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Future of work- Toolkits HRMT presentation

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Future of Work – Toolkits Questionnaire

- 41 replies
- This includes nil returns & partially completed responses
- Excellent geographic spread
- Clear interest in the theme



Future of Work Toolkits – (1)

- How Blended working is defined and implemented in the different participating countries, and policies around it
- Allocation of space or reconfiguration of employer premises to accommodate Blended Working
- Wellbeing in Blended Working Environment



Future of Work toolkits – (2)

- Virtual Working Supports and changes to core equipment
- How has Learning and Development evolved
- What steps have been taken to explored changes needed in Key Work Dimensions due to new model of working



Blended working – Attendance Policies?

- Tremendous diversity in replies, but almost all Respondent countries either:
 - have a policy in place or in development
 - comply with a national framework for civil/public service attendance, or
 - are actively considering future work arrangements



Facilities Management

- 16 out of 38 participant countries are planning to make changes to workspaces based on their transition to Blended working.
 - Smaller offices spaces, sharing with other government departments, hot desking with online booking systems.
- But this implies many are not. Why not?

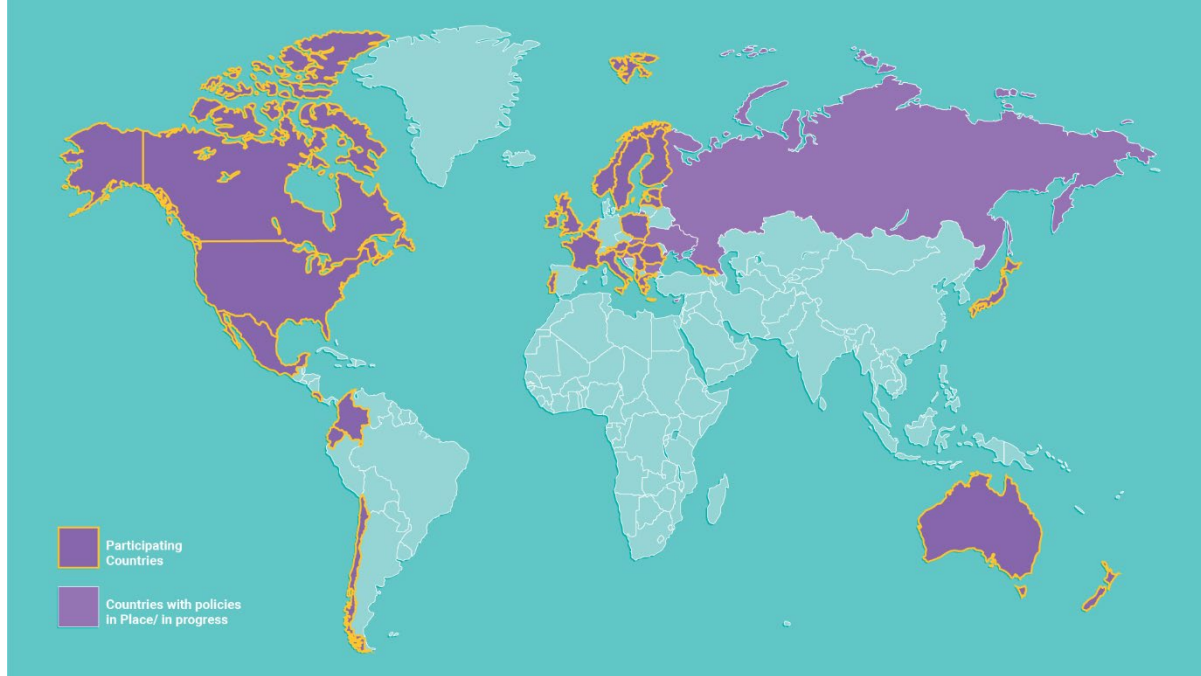


Wellbeing for Blended Working

- 17 institutions have undertaken studies to understand wellbeing drivers in a blended working scenario:
 - Employee Wellness Survey along pre-existing regular surveys regarding employees wellbeing, Moral Barometers etc



Policies in Place



Virtual Supports



Learning and Development

- Training: From “In person” to Online
- Hybrid options to promote inclusion
- e-learning portals
- Access to MOOCs
- Courses on “How to Manage a remote Team”



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.



Changes to Key Work Dimensions

- Half of participants diagnosed the need for changes in how work is done to successfully implement Blended Working
- Some are designing Surveys in house to collaborate with staff in understanding desired approaches
- If you always do what you always did, you'll always get what you always got.....NOT in Blended Working!



NSIs 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



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	Improving worker well-being
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	Improving worker well-being	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.






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What about Workplace Well-Being?

FIGURE 3

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

	Organizational	Team	Individual
 Cultural <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
 Relational <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
 Operational <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	
 Physical <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	
 Virtual <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.

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And our People have expectations...

What Employees Look for In Their Employer, by Generation

Young Millennials & Gen Z: 1989-2001	Older Millennials: 1980-1988	Gen X: 1965-1979	Baby Boomers: 1946-1964
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.

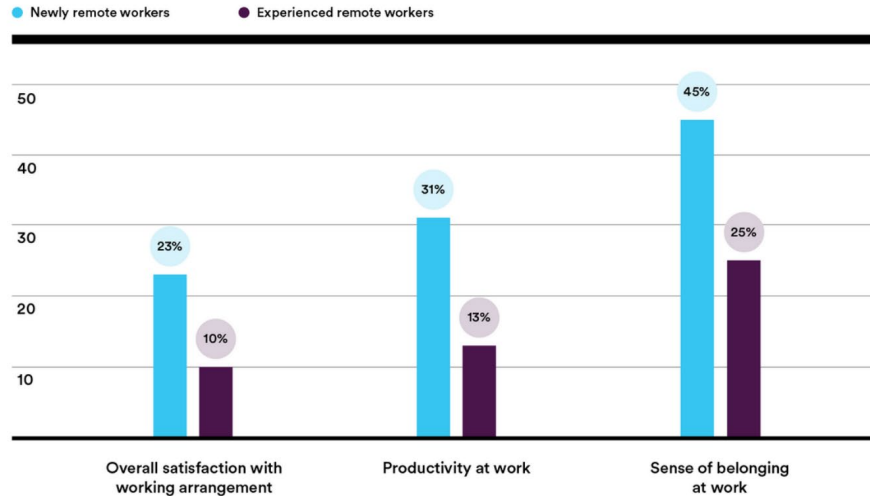
GALLUP

[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)



...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](#)

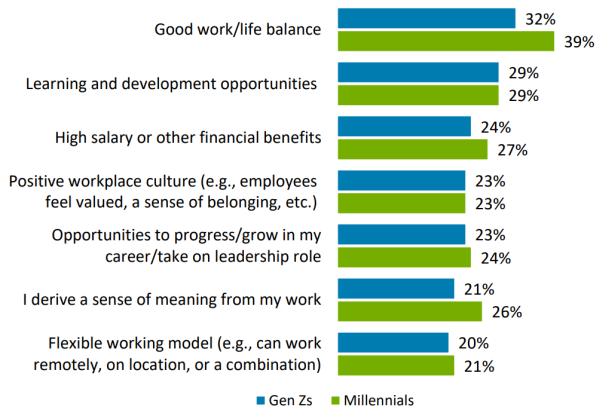


So what can employers do to attract and retain talent?

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.



Conclusions & Next Steps

- Diagnosis is the Easy Part!
- There are clear areas of challenge emerging for all employers – NSIs aren't exempt!
- Are the FoW Sub-Groups focused on the right challenges?
- Where would you like us to prioritise our 2022/23 efforts?
- A Call to Action and a plea for Volunteers!







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