

Long term strategy, Bosnia and Herzegovina

Project BA 08-IB-FI-03



MISSION REPORT


on

3.1.2 Resource management and work plans

Mission carried out by
Solveig Svendsen and Bo Johansen
Statistics Denmark

Denmark, 24 May 2013

Version: Final

		 STATISTICS DENMARK
		Statistics Denmark

Authors' names, address, e-mail

Solveig Svendsen
Tel. +45 3917 3746
ssv@dst.dk

Bo Johansen
Tel. +45 3917 3703
bjo@dst.dk

Statistics Denmark
Sejrøgade 11
DK-2100 Copenhagen Ø
Denmark
Tel. +45 3917 3917
dst@dst.dk

Table of contents

Table of contents.....	3
List of Abbreviations.....	3
1. General comments.....	4
2. Assessment and results	4
2.1 Year-to-year implementation of the strategy.....	4
2.2 Time registration	5
2.3 Human resource management	5
2.4 Meeting structure	5
2.5 Work plan proces.....	5
2.6 Project budgetting and accounting	5
3. Conclusions and recommendations	6
3.1 General recommendations	6
3.2 The Strategy	6
3.3 Planning and follow-up.....	6
4. Next mission	7
Annex 1. Terms of Reference	8
Annex 2. Agenda	9
Annex 3. Persons met	10

List of Abbreviations

AGA	Adapted Global Assessment
BiH	Bosnia and Herzegovina
BHAS	Agency for Statistics of Bosnia and Herzegovina
FIS	Federal Institute of Statistics of the Federation of Bosnia and Herzegovina
RSIS	Republika Srpska Institute for Statistics

1. General comments

This mission report was prepared within the state and entity statistical institutions in Bosnia and Herzegovina. It was the *fourth* mission to be devoted to *topic 1* within Component 3 of the project concerning preparation of the long term development strategy for the BiH statistical system.

The purpose of the mission was:

- Recommendations for follow-up procedures on strategy and annual work plans.

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

The views and observations stated in this report are those of the consultants and do not necessarily correspond to the views of Statistics Denmark.

2. Assessment and results

During the mission the consultants presented the work and follow-up activities in Statistics Denmark on the following subjects:

- Year-to-year implementation of the strategy
- Time registration
- Human resource management
- Meeting structure
- Work plan process
- Project budgeting and accounting

2.1 Year-to-year implementation of the strategy

When implementing a strategy it is important to remember that the intention is to change the institution and turn it towards the mission and vision of the strategy.

The expected outcome which is mainly taken from the conclusions in the Global Assessment, and strategic priorities, activities and actions are defined in Strategy 2020. The challenge is how to come from the actions to the expected outcomes and to follow-up on this process on a yearly basis.

The Danish system for 'Goal and Result Management' was presented. The basis is the strategy and other long term goals. These goals are broken down into yearly actions which are SMART (specific, measurable, ambitious, realistic, time-scaled). These annual goals are cornerstones in the work plan, external contracts (agreements) with the ministry and in the internal contracts. During the year there are different kinds of follow-up activities and reports, and after the end of the year the results are drawn up and assessed.

2.2 Time registration

Another way to follow up on (strategic) goals and actions is to register working time in such a way that it is possible to follow up on time spent. The importance is to do it on the level that is relevant for the follow up.

The time registration system in Statistics Denmark was explained and presented as well as how we use output data. Time registration is done by everyone and in such a way that time used on each statistic can be identified. Also, “non-productive” time is registered. Time registration is used to monitor time spent on different products/statistics, but also to calculate prices and overhead, to make forecasts and to document time spent e.g. on EU-projects.

2.3 Human resource management

To implement strategic goals it is also relevant to make sure that the human resources necessary are available.

The concept of having annual “development dialogues” for all employees in Statistics Denmark was presented, focusing on employee development more than evaluating performance.

2.4 Meeting structure

As a short input about internal communication, the meeting structure of Statistics Denmark was presented to emphasise the idea of bottom-up input to the meeting of the top management through meetings in the Departments and top-down communication of decisions through top management’s meetings with all heads of Divisions and followed by meeting in the Divisions for all employees.

2.5 Work plan process

The essential part of the work plan process is to make the best use of the resources available in the budget and among the employees. An important part of this process is to prioritize goals

In Statistics Denmark the Director General has the ownership of this process. It is done by forecasting the resources available, distribute these resources on the units in the organisation, setting up frames, monitoring observance of the frames, establishing accounts on the frames and taking consequences of these accounts.

This process was presented by the consultants and different kinds of follow-up documents were shown.

2.6 Project budgeting and accounting

Project budgeting and accounting is a means of planning, monitoring and following up on resources spent. In Statistics Denmark this is done for grant financed projects but the principle can be applied further. The idea is to budget the time needed to produce a statistic/perform a development task, to follow up on the time spent on a quarterly basis and to make accounts on

projects once they are finalised. This is an example of the use of time registration to follow up on whether resources are spent as they were planned and whether costs of making a statistic on external demands are covered.

3. Conclusions and recommendations

First of all the consultants would like to thank the participants for their active participation and comments during the presentations which were very helpful in reaching the following conclusions and recommendations.

3.1 General recommendations

- Establish a more logical organisational diagram
- Communicate organisational diagram to organisation
- Internal communication should be strongly improved and focused
E.g.: A Communication policy which could set up guideline on who should inform who about what
- Establish advisory committees to align activities with user needs and to align the user expectations with the resource situation and other aspects of the statistical work
- Establish internal meeting structures to help communication both top-down and bottom-up
- Establish working groups to prepare inter institutional meetings
- Use of administrative records might free resources – at least after some years

3.2 The Strategy

- Directors have to take ownership of the Strategy
- Establish policies for central strategic areas
E.g. on quality and dissemination
- Prioritise the expected outcomes
- Define the actions needed to reach the highest prioritised outcomes
- Define broken down actions (yearly) to reach these outcomes
- The actions should be SMART (specific, measurable, ambitious, realistic, time-scaled)
- Concentrate your efforts on what you can do in your institutions
- In discussion about the strategy: Look forward - not backwards, be proactive and solution-oriented
- Communication, HR and IT (technology) are integrated in almost every activity
- Establish some kind of contract management (agreements) to make sure actions are carried out and to communicate the prioritized goals for the coming year

3.3 Planning and follow-up

- There should be realistic expectation and dialog (internally and externally) about what could be done in the work plan given the present resource situation
- The work on implementing the strategy will come on top of the work already done in the institutions
- Discontinuation of tasks of minor importance has to be done in order to reach tasks of major importance – e.g. related to important strategic goals
- Knowledge of resources spent on each task is important in order to know resources freed by discontinuation
- The work and the resources should be visible to society and government
- Only use time on necessary follow up activities

KISS (Keep It Short and Simple)

- Present work plan documents are very detailed
- *Risks: loose overview and the direction of the institution is unclear*
- Establish a document (given by the director) showing the tasks that are most important in the coming year

It could be the first section of the present work plan that was presented on the internet.

4. Next mission

This mission was a stand-alone mission, and accordingly no further missions are expected.

However, some points were made during this mission which might be taken up during the final mission under this component:

- The importance of the Directors taking ownership of the strategy
- How to establish a more logical organisational diagram
- Establishing advisory committees
- What can be done in order to make the work plan more realistic (tasks and available resources).

Annex 1. Terms of Reference

Long term strategy
13th to 16th of May 2013
Terms of Reference - Activity 3.1.2
EU Twinning Project BA 08-IB-FI-03

- Component 3 Institutional Capacity
- 3.1. Long term strategy
 - 3.1.1 Visibility of project and high level workshop on strategic management; initial assessment of current situation in relation to CoP -Final
 - 3.1.2 Resource management and work plans**
 - 3.1.3 Development of long term strategy
 - 3.1.4 Development of long term strategy II
 - 3.1.5 European statistical system – training course
 - 3.1.6 Follow-up on the work done in the project including the long-term strategy
 - 3.2. Metadata and classification system development
 - 3.3. Promotion of dissemination

3.1. Benchmark

Development Strategy (up to 10 years) of the Bosnia and Herzegovina official statistics system developed and discussed within the system by 8th project quarter.

3.1.2. Activity

Resource management and work plans

Purpose of activity

The expected activities are:

- Resource management and work plans
- Methods and techniques for day to day follow up on strategic and annual work plans

Expected output

- Recommendations for follow-up procedures on strategic and annual work plans

Annex 2. Agenda

13 May (Monday) – 16 May (Thursday)

Institute for Statistics of Republika Srpska (RSIS) – Veljka Mlađenovića 12d, Banjaluka

Time	Day	Place	Event	Purpose / Detail of event
13:00 - 15:30	Monday, afternoon	RSIS		<p>The final agreement on the agenda for the mission; A brief update on the work done so far and info regarding previous missions (BHAS); Work on the strategy (brief information) - BHAS; RZS; FZS</p> <p>BHAS; RSIS; FIS; Project Participants (DK)</p>
9:00 - 15:30	Tuesday, morning	RSIS	Workshop with BC Experts	<p>Measuring progress in the implementation of strategic priorities - the expected results; BHAS; RSIS; FIS; Project Participants (DK)</p>
	Tuesday, afternoon	RSIS	Workshop with BC Experts	<p>Resource management and work plans (on the job training)</p> <p>Project Participants (DK)</p>
9:00 - 15:30	Wednesday, morning	RSIS	Workshop with BC Experts	<p>Resource management and work plans (on the job training), continued</p> <p>Project Participants (DK)</p>
	Wednesday, afternoon	RSIS	Workshop with BC Experts	<p>Methods and techniques for day to day follow up on strategic and annual work plans</p> <p>Project Participants (DK)</p>
9:00-12:00	Thursday, morning	RSIS	Workshop with BC Experts	<p>Summary and Lessons Learned Recommendations for follow-up procedures on strategic and annual work plans, Mission report</p> <p>BHAS; RSIS; FIS; Project Participants (DK)</p>

Annex 3. Persons met

Experts

Mr. Bo Johansen, Chief Adviser, Statistics Denmark

Ms. Solveig Svendsen, Senior Adviser, Statistics Denmark

Agency for Statistics of BiH

Enes Hadziefendic, Head of Department for Statistical Methodology, Standards, Planning, Quality and Coordination

Amel Avdic, Senior advisor for database administration in ICT department

Ljiljana Malis, Junior officer for occupation classification

Institute for Statistics of Federation of BiH (FIS)

Samka Avdic, Head of Department for Labor market Statistics

Nisveta Dzebo, Assistant Director-Sector of economic statistics

Munira Zahiragic, Director's Advisor

Institute for Statistics of Republika Srpska (RSIS)

Jelena Glamocika, Head of Department for Services Statistics

Zeljka Draskovic, Head of Department for Prices and Living standard

Jelena Djokic, Assistant Director/Sector for national accounts, registers and sampling

Biljana Djukic, Head of Department for Production Statistics

Twinning Project Administration 00 (387) 33/911-992

Bente Dyrberg, RTA, 00 (387) 66/657-967

Djemka Sahinbasic, RTA Assistant, 00 (387) 63/721-104

Magdalena Raosavljevic, Interpreter