Job of the Future

UN-HLG Capabilities and Communication Group

WHY?

Why should we pay attention to the job of the Future?

At the World Economic Forum in Davos in 2018 Justin Trudeau said, "The pace of change has never been this fast, yet it will never be this slow again". Little did he know then the impact the Covid-19 Pandemic would have on all our lives, professional and private. Almost overnight, remote, and flexible working became a reality. Obstacles, which had blocked progress in developing flexible working policies, disappeared in the response to keep our economies moving. Technology was a key enabler of this transformation.

There is no doubt that technology is changing the way we work. In National Statistical Institutes (NSI), we are leveraging this to meet growing demands for a wider variety and more granular information. We are seeing Data Science and Engineering skills growing in importance. Upskilling and retaining are of crucial importance to ensure that we can sustain the pace of change. However, we are about to be challenged further. Generation Z are coming.

Generation Z represents those born since 1997. They currently represent a small proportion of today's workforce (estimated to be about 5%). This group are ethnically diverse, digitally savvy and have greater expectations of their workplace. They care more about work-life balance and personal well-being than income and brand reputation. Research shows that benefits such as paid time off, mental-health days, or activities that create a sense of community are essential for Gen Zero. NSIs will have to consider how other generations of workers will work with gen Z? How can NSIs balance the needs of all the generations to ensure the delivery of its strategic objectives? This challenge will grow in time, and therefore we should now be thinking about the *Job of the Future.*

Are we currently experiencing any symptoms?

Members of the subgroup gave some anecdotal information about how their NSIs may currently experiencing this problem. This feedback is summarised below

Observations

- High turnover of young people (<1 year)
- Quality of turnover - skillsets we want are leaving
- Boredom/burnout among those aged <35
- Structures do not support agile and flexible work
- Difference between what was promised and the reality
- Hierarchical structures do not support cross functional teams
- Do we communicate our position on corporate social responsibility?

The group wished to explore if any NSIs were experiencing symptoms and so we added a module on the job of the Future to the Future of Work Survey which was completed by 42 NSIs across the world.

WHAT?

A survey (see Annexe A) was completed by 42 NSIs on three key areas: Future of Work Toolkit, the Job of the Future and Reaching Youths. The second module, the Future of Work, was created to understand if NSIs were experiencing any of the challenges the group anticipated. The findings are included below with conclusions and areas for future work.

Recruitment Campaign

Introduction: The group wished to understand how NSIs advertised and targeted their recruitment campaigns. What kind of strategies are they engaging? Are they having difficulties filling roles?

Summary: The results from the countries that responded are summarised below:

- Many countries have regulations governing how recruitment campaigns are run.
- Many advertise on official websites and through Public Sector Recruitment services and some on official gazettes/papers.
- Some countries also advertise through social media (linked-in and Facebook being the most widely listed) but do not always state which platforms.
- Some countries e.g. Bulgaria do not engage with social media and countries like the UK engages on all platforms and has hiring 'Hubs'. This would represent the lower and upper levels of maturity.
- Some countries like Ireland, Hungary and the USA explicitly mention career fairs and graduate job fairs.

Conclusion: NSIs did not mention any difficulty in filling roles. The sub-group expected that this would be an issue. However, it may be worth exploring what diversity NSIs have in their roles. More mature NSIs engage different strategies to attract different generations and types of worker, for example, the ONS in the UK. While salary is important, employer branding and how the role is presented to different generations of workers is extremely important in attracting the best talent.

Future work: Provide guidance of the type of recruitment strategies which could be engaged to attract different generations of workers. Consider the diversity such strategies could deliver.

Induction

Introduction: The group was interested in the whether NSIs had induction programmes, what the content of the programme was. The purpose was to see if programmes were fit for newer generations of workers.

Summary: The results of the survey are summarised below:

- Most countries give new employees a job briefing and an introduction to the organisation in the first week of their employment. Some programmes are very detailed and structured e.g. Ireland, UK and Australia.
- In many countries, more advanced training is offered in the weeks after the first induction. Some rely solely on-the-job-training from colleagues or supervisors once the first induction is completed.
- A number of countries supply new staff with an employee handbook e.g. Poland, Russia.
- Some countries have mentoring programmes for new staff.
- Some e.g. Georgia do not have a programme but plan to develop one in 2023. Some simply do not have an induction programme e.g. Bulgaria, Finland.

Conclusion: Induction programmes are in place in some format in almost every NSI. Most, however, rely heavily on the line manager. The capability of line managers can vary substantially and therefore training the line manager appropriately is very important.

Future work: Investigate the content of the induction programmes. Are they suitable for all generations of workers? How much of the induction focuses on corporate responsibility? Provide guidelines on how to engage all generations during the induction programme.

Stay Interviews

Introduction: Instead of asking why an employee is resigning (exit interview), a stay interview focuses on what motivates the employees to stay in the organisation, what could be better about their work experience and how they envision the next stage of their career within the organisation.

Summary: Respondents were asked if they conducted stay interviews and if so, what questions did they ask. The results are summarised below:

- Many people mixed this up with an exit interview.
- Many countries e.g. Malta ask a number of questions on the advantages and disadvantages of working at an NSI as part of the annual performance management programme.
- The Netherlands have just begun conducting stay interviews, but they have no information to share just yet. New Zealand and the Ukraine also conduct them but gave no details.
- The USA do conduct stay interviews and gave us many of the questions[1].
- In Serbia, if someone hands in their notice, managers try to understand why they want to leave and encourage retention.

Conclusion: The majority of NSIs do not conduct stay interviews. Many confused them with exit interviews which are only triggered when an individual submits their resignation. Stay interviews are different in that they are designed to understand what the organisation is doing well and what would make a staff member leave the organisation. Stay interviews could fit quiet well into the Performance Management Systems (PMS) of

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[1] See Annexe A for questions

NSIs. The ONS in the UK includes 5 'stay' questions in their PMS while the US has a more detailed set of questions conducted separately from PMS.

Future work: Guidance on questions which could be asked of employees. Different options on how to implement stay interviews.

Staff Retention/Turnover

Introduction: Anecdotally, the subgroup felt that there were issues with staff retention and turnover. Respondents were asked for their annual turnover by year and age-group if possible. Analysis based on LinkedIn's data of half-a-billion professionals, shows the average turnover rate is 10.9%. Using this as a reference, we examined the results.

Summary: On this question many countries gave actual numbers of people leaving which made it difficult to interpret and compare results. See Table X in Annexe X for detailed breakdown.

- In Malta, turnover has been approximately 8% since 2018 and in the Netherlands, 10%, with this mainly due to retirements. Chile has a steady rate of approximately 12% annually.
- Poland experienced an increase in turnover from 6.9% in 2015 to 14.9% in 2019 before it fell back to 12.4% and 9.2% in 2020 and 2021 respectively.
- Estonia experienced something similar to Poland. In 2015, turnover was 9.8% which then rose t o 15% in 2019. It fell back to 7.4% in 2020 but rose again to 12.1% in 2021. Latvia too followed a similar trend to Estonia and Poland.
- Turnover for Canada was 13-14% since 2019. They did not seem to experience a drop in their turnover rate that other countries experienced during the pandemic.
- An analysis by age group showed that the UK may be the only country experiencing the first symptoms of generation Z. Turnover was 30.3% for those aged <25 a multiple of the rate for other age groups.

Conclusion: Many countries are at or below the 10.9% turnover rate estimated in the Linkedin analysis. The pandemic interrupted an upward trend in turnover rates for some countries. The UK was the only country we could see experiencing symptoms of generation Z.

Future work: Is there a quality versus quantity issue in relation to turnover? Conduct a deeper analysis of turnover by age-group. Consider what actions might be helpful for NSIs encountering these problems e.g. upskilling for more mature staff who have a lower turnover rates.

Exit Interviews

Introduction: An Exit Interview is conducted with an employee who is exiting the NSI. The main purpose is to learn where the NSI can improve itself. However, NSIs could use this opportunity to make sure employees leave feeling good about their service and, in some cases, to encourage the employee to stay under new circumstances.

Summary: Many of the respondents to the questionnaire do complete Exit Interviews. Of those who do complete interviews, Table X below lists the main reason they believe people leave. Some countries do not conduct exit interviews but list the main reasons they think people leave:

Reason	Low salary	Better career opportunities	More interesting or challenging or meaningful work	More modern/flexible working environments	Training opportunities
Countries who list it as a reason why staff leave the NSI	Bulgaria, Georgia, Malta, Sweden, US Census (77% left for salary reason), Serbia, Ukraine, Romania, Croatia, Estonia, Hungary	Malta, USA, US Census (82% left for career advancement), Hungary,	Malta, Sweden, USA, Ukraine, Finland	Malta, USA, Ukraine, Finland, Hungary	Malta, USA

Conclusion: Low salary is a significant reason why people exit NSIs. However, it is not the only reason. This is a positive finding as the majority of NSIs do not have control over salary. There may be a greater scope for NSIs to address the other reasons why people leave.

Future Work: Compile the key attractions of working for an NSI e.g. part-time/flexible work. Consider how the results here could be developed further to assist NSIs.

Younger staff

Introduction: This section will explore what NSIs are doing to attract younger staff to their organisation. It also looks at the initiatives that NSIs have for younger staff.

Summary: Results are summarised under two sections below:

- **How do you attract younger statisticians?**
  - Training, promotion & salary
  - Young Statisticians Club which has formal and informal activities
  - Professional internships with Universities and secondary schools
  - Mentoring Program that is open to all staff
  - Focus on entry talent in the UK –

- Summer work placements, a bursary scheme, Summer diversity internships
    - Offering interesting/meaningful work
    - Flexible working arrangements
    - Offering the opportunity to work on projects

- **Specific initiatives for new/younger staff?**
    - Junior statisticians' group – organise social activities or events, training seminars on gender equality and sexual violence
    - Young Statisticians Club which has formal and informal activities
    - Membership of professional organisations
    - Affinity groups
    - Mentoring
    - Free summer childcare, school support, financial childbirth support, extra holidays for parents (Hungary)

Conclusion: It is interesting that salary is mentioned under the section on how *do you attract younger statisticians*? This is a contradiction to what was revealed under the exit interviews where NSIs stated that employees leave for more money. NSIs do offer incentives to younger people but are they focussed on what Generation Z is looking for?

Future Work: What kind of incentives/initiatives could NSIs offer to attract younger staff, Generation Z? Should there be different incentives for different generations?

Equality, Diversity, and Inclusion

Introduction: In this section NSIs were asked about what kind of initiatives or actions they take to promote Equality, Diversity and Inclusion.

Summary: Fifteen countries had no policy or initiative in place, three had a policy/initiative in development and twelve had one in place. Some countries did not respond on this topic.

Types of initiatives/policies:

- National Commission for People's Equality certification (Malta)
- Code of ethics which deals with equal pay and treatment (Slovak republic)
- Compulsory e-learning on E,D&I (Sweden)
- E,D&I working group and community networks (Ireland, New Zealand)
- Inclusion & Diversity Knowledge articles, Diversity Networks (Australia)
- Affinity group Handbook (USA)
- Gender Policy, labour Policy and Social Policy (Mexico)
- Special Needs Policy (Serbia)
- Equality plan renewed every 3 years (Finland)

Conclusion: Many countries have not engaged on this topic or produced a policy or initiative. This will be important in the context of the Future of Work. Countries who have engaged had a variety of initiatives or policies in place. Some were more mature than others, but this suggests there could be an opportunity to provide guidance to those on lower levels of maturity.

Is it possible to create a maturity model on the implementation of E,D & I initiatives or policies?

Flexible Working Arrangements

Introduction: This section looks at flexible working arrangements. Do NSIs have flexible working policies? Do staff have options to work when and from where they wish?

Summary: The majority of respondents (26 countries) have arrangements or a policy in place, 6 have no policy/arrangement while 6 countries did not reply.

Of the 26 countries who have policies in place, there was a broad range of flexibility available. Some countries offer:

- flexible start and finish times with core hours where staff had to be available in person while some countries extended this arrangement to those working remotely.
- their employees the opportunity to work form another country for up to 6 months (New Zealand only).
- an almost exclusive remote working arrangement with ad-hoc attendance onsite.
- a split week arrangement between on/off site.
- the opportunity to work at alternative sites.
- more flexible arrangements during lockdowns e.g. working hours around childcare commitments.

Conclusion: There is no doubt that the pandemic influenced the speed at which NSIs developed policies or put arrangements in place. NSIs took a range of approaches to this, some more mature than others.

Future Work: A maturity model may be useful here too. Some countries are very advanced in terms of their arrangements and policies while some are only starting out. It may be useful for those earlier in maturity to learn from the experiences of those who are ahead of them.

Flexible Work Practices

Introduction: This section is focussed on flexible work practices. Have NSIs incorporated flexible practices e.g., Agile, project-based work, cross functional teams?

Summary: 19 countries have flexible work practices, including;

- Project based work
- Cross functional teams
- Agile working framework
- Hybrid meetings
- Working groups on specific topics
- Autonomous teams
- Project Management tools/support

Conclusion: Many countries have not engaged or shared if they have flexible work practices in place. The Future of Work will require this style of work if NSI's are to continue to be an attractive place to work.

Future Work: Guidance on Flexible work Practices, their implementation and impact.

Next Steps?

So where to next? How can NSIs anticipate and prepare for the job of the future? If the NSI focus is attracting Gen Z, our research would suggest the initial focus should be on implementing D&I policies, work life balance and corporate responsibility. If it is on retention of existing staff our research suggests focussing on stay interviews and flexible working arrangement/practices.

Some countries, like the UK, are beginning to the feel the impact of Generation Z while many have yet to experience it. A list of potential areas of further work for the UNECE-HLG MOS are outlined below:

Recruitment	Guidance on recruitment strategies which could be engaged to attract different generations of workers.
Induction	Provide guidelines on how to engage all generations during the induction programme.
Interviews	Offer examples of stay and exit interview questions and guidance on how to use both effectively
Equality, Diversity & Inclusion	Offer guidance on the development of policies/initiatives
Flexibile Work	Develop a maturity model on flexible work practices/arrangements to assist NSIs to develop

Annexe A Stay Interview Questions

Stay interview Questions (provided by the US Census Bureau):

1. What made you choose the Census Bureau as a place where you wanted to work?
2. Overall, how satisfied, or dissatisfied are you with your career at the Census Bureau?
3. What are the reasons you are dissatisfied with your career?
4. Have you ever considered leaving the Census Bureau?
5. Are you currently considering leaving the Census Bureau?
6. What were the reasons you considered leaving?
7. What are the reasons you chose to remain at the Census Bureau?
8. What would make you change your mind about leaving the Census Bureau, if anything?
9. You indicated you are dissatisfied with the recognition you receive for your work. How would you like to be recognized?
10. What are the biggest advantages or benefits you get from working at the Census Bureau?
11. Thinking about the work you do at the Census Bureau; do you find your work personally meaningful?
12. What would make your work more meaningful to you if anything?
13. Which statement best describes your career opportunities at the Census Bureau?
14. What kinds of career opportunities would you like to pursue?
15. In your opinion, what would help you to be more successful at taking advantage of career opportunities at the Census Bureau?
16. Which statement best describes your relationships with your co-workers?
17. When you think about employers, how would you rate the Census Bureau on a scale of 1 to 10.
18. Do you have any suggestions for how the Census Bureau can improve as an employer?
19. Is there anything else about your experience at the Census Bureau that you would like us to know?

Annexe B Annual Recruitment

NSIs were asked to give details of their annual recruitment metrics.

How many staff are recruited annually? This was often given as figure on its own rather than as a proportion of the overall workforce, so it was difficult to interpret.

Next phase be more prescriptive about what we want from the NSIs

Annexe C Turnover

Country	Turnover (%)
Malta	8% on average since 2018
Netherlands	10% mainly due to retirements

UK	Turnover 2021 <25: 30.3% 25-34: 13.1% 35-44: 8.3% 45-64: 8.2% Leavers Jan 2020 - December 2020: 362 <25: 86 25-34: 79 35-44: 57 45-64: 140 Leavers Jan 2021 - December 2021: 621 <25: 141 25-34: 199 35-44: 99 45-64: 182
Serbia	2015; 0 joined 18 left 2016; 1 joined 26 left 2017 15 joined, 22 left 2018 11 joined; 24 left 2019 5 joined 22 left 2020 4 joined, 16 left 2021 25 joined, 21 left
Poland	Annual turnover by year (2015-2021)* 2015 – 6,88 % 2016 - 8,4 % 2017- 9,21 % 2018- 12,82 % 2019-14,92 % 2020-12,41 % 2021- 9,19 % *Formula: turnover = [number of employees who left in the given period/(number of employees at the beginning of given period + number of employees at the end of given period) / 2] x100
Chile	12.3% annually
Latvia	2015 - 9% 2016 - 12% 2017 - 14% 2018 - 13% 2019 – 11% 2020 – 8% 2021- 11%
Hungary	2015; 3.8% 2016, 4.3% 2017; 7.2%; 2018; 7.5% 2019 8.2% 2020; 4.2% 2021; 5.9% (to note this excludes those fired or retirees)

Estonia	2015=9.8%, 2019 = 15%,	2016=10.0%, 2020 = 7.4%,	2017=10.9%, 2021 = 12.1%	2018 = 11.3%,
Norway	2021: <25: 0% 25-34: 3,5% 35-44: 1,7% 45-64: 1,1% >65: 2,2% Total: 8,4% 2020: <25: 0% 25-34: 1,9% 35-44: 0,6% 45-64: 1,3% >65: 3,3% Total: 7,2% 2019: <25: 0,1% 25-34: 2,2% 35-44: 0,9% 45-64: 1,4% >65: 1,8% Total: 9,7% 2018: <25: 0% 25-34: 2,0% 35-44: 1,4% 45-64: 2,5% >65: 2,7% Total: 8,6% 2017: <25: 0% 25-34: 1,6% 35-44: 0,9% 45-64: 2,4% >65: 3,2% Total: 8,2% 2016: <25: 0% 25-34: 0,9% 35-44: 0,7% 45-64: 1,4% >65: 2,8% Total: 6,8% 2015: <25: 0% 25-34: 1,1% 35-44: 0,9% 45-64: 2,3% >65: 2,5% Total: 6,8%			

| Canada | The annual turnover rates are as follows (note that fiscal years are used rather than calendar years):• 13.9% in 2019-20• 13% in 2020-21• 14.1% in 2021-22 |