Unlocking our Potential.
Culture through Job Design
Modernising our work
Seven Critical Focus Areas

1. Establishing clarity of role and purpose
2. Modelling leadership and culture change
3. Embedding a clear new operating model
4. Hearing the customer voice
5. Investing in statistical architecture and robust platforms
6. Modernising internal business practices
7. Building Capability for the future
Why did we implement the Statistical, Data, & Analytic (SDA) Job Family?

• The old Statistical Job family was out of date

• We needed to set ourselves up for the future to help ensure Stats NZ could meet the changing needs of the data world

• We also wanted to build the capability of our workforce and further enable us to fulfil our role as data & analytics lead for the Public Sector
Core offerings of Stats NZ

- Statistics for critical decision making
- Data Services
- Insights
- Consulting services
Other Factors

• Expectations about work and life balance have shifted and continue to shift
• “Safetyism”
• Recognition of the importance of organisational culture
• Performance expectations needed to include behavioral aspects linked to culture
We asked our staff and this is what they said....

• Job descriptions don't describe what we actually do
• We would like job titles more in line with similar roles outside of Stats
• We want to see career paths
• Please clear up confusion between specialists and generalists
• Hard to recruit and retain talent
How am I ever going to Become an SA2?
Roles in Scope

- Graduate Analyst
- Statistical Analyst – SA1
- Statistical Analyst – SA2
- Senior Analyst – SA3
- Senior Researcher
We had a Cunning Plan......
SDA Job Family: 3 Phases

**Design**
- 2016-2017
  - Vision identified
  - SDA Org Structure designed
  - Job Descriptions created
  - Capabilities Framework

**Implementation**
- July 2018-July 2019
  - Employee engagement
  - Feedback
  - Consultation
  - Employees Assigned to roles

**Embedding**
- July 2019 –Feb 2019
  - Refinement of capabilities framework
  - Plain English role profiles
  - Manager’s Tools/ Manager’s Workshop
  - Development Programmes
    - Rotation
    - Communities of practice
    - Emerging Leaders Programme

Facilitated by HR. Business Led.

People & Culture & Business Led

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Phase One: Design
The Design Phase

- Appointed two principal advisors from HR to drive the process
- Established a Steering group of senior executives across the business
- Set up an Accelerator programme to involve experts in the fields
- Held staff and manager workshops and developed a webpage for discussion and ideas
The results of the Design Phase....

- **Statistical and Data Technician / Senior Statistical and Data Technician**
- **Statistical and Data Analyst**
- **Principal Analyst**
- **Data Broker**
- **Data Wrangler**
- **Data System Analyst**
- **Statistical and Data Design** - Design Analyst - (Data Scientist), Senior Design Analyst (Senior Data Scientist)
- **Statistical Insights** - Insights Analyst, Senior Insights Analyst
Position Descriptions

• Each Position Description has a set of Core Competencies based on our role in the sector.

• There is a set of Behavioural competencies based on our core organisational character IDARE.

• There is also a set of functional or core role competencies
Capability Framework

What

R/W
R/R

W/W
W/R

How
What is a capability framework?

A set of competencies described as skills, knowledge and behaviours that define what ‘good’ looks like in a role.

Job families have shared competencies, but different roles often require different levels of competence and corresponding behaviours.

Why is it useful?

Talent Management: Development conversations
Performance assessments
Recruitment
Workforce planning
### SDA Job Family Capability Framework

<table>
<thead>
<tr>
<th>Capability Type</th>
<th>Capability Themes</th>
<th>Capability</th>
<th>Detailed Descriptions to support understanding of capability</th>
<th>Stats &amp; Data Technician</th>
</tr>
</thead>
</table>
| Knowledge       | Knowledge         | 1. Knowledge of Data Assets: Understand how data can be obtained and used to produce new insights and Official Statistics | • Knows the part(s) of the business where the data is critically utilised  
• Knowledge of history, context and metadata of data assets  
• Understand how alternative data sources can be obtained and used to produce new insights and Official Statistics  
• Ensures data assets (raw data) are connected to and aligned with those preceding and those following them, to deliver persistent value  
• Understand how data can be obtained and how it can be used to produce new insights and Official Statistics  
• Has knowledge of all the different releases at stats that overlap with the ones they specialise in | • Knows what feeds the register and what other system assets it is linked to and dependent on |
|                 |                   | 2. Subject Matter Knowledge: Has knowledge of relevant subject area supporting quality decisions and advice | • Knowledge of Domain and relevant conceptual frameworks  
• Able to acquire domain intelligence  
• Knowledge of who the players are (influencers, other data providers) and other information available (other sources from other agencies) | • Gains understanding of subject matter quickly at a general level so can move across different teams and identify issues in data |

- 13 technical capabilities and 7 behavioural capabilities
- All capabilities are the same across the job family, but with role specific demonstrations
Phase Two
Approach....

• Project Governance
• Manager workshops to identify how many of each role
• Manager led workshops to discuss the design for each team
• Staff translated to new roles by July 1 2019
SDA Job Family - role distribution
Embedding the change
Timeline

SDA Embedding

- **Plain English Role Profiles**
  - Mid July

- **Managers Workshop**
  - Late July

- **Communities of Practice Defined**

- **Tweaked Capabilities Framework**
  - Early August

- **Finalised Capabilities in Ako**

- **Go Live**
  - July 1st

- **Kick Start Team Session**

- **Launch of Communities**

- **Rotation Programme/Emerging Professionals**

- **Self Evaluation & development plans**

- **SDA People Survey**

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Leading & Embedding the Change

Manager Workshops
Change Champions
Manager Toolkit
SDA Working Group
Workforce Planning For Managers

Embedding Change

Engagement
Role Engagement Sessions
Employee feedback sessions and surveys
Town Halls
Manager Coaching for Performance

Capability Development
The Capability Framework & development plans
Ongoing training curriculum
Emerging Professionals Programme
Communities of Practice

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Leading Change

Key activities

➢ Manager’s Session – empowering manager’s to lead the change through useful information and resources

➢ Manager’s Tools
  ➢ Kick Start Tool Kit
  ➢ Role Profiles

➢ Managers as Change Champions
  ➢ Celebrating the SDA vision
  ➢ Sharing best practices & collaborating with other people leaders

➢ SDA Working Group – a group of SDA people leaders who commit in participating weekly in SDA related discussions.

➢ Workforce Planning Sessions For Managers – Collaborative sessions, led by HRBP around capability and roles needs 6months post go live.

Expected Outcomes

➢ Ensuring people leaders have the information and tools to be able to support their employees through the change.

➢ Give leaders the tools to ‘reset’ their teams and help them think about new behaviours, new goals and new ways of working. As well as support recruitment exercises.

➢ Leaders are taking a visible role in supporting change and role-modelling new ways of working. When something goes well or doesn’t go well, they collaborate with other leaders to share their learnings.

➢ Regular feedback and co-creation sessions to ensure products work with and for the business.
Tell me about your role and its purpose in the team… Is there any overlap?

Stepping into the Future… imagine your team in 5 years time… What does success look like?
Role Profiles

• Plain English, engaging, short descriptions of the key qualities of each role

• Useful for recruitment and engaging internal staff
### Engagement

<table>
<thead>
<tr>
<th>Key activities</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td><strong>Role Sessions</strong> - Engagement sessions to bring individuals from across the business in the same roles together.</td>
<td>➢ Employees make connections with peers and build informal networks to strengthen understanding of role and consistency of application.</td>
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<tr>
<td><strong>Comms Plan with Town Halls</strong> – Senior Leaders update SDA impacted employees on changes and progress towards goals. Te Matapihi articles sharing people stories in SDA group.</td>
<td>➢ Employees feel informed and have opportunities to ask Senior Leaders burning questions. Achievements are recognised and celebrated.</td>
</tr>
<tr>
<td><strong>Managers Coaching for Performance</strong> – Regular 1:1s with individuals in their team focussing on-going performance and development conversations</td>
<td>➢ Employees feel supported by their manager to succeed in new roles and build the needed capability.</td>
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<tr>
<td><strong>Feedback Surveys/Focus Groups</strong> - Gather feedback on SDA activities and how change is being experienced through surveys and focus groups.</td>
<td>➢ People feel heard and provided insights in to how change is being embedded</td>
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Capability Development

Key activities

➢ Develop and implement the SDA Capability Framework

➢ Creation of Development Pathway Tool that identifies development opportunities for the new skills

➢ Communities of Practice
   ➢ Increase engagement across the organisation
   ➢ Identify and uplift new groups

➢ Investigate the formalising the use of workplace rotation to learn from others and gain more experience in your role

Outcomes

➢ People understand the key competencies required for roles

➢ People can assess their own development areas, identify relevant training and access that training 'on-demand'

➢ People are aware of the development opportunities and support available to them

➢ Support networks are set up in Stats to support best practice. People can engage with a network anytime for advice and support
Development Pathway Tool

1. As part of a Coaching for Performance conversation go through the process and discuss what you want to achieve.

2. People self-assess their skills against the role capabilities.

3. Their leader reviews their people’s assessments.

4. Staff and leader meet and discuss the results. Results are updated and confirmed based on discussion.

5. Based on the results of the assessment, areas for development are identified.

6. Together you identify development opportunities, create a development plan agree on a timeframe for reassessment.
Development Pathway Tool

Stakeholder Management

Manages the relationships with data suppliers and key customers (internal and external) with the goal of maximising the inherent value to the organisation of those data assets

- Knows ...
- Able to ...
- Knowledge of ...
- Understand how to...
- Deliver...
- Promotes...

70% on-the-job learning

- Take opportunities to work across teams, group and different subject areas
- Volunteer for an engagement activity with an established stakeholder

20% learning from others

- Ask an experienced colleague for advice or mentorship
- Engage with a relevant Community of Practice

10% formal learning

- 2 Day Stakeholder Engagement training. Book on Ako
Communities of Practice

• Increase the engagement of the current communities across Stats NZ

• For people looking to develop their skills or experts looking to share their knowledge

• Engagement activities to include:
  • Yammer
  • Regular meetings
  • Lunch & Learns

• Launch new communities in areas of need e.g. role related communities
Emerging Professional Programme

More work needs to happen before we know what capability gaps need to be addressed and how this programme will support capability uplift in SDA job family.

Next Step - meeting with leaders and young professionals from across the organisation over the next few weeks to investigate what the need is and what could be created to meet that need.
Next…..