



The workforce you need



VS



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23 June 2015



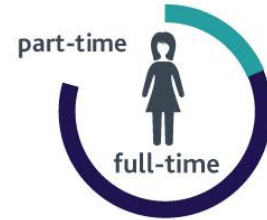
In outline

1. Current trends
2. The drivers, the approach, the challenges
3. Messages and questions



Trends

- An end to the ‘permanent job’
- Flexibility, transferable skills
- Rise of the ‘portfolio career’
- Old jobs disappearing
- New jobs emerging
- But also – *rise of low-paid short term jobs, zero hours contracts*



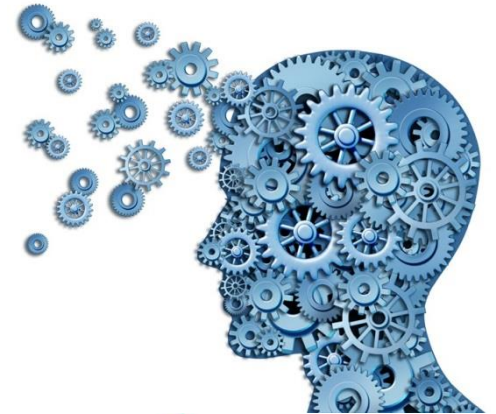
And what's more...

- “One in three current jobs won’t exist in 20 years”
- What new jobs are coming?
 - *Big Data Miner*
 - *Virtual Lawyer*
 - *Social Media Counsellor*
 - *Body Parts Maker*
- But we don’t yet know what many of the new jobs will be



Your critical drivers

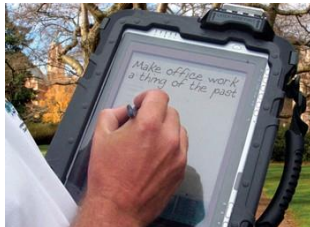
- Your mission and medium term strategy
- Customer expectations
- Value for money - *linked to medium term strategy*
- Government policy/legislation/funding
- Technological developments



And in housing



- Mobile working
- Single point customer contacts – *contact centre and onsite*
- Giving new starters a taste of each main business stream
- Developing/emerging business streams will need new skills – *e.g. commercial*
- What will make housing a sexy career option?



It's about people!



So what should your approach be?

- Develop staff to be flexible and responsive
- Focus on interpersonal skills, relationship management, technological grasp, ‘the inquiring mind’
- Proactive training and development programmes
- ‘Career grade’ roles, apprenticeships, paid internships
- Decent staff T&Cs (cf. Walmart)
- Different working styles, e.g. for specialist roles – *interim, contract, project-based*



Walmart Raised Wages In April. It's Already Seeing The Benefits.



The challenges you have to tackle

- Short-termism
- Convenience
- The easy way out
- Lack of imagination



What does good practice look like?



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Don't be scared!



- Linear careers are history
- There is a mountain of talent out there!
- Remember – *the most useful people for some roles may be older and with more and wider experience*
- It's more challenging – *but more interesting too!*



Questions to reflect on



- Do jobs need to be permanent?
- Which jobs can and should be automated?
- Which jobs should not be automated?
- What can we do with the capacity automation creates?
- How do we retain people's commitment?
- How do we retain the people we want?
- How do we promote more fluid approaches to work?





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