

# NSO Practices in Developing and Maintaining Statistical Capability

9th Management Seminar for Heads of  
NSOs in Asia & the Pacific  
SIAP Tokyo 2010  
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# Metadata

- Based on the Country papers provided by NSOs for the SIAP 9<sup>th</sup> Management Seminar
- Only responses received by 24 August included in the analysis
- Quality notes:
  - Most data was derived from text responses. Errors may have arisen in transcription, data entry and analysis.
  - Item non-response varied across topics, and in some cases was quite high



# Characteristics of the Population

ESCAP Country Groupings	Responses	ESCAP countries
East and North East Asia	6	7
South East Asia	9	11
South and South West Asia	10	10
North and Central Asia	0	9
Pacific	4	21

# Common capability challenges

	Overall	Recruitment
Macro-Economics	√	√
Survey Methodology	√	√
IT	√	√
Data Processing		√
Data Analysis	√	√
Capability Development	√	
Management Skills	√	

# Recruitment Strategies

- Graduate Recruitment Schemes  
Australia, Lao PDR, Malaysia, Myanmar, New Zealand
- Internships/Holiday Work/Trials  
Bangladesh; Hong Kong, China; India; Japan; Malaysia, Nepal, Sri Lanka, Thailand
- Cadetships Australia
- Public Competitions Vietnam
- Psychometric Testing New Zealand

# Relationships with Universities

- Funded University Positions
- Joint Statistical Training Institute
- University Curriculum Development
- Provision of Training (at NSO or University)
  
- Collaborative Research
- Internships

# Capability Building Approaches

Strategic	Capability Frameworks Structured Human Capital Succession Planning Continuous Training Organisational Gaps
Skill Development	Training Needs Assessment Partnerships with Employees Annual Training Programme



# Staff Development

Common	Formal Courses International /Regional Training On-the –Job Tertiary Study Study Tours
Emerging	Job Placements/Projects Self-Help Training Consultancy Opportunities E-learning



# International/Regional Training

- Very important across Asia-Pacific region – 19 NSOs cited it
- Criteria for selection focuses on
  - Trainee Characteristics (current role, work performance, etc)
  - Attributes of Training (Language requirements, relevance of topic, course pre-requisites)
- Less emphasis reported on organisational requirements???

# Capability Measures

Focus	Measure	Countries
Outcome	Regular senior management forums	Australia
	Contribution to achieving organisational goals	Hong Kong, China; Papua New Guinea
	Improvements in Staff Performance	Hong Kong, China; Pakistan, Tonga
	Management by Objectives	Islamic Republic of Iran
	Contribution of staff to Research Activities	Islamic Republic of Iran



# Capability Measures (cont)

Focus	Measure	Countries
Input	Assessment tests	Bangladesh
	Performance in Office Assignments	Bangladesh
	Training Course Effectiveness	Islamic Republic of Iran, Malaysia, Republic of Korea
	Training Records	Malaysia, Republic of Korea, Thailand



# Strategies for Development and Maintenance of Capability

Career Planning	Formal Assessment	Australia, Malaysia, New Zealand
	Rotation	Republic of Korea, Sri Lanka
	Merit/Seniority Based Promotion	India, Pakistan
Competency Management Frameworks		Afghanistan, Australia, Bangladesh, Bhutan, India, Islamic Republic of Iran, New Zealand, Pakistan, Republic of Korea, Thailand, Timor-Leste, Tonga



# Retention Constraints

Issues	Countries
Salary	Afghanistan, Bangladesh, Bhutan, Lao PDR, Nepal, Papua New Guinea, Thailand, Timor-Leste
Range of work limited	Tonga
Range of work too sophisticated	Afghanistan
Gaps in Professional capability building in decision-making	China
Lack of Awareness of Statistical System	India
Ageing Staff	Macao, China: Nepal
Shortage of capacity in country	Macao, China
High turnover	Maldives
Limited career options	New Zealand

# Retention Enablers

Factors	Countries
Wide Scope of Work	Australia, Pakistan, Republic of Korea
Organisational Culture, Professionalism, Training	Republic of Korea



# National Statistical Services

- Developing area for a number of NSOs
- NSO capability generally similar or higher than rest of NSS
- Some Policy Agencies have strong analysis skills
- NSOs provide lots of support to other parts of the NSS

# Summary

- Recruitment, retention and ensuring staff have the necessary skills remain ongoing challenge for many NSOs
- Skill development changing – new methods emerging to complement traditional methods
- NSOs taking an outcome perspective in measuring effectiveness
- Competency Management and career planning, important organisational strategies
- Number of NSOs are actively supporting capability strengthening across the NSS