

Appendix 3 - Questions for 21st Century Public Servant questionnaire, unless otherwise stated responses free text

1) Are you familiar with the 21st century Public Servant research paper? **Y/N**

2) **If yes:** (then move to Q4 onwards)

In light of this research, what do you think future public servants will be 'made of' and how can we encourage the cultural and behavioural changes required and the development of associated skills?

3) **If no:** (ask this question then same from Q4 onwards)

In terms of planning for your organisation's long term future, what do you think is required for the public servants of the future? How do you think we can encourage the cultural and behavioural changes required and the development of associated skills?

4) What do you think the organisation needs to do to attract people with these skills and behaviours?

5) What do you see as HR's role in supporting the organisation change the culture and behavioural changes and associated skills?

6) What (if any) new skills will HR need? **Please list 1-5.**

7) For the purposes of this project we have identified the 'Broker' as the key role we will be focusing on (see below).

Broker – a role similar to that of a 'customer relationship manager'. It would involve engaging with and working closely with services/partners/service users to ensure and promote efficient service delivery and communication and management of expectations.

Do you see this as a valued role in your organisation? **Y/N**

8) Do you see this as an important role for local government in the future? **Y/N**

9) As a result of the future pressures on local government, what do you consider to be the impact on the workforce of the future? **Please list 1-5.**

10) What steps do you think your organisation needs to take to mitigate this? **Please list 1-5.**

11) How will you engage with your workforce about such significant future changes?

12) How will you engage with partners / service users about such significant future changes?

13) Please you rank the following in order of importance for the future of the public service workforce:

- Productivity
- Flexibility
- Agility
- Collaboration
- Efficiency

14) Of the following, what do you see as the **top 3** most important skills for the future of public service?

- Sense-making (*ability to determine significance of what is being expressed*)
- Social intelligence (*ability to connect to others in a deep and direct way*)

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- Novel & adaptive thinking (*proficiency at coming up with non-rule based solutions*)
- Cross-cultural competency (*ability to operate in different cultural settings*)
- Computational thinking (*ability to translate vast amounts of data into abstract concepts*)
- New-media literacy (*ability to critically assess and develop content that uses new media*)
- Transdisciplinarity (*ability to understand concepts across disciplines*)
- Design mindset (*ability to represent and develop tasks and work processes for desired outcomes*)
- Cognitive load management (*ability to discriminate and filter information for importance*)
- Virtual collaboration (*ability to work productively, drive engagement and have presence as a member of a virtual team*)