Public Service Commission

Queensland public sector 10 year human capital outlook

A different workforce future by design

Queensland Government

Queensland public sector Future of Work video

Deciding the focus

What we spend our time on is probably the most important decision we make.

~ Ray Kurzweil

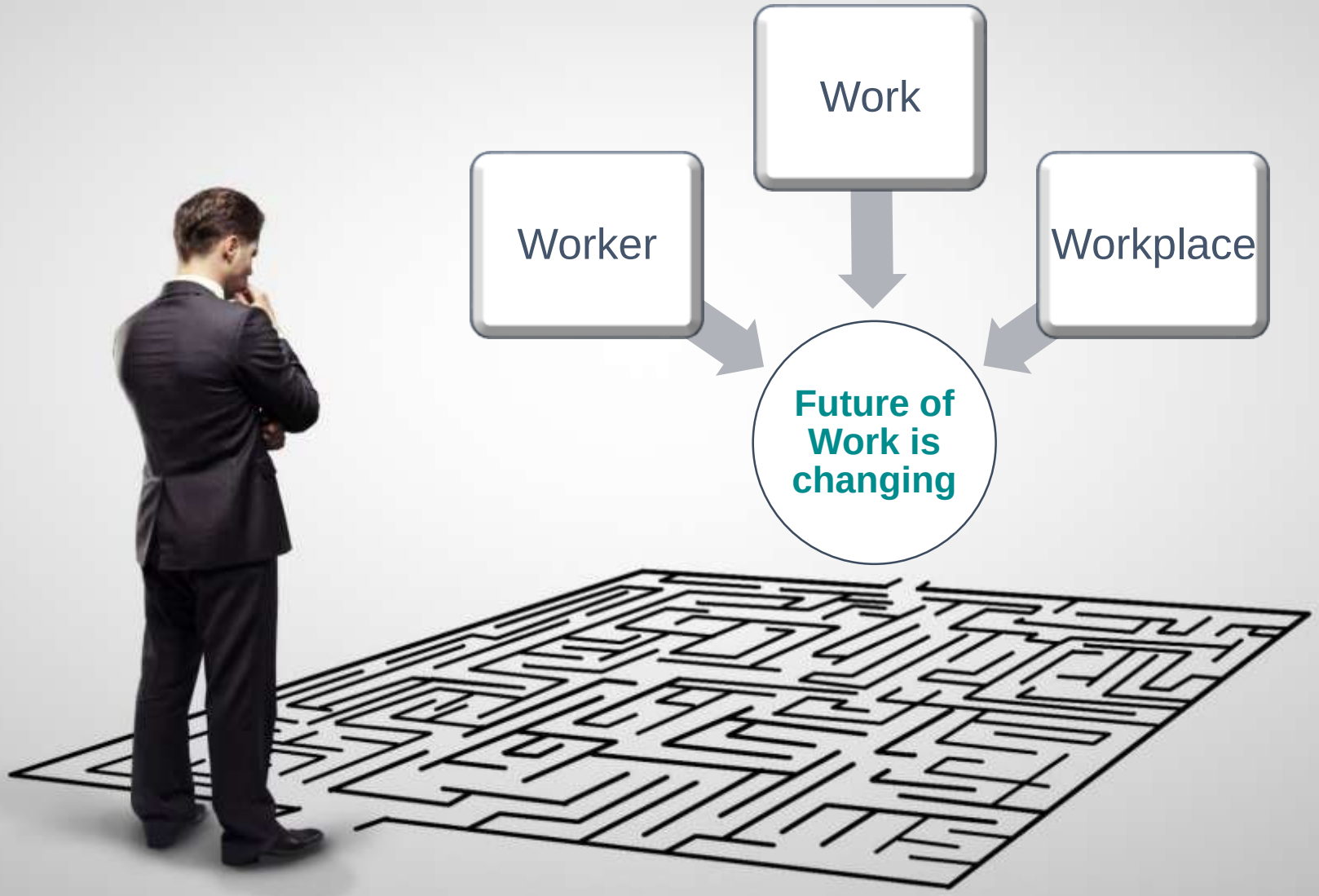
Problem definition

In the face of escalating workforce disruptions, the Queensland public service is ill-prepared to deliver sustainable outcomes

The context

- Environment
- People
- Customer

The problem unpacked



The worker

- Generational shift – 4 > 5 > 6 @ work

Traditionalist	Baby Boomer	Gen X	Gen Y	Gen Z	Alpha
1945 & before	1946 - 1964	1965 - 1976	1977 - 1995	1996 -2009	2010 onwards?

- By 2025 Gen Y will dominate employment & Gen Z = 28%

- Gen Z - most tech literate ever (digital natives) and most educated (1 in 2 degree)

The worker

- Gen Z: 5 – 6 careers and up to 20 jobs
- Tenure – from 5% turnover to iGen tenure <3 years (predicted 20%)
- Different job-seeking behaviour - 70% use digital platforms to find work

glassdoor®

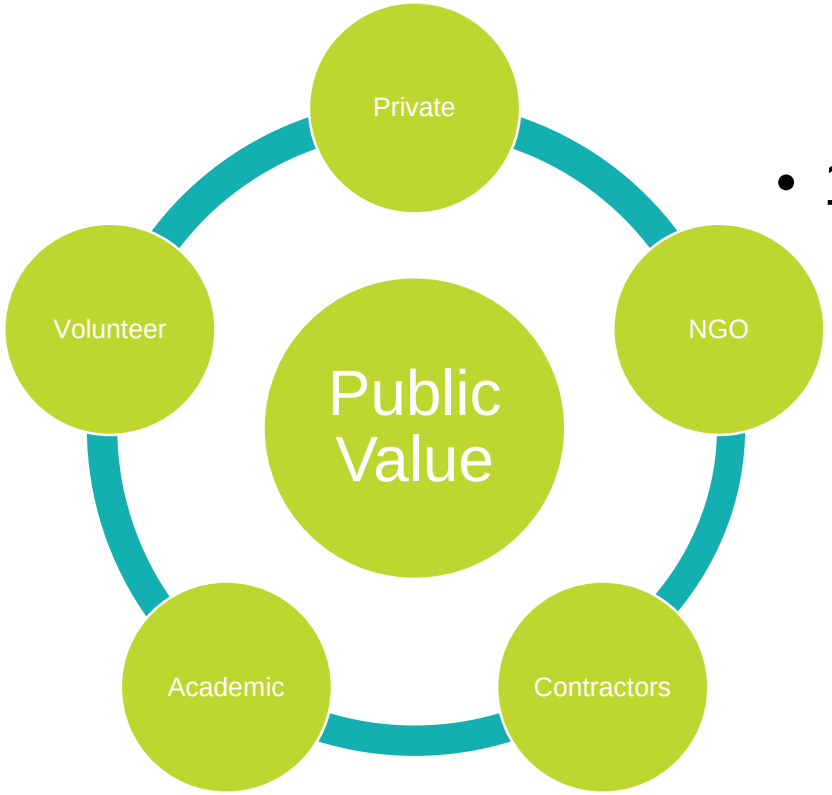
seek

The worker

- Ageing population = ageing workforce doesn't necessarily mean less available talent
- Average Queensland public sector age is 44 years and 20% are over 55 years
- Ageing population = increased caring responsibilities – "the sandwich generation"

The worker

Contingent workforce



- 1 in 3 will be casual by choice
- Project-based
- Rise of the free agent

The worker

Longevity

Multi-phased life

Marathon not a sprint

The worker

Employment experience

✓Employability for life not job for life

✓ Purposeful work

✓ Flexibility and choice – live their life their way

✓ Consumerism + customisation

Work

Digital impact

- 40- 47% of jobs are at risk of automation
- 60% of new jobs will require skills of 20% of the current workforce
- 75% of fastest growing occupations require STEM, STEAM, STREAM

Work

Top 3 growth industries:

Education and training

Health care and social assistance

Professional, scientific and technical

Work

Desktop Automation

- Consolidate data from multiple sources
- Simple transactions

Robotic Process Automation

- Apply technology to existing software
- Structured data/simple rules
- Replicates work of the hands
- Mimics human actions and decisions

Cognitive Computing

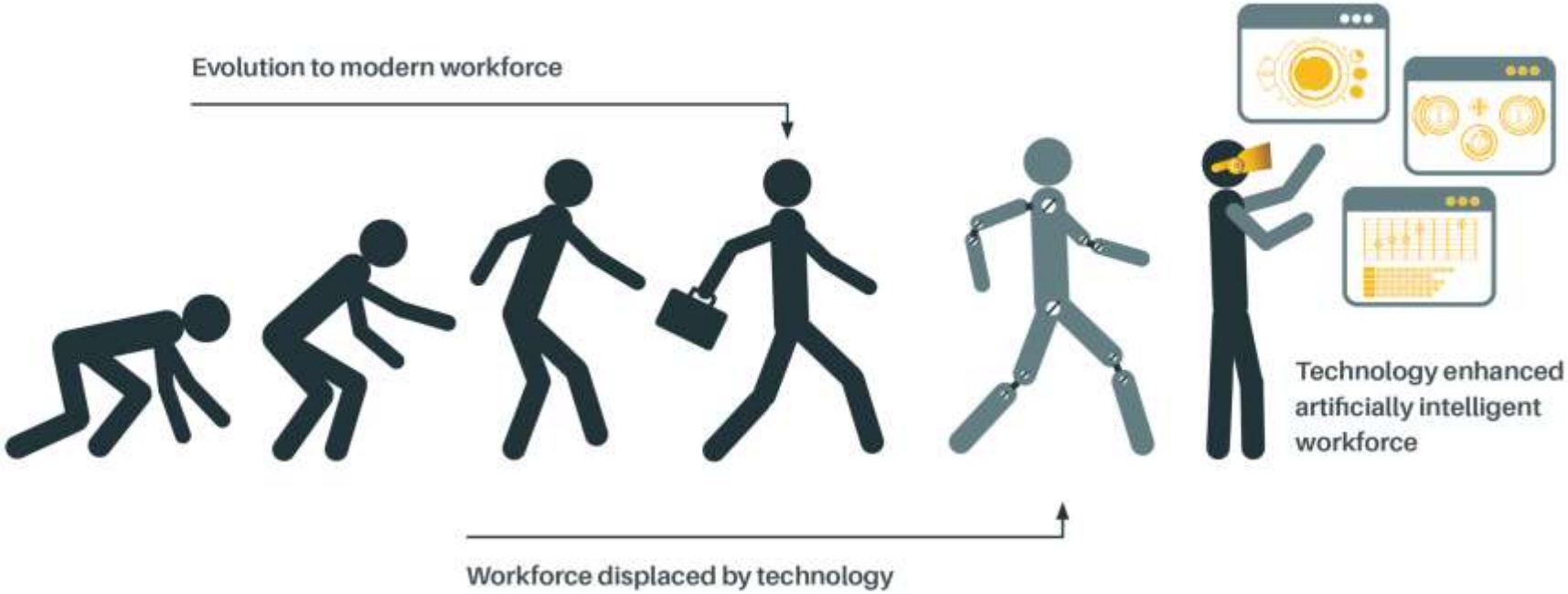
- Unstructured data/complex rules
- Systems that think
- Mimics Human Judgement

Artificial Intelligence

- Augmenting Human Intelligence
- Doing things that humans can't do
- Systems that Learn
- Knowledge from data as 'experience'
- Smart algorithms

Work

Tomorrow's jobs



Source: Navegar Institute

Work

Different skills

1. Complex problem solving
2. Critical thinking ↑
3. Creativity ↑
4. People management ↓
5. Coordination with others ↓
6. Emotional Intelligence *
7. Judgement and decision-making ↑
8. Service orientation ↓
9. Negotiation ↓
10. Cognitive flexibility *

+

Collaboration

Emotional Intelligence

Design thinking

Flexibility

KEY: ↑ more important, ↓ less important & *new skill

World Economic Forum
Top 10 Skills for 2020: Re-skilling for the future world of work

Work

Multi-phased life

Workplace

New ways of working

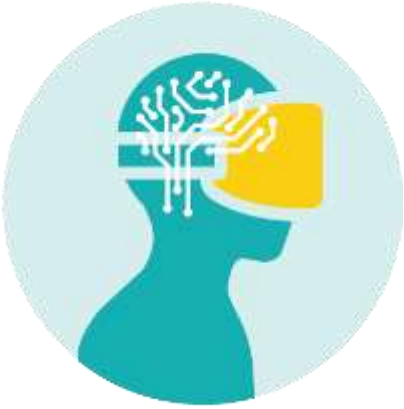
Workplace

- **Smart everything** – 4th Industrial Revolution
- **Big data** gets bigger every minute
- **Everything** is connected to everything
- Moving from linear to **kaleidoscope relationships**

Talent acquisition

#BeHere4QLD

Total rewards

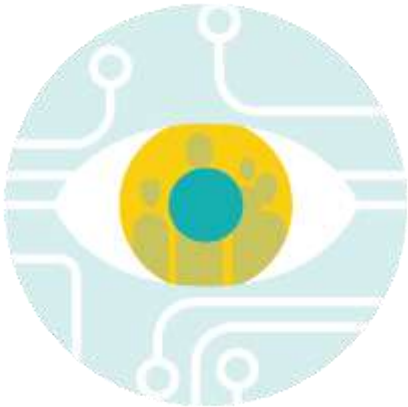


Blended workforce

Leadership and capability

Leadership pipeline

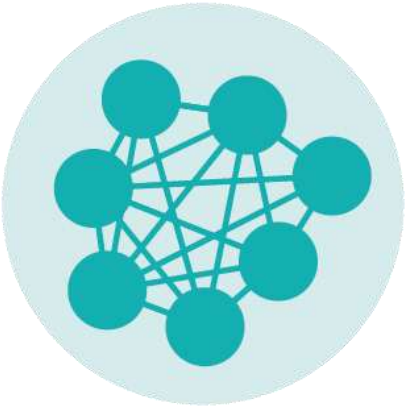
Future skills and portable capabilities



Talent now

New ways of working

Agile and flexible working



Organisational design

Collaborative governance

The flexibility dividend

- Motivation
- Satisfaction and wellbeing
- Attraction/retention - expands recruitment net
- Mobility

- Productivity
- Turnover
- Workflow peaks and troughs
- Cost of inaction

- Carbon footprint
- Office space

Culture

Cultural transformation

Wellbeing

Diverse workforce

How are you preparing to adapt and thrive?

Developed by the Public Service Commission

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