

Workshop on *Culture evolution*

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Dealing with resistance to culture change: how to work on a failure

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The focus

- This presentation analyzes an experience of failure, matured in our Institute, to reflect on resistance to change and how to overcome it.



To face a cultural change

Promoting a cultural change in statistical organizations is both an important and delicate issue



it may help to create a favorable work environment and to encourage innovation of processes and products.

it has to be proposed and shared with adequate communication, in order to involve and motivate staff.


Our experience

- The introduction of the technical competences register in our Institute represented an important cultural change.
- It involved a delicate transition, which wasn't easily accepted by the staff, since perplexity and resistance to change are very common instinctive reactions at the workplace.



The goal

- The technical competences register collects information to guide personnel policies and accelerate the transition:

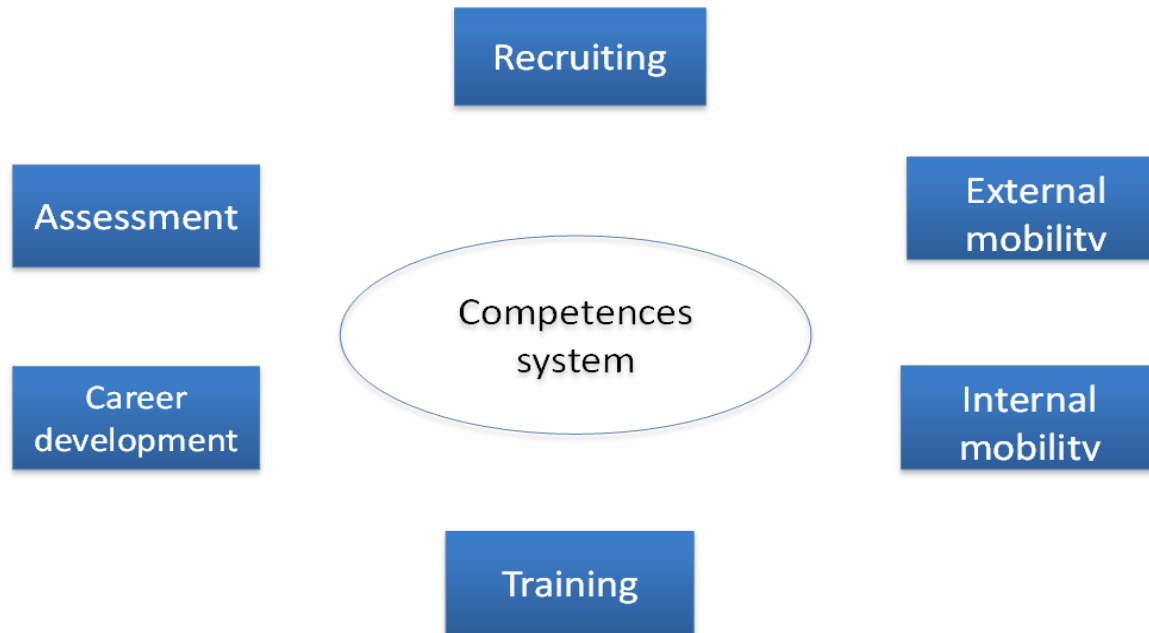


from an impersonal and bureaucratic procedures management, based on fulfillments to be accomplished,

to a personalized one, based on individual skills, able to accompany the staff in its career and to support it in its professional development.

Managing by competences: a key factor of organisational strategy

The competence system as cornerstone of an integrated human resources management model, around which all processes related to the human resources cycle turn.



What is the technical competences register?

- It is a classification system of specialist skills, made of 6 thematic areas, 29 subareas and 314 skills, aiming at classifying each employee's capability and at measuring their level of mastery.

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The technical competences register

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The employee voluntarily accesses to the classification and defines his profile, highlighting the technical skills possessed, even those not practised in the usual work activities.

https://selezioninterne.istat.it/SAW/welcome#pagina13_100

A top-down communication

- The project was not adequately communicated and many colleagues experienced the introduction of the competences register as a useless action, aimed at moving people from one line to another.



The resistance to change

- The result was that only 25% of staff profiled themselves.



- Some employees reported:
 - the uselessness and the consequent loss of time
 - the lack of coherence with the mobility and recruitment policies carried out in the last years
 - the instrumental use of information for the exclusive benefit of the administration and not of the staff.

How did we react?

- First of all, transforming a heterodirect process into an inclusive process, trying to activate the trust and the sense of responsibility of the employees.
- To overcome mistrust and motivate colleagues, we started from the bottom, explaining the meaning of the operation and the use of its data.



The procedure for new recruits

- This procedure is based on structured interviews that use the technical competences register to identify the profile of the candidates and address their assignment.



- It has been presented as a concrete and effective utilization model of the information collected and it has been appreciated by the staff as an opportunity to create a dialogue with the new colleagues and to establish significant and personalized relationships.

Other procedures

- Similarly, other procedures have started that use the profiles of competencies released by the Register and have demonstrated the positive effects of this tool, such as:
 - the selection of teachers for training courses;
 - the choice of experts for international cooperation missions;
 - the assignments of colleagues in mobility applications.



Conclusions

- Adequately communicating such an important change of perspective in human resource management is necessary.
- To give priority to communicate the advantages of cultural change and to gain trust of the staff helps to take all employees (and each of them) *on board*, showing them the benefits they can obtain.



Conclusions

- The lesson we have learned from this failure confirms the importance of the main aspiration of each Human Resources Department: to build a stable and trusting relationship with every employee in order to make them feel welcome, integrated and valued.



**Thank you very much
for your kind attention**