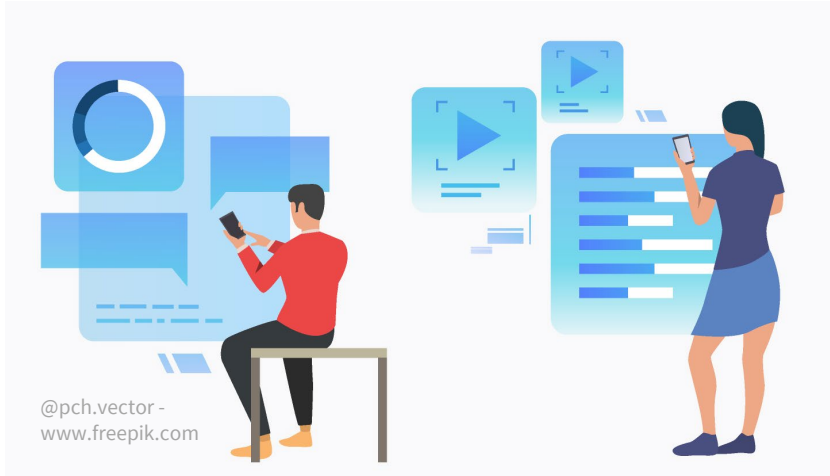


The future public service workforce for Aotearoa New Zealand – a draft vision for 2035

A working paper summarising thinking by public servants and critical friends.





Using this Document

This working document is being made available to support agencies and leaders across the public service who are planning for their future workforce needs. The draft vision can be used, alongside other working documents developed by Te Kawa Mataaho Public Service Commission, to test, inspire and inform strategic thinking.

Te Kawa Mataaho will also use the draft vision to support discussions with agencies about the future public service workforce needed to deliver for New Zealand and New Zealanders.

Introduction

This draft vision paints a picture of the public service workforce experience for both public servants and for New Zealanders in 2035. It is part of a project exploring the future public service workforce as the start of a system-wide conversation.

The vision was developed through:

- a series of twenty-five one-on-one interviews, held in late 2019, involving a diverse group of public service leaders and a small number of external commentators,
- a workshop attended by approximately 50 staff from across the public service, held in February 2020, and
- informal engagement and feedback from a range of public service networks.

The vision gives voice to the likely future public service workforce based on our expected direction. Its purpose is to signal the shape and extent of the workforce change that may be needed over the next 15 years. It is not a workforce strategy but could help agencies to develop theirs.

Those contributing to the vision were asked to imagine how the future public service might look, given where we are now, and given the major trends, such as changing demographics and new technologies, that are likely to influence how the public service workforce evolves over the next 15 years.

As a system we are already actively pursuing reforms to become more unified and agile in the service of New Zealanders. Many of the changes that participants see may have already been signaled. The stretch for all of us will be to successfully roll out and embed the changes we imagine and progress the opportunities that those changes present.

The COVID-19 pandemic has brought into sharp relief many of the workforce changes anticipated by the vision. The experience of working differently during the pandemic offers an opportunity to embed early some aspects of workforce change, to support our overall direction.

Realising Aotearoa New Zealand's future public service workforce – a draft vision

OUR WORKFORCE VISION FOR 2035

New Zealand and New Zealanders are at the heart of everything we do.

Our people live and work close to our communities across the length and breadth of the country and reflect New Zealand's diverse population.

What defines and unifies our effort is our commitment to our NZ system of government, the Crown's partnership with Māori through Te Tiriti ō Waitangi, and the shared purpose, values and behaviours that underpin our public service.

We work with and for New Zealanders:

- We are skilled in working closely with our diverse communities and across agencies to address our most critical issues and to design and deliver policy and services that support all New Zealanders to achieve good lives.
- Our approach is collaborative, engaging and inclusive.

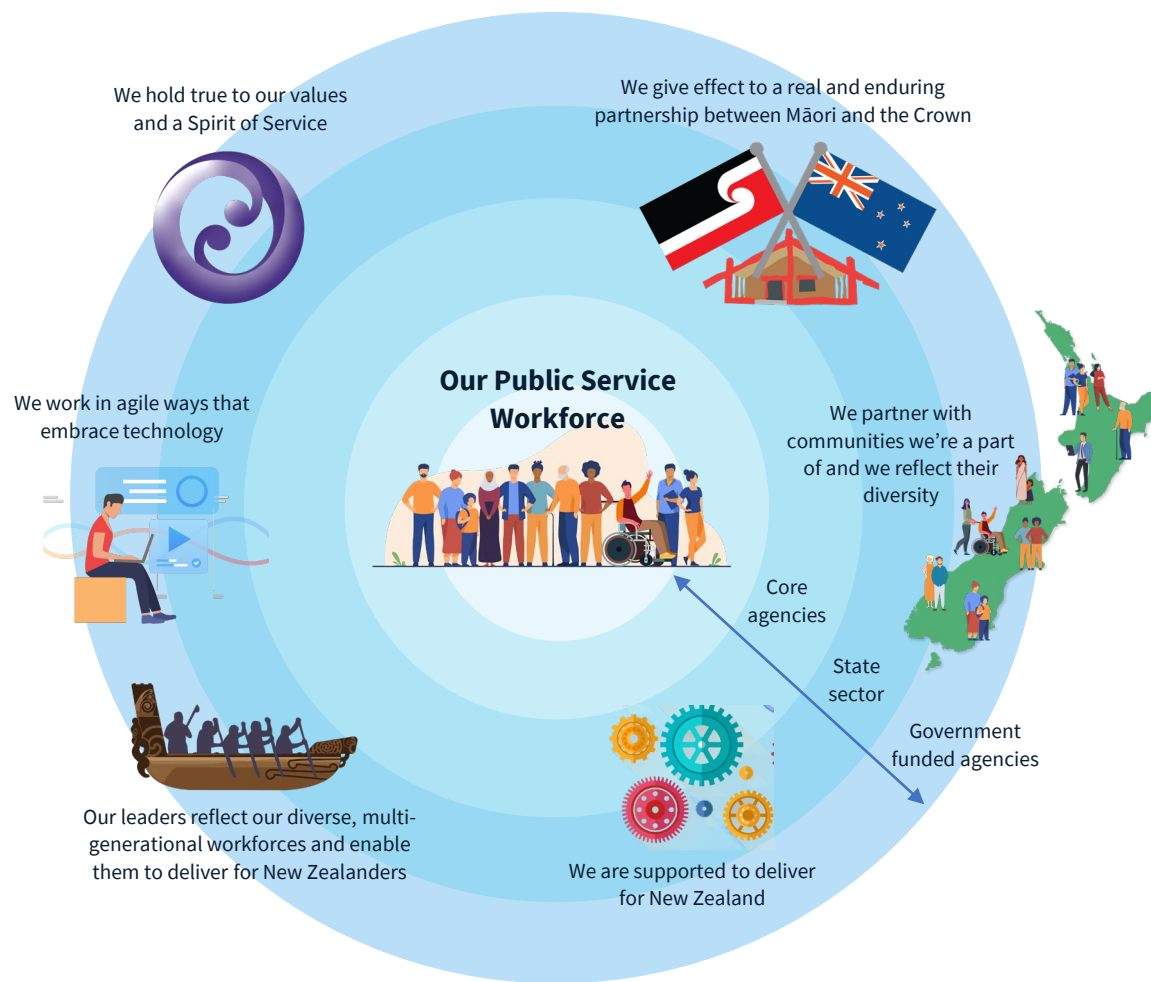
Our workforce is flexible and proactive in adapting to a fast-changing world:

- Our people are skilled in leading and applying the technologies that enable all New Zealanders to connect easily with us to receive effective public services when and where they need them;
- Talented people from many different backgrounds and across many fields of expertise move fluidly between our workforce and other sectors for their own learning.

Our people are proud and excited to be part of the public service whether as a lifelong career, a stage in their working lives, or for a brief experience that adds value to New Zealand.

New Zealanders are proud of our internationally recognised leading-edge public services.

This is Aotearoa New Zealand's public service: We are unique in the world



In 2020, we have started on this journey, with leading agencies paving the way for others to follow.

In 2035, these ideals are bedded into our core fabric and consistently delivered across the wider public service.

This is Aotearoa New Zealand's Public Service: We are unique

'New Zealand has many unique features that make it more possible for us to be bold and try new things.'

New Zealand uses a Westminster system of government that has been uniquely strengthened by a real and enduring partnership between Māori and the Crown as Te Tiriti o Waitangi partners.

Aotearoa New Zealand's geographic position, relatively small size and green image continues to provide us with a unique advantage: agile adoption of environmentally sustainable innovations and new technology.

The Public Service continues to evolve to better serve New Zealanders, shaping and deploying capability as needed and working across agencies to tackle our country's biggest needs and most complex challenges within a wider global context.



We hold true to our public service values and a Spirit of Service

‘I see working for the public service as adding value to both New Zealand and myself.’

Our public service remains one of the most trusted Public Services in the world; recognised for our integrity, impartiality, ethical practice, openness and transparency; any hint of corruption promptly dealt with.

Political neutrality and free and frank advice to Ministers, merit-based appointments, open government and stewardship are core principles.

Our public service supports the Crown in its relationship with Māori under Te Tiriti o Waitangi.

The public service is brave and ambitious for New Zealand and respectful of all New Zealanders, placing citizens at the heart of everything it does and working seamlessly across agencies to meet their needs.

Citizens know our public service workforce has their best interests at heart, goes the extra mile to be responsive to their needs, and holds themselves accountable for their actions.



TE HĀPAI HĀPORI
SPIRIT OF SERVICE



We give effect to a real and enduring partnership between Māori and the Crown

“Our public service is one that understands Te Ao Māori and is able to see how our decisions and our work impact on this world.”

Decisions affecting Māori are made in partnership with Māori, are enhanced by Māori representation across all leadership levels and work areas, enabling Māori to develop and implement their own solutions.

Co-creating frameworks incorporating Te Ao Māori to ensure the work of the Public Service delivers positive outcomes with and for Māori.

Our people:

- are aware of contemporary issues and historical legacies impacting on Māori,
- have clear responsibilities relating to Te Tiriti o Waitangi as Crown representatives, appreciating the complex role of colleagues who are both Māori and Crown representatives,
- are skilled in Te Ao Māori and Te Reo Māori and can integrate these into their work to deliver effectively with and for Māori.

Māori representation across all leadership levels and work areas reflects those we serve.

We partner with communities we're a part of and we reflect their diversity

"I look at the public service and I see my community in all its diversity and uniqueness."

Our people broadly reflect New Zealand's full demographic diversity giving citizens confidence that we understand their needs, abilities and multiple world views.

That diversity has a tangible impact on how policy is developed, services are designed, and decisions are made.

We engage and partner to allocate resources and design policies and services to meet unique regional and citizen needs. National policies and services are fit-for-purpose for all people and all regions; consistent yet flexible where needed.



We work in agile ways that embrace technology

‘New Zealanders are accessing public services 24/7 through technology (autobots, AI, etc) that is integrated into the way we do business.’

Our people:

- Provide comprehensive services to New Zealanders through accessible local hubs and technology-based options, set up around citizen needs and life events and with many services available 24/7.
- Operate with mobile staff pools moving around the system to support work peaks and rapid priority changes.
- Use technology to deliver most transactional services, so our people can focus on the unique and person needs of New Zealanders.
- We stay up-to-date as new technologies evolve.
- Help strengthen the capability and maturity of communities and organisations to deliver some key services for their own.
- Use the full range of available media to engage with citizens.
- Continue to strive for better, environmentally sustainable outcomes with deliberate engagement and collaboration occurring organically and by default across agencies and sectors.
- Balance the need for consistent, principled and equitable, technology-based practice with the personalised needs of citizens.
- Use virtual communication technologies that facilitate effective engagement with teams, stakeholders and customers.

We make balanced decisions based on data, evidence and resources and in true partnership with communities to ensure services are timely and effectively targeted, owned, resourced and delivered.

Our people are talented, skilled, and experienced with expertise across many disciplines; motivated, continually developed and supported to serve New Zealanders.

We have increased generalists providing support for New Zealanders across multiple needs, backed up by strong specialisation for in-depth understanding of topics and issues.



Our leaders reflect our diverse and multi-generational workforces and enable them to deliver for New Zealanders

‘Our leaders support their diverse teams, situated in multiple locations, in an open, supportive, and high-trust culture where staff are highly productive and flourish.’

Our leaders are visionary and empower their people to play their part in achieving the future, balancing short, medium and longer term imperatives.

Our public service leaders reflect the demography, backgrounds and perspectives of the people we serve.

We share decision-making with diverse stakeholder groups.

Leaders ensure the diverse perspectives of our people and stakeholders meaningfully impact leadership decisions.

Our leaders strive for high-functioning, respectful work environments, powered by diversity, bringing out the best from diverse perspectives and promoting strong team cohesion.

Leaders enable high-trust, outcome-focussed teams, supporting flexible work by default: in terms of when, where and how their people work.

Our leaders are exemplars for adopting and supporting optimal use of new and emerging technologies.

Our public service has permeable boundaries with people moving across agencies and into the private and NGO sectors. Our leaders support mobility and employment flexibility to enhance individual expertise and experience and to develop the wider workforce.



We are supported to deliver for New Zealand

‘People are working where they like, when they like, using a device and method they like. Work is outcomes driven.’

Our people and agencies are united by a shared public service vision and values.

Modern employment offerings that enable choices around:

- exciting and meaningful work that continues to evolve
- personal and career development
- flexible work conditions
- modern work environments
- opportunities for movement across the system and in the private and community sectors.

Our people processes support movement of individuals across agencies, sectors and work employment types (by choice, or for development or system need) and incorporate:

- Consistent, fair employment arrangements
- whole-of-system, flexible technical and general career path options feeding diverse talent through all work areas and at all levels.

Investment in capability development supports great outcomes for citizens, a culture of lifelong learning and multiple careers.

Aligned funding and accountability mechanisms support the workforce to drive joint outcome across the system.

Investment in systems, technology, artificial intelligence and big data supports our people to deliver for New Zealanders.

Deliberate workforce planning promotes a capable and sustainable workforce.

Strong relationships with educational institutions help the public service to attract a diverse talented workforce and better align capability with public service needs.

Human resource management information systems are integrated across the public service to facilitate an agile and mobile workforce.

