

Shaping the Future Workforce – Enablers and Levers

Enablers as a ‘toolkit’

The enablers and levers shown below have emerged from the *future public service workforce* project as key tools to help shape our workforce to the needs of the future Public Service. Each row highlights specific levers for potential use, grouped by type, and focused on either creating the right environment for the desired workforce, shaping the workforce itself or joining up our workforce efforts across the Public Service.

Using these enablers and lever: Many levers and enablers are interrelated - an integrated approach can increase impact. Some enablers may be more suited for use at a strategic level especially for whole of system impact in areas such as unifying effort; etc. Levers and enablers are also used to leverage organisational outcomes and can be designed to fit and flex with organisational context, processes etc. Networks and various communications mechanisms enable connections within/across agencies and the system as a whole

Note

Potential enablers shown here reflect findings from the future public service workforce work and are not intended to be exhaustive



For an enabling environment

Legislation

Public Service Act -Key provisions:

- Public service values, principles
- Good employer
- Continuous employment
- Executive leadership cohort
- Workforce policy statements
- Diverse workforce
- Public Service Commissioner role

Vision & Values

Where we are going and how we get there. Examples:

- Engage and unify ‘hearts and minds’ towards a shared future
- Values guide expected behaviours
- Broad future picture to guide priorities and action

Leadership

Engaging leaders to influence others. Examples:

- Expectations of/on leaders
- Enable key influencers and champions
- Create centres of excellence
- Leverage leadership development programmes

Public Service ‘Brand’

Reputation attracts and retains talent as brand is expressed & realised in practice. Examples:

- Build high integrity, capable workforce, spirit of service-trusted by New Zealanders
- Modern employee value proposition including fair employment packages

Systems & Processes

Systems and processes align to support workforce outcomes.

Examples:

- Funding/financial
- Information & data
- Accountabilities
- National/regional approaches
- Technology - enables coordination & consistency



For effecting change

Capability building

On-the-job formal, and informal learning opportunities.

Some potential enablers to explore:

- Assessment of required future capabilities
- Systematic investment in people capability - equitable access
- Enable transitions as work/jobs change
- Expectation of lifelong learning
- Skills pledge
- Being an active customer of education sector

Recruit, Progress, Retain

Opportunities to shape the future workforce.

Some potential enablers to explore:

- Sourcing, recruitment & selection
- Mobile workforce - deploy to need and/or for development
- Early in careers - interns, new graduate programmes
- Flexible career pathways
- Targeted career development programmes
- Succession management
- Alumni systems

Inclusive workplaces

Some potential enablers to explore:

- Māori/Crown relationship and Treaty of Waitangi
- Diverse, representative workforce & leaders
- Enabling leaders
- Flexible-by-default
- Positive workplaces
- Inclusive ways of working
- Inclusive sourcing, recruitment & performance processes
- Supporting wellbeing

Strategy & Planning

Strategic and planned approach to workforce.

Some potential enablers to explore:

- Regular system scanning, test scenarios and change horizons to focus, check & adapt direction
- Design and plan future capability requirements
- Workforce innovation initiatives
- Workforce intelligence - data /metrics /modelling/ census
- Effective resourcing
- Measuring progress against targets and timeframes

New technologies

Leverage technology as an enabler for capability uplift & productivity gain; mobile/ regional/local workforces; flexible and remote working.

Some potential enablers to explore:

- Interoperable and/or shared HR platforms
- Nudges: embed desired behaviours into people processes /platforms /systems



For connectivity

Governance

Establishing cross-cutting governance arrangements that support delivery

Stakeholders

Identifying and engaging key stakeholders in workforce change

Networks

Creating and supporting networks to support governance & delivery

Communications

Using media/social media to profile, inform, engage & celebrate success