

10 year human capital outlook

A different workforce future by design

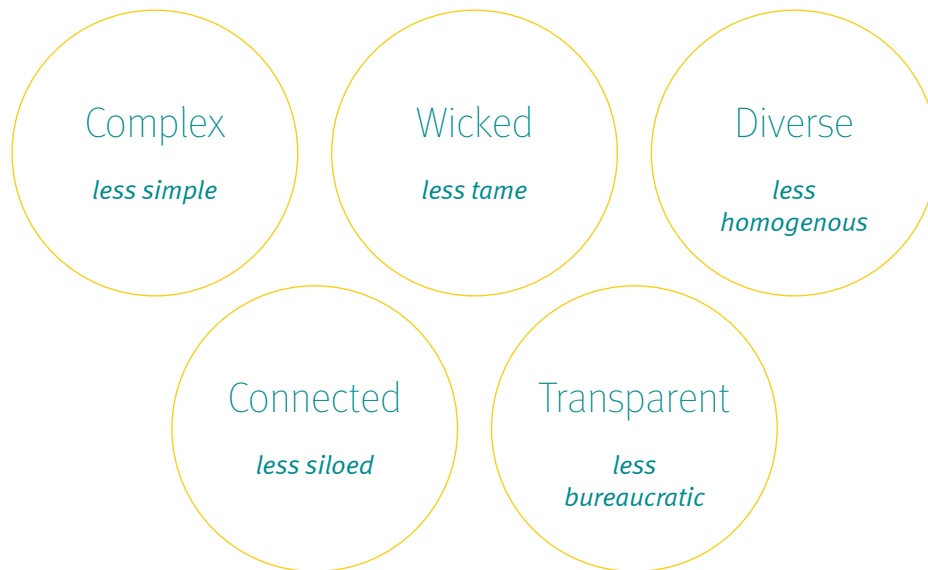


Foreword

Global trends are redefining the economies and environment in which we operate, the services we offer, the communities we service and the way we work, live and relate to one another.

With change the only constant, this shifting environmental context will impact every aspect of how the Queensland public sector (the sector) operates – from our services, to our customers, to our workplaces and practices.

With disruptive forces of globalisation, digital transformation, changing demographics and customer expectations, governments will increasingly become more:



These forces of change will significantly impact the employment landscape requiring the sector, like other industries, to reassess traditional views of work, workers and workplaces. This will require different human capital responses to be developed with increased focus on analytics, co-creation and test and learn approaches.

The 10 year human capital outlook and 3 year human capital outlook strategic roadmap are intended to reshape thinking and set us up for the major shifts on the horizon as they relate to the issue of human capital investment. Outlining the key levers for change, the roadmap provides a unified focus for the sector, recognising and leveraging the benefits to be gained in acting as one.

This outlook has been refined through a series of thought leadership and co-creation workshops including Directors-General, Chief Human Resource Officers, business leaders and graduates, in partnership with Deloitte. It speaks to the importance of understanding the environmental context, and the impact of these changes on the future of work.

A changing context

In the face of escalating workforce disruptions is the sector prepared to deliver sustainable outcomes?

Over the next 10 years, the sector will see disruptive changes in relation to:

Environment:

An unprecedented pace and scale of change combined with changes to fiscal and global labour markets will impact our ability to respond to changing customer expectations.

People:

New thinking is required to enable and transition a workforce that will see 40 per cent of jobs at risk of automation, one-third of the workforce exiting and the most technologically literate new generation entering.

Customers:

Customers expect increased levels of choice and control over the way they engage with government.

These changes will require the sector to deliver different outcomes using different means. Achieving this shift will require an increased focus on the principles of:

strategic partnerships

agility and adaptability

design thinking

community engagement

digital first

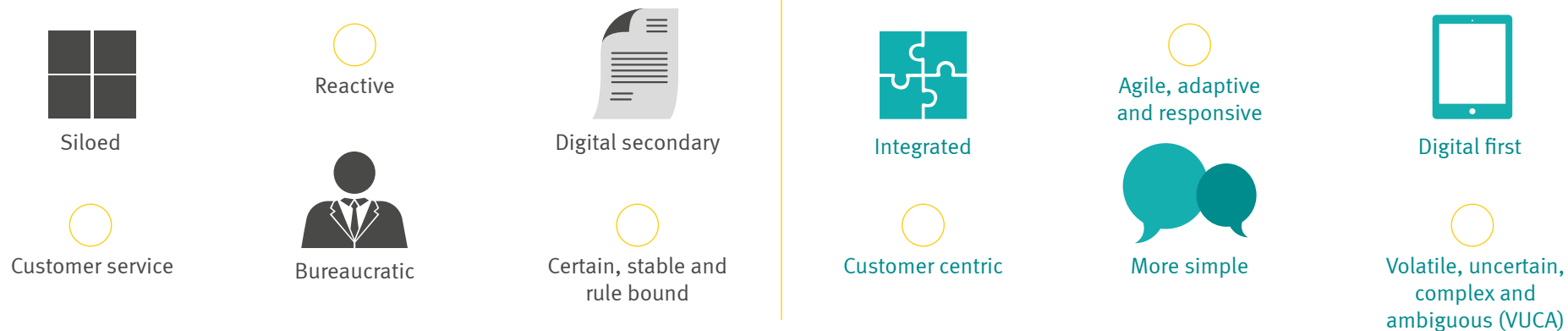
integrated analytics

Our services and environment

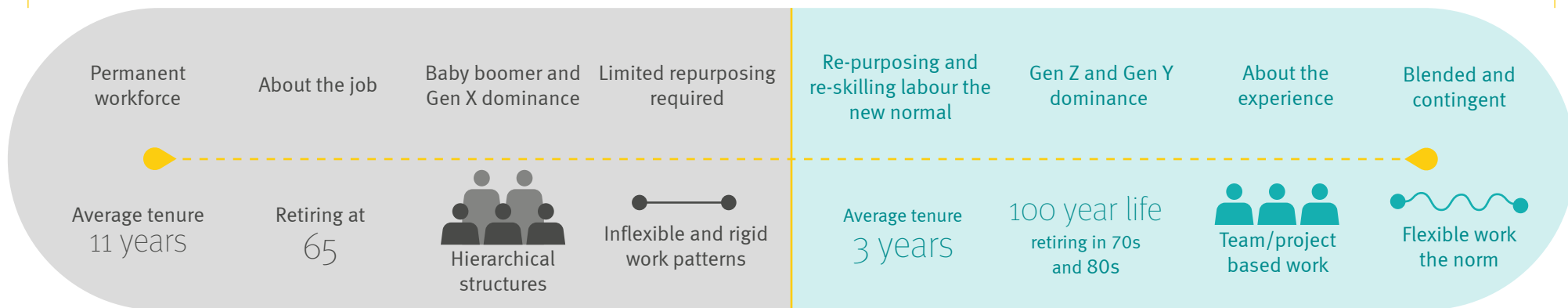
The last 10 years

2017

The next 10 years



Our work, workforce and workplaces



Our customers – The last 10 years

Street talk – From

Street talk – To

Our customers – The next 10 years

One-size fits all
 Choice expected – some services only
 City-centric
 Service delivery at set times
 Products/services developed by the sector
 Authority sits with government
 Customers are spectators

Risk averse
 Safe
 Compliance orientated
 Inflexible
 Transactional
 Static workforce
 Single channel
 Independent
 Restrictive
 Slow
 Hierarchical
 Data driven

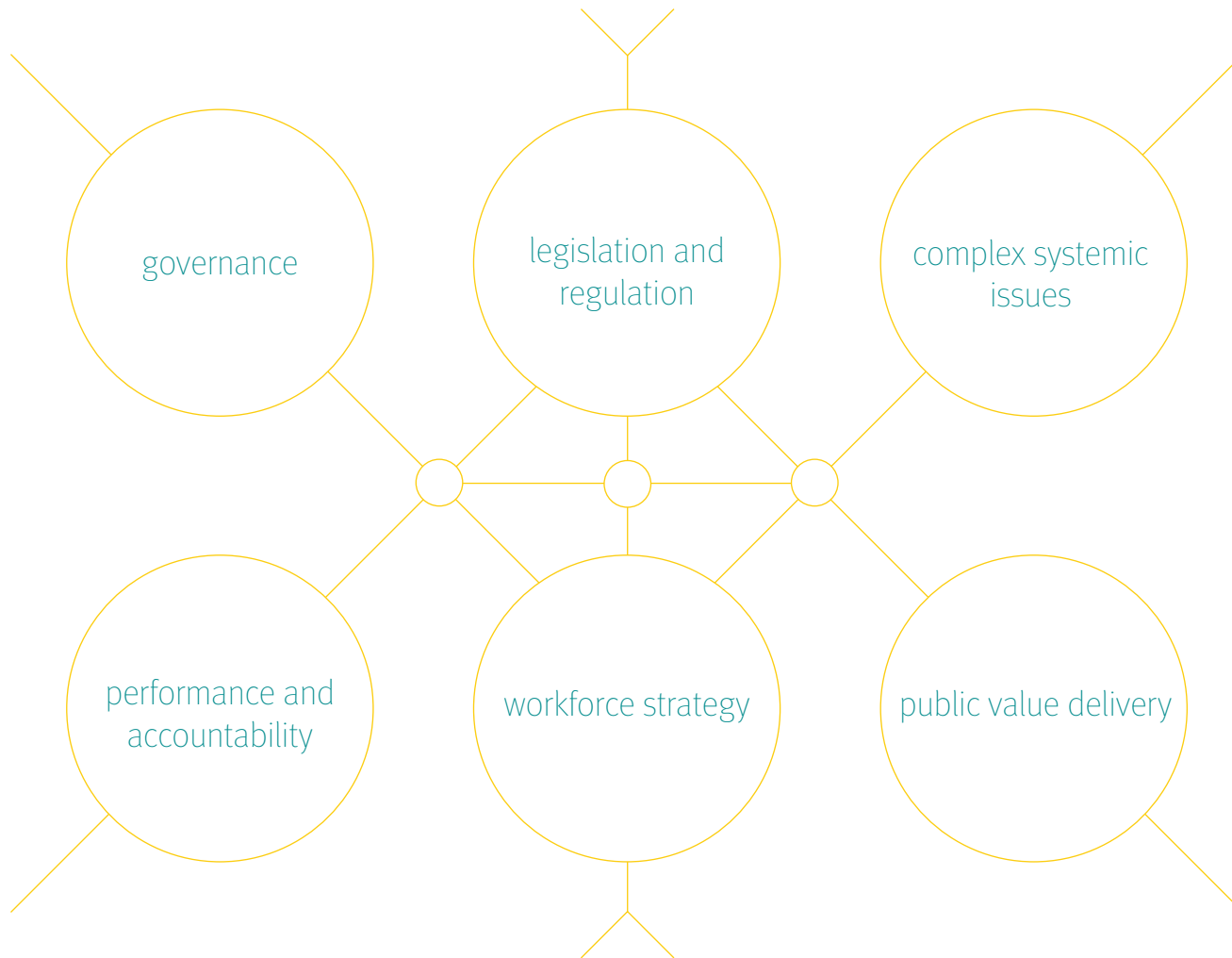
Risk intelligent
 Workforce mobility
 Progressive
 Outcomes driven
 Interdependent
 Agile
 Diverse
 Fast
 Flexible
 Connected
 Multi-channel
 Insight driven

Personalised
 Choice is the norm
 Cities of villages
 24/7 services
 Products/services co-created
 Authority sits with community
 Customers are participants

What does this mean for the future of work?

Some things will change and some things will stay the same...

The shifting environmental context will require the sector to continue to maintain strength and focus in leading:

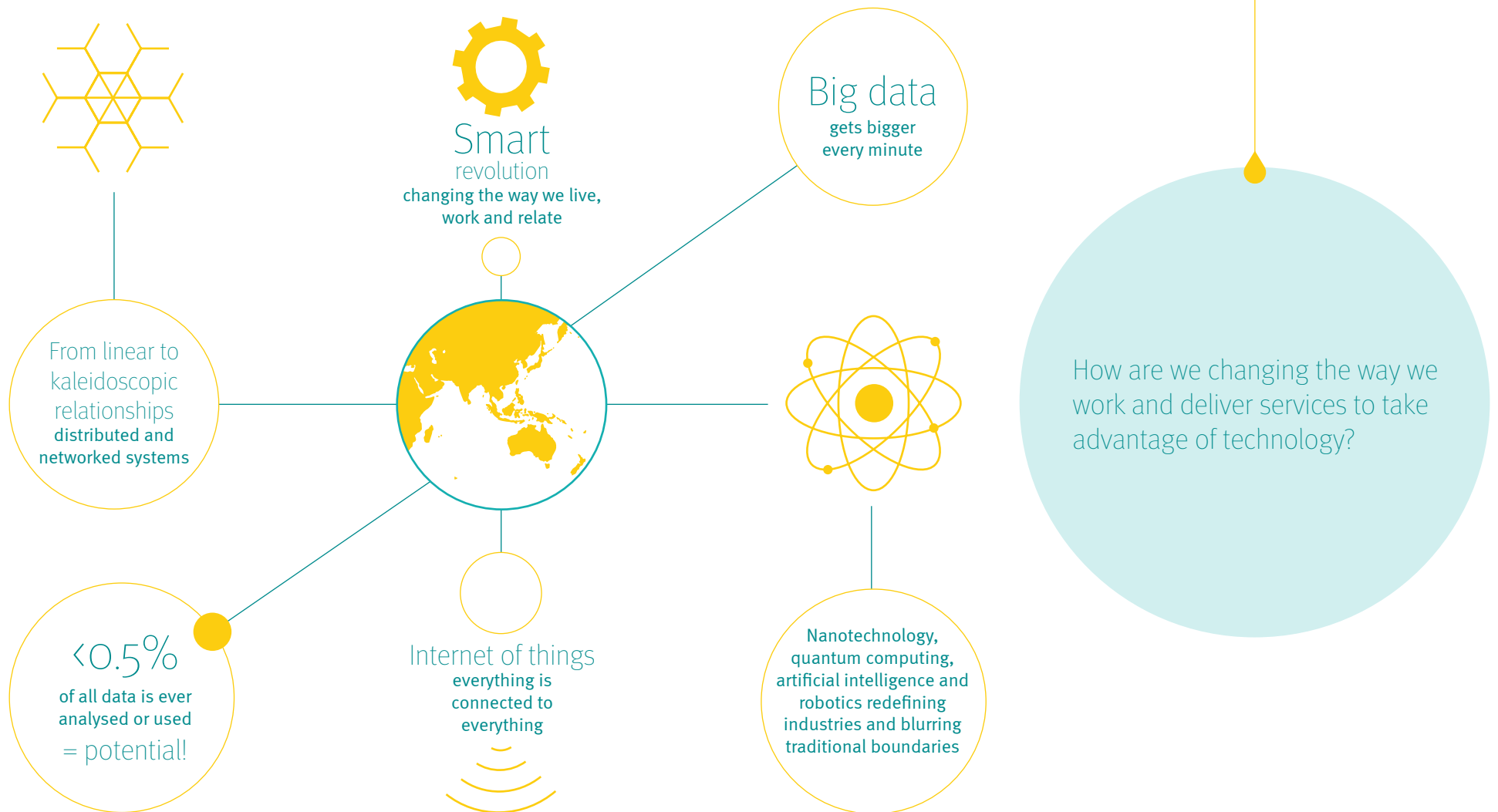


How will we engage differently with the citizens of Queensland?

What does this mean for the future of work?

Environmental shifts will change the way work is done

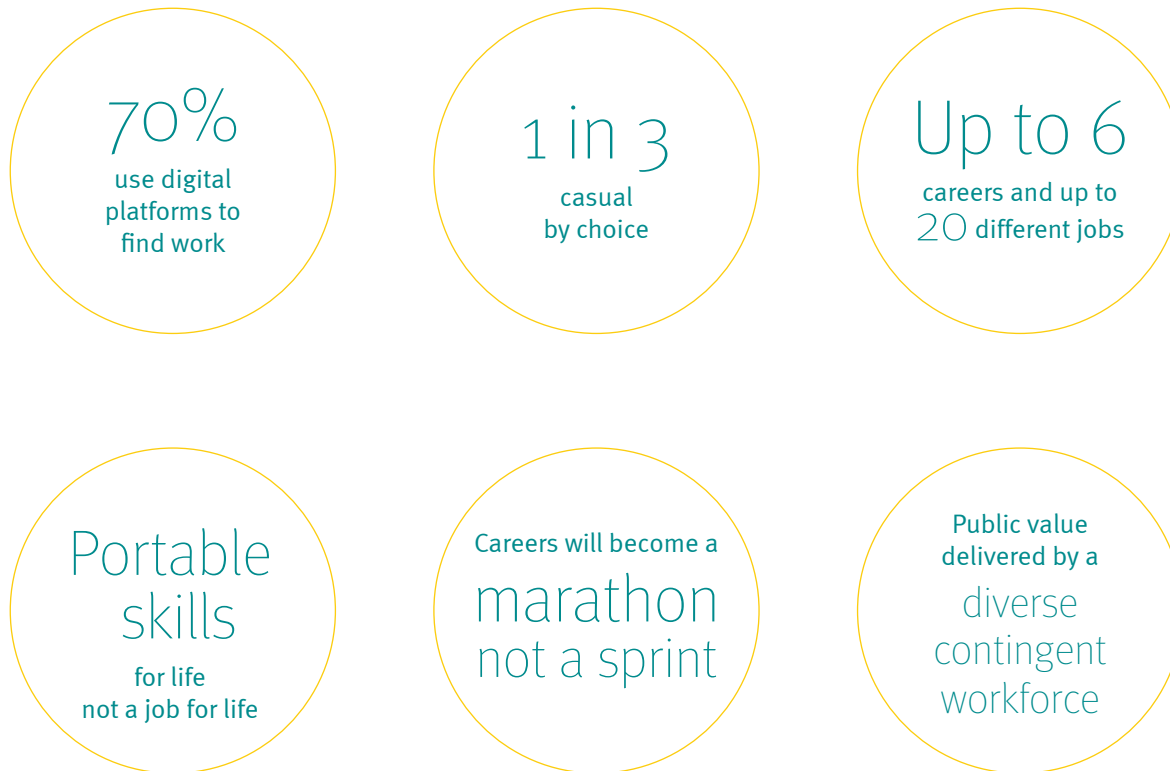
The revolution in technology opens up not only radical new solutions, but also brings with it confronting realities. Embracing new ways to harness technology to design and deliver broader public value and better services is non-negotiable.



Our employees will seek a personalised experience ...like our customers

We have a more diverse workforce than at any other time in history, bringing with them vastly different expectations about what they are looking for from their employment experience.

The rise of consumerist behaviour combined with generational shifts will require a move away from one-size fits all to more personalised and compelling employment propositions.



What talent wants:

- healthy work-life blend
- challenging purposeful work
- employability
- flexibility and choice
- a culture that fits.

It's time to design a different employee experience:

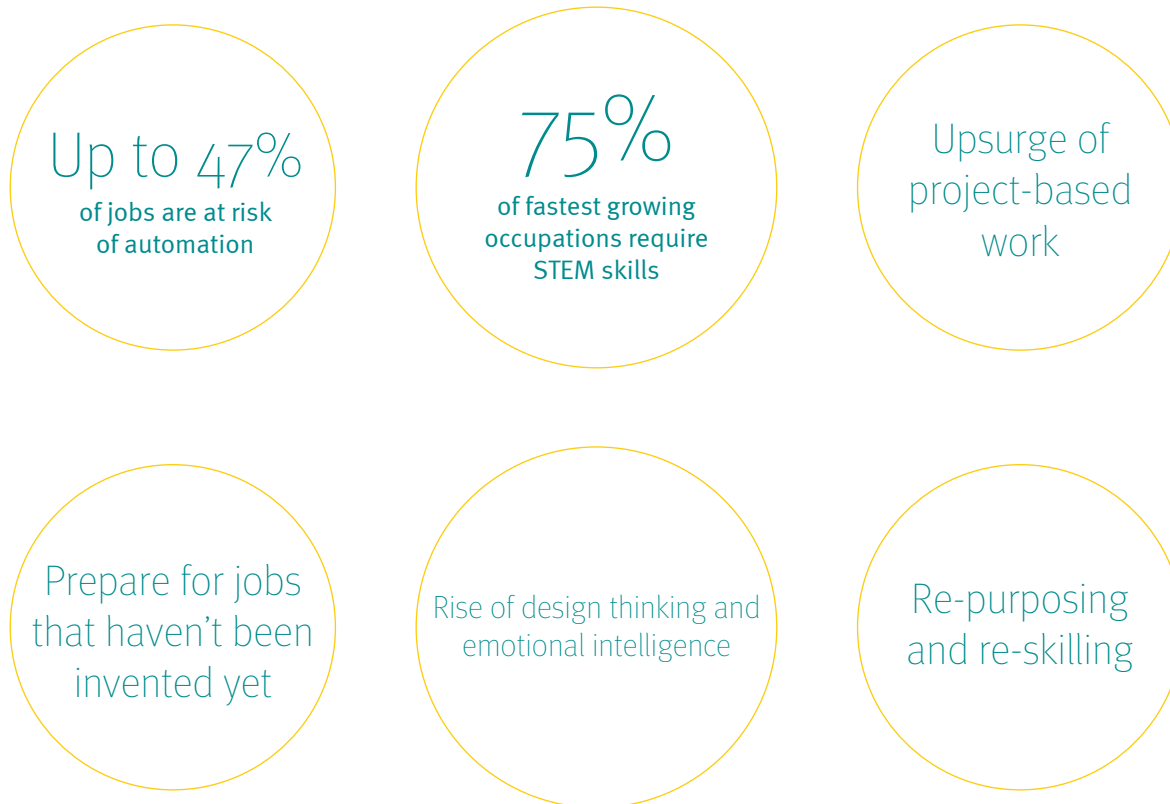
How do we attract and recruit talent to work in government quickly?

How do we provide alternative working solutions to meet diverse needs?

How do we motivate people to give their best every day?

Our workforce will be required to think and act differently to respond to more complex problems and changing customer expectations

The changing landscape of customer expectations combined with the increasing complexity of problems will require the sector to reconsider how, where and when work is done.



New ways of working will almost certainly demand and involve new skills, knowledge and attributes.

The questions for leaders:

How are you embracing change and leading others?

What investment are you making in re-skilling yourself for this changing way of working?

Are your priorities and actions future-focused?

Support workplace change by:

- sharing positive experiences and value employees as talent
- planning for global, strategic sector-wide workforce impacts
- building change capability by connecting to specialist networks
- maximising employment options and career pathways
- investing in employee's personal brand, resilience, development and exposure.

Levers for change

Strategic imperatives

Talent acquisition

With increasing global talent shortages, changing workforce expectations, and the rise of innovative technologies, the sector will need to find better ways to leverage the digital age and implement more contemporary strategic talent acquisition solutions.



Leadership and capability

Growing and developing new and emerging capabilities in personalised ways will see the sector adapt and respond to a rapidly changing environment. This will not only require us to future-proof and leverage internal talent, but foster new and innovative approaches to leadership.



New ways of working

As problems become more complex and employees and customers demand a different experience, the sector will need to act differently. Flexibility in the way we work, principle-based frameworks, and new partnership approaches will see the sector well positioned for the changes ahead.



Culture

The pace and scale of technological change, along with shifting expectations of customers, community and employees means the sector will need a culture that supports and rewards our people to think and behave differently – fostering inclusiveness, harnessing diversity, and enhancing wellbeing for greater innovation and performance.



These levers for change are the catalysts for transformation over the next 10 years. The strategic imperatives, identified in the co-design process, will be the focus of sector-wide action for the next 3 years. Each strategic imperative contributes to a specific lever for change, but also converges to strongly influence and shape the success of other levers. It is essential that data underpins our decisions by integrating people analytics and ensuring we turn data into actionable insights to support a radically different employment landscape.

For more detail on the levers for change and specific initiatives refer to the **3 year human capital strategic roadmap**.

References

ANZSOG. (2015). The Digital Director.

CEDA. (2015, June). Australia's Future Workforce?

CSIRO. (2016, January). Tomorrow's Digitally Enabled Workforce.

Deloitte. (2016). Global Human Capital Trends 2016.

Foundation for Young Australians (2016, November). The New Work Order.

Gartner. (2015). What the Board of Directors Should Know About Digital Business in 2016.

Gratton, L. & Scott, A. (2016). The 100-Year Life.

Institute for the Future for the University of Phoenix. (2011). Future work skills 2020.

Johnston & Goldsmith. (N.D). ICT Modernisation - Queensland Government ICT Capability Now and Future Report.

LinkedIn. (2016, June). Talent in the Australian Public Sector [Powerpoint Slides].

Manpower Group. (2016). Human Age 2.0 – Future Forces at Work.

McCrindle. (2014). Generation Z Commence University: Choosing The Right Course.

Mack, M. (2013). Future of work: The top jobs of 2025.

PricewaterhouseCoopers. (2015). A Smart Move.

Queensland Government. (2016). Queensland Public Sector Quarterly Workforce Profile.

Randstad. (2016). 2016 Talent Trends Report.

World Economic Forum. (2016, January). The Future of Jobs – Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution.

#BeHere4Qld

Developed by the Public Service Commission

PO Box 15190

City East, Brisbane QLD 4002

(07) 3003 2800

commission.psc@psc.qld.gov.au

For further information visit

www.qld.gov.au/gov/10-year-human-capital-outlook



Queensland
Government