainees). The other part has not been experienced by SSSU so far (e.g. low participation of employees in internal courses since the SSSU management cannot force them to participate).

The SSSU representatives were extremely interested by a possibility to implement mentorship as an internal training element. This issue may need broader consultations on behalf of SD.

When discussing the introduction course concept, SSSU was supported by SD in the opinion that with an extremely multidivisional system of the state statistics in Ukraine, this course will

have to be studied individually, for which it should be disseminated on e-media. Therefore, the parties were unanimous on the course duration: individual learning stipulates a different duration for individual employees. The consultants have pointed to the fact that the presented concept lacks a clear mechanism for ensuring support to the on-job learning of the introduction course, namely: who will supervise an employee and provide explanations to his/her questions? Consultations were also received as to the structure and content of the course for preparing homework for the next mission (a brief introduction course version).

When discussing expanded principles of the Ethical Code, SD provided advice on the need to identify practical ways of this course implementation as well as necessary activities to ensure the principle of professional integrity and dignity of a statistician.

The SSSU representatives have undertaken to fulfill the following objectives before the beginning of the next mission of the SD experts in Ukraine:

1. Prepare a brief PDF version of the introduction course for new staff members (2 or 3 randomly selected topics in the maximum approximation to the final version).
2. Think of questions on support to the implementation of the introduction course in local statistical offices (the mechanism, persons in charge, control). Be ready for discussion.
3. Develop ways to implement the Ethical Code for employees of state statistics offices.
4. Specify actions needed to implement most problematic Ethical Code principles, specifically, the principle of professional integrity and dignity of a statistician.

Actions needed for preparing the next mission – fill out and add tables as needed.

Action	Deadline	Responsible person
An extract from the introduction training course for new staff members (a PDF file)	October 1, 2012	SSSU/RTA
Draft Ethical Code (improved)	October 1, 2012	SSSU/RTA
Activities to implement the Ethical Code	October 1, 2012	SSSU/RTA
Anonymous interview questionnaire for the staff members (level of work satisfaction, assessment of managers)	October 1, 2012	SD/RTA
List of legislative acts developed in pursuance with the new Law on Civil Service (as of October 1, 2012)	October 14, 2012	SSSU/RTA
Draft programme of the working mission	October 14, 2012	SSSU/RTA

Annex 1. Terms of Reference



This project is funded by the European Union



Twining Project

“Development of Ukrainian Statistical Methodologies in line with EU Standards”

Terms of Reference

for the Short-Term Visit to Statistics Denmark

Component 6: Human Resource Management System

Activity 6.2: Study Visit on HR.

Background information

Statistics Denmark in partnership with Statistics Finland, Statistics Lithuania, Central Statistical Bureau of Latvia, Statistical Office of Slovak Republic, INE Spain - National Statistical Institute of Spain and Statistics Sweden, implements in Ukraine "Development of New Statistical Methodologies and Indicators in Selected Areas of Statistics in Line with EU Statistical Standards" Twining Project. The State Statistics Service of Ukraine (State Statistics of Ukraine) is the Beneficiary of this Project).

This action is being implemented under Component 6 "Human Resource Management System". The purpose of this component is to improve the human resource management system at the State Statistics Service of Ukraine.

This action will contribute to achieving the abovementioned objective and reference indicators specified in the contract, namely:

- improving SSSU experts' skills and expertise on HR management;
- developing the draft ethical code for the state statistics staff;
- developing the draft basic training curriculum for new staff members.

Purpose of the Visit:

The prior purpose of the visit is:

- getting familiarized with HR legislation at Denmark Statistics;
- studying practical experience of Denmark Statistics on HR management process organization;
- improving SSSU experts' skills and expertise on HR management.

Expected Results

- studying Denmark Statistics experience in staff hiring, promotion and training;
- developing the ethical code structure for State Statistics staff members;

- getting familiarized with the introduction curriculum for Denmark Statistics new staff members and developing concepts of an introduction training course for SSSU new staff members.

Activities

The tentative schedule of the visit is the following:

Tuesday, May 29.

Meeting with Denmark Statistics staff members and general presentation of the HR service head.

Getting familiarized with HR legislation at Denmark Statistics.

Studying Denmark Statistics experience as to hiring, retaining, promoting, motivating and encouraging staff at Denmark Statistics, comparing it with relevant trends at the SSSU.

Wednesday, May 30.

Detailed discussion of the staff training process organization at Denmark Statistics, study of e-training experience.

Presentation of the introduction curriculum for the new staff of Denmark Statistics.

Discussing SSSU proposals regarding concept of the new introduction curriculum for the SSSU new staff. Developing an expanded course structure.

Thursday, May 31.

Discussing concept of the ethical code for the state statistics staff members.

Code structure developing and discussing SSSU proposals regarding the code content.

Summing up and discussing a preliminary programme of Denmark Statistics experts' working mission to the SSSU.

Consultant and Partner

The mission will be conducted jointly with:

Marius Ejby Poulsen, Denmark Statistics and

Tine Stets, Denmark Statistics

The partner from the country-beneficiary will be:

Titarenko Pavlo Petrovych, Director of the Staff Organizational Support Department, head of the component;

Ribalko Diana Viktorivna, Deputy Director of the Staff Organizational Support Department – head of the HR and civil service unit;

Bloschitska Halina Volodymyrivna, head of the Training Staff Provision Unit, the Staff Organizational Support Department.

Timing

The study visit will be conducted on May 29-31, 2012 in the Kingdom of Denmark.

Report

The summary report on the results of the study visit should be submitted not later than two weeks after the study visit is completed.

Annex 2. Programme of the Study Visit

This project is funded by the European Union

**Twinning Project**

“Development of new statistical methodologies and indicators in selected areas of statistics in line with EU statistical standards”

PROGRAMME OF THE STUDY VISIT

Component 6 – Activity 6.2 “Study visit on HR.” Statistics Denmark (SD), Copenhagen.
Date: 29/05/2012-31/05/2012,
Address: Statistics Denmark, Sejrøgade 11, DK-2100 Copenhagen Ø
Meeting room: Board of directors conference room

	Morning 9:30 - 12:30	Afternoon 13:30 – 16:30
Tuesday 29/05/2012	<p>9:30 Arrival to SD premises To be met by: Mr. Marius Poulsen</p> <p>9:45 - 10:45 Overall presentation of SD (Mr. JesperEllemose)</p> <p>10:45 – 11:15 Presentation of the HR department (Mr. Poulsen)</p> <p>11:15 - 12:30 Employment in SD, “hire and fire”, external laws and regulations (Ms. Tine Stets)</p>	<p>13:30 - 14:30 Recruiting new staff in SD (Ms. Anne-Marie Kristensen)</p> <p>14:30 - 15:30 Motivation and retaining of staff in SD (Mr. Poulsen and Ms. Stets)</p> <p>15:30 - 16:30 Salary, wages and promotions in SD. Laws and regulations, internal policies and procedures (Ms. Camilla Leth)</p>
Wednesday 30/05/2012	<p>9:30 – 11:30 Training in SD (Ms. Stets)</p> <p>11:30 - 12:30 E-learning, presentation in practice (Mr. Thomas Andresen)</p>	<p>13:30 - 15:00 Introduction programme for new staff in SD (Mr. Andresen)</p> <p>15:00 - 16:30 Draft on Introduction programme for new staff in SSSU(SSSU homework) (Mr. Poulsen and Ms. Stets)</p>
Thursday 31/05/2012	<p>9:30 - 11:30 Teambuilding</p>	<p>13:30 - 15:00 Draft on Code of ethics in SSSU (SSSU)</p>

	(Mr. Poulsen) 11:30 - 12:30 Follow up on previous subjects (Mr. Poulsen and Ms. Stets)	homework) (Mr. Poulsen and Mrs. Stets) 15:30 - 16:30 Lessons learned for SSSU. Conclusions and preparation of 2 nd mission to Kiev (Mr. Poulsen and Ms. Stets)
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Annex 3. Concept of the introduction course for new staff members

Purpose of the action – creating an introduction training course on a modular basis for new staff members of state statistics offices. Following the implementation of this action (within Twinning project), the specified course should be implemented in the HR management practice.

Content of the training course – a set of knowledge to ensure an employee's update on basic principles of the national statistics activity, to shape an idea about the corporate culture and to facilitate the fastest adaptation of a new employee on his/her workplace and his/her active involvement in the future professional activity.

Programme of the training course (tentative list of topics/modules):

1. Brief history of the state statistics of Ukraine.
2. Regulatory principles of the activity.
3. Current structure of Ukrainian state statistical offices.
4. Structure and management of SSSU.
5. SSSU Board and advisory bodies.
6. SSSU mission. Development strategies of the state statistics. Guidelines of the state statistics development until 2017.
7. Activity principles of the state statistical offices.
8. Internal code of labour conduct.
9. Corporate system: armory, professional holiday, institutional distinctions.
10. Possibilities as to raising professional competency.
11. Ukrainian Trade Union of State Statistics Employees. Industry agreement.

Course level – individual.

Media – electronic.

Annex 4. Draft: Ethical principles of the staff members of the state statistical offices of Ukraine

Basic professional values as standards of the statistical activity organization are outlined in the Activity Principles of the State Statistical Offices of Ukraine approved by SSSU Order No. 216 dated June 14, 2010.

Ethical principles:

Neutrality and objectiveness

Statisticians fulfill their professional duties in an unbiased manner, with no preference to anyone and no favoritism to individuals and legal entities, political parties, religious and civil society organizations whatsoever.

With due regard for constitutional rights, statisticians may take part in political or other civic activities only beyond the scope of their official duties and in off-duty hours to avoid shattering public trust in their unbiased attitude. Regardless of their own political views, statisticians fulfill their official duties being governed by law and in pursuance with this Code.

Statisticians will not allow their personal (private) interests, interests of their family or other persons to affect their performance at statistical offices.

Professionalism

Statisticians shall act exclusively within powers as prescribed by the effective legislation. They fulfill their duties and make sure their rights are fully observed.

Statisticians shall perform in good faith, organize their working time in the most efficient manner and meet expected deadlines for scheduled outcomes.

Statisticians shall collect and analyze data with best quality, ensuring their accurate and well-grounded description and adhering to professional and methodological standards and procedures.

Statisticians shall use their statistical expertise for the common good while serving the society. Statisticians must not mislead the public, consciously distort or try to generate unlawful reporting, which would impede scientific/academic research of others.

Statisticians shall take decisions on methods, standards, technologies of statistics processing exclusively on the basis of assessment of advantages and drawbacks of various alternatives to obtain the most accurate results.

Statisticians shall be responsible for fitting data and statistical methods with the expected outcomes.

Statisticians shall openly present data obtained from statistical observations, whatever the result.

Statisticians shall oppose to any pressure aimed at conscious statistical data manipulating.

Strategies implementation promotion

Statisticians are aware of the strategy for statistical industry development, which is designed for a fuller meeting of information needs of the society for high-quality statistics, and are conscious of the importance of their individual contribution into its collective realization.

User orientation

Statisticians constantly study the level of users' contentment with provided statistics.

Statisticians work to provide topical information services.

Statistics is disseminated with periodicity that to the utmost extent takes into account the users' needs. Any deviations from the dissemination schedule shall be announced and explained in advance.

All users have equal and simultaneous access to statistics, any privileges of external users in terms of premature access are placed under control.

Confidentiality

Statisticians respect private life of individuals as well as the society on the whole where they collect statistics, and avoid causing a possible damage from misuse of statistical results.

Statisticians shall undertake to refrain from disclosure of confidential statistics and to avoid using it for meeting anyone's interests.

Statisticians use organizational and technical means for protection, safety and integrity of statistical databases.

Raising competencies

Statisticians shall constantly upgrade their professional skills and expertise, they study both their own industry and those applying statistical methods.

Experienced statisticians shall support and help young employees by transferring their experience.

Loyalty

Statisticians are proud to belong to the consolidated statistical community.

Statisticians create and maintain positive image of the national statistical system in places other than their work premises.

Statisticians defend professional integrity and dignity of their colleagues and prevent biased external criticism addressed to them. Constructive criticism can be possible only among the staff members.

Statisticians respect existing rules, negotiated agreements and ensure unconditional performance of responsibilities they have undertaken.

Statisticians must avoid conflicts capable of damaging their own reputation and that of the entire system.

Partnership

Rights and duties of statisticians, other producers of statistics, respondents and users, relevant to their roles and responsibilities, are outlined and completely understood.

Statisticians build their relationships with respondents, other producers of statistics and users based on trust, mutual respect, equality and openness.

Statisticians clearly and conveniently update their respondents and users on methods and procedures used in the statistical production process.

Statistical methodology is available to the broad public, which enables separate assessment of methods, techniques and obtained data.