

# The perspective from Statistics Canada

## Key issues around staffing and training in the national accounts

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# Hiring, Training and Retention



**New hires generally enter with:**

Theoretical knowledge

Limited applied experience in national accounts

**Recruitment brings in talent, on the job.  
Training and experience transforms it into  
operational expertise.**



# Need for specialized knowledge: The constraints

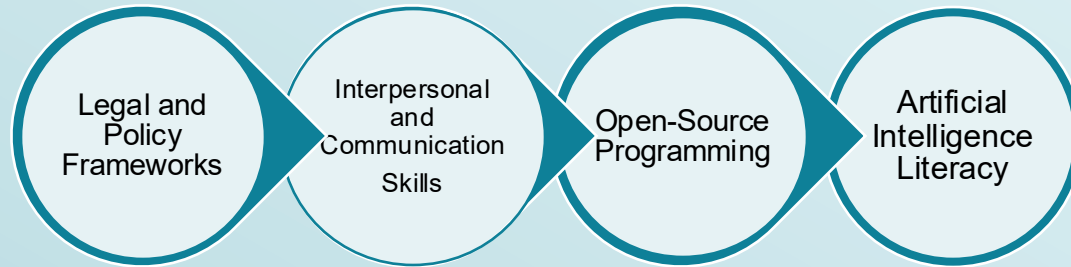
- National accounts are not typically taught in school
- Small community of expertise
- Long gestation (learning) period
- Large diversity of subject matter areas:
  - SUTs, sector accounts, balance sheets, trade, financial sector transactions, prices and volume measures, seasonal adjustment, benchmarking, etc.
- Compilation requires understanding of a large number of diverse data sources
- Often insufficient scale and homogeneity of constituent business processes. Knowledge remains localized and not easily transferable
- Competition for experienced staff



# In-house Development of Specialized Knowledge

Hiring focuses on a strong foundation in economic theory and statistical methods

Broad formal training program:



Training in economic statistics:



## Training – Onboarding and Foundation

Recruit is onboarded into their home position, creates a Learning Plan with their supervisor, and learns the foundations of their role



## Promotion

Promotion to EC-04 (Stream A) or EC-02 (Stream D) at 12 months when recruit meets required qualifications



## Rotation

Recruit is assigned outside home position to gain diverse experience



## Training – Deep Dive and Diversify

Recruit is further developed through mentoring, and taking further required and optional trainings



# In-house Development of Specialized Knowledge

## Rotation of New Hires

Year 1	Year 2
National Accounts	Business Surveys

## Career Path

Early Career	Mid Career	Later Career
Exposure to the main data source used in national accounts compilation	Greater specialization in specific NA program	Return to broader roles with emphasis on understanding linkages across the accounts and the wider statistical system



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## Macroeconomic Accounts Internal Training

Foundations in Macroeconomic Accounts

Supply, Use and Input-Output Tables and Models

GDP Measures

Income Flows, Capital and Financial Accounts

The Canadian Government Finance Statistics

Balance of Payments and International Investment Position

Environment Accounts and Statistics

## External training (IMF – online) *Self-paced courses covering:*

Compilation Basics for Macroeconomic Statistics

Balance of Payments and International Investment Position Statistics

External Debt Statistics

Government Finance Statistics

Public Sector Debt Statistics

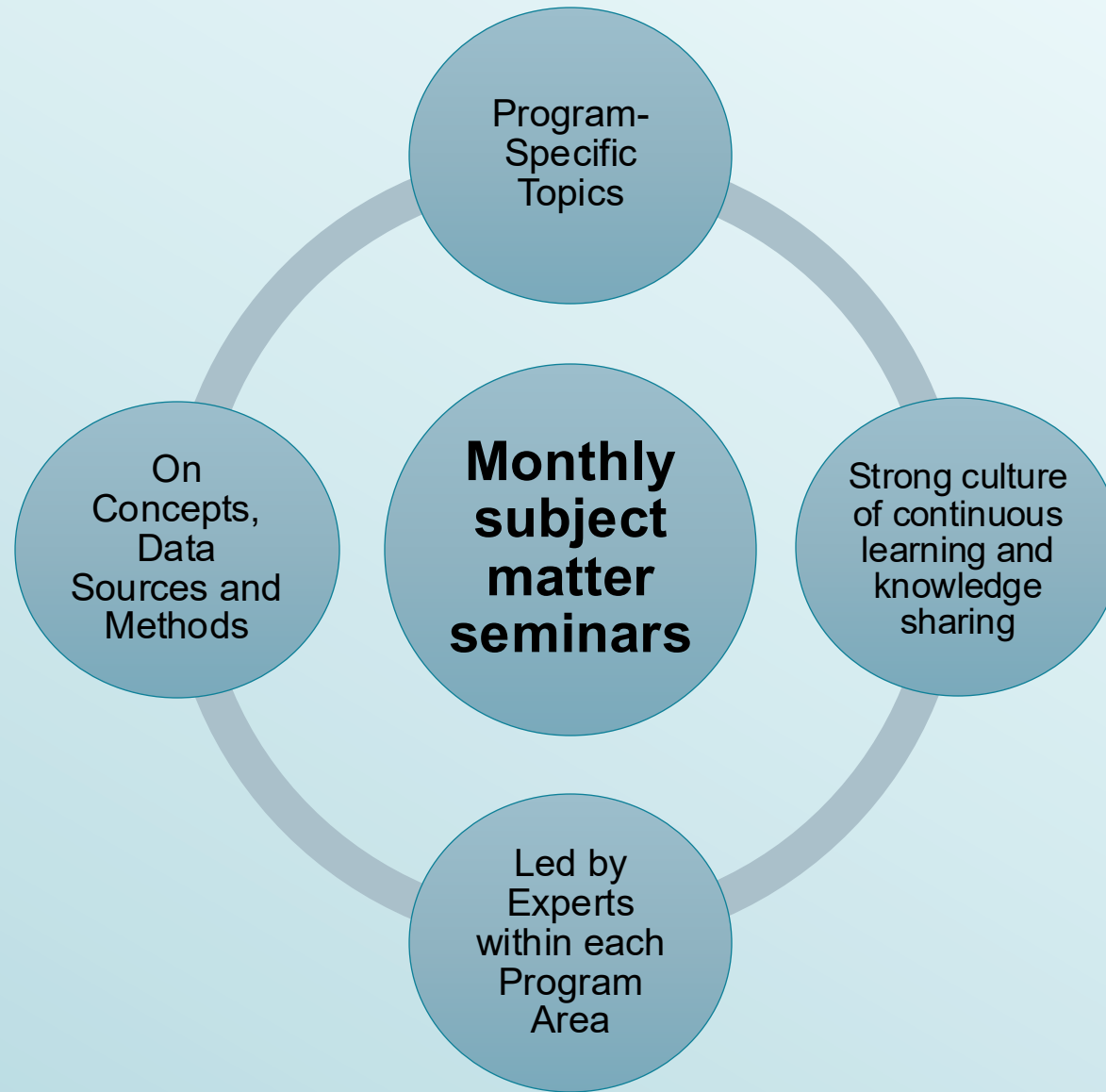
National Accounts Statistics

Quarterly National Accounts/High Frequency Indicators of Economic Activity

Supply, Use, and Input-Output Tables

Statistics on International Trade in Services





# Monthly Seminars: Sector Accounts

Household distributional accounts

Tracing flows from income, expenditure, through the current, capital then financial accounts, ending at the stocks in the balance sheet

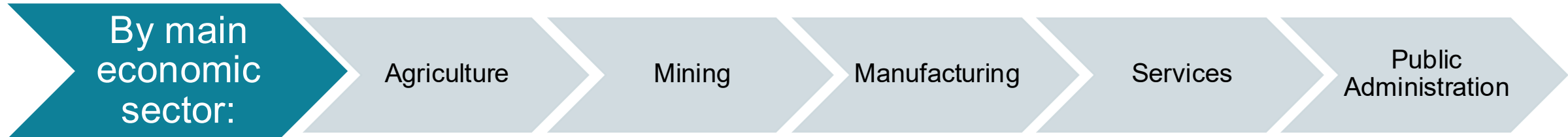
Seasonal adjustment

Capital investment

Perpetual Inventory Method

Balancing instruments in the Financial and wealth accounts

# Monthly Seminars: Production Account



# Monthly Seminars: International Accounts

International Trade in Services

Balance of International Payments

Securities Statistics

International Merchandise Trade

Foreign Direct Investment

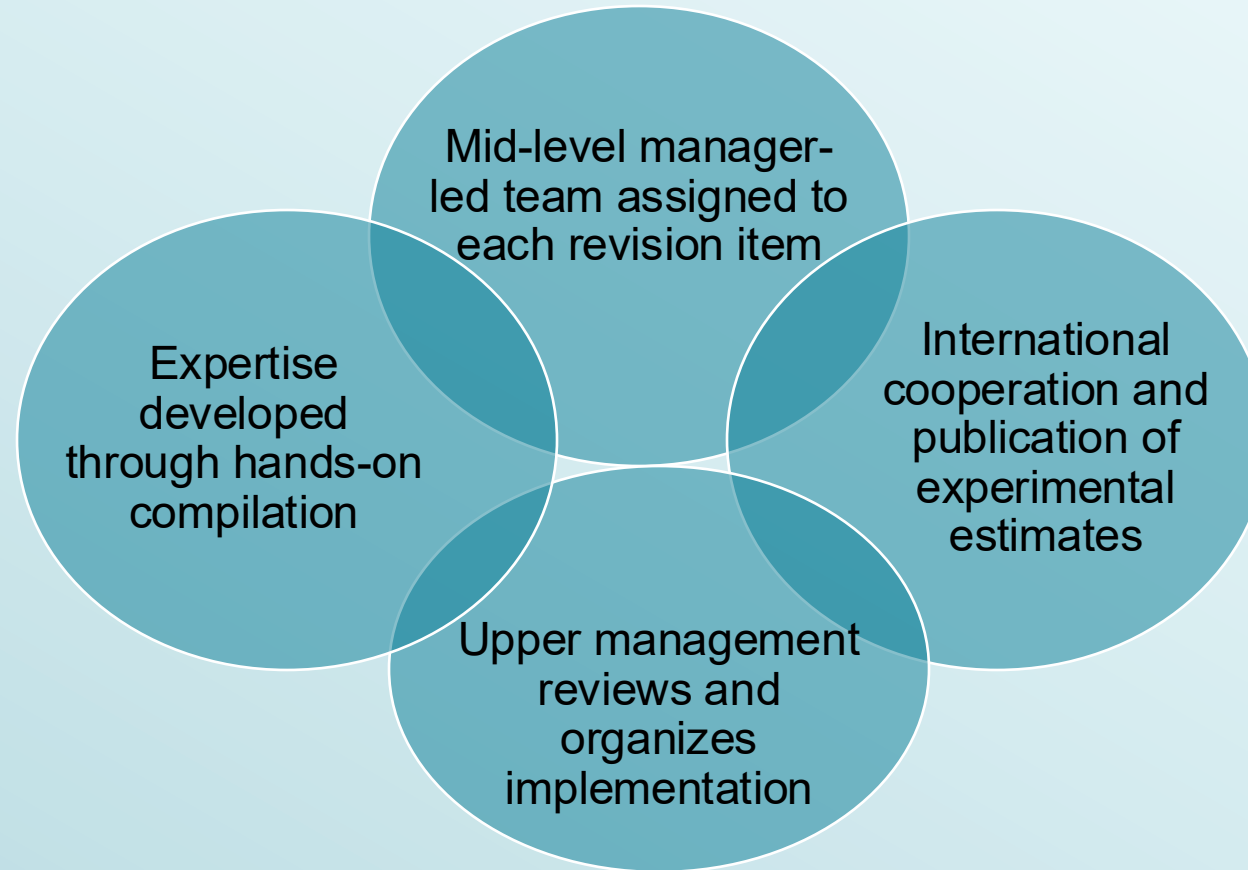
Trade in Goods by Enterprise Characteristics

International Investment Position

International Merchandise Trade : a commodity perspective

Activities of Multinational Enterprises

# SNA 2025 Training



For SNA 2025, we are not only delivering a major program of work, we are also deliberately using it to build expertise. Each workstream is an opportunity to develop and share knowledge within teams.  
Learning is embedded in delivery



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