



STATISTICS
DENMARK



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Mission Report

from a short-term mission on Human Resources Development

26th September – 07th October 2005

**TA for the Scandinavian Support Program to Strengthen the Institutional
Capacity of the National Statistics, Mozambique**

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List of abbreviations

DARH	Directorate for Administrations and Human Resources
DCI	Directorate for Census and Surveys
DCNIG	Directorate for National Accounting and Global Indicators
DEMOVIS	Directorate for Demographic, Vital and Social Statistics
DESE	Directorate for Sectorial Statistics and Business Statistics
DICRE	Directorate for Integration, coordination, and External Relations
HR	Human Resources
INE	Instituto Nacional de Estatística. Mozambique
STA	Short Term Advisor
TOR	Terms of Reference

1 EXECUTIVE SUMMARY

The overall objective was to assist INE in management development. Workshops and meetings with managers in the organisation have been arranged, with emphasis on defining objectives, analysing the present situation and developing a plan of action for strategic competence development. The use of development talks as an instrument for the development and management of personnel has been discussed.

This report contains discussions about some main topics, and some recommendations about further activities.

Recommendations:

Recruitment

- Analyse and improve the present recruitment process.
- Clarify the competence in need and the decision-making process about which candidate to employ.
- All persons concerned should take part in the recruitment process

Competence survey:

- Make small changes in the form to include all information from employees who have taken several courses
- Let a small group fill in the form to test it before sending it out
- Use the information from the survey to do qualitative interviews with a few employees

Strategic competence development:

- Competence development as part of the annual planning process
- Each department should identify their own competence needs
- The form for strategic competence development from the seminars can be useful.

Development talks:

- Should be held once or twice a year
- The heads of department hold development talks with each employee, the directors hold development talks with the heads of department.
- Should include discussions on tasks, objectives, results and competence needs

Job description:

- A job description says what a person in a certain profession or position will do, i.e. what tasks he/she has to perform and which areas of responsibility he/she has.
- Job descriptions are useful for recruitment and are necessary in a well-planned recruitment process.
- Written description of employee's and manager's tasks and responsibilities should be made during 2006.

Process work:

- Build up internal competence in process work in competence development, management development and organisational

development. It is important to have internal staff that can follow up on the different parts of the processes.

2 INTRODUCTION

Consultants Bente Thomassen and Else Marie Lingaas from Statistics Norway, who are also the authors of the report, carried out the mission. Counterparts at INE were:

- The Director of Administration and Human Resources, Mr. Luís Mungamba
- The Head of Department of Planning, and External Relations, Mrs. Alda Rocha
- The Training Coordinator: Mrs. Leonette Mabjaia

The mission was a follow up of an earlier mission carried out by Bente Thomassen in January 2004. Some of the recommendations in the report from this mission were management development through seminars discussing topics such as strategic competence, development talks and collective competence.

According to one of the recommendations of this 2004 mission, two persons from INE went for a study/work visit at Statistic Norway, Sweden and Denmark to exchange experience, learnt about competence development and a pamphlet for competence was written and presented at INE Presidency, Directors and Heads of Department and Provincial Delegations, and Heads of Orgãos Delegados do INE.

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

This report is based on documents, conversations, meetings and seminars at INE. The report contains the views of the consultants, which do not necessarily correspond to the views of Danida or INE.

3 ACTIVITIES DURING THE MISSION

The main purpose of the mission was to assist INE in management development through strategic competence development on departmental level. In a meeting with the counterparts on the first day of the mission the TOR was discussed and confirmed, and a schedule for the activities during the mission was planned. There was an additional meeting with the team leader of the Scandinavian Programme with a discussion and clarification of the contents of the mission compared to the objectives of the Programme.

INE has made a draft for a survey on competence. The purpose of the survey is to examine education and training taken by employees at INE in the period from 2002 - 2005. The survey was discussed and some suggestions made, and there was an agreement on how to improve, finalize and implement the survey.

As a preparation to the workshops we met with external consultant Ritva Alberts from Malmö & Fonte Boa Consultores. She has been working with management development for INE last year, and will continue this work in 2006. On the meeting she presented her experiences and we discussed the latest Employee Satisfaction Survey from INE.

On the preliminary meeting with the counterparts we planned for three full day workshops for heads of department and heads of section. During the workshop the participants defined objectives, used a SWOT analysis (i.e. an analysis of the department's strengths and weaknesses as well as threats and opportunities outside the department) as a brainstorming tool to describe the present situation and created a plan of action for strategic competence development in each department. There were participants from two different directorates at each workshop, which made presentations and discussions across organisational lines possible. The participants experienced the workshops as a possibility to reflect upon competence development in their own department, as well as a rare opportunity to discuss important issues with other units at INE.

In the first workshop there were participants from DESE and DAHR, and in the second one from DICRE and DEMOVIS. The workshop with participants from DCI and DCNIG had to be postponed because too few of the participants were present. The training coordinator at INE will carry out this seminar at a later point of time.

There was also a meeting with the directors, where the contents of the workshops were presented with a particular focus on development talks. In the broad and interesting discussion that followed, emphasis was laid on two main topics: How to include strategic competence development in the annual planning process, and how to increase the use of development talks at INE.

On one of the final days of the mission we visited the provincial office of INE in Maputo. We met with Leia Macamo Gimo, Delegada Provincial INE Provincia de Maputo.

The mission was carried out according to the TOR.

Specific observations

During the workshops the issue of recruitment was discussed in particular. The question of the well functioning of the present recruitment practice was raised. Several of the heads of department have experienced that new employees with inadequate competence have been placed in their department. Without the right competence on all levels it is difficult to obtain the required objectives and results. Strategic competence development should also be taken into consideration in relation to the recruitment process.

4 RECOMMENDATIONS

Flexible organisations need precise objectives, competent people and an ability to change. Precise objectives are necessary in a global world characterized by continuous change and endless possibilities. The intellectual capital is the main asset in a learning organisation, and to strengthen the systems for competence development is crucial to develop sustainable organisations. A learning organisation has the ability to change because it is continually improving its potential for creating its own future.

An important part of the intellectual capital is collective or institutional competence. Collective or institutional competence is the expertise that a group or an organisation possesses as a whole. Routines, archives and the documentation of work processes are important parts of the collective or institutional competence. The memory of an organisation is part of the collective competence, and is retained when individuals are no longer there.

Based on our experiences and discussions with managers and employees at INE we have formulated the following recommendations for further development of the collective or institutional competence at INE:

4.1 Recruitment:

We recommend that the present recruitment process is analysed and improved. Recruiting the correct competence is essential to strategic competence development. Methods and tools from Total Quality Management can be of help in carrying out an analysis of the present practice. It is important to clarify on what level the analysis of the competence in need should be carried out, and on what level of management the final decision about which candidate to employ should be made. It is equally important that all persons concerned have the possibility to take part in the decision-making process.

4.2 Competence survey:

The draft for the competence survey seems thoroughly prepared, and only needs small adjustments. We recommend that small changes be made in the form to include all information from employees who have taken several courses. We would also recommend that a small group fill in the form to test the formulations of the questions before sending it out. After systemizing the answers from the survey, INE should use the information to do qualitative interviews with a few employees to get more focused and precise information. Through interviews INE get a better understanding and evaluation of the professional and qualitative contents of the different courses.

4.3 Strategic competence development:

The Scandinavian Programme is coming to an end in a couple of years, and this is one reason why it is essential to work with competence development in a broader context. In addition to offering possibilities for formal education, it is crucial to establish a functioning system for competence development on departmental level, using short-term courses, learning-by-doing and participation in projects and groups. This will enable the departments in obtaining their objectives.

A suggestion for a form for strategic competence development was presented in the seminars, and can be useful in further planning:

Gestão estratégica de competência

Áreas de competência	O que temos?	O que nós precisamos	Como obter o que precisamos?	Quem?	Quando?

We recommend that all directorates discuss competence development as part of the annual planning process and include a chapter about competence development in the annual planning document.

4.4 Development talks:

Development talks are planned and regular one-to-one talks between directors or heads of department and each employee. The heads of department hold development talks with each employee, the directors hold development talks with the heads of department. Development talks are a systematic method for mobilising and developing the competence required to achieve one's objectives. Through development talks each employee gets defined objectives and tasks. A development talk is also a systematic form of feedback, and is a possibility to involve the employee in the planning process. An important element in a development talk is the planning of competence development for each employee.

The contents of a development talk could be:

- The employee's tasks
- Define objectives to obtain results
- Areas of improvement and competence development
- What can I do as a manager to help my employees do a good job?
- Develop a plan of action/career plan for each employee

We recommend that development talks be held once or twice a year. Six months or a year after the first talk there should be a talk that follows up. The contents of this talk could be:

- Discussing results
- How can we improve further?
- What does the employee need in his/her work to achieve the objectives?

4.5 Job description:

A job description should clearly and distinctly state the tasks, responsibilities, powers and position of an employee or a manager in the organisation. Job descriptions can be used as a reference document in an evaluation of the work done by an employee, as support in daily supervision and as a reference document in the planning of staff training. Job descriptions are useful for recruitment and are necessary in a well-planned recruitment process. We recommend that INE develop a simple form for job descriptions, and that all employees and managers have a written description of their tasks and responsibilities during 2006.

4.6 Process work:

Working with HR-processes is one method for supporting the efforts of continuing improvement in an organisation. Process work can be used for instance management development, teambuilding in small groups, cooperation in larger groups and communication between groups. A HR-process consists of three steps:

- Defining objectives (What do we want to achieve?)
- Describing present situation (Where are we?)
- Choosing appropriate tools to improve (What do we do?)

We recommend that INE build up internal competence in process work in competence development, management development and organisational development. It is important to have internal staff that can follow up on the different parts of the processes. INE should also consider placing the position(s) with responsibility for this task at a higher level in the organisation, for instance in the Presidential Cabinet.

5 APPENDIX 1. Persons met

N/O	NOME	SECTOR
1	Armando Tsandzana	DESE
2	Marcelo Caetano Amós	DESE
3	Adriano Matsimbe	DESE
4	Domingos Maringue	DARH
5	Artiel Arnaldo	DARH
6	Dádiva Laurinda	DARH
7	Leonette Mabjaia	DARH
8	Lars Carlsson	TL
9	Anastacia Honwana	DICRE
10	Marcelino Silva	DICRE
11	Filipe Langa	DICRE
12	Zuraida Khan	DEMOVIS
13	Alda Rocha	DICRE
14	Clara Panguana	CGPINE
15	Azarias Nhanzimo	DESE
16	Luís Mungamba	DARH
17	Tomás Bernardo	DADICRE
18	Fátima Zacarias	DEMOVIS

13.09.2005

Terms of Reference

for a short-term mission on Human Resources Development (Information, plan, follow-up and competence evaluation)

26th September – 07th October 2005

within the
Scandinavian Assistance to Strengthen the Institutional Capacity of INE 2003 – 2007

Consultants:

- Bente Thomassen and Else Marie Lingaas from Statistics Norway

Counterparts:

- The Director of Administration and Human Resources, Mr. Luís Mungamba
- The Head of Department of Planning, and External Relations, Mrs. Alda Rocha
- The Training Coordinator: Ms Leonette Mabjaia
- All the Directors and Head of Departments of INE and Directors of “Orgãos Delegados do INE” (ODINE).
- Each manager in the various directorates will be introduced to a suggested form of development talks in which competence development and the monitoring of goal- and result attainment constitute the main objectives.

1. Background

One major component in the Scandinavian assistance to INE is to fund and carry out competence development activities so as to contribute to a larger grade of capacity and in a longer run to develop competence for self-development. INE's specific Plan for Human Resource Development 2003 – 2007 details a strategy for this and lists various activities to take place during the period.

In a first mission (January 2004), it was recommended that a pamphlet of competence was produced. A draft was elaborated during a study tours visit carried out in December 2004 at Denmark, Norway and Sweden Statistic Offices and presented and discussed at INE large annual meeting called CCAINE on March 2005. Some comments at the meeting were concerned

with the idea of emphasize the pamphlet and the main and most important recommendation was to elaborate more on institutional competence.

2. Objectives for achievement

- Evaluate competence activities through a survey on competence. A draft exists and needed to improve, finalizing and implemented.
- Precise goals will be formulated and made subject to discussion in each directorate.
- Every directorate shall identify ideas to contribute for a plan of action for the purpose of identifying and meeting requirements in the way of staff qualifications/competence.
- Heads of directorates as well as department leaders will be trained in the use of development talks as an instrument for the development and management of personnel.

Objectives for effect:

- The requirements for competence in each directorate must be a matter for continuous discussion and should be related to each individual employee. The purpose is to ensure that the competence of the employees complement each other.

Method:

- Managers of selected directorates will be offered seminars where goals will be formulated and a SWOT analysis will be carried out (i.e. an analysis of the directorate's strengths and weaknesses as well as threats and possibilities outside the directorate). Such an analysis will form part of the basis for a plan of action. The duration of these seminars will vary, but will not exceed one day.

Expected Results

A proposal how HRD information can be used to plan for and monitor competence development activities.

Agenda for the mission

To be prepared together with the consultants and the counterparts, but should include the following:

- A meeting at the first day of the mission with the counterparts in order to agree on the agenda for the mission
- One workshop with heads of directorates as well as department leaders

Name of Consultants and Counterparts

Ms. Bente Thomassen and Ms. Else Marie Lingaas from Statistics Norway. INE's training coordinator will take care of the administrative matters for the mission. A work plan and follow-up of the mission will be made by INE's Training Coordinator.

Timing of the mission

The mission will take place from 26th of September to 07th of October of September.

Finalization of the report

The consultants will prepare a draft report to be discussed with INE before leaving Maputo. They will submit a final draft to INE for final comments within one week of the end of the mission. Statistics Denmark as Lead Party will print the final version within 3 weeks of the end of the mission. The structure of the report should be according to Danida format.

7 APPENDIX 3. Presentations

Workshop on Strategic Competence

- Part 1: Planning on organisational level (2.5 hours)
 - Theoretical introduction
 - Competence
 - Objectives
 - Process work
 - SWOT-analysis
 - Group Work
 - Formulating objectives
 - Filling in a SWOT-analysis
 - Presentations
- Part 2: Planning on individual level (2 hours)
 - Development talks
 - Group Work
 - Working with a plan of action
 - Presentations

FIM DO DIA



Desenvolvimento de competência

- Inclui gestão de competência, desenvolvimento de competência nova, mudança de competência e mobilização de competência existente.

Competência

Competência inclui conhecimento técnico, habilidade para realizar tarefas e habilidades sociais.

O nosso objectivo:

Competência certa a tempo de direito para criar condições para aprendizagem e partilha de conhecimento no ambiente de trabalho

Competência colectiva

- Competência colectiva numa equipa
- Rotinas, arquivos e documentação de processos de trabalho
- A memória duma organização é uma parte da competência colectiva e é mantida até mesmo se alguns indivíduos deixam de fazer parte da organização.

Objectivos do dia (1)

- Cada unidade deve definir objectivos/ resultados que pretende alcançar
- Cada unidade deve fazer uma análise SWOT
- Cada unidade deve fazer um plano de acção priorizado, baseado na análise SWOT

Trabalho de processo

- O que queremos?
 - Que objectivos temos?
- Onde estamos?
 - Descrição da situação
- O que fazemos?
 - Que metas devemos escolher?

Objectivo

- Por que fazemos o que?
- O que e que pretendemos alcançar a curto e longo prazos?
- Produto

Analise de SWOT

Forças	Fraquezas
Possibilidades	Ameaças

Objectivos do dia (2)

- O que é uma conversação de desenvolvimento?
- O que é gestão de competência estratégica?
- Cada unidade deve começar o seu trabalho, definindo:
 - a necessidade de competência baseada nos objectivos
 - como essas necessidades podem ser satisfeitas

Conversação de desenvolvimento (realização de objectivo)

- Tarefas de empregado
- Objectivos claros por entrega de resultados
- Áreas para melhoramento e desenvolvimento de competência
- O que posso fazer (como gestor) para o empregado fazer um bom trabalho
- Desenvolver um plano de ação para cada empregado

Conversação de desenvolvimento (avaliação)

- Resultados
- O que poderíamos melhorar?
- O que precisa o empregado na situação de trabalho para alcançar os objectivos?

Nova aprendizagem

- Educação formal
- Cursos
- Treinamento no trabalho ("On-the-job-training")
- Participação em projectos e equipas

Gestão estratégica de competência

Áreas de competência	O que temos?	O que nós precisamos	Como obter o que precisamos?	Quem?	Quando?
1) ---- 2) ---- ---- --	1) ---- 2) ---- ---- --	1) ---- 2) ---- ---- --	1) ---- 2) ---- ---- --	1) --- - 2) --- - ----	1) ---- 2) ---- ---- --

Competence development as an ongoing process

- Well planned recruitment
- Mobilising and developing existing competence:
 - Formal education
 - Short-term courses
 - On-the-job training
 - Participation in projects and teams.

Development talks

- A systematic method for mobilising and developing the competence required to achieve one's objectives.
- Planned and regular one-to-one talks between directors/heads of departments and each employee.

Why development talks

- Each employee gets defined objectives and tasks
- A systematic form of feedback
- The employee is involved in the planning process
- The Manager gets a system for considering the competence needs of each employee.

Development talks – contents

- The employee's tasks
- Defined objectives to obtain results
- Areas of improvement and competence development
- What can I do as a leader to help my employees do a good job?
- Develop a plan of action/career plan for each employee.

Development talks – following up

- A new development talk after 6 months
 - Discussing results
 - How can we improve further?
 - What does the employee need in his/her work to achieve objectives?