

Workforce Environment Scan 2015

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This document supplements the environment scan produced in 2014



The 2015 workforce environment scan expands on key workforce future themes identified at a Public Service workforce network workshop in May 2015.

This scan also builds on themes from the Environment Scan published in September 2014 and outlines findings from research papers, observations and discussions.

It is intended to help workforce planners and agencies consider what is influencing their planning environment, explore a broad range of ideas and reference work underway to adapt to the changing environment.

Note: The opinions expressed in this document are those of the individuals who participated in the working group, workforce planning workshop, observed trends or research. They do not necessarily represent the views of the Government or the other agencies involved.

Not Government policy

Kia ora koutou

The State Services Commission is pleased to have supported the Environmental Scan 2015. It is critical organisations understand their environmental context and workforce planners scan broad factors such as political, economic, social, technological and legislative trends – and interpret their impact on the workforce.

Ngā mihi, Andrew

Andrew Hampton



Foreword

This is a working document that is intended to stimulate thinking and does not purport to be the 'one source of truth' on the workforce environment. The trends described here are based on commentary, on research and observed current trends.

In 2014 several Public Service agencies recognised the opportunity for collaborative joined up work and created an environment scan to help inform workforce planning across the Public Service. This document is designed to support and complement the 2014 scan, much of which is still current. It expands on key themes from the 2014 scan and explores new topics.

For the 2015 scan, six agencies and SSC formed a reference group for the initiative and worked with a wider network of workforce planners with participation from 21 agencies. The reference group lead a workshop conducting a political, economic, social, technological and legislative (PESTL), scan where eight topics relevant for the Public Service were identified. The reference group also presented the 2014 scan to the Executive Leadership Summit where feedback was gathered and factored in to the 2015 scan.

From these topics, the reference group prioritised five topics to research emerging trends and the impacts for the workforce. Each topic explores possible solutions and offers stimulus questions for agencies to consider and apply to their own context. Where possible, examples are provided to show how organisations are moving to adapt to the changing workforce environment.

We are pleased to present the results of this collaborative initiative across public sector agencies.

The reference group (listed below) would like to thank all those involved for their contribution in bringing together this environment scan.

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Diane Hailstone, Ministry for the Environment
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Diversity/Superdiversity

Context/Issues

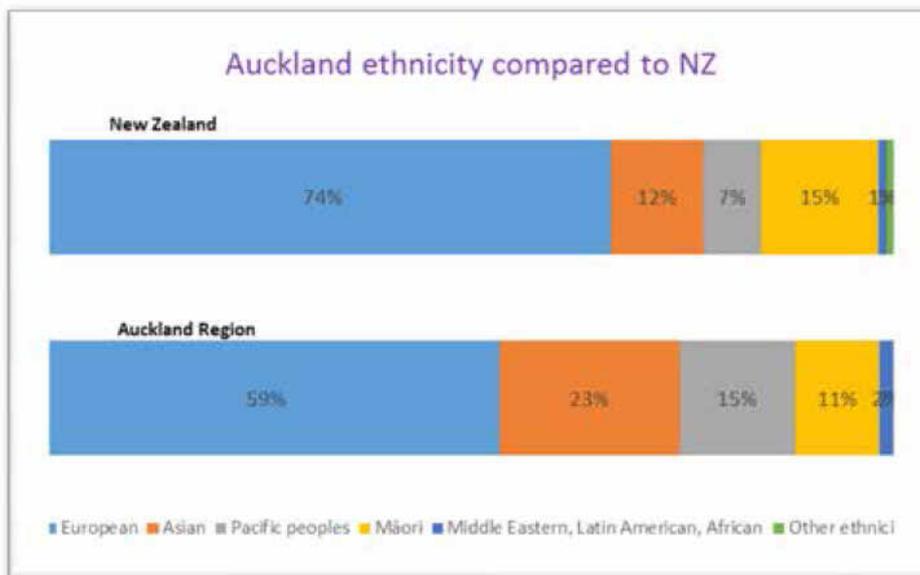
Diversity is all about recognising the value that different perspectives bring to the workplace. Whether it be ethnicity, culture, age, gender, sexual preference, physical and mental ability, or simply a breadth of operational and policy experience. A workforce made up from people from different perspectives, backgrounds and different experiences enriches decision making¹ and enables the Public Service to better reflect the communities we serve.

New Zealand has an increasingly ethnic and age diverse society and workforce. There are some real business benefits that come from embracing these demographic shifts, including greater diversity of perspective and enhanced creativity and problem-solving abilities, often labelled as the diversity dividend.

Superdiversity: Superdiversity refers to having a large number or percentage of immigrants and people of different ethnicities and culture in a society or area.² New Zealand has 213 different ethnic backgrounds, and 186 of those reside in Auckland alone, meaning that embracing diversity is a necessity.³

“New Zealand is already considered a super-diverse country with more ethnicities represented here than countries in the world and we continue to grow and become even more diverse with each passing year.”

EEO Trust Chief Executive, Bev Cassidy-Mackenzie



Mai Chen who is a current leader on diversity matters and chair of the Superdiversity Centre for Law, Policy and Business, highlights eight key challenges as we transition to a super-diverse society:

- maintaining social cohesiveness and sense of nationhood
- discrimination against the diverse
- maximising the economic opportunities of superdiversity
- democratic and constitutional ramifications, including to electoral law
- the place of Maori in a super-diverse society
- extremism

¹ [How Diversity Can Drive Innovation](#) - Sylvia Ann Hewlett, Melinda Marshall, and Laura Sherbin, 2013

² [Super-diversity, social cohesion and economic benefits](#) - Paul Spoonley, 2014

³ [Workforce Diversity](#) - The New Zealand Herald, March 2015

- preserving our transparent and anti-corrupt business and government culture, and
- State sector response.⁴The percentage of foreign-born residents in New Zealand has been steadily increasing in recent years:



Source: Statistics New Zealand⁵

Population projections highlight the extent of the changing face of New Zealand:

| | 2015 | 2038 |
|---------|-------|-------|
| Māori | 15.6% | 19.5% |
| Pacific | 7.8% | 10.9% |
| Asian | 12.2% | 20.9% |

Source: Statistics New Zealand's [National Ethnic Population Projections 2013-2038](#).

What does this mean for the public sector?

For the public sector, this means the notion of citizen is changing and the provision of Public Services needs to change accordingly. A key factor in achieving this shift is having a workforce that is well-placed to provide Public Services in a way that reflects the population served.

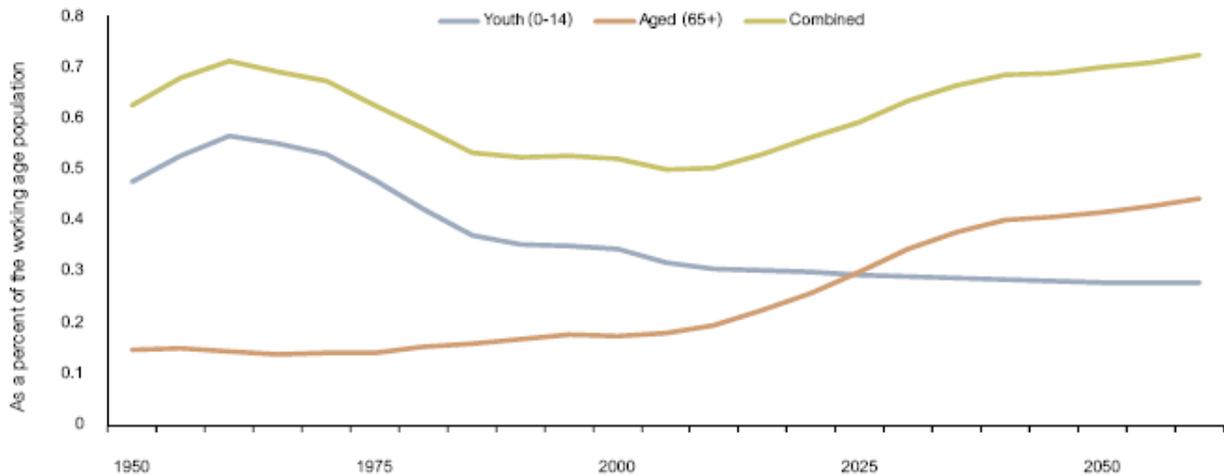
Age diverse society and workforce: New Zealand is in the midst of swift change in the age-demographic. As people live longer and the fertility rate declines, the task of supporting a growing group of retired citizens will increasingly rest with a falling proportion of working-age people. An ageing society will place growing demands upon healthcare, housing, social care and other services.⁶

⁴ [Superdiversity law, policy and business stocktake announced](#) - Mai Chen, 2015

⁵ Statistics New Zealand

⁶ [Rising to the challenge](#) - KPMG, 2009

2013 census figures indicate that the number of New Zealanders over 65 is set to double to one million by 2031, approximately 21 percent of the population.⁷ This demographic will also account for 31 percent of labour market participation up from 19 percent in 2011. In the Public Service the average age is 44.6, and only the 50+ age groups are growing.⁸



Source: Statistics New Zealand

People are living longer and healthier lives and many older people want to remain in the workforce for longer. A key challenge is how to maximise the contribution older workers can make in enhancing the overall capacity of the workforce as well as transferring knowledge and skills to younger workers.

The ageing workforce is seen as a top diversity concern for over half of New Zealand's employers. However, employers are not yet catering for older people wanting to stay in work for longer.⁹ The implications of this might include¹⁰:

- a lack of recruitment opportunities for older people
- not adapting to changing employee needs around work/life balance
- organisation structures that don't allow for people to work in less demanding/alternative roles
- missed opportunities for a sustainable workforce and knowledge transfer.

The role of flexibility in reducing barriers to the workforce

As the ageing of the population takes effect, there is a need to reduce barriers to participation in the workplace. The sheer numbers of people retiring will provide challenges in terms of workforce replacement. Workplaces will need to adjust to the opportunities and challenges presented by a multigenerational workforce.

Meeting the expectations of younger workers for greater employment flexibility will be critical to attracting talent. This includes making work more accessible for people who need to balance work and life, and not stigmatising people who do.

⁷ Focus on Diversity, EEO Trust (2015) p22

⁸ HRC 2014

⁹ [EEO Trust Diversity Survey 2015](#)

¹⁰ www.ssc.govt.nz/information-ageing-ps-workforce

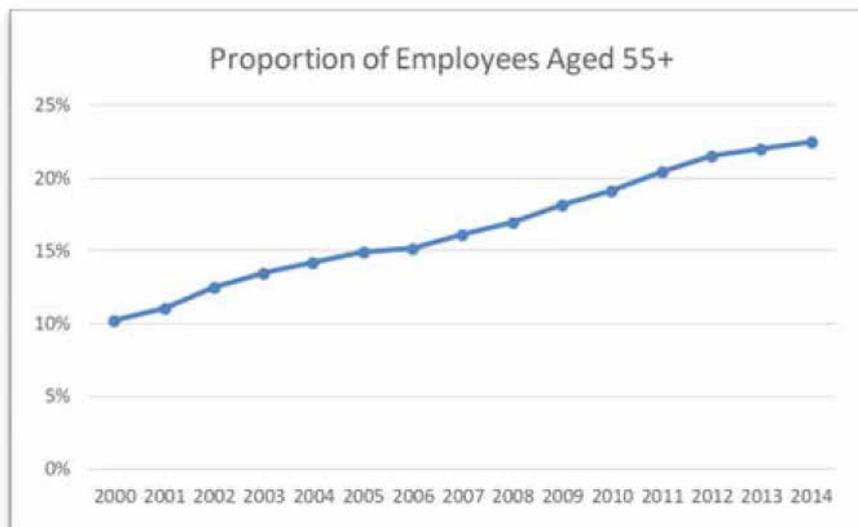
Two seemingly intractable problems are, barriers women face in the workplace, and the persistent under-representation of people with disabilities. Participation of women in the workforce will become increasingly important and it is likely that work-life balance will continue to be a key factor. For example an Australian study estimates that:

“There is a gap in the headline participation rates between men and women, at 12.1 percentage points. However, the true participation gap is in the order of 40 to 50 per cent during the prime working years due to the high proportion of women in part-time work.”¹¹

By 2038 half of all New Zealanders will be from ethnic backgrounds other than the currently demographically dominant group of European extraction. Catering for a more culturally diverse workforce will be critical to attracting capability including the wider range of cultural understandings that are part of a 21st century New Zealand.

A key solution to these issues is establishing more flexible workplaces that use modern technology to enable people to work at times that are more likely to suit their needs. Work flexibility is an important part of creating more flexible workplaces for people with disabilities. While many people currently utilise some degree of flexibility in the public sector, the Workplace Dynamics survey identified that this is likely to be a growing trend within all demographics.¹²

- HRC data shows the steady increase in the proportion of employees in the Public Service aged 55 years or older.
- In 2014 the average age of employees in the Public Service was 44.6 years.



¹¹ Closing the gender pay gap in labour supply - Patricia Apps in Australia's Future Workforce, June 215, ceda.com.au

¹² [VUW/PSA Workplace Dynamics Survey 2013](#).

Possible Solutions

Workplaces succeed when they have an environment that reflects the diversity of their society. The most effective solutions tend to focus on either increasing the diversity of workforces or mechanisms to support increasingly diverse workplaces.

Strategies include:

- **Leadership**
 - Strengthening the capability of people leaders to lead diverse teams and appreciate the value and different perspectives each individual brings to the workplace. This might include training for people leaders around unconscious bias and understanding how to adapt to different employees and their different needs.
 - More diversity of background is another important contribution to the leadership cohort.
- **Working with an age diverse workforce**
 - Approaches for retaining older workers including: offering part time work, offering flexible work options, for example: part time work, job sharing, phased retirement and 'encore careers'.
 - Knowledge transfer and mentoring of younger people.
 - Reverse mentoring – for example, where younger people assist older people with new technology.
- **Ensuring that public sector roles appeal to a diverse talent pool**
 - Understanding and promoting our employee value proposition (EVP), as well as gaining insights as to what may discourage people from joining the Public Service.
 - Appealing to the drivers for different segments of the workforce, including different age groups and ethnicities.
 - Understanding and appealing to the employment drivers of the next generation of employees. This may include ensuring the recruitment process is consistent with the way this generation operates – fast-paced with highly accessible information.
 - Attracting greater numbers of people to the public sector by deliberately attracting people from a diverse talent pool, helping us to ensure that the public sector is representative of the New Zealand population.¹³
- **Cultivating a culture that is inclusive for all people and encourages diversity of thought**
 - Offering programmes that create a more engaged and inclusive workplace, such as wellness programmes.
 - Focusing the organisation on understanding and meeting the needs of customers.
 - Focus on reducing conscious and unconscious bias in recruitment and selection.
 - Embrace flexible work practices that cater for people's different needs.
 - Audit all policies and procedures through a diversity and inclusiveness lens.
 - Encouraging a culture of collaboration, inclusiveness and mutual respect.

¹³ [Rising to the challenge](#) - KPMG, 2009

Stimulus Questions

1. Are we actively progressing the development of a diverse and inclusive workforce?
2. Do we understand the profile of our workforce and therefore appreciate where the highest risks are?
3. Do we offer flexible work practices that cater for a diverse workforce?
4. Are we doing enough to attract a diverse pool of potential candidates?
5. How family friendly is our workplace?
6. Does our leadership pipeline provide equal access for all people?
7. How does our agency reward diversity of perspective?

Examples

- Unconscious bias training is increasingly used across Public Service departments to assist staff interactions with the general public, as well as improving recruitment practices.
- Inland Revenue have many active diversity groups in multiple locations around the country which provide a valuable support network for their people.
- NZ Police have been working through the challenge of an ageing workforce by creating an age-friendly workplace and recruiting younger employees to make up for likely talent shortfalls.
- Environment and planning consultancy Andrew Stewart is embracing diversity and work-life balance to help attract top talent. They regularly allow people to do things that cater for people's changing needs throughout their career, such as providing a three month leave of absence for a mini OE, offering extended parental leave periods, and reduced working weeks for more senior members of the team.¹⁴
- A key focus for the Department of Corrections has been creating a gender balanced workforce. This is now reflected in an almost non-existent gender pay gap.¹⁵
- US technology giant Intel offers all employees approaching retirement a chance to apply for paid 'Intel Encore Fellowships' involving six to 12 month assignments at local non-profits with \$25,000 bursaries and six months of paid health insurance.¹⁶

¹⁴ Focus on Diversity, EEO Trust 2015 p18

¹⁵ [What's Working](#)- Human Rights Commission 2014 p6

¹⁶ Focus on Diversity, EEO Trust 2015 p22

New Technology

Context/Issues

Technology has entered an era of usability, openness, and convenience. A hundred years ago one in three American workers was employed on a farm. Today less than 2% of workers are employed in agriculture and produce far more food.¹⁷ Today the pool of secretaries has shrunk, but there are ever more computer programmers and web designers. An Oxford University study suggests that 47% of today's jobs could be automated in the next two decades with transport, logistics and office roles most likely to come under threat.¹⁸

Artificial intelligence is expected to impact the world of work significantly. It can augment humans in complex work requiring creativity and judgement, and likely will increasingly substitute for routine labour. A recent example of this is 'Hadrian' (shown), a brick laying robot that can lay 1,000 bricks per hour from a 3D computer-aided design of a house. The machine will load, cut, route and place the bricks in sequence using a 28 meter telescopic boom.¹⁹

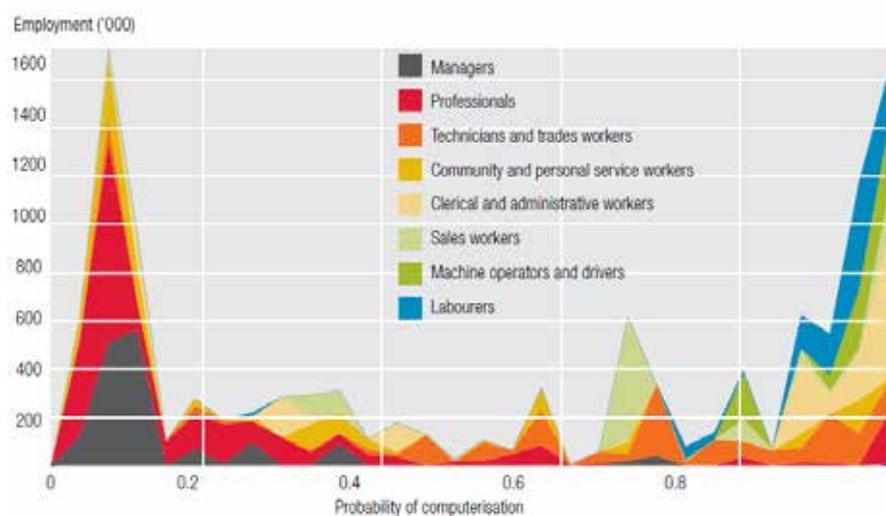


Currently machines are collaborators rather than competitors in the workplace allowing people to take on tasks that require more ingenuity and add more value. For example, translation programmes mean that a translator role has become more that of an editor; identification of callers through voice recognition rather than asking questions.

In the near future the exponential rise in processing power and digitised information means computers are increasingly able to perform complicated tasks more cheaply and effectively than people. For example, clever industrial robots can quickly "learn" a set of human actions or by comparing reams of financial or biometric data. They can often diagnose fraud or illness more accurately than any number of accountants or doctors. There are many examples of 'exponentials' – innovations that are expanding at a rate faster than double such as artificial intelligence, robotics, additive manufacturing (3D printing), quantum computing and industrial biology.

The CEDA report 'Australia's Future Workforce, June 2015' contains this graph showing the estimated probability of the susceptibility of jobs to computerisation and automation in Australia. The report finds 40% of current jobs have a high probability (>0.7) of being computerised or automated in the next 10 to 15 years, with labourers, machine operators and clerical & administrative workers having the highest probability.

DISTRIBUTION OF JOB CATEGORIES AGAINST PROBABILITY OF COMPUTERISATION



¹⁷ The Economist - 18 January 2014

¹⁸ Oxford Martin Programme on the Impacts of Future Technology - 18/09/2013

¹⁹ www.fastbrickrobotics.net/

Innovation and technological disruption to the job market has only just started. From driverless cars to clever household gadgets, innovations exist that potentially will impact on swathes of jobs that hitherto have been untouched. They will lead to not only different ways to learn, train and implement but also changes how we plan and manage those roles that become redundant whilst creating new and more challenging ones.

3D printing will enable decentralised yet complex production processes. Fewer routine jobs will be required and replaced by medium to high skilled workers. Remaining shop floor workers will have responsibilities that require more control, maintenance and problem solving skills.

There is and will be strong demand for high skilled labour especially professional scientists and engineers due to the rapid technological change, innovation, research and development in the biotechnology and life sciences sectors.²⁰

To function in this new world people will need:

- Good communication skills to ensure multidisciplinary teams function well.
- Legal skills for intellectual property and other issues along with marketing.
- Knowing how to turn data into insights that increase efficiency and generate new ideas will be highly valued.²¹

Cyber-attacks and espionage are expected to create much greater risk in the years to 2030 including attacks on networked transport infrastructure. There is a requirement for basic cyber-security in the workforce to be expanded greatly and potentially a national training effort standard to be considered.²²

Government departments will come under pressure to adopt new technologies in transportation, energy and infrastructure to promote a lower carbon future that can adapt to the pressures of climate change.

To build a regulatory framework for a disruptive technologies such as 3D printing, the public sector will need both a detailed understanding of the technology and the ability to understand its potential societal and economic impacts.²³

A growing number of job roles/positions are being filled via crowdsourcing platforms such as GigWalk, Freelancer, oDesk, Tongal and others.

Consider the future IT worker's new skill sets and behaviours. A tactical example is the recent 'bring your own device' trend. Seventy percent of millennials admit to bringing their own applications from outside their organisation to support their work – a trend that will likely only grow as more cloud, mobile, and analytics offerings target the workplace.

Robotics will be on many companies' radar with associated workplace tensions as they are introduced. To ease the tensions, companies should start by replacing repetitive, unpleasant work. Business leaders should then identify jobs that robotics will replace over the next 10 years and leverage attrition and training to prepare employees for new roles. How are we assisting them to do so?

²⁰ Hogarth et al 2010 Strategic Skills Needs in the Bio medical Sector

²¹ Mckinsey 2011 Big Data: The Next frontier for Innovation, Competition and Productivity

²² UK Commission for Employment and Skills: The Future of work: Jobs and skills in 2030

²³ KPMG Future State 2030

Possible Solutions

- The key way for governments to help people through the looming dislocation is through education systems. The demand for ICT specialists will grow within companies and with increasing demand for their schooling and university education options. A key question for the public sector is how we will grow these skills as demand currently outstrips supply. Schools need to foster the creativity that sets them apart from computers.
- The development of systems thinking to understand potential benefits and risks of technology developments and undertaking effective technology road mapping.²⁴ Talent and learning teams need to understand technology and use 'design thinking' to integrate technology in the workplace.
- Collaboration with universities and technology companies to understand changes that are coming and identifying new ways of working. Emphasise training for Government senior officials to increase their awareness of new technologies and innovations for both their own use and to understand their customers.
- Government becoming early adopters of technology rather than followers. Fostering connectivity, education, and growth anchored in the creative, design, and technical skills central to strategy.
- The future IT worker will likely need a different set of service, support, and development than they receive today. HR can become a competitive weapon in the war for talent by shortening the time needed to develop the IT workers of the future. By understanding future IT needs and skills, HR can create a roadmap, plan for the change, and educate our associates. HR is also exploring external opportunities to augment experiences and accelerate the ramp up.
- Embrace virtual. Create a culture and provide tools that allow and support remote workers.
- Use of new and emerging technology including social media, to communicate to and receive from the citizenry.

Stimulus Questions

1. What plans do we have for skill development in new emerging areas such as the 'app' economy?
2. Will there be a call for Government led skills programmes to mitigate the large scale job losses arising from technological innovation?
3. What strategy changes are needed to focus on technology adoption that is flexible, affordable and timely? How does this align with our organisations' actions in the areas of Results 9 and 10?
4. Do we have structures that facilitate the early adoption of proven technology as a priority e.g. making Head of Technology a senior post?
5. Are our HR teams focusing on the opportunities cognitive technologies offer through collaboration between people and machines?²⁵
6. Are we selecting for highly skilled occupations needing abstract reasoning, problem solving, communication and collaboration? Are we recognising many jobs will become more mentally stressful as a result?
7. Are we ready for international cooperation and information during a cyber-security crisis noting the threats transcend borders?

²⁴ KPMG Future State 2030

²⁵ Deloitte University press 2015

Examples

- Smartgate is a new technology being used by NZ Customs which frees Customs Officers up from checking passports and allows them to focus on value add activities such as interviewing and investigating.
- An agency is looking at creating new data specific roles to enable effective data use and innovation between agencies. These roles will have the ability to partner with a variety of customers and stakeholders and then translate requirements into innovative, products and solutions.

A Public Service example of technology augmenting current roles is the 'FirstDefender', a substance identification tool, enabling Customs NZ to obtain accurate identification of substances in seconds even through sealed containers.

This photo was taken in the Auckland mail centre and shows the FirstDefender detecting methamphetamine in what appears to be a commercial perfume package.



- Christchurch's Red Bus company has been training drivers with a virtual reality driving simulator for the bus drivers to control and practice how to enter, manoeuvre to their specified bus bay, and exit the interchange.²⁶
- Xero was ranked as the most innovative company in the world by Forbes in 2014. The organisation was recognised for its innovative approach of offering all products and services via the cloud.²⁷ Victoria Crone, Xero Managing Director said, 'Technology is fundamental, it underpins who we are and what we do. That is whether it's technology we bring internally to drive the engine or how we use technology to enhance our product and our relationship with our customers'.
- Google's self-driving cars (shown below) have driven more than three million kilometres in the past six years and have not caused a single accident. Google says there have been 14 accidents but none of these were caused by their cars. In 11 of the 14 accidents, the Google car was rear ended by inattentive motorists. What are the possible implications for the public sector fleet?



²⁶ www.redbus.co.nz/christchurch/articles/index.cfm/2015/06/red-bus-drivers-use-world-leading-virtual-reality-driving-simulator/

²⁷ www.xero.com/blog/2014/05/xero-ranked-1-forbes-worlds-innovative-growth-companies/

Agility/Flexibility

Context/Issues

Ongoing rapid change will continue to ramp up the demand for greater business agility and flexibility, and drive the need for new solutions

The issues driving the call for new solutions are well known – new technology; changing demographics shaping customer demand; environmental concerns impacting on how/where work is delivered; a focus on containing costs; multigenerational workplaces; changing workforce expectations; population diversity; shortages of key skills... and so on.

The real question is how well are we responding? Are we responding fast enough?

Business success will mean adopting agile business practices and a flexible, more creative approach to people and employment models. Increasingly workers' skillsets will need to mirror the agility and flexibility that employers will be seeking.

Agility means being proactive – having our radar constantly on alert and responding early – anticipating the next business change before it happens. Technology provides an obvious example. Over the next 10-15 years it is estimated as much as 40% of current jobs will be replaced by automation.²⁸ The jobs that remain will be those that involve a high level of social interaction, problem solving and creativity.

- How ready are we for the changes ahead?
- Dynamics influencing future ways of working include:

Governments

In an analysis of global megatrends KPMG argues that governments will increasingly need to position themselves as early adopters of new technologies rather than as followers with a commensurate shift in risk appetite.²⁹

*"Failure and change are essential to innovation, but it is important to 'fail fast', learn lessons and quickly move on."*³⁰

The KPMG report outlines other challenges for how governments will work in the future. Governments will become more globally connected and policy will also be more integrated (for example, environmental and economic policy). Central governments will devolve more of their work to local governments. Both central and local government will become better connected and networked with communities to enable real collaboration with citizens and successful innovation. This could involve creating virtual teams and matrix approaches to quickly galvanise resources to address specific challenges.³¹

²⁸ The impact of computerisation and automation on future employment. Durrant-Whyte et al p58 in Australia's Future Workforce, June 2015 ceda.com.au

²⁹ Future State 2030, KPMG kpmg.com/government p24

³⁰ Future State 2030, KPMG kpmg.com/government p56

³¹ Future State 2030, KPMG kpmg.com/government p56

In New Zealand, Government is moving down this track with the Better Public Services programme.³² In response, New Zealand Public Service agencies are highlighting in Four-year Plans the need for different capabilities and greater operational flexibility to support more agile delivery of results, especially for cross-agency work. Four-year Plans identify the need for expanded capabilities such as collaboration and influencing, relationship management, networking and working with customers; innovation, strategic systems and critical thinking and excellence in execution.³³

A key consideration for agencies is whether the right organisational environments and settings are in place to build these capabilities. How do we create an environment that fosters the cross-pollination of ideas and flexible delivery of initiatives? How do we enable people to move and work more easily across agencies? What kinds of organisational and people arrangements could assist in making sure that the right skills are available at the right place and time for key pieces of work?

Organisations and Leaders

Agile organisations are redefining what success looks like with a focus on putting the customer at the centre and achieving outcomes for customers.

Design-led and continuous improvement models are two key trends now being adopted by agencies to build more agile customer-centred ways of working. How well are we building design and continuous improvement knowhow in our agencies?

In agile organisations leaders are enablers of self-organising teams, providing teams with a clear line of sight to customers, rather than controlling outputs. For teams, the focus is on networks; short cycles with direct feedback from customers, transparency and continuous improvement.³⁴ For leaders this means greater devolution of responsibility with more autonomy for teams, together with higher level skills and decision-making ability.

Leadership capability is a key development priority for the New Zealand State sector. The roles of leaders are changing to enable a more agile, connected system that enables integrated and collaborative delivery of results.

The focus for senior leaders is on a system-wide approach where good leaders of agencies also work together to play a leadership role across the whole system³⁵. For all levels of leaders development will involve a shift in emphasis to build leaders who:

- are inclusive
- operate through influence
- think customer
- take risks and learn from failure
- build powerful teams
- develop entrepreneurial people
- contribute to collective achievement.³⁶

Four-year Plans show that Public Service agencies are prioritising developing leaders and succession planning.³⁷ What is your agency's four year horizon for building leadership capability?

³² www.ssc.govt.nz/better-public-services

³³ SSC analysis of Four-year Plans, 2013, 2014, 2015

³⁴ Making the entire organisation agile, Steve Denning, www.stevedenning.com/slides/agile.pdf

³⁵ SSC leadership Success profile, www.ssc.govt.nz

³⁶ Shifting the leadership landscape for New Zealand, SSC presentation, June 2015

³⁷ SSC Four-year Plan analysis 2015

Talent

Unless organisations can bring in new talent management processes that accommodate greater staffing flexibility, they risk losing the competition for talent as well as a key opportunity to become more agile in their business delivery.

Providing flexibility for individual employees is not enough. Organisations may find it challenging to integrate the changing expectations of employees into their employment processes. However, the ability to provide flexible work and job structures as well as workplace conditions will be critical to attracting and retaining a demographically diverse talent pool.³⁸

To attract and retain top talent organisations will need to be prepared to customise jobs. Many organisations today see offering flexibility as smart people strategy that increases employee buy in and engagement and provides a broader pool to source talent.³⁹

For example, workers increasingly want to be able to make career choices that fit their life situations. Changes in personal and family circumstances over a career-span mean that employers will need to offer new career paths - for example, a 'career lattice' that allows for horizontal movement across different jobs rather than a career ladder.⁴⁰ New career paths will be designed to help people gain the right work experiences and learning whilst flexing hours, place and time of work.

Workplaces

Agile workplaces provide more choices about who delivers work, and when and where work happens.

Technology provides new options and expectations. Open plan office spaces and 'hot-desking' are already commonplace. Employers will increasingly offer (and be expected to provide) remote working opportunities including working from home and innovations such as suburban hubs. Co-working spaces such as suburban hubs can provide supported facilities closer to home as well as offering opportunities for co-production, networking and enhanced creativity.⁴¹ Different modes of working will also require new management practice geared to supporting remote workers.

The organisation 'The Biz Dojo' currently offers flexible co-working spaces in Auckland and Wellington, as shown here, where business pay to rent office facilities in a shared location. <http://bizdojo.com/>



³⁸ The Boston Consulting Group report: 2020 Vision, The Manager of the 21st Century.

³⁹ www.forbes.com/sites/meghanbiro/2013/08/18/5-reasons-why-workplace-flexibility-is-smart-talent-strategy/

⁴⁰ Mass Career Customisation, Benko & Weisburg, Deloitte University Press 2015

⁴¹ Mobile Generations, Orange box 2015, p124

Another local example of agility and flexibility (born out of necessity following the Christchurch earthquake) is outlined in a research report jointly funded by Inland Revenue and the Public Service Association. Many employees based at home worked flexible hours to maximise productivity and also to enable family commitments to be met. Learnings from the study included the need to test flexible work arrangements to identify what kinds of work are suited to remote working; the need to use multiple communication channels to stay in touch with employees and a need to learn to manage remote workers.⁴²

Positive workplace cultures: A more diverse workforce and different ways of working (for example: remote working, more part-time and short-term contract staff) will generate new challenges in how to create new high performing and inclusive workplace cultures that can keep workers engaged.

IBM is one example of a workplace committed to a culture that explicitly accommodates flexibility for workers whilst balancing the needs of clients. IBM's six flexibility principles cover: a 24/7 global enterprise; balancing of needs; trust and personal responsibility; a range of flexibility options that the company can approve; understanding and respecting differences in the culture of clients, colleagues and communities to whom services are provided.⁴³

'It's a marathon not a sprint': Workplaces will also need to consider the expectations of the incoming generation of workers who will have longer working lives:

*"Employers are waking up to the fact that supporting wellbeing in the workplace is a vital means of attracting talent – especially younger people, for whom the ability to take regular exercise, have a good night's sleep and eat a balanced diet are all high priorities as they enter a working life that could well stretch into their 80s."*⁴⁴

The South Korean Government is an early adopter promoting work-life balance for sustainable growth and is concentrating on finding practical ways to help workers take full advantage of work-life balance policies and benefits already available.⁴⁵

Possible Solutions

- Re-skill current employees in advance of technology and business change.
- Improve business agility by harnessing different perspectives – for example, broadening and growing the talent pool that agencies recruit from to include the whole range of diversity groups.
- Greater availability of flexible work options – for example: part-time, job sharing, compressed hours, time-leasing, crowd sourcing, etc.
- Career paths with flexible entry, exit and 'pause' points to attract and retain women and other workers.
- More attention to building and maintaining shared organisational values and culture in a workplace with high numbers of contractors and project-specific part time employees.
- Develop different methods of communication and support as individuals and functions operate from an increasing number of different locations.

⁴² Donnelly, N. & Proctor-Thomson, S.B. (2013). Working from Home: Lessons from the Christchurch Experience Wellington: Industrial Relations Centre, Victoria University of Wellington

⁴³ www.ibm.com/ibm/responsibility/employees_work-life_balance.shtml

⁴⁴ Reshaping work for the future, p34, Lynda Gratton, Australia's Future Workforce, June 2015 ceda.com.au

⁴⁵ www.oecd.org/forum/oecdyearbook/korea-work-life-balance-policies.htm

Stimulus Questions

1. Are our employment settings/policies fit for purpose as we move to become more agile and flexible as an organisation?
2. How many of our staff work a compressed working week and how do we manage this?
3. What percentage of our people will be working remotely in five years? What implications does this have for our onsite workers and office environment?
4. How do we encourage and make best use of remote workers?
5. How are managers being prepared to manage remote workers?
6. What are the stories from our senior leaders can we share to encourage a flexible working culture?
7. Does this role need a full time person here five days a week?
8. What is the age profile of our key workforce segments and what are the best policies to assist these people as productive as they can be?
9. What technology do we already have that supports flexible working?
10. What does a high level of automation mean for Public Service employers? Which roles are likely to be replaced? How are we preparing for this? How will we source/recruit/retain the new skills we will need?

Examples

- ANZ has the 'right to part-time work' policy which gives people of retirement age the right to continue to work part-time at their existing/current level.
- A compressed working week is adopted by many agencies via negotiation with employers and managers, currently no data is available on the uptake of this flexible working option.
- Justice – a pilot programme for home based collections agents (Executive Leadership Summit 2015).

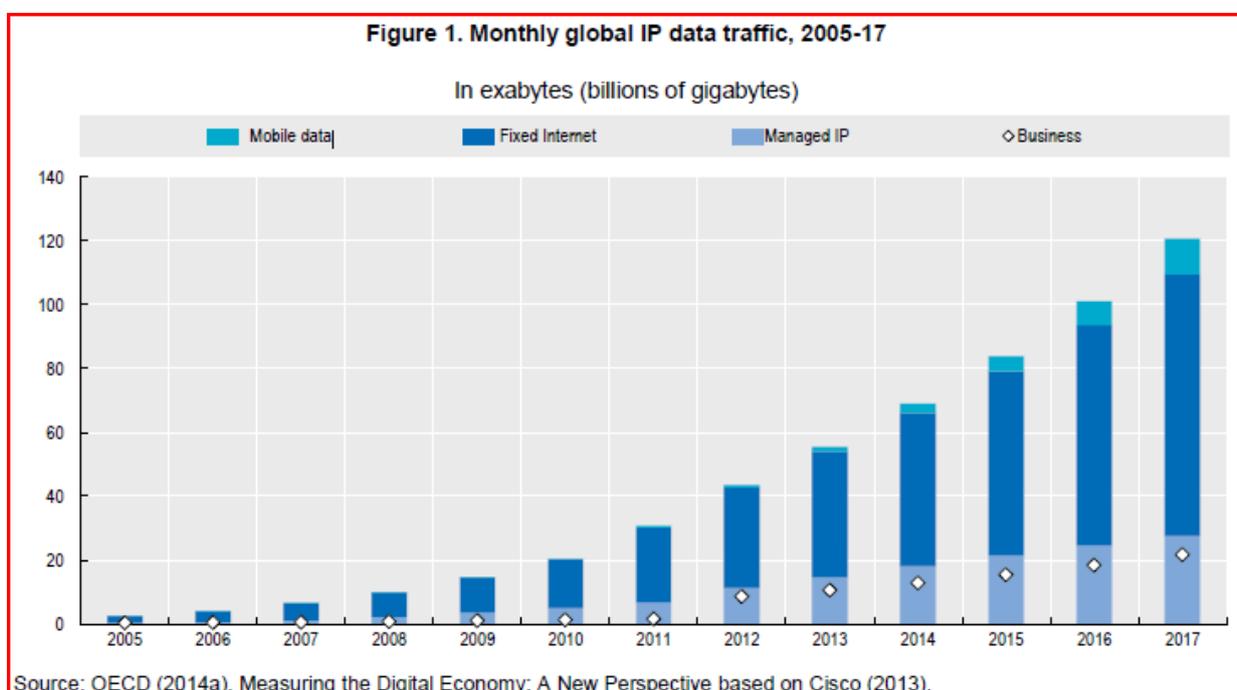
Maximising Big Data

Context/Issues

Big data refers to datasets too large to be manipulated by ordinary database programmes. This data comes from everywhere: sensors used to gather customer information including customers of publicly provide services, climate information, posts to social media sites, digital pictures and videos, purchase transaction records (credit cards, loyalty cards) and cell phone GPS signals and applications.⁴⁶ Big data is described as three dimensional, it has an increasing volume (amount of data), velocity (speed of data in and out), and variety (range of data types and sources).

The proliferation of data: Big data is growing rapidly with the consultancy firm, IDC (2012), estimating that the global volume of digital data will multiply by a factor of 40 by the end of this decade after having exceeded 1,000 exabytes in 2010 (an exabyte is a billion gigabytes). This is partly driven by the fact that nearly all media including books, photos, audio/video are now digitized, up from only 25% in 2000.⁴⁷

The figure below shows the rapid rise in global internet traffic which is projected to hit 120 exabytes in 2017.



Similar trends are occurring in New Zealand as mobile broadband users increased by 34% between 2012 & 2013 to 2.5 million, more than half the population. The new 4G mobile network allows data speeds 10 times faster than previous networks, customers are accessing and demanding more information than ever before.⁴⁸

⁴⁶ www.mbie.govt.nz/what-we-do/business-growth-agenda/sectors-reports-series/pdf-document-library/fict-report-2015.pdf&ei=eSGJVZiEOImi8QXji4GwAg&usq=AFQjCNF5yFUjcD2gmQ8Uq_r8F3i4RdKpA

⁴⁷ Christian Reimsbach-Kounatze: The Proliferation of "Big Data" and Implications for Official Statistics and Statistical Agencies

⁴⁸ www.mbie.govt.nz/what-we-do/business-growth-agenda/sectors-reports-series/pdf-document-library/fict-report-2015.pdf&ei=eSGJVZiEOImi8QXji4GwAg&usq=AFQjCNF5yFUjcD2gmQ8Uq_r8F3i4RdKpA

How big data is used: Analysts gather large sources of increasingly cloud based data, often from different sources and feed into statistical or graphical models in order to provide insight, supporting decision making.

Holger Mueller, Vice President and Principal Analyst at Constellation explains:

“Employers get different pieces of information from different places and often fail to use that data because it is so fragmented,” she says. “To make data actionable you have to bring it under a single umbrella to really move forward.”⁴⁹

Workforce implications: As big data and its levers become an increasingly valuable asset, intelligent exploitation will be critical for organisations to compete effectively.

The rapid rise of data has large implications for the workforce as there will be a shortage of talent necessary for organisations to take advantage of big data, for example, by 2018 the United States alone could face a shortage of 140,000 to 190,000 people with deep analytical skills as well as 1.5 million managers and analysts with the knowhow to use the analysis of big data to make effective decisions.⁵⁰

As the Public Service experiences difficulty attracting and retaining specific areas of the workforce, agencies have to compete more for top talent. A recent example of an agency using a slightly alternative approach comes from MBIE. They advertised for big data roles as ‘Data Ninjas’ using an unusual graphic (shown) and focused the advertisement on the EVP and the intrinsic benefits of the role.

By focusing on EVP of the role, intrinsic benefits and using the language of that segment MBIE attracted a large number of quality applications for their big data roles.

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Why do we need to utilise big data: The McKinsey Global

Institute reports the Public Service has much to gain with the effective adoption and use of big data.

“The finance & insurance industries and government—are positioned to benefit very strongly from big data as long as barriers to its use can be overcome. These sectors are both transaction—and customer—intensive, suggesting that they can increase their application of levers involving segmentation and automated algorithms. They both also have high degrees of variability in their performance, suggesting that they could use data and experimentation to improve performance”.

“Research shows Europe’s public sector could potentially reduce the costs of administrative activities by 15 to 20 percent, creating the equivalent of €150 billion to €300 billion (\$223 billion to \$446 billion)—or even higher—in new value”.

⁴⁹ www.castlighthouse.com/wp-content/uploads/2015/04/Castlight_Beyond_Transparency.pdf
⁵⁰ www.mckinsey.com/insights/business_technology/big_data_the_next_frontier_for_innovation
⁵¹ www.linkedin.com/pulse/data-ninjas-wanted-seriously-we-need-3-them-van-echten-triplow-?trk=hb_nft_MEGAPHONE_ARTICLE_POST

Risks: There are two key risks associated with big data:

1. Privacy breaches and their impacts
2. Drawing the wrong conclusions due to poor data analysis or data matching.

Other risks:

- Unethical use of data such as Google bombing, the practice of deliberately modifying HTML to increase the chance of a website being placed close to the beginning of search engine results.
- Lack of capability to effectively utilise data and gain value.
- Storage issues due to proliferation of data and the rise of digital media.
- There is considerable risk that the underlying data and analytic algorithms could lead to unexpected false results. This is best illustrated by the case of the Knight Capital Group, a global financial services firm, which lost US\$440 million in 2012, most of it in less than an hour, because its algorithmic trading system behaved unexpectedly (Mehta, 2012).
- Protecting the privacy of individuals especially when matching large databases containing socially sensitive information.

Possible Solutions

- Due to the increased service offerings and large potential efficiency gains, it is vital that all parts of the organisation learn how to leverage big data if they don't know how to already.
- Create transparency: Both external stakeholders such as citizens and businesses and internal stakeholders such as government employees and agencies can improve their efficiency when data from large public sector databases are made more accessible.
- Consider more graduate positions to build and develop a talent pipeline.
- Agencies can work across the system to share learnings and ramp up development.

Stimulus Questions

1. How do we create public sector leaders who can realize the value potential offered by big data?
2. What is our organisation doing to recruit and train talented big data personnel?
3. How can we partner with and work across agencies to share data talent across agencies?
4. What are we doing to establish a culture in which decisions aimed at improving performance are made on the basis of data?
5. How are we working to change the attitude of employees toward data sharing and use?
6. How do we value insights derived from big data and how does this drive the actions and decisions in my agency?

Examples

- An example of making big data useful for customers is the 'Billion Price Project', it collects price information over the internet for the creation of 'near time' statistics. More than half a million prices on goods per day are collected by 'scraping' the web of online retailers. The resulting dataset contains daily prices on a wide array of products sold by online retailers. This is not only five times what the US Government collects, but is also less cost intensive, given that price information is collected manually through researchers visiting thousands of shops as it is the case for traditional inflation statistics.⁵²
- MPI are part of Land, Air, Water, Aotearoa (LAWA) and make real time and large data sets available via the website: www.lawa.org.nz.
- The German Federal Employment Agency has sharply improved its customer services and cut around €10 billion of costs by using big data strategies. They find jobs for the unemployed and provide a full range of counselling and support services through ten regional centres and 178 employment agencies.

⁵² bpp.mit.edu/

- An interesting example of the proliferation of data is the 'Sloan Digital Sky Survey (SDSS). It started in 2010 and collected more data through its telescope in its first week than had been amassed in the history of astronomy (The Economist, 2010).⁵³
- Tesco processes 100 market baskets a second which contain on average 27 products per basket, accounting for 6 million transactions a day (Ryan, 2010). Each product purchased throws off 45 pieces of data which can be analysed to determine the ethnicity of the shopper, the likely family size and whether the household has a pet.⁵⁴

⁵³ www.sdss.org/

⁵⁴ www.forbes.com/sites/kashmirhill/2012/02/16/how-target-figured-out-a-teen-girl-was-pregnant-before-her-father-did/

Talent Supply

Context /Issues

In 2004 Professor Paul Spoonley wrote of the 'mismatch of supply and demand of skilled labour'.⁵⁵ He went on to describe the limited investment in talent, citing 'little investment in altering the skill sets and attitudes of current workers', 11 years on we find the landscape has not changed a great deal.

With technological advancements and the pace of business change, the time to train a new skill can be longer than the lifespan of the specific skill. We need to consider how effectively can Public Service agencies predict their business direction and therefor their assumptions about future workforce requirements.

Current public sector: Across the public sector, the number of staff employed has remained relatively stable over the last four years⁵⁶ but within Public Service agencies there is a varied story of both growing and shrinking workforces. While agencies experiencing growth have reported difficulty filling roles, particularly in the ICT segments, agencies with a shrinking workforce experience an intense demand for top talent as they move to deliver more with less.⁵⁷

Changing talent mix: Across the labour market the types of qualification and skills demand by organisations is changing. Several agencies report difficulties changing their talent mix as they move to new operating models or deliver services in new ways such as responding to customer demand for digital services or moving to a more customer-centric approach. Globalisation is leading to a more open job market and competition for top talent in an international contest.

Talent supply: The total supply of new talent continues to grow with tertiary education completion rates increasing 18% over the seven years from 2006 to 2013, to a total of 127,041 domestic graduates⁵⁸. As we are experiencing a shift in the demand for specific qualifications, in particular the Science, Technology, Engineering & Maths (STEM) occupations, the supply of this talent has responded and between 2006 and 2013 there was a 36% increase in the number of STEM type domestic graduates in New Zealand. The rise in STEM graduates is expected to continue increasing as many people agree, including Google's chief economist Hal Varian, that roles in this area are increasingly viewed as more desirable, even labelled 'sexy'.⁵⁹

Talent demand: The demand for talent continues to outstrip the supply and was reported in the latest four year plans with a third of government agencies reporting difficulties filling ICT roles. The example given in the big data topic shows that the talent gap is not likely to be filled simply by changing graduate requirements and waiting for people to graduate with enhanced skills or importing talent. Retraining the existing workforce is an essential part of this picture.⁶⁰

"Estimates from the Bureau of Labor Statistics of the United States, predicts demand for data specialist jobs is expected to grow at 17% between 2012 and 2022. Statisticians actuaries, and mathematicians are expected to have the fastest growth between 2012 and 2022 at 26%".⁶¹

Staffing talent: During the Public Service Executive Leadership Summit 2015, feedback was given outlining the wider leadership concern for the recruitment and development of talent and is recorded on pg 28.

⁵⁵ P. Spoonley, A. Dupuis and A. de Bruin (eds), *Work and Working in Twenty-First Century New Zealand*, Palmerston North, Dunmore Press, 2004

⁵⁶ www.ssc.govt.nz/workforce-stats

⁵⁷ SSC observed via the Four Year Plans

⁵⁸ www.educationcounts.govt.nz/statistics/tertiary/summary_tables

⁵⁹ www.nytimes.com/2009/08/06/technology/06stats.html?_r=0

⁶⁰ www.mckinsey.com/insights/business_technology/big_data_the_next_frontier_for_innovation

⁶¹ www.bls.gov/opub/mlr/2009/11/art5full.pdf

We note new workforce staffing models are becoming commonplace with many agencies adopting a sector approach to collaborate cross-agency where talent works across the system for the individual agency and system benefit. While secondments provide a way to share necessary capabilities across the system where needed, this is only the first step in improving deployment.⁶²

As yet there is little evidence of innovative talent sourcing strategies, such as crowdsourcing, so this might be an avenue for agencies to explore in the future. This requires further study of organisational early adopters and leading practice to identify how Public Service agencies might be able to apply such strategies to effectively deploy and manage talent.⁶³

Issues

With talent emerging as the core organisational asset, remuneration and reward structures and pricing must be reconfigured to optimise retention and utilisation.^{64 65}

Changing operating models have led to a reduction on the number of entry level roles and therefore less opportunity for new talent to enter the system. Deloitte cites, simple jobs have generally been reengineered, automated, outsourced, offshored, and/or eliminated.⁶⁶ Many agencies have identified the need for investing more in graduate programmes and new sector programmes are being led from Heads of Practice agencies and the agencies that have a Functional Leadership role. Some examples of this are MBIE with the Procurement Graduate Programme⁶⁷ and Government Legal Network have recently established a new programme.

Research shows that many organisations are reporting a shortage of talent. Deloitte recently reported 83% of organisations are experiencing talent shortages which impacts business results, 13% report significant severity.⁶⁸ Within the Public Service, agencies have most commonly reported issues attracting and retaining suitably qualified ICT staff. Collectively ICT leadership has noted the need to improve the reputation and EVP of the public sector to ICT graduates.⁶⁹

Possible Solutions

- Work with universities and other training providers to shape future supply of the skills that we will need.
- Develop a medium to long term plan for both the agency and sector to identify and plan to address talent deficits. Consider multiple options, ranging from recruitment process, training & development, graduate and accelerated development programmes.
- Consider working with talent suppliers to promote specific skill development.
- It is vital that talent management systems are regularly reviewed and updated to match business pressures, the labour market and the organisations strategic direction.
- Review EVP, to ensure the Public Service is a preferred employer of choice for prospective candidates.
- Develop and communicate career paths, regularly cited by both employees for the development opportunities and employers for the need of greater organisational mobility. This is a key factor in attracting and retaining talent. Create opportunities, communicate and promote success stories from the current programmes.⁷⁰

⁶² O'Leary, R. and Y. Choi, and C. Gerard (2012), The Skill Set of a Successful Collaborator, Public Administration Review

⁶³ en.eyeka.com/resources/analyst-reports

⁶⁴ The Boston Consulting Group report: 2020 Vision, The Manager of the 21st Century

⁶⁵ www.kpmg.com%2FDE%2Fde%2FDocuments%2Fglobal-talent-related-risk.pdf&ei=GR-JVdPSEI_t8AWhmqjQAQ&usq=AFQjCNFF3Lou_ACekQWsFPd9hG_MaVGnrw

⁶⁶ www2.deloitte.com/nz/en/pages/human-capital/articles/introduction-human-capital-trends.html

⁶⁷ www.business.govt.nz/procurement/for-agencies/nz-procurement-academy/procurement-graduate-programme

⁶⁸ www2.deloitte.com/nz/en/pages/human-capital/articles/introduction-human-capital-trends.html

⁶⁹ ICT Leadership & workforce capability workshop, June 2015

⁷⁰ www2.deloitte.com/nz/en/pages/human-capital/articles/talent-edge-new-zealand.html

- Work with managers to improve their capability to develop staff through the performance and development cycle. Regularly review progress, checking talent development and discuss opportunities for wider deployment to build experience and capability.
- Develop workplace flexibility to source labour from the widest possible talent pool.

Stimulus Questions

1. Are there opportunities to explore innovative sourcing strategies that we haven't considered?
2. Have entry level roles been disappearing? Do we need to take another look at our talent pipelines?
3. Do we have the right succession plans in place?
4. Which roles or skills do we find difficult to recruit or develop?
5. What programmes are underway to re-train or up-skill our existing workforce?
6. How can we work across the sector for the next piece of work?
7. How are we working to update and improve our EVP?

Examples

- Ministry for Primary Industries have recently developed and published information outlining career pathways within the ICT sector.
- Randstad New Zealand recently published their awards for the most desirable organisations to work for and they found that 26% of respondents said they would like to work for Public Service organisations, down from 29% in 2013. However, in first place was Department of Conservation and it was found that "A natural connection to corporate social responsibility, strong leadership and an opportunity to contribute to the prosperity of New Zealand, has proven to be a winning combination in the market, enabling the organisation to attract the best talent".⁷¹

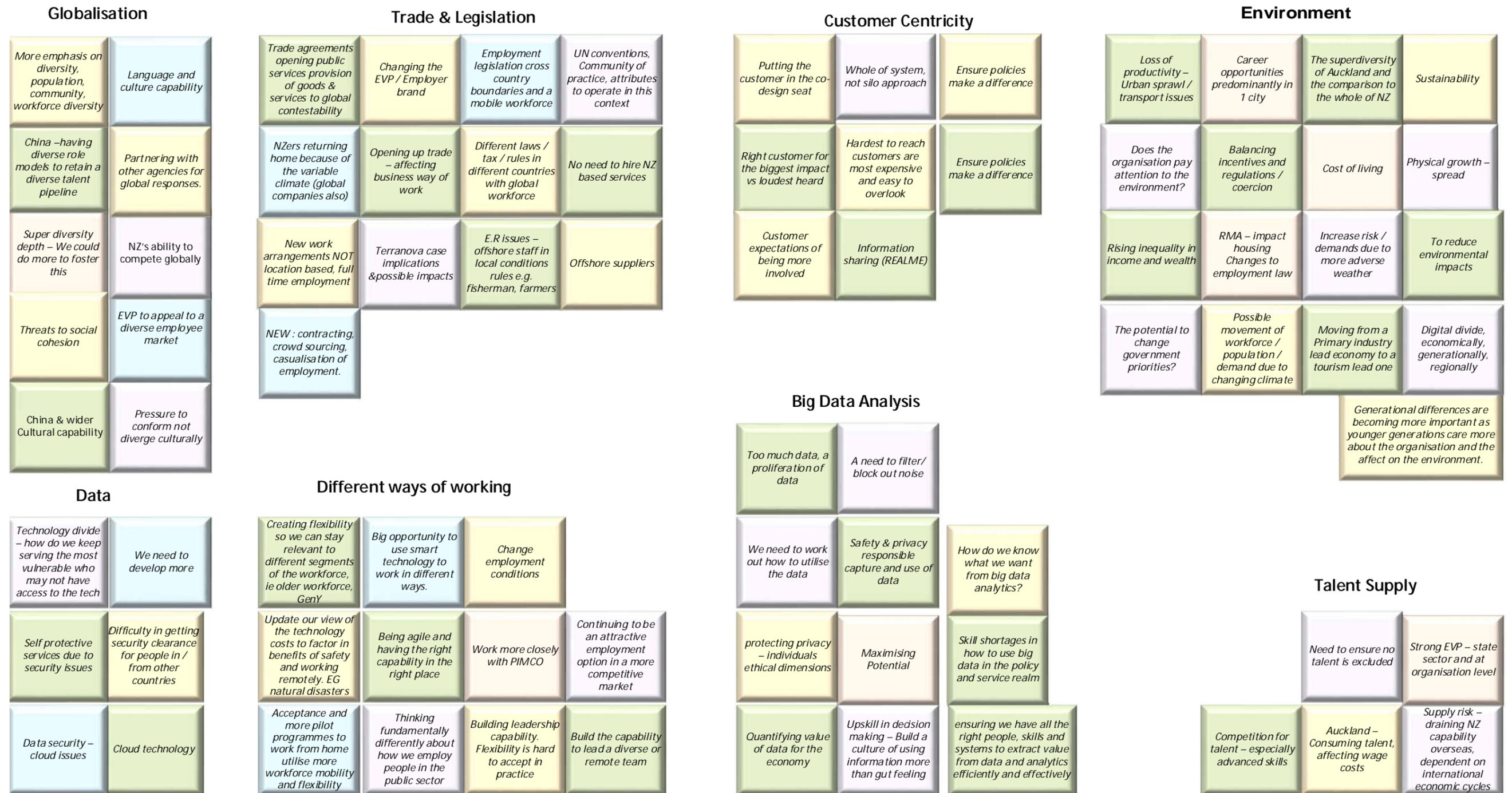
The following 2 pages cover 'post-it' note graphics from the PESTL scan and the Executive Leadership Summit. They are included to show the range of issues affecting various agencies and stimulate wider thinking.

- The first is a write up of the PESTL scan conducted with workforce planners from 21 agencies. This graphic show the 'post-it' notes the groups put forward as key issues and the reference group have research and incorporated these thoughts.
- The second page is a write up of feedback and gives insight to what was top of mind from Executive Leaders when they were posed the question "about your workforce, what keeps you awake at night?"

⁷¹ www.stuff.co.nz/business/better-business/69386424/departments-of-conservation-bucks-trend-in-randstad-employment-research

PESTL workshop summary findings graphic

The workforce network, representing 20 agencies conducted a scan considering the Political, Economic, Social, Technological and Legislative workforce impacts to their agencies. Here are some of their thoughts/ observations.



Executive Leadership Summit feedback graphic

The environment scan core team presented the 2014 scan to the Executive leadership summit in April 2015. This is a summary of the feedback given by executive leaders and has be factored into the 2015 scan.

Topics for 2015 scan?

| | | | |
|---|--|---|--|
| What does it mean for society that so many jobs will be obsolete because of technology? What is the human cost? | How can we expand the top secret workforce and keep it mobile? | Increasingly transient workforce. How to align vision and values? | Population growth and increased diversity in Auckland |
| Over 65 cohort is growing | Span of control + workload + regional road travel leads to fatigue and injuries. How to keep staff save? | Crown Iwi / Maori relationship? Post settlement futures? | Declining adult literacy |
| The challenges of a super diverse NZ; Cultural, Economical and Regional | Home based working | How do we buy or grow data analytics capability? | Super Diversity |
| The future of work | Labour Supply | Identifying the staff now who will lead and manage work ahead in to the next decade | How to better deal with persistent non-performers across the sector? |
| How do we build system leaders, feed data scientists into the system, but not get eaten by it? It needs to come the full circle | | | Still need better performance management regimes to ensure we have top notch workforce |

Recruitment / Career Progression related

| | | | |
|--|---|--|---|
| How do we recruit younger people in to the public sector? Can we appropriately coach and mentor? | People development takes a long time and the work won't wait | Struggling to recruit the best to the organisation when the private sector pays more | |
| Recruitment for new skills, systems thinking, innovation and outward focus | How can I attract ethnic minorities to apply for jobs? | How can we support a regional workforce pathway? - Career progression | Often specialist skills are at the world competitive level |
| Time and space in group to train and develop new staff | Just when we have up skilled our staff they leave to the private sector | I can't recruit the specialist skills I need | Domestic supply of Scientists, analysts, subject matter experts in international negotiations |

Things to consider during the 2015 scan

| |
|--|
| Being too constrained by what we know now too predict actual future, train left already! |
| What skills should we be targeting for tertiary education investment? |

Wicked Problems

| | |
|---|--|
| Climate change is the big wicked problem now and into the future. Does NZ have the capability pipeline ready? | Australia has done less workforce planning in my field and when the recession lifts will attract N.Z'rs with their higher wages and employment conditions. |
| Develop new needs in modelling and future planning which the wellington market has very limited capability. | Hollowing out of white collar jobs means fewer people 'working up through the ranks'. How do we make sure the pipeline of skills is still big enough? |

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Practitioners cheat sheet – Context/Issues

Diversity

- 213 different ethnic groups living in New Zealand, and 186 of those residing in Auckland alone, embracing diversity is a necessity.
- Auckland is now classed as one of the ‘super-diverse’ cities, along with New York, Singapore and Johannesburg.
- The number of New Zealanders 65+ is set to double to one million by 2031, approximately 21% of the population. This will account for 31% of labour market.

Agility/Flexibility

- Agile organisations are redesigning what success looks like. A singular focus on efficiency is being replaced with putting the customer at the centre and focusing on customer outcomes - delighting customers.
- To support greater agility employers need to offer flexible employment opportunities to better accommodate employee needs.

New Technology

- There is and will be strong demand for high skilled labour especially professional scientists and engineers due to the rapid technological change, innovation, research and development in the biotechnology and life sciences sectors.
- Internationally a growing number of positions are being filled via crowdsourcing platforms such as GigWalk, Freelancer, oDesk, Tongal and others.

Maximising data

- The rapid rise of data has large implications for the workforce as there is a shortage of talent necessary for organisations to take advantage of big data.
- As big data and its levers become an increasingly valuable asset, the intelligent exploitation will be critical for organisations to compete effectively.

Talent Supply

- New workforce staffing models are becoming commonplace with many agencies adopting a sector approach to collaborate cross-agency where talent works across the system for the individual agency and system benefit.
- Changing operating models have led to a reduction on the number of entry level roles and therefore less opportunity for new talent to enter the system. Simple jobs have generally been reengineered, automated, outsourced, offshored, and/or eliminated.
- Many organisations are reporting a shortage of talent. Deloitte recently reported 83% of organisations report they are experiencing talent shortages which are impacting business results, 13% report significant severity.



Practitioners cheat sheet – Stimulus questions

Stimulus

Diversity

1. Do we understand the profile of our workforce and therefore appreciate where the highest risks are?
2. Do we offer flexible work practices that cater for a diverse workforce?
3. How do we reward diversity of thought?
4. Are we actively seeking to build an inclusive workforce?

Agility/Flexibility

5. What are we doing to build a more flexible work environment?
6. What percentage of our people will be working remotely in five years? What implications does this have for our onsite workers and office environment?
7. How are managers being prepared to manage remote workers?
8. What are the stories from our senior leaders that we can share to encourage a flexible working culture?

New Technology

9. What strategy changes are needed to focus on technology adoption that is flexible, affordable and timely?
10. Are we selecting for highly skilled occupations needing abstract reasoning, problem solving, communication and collaboration? Are we recognising many jobs will become more mentally stressful as a result?

Maximising data

11. How do we create public sector leaders who can realize the value potential offered by big data?
12. What are we doing to establish a culture in which decisions aimed at improving performance are made on the basis of data?

Talent Supply

13. If our current top talent was un-available who would we turn to? Has this person had appropriate development opportunities?
14. What programmes are underway to retrain or upskill our existing workforce?
15. How can we work across the sector for the next piece of work?

