



Human Resources Management

Report from a mission to the National Statistical Institute of Mozambique, Maputo Mozambique

23 September to 1 October 2010

within the frame work of the

*AGREEMENT ON CONSULTING ON
INSTITUTIONAL CAPACITY BUILDING,
ECONOMIC STATISTICS AND RELATED AREAS*

between

INE and Scanstat

Dag Roll-Hansen



Instituto Nacional de Estatística

*Dag Roll-Hansen
Statistics Norway
Kongens gate 6
P.O.B 8131, Dep, N-0033 Oslo
Norway
e-mail: roh@ssb.no
Telephone: +47 21 09 42 92/ +47 48 89 66 21*

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1 INTRODUCTION <In English>

The aim of the mission was to help facilitate a workshop on Human Resource Development and Management at INE. The workshop gathered staff working with Human Resources both in the Provincial offices of INE and at the central level.

The workshop had three main goals:

1. Increased understanding of SIGEDAP, and how it can be used to lead and develop staff members. Main aspects of this is setting clear priorities and goals for the work and helping the employees to perform better. This can be done by discussing how they can improve their performance, as the performance evaluations are conducted.
2. Illuminate and discuss new developments in the field of Human Resource Development and Management, aiming to gain a better understanding on how to deal with human resources at INE
3. Develop a draft Human Resource Policy.

The mission was carried out according to Terms of Reference (ToR, appendix 2).

1 INTRODUÇÃO <Em Português>

O objectivo da missão era ajudar a facilitar um *workshop* sobre Desenvolvimento de Recursos Humanos e Gestão do INE. O *workshop* reuniu o pessoal que trabalha com Recursos Humanos, tanto em delegações provinciais do INE e do nível central.

O *workshop* teve três objectivos principais:

1. Maior compreensão de SIGEDAP, e como ele pode ser usado para conduzir e desenvolver os funcionários. Principais aspectos da presente distema é a definição de prioridades e metas claras para o trabalho e ajudar os funcionários a trabalharem melhor. Isso pode ser feito através da discussão de como eles podem melhorar seu desempenho, enquanto as avaliações de desempenho são conduzidos.
2. Iluminar e discutir os novos desenvolvimentos no domínio dos Recursos Humanos e Gestão, com o objectivo de obter uma melhor compreensão sobre como lidar com os recursos humanos no INE
3. Desenvolver um projecto de Política de Recursos Humanos.

A missão foi realizada de acordo com Termos de Referência (TdR, anexo 2).

2 TERMS OF REFERENCE

The main objective of the mission is to contribute to the development of human resources management at INE trough a workshop. This is specified to

- Create a good base for INE staff to meliorate its rating according to SIGEDAP.
- Transmit current trends regarding motivation and management of human resources.
- Facilitate the formulation of a new policy on human resources at INE.
- Show how an efficient system for the administration of human resources can work.

The consultant participated actively throughout the workshop, taking responsibility for the parts indicated in the attached program.

4 OUTLINE OF WORK

The mission consisted of two days of workshop planning and a five days workshop on Human Resource Development issues. The workshop consisted of introductions and discussions on issues like SIGEDAP, employee appraisal, motivation, delegation, team work and other core Human Resource issues. The workshop program is attached.

A workshop on the use of the new planning manual was conducted at the INE Statistical School simultaneously. Planning and managing people are important aspects in the life of a modern National Statistical Institute.

5 FINDINGS AND RECOMMENDATIONS

5.1 Organisation of work

Teamwork

The notion of Team Work focus on what we can accomplish together, not what the individual can achieve. The main goal is not to be achieved by the individual but by a group as a whole. The responsibility for mistakes and the honour for success is shared by the group, rather than been given to one individual.

Teamwork implies sharing knowledge. Sharing knowledge and best practices is necessary in order to ensure high-quality products and processes, and to develop and retain the right expertise in the organisation.

On-the-job training

Learning while doing the job generally is the most efficient and cost-effective type of training. Efforts ought to be made to increase knowledge sharing between senior and junior staff, and a better foundation shall be created for knowledge sharing between various areas within the organisation. Learning for most employees comes from this kind of training. Having employees rotate between different tasks is a good way of enhancing on-the-job-training.

Recommendation: Organise work in a way that encourages exchange of experiences among colleagues. This can be done by organising work in teams and having employees work with various tasks, learning different tasks by cooperating with each other (job rotation).

5.2 The relationship between the line management and the HR-staff

The line management, in particular the directors and the heads of departments, is seen as representatives of the organisation, and they have an important role in exercising day-to-day HR activities. Line management has gotten a lot of Human Resource responsibility, like e.g. implementation of the SIGEDAP. The implementation of Human Resources to a large degree depends on the line management.

The HR staff have changed their role from only working with personal administration to also help people develop (Human Resource Development) and to help to manage people (Human Resource Management). The HR-position often has relatively low status and it may be difficult for them to cooperate with directors and heads of departments to work with developing and managing human resources.

Recommendation: The HR-staff need provide input that is seen as useful by the directors and heads of departments. To ensure that, directors or heads of departments from the economic or social statistics divisions, should work in the Human Resource unit. This can either be permanent or temporarily (job rotation). Line management sees many Human Resource challenges and how they can be addressed.

5.3 Motivation

The sense of belonging to an institution that counts is very important for motivation. The job satisfaction survey shows that staff is proud to work for INE. Also:

- Employees work harder as a result of more involvement, commitment and affection, resulting from a high degree of autonomy and control over work processes.
- Employees work smarter because they are encouraged to develop their skills and competence in general.
- Employees work more responsible, because more responsibility is in their hands.

Staff is enabled to contribute through participative leadership, delegation and empowerment. Leaders are in charge of using the resources in an organisation effectively. To do this, he needs support from other people. One way of looking at delegation, is to see it as taking advantage of the help of others, preferably from the able and willing. Delegation will under the right circumstances improve decision quality, increase subordinate commitment and make his or hers work more interesting.

Focus on control often destroys motivation. Controlling people is expensive, and it will never be possible to make people perform especially well by controlling them.

Recommendations: Training courses on how to delegate tasks and motivate staff ought to be given to directors and heads of departments. Make people committed to work is the best form of motivation. It works the best, and it is for free.

To make people perform high, focus ought to be shifted from control to giving people more responsibility for achieving results. Interesting tasks and future careers ought to be given to those who take responsibility and achieve results, and not to those who need to be controlled. Allowing the staff flexible working hours may be one way to shift their focus from the number of hours spent at work, to the results of the work they are performing: If they need to work long to finalize a task, they also may leave early when there is less to do.

5.4 Identifying main tasks and evaluation of performance

To be able make an employee perform good, the employer have to know his abilities, what knowledge he needs and what motivates him to do a good job. The employee needs to now what is expected of him and to be assisted in achieving the goals that are set.

SIGEDAP identifies the main activities of an employee and prioritizes them. This is a core element in a job description. A job description should clearly and distinctly state the tasks, responsibilities, powers and position of an employee. They can be used as a reference document in an evaluation of the work that is done, as a support in daily supervision and as a reference document in the planning of staff training. They are also important for the recruitment process. A good job description gives members of your team a very precise idea of what you expect from them, including clarifying what is the purpose of the job. It will also facilitate the planning process and make it easier to always have a task waiting when one is finished.

Recommendation: SIGEDAP is a very large and challenging system, but have several advantages. The tasks of each employee have to be identified and prioritized. The performance of each staff member, including leaders is evaluated according to specific standards. This may make the employee aware of what it takes to achieve a better evaluation next time. The most important task for leaders in relation to SIGEDAP is to help staff members develop, and hence improve their assessments. This ought to be emphasised to the line management. The HR-staff should support the line management in achieving this.

5.5 Recruitment

Some employee characteristics are possible to develop; others are more stable and difficult to change. Most personality traits are generally difficult to change. This also goes for intelligence and attitudes. The best way of ensuring these qualities is through recruitment. They may be difficult to develop at a later stage. The most important of these characteristics is probably the inner motivation of a person to do a good job. Other skills and competencies are easier to develop e.g. through training courses, on the job training or having autonomy and responsibility.

Recommendation: There is a need to emphasize the importance of having the right attitude and motivation to work at INE, when selecting among different candidates in a recruitment process. Other skills are also important, but they can also be developed at a later stage. Further, social class and family background have not proven to influence the performance of an employee. Hiring an employee of a family without high status may make him grateful to INE for getting the job, and hence motivated to do his very best.

5.6 Training with internal teachers

For in-house training to be effective, the best is to have the appropriate expertise within the organisation. When possible, internal trainers ought to be used: It will strengthen the learning potential of the organisation and build self confidence among the trainers. If no one has the expertise, it must be brought in from outside. This can be done by having an external consultant first conduct the course with the help from an internal assistant teacher. When the course is repeated, the assistant teacher will take responsibility for the course. When the assistant becomes the main teacher, he or she takes on a new assistant. This is a core issue for making competence development sustainable.

People are more motivated to learn if they train for something they will use in not too long. It is necessary to make the employees use the newly acquired skills at once they return from a course. Otherwise the knowledge will be forgotten and the training will be wasted.

Recommendation: The Statistical School must respond to training needs at INE and the other parts of SEN. Short term courses are often useful for supplying additional competence in a limited field, by giving the staff insight in practical approaches to solve concrete tasks. The knowledge needed is often based on sharing experience on practical production of statistics and working routines.

APPENDIX 1. People worked with

The consultants most of the time worked with workshop participants listed in appendix 3. In addition the following people were important in planning the work:

- Artiel Arnaldo, Chefe de Departamento, DRH
- Luis Mungamba, Director DAHR
- Amélia Muendane, Director DICRE
- Lars Carlsson, Consultant, Coordinator of STA

TERMS OF REFERENCE

for a short-term mission and a study visit on

Human Resources Management

23 - 30 September and 11 – 22 October, 2010

within the

AGREEMENT ON CONSULTING IN INSTITUTIONAL CAPACITY BUILDING, ECONOMIC STATISTICS AND RELATED AREAS between INE and Scanstat.

Consultant: Mr Dag Roll Hansen – Statistics Norway

Receiving institution for the Study visit: Statistics Norway, Denmark and/or Sweden

Counterparts: Mr Luis Mungamba – Director of DARH, Mr Artiel Arnaldo Head of DARH/DRH, Ana Paula Jamboce – Head of DARH/DRH/Training Section, Mr Dádiva Ngulele – Head of DARH/DRH/Central Section, Mrs Isabel Uamusse – DARH/DRH, Jorge Guiamba – Head of DARH/DRH/Information and registers, Mrs Leonette Mabjaia – Head of DARH/ENE, Mrs Amélia Muendane - Director of DICRE, Mrs Alda Rocha – Head of GPINE

Background

In the SEN Strategic Plan 2008/2012 management and development of human resources play an important role in securing the other activities in the plan on short and long basis.

Since the creation of INE training of the INE staff in technical skills has been focused and the result is that the academic level of the INE staff is well above the common for institutions in Mozambique like INE. INE is now creating a National Statistical School and this is creating new possibilities to give short and long term courses on various aspects of production and consumption of statistics.

Mozambique has recently adopted a new management performance monitoring system for public administration, Sistema de Gestão de Desempenho na Administração Pública- SIGEDAP, where each functionary will do a rather detailed planning and also be evaluated by the immediate superior manager several times a year. As the system is new it still is early to say how it will work out. Anyhow it is very ambitious and has the potential of being a really good help in structuring up the HR aspects of INE.

Recently INE has begun work of expanding its statistical activities to cover more statistical information on district level, information that is to inform higher levels about the district but also information that is useful for local planning within the districts themselves. This work will involve new actors and new ways of interaction between INE and staff at institutions at various levels.

INE will within a year have moved to new office premises. It is a new building and will contain better facilities for HR activities. A library, a restaurant, community space etc. will be available. The building will also have better security and everyone entering or leaving it will be registered, making it possible to finally introduce a cost accounting system based on time spent on various products.

Objectives

General

- To contribute to the development of human resources management at INE

Specific

- To create a good base for INE staff to meliorate its rating according to SIGEDAP
- To transmit current trends regarding motivation and management of human resources
- To facilitate the formulation of a new policy on human resources at INE
- To show how an efficient system for the administration of human resources can work

Activities

The mission is divided in two parts:

1: The first constitutes of a 5 day seminar for staff at INE working with human resources, 2 from each DPINE and 8 from INE centrally. The agenda for the seminar have the following entries:

- Day 1: Further information on SIGEDAP. How it is to be administered at INE, how evaluations are to be made and the general implications SIGEDAP has for the work with human resources at INE.
- Day 2 to midday day 4: Presentation of current trends regarding motivation and management of human resources by the Scanstat consultant
- Day 4 after midday and day 5 first part: Presentation on the need for a policy on human resources at INE, group discussions and presentation of a proposal of a human resources policy.
- Day 5 last part: Information on how these things are handled on an institution like LAM (During day 5 also the presidency and the directors of INE are invited.)

2: The second part consists of a one week study visit to Scandinavia by two INE officials at the DARH department. On site they will learn how the Scandinavian INEs have resolved various parts of the human resources administration. The visit will include meetings with several experts and the program for will be made together with Scanstat.

Expected outputs

The goal of the mission is to provide INE with perspectives on how to maintain an up to date approach on human resources management.

- A common idea in how to administrate SIGEDAP
- A better understanding on how to deal with human resources at INE
- A draft policy on human resources

Beneficiaries of the mission

This will benefit the whole institution of INE and in the end the informed public, the media, teachers, students, and libraries, and make INE's contribution to the society more efficient.

Tasks to be done by INE to facilitate the mission

- Elaborate ToR for the mission
- Prepare for the seminar at the National Statistical School, including the arrangements for the participants
- Prepare and supply the involved personnel with necessary documents and information
- Supply good working conditions for the consultant.

Source of Funding

Project: MPD – 1998 – 0015 – Capacitação Institucional do INE

PAAO10 - 4.1.1 Gestão e Desenvolvimento de Recursos Humanos

Timing of the mission

See above.

Place

The seminar on Human Recourses Management will be held at ENE, the National School of Statistics of the National Institute of Statistics in Maputo, Mozambique.
The study visit will be at Statistics Norway in Oslo, Norway.

Language

Portuguese and English.

Report

The consultant will prepare a short final report to be discussed with INE before ending assignment. Statistics Denmark as Lead Party will publish the final version on www.dst.dk/mozambique within 3+ weeks of the end of the mission. The structure of the report should be according to Danida format.

Approved by Arnaldo Artiel INE/DARH/DRH

Day / /

Approved and Confirmed by Luis Mungamba, INE DARH and Contract Manager for the INE – Scanstat Contract

Day / /

APPENDIX 3. Slides on quality and planning

Reference to slides presented by the consultant during the mission:

Recursos Humanos_Workshop_no_INE_Septembro_2010_dia_2.ppt

Recursos Humanos_Workshop_no_INE_Septembro_2010_dia_3.ppt

Recursos Humanos_Workshop no INE Setembro 2010_Dia 4.ppt

Recursos Humanos_Workshop no INE Setembro 2010_Dia 5.ppt

APPENDIX 4. Discurso

INSTITUTO NACIONAL DE ESTATÍSTICA DISCURSO POR OCASIÃO DO ENCERRAMENTO DO SEMINÁRIO SOBRE RECURSOS HUMANOS

Exmos Srs Formadores
Exmo Sr. Delegado da DPINE Maputo Cidade
Caros colegas

Exactamente a cinco dias estive aqui nesta sala para em nome de S. Excia o Presidente do Instituto Nacional de Estatística declarar aberto o seminário sobre recursos humanos dos técnicos da administração e recursos humanos do Instituto Nacional de Estatística. O seminário envolveu dois técnicos de cada Delegação Provincial do Instituto Nacional de Estatística, técnicos dos Serviços Centrais do INE e teve também como participante o Delegado do INE na Cidade do Maputo.

O Plano Estratégico do Sistema Estatístico Nacional 2008-2012, afirma sobre os recursos humanos, que o Instituto Nacional de Estatística pretende criar um quadro atraente de desenvolvimento, gestão e retenção dos quadros. Pretende também manter um ambiente de alta motivação, gestão e treinamento do pessoal. Constitui também prioridade absoluta, de acordo com o Plano Estratégico do Sistema Estatístico Nacional, ter uma força de trabalho motivada que possui competências e conhecimentos necessários para materializar a Visão e os Objectivos Estratégicos do SEN e ainda que seja capaz de adquirir novas competências de modo a fazerem face, com habilidades aos desafios colocados no presente e no futuro.

Foi tendo em vista os objectivos do Plano Estratégico do Sistema Estatístico Nacional 2008-2012 sobre os recursos humanos do Instituto Nacional de Estatística, que foi organizado este seminário. Durante o seminário foram vistos temas como motivação, gestão dos recursos humanos, resolução de conflitos, liderança e o papel do líder, teorias sobre avaliação do desempenho e o “brainstorming” sobre política sobre os recursos humanos no Instituto Nacional de Estatística. Foi também visto durante o seminário o manual de planeamento. O Instituto Nacional de Estatística adoptou o novo sistema de avaliação do desempenho para os funcionários e agentes do Estado (SIGEDAP). Para melhor compreensão do sistema, foi convidado um técnico do Instituto Superior da Administração Pública.

Caros colegas,

Em 2008, o Instituto Nacional de Estatística começou a implementar o Plano Quinquenal do Sistema Estatístico Nacional, 2008-2012. Este plano quinquenal foi desenhado com o objectivo de melhorar e desenvolver o Sistema Estatístico Nacional. Neste plano quinquenal, a formação continua desempenhando o papel de destaque, tendo apenas mudado a estratégia. Ela deixou de se concentrar na formação de longa duração, concentrando-se na formação de curta duração.

Alguns dos colegas estão neste local de formação pela primeira vez. Para esses, os nossos cumprimentos de boas vindas. Esta é a Escola Nacional de Estatística que foi criada com o objectivo de materializar a nossa necessidade de formação, sobretudo de curta duração. Por isso a Escola era objectivo prioritário do plano estratégico quinquenal que estou citando. Esperamos que a escola seja o local onde os funcionários do INE virão trocar as suas experiências na produção estatística.

Ao longo do curso, os formandos viram a necessidade de liderança e gestão no nível do comando onde estão afectos. Esta é uma condição “sine qua non” para seguirmos em frente com a descentralização responsabilizada que há anos perseguimos com pouco sucesso ainda, infelizmente. Por outro lado, para as Delegações, a verdadeira prova de fogo é a liderança na implementação do subsistema de estatísticas distritais e municipais. Com este curso, pretendemos que os formandos façam uma gestão orientada a resultados em sintonia com os objectivos preconizados no nosso Plano Estratégico 2008-2012. Com o fim deste curso, queremos ver diferenças de gestão, liderança e melhor desempenho dos Departamentos e das Delegações Provinciais do Instituto Nacional de Estatística.

Ao terminar quero agradecer os esforços despendidos pelos formadores. Sobretudo do Dag Roll-Hansen que com seu pouco Português conseguiu transmitir a matéria. Como sempre, os formandos desempenham um papel importante no processo de ensino aprendizagem. Quero também agradecer aos formandos pela participação e entrega nas discussões e nos diferentes temas abordados, o que fez com que os objectivos do curso fossem cumpridos.

Obrigado.

Luis Mungamba, Director da Direcção
de Administração e Recursos Humanos do INE

Maputo, 01 de Outubro de 2010.