

A STRATEGIC PLAN FOR THE STATISTICAL SYSTEM OF ANGUILLA

2005 – 9

Chapter 7 Human Resources, Chapter 8 Financing

PENNY HOPE-ROSS
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7 Human Resources

Statistics is a fairly technical and scarce expertise. Unlike other areas of government it is not usually possible to find someone with the required knowledge and skills in another area of the Government. As the Statistics Department becomes more sophisticated in its statistical production there will be a greater need for professional skills beyond those of database manipulation and other computer skills. The Chief Statistician cannot remain for long as the only person in the department with a professional degree in statistics. At the same time forward planning in recruitment of additional staff for the officer and junior officer level must take place to ensure that the necessary skills and experience are in place as the Department takes on more work responsibility.

7.1 Organization in 2004 and Future Organization

The present organisation that can be found in [Appendix 2 Organisation Chart of the Statistics Department in 2004](#). Work responsibilities have been reassigned as staff have gone on training. This has allowed for greater flexibility to manage lumpy workloads. Flexibility will continue to be needed in the future but there will also be a demand for more in depth knowledge of the subject areas. Some members of the Department will therefore need to become experts in their areas.

The future organisation of the Statistics Department includes an additional layer of professional statisticians just below the Chief Statistician. There is a need to create two new statistician positions: One for economic and the other for social statistics. In addition the larger office will require a full-time office manager and additional statistical officer.

An economic statistician should be recruited for the Department as soon as possible. This position will require someone with a degree in economic statistics or econometrics so that they are able to work on revising the National Accounts, the estimation of the flows of foreign exchange in services and also be instrumental in putting together the quarterly indexes of GDP and leading economic indicators. They should also be the primary authors of the quarterly economic analytical statistical newssheet.

The Statistician responsible for Social Statistics should be recruited by 2007 so they are able to be present for the analysis of the Literacy survey and be experienced to plan and manage the 2011 census. They should have a statistics degree and be sound in statistical methodological techniques and survey taking.

An additional Statistical Officer position is required to manage the additional household survey. Especially those that are funded through cost recovery funds. They should be a good administrator, organiser and manager of people. Their educational qualification should be at the college level. This position should be staffed by 2006.

7.2 Training

Training requirements are very much dependent upon staff turnover. The staff of the Statistics Department have acquired skills which are in demand in other areas of Government and the private sector. They are well versed in computer software such as ACCESS and EXCEL, have gained analytical skills and disciplined work habits and attitudes. It is therefore expected that there will be staff turnover especially among the Statistical Assistants and Statistical Officers. It is therefore important for job rotation to take place so that others in the office are able to take on another's responsibilities if they leave. In addition job rotation is job enriching.

Some of the Regional Organisations offer workshop in specialised areas of statistics. NO timetable is available of these workshops but it is important that Statistics Department staff not be excluded from participating because travel funds are not available.

One of the Statistical Officers in the Department will have completed the Certificate programme in Economic and Social Statistics at University of Technology, Jamaica in 2004. This programme is equivalent to the first year of a university statistics programme. This qualification of level 2 of the Royal Statistical Society Exams are the qualifications expected of someone working at the Statistical Officer level. All members of the statistics office including Statistical Assistants should have CXE level mathematics and English.

All members of the Statistics Office require training and experience in Statistical Analysis. Statistics Analysis training is usually for specific subject areas For example the:

ILO sometimes offers workshops on Labour Market Analysis
WHO on Health Statistical Analysis
UNESCO on analysing education statistics
US Bureau of the census on census analysis
Bureau of Economic analysis in Washington on economic analysis.

The information on these workshops is sent to the Permanent Secretaries. If they are forwarded to the Chief Statistician she would be able to identify appropriate workshops for the Staff.

In addition the SPSS offers two day advanced analysis seminars at different locations in North America. It would be useful for at least one member of the Statistics Department to attend and then to share what they learnt with others in the Department. The price of these workshops is US\$2,000 but travel and accommodation would be extra.

8 Financing of Statistics Programmes

8.1 Background

The Statistics Department has had its own budget since becoming a department in 2002. The table below shows the allocation of expenditures over the past 3 years.

It should be noted that the department has had additional resources provided over this period from the UK DFID to fund the Technical Cooperation Officer (TCO), training and travel to conferences and meetings. In addition, funding was provided in 2002 to conduct the poverty assessment survey through the Caribbean Development Bank. Also the Department carried out two CATI surveys in 2003 that were totally funded by the clients. These were the Radio Anguilla and Constitutional Review Surveys. In 2004 a new position was created for the Chief Statistician, which accounts for the 21% increase in the personal emoluments. The main base budget has funded the production of the compendium of statistics, the annual business survey, a quarterly CPI and one CATI household survey each year. If the programmes are to be expanded, which would include training in the use of statistics and survey design, additional resources will need to be identified outside of cost of living increases.

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STANDARD	DETAILS OF EXPENDITURE			
		2002	2003	2004
OBJECT	PERSONAL EMOLUMENTS			
310	Personal Emoluments	\$ 160,890	\$ 183,049	\$ 226,028
311	Temporary Staff	\$ 26,400	\$ -	\$ -
312	Wages	\$ 13,118	\$ 25,955	\$ 26,120
316	Allowances	\$ -	\$ -	\$ -
	Total Personal Emoluments	\$ 200,408	\$ 209,004	\$ 252,148
	Percent change		4%	21%
	GOODS AND SERVICES			
320	Local Travel and Subsistence	\$ -	\$ -	
322	International Travel and Subsistence	\$ -	\$ 4,000	\$ -
324	Utilities	\$ 6,224	\$ 10,000	\$ 7,200
326	Communication Expense	\$ 6,428	\$ 7,200	\$ 5,520
328	Supplies and Materials	\$ 4,445	\$ 7,857	\$ 6,400
330	Subscriptions, Periodicals and Books	\$ -	\$ -	
331	Maintenance of Buildings	\$ -	\$ 1,000	\$ 600
332	Maintenance Services	\$ 809	\$ -	
334	Operating Cost	\$ 280	\$ 2,200	\$ 1,000
344	Training	\$ 82	\$ -	
	Total Goods and Services	\$ 18,267	\$ 32,257	\$ 20,720
	Percent change		77%	-36%
	TOTAL ESTIMATES	\$ 218,675	\$ 241,261	\$ 272,868
	Percent change		10%	13%

8.2 Approaches to Funding the Statistics Department

The approach to funding the work of the Statistics Department can have an affect upon its independence from political influence. It is vital that a budget is established that will not be reduced due to the political will of changes in government and is sufficient to allow the Department of Statistics to produce reliable official statistics.

The Government of Anguilla is moving toward a medium term planning process but at the moment budgeting is done from one year to the next. This document should serve as the bases for a medium term plan for the Statistics Department. Unlike some other departments, the Statistics Department needs to have some flexibility in the statistics its produces to meet the needs for information depending upon what the issues of the day are. There will however be a core set of statistics, which should be produced each year on a regular bases.

Many of the recommendations in this strategic plan involve the creation of databases and computer system which would be located in other Government Department and would therefore not fall under the budget of the Statistics Department. These include:

- Computer system for immigration
- Population registry
- Mapping of Anguilla
- Health information system that collects morbidity information from the public hospital and clinics and possibly from private doctors.
- Justice databases to be used by the courts and police.

Some people suggest that the Statistics Department should be set up as a statutory body and be asked to sell its services to fund its operations. While it may be possible and even desirable to have the Statistics Department set up as a statutory body, it will always need to have core funding from the Government. It is vital that both cash rich and cash poor interest groups have equal access to statistics. For example if there is need for a cash poor group in society to have statistics about their position in society to secure funding for programmes to improve their position in society, they should not be impeded in having access to information due to lack of funds.

Another reason that the Statistics Department should have adequate core funding is that expertise is built up over the years through experience and investment in training. Also there is expensive infrastructure required to carry out many of the statistical programmes, especially the database and survey programmes. It would be a waste not to make use of this infrastructure due to lack of funding. Having to lay off experienced staff due to lack of funding for a year or two would result in difficulties in building up the expertise again when funding did become available. It is therefore vital that the Statistics Department funds be ongoing to fund the statistical staff of the department and its computer infrastructure.

It is recommended that the funding to do the work of the Statistics Department be of four kinds:

- 1) A Core Main Based recurrent Budget to fund the professional staff, their communications systems (Telephone, fax, e-mail etc), building maintenance, vehicle operation and office supplies. The professional staff budgets should include a plan to build up a career path for officers as well as expertise in the different areas that Statistics will need to work. This budget should also include funds to allow the professional staff to go to statistical conferences and meetings where they are able

to keep their expertise current and to network with other Regional Organisations and their counterparts in the Caribbean.

- 2) A Capital budget designed to gradually replace the computer systems, vehicle and eventually new office facilities over their life.
- 3) A Main Based Recurrent Budget to fund the “flexible” programmes of the Department. The amount should be adequate to fund at least one personal interview household survey a year and one telephone survey. This would allow for a flexible social statistics programme. Measures of social issues tend to change more slowly than do economic measures, as a result, it is not necessary to collect the same information each year. While most countries have an ongoing labour force household survey this is not considered a priority for Anguilla and labour market indicators can possibly collected cheaper from the Social Insurance System.
- 4) A cost recoverable budget or revenue source, which would allow the Statistics Department to fund statistical services which they are not expected to do from their main based budget. These services could range from whole surveys to additional questions on existing surveys, advice on survey design and scanning to capture information from forms.

8.3 Human Resource Costs

The human resource requirements to complete the work of the Statistics Department can be found in section [7.1 Organization in 2004 and Future Organization](#).

In addition there are wage costs for the office cleaner and temporary staff who are hired to help with survey processing and interviewing. It has been recommended that the visitor exit survey be funded from the sore budget as well as one personal interview household survey and one telephone survey be conducted each year.

The visitor exit survey need only be collected every other month. Interviewers need to be posted at the airport, Blowing Point and Sandy Ground where cruise ships birth. They need to work weekends as well as this is when most people travel. The cost of this survey is estimated to be EC\$10,000. Assuming each of the household surveys have sample sizes of 600 households the wage costs are estimated to be \$40,000 for personal interview surveys and \$20,000 for telephone interview surveys. The total wage budget should therefore be \$77,000 per year.

The funding required to pay for the personal emoluments is:

Title	Chief Statistician	Statistician	Statistics Officer	Statistical Assts.	Total
Grade	IV	V	X	XIV	
Salary	\$ 66,096.00	\$ 60,816.00	\$ 38,628.00	\$ 29,148.00	
Year	Number				
2004	1	0	3	2	6
2005	1	1	3	2	7
2006	1	1	3	3	8
2007	1	2	3	3	9
2008	1	2	4	3	10
2009	1	2	4	3	10
2010	1	2	4	3	10
	Salary Costs				
2004	\$ 66,096.00	\$ -	\$ 115,884.00	\$ 58,296.00	\$240,276.00
2005	\$ 66,096.00	\$ 60,816.00	\$ 115,884.00	\$ 58,296.00	\$301,092.00
2006	\$ 66,096.00	\$ 60,816.00	\$ 115,884.00	\$ 87,444.00	\$330,240.00
2007	\$ 66,096.00	\$ 121,632.00	\$ 115,884.00	\$ 87,444.00	\$391,056.00
2008	\$ 66,096.00	\$ 121,632.00	\$ 154,512.00	\$ 87,444.00	\$429,684.00
2009	\$ 66,096.00	\$ 121,632.00	\$ 154,512.00	\$ 87,444.00	\$429,684.00
2010	\$ 66,096.00	\$ 121,632.00	\$ 154,512.00	\$ 87,444.00	\$429,684.00

These costs have been taken at the middle level for each grade and have not included any increases due to cost of living

8.4 Core Budget Non-Salary Costs

The main source of non-salary cost increases over the period from 2005 to 2008 will be telecommunications, training, travel and supplies. Utilities excluding cost of living increases should remain fairly steady.

GOODS AND SERVICES	2004	2005	2006	2007	2008	2009	2010
International Travel and Subsistence	\$ -	\$ 12,000	\$ 12,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Utilities	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200	\$10,000	\$10,000
Communication Expense	\$5,520	\$6,440	\$7,360	\$8,280	\$9,200	\$10,733	\$12,267
Supplies and Materials	\$6,400	\$7,467	\$8,533	\$9,600	\$10,667	\$12,444	\$14,222
Maintenance of Buildings	\$600	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Maintenance Services							
Operating Cost	\$1,000	\$1,167	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200
Total Goods and Services	\$ 20,720	\$ 35,273	\$ 43,293	\$ 51,280	\$ 53,267	\$ 59,378	\$ 62,689
Percent change		70%	23%	18%	4%	11%	6%

In 2009 the Statistics Department will need to be relocated to larger office space not only to accommodate its own staff but also the census staff.

8.5 Capital Budget

It has already been mentioned that the Statistics Department will require more office space in 2009 and it is expected that this will be included as part of the Government Office building programme budget.

The Jeep will require replacement in about 2 years time and this should be budgeted for. The cost would be in the order of US\$25,000 or EC\$67,000

It is recommended that the two computers be purchased each year to replace the 8 operating at present and to ensure that the office has 12 computers by the 2010. In addition the monitors should also be replaced to the LCD thinner style. Software related to statistics will need to be purchased. The department only has licenses for 2 copies of SPSS and ideally all staff should be able to use SPSS simultaneously. The scanning software has proved ideal for the size of surveys done in Anguilla. The enterprise version should be purchased before the next census and two scanners purchased.

Capital requirements	2005	2006	2007	2008	2009	2010
Computers	\$ 5,360	\$ 5,360	\$ 5,360	\$ 5,360	\$ 5,360	\$ 5,360
Monitors	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Software	\$ 1,340	\$ 1,340	\$ 1,340	\$ 13,400	\$ 1,340	\$ 1,340
Other hardware	\$ -	\$ -	\$ 8,040	\$ 8,040	\$ 2,680	\$ 2,680
Vehicle	\$ -	\$ -	\$ 67,000	\$ -	\$ -	\$ -
Furniture	\$ 1,340	\$ -	\$ 1,340	\$ 5,360	\$ 1,340	\$ -
Total	\$ 10,540	\$ 9,200	\$ 85,580	\$ 34,660	\$ 13,220	\$ 11,880

Although the department tries to be as paper less as possible there is still a need to file paper questionnaires and paper correspondence. One filing cabinet should be purchased every other year. Storage space within the present office building should be adequate for the next 5 years but the census questionnaires will need to be archived before the next census. Storage space should be included in the plans for the new office facilities in 2008.