

Question	Response
Q6: Would you be willing to take part in any additional research e.g. focus groups?	108 responses Yes = 56% No = 44%
Q7: Are you familiar with the 21st Century Public Servant research paper?	109 responses Yes = 48% (respondents were directed to Q8) No = 52% (respondents were directed to Q9)
<p>Q8: 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?</p> <p>Quotes – “Ability to look at a better way of delivering what is required” “More commercial but through a focus on community purpose” “I think that the 21st century document sums this up very well”</p>	33 responses Many responses reiterated the approach and behaviours outlined in the research. The most common themes outlined the need for a modern, flexible, resilient, adaptable, innovative and commercially focussed workforce.
<p>Q9: 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?</p> <p>Quotes – “Having more of a private sector mindset and approach” “Flexibility to move with the newer times and the autonomy to make changes”</p>	32 responses Comments made were very consistent with those from the previous question. The most common themes outlined the need for a modern, flexible, resilient, adaptable, innovative and commercially focussed workforce. The need for modern systems and processes to support this approach was also highlighted consistently.
<p>Q10: What do you think the organisation needs to do to attract people with these skills and behaviours?</p> <p>Quotes – “Set out a compelling vision of a modern public service” “Change its image; Local Got still has a dowdy image” “Find a positive way through the tidal wave of cuts; morale is low and ambition in our young people often stifled”</p>	52 responses Flexible and innovative approaches to the recruitment and retention of employees were consistently highlighted as a key factor in organisations attracting the ‘right people’. Other comments advocated ensuring good pay and benefits would be beneficial.
<p>Q11: What do you see as HRs role in supporting the organisation to make changes to the culture, behaviours and associated skills?</p> <p>Quotes – “Supporting managers who previously thought micro-management was necessary into giving their staff more</p>	52 responses Comments in relation to this question which were very consistent with those from the previous question around the need for flexible and innovative approaches being required to attract and retain staff. Other key requirements identified were the need for HR to support change and transformation of the shape and culture of their organisation via training and

<p>autonomy and flexibility”</p> <p>“Changing policies that are currently ambiguous or strict over things that affect autonomy and flexibility within the workforce and communicating this outwards”</p>	<p>coaching. It was also noted that this would require knowledge of the business and the ‘direction of travel’ including external influences.</p>
<p>Q12: What (if any) new skills will HR need?</p> <p>Quotes –</p> <p>“Need to have a thorough understanding of the council’s roadmap for transformation so they can better plan for some of the employee challenges that lie ahead”</p> <p>“Seeing themselves as business partners as much as HR professionals and recognising that whilst significant, people are only one aspect of what influence culture, recognising that whilst ‘culture eats structure for breakfast’, systems and processes can stifle the flexibility required and lose sight of the purpose of a local authority – to serve it’s citizens”</p>	<p>52 responses</p> <p>Responses were again consistent with previous responses identifying the need for HR to have a business focussed approach requiring commercial skills; specifically since many Councils are adopting a more ‘private sector/traded’ approach to service delivery. The need for HR staff to have demonstrable skills in organisational development and change management were also high along with high levels of competency in influencing, negotiation and engagement.</p>
<p>Q13: For the purposes of this project we have identified the ‘Broker’ as the key role we will be focusing on, do you see this as a valued/important role in your organisation?</p>	<p>52 responses</p> <p>Yes = 87%</p> <p>No = 13%</p>
<p>Q14: Do you see this as a valued/important role for local government in the future?</p>	<p>52 responses</p> <p>Yes = 88%</p> <p>No = 12%</p>
<p>Q15: As a result of the future pressures on local government, what do you consider to be the impact on the workforce of the future?</p> <p>Quotes –</p> <p>“working smarter with the 80% who see this as an opportunity”</p> <p>“flexible approaches – less 9-5”</p> <p>“All staff will need to be fully engaged in their work - working smarter and collaborating more effectively with their stakeholders.”</p> <p>“Greater variation in sourcing of service provision, a mix of I house, some</p>	<p>52 responses</p> <p>Responses to this question were many and varied and included comments regarding the prospect of adverse impact to Terms and Conditions, reduced pay and ‘survivor guilt’. The most common themes were;</p> <ul style="list-style-type: none"> *Lack of funding *Loss of talent *Staff reductions/smaller workforce/leaner *Agile/flexible workforce/multiskilled *Lower morale/less staff engagement *Fear of redundancy/insecurity *Increased stress/increased sickness *Impact to mental and physical health *Reduced capacity and resilience *Growing workload/less able to meet public expectations <p>Other comments highlighted the potential focus</p>

<p>contracted out services and use of sharing”</p>	<p>on; *Partnership working/collaboration *Outsourcing/commissioning *Opportunities for traded activity *Increased use of technology/more automation (self serve)</p>
<p>Q16: What steps do you think your organisation needs to take to mitigate this? Quotes – “I don’t think mitigation is the right word - I think these changes are unavoidable and need to be embraced so 'manage' would be better.” “We need to develop a new workforce plan, very much in line with 21st Century.”</p>	<p>52 responses Many of the responses in this section focussed on the need for strong leadership to support the scale and pace of change required e.g.;</p> <ul style="list-style-type: none"> *Clear vision and values *Honest communication *Strong/transparent leadership *Top down culture change *L&M training and skill development *Engaging, trusting and supporting staff *Effective workforce planning/succession planning *Attracting and retaining the right staff
<p>Q17: How will you engage with your workforce about such significant future changes?</p> <p>Q18: How will you engage with partners / service users about such significant future changes? Quotes – “As described in the broker role above - ensure communication is effective to support managers and staff.” “Be open and transparent about the impact of the changes, be supportive and listen to employee's concerns.” “Partners and service users will be pivotal in developing the way forward based on consultation and engagement. Already shaping some areas but community based workers, co-location with partners ensuring we understand future needs of service users.”</p>	<p>52 responses Responses here highlighted the importance of open and honest conversations in groups, via meetings and forums and also with individuals (where appropriate/relevant). The use of technology (where appropriate/relevant) was also advocated. In all cases the importance of maintaining consistent and effective communication was recognised whether that is internal (with staff) or external (with partners or public).</p>
<p>Q19: Please rank 1-5, in order of importance for the future of the public service workforce: (1 = Highest, 5 = Lowest)</p> <ul style="list-style-type: none"> • Productivity • Flexibility • Agility • Collaboration • Efficiency 	<p>52 responses - all were rated in order of importance - responses as follows;</p> <p>Efficiency/ highest no of 1’s - 38% (20) Collaboration/ highest no of 2’s - 29% (15) Collaboration/ highest no of 3’s - 31% (16) Productivity/ equal highest no of 4’s - 23%(12) Flexibility / equal highest no of 4’s- 23% (12) Agility/ highest no of 5’s - 40% (21) *A small proportion of ratings were discarded due to non-conformation with the scale.</p>

<p>Q20: Of the following, what do you see as the top 3 most important skills for the future of public service? (1 = Highest, 3 = Lowest)</p> <ul style="list-style-type: none"> • Sense-making • Social intelligence • Novel & adaptive thinking • Cross-cultural competency • Computational • New-media • Transdisciplinarity • Design mindset • Cognitive load management • Virtual collaboration <p>*A small proportion of ratings were discarded due to non-conformation with the scale.</p>	<p>52 responses – asked to choose top 3 and rate in order of importance – responses as follows;</p> <p>Novel & adaptive thinking – received the highest number of responses 62% (32). 40% (13) rated this of highest importance 1, 22% (7) as 2 and 22% (7) as lowest</p> <p>Social intelligence and Cross cultural competency – jointly received the second highest number of responses @ 42% (22). Social int = 18% (4) rated this 1, 36% (8) as 2 and 23% (5) as lowest Cross cultural competency = 32% (7) rated this 1, 27% (6) as 2 and 14% (3) as lowest</p> <p>Virtual collaboration– received the third highest number of responses @ 40% (21). 29% (6) rated this of highest importance, 9% (2) as 2 and 38% (8) as lowest.</p>
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