**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

Workshop on Culture Evolution

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- The old Statistical Job family was out of date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

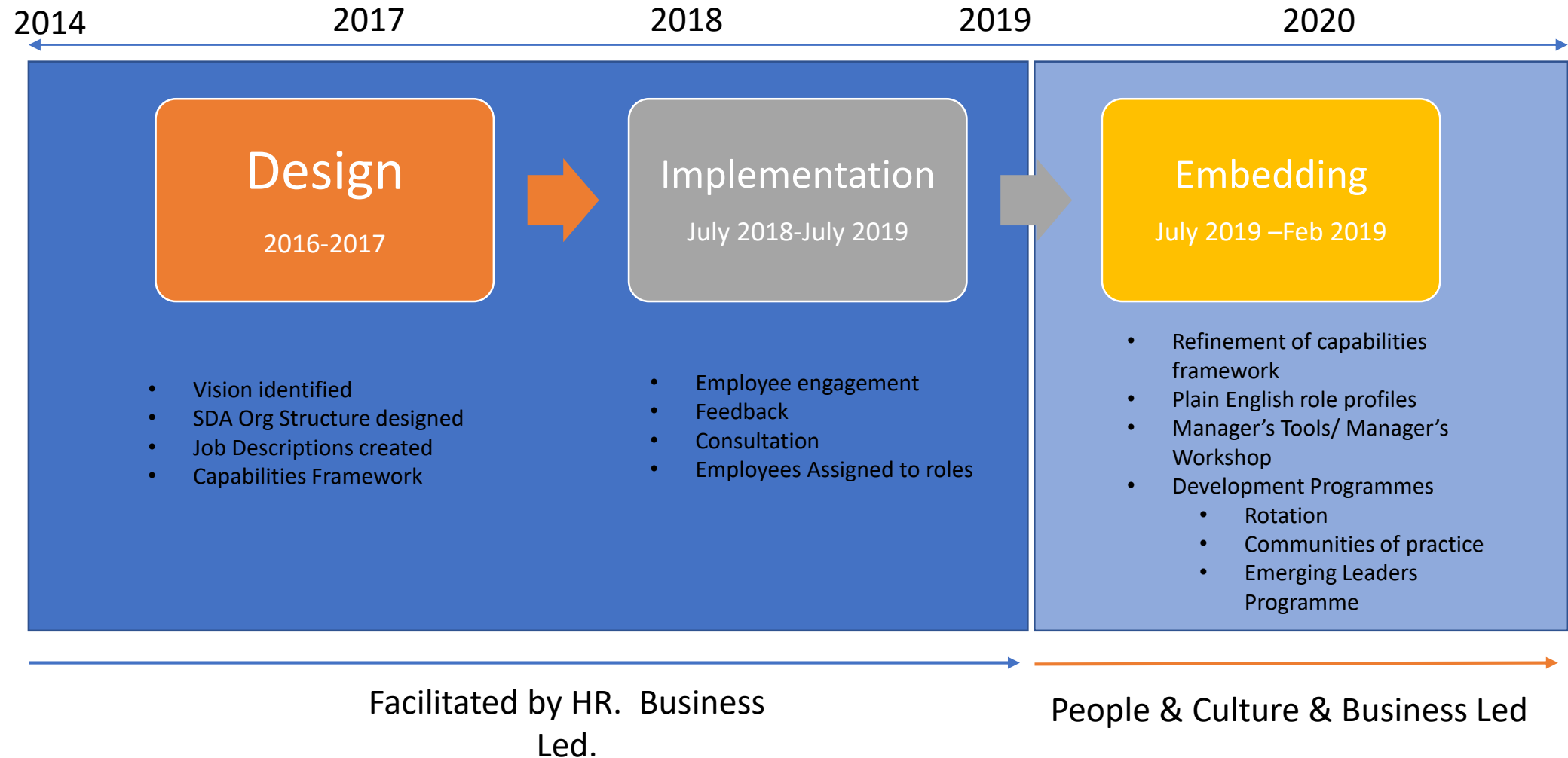- Hard to recruit and retain talent

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

2014	2017	2018	2019	2020

Design

2016-2017

Implementation

July 2018-July 2019

Embedding

July 2019 –Feb 2019

- Vision identified
- SDA Org Structure designed
- Job Descriptions created
- Capabilities Framework

- Employee engagement
- Feedback
- Consultation
- Employees Assigned to roles

- 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

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 Job Family Framework
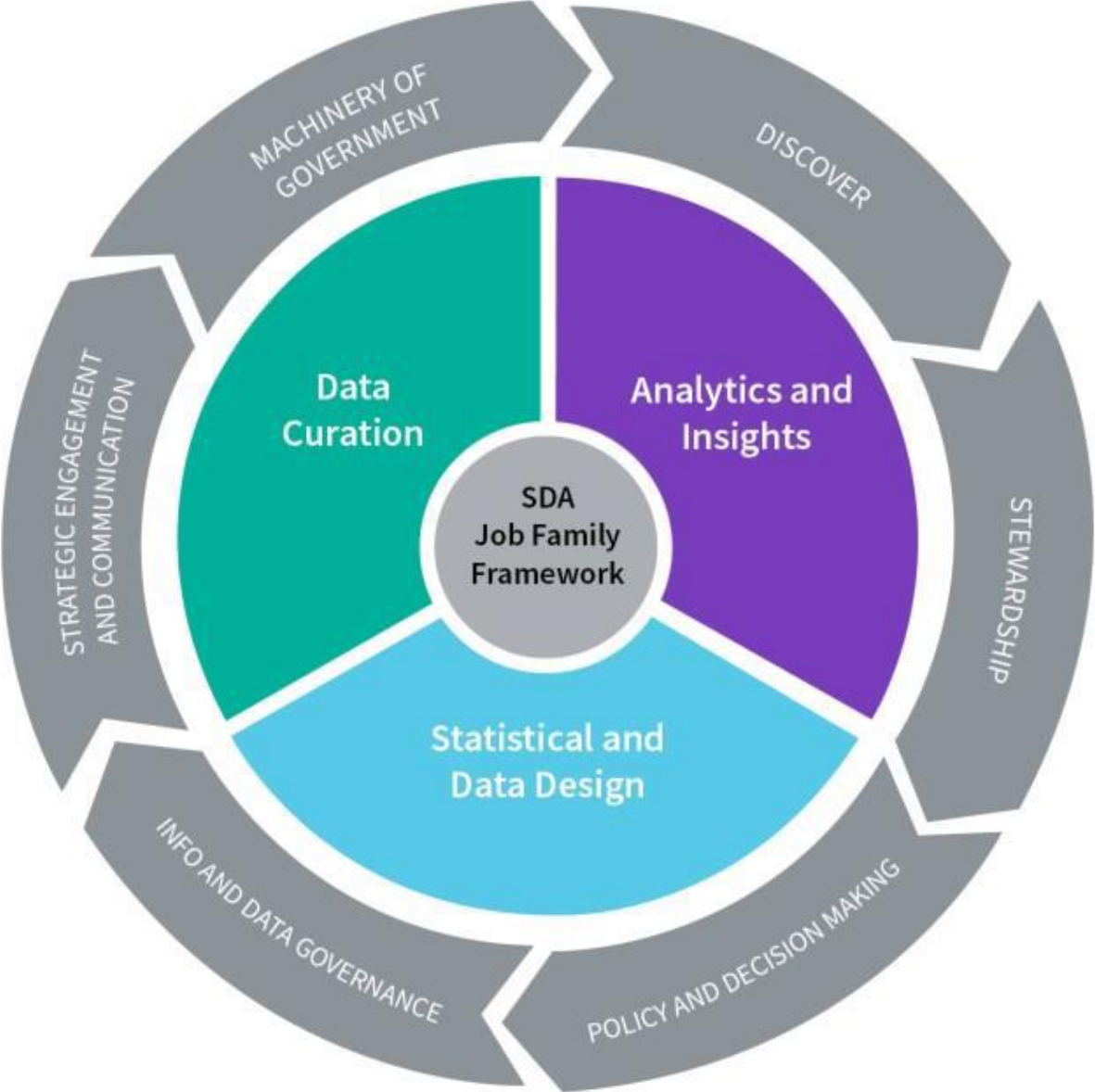
The results of the Design Phase....

- 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

Stats NZ
Tatauranga Aotearoa

Graduate Programme

Stats & Data Technician / Senior Stats & Data Technician

Stats & Data Analyst

Data System Analyst

Design Analyst

Insights Analyst

Data Wrangler

Senior Design Analyst

Senior Insights Analyst

Data Broker

Principal Analyst

Principal Statistician

Data Cadet Programme

KEY

Lateral move (across all roles at that level)

Progression within role

Out of scope

Position Decriptions

- 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

	R/W	R/R
What		
	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

Capability Type	Capability Themes	Capability	Detailed Descriptions to support understanding of capability	Stats & Data Technician
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

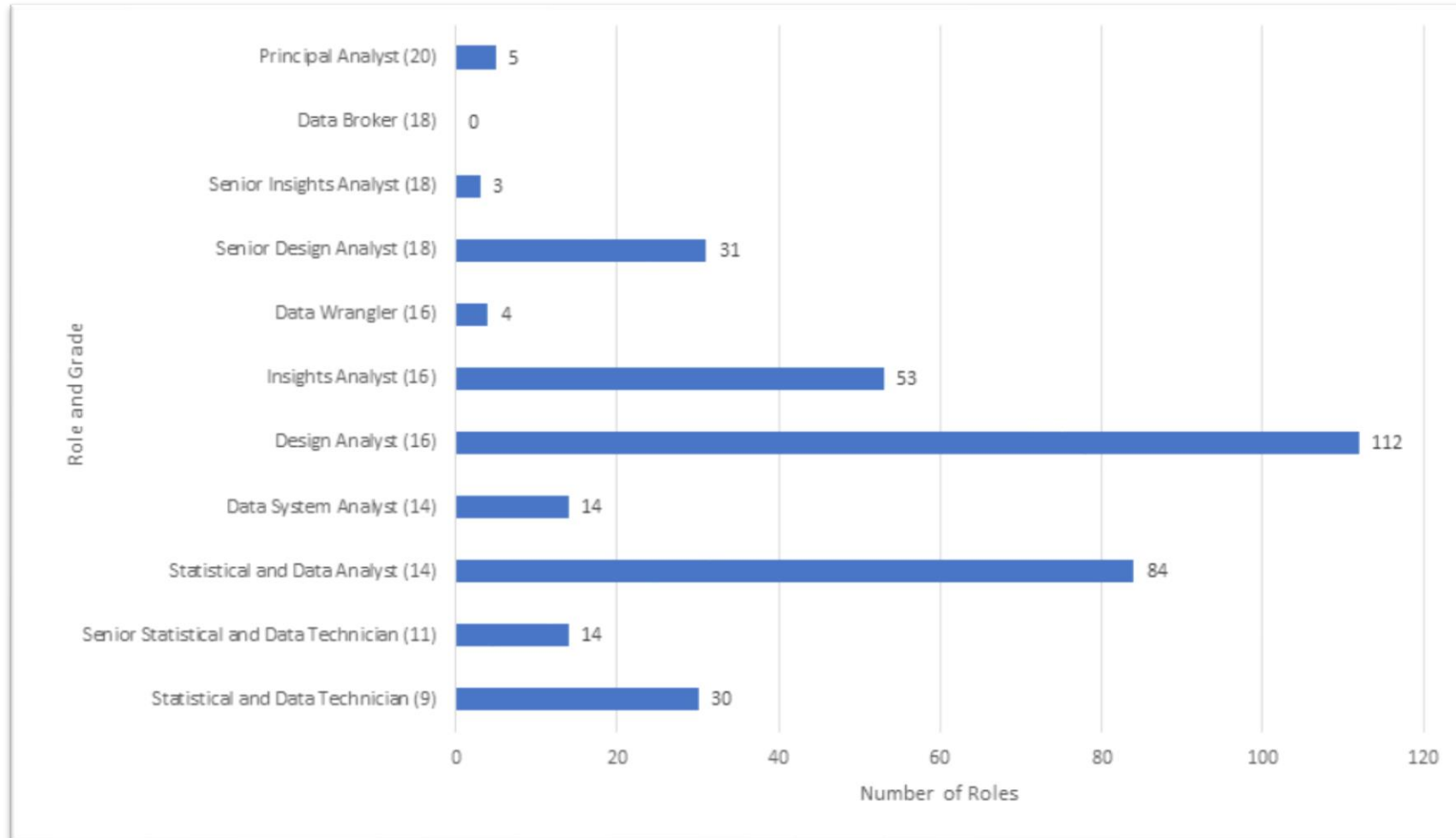• All capabilities are the same across the job family, but with role specific demonstrations

Phase Two
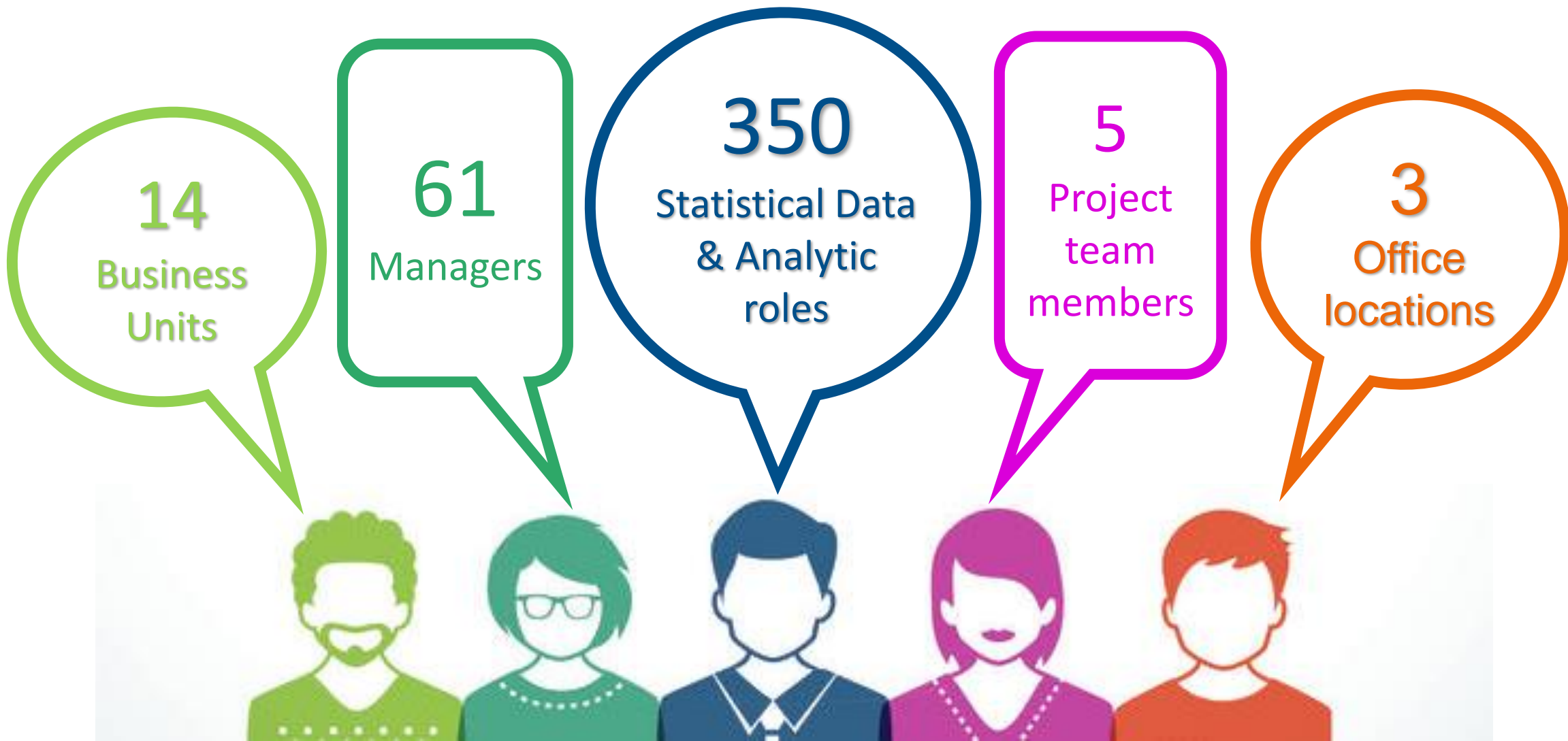
Approach….

- 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
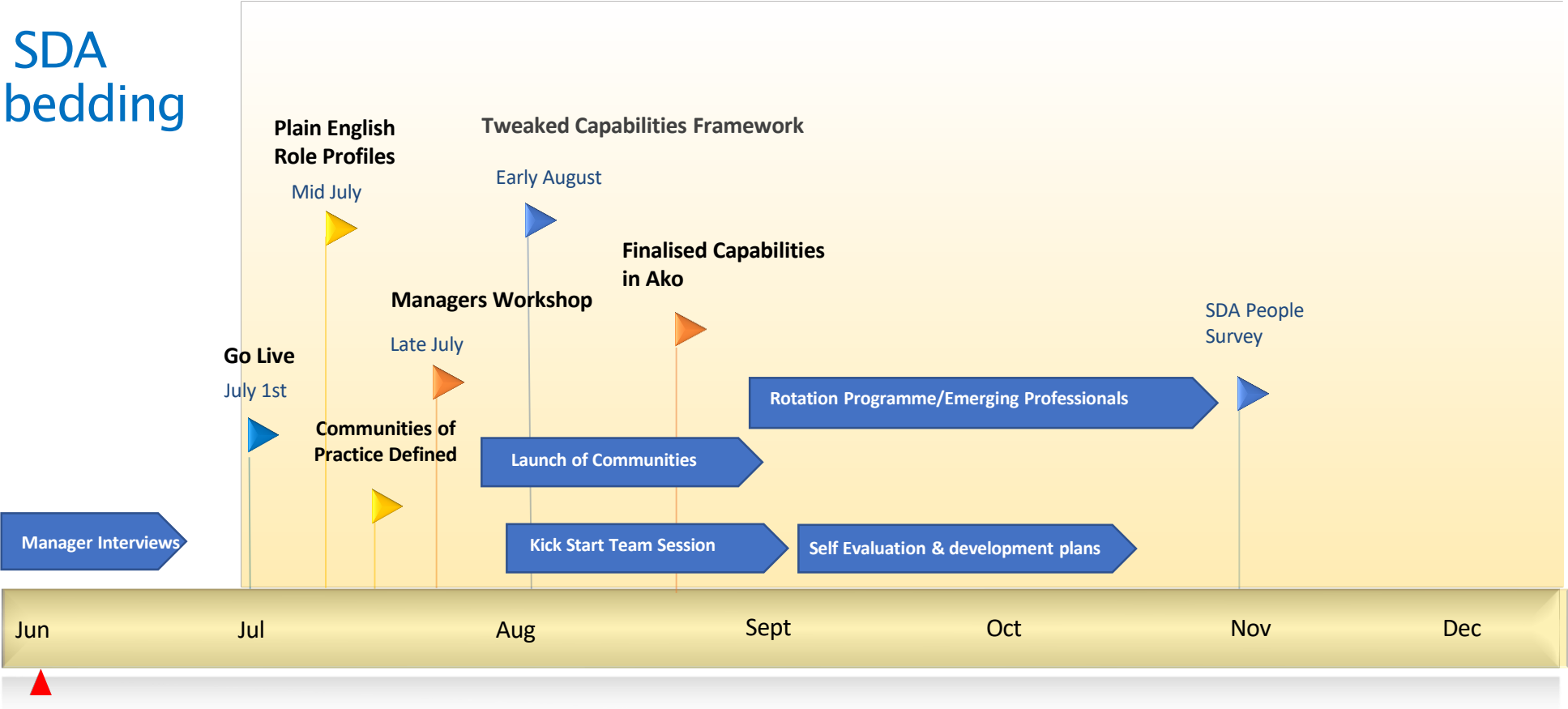
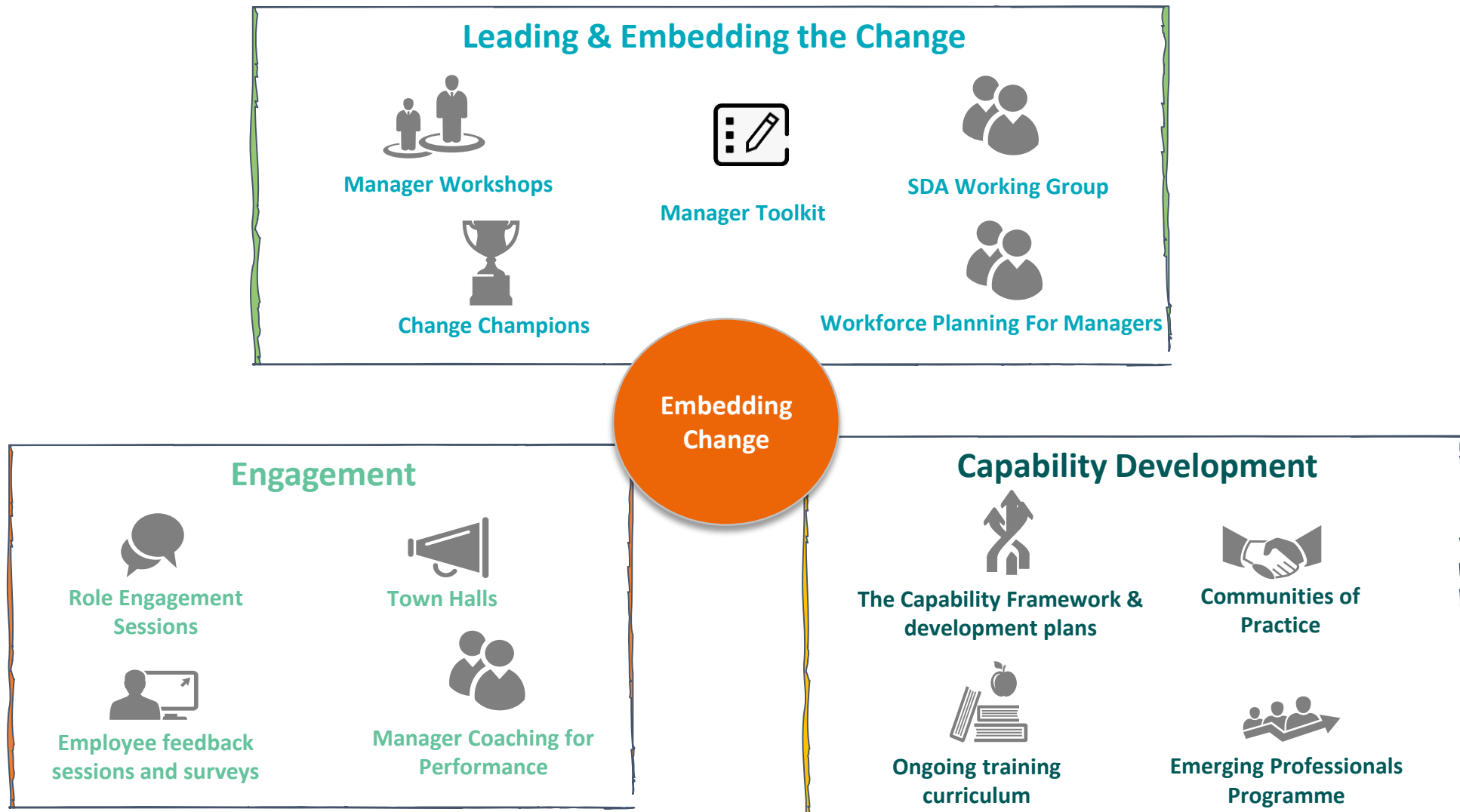# SDA Job Family - role distribution

Embedding the change

Timeline

SDA Embedding

Plain English Role Profiles
Mid July

Tweaked Capabilities Framework
Early August

Finalised Capabilities in Ako

Managers Workshop
Late July

SDA People Survey

Go Live
July 1st

Communities of Practice Defined

Rotation Programme/Emerging Professionals

Launch of Communities

Manager Interviews

Kick Start Team Session

Self Evaluation & development plans

| Jun | Jul | Aug | Sept | Oct | Nov | Dec |

2019

Leading & Embedding the Change

Manager Workshops

Manager Toolkit

SDA Working Group

Change Champions

Workforce Planning For Managers

Embedding Change

Engagement

Role Engagement Sessions

Town Halls

Employee feedback sessions and surveys

Manager Coaching for Performance

Capability Development

The Capability Framework & development plans

Communities of Practice

Ongoing training curriculum

Emerging Professionals Programme

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.

Reset Toolkit For Managers

Share & Tell …. Tell me about your role and it's purpose in the team…Is there any overlaps?

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

Text on the booklet pages:

Roles and responsibilities
- What roles do we have on the team?
- What is the scope of each role?
- What is the unique value and skills of each of your team members?

What resources we need?
- What type of resources do we need complete tasks?
- ...we have the resources we need ...achieve objectives?

...decisions be made?
- ...es of decisions should ...and by whom?
- ...we do if we don't ...the decision made?

...we ensure we work effectively?
- How will we give feedback to each other?

Role Profiles

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

- Useful for recruitment and engaging internal staff

Engagement

Key activities

➢ **Role Sessions** - Engagement sessions to bring individuals from across the business in the same roles together.

➢ **Comms Plan with Town Halls –** Senior Leaders update SDA impacted employees on changes and progress towards goals. Te Matapihi articles sharing people stories in SDA group.

➢ **Managers Coaching for Performance –** Regular 1:1s with individuals in their team focussing on-going performance and development conversations

➢ **Feedback Surveys/Focus Groups** - Gather feedback on SDA activities and how change is being experienced through surveys and focus groups.

Outcomes

➢ Employees make connections with peers and build informal networks to strengthen understanding of role and consistency of application.

➢ Employees feel informed and have opportunities to ask Senior Leaders burning questions. Achievements are recognised and celebrated.

➢ Employees feel supported by their manager to succeed in new roles and build the needed capability.

➢ People feel heard and provided insights in to how change is being embedded
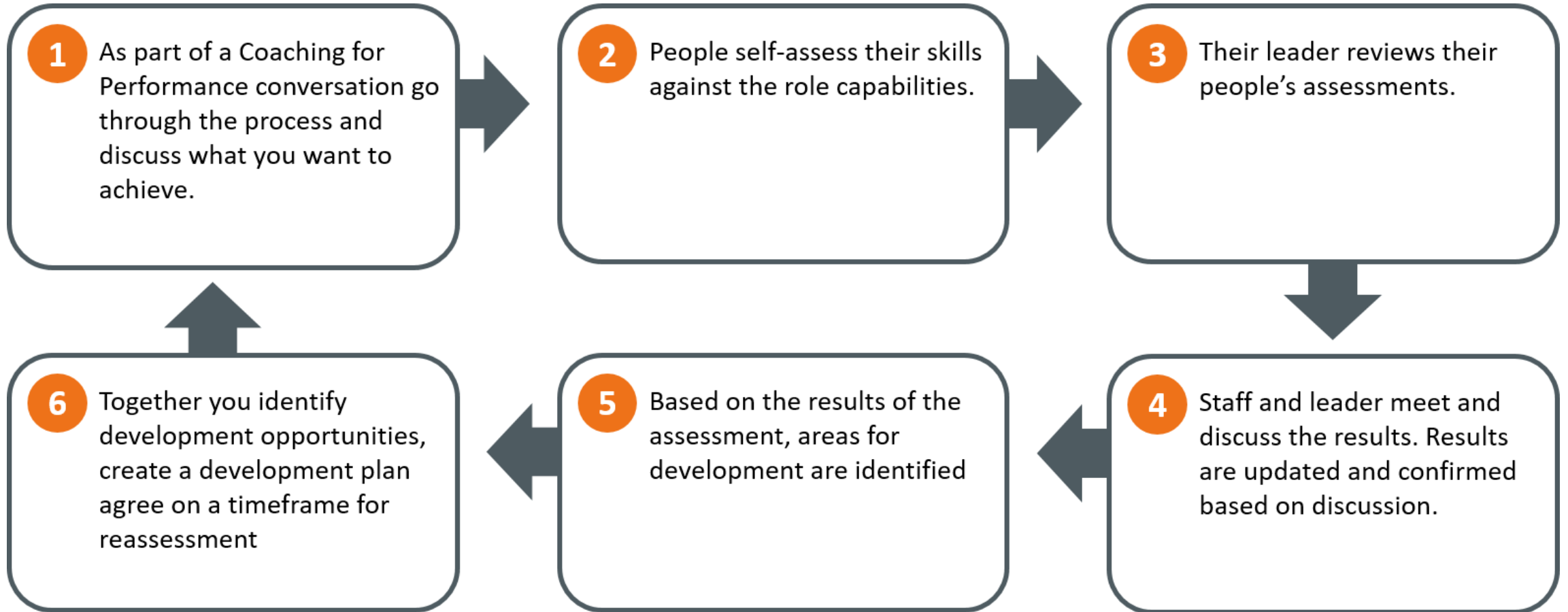
Capability Development

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.

6 Together you identify development opportunities, create a development plan agree on a timeframe for reassessment

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

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

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…

CORE

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

Date

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.....

Workshop on Culture Evolution - Geneva September 2019