

# UNECE CAPABILITIES AND COMMUNICATIONS GROUP

## FUTURE OF WORK; FUTURE JOB; REACHING YOUTH

**CES Plenary - Geneva**

**June 21<sup>st</sup> 2022**

**Presentation and Panel  
Discussion**



# Professional Services Workplaces in Transition

- Pre-COVID underlying pressures for Work/Life Flexibilities in many countries
- COVID-19 Enforced Home Working shifted the Professional Services Workplace out of traditional Office locations
- Post-COVID, governments, businesses and workers are all exploring future working modalities
- Millennial/GenZ expectation (knowledge workers) that some level of workplace flexibilities will be a standard (& not just Blended Working)
- Employee Well Being Focus as an emerging trend



# And don't take our word for it on Well-Being!

Rank	Senior executives	Individual workers
1	Improving the customer experience	Improving quality
2	Increasing innovation	Increasing innovation
3	Reducing cost	<b>Improving worker well-being</b>
4	Improving quality	Improving the customer experience
5	Doing new work	Doing new work
6	Increasing capacity	Reducing cost
7	Growing market share	Increasing capacity
8	<b>Improving worker well-being</b>	Growing market share
9	Increasing social impact	Increasing social impact

Note: n=4,738 (3,630 executives + 1,108 individual contributors).  
Source: The 2021 Deloitte Global Human Capital Trends survey.

Deloitte Insights | [deloitte.com/insights](https://deloitte.com/insights)



# Capabilities & Communication Group 2021

- Future of Work Task Team (NL, IT, PL, AL, IE, AU)
  - Examined what NSIs had learned from Pandemic experience
  - Developed a Framework to structure responses to post-COVID working modalities
  - 3 Toolkits – Employer, Employee, Manager



## Output 2021

**The genesis of a Handbook for NSIs (and other professional services organisations) to help plan and deliver a successful Blended Working Environment**

Toolkits for a  
**Blended Working**  
Environment



modernstats  
ANALYTICS



# Employer Toolkit

- Helping the employer to map the dimensions of the Blended Working Operating Model
- Addressing the “hard” requirements (legal basis; business rules)
- Identifying the practicalities (Technology enablers etc)
- Signposting the “soft” challenges (Culture and Values; Workforce Well-Being)



# Employee Toolkit

- Identifying key personal dimensions of the new organization of work
- Signposting how Employees can adapt
- Emphasising that the changed Places of Working require changed Ways of Working, at the individual and Team level



# Manager Toolkit

- Perhaps the greatest challenge in this new way of working is for Managers
- Managers, as leaders of a Business and of its People, need supports to adapt personally and to lead change
- The greatest pressure to support Blended Working rests on the shoulders of Managers – their skills development is crucial





# NSIs & Geospatial Offices – So What?

- Professional Service Organisations need to recruit and retain Skilled Talent
- Operating in a particular context of Culture & Values
- Clear demand, both from staff and (selectively) at Govt level for Blended Working as one of a range of desired flexibilities
- Recruitment and Retention increasing challenges
- Who is our Future Talent Pool & How do we retain them?



# 2022 Capabilities & Communications Task Team on Future of Work

- Grows from 1 group to 3 x Sub Groups
  - Future of Work Toolkits
  - Future Job
  - Reaching Youths (as Staff and Data Subjects)



# Statistical Organisations Love Surveys!

- A UNECE Co-Ordinated Survey during May 2022
- 41 Responses as of 20/6/22!
- Many thanks to GGIM colleagues for participating
- Responses being analysed at present by SubGroups
- A taste of what you have told us.....



# Blended or Flexible Working

- A high proportion of our organisations have or are developing formal Blended Working Frameworks
- In some countries, rules are codified for all Civil/Public Service bodies
- It appears that some level of Blended Working is an inevitable component of the future organisation of work



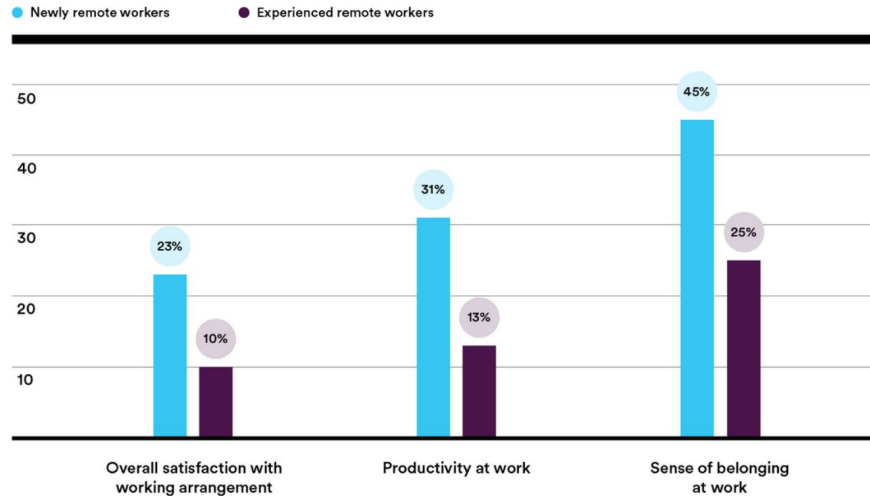
# Hidden Dangers

- Not all organisations are approaching these changes holistically
  - Simply changing the place of work without adding relevant supports could backfire
- Well-Being focus is patchy
- How to protect Culture & Values?



# ...and new joiners have it harder...

Experienced vs. newly remote workers who say working from home is worse for the following indicators



[Report: Remote work in the age of Covid-19 | Slack](#)



# So, we'll do the same thing, just from home?

FIGURE 1

## The top factors in making remote work sustainable were related to work design

What are the most important factors in making remote/virtual work sustainable?



Note: n=3,630 (executives).

Source: The 2021 Deloitte Global Human Capital Trends survey.



# NSIs and Geospatial Orgs are on it, right?

- Equipping people physically is advanced
- Many of us have new collaboration platforms
- But our business rules and “How We Do Things” Handbooks need an overhaul
- L&D Interventions – for employees and leaders/managers
- Workplace Well-Being – Team Building etc





# What about Workplace Well-Being?

FIGURE 3

Organizations can take a variety of actions to integrate well-being into work

	Organizational	Team	Individual
 <b>Cultural</b> <i>Building well-being into social behaviors and norms</i>		Model well-being behaviors such as taking micro-breaks or only making certain meetings video-focused	Be proactive and vocal about well-being needs
 <b>Relational</b> <i>Fostering well-being in relationships among colleagues</i>	Form teams based on worker preferences, working styles, and personal needs		Check in frequently, proactively, and consistently with colleagues on their well-being needs and preferences
 <b>Operational</b> <i>Including well-being in management policies, processes, and programs</i>	Embed well-being criteria in work scheduling, performance management processes, leadership evaluations, and rewards and recognition programs	Enable team agency and choice by allowing teams to adopt well-being practices best suited to them	
 <b>Physical</b> <i>Designing the physical workspace to facilitate well-being</i>	Design work environments to support workers' physical, mental, and emotional health needs	Leverage physical workspaces that promote team collaboration and performance	
 <b>Virtual</b> <i>Designing new technologies and virtual workspaces for well-being</i>		Use new technologies, like virtual reality, to train team members to navigate stressful situations (e.g., interacting with a frustrated customer)	Leverage wearable technologies and apps to help master distractions, increase mindfulness, and reduce anxiety

Source: Deloitte analysis.

Deloitte Insights | [deloitte.com/insights](https://deloitte.com/insights)



# And our People have expectations...

What Employees Look for In Their Employer, by Generation

<b>Young Millennials &amp; Gen Z: 1989-2001</b>	<b>Older Millennials: 1980-1988</b>	<b>Gen X: 1965-1979</b>	<b>Baby Boomers: 1946-1964</b>
1. The organization cares about employees' wellbeing.	1. The organization cares about employees' wellbeing.	1. The organization's leadership is ethical.	1. The organization's leadership is ethical.
2. The organization's leadership is ethical.	2. The organization's leadership is ethical.	2. The organization cares about employees' wellbeing.	2. The organization cares about employees' wellbeing.
3. The organization is diverse and inclusive of all people.	3. The organization's leadership is open and transparent.	3. The organization's financial stability.	3. The organization's financial stability.

GALLUP

[4 Things Gen Z and Millennials Expect From Their Workplace \(gallup.com, 2021\)](https://www.gallup.com/2021/04/4-things-gen-z-and-millennials-expect-from-their-workplace.aspx)

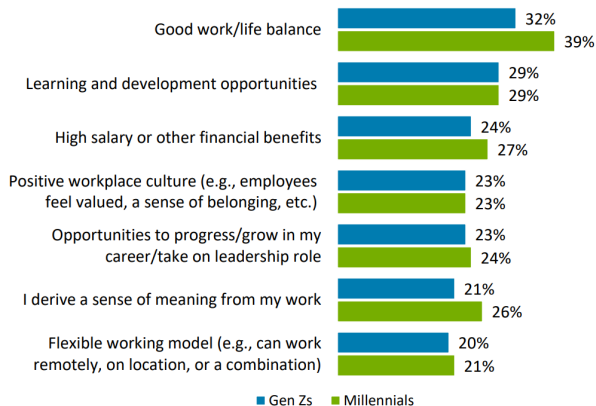


## So what can employers do to attract and retain talent?

When it comes to attracting Gen Zs and millennials, getting the basics right comes first, but businesses' impact on society and the planet cannot be discounted.

**Pay, feeling the workplace was detrimental to their mental health, and burnout are the top reasons millennials and Gen Zs left their employers over the last two years.** But when it comes to what makes them choose an organization to work for, good work/life balance and learning and development opportunities are their top priorities.

### Top reasons respondents chose to work for their current organization:



The focus on learning and development is perhaps not surprising given evolving work demands and skills requirements. Gen Zs (37%) and millennials (38%) predict that the most notable workplace shift within the next 10 years will be artificial intelligence (AI) and other technologies being used to fully automate many jobs or job functions. So, employers who can help professionals adapt to this changing workplace are likely more appealing.

**Purpose is also critical.** Gen Zs and millennials are willing to turn down jobs and assignments which don't align with their values. This is particularly true among Gen Zs and millennials in leadership positions.



Nearly two in five (37% of Gen Zs and 36% of millennials) say they have rejected a job and/or assignment based on their personal ethics



Nearly half (46%) of Gen Zs and millennials in **senior positions** have rejected a job and/or assignment based on their personal ethics

**While societal and environmental impact, along with a diverse and inclusive culture, are not always at the top of the priority list when choosing a job,** these continue to be critical issues in terms of retention. Those who are satisfied with their employers' societal and environmental impact, and their efforts to create a diverse and inclusive environment are more likely to want to stay with their employer for more than five years.



# It's not just stats and mapping that are changing!

- Work has changed
- Workers expectations are evolving
- Money matters, but so do values and meaningfulness
- Are we ready for the challenges ahead?



# Panel Discussion

From your particular national perspectives, what are the key challenges/opportunities you associate with responding to expectation/pressures around "post COVID" working modalities?



# Panel Discussion

As Official Statisticians and Geospatial Experts, we are professionals with highly sought after skills working in very specialist functions with national significance. To what extent do we think our "Core Values" (official statistics) or geospatial equivalents bring obligations or opportunities as we face the future battle for talent and demand for a flexible way of working?



# Panel Discussion

Connecting with Youth: Inevitably, we are moving toward a recruitment wave focused on GenZ - different world view, different value system; very different workplace expectations. How do we prepare and how do we align with them for appeal and retention, both as staff and data subjects?



# Panel Discussion

Does the fact that we exist as part of a broad international ecosystem offer us particular opportunity to exploit FoW opportunities?





# Conclusions & Next Steps

- Diagnosis is the Easy Part!
- Are the Sub-Groups focused on the right challenges?
- Where would you like us to prioritise our 2022/23 efforts?
- A Call to Action!





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