1. What are the main challenges (topics) in your office regarding Training & Development at the moment?

   - Upgrading lower-level statistical staff in order to meet new working methods
   - Knowledge management (leading experts retire or leave SN)
   - Management Development

2. What are the three most important focus-points in your HR policy at this moment?

   - Staff reduction (financial constraints)
   - Increase of internal and external Mobility
   - Recruit, motivate and keep young high educated staff

3. Which HR- and training tools do you have in place (or are you developing at the moment) to answer HR- and training challenges successfully?

   - Strategic Personnel Planning
   - Statistical Training programs (internal 'Statistical Tree' and other courses - introductory and advanced level, International European Statistical Training Programme ESTP, etc)
   - Performance evaluation circle (every year per employee):
     1. task-agreement...
     2. mutual progress-evaluation...
     3. management evaluation...
     4. performance review → related merit rewards
   - Personal development plan
   - Education plans / -facilities
   - Management development program

4. Image your office in 2016: what in your opinion will be the biggest challenges for your office (relating business architecture and HR-management) at that time?
To find a balance between financial constraints (staff reduction) and recruiting new young qualified staff

To introduce and provide for smart working tools for a new generation/ flexible worktime use/ remote work

To invest in increased international collaboration in training (efficiency gains, Master in European statistics)

Keeping up HRM with new working methods & techniques/ business process redesign (HLG-BAS)

5. In the ideal situation where there would be no budgetary restrictions: Which tools do you think are necessary to use or develop to meet the needs of the next generation of statisticians (in 2016) in regard to training and HR policy?

- e-Learning and international training programmes
- remote work,
- e-HRM/ HRM-metrics and analytics,
- new management skills to meet new working methods/ young generation of statisticians