Norwegian answers:

1. **What are the main challenges (topics) in your office regarding Training & Development at the moment?**
   To help our leaders manage good work-processes and the best organization of work (LEAN), and support a culture of continuous improvement and the involvement of all employees. To recruit staff with the most relevant background and profile and to ensure an efficient transfer of knowledge when experienced staff are leaving. To create a learning environment – with learning everyday.

2. **What are the three most important focus-points in your HR policy at this moment?**
   The introduction of LEAN thinking and culture in our organisation. Improved recruitment (both recruitment process, and the profile of those we recruit). Increased internal job circulation, Preparing the organisation for retiring staff, and replacing them with the right competence.

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?**
   Main tools are:
   - A process- and quality focus, and supporting techniques
   - Structured competence mapping,
   - Training courses on-demand,
   - Annual development talks,
   - Training programme for new employees (incl course on career development)

4. **Imagine 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?**
   The main challenge will be to ensure efficient production securing high quality statistics – which require more training in continuous improvement and quality management as well as more team oriented work. New tools - new competences?

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?** Difficult to answer, but we might have developed more e-learning and interactive training facilities for instance, and invested even more in the training and integration of new employees,