

Part A

Staff recruitment

Q1. Does the recruited staff possess the professional skills generally needed by NSO? Or is significant additional training required? Which skill area is the greatest ongoing problem?

Answer: Young specialists constitute the main part of employees in the Agency on Statistics of the Republic of Kazakhstan (Agency) and they do not possess special statistical skills. There are practically no higher educational institutes preparing statistical specialists in the Republic. Problem skills are insufficiency of knowledge and skills on mathematics methods, use of modern statistical programmes.

Q.2 Do you use or have used any special strategies for recruitment to ensure new staff have required skills? (e.g. cadetships, graduate recruitment programs, take graduates from associated statistical training institutes). Please list the strategies and indicate which ones are successful and which ones have not been successful and why?

Answer: Conditions of staff employment are established by the legislation of Kazakhstan, the entrance is realized on the competitive basis. Also according to the legislation the entrance is provided in the order of the transfer from other government agency. The Agency recruits high-qualified employees whose work is similar to the work of the Agency. At the present time the issue of opening the master study on “Statistics” in the Academy of the State Management under the President of the Republic of Kazakhstan is studied. Further it is planned to recruit this master study graduates. Besides, this year the Kazakh University of Economics, Finance and International Trade has obtained the license on preparing specialists on the speciality “Statistics” and the Agency in cooperation with the University plans to direct its staff for studying on the given speciality.

Q3. Have you worked closely with universities to ensure graduate programs meet the skills needs of NSO? Please briefly describe any arrangement.

Answer: Earlier the Agency has closely cooperated with Almaty Institute of Economics and Statistics, however unfortunately after transferring to Astana city the relation was broken.

Development

Q4. Does your NSO have staff development plan that is linked to goals and objectives of its long-term strategic plan or National Strategy for Development of Statistics?

Answer: The organization of staff training is realized according to the Training Plan of the Agency on Statistics of the Republic of Kazakhstan for 2010 confirmed by the order of the Agency Executive Secretary. During developing the Training Plan, the long-term Development Strategy of Kazakhstan till 2030, Strategic plan of the Agency for 5 years are considered. Raise of qualification of state employees (civil servants) of the Agency is realized in the Academy of the State Management under the President of the Republic of Kazakhstan, other educational organizations, the list of which is confirmed by the Agency for Civil Service Affairs of the Republic of Kazakhstan. The qualification improvement of each employee is realized not less than 1 time in 3 years. Annually the staff of the central body of the Agency can pass retraining on two levels: “Courses for administrative civil servants firstly accepted for state service”; “Courses for administrative civil servants appointed for state post”, and training on “Courses of qualification rising for civil servants” in the Academy of State Management.

In the Strategic plan of the Agency for 2010-2014 the receipt of the international experience in statistics it has been declared as one of the five priority directions in the activity of the Agency. Thus, the Agency attaches great significance to the staff qualification abroad. In this connection and also in connection with requirements of budget formation procedure, annually the Agency put funds for the coming year for the participation in the concrete international activities including study courses. The given activities are defined from the priority for objective execution of the current strategic plan of the agency and other state plans of development. Thus, the Agency forms the annual plan of international activities on knowledge and skill expansion of its staff members linked to the aims and objectives of state plans of development.

Q5. How does your NSO integrate the need of professional development of individual employees into the long-term plan?

Answer: The professional development of young specialists is the occupation of staff members working in the national statistical systems for a long time. The direct top managers make analysis of the quality work of the young specialists, on the results of such analysis there are made requests for holding trainings on the need of different skills which are considered during making of the Strategic plan of studying. Thus, young specialists take part in the work of different courses, seminars.

Q6. How does your organization identify the need for professional capability building of each individual employee?

Answer: According to the legislation on state service every three year state servants hold test certification for the purpose of defining the level of their professional preparation, legal culture, abilities of working with citizens. On the results of the certification the commission gives recommendations on forming those or other professional abilities of each staff member.

Also there is realized the qualification increase every three years for the working staff members and appointed for managing posts.

Q7. What are the main means used for development of professional skills of staff?(e.g. formal courses, on-the-job training, self help courses, certificates or post graduate courses offered by universities, training programs conducted by international organisations, study tours) Which means are considered to be the most effective and why? Which means are to be the least effective and why?

Answer: For development of staff skills the Agency uses different forms of studying. The staff members participate in the work of international workshops and courses, besides, with the own force the Agency with the support of international organizations and partner statistical services there are held seminars in the Agency. The leading experts carry out trainings as for the central apparatus as for the regional offices.

We consider that the training on the working place is more effective especially the practical lessons are useful with the specially invited foreign experts.

Q8. How does your organization select employees to participate in training or other capacity building activities, especially funded by international organizations?

Answer: For staff selection directed for abroad qualification increase the Agency has organized the special competitive commission. The commission consists of the management and specialists of the personnel service of the Agency.

The criteria of such selection are the length of service and work experience, recommendations of the direct top manager, good results of work.

Q9. What performance measures does your organization use to assess the effectiveness of capacity building efforts? Please describe the key indicators that you found useful in measuring the success of capacity building initiatives supported by your NSO or by others.

(If your organization has an agreed/draft list of capacity building indicators, please share it as annex to your country paper

Answer: For evaluation of effectiveness of the general activity in the Strategic Plan of the Agency there has been fixed the target indicators on execution of separate objectives in the frameworks of basic directions as the following:

1. decrease of response burden in % of the existing level;
2. implementation of software on statistical form in electronic type;
3. annual increase of confidence level about data of state statistics;

4. maintenance of interaction with information systems of state bodies for statistical purposes;
5. Number of staff members having advanced international experience in statistics once a year.

Also in accordance with the system of quality management the target indicators are existing for monitoring of the Agency' and each structure subdivisions' aims achievement in statistics.

Organizational strategies

Q10. Are there special career paths for professional staff? Please describe arrangements.

Answer: According to the legislation of the Republic of Kazakhstan the entrance into the state service and appointment for the managing posts are realized on the competitive basis in accordance with the affirmed qualification requirements. At corresponding with qualification requirements on education and length of service each staff member has the possibility for the career growth.

Q11. How does your NSO determine the professional skills its employees need in order to meet current, emerging and future statistical information requirements?

Answer: As it has been said in Q4 during defining of the list of business trips financed by the state or donors there are considered the objectives before the Agency and other government bodies.

During defining of the professional staff skills to statistics requirements there are considered the major national strategic plans, international tendencies, state programmes of Kazakhstan's Government, the President programmes. With the account of these documents there are defined the necessary skills and on these directions there is the training because of different sources.

Q12. Are competencies for various positions spelt out and do incentives existing for staff to obtain new competencies? Please describe the arrangements, if yes.

Answer The explanation of the competence of each post is reflected in the qualifying requirements in accordance of which there is the post appointment. On the recommendations of the direct top manager the state servant can be appointed for the higher category with qualifying requirements to the recommended post. The motivation for staff members is the promotion in post which gives the high salary. For the achievement of the professional growth the staff members are interested in self-education.

Q13. Is staff membership of professional associations encouraged? Is there active NSO participation?

Answer: Unfortunately in the Republic of Kazakhstan the system of active professional associations in statistics is not developed.

Q14. Have decisions on organisational and job structure been made to address capability? E.g. centralisation of functions such as methodology or subject expertise. Please provide details, if yes.

Answer: In accordance with the regulation of the Agency and also with ones of the territorial bodies the functions are divided by the following way: the central apparatus's competence includes the issues of methodology development of statistical information and formation of statistical indicators. The territorial bodies in general collect information and make its first analysis.

Q15. Does the range of work available in the organisation attract and retain qualified staff? – E.g. analysis as well as operational work

Answer: Charge of motivated and skilled staff members in the national statistical system is a problem as the wage in the state bodies is considerably lower than in the large national companies and private sectors.

Q16. Is there a formal regular program for particular categories of staff to broaden their knowledge and skills?

Answer: The organization of Agency staff training is realized according to the annual developed Plan of staff qualification increase of the Agency on Statistics of the Republic of Kazakhstan. In the plan of international activities which has been mentioned in Q4 there is provided the activities on qualification increase for staff members of the major areas. According to the Plan there is the training of Agency staff on economic statistics (general theory of economic statistics and SNA), state statistics (planning, dissemination, registers, classification system, quality management, and legal bases of statistical activity) and also the filed statistics.

Q17. Are professional skills obtained regularly by contracting in staff or contracting out work?

Answer: The increase of the Agency potential level is realized through the increase of the Agency staff professionalism.

The Agency itself with the support of international organizations and partner statistical offices carry out seminars in the Agency.

Other

Q18. Have developments in IT made the development and maintenance of the capability of national statistical service easier or more challenging? How?

Answer:

In whole the development of IT has facilitated and increased the productivity of the Agency's staff activity. The Agency has introduced the information system «Electronic statistical reporting» which allows respondents provide reporting from their computers connected with the Internet using digital signature which considerably reduces administrative barriers.

Users of statistics information has obtained the possibility of loading official statistical information in the electronic way from the Agency's website. Also, it is realized the electronic posting of statistical information on users request.

In the current year the Agency has started to use the service IPVPN which allows sending primary statistical information on forbidden channels of connection. This autumn it is planned to connect IP/VPN to the district and urban statistics divisions.

The Agency is going to plan the following activities which stimulate IT for developing possibilities of the national statistical service:

The transition in database “Statistics” of collection and bulletins in Internet – resource of the Agency so that absolutely all the regulated statistical information will be free. The Agency makes a considerable step to the realization of principles of state statistics - general availability and provision of equal access of users to the official statistical information.

In the frameworks of the government system “E- Government”, the Agency has started the work on making and implementing integrated information system «E-Statistics» (further– IIS «E-Statistics»). IIS «E-Statistics» will unite the operating and constructing IS and also it is integrated with the infrastructure “electronic government” and IS interested state bodies. Respondents will take the possibility to fill in the reporting forms online on the web-portal of the Agency with the use of the digital signature. Users will receive the access to the aggregated statistical data through a convenient interface, thus, the information analytical system and geo-information component will allow users to receive necessary information in a needed table, graphic or geographic representation.

Q19. Are the professional requirements of NSO acknowledged in your government? Or is there no special recognition and allocation of staff occurs without consideration of the professional capability of the NSO?

Answer: Annually the Agency develops the strategic plan for 5 years on the slipping basis which is affirmed by the Government of Kazakhstan. There are provided activities directed for the professionalism increase and staff training in this plan. For the realization of tasks defined by the strategic plan, the Government allocates financing.

Capability of the national statistical service

Q20. What is the general level of professional capability of the national statistical service as a whole compared with that of the NSO? Lower, the same, or higher?

Answer: The general level of professional abilities of the national statistical system of the Republic of Kazakhstan as a whole is comparable with the level of the Agency on Statistics of the Republic of Kazakhstan.

Q21. Does the NSO or some other government body have strategies for developing the professional capability of the national statistical service? (e.g. career paths managed service wide, outpostings, secondment of staff, inpostings, fellowships, joint or collaborative projects, service-wide training or development events such as seminars) If so what are the most successful strategies used and which strategies have been unsuccessful and why?

Answer: The Agency jointly with World Bank works on the technical and economic substantiation on the Project oriented for 5 years and directed to the strengthening of the national statistical system of the Republic of Kazakhstan by means of personnel resources development, obtaining methods of advanced system of management and usage of international statistics standards and advanced experience.

Q22. Which professional capabilities are the most challenging to develop or maintain? Please explain why

Answer: Among the most demanded abilities for development we can outline the foreign languages knowledge, knowledge of mathematics methods and modern statistical programmes use skills, analytical thinking. For the development it is necessary to study the international experience and foreign languages for the facilitating this process. The modern statistics is inconceivable without a wide use of information –communication technologies and modern applied statistical programmes and mathematics methods. The decision of different problems appearing in the development process requires the analytical thinking. Therefore these skills, to our opinion, are the most demanded.

PART B

Please provide details of one or two strategies that have been used with the aim of improving or maintaining professional capability. In doing so please place an emphasis on what worked or did not work and why.

Answer: The qualified specialists of the Agency by own strength carries out seminars as for the central apparatus as for the regional offices. In the end of such trainings there is held the certification of the obtained course and results of the

material mastering. The results of the test certification give good results. On the obtained questionnaire of listeners such seminars are needed, their effectiveness is achieved by the receiving of necessary skills for successful work.