



Re(imagining) the future of the public service workforce

Professor Helen Dickinson
h.dickinson@adfa.edu.au
@drhdickinson



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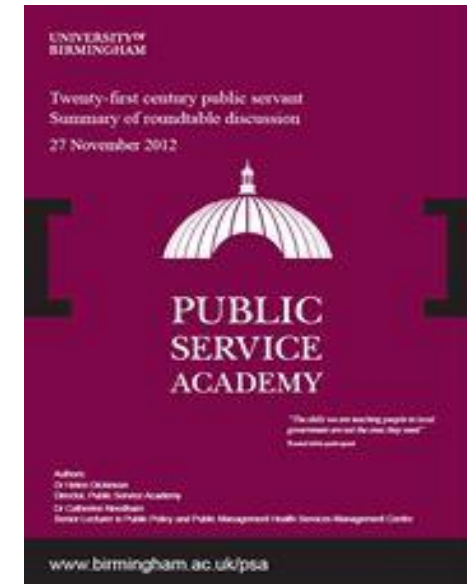
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Future of public service work

1. What governments do is changing and this has implications for how we do things.
2. Nature of work is changing
3. Also, the tools of work are changing

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The 21st Century Public Service Workforce:
Eight Lessons from the Literature



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The external environment is changing

- Globalization
- Rise of digital tech
- Decreasing trust in public institutions
- Changing population demographics
- Budgetary pressures
- Increased complexity of social problems
- More demanding citizens
- Polarization of politics

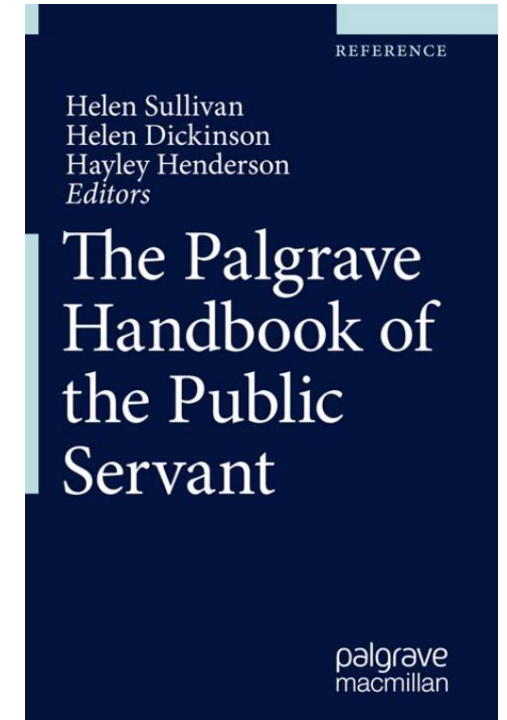


Who are public servants and what do they do?

Employed directly by government.

Policy/service-related roles

Creator of public value



Existing public service roles

Expert - Exercises judgement in decision making, drawing on relevant skills and experience.

Regulator - Assesses performance of resources against standards.

Engager - Works to better understand the needs and drivers of the general population and feed this into decision making processes.

Reticulist - Develops and uses networking skills to identify new sources of expertise and support and/or to bring together agents who together can achieve desired outcomes.



New public service roles



Commissioner - Involves the full set of activities from needs assessment to service delivery and evaluation.



Curator - Keeping, overseeing and interpreting values, cultures and institutional memory.



Foresighter - Applying vision and imagination to strategic thinking and anticipating future shifts in the operating environment.



Storyteller - Authoring and communicating a coherent narrative about what the new world will look like.



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Public Service Skills

Technical	
	Analytic
	Decision making
	Administrative
Human	
	Inter-personal
	Communication
	Co-production
Conceptual	
	Diagnostic
	Flexible
	Design



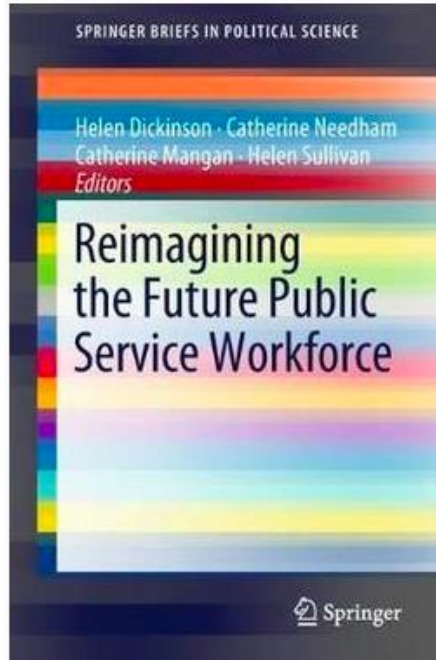
Helen Dickinson and Helen Sullivan



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The changing nature of work



- Length of work life
- Part time and casualisation of work
- Flexibility of work – where, when, how
- Career chapters
- Portfolio careers

Future of Work Literature Review: Emerging trends and issues



Report prepared for the
Australian Tax Office and
Department of Home Affairs



September 2021

Authors: Sue Williamson, Alicia Pearce, Helen Dickinson, Vinodhya Weerasinghe, Fiona Bucknall

Here comes the Great Resignation. Why millions of employees could quit their jobs post-pandemic

ABC Radio National / By [Lisa Leong](#) with [Monique Ross](#) and [Maria Tickle](#) for [This Working Life](#)

Posted Fri 24 Sep 2021 at 6:00am, updated Tue 28 Sep 2021 at 11:44am



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News, views and analysis of government in Australia

WORKFORCE



Judy Skatssoon

Is it time for a public sector workforce 'right to disconnect' clause?

18 October, 2021



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Tools of work are changing

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ROBOTS AND THE DELIVERY OF CARE SERVICES



What is the role for government in stewarding disruptive innovation?

9 November 2018
Helen Dickinson, University of New South Wales, Canberra
Catherine Smith, Graduate School of Education, University of Melbourne
Nicole Carey, Designing Emergence Laboratory, Harvard University
Gemma Carey, Centre for Social Impact, University of New South Wales, Sydney

Funded by the Australia and New Zealand School of Government



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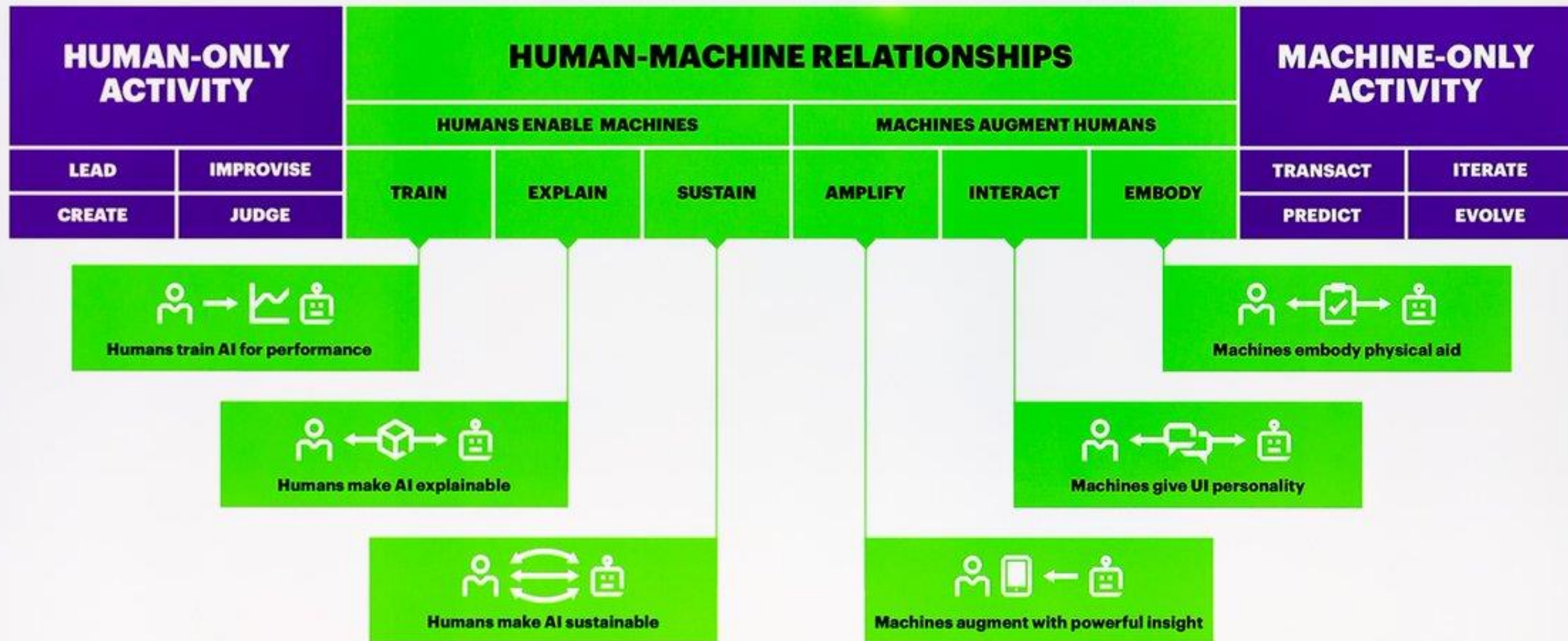
- Although technology can produce some great impacts, they are also significant limitations and even dangers in some circumstances
- Australian Human Rights Commission (2018) notes, *'like any tool, technology can be used for good or ill...modern technology carries unprecedented potential on an individual and global scale. New technologies are already radically disrupting our social, governmental and economic systems'* (p. 7).
- Who feels these negative implications? Are the felt equitably?



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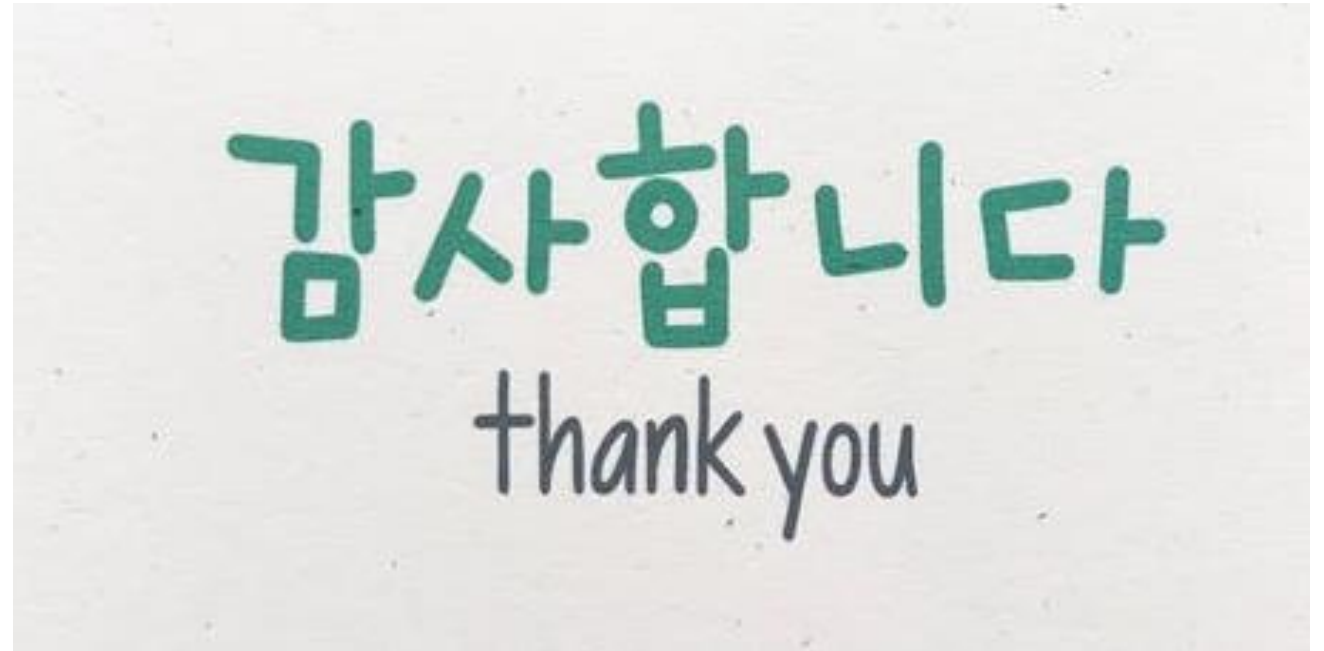
THE MISSING MIDDLE



Professor Helen Dickinson

H.Dickinson@adfa.edu.au

@drhdickinson



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