

TWINNING CONTRACT

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

Ukraine



MISSION REPORT

on

Assessment of Human Resources Management

6.1

Mission carried out by Mr. Marius Poulsen and Ms. Tine Stets, Statistics Denmark

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List of Abbreviations

ToR	Terms of Reference
SSSU	State Statistics Service of Ukraine
INE	Statistical Office of Spain

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 first mission to be devoted to HR management System within Component 6.1 of the project. The mission was aimed at assessing the human resources management system in SSSU.

The concrete objectives of the mission were:

- To get familiarized with the legal regulation of activity with regard to human resources management in state statistics offices of Ukraine and assessment of its capacities
- Improving knowledge and skills of the SSSU experts on human resources management;
- Drafting the ethics code for state statistics employees;
- Drafting the programme of basic training course for new employees

The consultants would like to express their thanks to all officials and individuals met for the kind support and valuable information which we received during the stay in Ukraine, and which highly facilitated the work of the consultants.

This views and observations stated in this report are those of the consultants and do not necessarily correspond to the views of EU, SSSU or Statistics Denmark.

2. Assessment and results

The assessment was carried out in accordance with the following topics:

- 2.1. Introduction (MEP)
- 2.2. Organisation and regulations (MEP)
- 2.3. Recruiting and staffing (TNS)
- 2.4. Introduction of new employees (MEP)
- 2.5. Promotions (TNS)
- 2.6. Salaries and wages (MEP)
- 2.7. Staff training (TNS)
- 2.8. Personnel files and registration of personnel data (MEP)
- 2.9. Code of Ethics (TNS)

2.1 Introduction

The participants from SSSU HR department and the experts from SD introduced each other and went through the program for ensuring common understanding of the ToR, especially the expected results. Some minor changes in the program was decided.

2.2 Organisation and regulations

The experts were introduced to the present situation.

An administrative reform had just been introduced, which implied that 10 years of independence stopped and SSSU became a part of Ministry of Economy. The reform implied a decrease in staff in all civil services, incl. SSSU, with 30 pct. Until now a decline in the regional offices of 10 pct has been experienced.

A New law on civil servants is to be adopted Jan 2013, including 22 new regulations. The experts requested the list of the 22 regulations requested from HR department.

Yearly budgets with protected articles (targeted) concerning salaries and minimum functions are imposed to the state offices, including SSSU. The budget for SSSU is first of all suggested by SSSU but decided by Ministry of Economics.

The resources for all activities, hereby training is inappropriate.

SSSU is organised with Head quarters (HQ), with 456 employees (max budget equals 510 employees), 28 regional offices and 546 districts.

In total SSSU employ approximately 11.200 people, whereof approximately 9.300 are civil servants.

The regional offices are organised similar to HQ, with due respect to the statistical needs. The Department for personell and organisational support (HR) employs 22 people in 4 Divisions.

1. Civil Service training (training)
2. Personell and public service (recrutings and promotions)
3. Protocol
4. Organisational support

The department is responsible for HQ + personell dossiers for the directors of the 28 regional offices. In addition the department also takes care of different administrative tasks for two independent units:

- Academy of statistics and audit
- Information and analysis academy

The distribution of tasks in the department is approximately:

- 50 pct. Personell administration (day to day work)
- 40 pct. Normative and legal issues
- 10 pct. Communication, meetings, etc.

The department has done the first yearly report on the activities in 2011. The experts can expect to receive a translated version.

2.3. Recruiting and staffing

The subject was discussed thoroughly during the mission, because we consider it essential for any organization to be able to recruit staff with skills and competences adequate for the present and future tasks and objectives of the organization.

The SD-consultants suggests that this implies at least three requirements for SSSU as well as for any other organization:

1. An organization needs to have a strategic plan to guide the selection of future activities to be prioritised. According to the plan you can decide what categories of employees, educational background, qualifications and competence are needed to fulfil the organizations objectives and activities in the future.
2. The required staff must be available at the labour market

3. An organization must be able to attract the required staff and needs to have autonomy in deciding which employees to hire

The SD-consultants were not told whether the SSSU does have a strategic plan. We were under the impression that no such plan existed. Rather the HR-division was facing severe operational problems concerning the other two above mentioned requirements.

We were told that the need for recruiting is limited with a turnover of staff at around 4% annually for SSSU nationwide. This differs between the 28 various regional offices. At SSSUs headquarters they have about 50 new recruitments yearly. While in some districts there are 40 – 50 pct. vacant positions due to problems with a low local educational rate and a lack of qualified job applicants.

It is stated by the Law of Civil Servants since 1994 that around 90 pct. of the employees in SSSU should be civil servants. The requirements for the civil servants' education, qualifications and experience are also stated by law. For the SSSU the educational requirements used to be a Master's degree in Economics, Statistics, Law or IT.

Lately the law has been changed and now a Master's degree in Public Administration is more important. This is less relevant to working with statistics, and the change means that SSSU have fewer opportunities for appointing staff with educational and professional qualifications adequate for the present and future tasks and objectives of SSSU.

The Law of Civil Servants also defines which more specific criteria and competences are legal grounds for appointing (and dismissing) a person. The criteria's are strictly professional and more personal competences such as social skills and cooperative behaviour are not legal grounds.

This is very different from Statistics Denmark where the requirements to new staff are a *combination* of adequate professional *and* personal qualifications. It is common to use personality tests in the recruitments, which we were told is not permitted for SSSU.

In conclusion the SD-consultants find that the SSSU is rather restricted by national law in choosing their staff, which we consider to be problematic.

We were told that the Law on Preventing and Combating Corruption since January 2012 imposes new time consuming administrative burdens on SSSU. All applicants have to submit many kinds of different documentations, and these have to be verified by 6 different state agencies. Before 2012 this was only done for managerial positions, but now it has to be done for all positions as civil servants. It imposes a heavy workload on the HR-department of SSSU- headquarters.

SSSU presented the system of "staff reserves" for each position in the state agencies which is mandatory by law. In short the system consists of an internal list for each position of a few names on persons who want to take over in case of vacancy and who is considered qualified. The employees can once a year apply to be on the list for specific positions and it is voluntary. 60 % of all vacancies in SSSU are filled by staff reserves, and 40 % of vacancies are filled by public announcements by job advertisements. 100% of all manager positions are filled by staff reserves.

Given the restricted autonomy in appointments SSSU considers the system of staff reserves very reasonable, because it minimizes the risk by appointing people unknown to the SSSU, it enhances internal mobility in the statistical system and it is efficient. According to the New Law on Civil Servants that comes into force January 2013, staff reserves will be abolished and 100% of all vacancies must be announced publically. The governments reasons to introduce this change is to follow the European principles of free and open competition to each position to hire the most competent person for the job.

This represent at very big challenge for SSSU. The HR-people expect the chance to increase the work load for SSSU and they don't expect any difference in who will be appointed.

We recognize the many advantages related to internal recruiting (i.e. staff reserve), which is also used in SD, all though in a different model. Because getting the right staff is essential we recommend SSSU to find a way to combine the advantages of the internal (staff reserve) and external (public announcements) recruitments systems.

SSSU's expectations of limited changes in appoints from 2013 also suggests that maybe there has already been found a way to combine the two systems.

We recommend SSSU to obtain a different ratio between internal and external recruitments, letting external recruitments playing at bigger role. This is especially important concerning the managerial positions. It will be an advantage to appoint some managers from outside SSSU, since they can present useful new perspectives and ideas. Also the public announcement of managerial positions can help to ensure that SSSU appoints the most qualified for the job, even when appointing a candidate from SSSU. In SD 25 pct. of the managers are recruited externally including the present Director General.

We strongly emphasize that SSSU needs to have much more autonomy in relation to regulation from other states agencies and central legislation. This relates both to deciding which educational and professional qualifications are adequate for the staff appointed to SSSU and to deciding criteria and methods in the recruiting process. Without more autonomy it will not be possible fully to benefit from the advantages of the public announcement and free competition for all positions. Low autonomy and many public applications is not an efficient combination.

Finally we recommend the SSSU to create at a strategic plan for the whole nationwide organization, to be able to make an equivalent strategic recruiting of staff. The SSSU presented several problems concerning the local labor markets which posed different problems concerning recruiting adequately skilled staff for the regional offices. A plan for a strategic recruiting of staff can help to prioritize which problems to try to solve first and propose how, and it can place a responsibility for solving the problems between headquarters and the regional offices. We go the impression that these matters were not quite clear today.

2.4 Introduction of new employees

SSSU are planning to make a kind of adaptive course. Suggestions for content was presented:

- Information about SSSU
- organizational culture
- introduction to what it takes to work in the SSSU.

SSSU are hiring about 50 new employees each year all around Ukraine. Experiences from SD was requested. A presentation during the study visit was agreed.

2.5. Promotions

The theme was discussed briefly on the mission. We consider the possibility of promotion an important motivation factor for the employees in any organization. Especially it is a good stay-on factor for young professionals. This can be important to SSSU, as we were told that in Kiev and the surrounding regional offices there is a problem with attracting and maintaining young IT- and statistical specialists due to the competition with the financial and IT-sector offering better wages and career opportunities.

We find it important to see promotion both as advancing to a kind of manager position, but also to get more professional and independent responsibilities without formally being appointed a manager or to get a new job on the same organizational level.

The abolishing of the staff reserve system in 2013 can be expected to modify the terms of internal promotions for managerial positions. As mentioned regarding staffing and recruiting we strongly recommend SSSU to acknowledge the advantages for SSSU of free competition for more of the higher positions. The SSSU can consider setting a target for the percentage of external promotions.

The SSSU must also find out how to combine the advantages from both the internal and the external promotion systems. We suggest that an individual evaluation and career plan is at good tool. It can resemble the “individual plan of staff reserve” that is used today. We suggest SSSU to find out whether an individual evaluation and career plan can be a legal tool combined with encouraging internal candidates to apply for the higher positions. This can be called an “internal talent pool”.

In order to be a real motivation factor to the ambitious employees the possibilities of promotion must be clearly described and the career paths must be transparent. Therefore the criteria and demands on professional and personal qualifications for being promoted must be known and understood by the employees, in order to tell them what to do, to be considered to new responsibilities and positions.

It was not clear to the SD-consultants whether this was clearly described today. We recommend SSSU to make a personnel policy on promotions and career paths and to create transparent procedures on how to comply with this personnel policy in the SSSU.

2.6 Salaries and promotions

For every position there is a Category and a rank of civil servants and to this a basic salary.

Seniority implies extra salary: 3 years seniority = + 10 pct, 5 years = 15 pct and max. + 50% after 25 years as a civil servant.

Wages is determined according to seniority and rank/ positions, not according to specialist competences.

Personal bonus (10 – 50 % of the total salary) is used as an additional payment as a incentive to work well, a personal payment for qualifications and good job done. It depends among other things on the motivation of the employee and having done a special task.

The salary fund is determined by the ministry, and when there are vacancies the fund is in surplus. An employee can change rank every 2 years, the daily supervisor “indstiller” and the head of the institutions decide.

The transparency of the system was not quite clarified to the experts.

A new law from 2015 is expected to improve wages for civil servants; the min. wage will be higher from appr. 600 HRU (ex. 70 % of the min. wage 0 the state pays the last to supplement to min. level) to appr. 2000 HRU (corresponding to 2 x min.wages).

Can be a boost for public offices especially at regional and district level. May not have the same effect on the central level, in the central state offices because (maybe) fewer employees are on the lowest levels. SSSU expect to be able to recruit better candidates for regional levels. But maybe not easier to recruit good specialist (eg. IT), because the wages are not determined according to specialist competences and will not be competitive for specialists. The consequences for the other categories are not yet known,

2.7. Staff training

We were informed about the very comprehensive system of staff training in the public sector and in SSSU. In Ukraine, education is highly regulated by national law, in which a distinction is made between 3 kinds of training:

- Training – i.e. a higher education at an academic level resulting in a Bachelors or Master’s degree (following the Bologna process).
- Re-training – post-graduate education at an academic level by which an employee with a degree in a subject less relevant to the statistical work can get a Master’s degree in e.g. Economic, or Statistics.
- In service training – post-graduate training of professional skills on shorter courses and in subject matters more directly related to the daily job requirements.

Due to the Law on Civil Servants most of the employees at SSSU have at least one Master’s degree and many have two degrees. We were impressed by the high educational level in the organization and by the ambition and effort shown by the employees who participate in re-training while attending a full time job in SSSU.

We understood that the economic conditions were better, all though not optimal for the employees especially from headquarters wanting to attend training and re-training, partly due to SSSUs cooperation with The National academy of Statistics and Audits and the National Academy of Public Administration. There seemed to be a conflict of interest between The Ministry of Education and SSSU regarding The National academy of Statistics and Audits. Because of the recent university reform SSSU was worried about the future possibilities of ensuring funding for the important training and re-training.

It is a serious problem, that in the regions many of the employees cannot meet the educational requirements to civil servants either due to seniority (employed before 1994) and/ or due to poor conditions for supplementing their vocational training diploma with training or retraining

to obtain a degree. The SD-consultants didn't grasp all the complex obstacles, but it seemed that SSSU's budget for retaining and in-service training for the regional offices was severely insufficient to meet the needs. Also it seems that employees from the districts and regional level should pay higher tuition fees than the employees from headquarters, which we don't consider reasonable at all, since the need for training appears to be bigger locally.

Besides the financial obstacles there was a problem with licences and certificates, resulting in fewer in-service-programmes provided and again with a preference towards Public Administration matters and less focus on subjects relevant to compiling and producing statistics. Part of the problem is that The National Institute of Civil Servants don't give certificates on regional levels, but only on the central level.

Because of these problems SSSU have decided to strengthen the in-service training, since this is better controlled by the statistical system itself. We were told that most of the in-service training is carried out by SSSU at the district or regional level without any statutory obligations. Is it much more flexible regarding subjects and form, and can be more targeted at specific professional needs. Some of the regional training is conducted by the employees in the regional offices.

We were presented with the program for in-service training for 2011-12, and were informed about the yearly process of planning the training programme involving a close cooperation between the HR-departments at headquarters and the regional offices. The program is a compilation done by the central HR-department of the yearly training plans made by each of the regional offices. Most of the assessment of the training needs is done in headquarters on more specific subjects or on subjects for the senior staff. Headquarters consult with the regional offices to determine the scope and need of the training and whether the training should be carried out by SSSU or by a regional branch of the national academies or centrally. Once the yearly program for in-service training is approved by the Director General of SSSU it cannot be changed.

As SD-consultants we see at least three following challenges with the system today.

1. The nationwide system of training, re-training and in service training seems quite confusing to us. There are many different providers of training, with targeted state programs for some needs, and different schools, ministries and regional branches of national academies for other needs. Maybe the system is also confusing to those who demand training. We ask whether the system is comprehensive and transparent to the employees and managers of SSSU. Other agencies besides SSSU assess the training needs and it is not always in alignment with the need as perceived by SSSU. This seems to be a reason for the lack of sufficient training in English.

Therefore we consider it appropriate and necessary that it is a strategic issue to create a reliable and comprehensive system of staff training, as part of the State strategy for developing statistics, which is currently in the making. We recommend as a priority that SSSU should have more autonomy in defining and assessing the training needs, with a stronger focus on professional skills instead of only academic skills, and with the necessary means to fulfill the training needs.

2. Due to the problems concerning re-training, we consider it a good strategy for SSSU to develop more flexible, high-quality and cost-efficient methods of teaching and

learning, such as distance learning with it-support, more informal programs to train the trainers, and more systematic use of on-the-job training, mentoring and so on. We will present SSSU with examples of how this is done in Statistics Denmark at the study visit end of May. Hopefully this will be of some inspiration even though the SSSU have 22 times more employees than SD.

3. We ask if the HR-departments in headquarters and in the regions can play a more active role in ensuring that all 3 kinds of training is targeted on strategic needs for competences in the statistical system seen as a whole? Maybe the HR-departments can do even more in assessing and coordinating the training? We recommend that the training is more strategic relative to the functional division of labor between the central and regional levels of SSSU, and more concerned with the future needs of SSSU. This could be an important consideration of the State strategy for developing statistics.

Finally we encourages that consideration be given to the educational level among the staff, and to what is the optimal ratio of academic and non-academic staff to get the statistics produced in an efficient and qualified manner. We understand that this is decided upon by the government (statutory in the Law on Civil Servants), but it might be considered for reasons of optimal use of the resources. As an example at Statistics Denmark the distribution is 50 % academic staff, 30 % administrative staff educated by vocational training (working with statistics) and 10 % it-professionals (academics and non-academics). For SD this is an efficient distribution taking advantage of the specific education and competences of each group of employees.

2.8 Personell files and personell registration

An example of a personnel file was presented, showing the structure and content. It was presented as a standard for all civil servants in Ukraine. The standard consists of a numerous amount of compulsory information and data that has to be included in the file. The system is very impressive in the sense of ensuring that all relevant information of all employees is registered and archived for the purpose of having a comprehensive basis for future activities regarding salary, promotion, etc. The document containing resume of the yearly appraisal interview is especially recognized

2.9. Code of Ethics

It is an important action in the component that SSSU wants to draft a Code of Ethics for State Statistics Employees. SSSU wants a code that defines the expected and appropriate conduct for statisticians for 2 reasons:

- To meet the demands of society and enhance public confidence in SSSU
- To guide the employees to the proper behavior

The current situation is that SSSU have three different document concerning rules of conduct, but neither of them is optimal, and the wish is to merge them. SSSU presented the following documents:

- a) The general rules of conduct for all civil servants made by The National Agency of Ukraine of Civil Servants. They don't include the specialities regarding statistics, but is the only document that can be used in practice right now for ethical issues.

- b) SSSU have adopted the European Code of Practice to at Code of Conduct for the Ukrainian statistic bureau. This regards the organizational guidelines for producing statistics professionally, and not so much the management and professional ethics.
- c) The Declaration on Professional Ethics in Statistics from 2010 has been adopted by the Board of ISI in Iceland and is to be used by all European statistical offices. Is not currently in use.

At the mission the SD and SSSU experts did a short workshop, and together listed 13 principles as a draft for a Code of Ethics inspired by the European Code of Practice and its interpretation by the 2 bureaus. The list is enclosed in Annex 3.

SSSU considered the process very useful as a starting point for the task of drafting a code of ethics. The SSSU experts committed themselves to the following obligation to prepare for the study visit end of May:

1. To select the principles SSSU wants to have in an appropriate number. We recommend no more than 8-10 principles.
2. For each principle write at least 3 examples of concrete and actual behavior by the employees that is implied by the principle. Keep it simple. Use a daily language that is easy to understand for all employees. In annex 3 one can see some examples of expected behavior that we drafted at the workshop.
3. Consider ends and means. Make a to-do-list on how the proper behavior can be achieved based on the Code of Ethics. It is well known that written guidelines and declarations is seldom a sufficient mean to change behavior.

The SSSU experts are responsible of submitting an English version of the draft to SD no later than May 14 2012. Then it will be discussed during the study visit.

3. Conclusions and recommendations

The SD-consultants find that the SSSU is rather restricted by national law in choosing their staff, which we consider to be problematic.

Because getting the right staff is essential we recommend SSSU to find a way to combine the advantages of the internal (staff reserve) and external (public announcements) recruitments systems.

We recommend SSSU to obtain a different ratio between internal and external recruitments, letting external recruitments playing a bigger role. This is especially important concerning the managerial positions.

We strongly emphasize that SSSU need to have much more autonomy in relation to regulation from other states agencies and central legislation.

We recommend the SSSU to create a strategic plan for the whole nationwide organization, to be able to make an equivalent strategic recruiting of staff.

We strongly recommend SSSU to acknowledge the advantages for SSSU of free competition for more of the higher positions. The SSSU can consider setting a target for the percentage of external promotions.

The SSSU must also find out how to combine the advantages from both the internal and the external promotion systems. We suggest that an individual evaluation and career plan is a good tool.

We recommend SSSU to make a personnel policy on promotions and career paths and to create transparent procedures on how to comply with this personnel policy in the SSSU.

We recommend as a priority that SSSU should have more autonomy in defining and assessing the training needs, with a stronger focus on professional skills instead of only academic skills, and with the necessary means to fulfill the training needs.

We consider it a good strategy for SSSU to develop more flexible, high-quality and cost-efficient methods of teaching and learning,

We recommend that the training is more strategic relative to the functional division of labor between the central and regional levels of SSSU, and more concerned with the future needs of SSSU. This could be an important consideration of the State strategy for developing statistics.

We encourage that consideration be given to the educational level among the staff, and to what is the optimal ratio of academic and non-academic staff to get the statistics produced in an efficient and qualified manner.

The system of personnel files is very impressive in the sense of ensuring that all relevant information of all employees is registered and archived for the purpose of having a comprehensive basis for future activities regarding salary, promotion, etc.

The SSSU experts committed themselves to the following obligation to prepare for the study visit end of May:

1. To select the principles SSSU wants to have in an appropriate number. We recommend no more than 8-10 principles.
2. For each principle write at least 3 examples of concrete and actual behavior by the employees that is implied by the principle. Keep it simple. Use a daily language that is easy to understand for all employees. In annex 3 one can see some examples of expected behavior that we drafted at the workshop.

Consider ends and means. Make a to do-list on how the proper behavior can be achieved based on the Code of Ethics. It is well known that written guidelines and declarations is seldom a sufficient mean to change behavior.

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

Action	Deadline	Responsible person
Presentation of introductory program	Study visit, June 2012	Tine Stets
Description (translated) or a list of the 22 regulations of the New law on civil servants to be adopted Jan 2013	End May 2012	SSSU/RTA
Translated version of yearly	End May?	SSSU/RTA

report on activities in 2011.		
Preparation for study visit end May, see 2.9 above.	End May	
Draft on Code of ethics	14 May	SSSU
Draft program for study visit, including headlines in presentations if possible	Beginning May	Tine Stets

Annex 1. Terms of Reference

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" Twinning Project. The State Statistics Service of Ukraine (State Statistics of Ukraine) is the Beneficiary of this Project).

This action is being implemented under Component "Human Resources Management System". The purpose of this Component is to improve the human resources management system in SSSU.

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

- Improving knowledge and skills of the SSSU experts on human resources management;
- Drafting the ethics code for state statistics employees;
- Drafting the programme of basic training course for new employees.

Purpose of the Mission

The prior purpose of the mission is to get familiarized with the legal regulation of activity with regard to human resources management in state statistics offices of Ukraine, assessment of its capacities and improvement of knowledge and skills of SSSU on human resources management.

Expected Results

- Getting familiarized with laws and regulations, which regulate the activity related to human resources management in state statistics offices of Ukraine;
- Analyzing the compliance of legal regulation of human resources management in SSSU with the main principles of the Code of Practice of European Statistics;
- Overall assessment of capacities of human resources management system of state statistics offices of Ukraine;
- Recommendations for introduction of the Code of Ethics for employees of state statistics offices and preparing the basic course for new employees.

Actions

The tentative schedule of the mission is the following:

Monday, 19 March

Discussing the purpose and coordinating the issue on the expected results of the mission.

Meeting the component manager and employees in charge under the component.

Discussing and clarifying the agenda of the mission.

Getting familiarized with organization of human resources service of SSSU and main principles related to dealing with staff in state statistics offices.

Tuesday, 20 March

Discussing, in detail, the processes related to involvement, employment, keeping, remuneration and promotion of staff. Legal framework of the said issues in state statistics offices of Ukraine.

Discussing the concept of the Code of Ethics for employees of state statistics offices: purpose, objective, main principles, structure, content, compliance with principles of the European Statistics Code.

Wednesday, 21 March

Discussing, in detail, the processes of staff training. Legal framework of the said issues in state statistics offices of Ukraine.

Discussing the programme of basic training course for new employees: structure, content for various levels of centralized system. Possibilities to transform the course in electronic format and remote check of knowledge.

Thursday, 22 March

Final discussing all issues related to agenda of the mission and clarifying several other issues, if required.

Presenting the preliminary findings and wrapping up the mission.

Annex 2. Persons met

SSSU:

Pavlo P. Titarenko – Director of Department for Personell and Organisational Support

Diana V. Ribalko – Deputy Director of Department for Personell and Organisational Support

Halina V. Bloschitska – Head of Personell Training Division

RTA Team:

Irina Bernstein , RTA

Volodymyr Kuzka, RTA Assistant and interpreter