

Understanding an Emerging Workforce Trend

Barbara Davison
Odyssey House Auckland



Competing for Talent

Why?

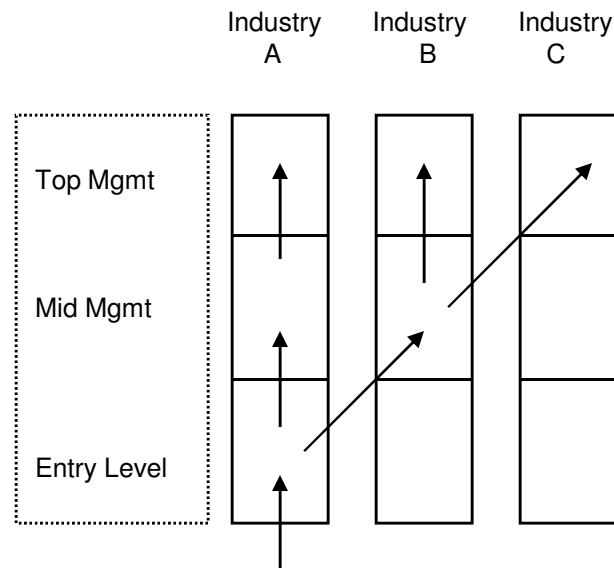
- Demographic & Workforce changes
 - *Shortage of workers* -reduction in the number of people willing and able to enter paid employment, due to a changing demographic profile.
 - *Participation rates* - becoming more diverse, fitting changing opportunity patterns in work, and also life choices.
 - *Ageing population*
 - *Increased diversity*
- Increased Competition

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Trend

Career Paths – shifts in thinking

Job for life vs numerous careers over a range of industries



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Changing views/values:

Responsibility for career development

Organisation driven vs Taking care of their own careers

Job Security

Employer vs Employee responsibilities

Job Change

Negative vs Positive

Loyalty

Tenure vs Level of Contribution (performance)

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Advancement

Tenure vs Merit

Innovation

Day to day direction vs creative thinking and improvement

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Shift in thinking creates a need for

Innovation

Focus on people strategies

Examples

Employer of choice – long term planning – brand management

Recruiting for attitude training for skill

Redesigning jobs and work practices i.e. changing nature of job positions



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Examples

Graduate programs – rotation between different jobs

Leadership rotational programs – rotation between different leadership positions

Different staffing models – flexi time, contracting

Work /Life balance – 4 day weeks, gym memberships



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Discussion

How do we compete as a sector? As individual organisations?

What are the issues that result from a shift in thinking regarding career paths?