

Service Sector Workforce Plan – Embracing manaakitanga

Upskilling and reskilling for the future of the service sector

Purpose

To support the development of Ringa Hora's Workforce Development plan by distilling the evidence gained from the Hinonga Kōkiri/Head Start project.

This project gathered stakeholder perspectives from 16 service sectors on:

- ▶ how COVID-19 reshaped vocational pathways and business, and
- ▶ what people and skills, training, and learning pathways are needed to get a 'head start' to COVID-19 recovery.

Key themes

- ▶ The need for resilient businesses and employees in the face of disruption and change
- ▶ The value of people-facing service roles, and the breadth and depth of skills, knowledge and attributes required for these roles

- ▶ The need to upskill, reskill and cross-skill, and the critical importance of transferable skills – for individuals, workplaces and across industries.

All of these require innovative and inclusive ways of gaining, credentialising and further developing the required skills.



Ringa Hora's role

Skills leadership

Work with iwi, government agencies, industry groups/associations, and employers to understand the skills that are needed and address future workforce needs

Standard setting

Set industry standards

Qualification development/moderation

- ▶ Lead the development of industry qualifications
- ▶ Assess training provision against these industry standards



What the services sector told us about the impact of and response to COVID-19

- ▶ How the labour market has been impacted by:
 - ▶ COVID-19 – labour and skills shortages
 - ▶ New markets/customer expectations
 - ▶ New ways of working
- ▶ The importance of developing and maintaining the pipeline/career pathways
- ▶ 'Flatter' organisations mean less capacity for training
- ▶ Perceptions of service sectors ranging from 'essential' to 'reviled'
- ▶ The need for new ways of working with aggression/anxious customers/clients/public
- ▶ How to attract new workers/retain existing
- ▶ Need for 'professionalisation'

Changed/emerging/new skill sets (capabilities) are required along with wider skill sets including:

- ▶ Resilience
- ▶ Cultural capability
- ▶ Digital skills
 - ▶ In the workplace
 - ▶ Doing the job/engaging with customers
 - ▶ Training and development
- ▶ Higher level critical thinking/problem solving skills
- ▶ Management/team leader/supervisor
- ▶ Working remotely
- ▶ Managing stressed and anxious staff
- ▶ Working in a changing regulatory environment
- ▶ Flexible and multi skilled workforce
- ▶ Generic skills – literacy and numeracy, digital literacy
- ▶ Include soft skills, employability skills, non-cognitive skills and transferrable skills

How and where would they like these skills to be delivered/packaged/assessed

- ▶ Marae-based
- ▶ On-job
- ▶ Online
- ▶ Bite-sized
- ▶ Stackable



What the services sector expectations are from Ringa Hora

- ▶ Develop ways of working and networking in a partnership way with all of those involved in the sector to determine the skills required and the ways in which packages of skills can meet iwi, industry, workplace, and workforce needs
- ▶ Understand more about what the skills required for recovery actually are
- ▶ Understand the market demands
- ▶ Understand more about what the call for diversified ways of working means in practice and the knowledge, skills and capabilities required for this

- ▶ Work with others to determine:
 - ▶ the clusters of knowledge and skills required in the COVID-19 recovery environment
 - ▶ the capabilities (transferable skills, e.g. digital, problem-solving, critical thinking, management) and how they might be described in standards
 - ▶ the cultural capability required for working across the services sector

- ▶ Develop qualifications and endorse programmes that respect te ao Māori and:
 - ▶ describe knowledge, skills and capabilities
 - ▶ can be stand-alone micro-credentials or packaged in different ways to build towards qualifications
 - ▶ integrate meaningfully into programmes of learning in, provider settings, workplaces and marae-based settings
 - ▶ can be adapted to meet national, regional and local skill and sector needs



Dependencies

- ▶ Government enablers:
 - ▶ policies – immigration, border reopening, employment, education
 - ▶ legislative and regulatory frameworks
 - ▶ promotion of service sector roles
- ▶ Collaborative opportunities for iwi-led, localised, holistic approaches
- ▶ Promotion of service sector roles by all of those involved
- ▶ Perception of services sector as a career

- ▶ Consultation with and agreement by iwi, industry and workplaces on the skills required for a COVID-19 recovery reset
- ▶ Iwi, industry, and workplace buy-in to a standard-setting process

- ▶ Changing mental models of:
 - ▶ what attests to skills
 - ▶ qualifications – how they are packaged and delivered
- ▶ NZQA requirements and rules
- ▶ Workplaces afford opportunities for training and provide the requisite career pathways
- ▶ Workforces see the need for and have the capability and capacity to train