



Organisations today are facing increasing pressure to operate as social enterprises – companies with missions that combine profit-making with the need to respect and support the environment and stakeholders. Just as businesses are facing growing pressure to balance performance with social responsibility, public sector organisations are facing similar demands from citizens and communities.

As the private sector responds to this demand, government and public sector organisations have an opportunity to revitalise their role as the “original” social enterprises – institutions dedicated to serving society at large.

This shift requires public sector organisations to have a determined focus on building social capital by engaging with diverse stakeholders, listening to internal and external trends, reviving a sense of mission and purpose within their organisation, and managing increased societal expectations.

A new leadership mindset

Behaving as a social enterprise involves an unprecedented level of cross-functional vision, connectivity, and collaboration from public sector executive leaders.

The rise of the social enterprise aligns with the publication of “Our Public Service 2020”; the overall strategy for development and innovation in the Irish Public Service to 2020 and beyond. This framework acknowledges the importance of collaborative working across the workforce and the need to support the development of our public servants and our public service organisations. In doing so, the strategy acts as a positive indicator of the Irish public service’s intent to move forward in its transformation journey and to leverage examples of good practice as the future of work changes.

The Deloitte 2018 Human Capital trends survey is the largest to date – this year we surveyed over 11,000 businesses and HR leaders across 140 countries, including 857 public sector organisations globally. This report accompanies the Deloitte 2018 Global Human Capital Trends Report and sheds light on the trends that are most pressing for Irish public sector organisations. The results reveal how the public sector perceives, and is responding to profound forces that are reshaping the workplace, workforce and work itself in the 21st century.



Key trends identified by the Irish Public Sector

Presented below are the top trends that emerged from Irish Public Sector respondents:

01

People data: How far is too far?

Data is becoming more readily available thanks to technology, and leveraging insights from data analytics can prove critical to meeting business objectives. People data came in as the top trend for the Irish public sector,

with
93%

rating it as being important or very important

46% describing their organisation's use of people data as playing an increasing role in organisational decision-making. While capturing and harnessing data to make decisions has numerous benefits for an organisation,

83%

of respondents stated that the ability of measuring and analysing their talent data is at an operational reporting level (costs, utilisation, compliance).

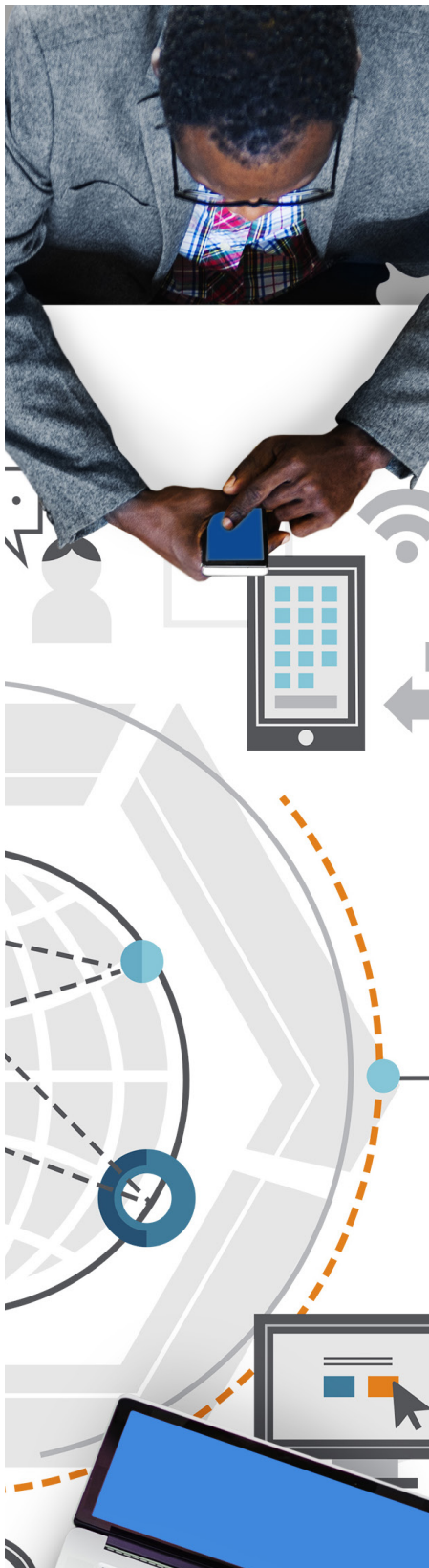
This avalanche of data can carry heightened risk with respect to privacy and security, and many organisations are operating at different levels of maturity in this area. The arrival of the General Data Protection Regulation (GDPR) early in 2018 has influenced Irish citizens to become increasingly mindful about their personal data being requested, retained and used for the right reasons, and public sector organisations must act appropriately to handle data in a respectful and transparent manner.

What can the public sector do?

Public sector organisations are encouraged to continue investing in data analytics to inform decision-making, produce greater insights and enhance planning capabilities. Leaders can make the most from these investments by upskilling their employees in the analysis and interpretation of data in order to understand organisational challenges and arrive at informed conclusions.

Alongside these investments in data analytics, the public sector should also ensure they have adequate security and safe-guarding mechanisms in place for personal data. Organisations can take action by involving both IT and HR stakeholders to develop a comprehensive people data strategy that outlines the steps they will take to realise the benefits of data while minimising and managing potential risks.





02

The symphonic C-suite: Teams leading teams

Unified leadership has the power to create a culture of collaboration that enables organisations to achieve their missions. In the “Our Public Service 2020” publication, the need for and importance of collaboration in meeting the public service’s objectives is clearly laid out in the strategy, with reference to the need for “whole of government collaboration” and the establishment of the Public Service Leadership Board (PSLB).

Most C-suites globally have yet to evolve into a collaborative force.

In the Irish public sector, approximately

50%

of respondents stated they collaborate on a daily basis with other leaders, and close to 54% believe C-suite leaders are becoming increasingly interdependent.

At a time of increased digital disruption and emerging multi-faceted challenges, there needs to be even greater levels of collaboration in public sector leadership teams to facilitate the agility, coordination, and cross-functional project environment to respond effectively to these complexities.

What can the public sector do?

In order to tackle the evolving challenges of the public sector, it is critical for leaders to continue to come together and pave the way forward for cross-functional vision and collaboration. By re-imagining as a team sport, leaders can make the most of the skills and expertise that exist across the public sector at every level and foster the desired ways of working across functions.

Cross-functional projects are becoming increasingly necessary in the public sector to meet the evolving and growing demands of citizens and communities. Public Sector leaders need to be agile, creative and collaborative in order to lead successful cross-functional projects where a holistic approach is at the heart of the solution. Leaders can achieve this shift by incorporating teamwork into their daily routines, prioritising cross-functional projects and information sharing, and creating leadership development opportunities at every level of the organisation.

Citizenship and social impact came in as the third top trend for the Irish Public Sector with

83% of respondents rating it as being very important or important.

Leaders are finding that in this time of heightened social and political awareness, and lower satisfaction in public institutions, expectations are mounting for them to be good citizens both inside and outside of work. While the importance of building social capital in the marketplace has never been clearer,

only **52%**

of respondents said their organisations are ready to navigate citizenship and social impact.

Irish organisations need to reconstruct the way they work to align with the increasingly high and varied expectations of a diverse workforce. While millennials are a predominant force in organisations today, older workers constitute an important demographic with significant experience and institutional knowledge to contribute.

Globally, **15%**

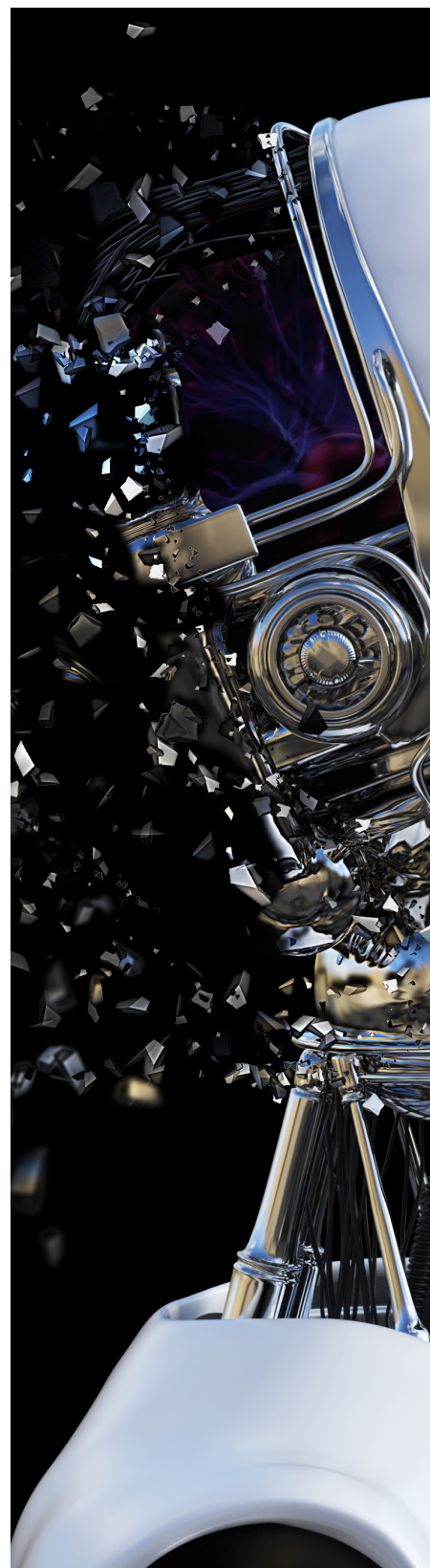
of organisations are creating special roles for older workers in their workforce

and 20% are partnering with older workers to develop new career models. Investing in these efforts to engage workers across generations can go a long way for the Irish public sector, considering the reality of an aging workforce and the risk of losing tremendous knowledge and experience from this demographic in the coming years.

What can the public sector do?

It is imperative that public sector organisations focus on effectively integrating citizenship into their strategies and delivering on their social commitments to the wider community. As the 'original' social enterprises, the public sector is well positioned to demonstrate that citizenship is a core part of their identity, culture and ways of working. This means making citizenship and social impact a C-suite level priority, communicating an authentic strategy that reflects this priority, and holding organisations and leaders accountable for their results and behaviours.

The Irish public sector can also look inwards to make sure that employees of all generations are engaged and supported in having meaningful careers. Organisations must actively change their perceptions and start viewing a multi-generational workforce as an advantage that can be tapped into. Public sector leaders are encouraged to try new workforce strategies and management approaches that appeal to a multi-generational workforce and enable them to build social capital within their organisations.





04

21st century careers: From careers to experiences

The days of having a job for life with set roles and responsibilities are fading - fast. Rapid advancements in technologies and team-centred business models are challenging organisations to create new career models and experiences for their employees. Today's employees want continuous learning, on the job training, control over their career, and increased responsibility. Unfortunately, not all organisations seem ready to accommodate these changes effectively;

Globally, **47%**

of survey respondents consider building new career models and skills to be very important

yet only 9% indicate they are very ready for the challenge.

In Ireland, there is room for public sector organisations to explore new career models and opportunities to develop skills of the future. 68% of respondents have career models that still progress up through the standard organisational hierarchy. When asked about the effectiveness of their current organisation in empowering employees to manage their career, 37% of respondents said their organisation was effective and only 5% said their organisation was very effective. A further 33% reported that their organisation uses exposure to high performing peers, internal coaching or mentoring, and facilitation of external coaches or mentors as their strategy for people development.

What can the public sector do?

Public sector organisations must understand the future skills requirements of employees when planning an attractive experience-based career offering to attract, develop and retain top talent. By identifying the new skills that will be required to operate successfully in the future, organisations can effectively plan and implement concrete actions to transform their offerings and programmes to deliver the right skill and capability building opportunities.

Government agencies should also consider steering away from the traditional, hierarchal career model and move towards embracing diversity – both in employee experiences and careers available to people – and lateral movements across organisations as part of career development programmes. In doing so, public sector organisations can better meet rising employee expectations, deploy skills effectively across functions, and retain talent in an increasingly competitive marketplace.

Conclusion

This year's trends have made evident that the key issues facing the Irish public sector are predominantly of a social nature. Public sector organisations can take action now and prepare themselves for the challenges that lie ahead by investing in data analytics capabilities, fostering greater collaboration within senior leadership, capitalising on the value of a multigenerational workforce, and revamping their career and development offerings to talent.

If Irish Public Sector organisations succeed at realigning the way they work to match the needs of employees and society, they can enhance their ability to attract, retain and engage critical workers. If they fail, their reputation and employee retention may be in jeopardy.

Leaders must start to think, act and react differently to be successful in this future of work. Deloitte works with government organisations in over 150 countries to help plan for and manage these forces that are reshaping our workforce, workplace and work itself. We have supported public sector bodies with complex, large-scale transformational programmes and are positioned to continue to help organisations get the most from their people strategies.



**For more information about how
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take on the trends, please contact:**



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