The concept of human resources development of the Federal Statistical Office was developed by a project team and was then modified – with the co-operation of the various bodies (combined staff council, commissioner for gender equality, disabled persons’ representative) – to provide a version acceptable to all parties involved.

On 23 April 2003, the management/staff council agreement on implementing the concept of human resources development was signed by the chairman of the combined staff council and the President of the Federal Statistical Office.
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I. General

1. Definition and goals of human resources development at the Federal Statistical Office

Human resources development (HRD), as part of our corporate culture, is a systematic and continuous process allowing to identify, maintain and promote the individual performance and learning potential of any staff member at any level. From the Office's point of view, HRD should meet the qualitative and quantitative demand for human resources in a sustainable way. From the staff members' point of view, the task of human resources development is to give weight to their skills and interests. The goal is to reconcile these two target components to permit the best possible fulfilment of the tasks of this Office.

That definition contains the main goals of HRD. Any other goals can be derived therefrom as sub-goals, while any effort here is subordinate to the principle that staff must be provided for the best possible fulfilment of tasks at this Office. This is why HRD starts with recruitment, involves all staff members and accompanies processes of change such as those triggered by the Statistical Quality Offensive. It is important to maintain and develop the qualification of the staff members. This is the only way to meet future challenges for official statistics.

Therefore, HRD is not a single matter aiming at short-term effects. HRD follows the organisational development. However, it takes up new issues and helps to make strategic decisions in the future. HRD involves efforts and costs. Practicing HRD means that everyone involved has to make greater efforts. Time and commitment is invested in the people. Such investment is for the benefit of the Office and every individual. We must not cease in our efforts here.

2. Modular structure

Any HRD measure is based on seven job profiles (see annexes I – VII), which have been derived from practical work at the Federal Statistical Office.

HRD modules are based on the job profiles. Each module describes a consistent HRD measure. Depending on the requirements of the job and staff member concerned, modules may be supplemented, omitted or re-weighted, without changing the overall concept.
3. Human resources development as a management task

HRD take place "on the spot", i.e. it is a task of the superiors. It is the superiors who can best identify the requirements of a specific job and the potential or possible deficiencies of their staff. It is the joint responsibility of the staff and their superiors to agree upon required, and suitable HRD measures. It is one of the duties of managers to actively support HRD and to contribute to transparency and acceptance of HRD measures.

Sometimes there will be differences between how a staff member sees himself/herself and how the superiors judge him/her. In that case, the persons involved may obtain advice and support by ZC/human resources development unit. Another task of ZC/human resources development unit is to implement and further develop the HRD modules and to check their efficiency.

II. Modules of human resources development at the Federal Statistical Office

1. Efficient recruitment

HRD must start with recruitment. Errors in recruiting suitable staff are difficult to correct later by HRD.

In order to draw the attention of as many potential candidates as possible to the Federal Statistical Office as an employer, the following measures are to be taken:

a) Improving Internet presentation

The Federal Statistical Office intends to get better known as a potential employer by intensifying its presence in the media, in order to obtain more qualified applications.

For this purpose, the content of job advertisements will be improved (e.g. including information on the selection procedure, on advanced training for new staff, etc.). Online applications or online preselection (application course) should be envisaged.

Co-operation with general Internet job markets or special platforms for the public service (e.g. www.aventi.de) should help to better circulate job advertisements.

b) Increased use of trade fairs and information events

The Federal Statistical Office should make better use of its participation in trade fairs to make the public aware of possible jobs at the Office.

c) Granting traineeships and diploma dissertations

It is intended to grant traineeships and diploma dissertation themes to students of institutions of higher education. This will allow the Federal Statistical Office to get better known as a potential employer and to get early in touch with suitable candidates.


d) Optimising the selection procedure

The selection procedure currently applied by the Federal Statistical Office will be improved. A crucial factor, apart from subject-related skills, is social competence.

Social competence may be assessed through the criteria

– ability to work in a team,
– social behaviour in a group,
– active listening,
– using arguments,
– ability to moderate,
– assertiveness,
– persuasiveness, and
– self-confidence.

To perform selection procedures, one or two fixed selection bodies have to be set up, consisting of five persons plus two substitutes:

– two members of Department Z,
– two members of the specialised departments (in one of the bodies, there should be a staff member of the Bonn Branch Office),
– commissioner for gender equality,
– disabled persons' representative, where applicable.

The members should have acquired many years' experience in heading sections or divisions. They will have to be trained to be prepared for monitoring selection procedures. If a lack of social competence is detected, Department Z shall have a veto right.

2. Career start programme for the höherer Dienst (higher service)

The purpose of the career start programme for the höherer Dienst is to integrate the new staff members in the Federal Statistical Office and to prepare them for their further career. It should also

– contribute to the staff members' identifying themselves with the Federal Statistical Office,
– increase mobility, flexibility, and range of potential employments,
– allow solid assessment of the new staff regarding their permanent employment, and
– promote the Office's attractiveness as an employer.

The programme consists of courses and seminars, which all new staff members in the höherer Dienst have to take part in, and of other measures supporting integration.
3. Feedback to superiors / staff inquiries

The purpose of feedback to superiors and staff inquiries is to obtain information on the management situation and staff satisfaction at the Federal Statistical Office, so that well-aimed improvement measures can be taken.

a) Feedback to superiors

In giving feedback to the superiors, staff members anonymously assess the personnel management behaviour of the superiors, following a given pattern. The aggregated assessments are revealed only to the superior concerned and, where appropriate, discussed with him/her by third parties; this should help him/her to identify his/her strong and weak points in personnel management behaviour and to take well-aimed improvement measures (help for self-help). Personnel management behaviour may be improved, for instance, by participating in personnel management courses or by holding (maybe moderated) discussions with the staff members.

The feedback aggregated for a group of superiors is made known within the Office. Drawing conclusions on individuals is not possible here. The personnel management situation is thus examined in general. Any superior may compare his/her self-image with how he/she is seen by the group, and the President/Vice-President may identify weak points to be remedied.

b) Staff inquiries

In its "fit 2005" programme, the Federal Statistical Office has committed itself to "demonstrably" improve staff satisfaction. To measure staff satisfaction, staff inquiries have therefore to be conducted at regular intervals. Among other things, they should provide information on how staff motivation can be improved.

4. Staff management interviews and individual planning of advanced training

Staff management interviews are of major importance for practical HRD. In such annual interviews, the superiors and their staff members should discuss, negotiate, and plan in a binding manner the items that are important to both parties.

An important basis for staff management interviews is the annual planning of the organisational unit concerned, from which the targets for the concrete jobs are derived. A brochure on staff management interviews (as of 2/2002) sets requirements and provides assistance for such interviews.

Another important element of staff management interviews is the individual planning of advanced training. The goal here is that superiors and staff members agree in a well-aimed and binding manner on advanced training and that both of them commit themselves to contributing to successful advanced training. All staff members should acquire the knowledge they need to fulfil their present and future tasks.

The obligation to set up individual advanced training plans is laid down in the new advanced training guidelines of the Federal Statistical Office.
Setting up individual plans of advanced training is facilitated by the job profiles (see annexes I - VII). They provide information on the knowledge and skills required to fulfil the tasks. When a staff member takes over a different job, the individual advanced training plans have to be adjusted to the new requirements.

To make advanced training planning more concrete, a selection of suitable advanced training themes is offered for each job profile component in a standardised IT procedure. Superiors and staff members discuss what training measures might be suited and agree on a maximum of 4 seminars to be attended in the following year. It is also possible to propose seminar themes not contained in the seminar catalogue. The result of the discussion is documented in writing and transmitted to ZC/advanced training. There the total of individual advanced training plans forms the basis for planning the advanced training programme of the Federal Statistical Office for the following year.

5. Promotion pool for the function of "head of division"

Promotion pools are human resources development measures intended to qualify heads of sections. Participation in a promotion pool is required for any head of section who wish to become head of division later. Promotion pools are no examinations that may or may not be passed. They consist of the following elements:

- staff management seminars,
- exchange of experience regarding current problems and trends in the work areas of the persons concerned, and
- discussions with the President/Vice-President on current topics regarding Office policies.

Promotion pools are a contribution to a "learning organisation"; they enhance the understanding of the tasks and problems of the various departments and create a feeling of solidarity at the level of heads of division.

Selecting the participants in promotion pools is done in a two-stage procedure:

(1) Applications are invited for participation in a promotion pool. Potential candidates are heads of section who

- have had that function for at least 3 years, and
- have not yet participated in a promotion pool.

Candidates who were not selected in the past may submit an application again.

(2) Candidates are selected by the President/Vice-President, taking account of the participation rights of the commissioner for gender equality, the staff representation, and the disabled persons' representative, upon proposal of the relevant head of department, having established a ranking of applications from his/her department. The priority decisions taken by the head of department is based on the "qualities required of managers" (personal and social competence as well as methodological and subject-related competence, annex VIII).
6. Specialists in the *höherer Dienst*

Staff members who, due to their suitability and qualification, are to be entrusted with functions in important strategic areas of the Office - without the intention or requirement of entrusting them also with staff management responsibilities as superiors - should be promoted.

Such staff members take over permanently or for several years a special function or they participate in, or manage a large-scale project. The enter the level of the heads of fixed organisational units (heads of section, heads of division, heads of department) and are classified in salary brackets according to the requirements of the task to be performed.

'Changing between functions is possible. This requires, however, that the criteria of the relevant job profile are met. In concrete terms, this means for instance that before a candidate can take over the function of head of division, he/she must proof to have acquired experience in staff management (as specified by the job profile).

7. VAST and VART programmes

In addition to the well-proven procedure applied so far, employees are offered improved career opportunities.

a) Preparation of employees for activities generally performed by a *Sachbearbeiter* (staff member in charge of particular matters) (VAST)

The following goals are to be achieved by this preparation programme:

- meeting the demand for qualified staff in the *gehobener Dienst* (higher intermediate service) by carrying out a preparation measure for employees, preparing them for changing from the job profile of the *mittlerer Dienst* (intermediate service) to that of the *gehobener Dienst*. The content of the preparation measure is still to be specified.
- transparency of the procedure.

As the only entrance requirement, the candidate has to have performed three years of an activity classified under salary bracket V c or an equivalent activity.

Applications are invited for participation in the preparation measure. Candidates should submit their application on their own initiative and through official channels. The relevant department shall comment on the candidate’s aptitude for later employment in the *gehobener Dienst*.

Candidates may submit repeated applications.
b) Preparation of employees for activities generally performed by a Referent (assistant head of section) (VART)

The following goals are to be achieved by this preparation programme:

– increasing the share of staff performing Referenten activities after having performed activities generally performed by Hauptsachbearbeiter (senior staff member in charge of particular matters) to at least 10% of the staff in the höherer Dienst,

– preparing the selected staff members for changing from the job profile of the gehobener Dienst to that of the höherer Dienst by carrying out a preparation measure whose content is still to be specified,

– transparency of the procedure.

As a requirement for admission to the preparation measure, employees must have performed three years of an activity classified under salary bracket III, case group 1a.

The Office shall provide the posts required. Applications are invited for participation in the preparation measure. Candidates should submit their application on their own initiative and through official channels. The relevant department shall comment on the candidate's aptitude for later employment in the höherer Dienst.

8. Promotion pool for the function of Hauptsachbearbeiter (senior staff member in charge of particular matters)

Promotion pools are human resources development measures intended to qualify Sachbearbeiter.

In a transparent procedure, candidates shall be prepared early for the senior position of Hauptsachbearbeiter by suitable qualification measures.

Within the scope of advanced training, a concrete qualification programme will be offered for the above function. Over the medium term, participation will be required for submitting an application.

Applications are invited for participation in the qualification measure. Any Sachbearbeiter having performed that function for at least two years may apply. They should submit their application through their specialised department, which will comment on the application.

9. Qualification programmes offered in case of restructuring

For staff members affected by restructuring measures, qualification programmes are developed, and offered to such staff, on the basis of individual HRD planning and in accordance with the agreement on targets called Statistical Quality Offensive.
10. Staff exchange

Staff exchange serves the purpose of subject-related and cultural exchange between staff members. Mutual understanding is considerably enhanced.

a) Staff exchange within the sphere of competence of the Federal Ministry of the Interior

Reference is made here to the catalogue of procedures regarding staff exchange (annex IX), which is binding within the sphere of competence of the Federal Ministry of the Interior.

b) Staff exchange with the statistical offices of the Länder

As special procedural rules have been agreed upon regarding staff exchange with the statistical offices of the Länder, such exchange is treated as a separate module. Reference is made to the existing draft (annex X).

III. Quality and efficiency control

As human resources development, just as advanced training, has to act in accordance with demand, and thus dynamically, the programmes and measures offered have to be checked whether – in the form they are offered - they lead to the desired results.

It is planned to check each module for the first time about two years after its introduction, so that its efficiency can be assessed and corrections be made where necessary. Then, quality and efficiency control of the measures will be established as a permanent task.
Conceptual approach to Human Resources Development at the Federal Statistical Office

"Lifelong learning is necessary for enterprises to keep abreast of competitors in a world, where technical knowledge is becoming obsolete ever more quickly. Lifelong learning is necessary for people to keep track of progress and thus to be able to share in scientific developments.... Knowledge becomes obsolete, but the capability of learning does not" (Federal President Rau, addressing the ninth meeting awarding the initiative prize for training in 2001, as reported by DIHK (German Chambers of Industry and Commerce) on 17 July 2001).

Drafted by: ZC / Human Resources,
## Job profile in the *höherer Dienst* (higher service)

<table>
<thead>
<tr>
<th>No.</th>
<th>Qualities</th>
<th>Measurement methods</th>
<th>Measures to be taken</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>command of mathematical and statistical bases or subject-related bases (e.g. Department Z)</td>
<td>academic degree* or equivalent experience</td>
<td>none, because this is entrance requirement</td>
<td>X</td>
</tr>
<tr>
<td>2.</td>
<td>ability to express oneself (in writing and orally)</td>
<td>specimen work*, appraisal/assessment by superiors</td>
<td>advanced training / feedback by superiors</td>
<td>X</td>
</tr>
<tr>
<td>3.</td>
<td>more detailed knowledge of the system of national and international statistics</td>
<td>appraisal/assessment by superiors regarding legal bases and organisational structure</td>
<td>advanced training / on the job</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>specific knowledge of mathematical and statistical methods of official statistics (collection, processing, evaluation)</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training / on the job</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>specific knowledge of the ways of presenting statistical results</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training / feedback by superiors / on the job</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>ability to perform scientific work and analyses as well as relevant presentations</td>
<td>specimen work*, appraisal/assessment by superiors</td>
<td>advanced training / feedback by superiors / on the job</td>
<td>X</td>
</tr>
<tr>
<td>7.</td>
<td>customer orientation</td>
<td>appraisal/assessment by superiors regarding knowledge and application of the marketing concept customer feedback</td>
<td>advanced training / feedback by superiors / on the job</td>
<td>X</td>
</tr>
<tr>
<td>8.</td>
<td>ability to co-operate across units</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training / feedback by superiors / on the job</td>
<td>X</td>
</tr>
<tr>
<td>9.</td>
<td>mobility / flexibility</td>
<td>readiness to change units; readiness to perform different tasks or to temporarily take over external tasks</td>
<td>assignment of different tasks, shift to other post or secondment</td>
<td>X</td>
</tr>
<tr>
<td>No.</td>
<td>Qualities</td>
<td>Measurement methods</td>
<td>Measures to be taken</td>
<td>Required</td>
</tr>
<tr>
<td>-----</td>
<td>---------------------------------------------------------------------------</td>
<td>----------------------------------------------------------</td>
<td>-------------------------------</td>
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</tr>
<tr>
<td>10.</td>
<td>competence in the English language applicable at the international level</td>
<td>diplomas, certificates <em>, stay abroad; specimen work</em> (understanding English texts)</td>
<td>advanced training</td>
<td>X</td>
</tr>
<tr>
<td>11.</td>
<td>target orientation</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training</td>
<td>X</td>
</tr>
<tr>
<td>12.</td>
<td>problem solving competence and readiness to make decisions</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training / feedback by superiors</td>
<td>X</td>
</tr>
<tr>
<td>13.</td>
<td>ability to present, moderate, and impart knowledge</td>
<td>work results, feedback by audience</td>
<td>advanced training / discussion forum</td>
<td>X</td>
</tr>
<tr>
<td>14.</td>
<td>communication ability</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training / discussion forum</td>
<td>X</td>
</tr>
<tr>
<td>15.</td>
<td>knowledge of standard software</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training</td>
<td>X</td>
</tr>
<tr>
<td>16.</td>
<td>basic knowledge of staff management, motivation and supervision (e.g. knowledge of provisions regarding labour law and civil service law)</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training</td>
<td>X</td>
</tr>
<tr>
<td>17.</td>
<td>thinking and acting in line with business administration principles</td>
<td>assessment by superiors regarding the knowledge and application of quality management budgeting controlling project management cost and results accounting</td>
<td>advanced training</td>
<td>X</td>
</tr>
</tbody>
</table>

**Note 1:** * Relevant already for recruitment

**Note 2:** Qualities no. 1, 2, 6, 9, 10, 12, 13 and 14 have been classified as relevant for recruitment by the participants in the workshop.
Job profile for "head of section"

For "heads of section", the following additional requirements have to be met:

<table>
<thead>
<tr>
<th>No.</th>
<th>Qualities</th>
<th>Measurement methods</th>
<th>Measures to be taken</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>candidates must have the staff management qualities required at the Federal Statistical Office regarding personal and social competence as well as methodological and subject-related competence</td>
<td>appraisal/assessment by superiors</td>
<td>feedback by superiors / advanced training</td>
<td>X</td>
</tr>
<tr>
<td>2.</td>
<td>mobility / flexibility</td>
<td>having worked in at least two different divisions or participation in a cross-department project group of the Office which follows the project structure plan provisions and is shown in the project organisation plan* or at least one year of external activities</td>
<td>shift to other division or shift to other post with assignment of the function of a head of section for a period exceeding the standard trial period by three months or assignment of participation in a project group of the Office by Division Z or secondment / shift / allocation for external activity</td>
<td>X</td>
</tr>
<tr>
<td>3.</td>
<td>ability to represent the relevant work area outside the unit</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training / on the job</td>
<td>X</td>
</tr>
<tr>
<td>4.</td>
<td>candidates must have knowledge of legal bases relevant for gender equality and of the guiding principle of gender mainstreaming as well as the ability to implement such knowledge</td>
<td>assessment by the commissioner for gender equality and her substitutes</td>
<td>advanced training</td>
<td>X</td>
</tr>
</tbody>
</table>

* A project group engaged in research and development and located at a Land statistical office, a federal authority or an international, supranational or scientific institution has the same status as a project group of this Office.
Job profile for "head of division"

For "heads of division", the following additional requirements have to be met:

<table>
<thead>
<tr>
<th>No.</th>
<th>Qualities</th>
<th>Measurement methods</th>
<th>Measures to be taken</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>candidates must, to a particular extent, have the staff management qualities required at the Federal Statistical Office regarding personal and social competence as well as methodological and subject-related competence</td>
<td>appraisal/assessment by superiors</td>
<td>feedback by superiors / advanced training</td>
<td>X</td>
</tr>
<tr>
<td>2.</td>
<td>mobility / flexibility</td>
<td>at least one year of external activity</td>
<td>secondment / shift / allocation for external activity</td>
<td>X</td>
</tr>
<tr>
<td>3.</td>
<td>experience in staff management</td>
<td>staff management experience as a head of section in at least two different departments or management of a cross-department project group which follows the project structure plan provisions and is shown in the project organisation plan*</td>
<td>shift to other department as a head of section or shift to other post with assignment of the function of a head of division for a period exceeding the standard trial period by three months or assignment of the management of a project group by Division Z</td>
<td>X</td>
</tr>
<tr>
<td>4.</td>
<td>distinct ability to represent the work area outside the unit</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training / on the job</td>
<td>X</td>
</tr>
</tbody>
</table>

*A project group engaged in research and development and located at a Land statistical office, a federal authority or an international, supranational or scientific institution has the same status as a project group of this Office.
## Job profile for "head of department"

For "heads of department", the following additional requirements have to be met:

<table>
<thead>
<tr>
<th>No.</th>
<th>Qualities</th>
<th>Measurement methods</th>
<th>Measures to be taken</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>mobility / flexibility</td>
<td>having worked as a head of division in at least two different departments</td>
<td>shift to other department as a head of division or shift to other post with assignment of the function of a head of department for a period of at least six months</td>
<td>X</td>
</tr>
<tr>
<td>2.</td>
<td>particularly distinct ability to represent the work area outside the unit</td>
<td>appraisal/ assessment by superiors</td>
<td>advanced training / on the job</td>
<td>X</td>
</tr>
</tbody>
</table>
## Job profile in the *gehobener Dienst* (higher intermediate service)

<table>
<thead>
<tr>
<th>No.</th>
<th>Qualities</th>
<th>Measurement methods</th>
<th>Measures to be taken</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>knowledge of mathematical and statistical bases or subject-related knowledge</td>
<td>degree of <em>Fachhochschule</em> (specialised college of higher education)* or equivalent experience</td>
<td>none, because this is entrance requirement</td>
<td>X</td>
</tr>
<tr>
<td>2.</td>
<td>more detailed knowledge of statistical calculation methods</td>
<td>evidence of knowledge or appraisal/assessment by superiors</td>
<td>advanced training</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>ability to express oneself (in writing and orally)</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training / feedback by superiors</td>
<td>X</td>
</tr>
<tr>
<td>4.</td>
<td>basic knowledge of the system of national and international statistics</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training / on the job</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>knowledge of the typical procedures and processes in statistics (collection, processing, presentation, evaluation)</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training / on the job / feedback by superiors</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>knowledge of the relevant legal and collectively agreed provisions</td>
<td>appraisal/assessment by superiors</td>
<td>on the job / advanced training / feedback by superiors</td>
<td>X</td>
</tr>
<tr>
<td>7.</td>
<td>customer orientation</td>
<td>appraisal/assessment by superiors / customer feedback</td>
<td>advanced training / feedback by superiors / on the job</td>
<td>X</td>
</tr>
<tr>
<td>8.</td>
<td>knowledge of bases regarding co-operation, staff management, and communication</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training</td>
<td>X</td>
</tr>
<tr>
<td>9.</td>
<td>mobility / flexibility</td>
<td>proven readiness to change work area or to perform different tasks</td>
<td>assignment of different tasks or shift to other post</td>
<td>X</td>
</tr>
<tr>
<td>10.</td>
<td>readiness to take part in advanced training</td>
<td>appraisal/assessment by superiors / proven self-initiative</td>
<td>implementation of individual plan of advanced training as part of human resources development</td>
<td>X</td>
</tr>
<tr>
<td>No.</td>
<td>Qualities</td>
<td>Measurement methods</td>
<td>Measures to be taken</td>
<td>Required</td>
</tr>
<tr>
<td>-----</td>
<td>---------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------</td>
<td>-------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>11</td>
<td>foreign-language competence</td>
<td>diploma/certificate / appraisal by superiors</td>
<td>advanced training</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>ability regarding target-oriented work planning and arrangement and regarding rational work organisation</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training</td>
<td>X</td>
</tr>
<tr>
<td>13</td>
<td>problem solving competence and readiness to make decisions</td>
<td>work results; appraisal/assessment by superiors</td>
<td>advanced training / feedback by superiors</td>
<td>X</td>
</tr>
<tr>
<td>14</td>
<td>IT knowledge and experience</td>
<td>evidence of previous knowledge appraisal/assessment by superiors</td>
<td>advanced training</td>
<td>X</td>
</tr>
<tr>
<td>15</td>
<td>thinking and acting in line with business administration principles (quality management and marketing concept)</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training</td>
<td></td>
</tr>
</tbody>
</table>

* Relevant already for recruitment
Job profile for *Hauptsachbearbeiter* (senior staff member in charge of particular matters)

For *Hauptsachbearbeiter*, the following additional requirements have to be met:

<table>
<thead>
<tr>
<th>No.</th>
<th>Qualities</th>
<th>Measurement methods</th>
<th>Measures to be taken</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>basic knowledge of methodological issues (descriptive statistics)</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>ability to solve difficult and important problems of a subject-related,</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training / on the job</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>technical, or organisational type</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>ability to co-operate across units</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training / feedback by</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>superiors</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>ability to impart knowledge</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training</td>
<td>X</td>
</tr>
<tr>
<td>5.</td>
<td>mobility and flexibility</td>
<td>having worked in at least two</td>
<td>assignment of other tasks or shift</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td>subject areas with different</td>
<td>to other post</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>tasks, i.e. generally sections</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>knowledge of methods of staff management and motivation</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training</td>
<td>X</td>
</tr>
<tr>
<td>7.</td>
<td>ability to describe and arrange work processes</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training / on the job</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>ability to represent the work area outside the unit</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training / on the job</td>
<td></td>
</tr>
</tbody>
</table>
### Job profile in the mittlerer Dienst (intermediate service)

<table>
<thead>
<tr>
<th>No.</th>
<th>Qualities</th>
<th>Measurement methods</th>
<th>Measures to be taken</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>basic mathematical knowledge or subject-related knowledge</td>
<td>diplomas/certificates / test* vocational qualification</td>
<td>none, because this is entrance requirement</td>
<td>X</td>
</tr>
<tr>
<td>2.</td>
<td>knowledge of statistical calculation methods</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>ability to express oneself (in writing and orally)</td>
<td>diplomas/certificates / test* appraisal/assessment by superiors</td>
<td>advanced training / feedback by superiors</td>
<td>X</td>
</tr>
<tr>
<td>4.</td>
<td>basic knowledge of official statistics and its way of functioning</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training / on the job</td>
<td>X</td>
</tr>
<tr>
<td>5.</td>
<td>basic knowledge of tabular and graphical presentation</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training / on the job / feedback by superiors</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>knowledge of the provisions to be applied</td>
<td>appraisal/assessment by superiors</td>
<td>on the job / feedback by superiors</td>
<td>X</td>
</tr>
<tr>
<td>7.</td>
<td>knowledge of quality management at the Federal Statistical Office</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training / feedback by superiors</td>
<td>X</td>
</tr>
<tr>
<td>8.</td>
<td>knowledge of bases in cooperation</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training</td>
<td>X</td>
</tr>
<tr>
<td>9.</td>
<td>customer orientation</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training / feedback by superiors / on the job</td>
<td>X</td>
</tr>
<tr>
<td>10.</td>
<td>mobility / flexibility</td>
<td>proven readiness to change work area or to perform different tasks</td>
<td>assignment of different tasks or shift to other post</td>
<td>X</td>
</tr>
<tr>
<td>11.</td>
<td>readiness to take part in advanced training</td>
<td>appraisal/assessment by superiors</td>
<td>implementation of individual plan of advanced training</td>
<td>X</td>
</tr>
<tr>
<td>12.</td>
<td>ability to work in an independent and target-oriented manner and to rationally organise one's own work</td>
<td>appraisal/assessment by superiors</td>
<td>advanced training</td>
<td>X</td>
</tr>
<tr>
<td>13.</td>
<td>IT knowledge</td>
<td>evidence of previous knowledge</td>
<td>advanced training</td>
<td>X</td>
</tr>
</tbody>
</table>

* Relevant already for recruitment
Staff management qualities required at the Federal Statistical Office

I. Personal and social competence

The ideal manager...

— knows legal bases relevant for gender equality and the guiding principle of gender mainstreaming and is able to implement such knowledge.

— is aware of his/her model function and acts accordingly
  "Do not demand anything of your staff you would not do yourself."

— recognises group-dynamic processes (team processes), moderating and influencing them

— makes sure that staff members are informed and involved

— settles conflicts in a constructive manner
  "Constructive solutions to conflicts are searched for and their implementation is tackled jointly by all those involved."

— is able to criticise and to be criticised
  "Objective criticism is put forward and is taken seriously."

— motivates staff members
  "Work performed is appreciated. Staff members are filled with enthusiasm and are promoted, e.g. by suitable human resources development measures."

— creates confidence
  "through honesty and sincerity"

— thinks holistically and strategically
  "thinks beyond his/her own sphere of work and acts systematically also in long-term planning."

— is able to co-operate and to work in a team

— reacts reasonably according to the situation (calmness)
  "sovereignty"

— is able to make decisions and innovation

— is able to assert himself/herself

— guides his/her staff in a target-oriented manner

— addresses difficult issues on his/her own initiative
  "e.g. number of employees absent from work due to sickness, alcoholism, sexual harassment at work, etc."

— makes decisions properly, comprehensibly and by objective criteria

— is consistent and predictable in his/her behaviour.
II.  **Methodological and subject-related competence**

Any manager has the subject-related knowledge required in the relevant area and basic knowledge of the Office's other areas. He/She must be able to implement the EFQM requirements in everyday work. The relevance of the processes for work results and resource input are shown in EFQM. The manager ensures that processes are optimised and carried out efficiently. He/She is responsible for results, deadlines, and input.

Managing projects and leading teams with cross-unit functions is another task of managers.

To fulfill his/her tasks, the manager is familiar with various management methods and techniques and applies them in the following areas:

— problem solving and decision making
— work organisation (*e.g.* delegation)
— project management
— staff management
— communication
— presentation and moderation
— conducting negotiations
— design of human resources development and learning processes.
Procedural principles of cross-agency staff exchange

A modern and efficient administration needs staff members who are able to fulfil in an efficient manner and on their own responsibility the complex and frequently changing tasks at the ministry and at the agencies within the ministry's sphere of competence.

That goal can be achieved only if the work potential of the staff is further developed in a future-oriented manner. The close interrelation of tasks between the Federal Ministry of the Interior and the agencies within its sphere of competence requires human resources development planning aimed at enhancing the range of potential employments of a staff member, including the cross-agency aspect. A relevant tool is the implementation of staff exchange based on transparent procedural principles.

The target group is newly recruited staff. For members of the höherer Dienst (higher service), participation in staff exchange from the reference day¹ [date of adoption] is a compulsory career element for a future management position. Any other staff of the höherer Dienst as well as staff of the gehobener Dienst (higher intermediate service) and the mittlerer Dienst (intermediate service) are included in the exchange programme on a voluntary basis.

In addition to staff exchange between the Federal Ministry of the Interior and agencies within its sphere of competence, other external employments (e.g. in another agency within the Ministry's sphere of competence, in international bodies, in a Land authority or in businesses) might be recognised as an equivalent element of agency-specific human resources development concepts. Experts (IT staff, executive service personnel, specialised statisticians, university lecturers) may be exempted from participation in staff exchange if the principal subject-related further qualification can be achieved only within the agency of actual employment. For staff with family care duties, external employments near their place of residence should be envisaged.

¹ For the Federal Ministry of the Interior, retroactive arrangements can be made.
Staff exchange shall be implemented under the following framework conditions:

1. New staff shall be recruited mainly for the agencies within the Ministry’s sphere of competence.

2. Within a period of three years after recruitment, it is generally not possible for a staff member to take over a function at the Ministry or at another agency within its sphere of competence (external employment). For public officials with a particular specialisation, and in individual, objectively justified cases, exceptions to this rule may be made.

3. With a view to sustained human resources development, external missions should be fixed for a two-year period. External stays of less than a total of one year will not be recognised as a special qualification characteristic in an agency’s internal human resources development concept.

4. If an external employment involves taking over managerial responsibility, and if for that purpose the agency’s internal staff placement rules require passing a prior assessment procedure, such requirements must also be met in the context of staff exchange.

5. A successful external employment is a selection criterion for advancement decisions and for assigning management functions at the Federal Ministry of the Interior (appointment as a head of section) and equivalent functions within the Ministry’s sphere of competence. For such decision-making, the special qualification acquired through an external employment should have particular importance. Deviations from such practice must be restricted to compelling objective considerations (for example, to avoid disadvantages for groups of persons who, for personal and/or legal grounds, cannot be expected to participate in staff exchange).

6. An external employment is arranged through secondment. The costs involved in such a personnel measure (travel expenses, moving expenses, separation allowance) shall be covered by the host agency. For an external employment, an appraisal has to be given. This is a task of the exchanging agency.

7. External employments should be co-ordinated as early as possible between the sending agency and the host agency. The contact persons are the staff members in charge of career management in the personnel sections.

8. If an external employment cannot be arranged as a mutual exchange, the occurring vacancy is to be covered by the sending agency for the duration of the secondment. Recruiting new staff for a fixed term to cover the vacancy shall be possible only if efforts for replacement from within the same agency or by staff exchange have demonstrably been without success.
Report on the meeting of the working group on "staff exchange between statistical offices" held in Wiesbaden on 12 and 13 June 2001

Participants:

Dr. Geyer-Schäfer, Mr. Kühner, Mr. Kern (Federal Statistical Office)
Mr. Derx (Thuringian Land Statistical Office)
Dr. Saebetzki (Land Statistical Office of Schleswig-Holstein)
Mr. Schröder (Land Office for Data Processing and Statistics of North Rhine-Westphalia)
Mr. Sondermann (Land Statistical Office of the Free State of Saxony)

Mr. Radermacher, head of division Z of the Federal Statistical Office, welcomed the participants in the meeting by giving a brief address outlining the importance of human resources development as part of the changes taking place in the statistical offices.

The meeting was based on the agenda item "Temporary exchange of (newly recruited) staff with (future) management functions between the statistical offices" of the committee on "organisational issues" of the Conference of Heads of the Statistical Offices. That Conference was asked by the committee to have an "exchange concept" developed by the administrative heads of the statistical offices. As that task was assigned to the specialists in the personnel sections during the meeting of the administrative heads in 2000, the working group was form during the workshop on personnel issues of the Joint Advanced Training Event in Weilburg in April 2001.

After discussing the major issues and the scope of the assigned task in the working group, the "concept of a staff exchange procedure between the statistical offices of the Federation and the Länder, presenting various scenarios" should be set up within the scope of the project task.

The concept should contain a presentation of the goals, the target group, the responsibilities, and various models of the exchange procedure as well as procedural issues.

The working group thinks that it may shape the content of the task as follows:

Goal of the staff exchange programme

- human resources development (subject-related and social competence, trainee programme)
- process improvement
- common understanding (subject-related and cultural exchange)
Exchange partners
- What is envisaged is staff exchange between all statistical offices of the Federation and the Länder. Depending on the model, the group of potential exchange partners may consist of young professionals or of experienced staff members of the statistical offices. Exchange will generally be made in pairs (mutually), although one-sided employments and triangular exchange are possible, too. Staff of the höherer Dienst (higher service) and the gehobener Dienst (higher intermediate service) may be included.

Staff exchange models
- Task-related employment
  Task-related employment serves to improve processes. The period of a task-related employment should individually be agreed upon in every case and will depend on the subject-related requirements.

- Traineeship
  The target group of a traineeship is young professionals who should become acquainted with the subject-matter background of a statistical task within a period of up to two months.

- Hospitation
  Hospitation addresses experienced staff members of the statistical offices; it has a subject-matter background and should cover a period of two to four weeks.

- Extended traineeship
  An extended traineeship at a statistical office should cover three months; it is designed for young professionals (in a trainee programme).

- Exchange
  An exchange should refer to real staff exchange. The exchange may be done within a subject area or across areas and should not last less than three months, the standard period being six months. A period of more than six months may individually be agreed upon.

Procedural issues
As regards the procedure of carrying out staff exchange measures, provisions on the following issues should be developed:
- distribution procedure (technical realisation of information exchange),
- implementation in the offices,
- evaluation.
Further approach

The above contents of the concept of a staff exchange procedure between the statistical offices of the Federation and the Länder will be examined and shown in the further process, following a uniform structure. The following issues will be studied:

- definition of the examined exchange model (incl. exchange periods to be envisaged).
- what is the specific target aimed at by an staff exchange model?
- what are the potential areas of employment or work contents as part of the models?
- what are the target groups addressed by the various models?
- what is the work effort involved for the host office and the sending office?
- legal framework of the exchange measure (e.g. issues related to collective agreement law or civil service law such as legal basis, change between the collective agreement areas of eastern/western Germany, possible working time credits).
- How can potential exchange staff be motivated to actually participate in exchange?
- What are the costs that will incur in the context of any model for the offices and the exchange staff (cost units, budgetary issues, separation allowance and travel expenses)?
- How can the work performed by the staff members be documented in a qualified manner?
- How should the staff representation bodies be involved in the exchange procedure?

For the further handling of the above items of the staff exchange concept, the working group formed the following work packages, assigning them to the members:

| goal, target group, and responsibilities (personnel department / specialised departments) in the context of staff exchange; "task-related employments" model | Schleswig-Holstein (Dr. Saebetzki) |
| "hospitation" and "traineeship" models | Thuringia (Mr. Derx) |
| "exchange" model | North Rhine-Westphalia / Saxony (Mr. Schröder / Mr. Sondermann) |
| "extended traineeship" model | Federal Statistical Office (Mr. Kühner) |

The drafts of the work packages handled will be submitted to the working group members by 15 December 2001 and further discussed in the next working group meeting to take place at the Federal Statistical Office in January 2002. Procedural issues of staff exchange will be further examined after the various exchange models have become more concrete. The work results will be discussed in the 2002 workshop of the specialists in the personnel sections.

Jürgen Kern
The concept of human resources development of the Federal Statistical Office was developed by a project team and was then modified – with the co-operation of the various bodies (combined staff council, commissioner for gender equality, disabled persons’ representative) – to provide a version acceptable to all parties involved.

On 23 April 2003, the management/staff council agreement on implementing the concept of human resources development was signed by the chairman of the combined staff council and the President of the Federal Statistical Office.
CONCEPTUAL APPROACH TO HR DEVELOPMENT

2003

Federal Statistical Office of Germany