

THE BRAZILIAN STATISTICAL OFFICE EXPERIENCE IN TRAINING

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1. Introduction

Since 1995, the Brazilian Statistical Office (IBGE) has been implementing a training program aiming at modernising the institution. This program is divided in three main activities: long duration courses (at post-graduated level) to develop capabilities, a six weeks program based on the Statistics Canada Survey Skills Development Course and short courses which are, most of them, supplied by employees.

To deal with these programs IBGE created a Training Committee, formed by senior staff, with large experience in technical activities, to identify training needs at the institution. This Committee is in charge of elaborating the training program and establishing priorities which are validated by the Board of Directors each year.

The execution of the short term courses and the Survey Skills courses is in charge of the National School of Statistics (ENCE), that belongs to IBGE. The post-graduated courses are taken in institutions which are ranked among the best in the country (or abroad), in their respective fields.

2. Post-Graduated Courses

Since the beginning of the program, over a hundred of employees have had the opportunity of attending a post-graduated course. The distribution of employees, until beginning of 1999, according to the type of course taken is shown below:

| Employees that | PhD course | MsC course | MBA course |
|---------------------|------------|------------|------------|
| Finished the course | 16 | 45 | 89 |
| Are in course | 24 | 23 | 39 |

Once the employee returns from his course, he is stimulated to offer internal courses in his field of speciality. Nowadays, most of the technical courses (in Statistics, Demography, Economics, Geography and Sociology) offered in the short-term program of training is conducted by a former post-graduated student.

Another important achievement of the post-graduated program is the MsC course in Demography and Statistical Analysis that have been inaugurated last year at the National School of Statistics. The course is open to the public, and this year it got 70 applications for 30 places. IBGE employees compete for a place in equal condition with external candidates.

3. Survey Skills Course

This program started in 1997. Until now 75 employees in Rio de Janeiro have attended it, with great success. The prospects are to develop at least two classes a year and, in the nearly future, to offer places to external public

4. Short-Term Courses

This program started in 1996. Since 1997 around 50% of the employees in IBGE have taken at least one course a year. Distance learning technologies were tried for the first time in 1997, and should get more strength from 1999 on. Two great achievements can be pointed out with the short-courses program: one is the improvement in internal communication and the other is the consolidation among the staff of the disposition to absorb new technologies in the process of work.

It should be mentioned that one of the difficulties in co-ordinating multidisciplinary teams is the size of IBGE. It has around 8.000 employees, with offices in all 27 states of the country and in many important municipalities (around 50% of the employees are located in Rio de Janeiro, in the main office). Besides this, and due to difficulties in hiring staff, average age of the employees is becoming higher, and the amount of people leaving for retirement is increasing without reposition. Also mobility in the institution is low and most of the staff has spent most of their time in the same sector. So, the short-term program of courses is contributing decisively to improve quality and productivity at work.

6. Concluding Remarks

Training in IBGE is viewed as an investment to promote personnel and to improve quality at work. Once the firsts steps have been given in this direction, the next stage will be to develop a formal assignment program which stimulates mobility and increases the skill and knowledge of staff.

The training strategy presented in this section would also require the discussion of a number of other important issues which are not within the scope of the present work. For instance, the training program requires a previous definition of the new target products and the main business of the institution. Also the concept of multidisciplinary teams requires the discussion of cross-functional organisation and computational support for collaborative work such as group ware software and intranet environment.

RÉSUMÉ

Ce document traite de la stratégie d'un trênement et de capacitaci3n de l'IBGE dans les dernières années.