

# Local Government Recruitment and Retention

October 2005



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# Executive Summary

## Background

Local government has a crucial role to play in creating sustainable communities. It has the responsibility to lead the local community, reflecting and responding to the needs and priorities of the local people it serves. It brings together a wide range of services to deliver the outcomes that matter to local communities. Moreover, it is democratically accountable to all citizens, balancing the interests of individuals and groups with those of the wider community.

The Society of Local Government Managers (SOLGM) is a professional organisation for local government managers with the vision of:

*‘Professional quality leadership by the Society’s members producing better local government managers’*

SOLGM has approximately 555 members (full, honorary and life members) throughout all local authorities in New Zealand. SOLGM members include Chief Executives and their direct reports from these organisations. In total SOLGM represents an estimated 20,000 employees working in local government<sup>1</sup>.

SOLGM is committed to supporting better local government management in New Zealand to ensure the continued delivery of and improvement in New Zealand’s public services. To support this aim, SOLGM commissioned research with the following objectives.

## Project Objectives

Deloitte was commissioned to provide the sector with the information needed to improve the recruitment and retention of core human resources. Information was required to address:

- An understanding of the areas in which local authorities are currently faced with skill shortages and where future gaps may be;
- An understanding of the perceptions held of local authorities as an employer; and
- Indicators and recommendations as to where SOLGM and local authorities should focus their recruitment and retention efforts in the future were also sought.

## Research Methodology

A multifaceted research approach was adopted whereby secondary, qualitative and quantitative research methodologies were integrated to address the research questions. The research methodologies for this project are summarised below:

- Literature review and research of currently available material, including industry reports, general literature, and research material about local government recruitment and retention issues and overseas skill shortages and labour market trends;
- A workshop with local government representatives and relevant industry representatives (NZPI, IPENZ, INGENIUM and the Department of Labour), to discuss and outline the specific skill shortage areas and the future outlook for local government;

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<sup>1</sup> Statistics provided by Local government New Zealand estimate the number of full time equivalent staff in Local government authorities to be 18, 587 (figures as at June 1997 - <http://www.lgnz.co.nz/faq/staff>). Statistics New Zealand Business Frame (BF) estimates that approximately 23, 875 employees are employed by Local government authorities; employees include all salary and wage earners (figures as at 2004).  
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- Design and implementation of HR questionnaire to 52 SOLGM members to verify the first stage results, and measure the skill gaps apparent across the sector.
- Interviews and focus groups with appropriately skilled individuals, careers advisors and tertiary and secondary school students to assess reasons behind career choices, perceptions of local government and specific factors that influence career decisions; and
- A quantitative survey of potential employees (i.e., tertiary students and appropriately skilled professionals working elsewhere in the industry), to understand the perceptions held of the local government sector.

## Research Results

### *Critical Skill Shortage Areas*

The research results highlight that skill and labour shortages are widely prevalent across New Zealand local authorities. Although, it is acknowledged that some councils suffer more severely from these problems than others (for instance, some smaller and/or remote councils consistently struggle to attract sufficient candidates). It is widely recognised that specific job areas critical to local authorities are becoming increasingly more difficult to fill. The under supply of engineers (roading, traffic, and asset management), building control officers, and planners is of paramount concern to the sector. The impact of the skill shortages means that work is being delayed and some projects are not even commencing. In addition, this has a ripple effect of creating negative public opinion and diminishing the attractiveness of local government as an employer. The key shortages identified from the research are as follows:

- Of all councils surveyed, 55.8% identified ‘building control’ as the position to be most affected by the current skill shortages. This was followed by civil engineering - asset management and civil engineering - roading – which at least 45% of all councils identified as positions severely affected.
- Senior resource planner, senior executive engineering, civil engineering - utilities, IT specialists, policy analysts, graduate engineers and environmental consent officers were also identified as critical skill shortage areas by 25% to 50% of respondents.
- In terms of actual vacancies, the positions of civil engineering – asset management, civil engineering – roading and traffic, senior environmental / resource planners, building control officers, environmental consents officers, monitoring / compliance officers and IT specialists are more difficult to fill.
- Of all local authorities surveyed, 79.5% had vacancies during the survey period, which serves to underline the seriousness of the problem today, let alone in the future.
- Furthermore, a solid majority of local authorities identified that severe skills shortages were acutely present in engineering, planning, and regulatory areas and the majority believed that this would not change in the near future.

### *Critical Skill Set and Knowledge Areas*

In terms of critical knowledge areas, the local authorities surveyed had the greatest difficulty finding candidates with asset management skills, change management skills, strategic thinking (big picture skills) and contract specification skills. The research results also clearly emphasise that there is a greater need for people management skills in the sector. Respondents acknowledged that the current and future operational environment meant that valuing staff “so they don't want to leave” would be crucial.

Adaptability, leadership and flexibility were mentioned by numerous respondents as areas for future focus. As one respondent emphasised “Local government must be flexible and well organised to continue to meet and deliver on LTCCP’s<sup>2</sup>”. Demands for in-depth knowledge of the legislative frameworks, and greater demand for quality assurance in legislative compliance were also seen to be important knowledge areas.

The research also indicates that strategic planning skills would become increasingly important in the sector, due to the rationalisation and amalgamation of services which would require sound strategic planning to be in place.

#### *Contributing Factors to Local Government Skill Shortages*

The key external contributors to the current shortages in local government were identified to be the labour market environment (in terms of increased competition for skilled employees), the public perception of local government and the lack of industry training available. However, while these wider external or macro market factors are important, the research also pointed to internal organisational culture and work conditions being just as influential in contributing to labour and skill shortages, with the research emphasising high workloads, stress and internal levels of bureaucracy.

Generally it was felt that the most beneficial strategies and / or actions that need to be adopted to address the skill and labour shortage are to:

- Provide career incentives – 21.1% of respondents ranked this as their top strategy and / or action;
- Increase training programmes – 9.6% identified training as a key action for rectifying the skill and labour shortage; and
- Increase internal trainee training given to existing workforce – 11.5% ranked this as their number one option.

The results also indicate new initiatives to be developed, with many respondents acknowledging the need to: expand recruitment channels; forge stronger relationships with universities; develop a national graduate recruitment programme; investigate the feasibility of developing a specialised qualification in local government and share models of best practice.

#### *Perceptions & Image*

The research results produced a diverse array of responses in terms of the perceptions and image held of local government. When asked for their first thoughts of local government respondents showed diverse perceptions, including:

- *“I think of the city councils, and their many public spats with each other that get splashed across the newspaper. Hard not to get an impression of childish, self-interested people”.*
- *“Valuable and integral part of society. Responsible for maintaining and promoting regional/local interests and enterprise, and ensuring vital infrastructure is maintained”.*
- *“Who are they?”*

Overall, local government as an employer appeared to suffer from negative impressions about bureaucratic processes. The fact that local government is strongly community orientated and focused on making proactive change to communities was overshadowed. 88.2% of private sector employees and 77.4% of students chose ‘bureaucracy’ as the defining characteristic of local government.

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<sup>2</sup> Long Term Council Community Plan (LTCCP)  
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Such negative perceptions meant that only 7.9% of private sector employees and 9.6% of tertiary students strongly favoured the local government sector as an employer. Branding strategies are critical to ensure that these perceptions are addressed so that the local government sector can better attract high calibre candidates.

In terms of positive perceptions as an employer: 49.5% of students, 56.6% of private sector employees and 23% of local government employees viewed the private sector as a favoured employer.

In order to delve more deeply into how local government is perceived as an employer, respondents were asked to evaluate a series of statements regarding what local government may or may not be like. A number of interesting results were revealed.

The most notable points were that:

- 35.7% of students, 50% of private sector and 52.1% local government employees strongly disagree with the statement that 'Local government doesn't offer graduate positions'. This result highlighted the fact that there is only a moderate level of knowledge that local government offers employment opportunities for graduates. Therefore, work still needs to be done to raise awareness further.
- 58.3% of students and 77% private sector employees strongly to moderately agree that local government encourages a 'poor work ethic'. This finding emphasised the importance of marketing and / or branding campaign to counteract these impressions.
- Only 15.7% of students, 17.1% of private sector and 30.0% local government employees strongly agree that local government encourages professional development.

Interestingly, local government employees were more negative towards their own (local government) work environment and remuneration levels than students and private sector employees. 21.7% of students and 18.4% of private sectors employees strongly agree that local government offers a challenging work environment. In comparison only, 15.5% of local government employees held this opinion and only 8% felt that local government offered competitive remuneration. This result highlights the importance of regular reviews of local government remuneration packages, alongside the marketing of the challenges and rewards that working in local government presents.

#### *Awareness*

The results outline that the best means of improving awareness of local government employment opportunities is through graduate recruitment seminars, advertisements in specialist publications, advertisements in national newspapers, and specialised local government brochures.

#### *Future Outlook*

The results suggest that under current council strategies the degree of difficulty encountered within recruitment is not likely to change. In fact, local government respondents view the next five to ten years as highly difficult with very little indication that circumstances will change.

The remarks from the one day workshop with local government representatives emphasised that continual change was inevitable. The drive for continued rationalisation of public services will result in increased pressure, and the changes likely in the ownership and management of major infrastructure will change the nature of local government. The implication of such change is the increased pressure for local authorities to amalgamate.

Furthermore, central government will continue to impose reactive legislation upon local government creating greater pressure on staff. To overcome the variable quality of local government performance and the obvious difficulty which many local authorities are still having in coping with a dramatically

changed operating environment, strong leadership and management will be vital. The recruitment and retention of skilled talent at an executive level therefore becomes increasingly pivotal for the future.

## Conclusions and recommendations

The results emphasise that the local government sector must work hard to build an appealing brand, an appealing employment experience, and an appealing career pathway for candidates wishing to actively pursue a career in local government. Although, local authorities clearly need to have in place their own recruitment and retention policies to resolve local issues within the context of local priorities and labour markets. There are also strong advantages in addressing the more wide ranging issues on a national basis. The strategic aim for all local governments across New Zealand should be to become an employer of choice and to be able to recruit, develop, motivate and retain employees capable of delivering high quality, best value service to the communities they serve.

The paper concludes with an overview which highlights the consistent themes throughout all phases of the research and how these can be implemented in the New Zealand environment. These key priority areas for local government are:

1. **Local government working together** - The advancement of the local government sector rests on the sound commitment of local authorities to work together to resolve the workforce needs of the future. The key priority areas for local government include: A joint voice to influence central government, the creation of an 'umbrella brand' to better promote the local government sector, investigation into the development of a 'National Graduate Recruitment Programme'.
2. **Human Resource Management Information Systems** - Sound workforce planning will be at the heart of resolving future local government workforce needs, and robust data is required to inform and guide this kind of workforce planning. A key priority for the local government sector will be to continually monitor the key areas of occupational shortage. This may require a bi-annual survey to be developed and administered by SOLGM and / or Statistics New Zealand.
3. **Networks and best practice** - Good work is being done already to develop and grow links with sector representatives. Annual manager-exchanges with the USA (ICMA) the UK (SOLACE) and Australia (LGMA Federal, NSW and Queensland) are conducted under the guidance of SOLGM. However, the research results suggest that local government representatives would like to see further links established in other areas. Specifically, a concerted effort still has to be made in developing links with universities, polytechnics and secondary schools. The research results clearly identify this as a key issue for the sector to address in the future.
4. **Education and training** - Feedback from the local government workshop revealed that the profile of organisations in the area of professional training can be raised. Consultation with sector representatives highlighted the need to facilitate a more co-ordinated sector approach to the development of training and development events/qualifications. Potential may exist for the SOLGM OPUS Business School to develop a specialised diploma in local government management.
5. **Career path planning** - Local government is affected by the perception that it cannot offer the same degree of career progression in return for outstanding performance that is available in the private sector. Respondents reported that promotion opportunities were limited, making the sector unattractive to ambitious individuals. Suggested initiatives included more effective succession planning, and the development of exchange programmes whereby individuals are assisted to develop strong careers within in the sector by moving between councils (and potentially into secondments with suppliers and in sister city councils).



6. **Branding and marketing of local government** - This is an area where SOLGM is already doing development work and certainly the research suggests that the overall 'brand' of local government needs focus to make this sector a more attractive career option. As earlier outlined, there may be potential for local authorities to work together in creating an 'umbrella brand' for the local government sector.
7. **Organisational culture change** - Whilst the findings of this research note many instances of excellent people doing outstanding work, there was still all too much heard from respondents about bureaucracy, poor customer service, and an unduly conservative approach to change. The sector has a great deal of work to shake off this image, and to some extent the reality that feeds it.

# 1. Introduction

*“It is said that people are our powerhouse. This is because although we may have systems and processes and all the data, if we do not have people with the right qualifications and behaviour to use or apply that knowledge we cannot actualize fully the goals for which our organisations were established”*

John, 2003

Over the last two decades the world has been witness to a dramatic increase in the international mobility of highly skilled, talented individuals. Globalisation has acted as a principal catalyst to advancing new job opportunities for the highly skilled (Solimano, 2002). The issue of human capital mobility (or ‘brain drain’) is a topic of high concern for all nations, including New Zealand. Severe and long lasting effects are predicted, particular challenges for New Zealand include the risk to the economy if longer term skill shortages prevailed, the cost of losing skilled New Zealanders overseas.

This research specifically considers and investigates the implications of the skill shortage phenomenon on local government in New Zealand. Local authorities across New Zealand are united in the challenges they face in the area of recruitment and retention of staff. Particular skill shortages have been identified in the disciplines of engineering, planning, policy, environmental health, and consents; however this problem is not isolated to local government, as it is a feature of New Zealand’s tightening labour market.

The topic of recruitment and retention of skilled individuals in local government is perhaps made more complex due to the poor perception of working in local government. Thus, although government (central and local) remains one of the largest employers in most countries, it does not necessarily follow that it is the most attractive to the best talents in the market (John, 2003). Research reveals a wide variety of factors can contribute to difficulties in recruitment and retention for local government (i.e., devolution of services from central to local government, aging population and emerging international skill shortages, increasing specialisation within disciplines which in turn reduces flexibility) (Bramwell, 2004, Orr, 2004, John, 2003). This research therefore serves as a platform to explore how these issues are experienced by local authorities across New Zealand and identify the strategies required to address the barriers they face.

## 1.1. Project Objectives

The aim of this project is to provide greater insight into the current and future skills local government requires, the future supply of skilled labour, and the perception of local government as an employer.

This will inform the development of a robust five year strategy in the areas of recruitment and retention, and the design of targeted marketing campaigns to better educate potential employees and the public, and hence enhance the attractiveness of local government to prospective employees.

In line with this aim, the specific research questions to be addressed by this project were:

- Where current skills are required in the local government sector;
- Where future skills are required in local government; and
- What the perceptions of local government are as an employer or career choice.

Indicators and recommendations were also sought as to where SOLGM and local authorities should focus attention on in the future. The full research methodology is outlined in Appendix A.

## 1.2. Report Structure

The structure of the remainder of this project report is as follows:

- Chapter 2 summarises the literature review of local government recruitment and retention from both a New Zealand and an international perspective;
- Chapter 3 summarises the results of the demand side research phase with local government HR representative and associated industry bodies;
- Chapter 4 summarises the qualitative interview results of the supply side research phase with potential future employees (secondary school students and tertiary students) and appropriately skilled individuals;
- Chapter 5 details the tertiary education statistics outlining the current supply levels of tertiary students exiting Universities in engineering, resource management and policy / political science fields;
- Chapter 6 summarises the New Zealand Tertiary Education Statistics across the areas of engineering, planning and policy;
- Chapter 7 summarises the results from the quantitative 'Image and Perception' questionnaire administered to the private sector, local government and tertiary students; and
- Chapter 8 presents the research conclusion, including implications for the future strategy of SOLGM.

## 2. Literature Review

The aim of this literature review is to provide a synopsis of the pertinent issues impacting on the recruitment and retention of skilled individuals in local government across New Zealand. The literature review draws on the experiences of other countries, and integrates the economic, social, and political trends that invariably shape New Zealand's labour force flows (Refer to Appendix B for a detailed summation of pertinent academic and industry literature).

### 2.1. International Problem

*“Today’s local government employees face a daunting task. They labour within complex frameworks and under intense economic, social, technological and competitive pressures. They encounter increasing, and often conflicting demands from citizens, interest groups and politicians”*

Lavigna & Hays, 2004

It is clearly evident that the challenges facing local government are formidable. It has been stated that seldom, if ever, have the world's governments confronted a more daunting set of challenges (Kearney and Hays, 1988; John, 2004). The powerful forces of globalisation, economic competition, social and political upheavals, technology change and rapidly changing labour markets are transforming how governments recruit and retain talent. If this were not bad enough, compounding these powerful forces are increasing demands for privatisation and the outsourcing of government jobs. The widespread demand for more ‘accountability’ in central and local government agencies potentially lessens the appeal of working in local government further (Kearney and Hays, 1988; Lavigna & Hays, 2004).

*“Simply stated, today’s pressures for greater efficiency in government often make government service less appealing to the very workers whose contribution are needed most”*

Lavigna & Hays, 2004

Sound recruitment and retention is fundamental to the effective performance of the public service. However, the ability of government to provide services effectively and efficiently ultimately depends upon a component cadre of government employees (Lavigna & Hays, 2004). Local government agencies are facing serious challenges in the area of recruitment and retention. Table 2.0 outlines examples of the problems in this area which challenge local governments around the world.

<b>Table 2.0. International Examples</b>
<p>“Local government’s recruitment and retention problems are becoming so serious that there must be coherent response across the sector. If local government fails to attract and keep good people then it will not be able to meet its service commitments or modernise its organisation”</p> <p>Keith Handley, Former SOCPO President, UK</p>
<p>“The importance of an effective executive recruitment process cannot be over estimated. Councils need to be aware of the real costs of the failure to undertake a professional and comprehensive selection process”</p> <p>Local Government Managers Australia</p>
<p>“London is a vibrant city in which to live and work. It has much to recommend it in terms of employment opportunities, culture, leisure and entertainment. However, its public services (including local government) have increasingly found it difficult to recruit and retain employees in a range of key occupations”</p> <p>Councillor Dame Jane Roberts DBE, Leader of Camden Council &amp; AG Lead Member on Recruitment and Retention</p>
<p>“Local government is at a crossroads. States and local authorities are troubled by a high number of retiring managers and the relatively low number of young professionals looking to take their places”</p> <p>Public Management, USA</p>
<p>“Think council worker and it is likely the image conjured up is that of a portly bloke leaning on a shovel. A</p>

survey of nine councils – including Auckland, Wellington, Christchurch and Dunedin – found 65 per cent of participants believed local government had a poor public image. The main reasons given were perceptions of lazy and overpaid staff, excessive bureaucracy and councils hindering development”

Dominion Post, New Zealand

### 2.2.1 Common Problems

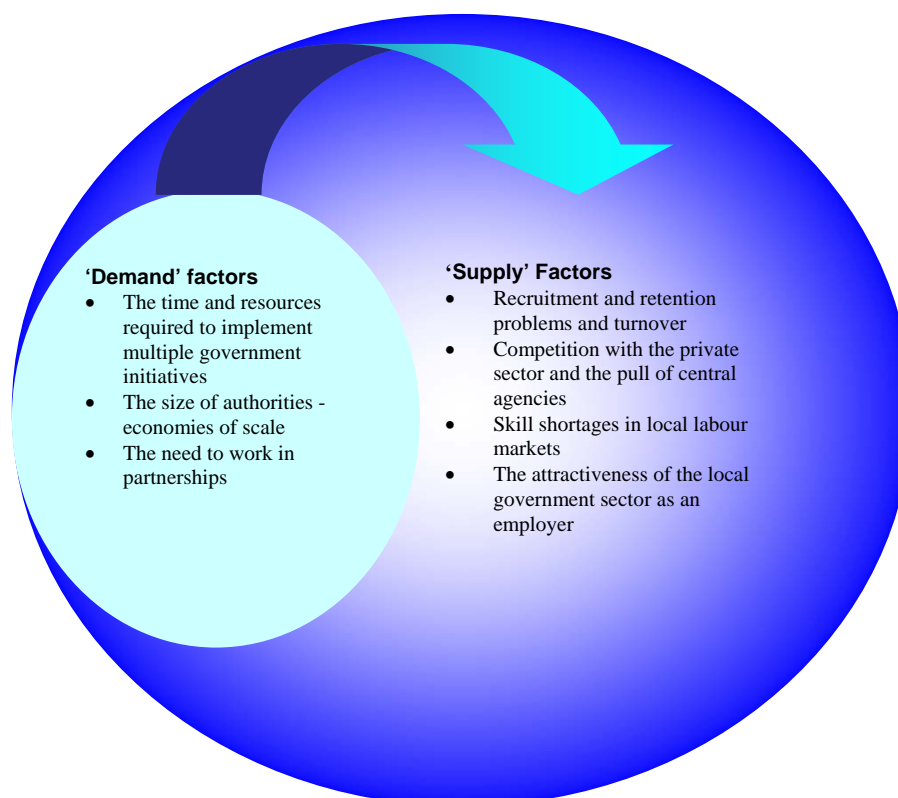
In their ‘International Compendium of Modern Trends and Practices’ Lavigna and Hays (2004) outline how local governments in many nations face a common set of human resource management dilemmas. In developed countries they specifically highlight that the common problems are:

- The aging of the local government sector employees, posing the immediate threat of high turnover and a lack of qualified replacements;
- A growing vacuum among “the leadership bench” – the next generation of policymakers and top local government employees who will assume critical roles in directing their governments efforts to negotiate the challenges of the 21<sup>st</sup> century;
- The changing definition of “career”, which means that employee loyalty to the organisation is tenuous at best, and which discourages workers from joining government service for the long haul;
- Rapid change (e.g., in technology and economic conditions) that requires a highly fluid skill mix in the workforce;
- Strong competition from the private sector for the best and the brightest;
- Budget limitation that reduce compensation and financial incentives, thereby placing government at a disadvantage via-a-vis business and industry; and
- A negative public image (“government bashing”), which translates into the wide spread perception that government is no longer the employer of choice.

A wider review of additional international literature and research supports the Lavigna and Hays (2004) synopsis. Research commissioned by the Office of the Deputy Prime Minister (ODPM) in the United Kingdom examined the capacity-building needs of local government. This research outlined a number of contextual factors that affect councils throughout the United Kingdom. These factors are categorised into demand and supply influencers as outlined in Figure 2.0 and Table 2.1.

Lavigna and Hays (2004) clearly state that ‘at the time when governments need to be most adept at luring talent to public service, their ability to do so has rarely been so constrained and complicated by economic, social and organisation pressures’. The authors stress that recruitment and retention is part of the broader cultural and political environments that ultimately influence (or even control) staffing decisions. That is, any nation’s success in recruiting talented and committed people to public service depends not only on many facets of the HRM system, but also the political, social and economic context.

Figure 2.0: Contextual factors that affect councils



<b>Table 2.1: Contextual factors that affect councils throughout the United Kingdom</b>
<b>A. DEMAND FACTORS</b>
<p><b>The time and resources required to implement multiple government initiatives</b></p> <p>ODPM's research report outlined that local government frequently experienced difficulties responding to central government's modernisation agenda. Specifically, a number of UK authorities reported difficulties in prioritising action amidst a seeming plethora of different government initiatives, and referred to initiative overload. The research highlighted how local government managers struggled to respond to central government initiatives while moving forward with their own local needs.</p>
<p><b>The size of authorities, economies of scale</b></p> <p>Capacity problems inherent in small councils were identified as particular challenge associated with recruitment and retention in a number of local government authorities. In particular it was highlighted that small councils simply could not achieve the economies of scale that are available in larger councils. It was clearly stated that "councils and small authorities have little flexibility within budgets devoted overwhelmingly to front line services, and therefore lack the corporate capacity to take forward modernisation initiatives".</p>
<p><b>The need to work in partnerships</b></p> <p>The movement to work in consortia with other local authorities has been an attempt to rectify the difficulties faced by smaller councils. However, the ODPM research outlined the view of many smaller authorities that partnership is time consuming, draws heavily on senior management resources, and is slow to produce benefits.</p>
<b>B. SUPPLY FACTORS</b>
<p><b>Recruitment and retention</b></p> <p>Recruitment and retention is generally seen as a significant challenge in many areas. The ODPM research suggested that there is a very real concern that good managers will move out of excellent authorities – impacting on the long term performance of those authorities. High turnover and the need to use interim managers, temporary appointments and 'acting up' arrangements to overcome shortages brings problems of instability and causes difficulties with communication, consistent performance management and implementing initiatives.</p>
<p><b>Competition with private sector and central government bodies</b></p> <p>Competition from the private sector was identified as a key threat to local government authorities. A number of authorities predicted that local government would face corporate and strategic management gaps over the next five years, as the sector competes with other sectors.</p>

**Local labour market skills shortages**

A number of authorities in the ODPM research were recruiting from local markets where skill levels are poor.

**Image of local government**

Virtually all councils researched in the course of the project noted difficulties of attracting the very brightest and best school leavers, graduates and mature managers into local government.

In recognition of both demand and supply influencers, the ODPM's research report encapsulates the complexity of the problem faced by local government. The research acknowledges the internal demands placed upon local government from central government agencies. Central government is increasingly rolling out initiatives which local government have to implement and enforce. This creates demands on already stretched management staff and their time. The research highlights that not all local authorities are equally able to devote specialised personnel to projects. Smaller councils in particular are not able to benefit from economies of scale.

The research conducted in the United Kingdom has identified the need to focus on building organisational and management capacity through enhancing specific areas – finance, systems and processes, people, skills, knowledge and behaviour. Developing capacity in each of these areas allows local government to deliver efficient and effective services to the community.

## 2.2. New Zealand Situation

The New Zealand situation closely mirrors what is occurring at an international level. Employment trends across the country are changing with highly skilled individuals are becoming a scarce and valuable commodity across the country. The following table provides an indication of the growing severity of New Zealand local government skill shortages.

<b>Table 2.2. Regional skill shortages</b>
"The Council currently has vacancies for planners, engineers, building officials and environmental health officers, particularly at senior level, and is often having to compete with other councils for the same people." (Eastern Courier: 14 July, 2004)
"(name omitted)...is the third senior planner to leave the council inside two years...Because of a national shortage of senior planners, neither were replaced but their positions were filled by staff reshuffles...Councils were short of engineers and people with legal expertise, as well as senior planners..." (ODT: 2 April, 2004)
"Wellington City Council building consents and licensing director George Skimming said...The council had struggled for some time to find suitably qualified consents officers." (Dominion Post: 10 November, 2003)
"The council blamed a shortage of engineers and transport planners, "limited capacity" in both the council and contracting industry to complete works, and delays caused by its "unwieldy" consultation process." (The Christchurch Press: 23 June, 2004)
"Waimakariri District Council planning staff are struggling to cope with a growing number of resource consents...The issue was made worse as there was a shortage of qualified planning staff because of competition not only from other areas, such as Christchurch and Selwyn, which were experiencing high growth rates, but also from the private sector, where consultants wanted staff to process applications for local government authorities." (The Christchurch Press: 8 July, 2004)

There are a number of key drivers that create high demand for skilled workers and distort the labour flows of the nation. In a nutshell we can look at this as an interaction between socio-economic, political and environmental factors, each of which have a pivotal role to play in shaping New Zealand's current labour force. In light of this, the following section summarises the trends predicted for the New Zealand labour market.

### 2.2.1 Social / economic Trends in New Zealand

The size and structure of the New Zealand workforce is dictated by the underlying characteristics of the nation's population – fertility rates, age, migration and ethnicity.

**Fertility** – Over the last century, the New Zealand population has moved from a youthful age structure with moderate fertility and high mortality, through a period of marriage boom and increased fertility, to the present period of low fertility and an aging population. Although this transition is regarded as a healthy adjustment, its implications are problematic. As the 'Population and Sustainable Development' report outlines 'fertility is a key driver of the size and composition of the population' (p.8) and a return to high fertility is unlikely (Ministry of Economic Development, 2003). Therefore, unless fertility rates reverse, natural population decrease will become the norm and population growth as a result becomes increasingly dependant on net migration gains.

**Age** – Growth in the number of older New Zealanders is projected to accelerate from 2011. This is not isolated to New Zealand: for instance, in the OECD, projections for the next 25 years are for 70 million people to retire. With fewer young people entering the workforce to replace the older generations, the labour force will not only become older but young workers in high skilled roles will be increasingly sought after. The 'Population and Sustainable Development' report highlights this



potential for a concentration of enhanced qualification within a highly educated minority (Ministry of Economic Development, 2003).

**Migration and Global Mobility** – The international flows of human capital will become increasingly prevalent for both industrialised nations like New Zealand and our transitional neighbours such as Malaysia and China. A significant fall in European labour forces is projected in coming years, and as a consequence opportunities for skilled New Zealanders to work overseas are likely to increase. The issue of ‘brain drain’ will still remain, yet focus needs to move to strategic facilitation of ‘brain circulation’ (Solimano, 2002). The movement of scientists, engineers, executives and other professionals across nations will become increasingly common as the international demand for skilled people expands. Immigration policies will increasingly need to encourage temporary and permanent inflows of skilled migrants.

**Ethnicity** – Hand in hand with the increase in global migration is the fact that New Zealand will become even more ethnically diverse. The critical implication of this for labour force dynamics is an increasing need for smooth pathways to ensure skilled migrants have sustainable employment opportunities. Statistics indicate the future make-up of New Zealand’s population will reveal an increasing share of Maori and Pacific people in the work-age population.

### 2.2.2 Political trends in New Zealand

**Shrinking labour market** – Even allowing for diversity and mobility the New Zealand workforce will continue to be severely constrained. Regional labour markets will continue to perform differently and pockets of unemployment are likely to co-exist with skill shortages into the future.

**Shift in immigration policies** – In the recent WorkTrends report (Ministry of Social Development, 2004) it was noted that New Zealand will look to adopt a relatively ‘self-adjusting’ aspect to immigration policy, in that the immigration system will be targeted towards filling gaps in the supply of skills. Policies are likely to favour the highly skilled: New Zealand does not wish to have the inflows of unskilled workers that many countries experience.

It is also important to highlight the fact that New Zealand has one of the highest shares of ‘overseas born’ population in the OECD, which makes for a high turnover of people in the workforce. As the WorkTrends report outlines the implication of this for employers, potential employees and professional bodies is that more support will need to be provided to smooth the path of workers born overseas (Ministry of Social Development, 2004). The ability to do so will enhance New Zealand’s ability to prosper in the global labour market.

Increase in policies to encourage workplace diversity – local government policies that effectively support adjustment, mobility and local economic development will become essential for the future, when many of the fastest growing areas of job opportunity will require some form of post school education or training. Initiatives to develop and maintain higher skill levels among the younger generations will be imperative for all New Zealand employer groups. A co-operative effort by workers and employers; unions and employer groups; education and training providers; and government will be required to ensure the skills and abilities of the workforce in the future match the skill requirements demanded in the labour market of the future.

### 2.2.3 Environmental trends in New Zealand

**Shift in work culture, trends and conditions** – A greater degree of flexibility is likely to be demanded in the future. More employers and employees are concerned about striking a work and lifestyle balance. The implications of this include the requirement for flexible work arrangements, part time work, job sharing, home based work and paid parental leave to become increasingly prevalent in

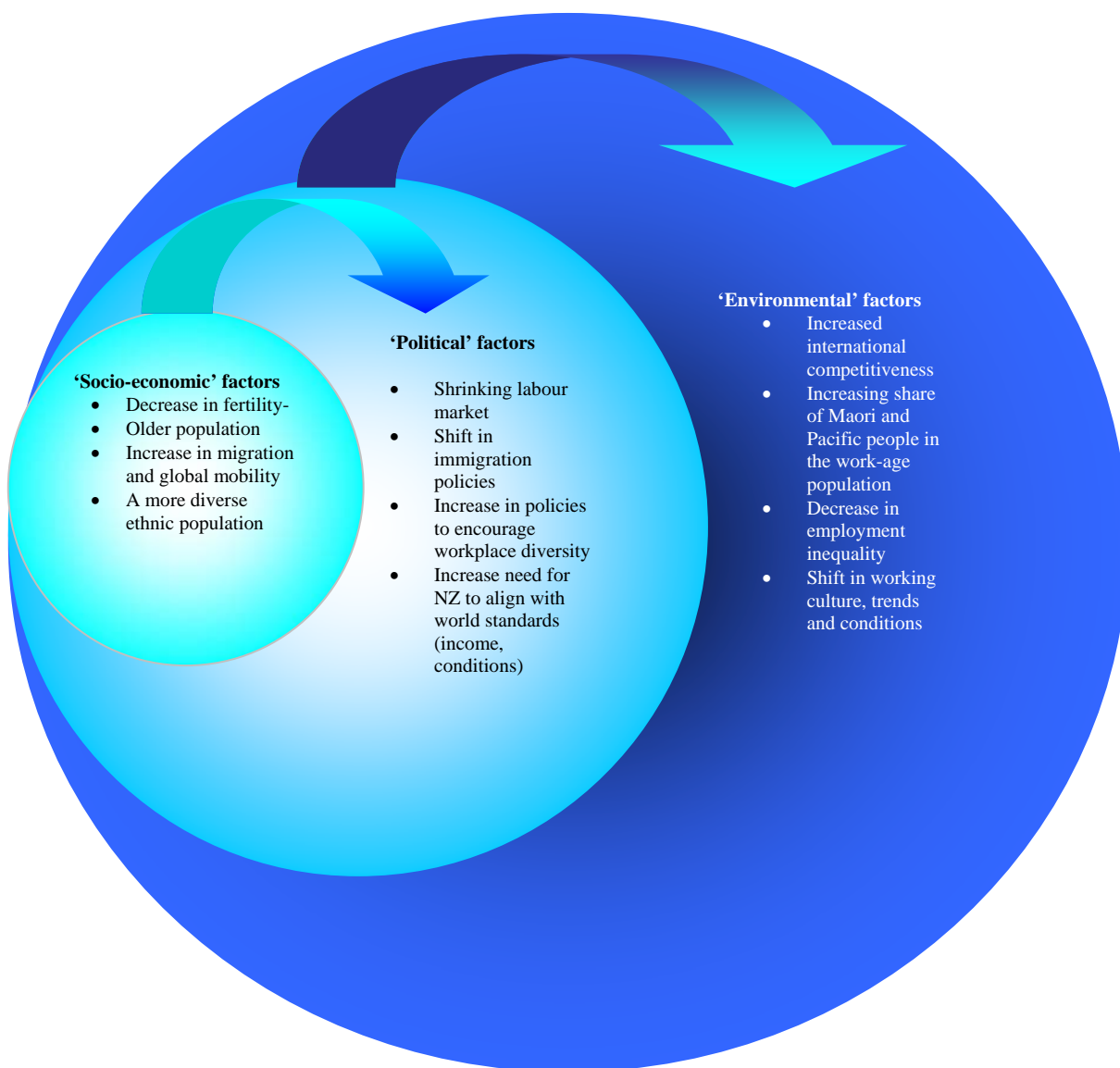
the future. Changing social patterns and government policy, as well as individual skills and interests, will shape the workforce of the next generation.

Spoonley et al (2004) emphasise that the shift in workforce dynamics will place more emphasis on personal skill sets – problem solving skills, the ability to take responsibility and work autonomously, and interpersonal skills will all become increasingly important. Furthermore, the increasing integration of technology into the workplace will cause some lower skilled jobs to become redundant. In contrast, other jobs will require greater application of technology to ensure organisational productivity is enhanced. Table 2.5 provides a brief snapshot of key New Zealand employment trends.

<b>Table 2.5. Recent New Zealand Employment Trends<sup>3</sup></b>
<b>A. POSTIVE</b>
More people employed in service based industries such as business and financial services, community and health services, wholesale and retail trade and tourist services
Between 1996 an 2001 employment in New Zealand rose by 97,000 people
Growth in the last five years has been greatest in professional occupations – generally skilled jobs which require a Universities degree
There are more people in employed part time. The number of part time jobs has increased faster than full time ones
There are more women in the workforce and more older people
In some industries, skill shortages are at the highest levels in 25 years – we need to compete for and recruit the right people from overseas
<b>B. NEGATIVE</b>
Fewer people are employed in agriculture, fisheries and jobs such as working on farms or orchards, labouring and loading work
Unemployment is below 4%, so there are more job opportunities
Standard employment agreements – more people are working on contracts instead of tenure jobs

<sup>3</sup> Sunday Star Times, January 30<sup>th</sup> 2005  
Recruitment and Retention in Local Government 2005

Figure 2.1: Contextual factors impacting on local government in New Zealand



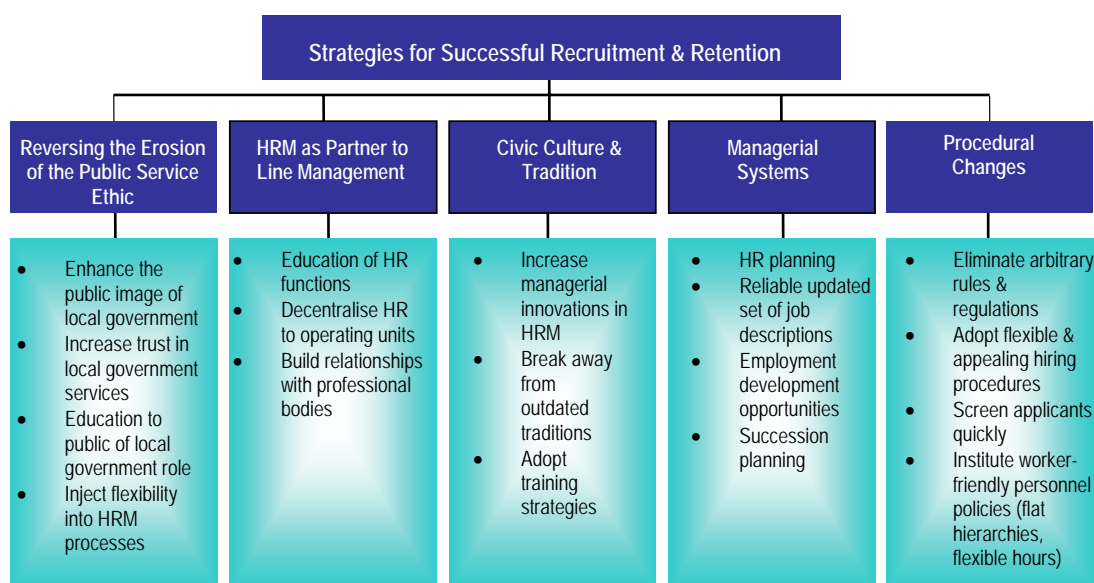
The consequences of not placing the appropriate strategies in place could be severe for New Zealand. As the 'Population and Sustainable Development' report states "there is the chance of a downward spiral if New Zealand can't get the right mix to attract, retain, regain and utilise skilled people". Ultimately, the ability of the economy to deliver jobs and improve standards of living will depend on New Zealand's ability to maintain a labour force that has the education, skills and innovative capacity required.

## 2.3 Strategies derived from Literature: New Zealand and International Perspectives

Insights into how best to address the increasing challenges of recruitment and retention in local government have emerged throughout the literature. Although it is acknowledged that there is no 'quick fix', a variety of initiatives and strategies have been proposed to meet the challenges facing local government. The following section briefly reviews a number of the strategies identified throughout the literature.

Lavigna and Hays (2004) outline five key pillars for successful recruitment and retention (refer to Figure 2.2).

Figure 2.2: Strategies for successful recruitment and retention



This framework emphasises the need to break away from the traditional practices of local government recruitment and retention, and eliminate arbitrary rules and regulations and outdated traditions. The authors stress the need to inject flexibility into HRM processes, have succession plans in place and market strategically through building relationships with professional bodies.

Building upon the above strategies, the wider literature outlines the following examples of options to address the recruitment and retention problem in local authorities.

**Redesigning jobs and developing career pathways, improving training strategies to develop the skills of the employed workforce in the longer term.** One example of this is the Employers Organisation for Local Government in the United Kingdom who have a initiative called the 'Skills Pathways' which maps-out routes of career development and professional progression that show managers and employees what opportunities are available.

**Developing National Graduate Recruitment Programmes, thereby providing a clear channel for graduates entering local government.** This has been successful in the United Kingdom and Australia. For example - The Employers Organisation for Local Government (EO) in the United Kingdom established a National Graduate Recruitment Programme (NGDP) in 1998 to successfully expand and raise the profile of local government to a younger workforce. The programme provides a

two year placement for the graduates; graduates also undertake a diploma in local government management through the Warwick Business School during their placement period.

In Australia, the Victoria and New South Wales member councils run a Local Government Graduate programme (LGGrad) in conjunction with the Chandler Macleod Group. The LG Grad programme is aimed to continuously promote existing graduate opportunities across all professional areas. The LG Grad programme is structure over two years it is supported by a mentoring programme, rotation programme, strategic activity project, peer support network, personal training and management skills training (Bramwell, 2004).

**Forging relationships with universities, colleges, professional bodies and other organisations responsible for the provision of and access to vocational training.** Internationally, the local government sectors in Australia, United Kingdom and the United States of America have all suffered from having a particular poor image among young people. Initiatives to reverse this have consistently included developing strong links with universities, polytechnics and secondary school / colleges. Increasing attendance at individual university or college career events, developing material to support careers advisors in educating young people on local government employment opportunities, offering scholarships to different universities and university departments (see Figure 2.3 for further detail).

**Creating a clear consistent brand and advertising message of the local government employment experience.** In supporting the development of the LG Grad programme, the Chandler Macleod Group identified that external branding was integral to improving the profile of local government. The development of a clear consistent brand, which advertises the opportunities and benefits of local government, alongside the challenges involved allowed improvements to be made in recruiting new talent (Bramwell, 2004).

**Improving occupational specific data on turnover to better understand the issues impacting on turnover and supply.** The EO in the United Kingdom administers a national recruitment and retention survey that monitors recruitment and retention problems. The identification, collection and dissemination of key workforce data provide the EO and local authorities with up to date workforce data to inform the development of national and regional strategies. Improving the level of occupational specific data increases the learning on the issues impacting local government. In particular, the continual collection of data on pay rates, benefits and remuneration packages for specific occupational groups provides a means of advancing future pay strategies.

**Sharing learning and advice on measures to control and reduce the demand for scarce skills through job-remodelling and joint procurement of work.** Internationally, the local government sectors in Australia, United Kingdom and the United States of America all advocate the need to work collectively to support, promote and share good practice in modernisation of management and working practices and measures to enhance the efficient and effectiveness of local government services. This is achieved through initiatives like undertaking joint recruitment campaigns enabling greater impact to be made in publishing the opportunities available in local government, which in turn may produce a better pool of candidates.

Alternatively, Friend (2004) advocates seven specific steps towards educating the younger generation about the benefits and opportunities in local government (refer to Figure 2.3). The image of the public sector overall, and local government in particular, is a significant factor in recruitment and issues recruitment. Friend (2004) emphasises that public sector employers are not aggressive enough in pursuing and recruiting talent prospects, he suggests that talented candidates are missing out on management careers simply because they are unaware that the opportunity exists.

Figure 2.3: Seven steps to recruiting young people into the public service



## 2.4 Conclusion

Local government has a crucial role to play in creating sustainable communities. It has the responsibility to lead the local community, reflecting and responding to the needs and priorities of the local people it serves. It brings together a wide range of services to deliver the outcomes that matter to people locally. Moreover, it is democratically accountable to all citizens, balancing the interests of individuals and groups with those of the wider community. It is therefore essential that local government attracts outstanding employees and creates an employment experience that nurtures, rewards and compels the 'right' employees to remain.

The literature review shows that similar challenges are consistently encountered by local authorities on a worldwide basis and that similar strategies and initiatives are recommended to address these issues. Table 2.6 summarises the initiatives outlined from the literature and provides a preliminary indication of the types of initiatives that the New Zealand local government sector may consider.

<b>Strategies</b>	<b>Lavigna &amp; Hays (2004)</b>	<b>Friend (2004)</b>	<b>ODPM (2003)</b>	<b>ALG (2004)</b>	<b>Bramwell (2004)</b>	<b>John (2003)</b>	<b>Haines (2004)</b>	<b>IFF Research Ltd (2003)</b>
Skills pathways / employment development opportunities	✓	✓	✓	✓		✓		✓
National Graduate Recruitment Programme		✓		✓	✓			
Specialised qualification(s) in local government		✓		✓	✓			
Developing professional networks	✓		✓	✓				
Enhance image of local government	✓		✓	✓		✓	✓	
Adopt structured training strategies	✓		✓	✓				✓
Elimination of arbitrary rules & regulations	✓							
Flexibility into HRM processes (e.g., flexible & appealing hiring procedures)	✓		✓	✓		✓		
Succession planning	✓		✓	✓				
Outreach programmes		✓		✓				
Developing education networks		✓		✓			✓	
Internships		✓						
Student taskforce		✓						
Developing bonding arrangements		✓			✓			
Developing best practice models			✓		✓	✓		
Sector / workforce surveys			✓	✓				
Remuneration review(s)				✓			✓	

### 3 Local Government Workshop

The following section presents the results derived from the one day workshop with local government representatives and industry associations on the 23<sup>rd</sup> of February 2005. The section details the briefly the profile of attendees at the workshop, the current status of the skill shortage in New Zealand local government, in terms of positions hard to fill, skill sets difficult to acquire, specific technical and soft skills needed and the recruitment and retention strategies currently used to attract potential candidates to local government.

The section is completed by an analysis of what the future holds for local government, the strategies that need to be integrated to advance the sector in the future and the initiatives that local government representatives would like to implement in the future.

#### 3.2 Profile of Attendees

The following Table 3.0 highlights a general profile of the participants that attended the one day workshop in Wellington.

<b>Table 3.0. Profile of Workshop Attendees</b>	
<b>Profile</b>	<b>Details</b>
Number of Attendees	28
Local Governments Represented	Dunedin City Council, Manakau City Council, Rotorua District Council, Porirua City Council, Christchurch City Council, Environment Waikato, Gore District Council , Waikato District Council , Franklin District Council, Waitakere City Council, Manawatu District Council, Tasman District Council , Palmerston North City Council, Wellington City Council
Professional Bodies Represented	Futureintech, Ministry for the Environment, Department of Labour, New Zealand Planning Institute [NZPI], INGENIUM [Local government engineers], The Institution of Professional Engineers New Zeal [IPENZ], The Association of Consulting Engineers NZ [ACENZ], The Building Officials Institute of New Zealand [BOINZ].



### 3.3 Current Situation Analysis

#### 3.3.1 Perceptions of local government

A specific area of concern for local government is its image. Negative media coverage, political flak and a general perception of the public sector as a frustrating place to work means it is not an employer of choice.

To dispel the perceptions associated with local government, it is first necessary to clarify current perception. Table 3.1 outlines the workshop participant views of the differences between private and public sector.

<b>Table 3.1. Perceived differences between local government vs. private sector</b>	
<b>Local government</b>	<b>Private sector</b>
<ul style="list-style-type: none"> <li>▪ Low Pay</li> <li>▪ Stability</li> <li>▪ Boring</li> <li>▪ Caring (family friendly, flexible)</li> <li>▪ Consultative</li> <li>▪ Opportunity to make a difference</li> <li>▪ Operates in a fish bowl</li> <li>▪ Slow</li> <li>▪ Bureaucratic</li> <li>▪ Sanctuary for slackers</li> <li>▪ Ceiling to career development (dead men's shoes)</li> <li>▪ Breadth of work responsibility</li> <li>▪ Political nonsense</li> </ul>	<ul style="list-style-type: none"> <li>▪ High pay</li> <li>▪ Choice of work/client</li> <li>▪ Flexibility</li> <li>▪ Professionalism</li> <li>▪ Technically advanced</li> <li>▪ Not working in the public eye</li> <li>▪ Rewarding (profit share/ownership opportunity)</li> </ul>

The general consensus of local government representatives was that it was time to work hard in turning the image of local government from the negative image that has been around for a long time. Moreover, participants felt it was unjustified for instance, a number of participants highlighted that local government has one of the highest retention rates of any employer in the country. Local government staff want to stay because they enjoy the diversity of work and the flexibility local government has to offer. The workshop participants felt this was a message that needed to be more widely recognised and celebrated.

#### 3.3.2 Positions and skill sets hard to fill in Local Government

The existence of a skill/labour shortage varied across local government authorities. Most representatives acknowledged that some councils suffered more severely from these problems than others (for instance, some smaller and/or remote councils consistently struggle to attract sufficient candidates). However, consistent themes emerged regarding specific job areas that were particularly hard to fill, and the local government and industry representatives seemed to broadly agree upon five main areas where skill shortages predominate. The five areas, the specific positions under each, and the skill sets with each group are outlined in Table 3.2 below.

Table 3.2. Positions & skill sets currently hard to fill in local government		
Areas of Demand	Positions	Skills
Engineering	<p><u>Engineers – Graduate &amp; Experienced</u></p> <p>All specialists in the engineering area were identified by local government representatives as becoming increasingly difficult to secure. This encompassed –</p> <ul style="list-style-type: none"> <li>▪ Roading, traffic and transport;</li> <li>▪ Drainage; river; water and waste; stormwater;</li> <li>▪ Civil engineers and asset management.</li> </ul> <p>It was acknowledged that this was an industry wide phenomenon drastically inhibiting the growth of the sector and periphery sectors, including local and central government. The under capacity of the industry was of paramount concern to all representatives. Of all the skill shortages highlighted engineering was the most immediate threat to the sector, as not only was work being delayed, some projects are not even commencing due to the severity of the skill shortage in this area.</p>	<p>The specific skill sets local government representatives found were becoming increasing difficult to secure in candidates centred on:</p> <ul style="list-style-type: none"> <li>▪ General management skills - specifically project management and asset management:</li> <li>▪ Legal skills - specifically in the areas of contract specification, regulatory policies and laws, and interpretation of the Local government and other relevant Acts;</li> <li>▪ Negotiation and facilitating skills - the ability to influence, negotiate and consult in an effective and professional manner;</li> <li>▪ Influencing and communication skills - The fact the local government employees are frequent caught in the middle between central government and the community necessitates strong negotiating and communication skills;</li> <li>▪ Analytical, research and scoping skills - specifically in the areas of Policy and Planning more analytical skills were needed to guarantee that local government documents, RFPs and reports were of higher quality and that accurate and correct information was informing decision making. Quantitative analysis, data interpretation and critical thinking skills were important skills sets identified.</li> <li>▪ Strategic thinking - developing better big picture thinking by employing (or educating employees to become) strategic thinkers so that Local government remains open to emerging opportunities, and less insular in its approach.</li> <li>▪ Linked to the need for strategic thinking skills was the acknowledgement that more innovative and creative thinking is required in local government, by learning from different sectors and approaching problems in different ways. As outlined in section 3.3 the future of local government is likely to be defined by change, therefore traditional approaches and norms are unlikely to be sustainable.</li> <li>▪ Customer service skills - the professional service ethos was not felt to be strong, and this contributes to the wider perceptions that local government is poorly customer focused. One comment was made that all local government employees should have a “passion for customer service”.</li> </ul>
Business / Management	<p><u>Accountants / IT / Finance / Strategy</u></p> <p>A broad array of core business areas and auxiliary management positions were also highlighted by representatives as being particularly hard to fill. Senior and qualified accountants were hard to find especially in small councils.</p> <p>Smaller councils stressed that senior managers were especially difficult to procure although the challenges of the roles were as great (if not greater) in smaller authorities as in larger ones.</p> <p>IT Specialists were identified by the representatives from larger councils as becoming increasingly important, but difficult to recruit. Likewise database administrators were in short supply, yet critical in the new era of information management.</p>	
Policy / Planning	<p><u>Planners / Policy Analysts</u></p> <p>Planning and policy are integral to the public sector, yet local government representatives acknowledged that it was increasingly difficult to find experienced senior planners. Many of the bodies represented at the Workshop struggled to find planners with 2 or more years' experience, with Infrastructure planners being particularly difficult to recruit and or retain.</p> <p>Policy analysts were another specific group of specialists that Councils required but found difficult to recruit.</p>	
Regulatory	<p><u>Building Control Officers, Environmental Health Officers</u></p> <p>Under the 'regulatory' umbrella, Building Inspectors and Building Control Officers (particularly vital given their responsibility for Building Act and the Building Code of territorial authorities) were specifically identified as a critical skill shortage area. The legislative</p>	

	<p>changes by central government means that local government is under increasing pressure to introduce and 'police' numerous new standards and policies.</p> <p>In a very similar manner Environmental Health Officers were identified as a position that was difficult to recruit. The fact that EHOs were specific to local government meant that this was an area of focus for the future as there is nowhere else where the skills and experience needed for the role can be developed.</p>	<ul style="list-style-type: none"> <li>Team work and people management - Although technical knowledge was important this had to be balanced with the ability to work in a team and manage people well, and for senior individuals, to mentor and develop younger colleagues.</li> </ul>
Other	<p>Other occupations that were identified at the workshop included -</p> <p>Arborists, Landfill/Waste experts, and Lifeguards.</p> <p>There was also some discussion of the challenge of recruiting labourers who were drug free</p>	

### 3.3.3 Current Recruitment and Retention Strategies

A wide number of recruitment and retention strategies already exist, ranging from traditional advertising in newspapers to actively participating in international career expos. The full spectrum of recruitment strategies detailed from local government representatives included:

#### Recruitment Strategies

- **Advertising** - specifically in local and national newspapers, however also utilising opportunities to recruit via local government, Industry and Australasian websites.
- **Word of mouth** - recruitment via informal contacts of employees
- **Poaching** from other local government authorities
- **Liaison with tertiary education institutions** - specifically through promoting and providing scholarships, and part time to fulltime work to students during holidays.
- **Promotion through Career Expo events** - various local government representatives had successfully networked at international expos in London, Manchester, and San Francisco.
- **Ex-pats and or returning employees** - a number of local government authorities had successfully recruited ex-pats upon their return to New Zealand, or taken back previous employees
- **Head hunters and Recruitment Consultants** - to recruit specialised senior staff in hard to fill positions, head hunters had also been used by a small number of local government representatives. Bluefin was identified as a reputable Recruitment Agency dedicated to local government that was identified as good value and effective in areas.

## Retention Strategies

The workshop showed that retention strategies in local government appear to be less well structured than recruitment. However, a number of initiatives that had been implemented to boost the retention of local government staff, including:

- **Internal up-skilling and development** - supporting staff through internal training such as mentoring, coaching and professional development varied by individual council willingness to support staff development.
- **Relocation support** - including assisting with expenses, providing support and facilitating community contacts.
- Providing **career structures** to employees at the point of induction. It was felt that private sector firms outperformed local government in the structured pathways they offered to staff.
- **Collaboration / Co-operation between local authorities** to retain staff within the sector (rather than within individual councils) by working more closely together to retain employees by facilitating career moves between councils.
- **‘Better to train our own’** - an understanding of the unique challenges and pressures of working in local government was best developed by councils training their own staff or working closely with education providers to tailor courses that promoted the unique challenges of local government.

### 3.3.4 Future Recruitment and Retention Strategies

In addition to those strategies already in place, the core initiatives and areas for future development identified at the workshop were:

<b>Table 3.3. Retention and recruitment strategies for future development</b>	
<b>Recruitment</b>	<b>Retention</b>
<p><b>FutureIntech</b></p> <p>Futureintech's aim is to provide students, teachers, caregivers, and careers advisors with the tools, insight, and advice needed to discover the vast range of careers in technology and science.</p> <p>Local government representatives wished to support FutureIntech and encourage FutureIntech to educate students about local government jobs in these areas. Linking local government with FutureIntech is important to widening the exposure of local government among the younger generation.</p> <p><b>Professional public relations and marketing campaign</b></p> <p>Re-positioning the images and connotations associated with 'local government' is integral for the future development of the sector. Creating a more defined corporate image and brand is important for local government.</p> <p><b>Scholarships</b></p> <p>Linking more directly with Tertiary Education Providers is important for future recruitment. Creating scholarships similar to that of 'Transpower' was an area identified for development.</p> <p>Examining the merits of creating bonded type arrangements with students was also touched upon as important. Organisations such as MWH and Opus provide summer work and bonded arrangements with students to improve recruitment opportunities.</p> <p><b>International recruitment</b></p> <p>Broadening recruitment practices to include international candidates was identified as an increasing necessity in the current labour market. Continued participation in employment expos was seen as important to attract talent, and councils could cooperate to minimise costs.</p> <p><b>Local government graduate programme</b></p> <p>Creating a graduate recruitment programme for tertiary students was identified as an important area for future development. This was identified not only important on a recruitment front but also equally important on enhancing knowledge and awareness of local government as an employer.</p> <p><b>Work Experience with Local High Schools</b></p> <p>Many local authorities had already been extremely successful in creating Cadet programmes with Secondary Schools. It was thought that best practice could be shared amongst other councils rather than re-inventing the wheel.</p>	<p><b>Staff rotation</b></p> <p>Facilitating and encouraging greater staff rotation was identified: Transpower was identified as an example to emulate.</p> <p>Secondment opportunities and job exchanges domestically and / or internationally was an initiative that could help to reduce attrition and retain key talent in the local government sector.</p> <p>A number of local authorities actively engaged in international exchanges already, however this appeared to be initiated on an individual council basis. No clear strategy or network had been established to foster a national wide exchange programme.</p> <p><b>Work environment</b></p> <p>The day to day work environment of local government was identified as an area that required change and new direction. The need for councils to develop clear career pathways for employees, enhance and strengthen mentoring programmes and foster employee bonding was touched upon.</p> <p>Maintaining good conditions of work and encouraging staff to pursue a good work life balance was also viewed as important, as was creating a more flexible open culture.</p> <p><b>Remuneration</b></p> <p>Providing a clear remuneration strategy was identified as an area which many local government representatives felt may enhance the retention of core experienced skilled staff.</p> <p>Ensuring local government is competitive with market salaries was viewed as important for staff retention.</p>

## 3.4 Future Outlook

An important component of the one day workshop was ‘crystal ball gazing’ for local government, because future recruitment and retention strategies had to align with the future outlook of the sector. The overall message from this discussion was that continual change was the only inevitable fact!

The drive for continued rationalisation of public services will result in increased pressure, and the changes likely in the ownership and management of major infrastructure will change the nature of local government. For many local government authorities, roading is their most significant activity, (with water and wastewater not far behind) so that the loss of the roading activities to a roading company or standalone roading authority would take away a major part of their current business. The implication of such change is the increased pressure for local government to amalgamate.

Amalgamation will become increasingly important in the future. ‘Shared services’ arrangements, the regional hub and spoke model, authority partnerships and collaboration were likely to become necessary ingredients in the successful delivery of community services. The establishment of operations covering the territory of two or more authorities was likely.

Central government would continue to impose reactive legislation upon authorities creating greater pressure on staff. To overcome the variable quality of local government performance and the obvious difficulty which many local authorities are still having in coping with a dramatically changed operating environment, strong leadership and management will be vital. The recruitment and retention of skilled talent therefore becomes increasingly pivotal for the future.

Increasing public expectation in terms of range of services, the inevitability of higher rates and charges and ‘user pays’ arrangements, and the gathering strength of community boards will force local government to become more customer focused. Greater collaboration with other agencies will also be inevitable.

## 3.5 Partnerships for the future

A proactive strategic approach to partnership would be needed if local authorities are to be successful in retaining and recruiting future talent. The workshop identified the following partnership opportunities.

### Resource Sharing

A number of councils had proactively created industry partnerships with organisations to ensure that staff had been provided with opportunities to work alongside the private sector. Partnerships with organisations such as MWH, Fulton Hogan and Works Infrastructure allowed greater opportunities for staff to learn and develop in different work environments. Staff placements / cadetships between organisations increased the diversity of work employees experienced.

### FutureIntech

The FutureIntech initiative funded by government was viewed as an important avenue to education youth of the work opportunities in science, engineering and technology. There was a recognised need to be more active in the education of secondary school students, specifically in terms of career opportunities, and career pathways. Building closer partnerships with local secondary schools and exposing students at a younger age to the workings of local government was an integral partnership for the future. To date school-council links consist of informal or semi-formal work experience or work exploration arrangements for senior students, but much more could be made of this.

## Industry Associations

The creation of more formal links with a number of the industry associations and stakeholder agencies was identified by representatives as important. Working together to enhance the attractiveness of key professions was deemed to be beneficial to all. Formal communication between associations was necessary to ensure that resources were not being duplicated unnecessarily and that collaboration on initiatives could occur.

## Education Initiatives

Representatives felt that the Local Government Industry Training Organisation (LGITO) could be further enhanced to support the sector. The LGITO is designed to facilitate training for local government employees in areas specific to the current and future skills needs of the local government industry, and it was agreed that this could be enhanced substantially. The low profile of the LGITO was of key concern.

There was general consensus that greater specialised training around local government was required. Specifically, the German model of local government education (in the form of a specific degree for local government employees) was identified as being worthy of consideration. A training or education consortium could be established to facilitate more courses covering topics relevant to local government. Consultation with sector representatives highlighted the need to facilitate a more co-ordinated sector approach to the development of training and development events/qualifications.

The feedback from the workshop outlined that the profile of organisations in the area of professional training can be raised. Strategically, closer links between the SOLGM OPUS Business School and the LGITO should be investigated. The LGITO may benefit from the strategic leadership that SOLGM through both its Business School and Centre of Excellence has shown in advancing the direction for sector training and development.

Furthermore, local government may also need to consider what executive education programmes it can develop to assist in the development and up-skilling of senior managers. Skill sets identified for further development included strategic thinking, leadership and management and negotiation. Working closely with a TEI or consortium of TEI's to develop customised programmes to meet the needs of local government may be what is required to address these skill gaps.

## Marketing / Public Relations

The need to raise awareness and educate students and future employees about local government highlighted the need for a coordinated marketing programme. The lack of marketing information, general low profile, and diversity of local government roles in communities mean that the public are not well informed. The industry was well overdue for a 'jazz up', and without marketing intervention the sector would continue to be overlooked as an attractive industry to work within.

Promoting local government as a challenging, rewarding and stimulating place to work was stressed as vitally important for the future. A point of difference had to be made in the market about the benefits of working in local government. Options to achieve this included developing a CD to profile New Zealand council's activities, and picking industry spokespeople to promote local government who dispel the stereotype of local government employees as "old, dull and boring". The emphasis had to be on promoting young, smart professionals passionate about shaping the future of their communities.

## 4 HR Questionnaire

The following section outlines the results derived from the HR questionnaire administered to local government representatives across New Zealand. The section outlines the typical profile of council employees across New Zealand (gender, employment status, qualification), the identified areas where labour and skill shortages are most prevalent, the vacancies and skill set gaps, future labour and skill set requirements, and the impacts and strategies for local government in the future.

### 4.2 Participant Profile

This section presents a profile of the employees within the local authorities surveyed. In total 52 (60.4%) local authorities responded to the surveys. The breakdown of local government respondents were as follows:

- 9 were City Councils (2 South Island, 7 North Island);
- 30 were District Councils (12 South Island, 18 North Island);
- 9 were Regional District Councils (4 South Island and 5 North Island); and
- 4 questionnaire responses failed to provide an identifier.

Of these 40% had fewer than 100 employees, 23% had 101 to 200 employees, 21% employed between 201 and 400 employees, and 15% had 500+ employees. This is a well balanced sample in terms of council size, so that the results are well positioned to accurately reflect the variety of challenges faced by small and large councils alike.

The gender balance across all councils surveyed showed that very slightly more females were employed in local government than males. It is important to highlight that this difference was minimal, with 52% of all employees accounted for being female in contrast to 48% male.

The sample results show that 70% of all council employees are employed on a full time basis, 20% on a part time basis and 10% are casual employees. In terms of qualification spread across council employees, (refer to Table 4.0 below) the local government workforce is shown to be relatively highly educated, with only 5.7% of staff from the 39 local authorities who completed the question, having no formal qualification.

<b>Qualification</b>	<b>Percent</b>
No School	5.7
School	25.6
Trade	12.9
Certificate	24.0
Degree	24.3
Postgraduate	7.5
Survey Respondents 39 Local Authorities	



## 4.3 Local government staff profiles

An aspect of the research that was included to meet industry body interest was the current staffing profiles of local government in the areas where skill shortages were most prevalent.

It is important to note that the results presented in Table 4.1 are in many respects local government representatives 'best guess' only. One surprising finding was the fact that many local authorities do not keep full staff profiles, and struggled to provide a breakdown of data requested. It would appear challenging to plan for the future without strong baseline data on current staffing profiles.

The data outlined in Table 4.1 shows respondents' estimates of full time and part time staffing in 2005 and 2010. The results have to be interpreted with extreme caution, as many respondents could not provide an answer to how many staff they planned to employ in 2010. Explanations were not offered in relation to why they expect the dramatic drops in numbers of employees, although factors might include the growth of outsourcing, automation and shared service arrangements.

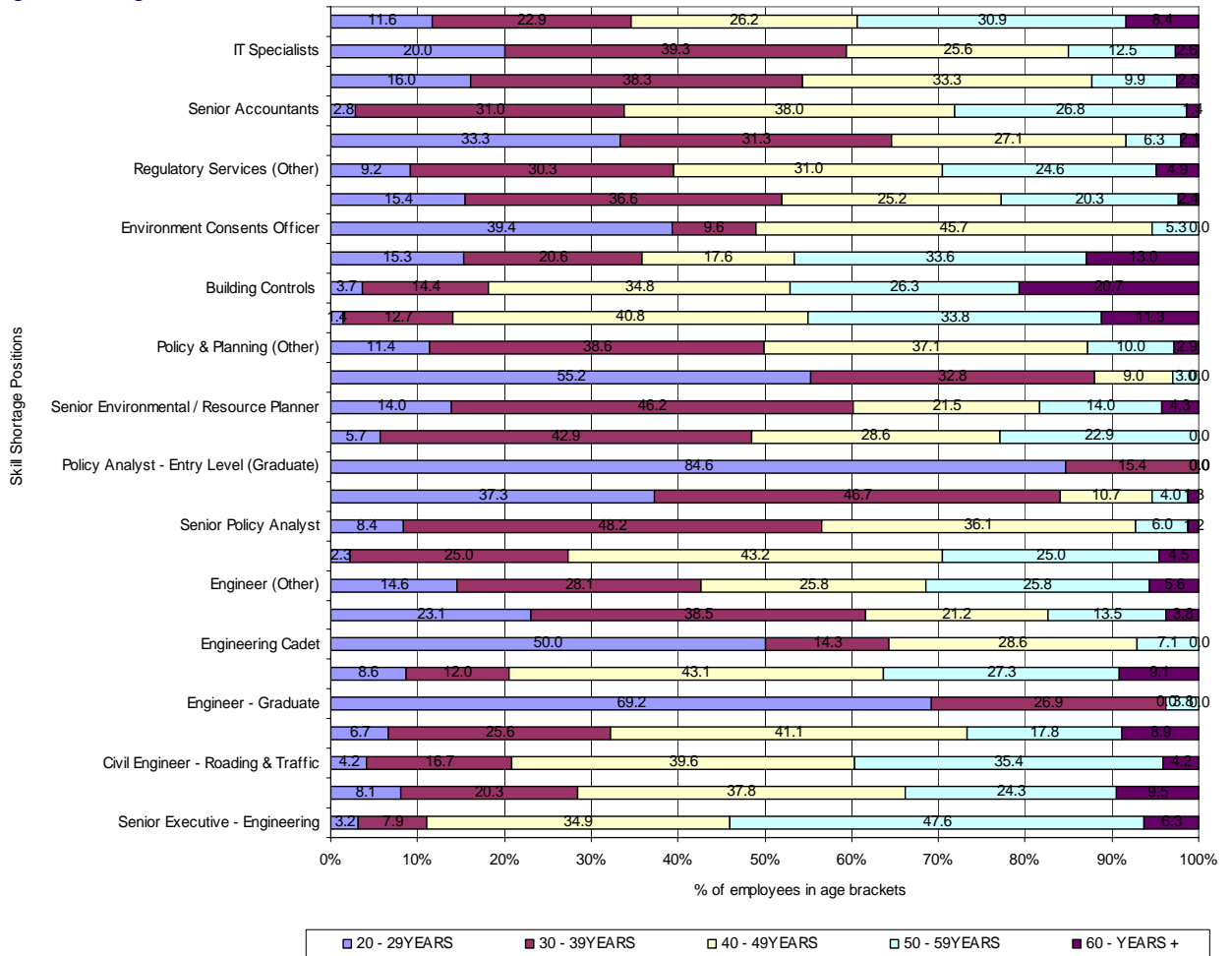
### Full Time / Part Time Employment

<b>Table 4.1. Full Time / Part Time Employment</b>				
	FT2005	FT2010	PT2005	PT2010
Senior Executive - Engineering	106	86	1	1
Civil Engineer – Asset Management	91	79	3	2
Civil Engineer – Roading & Traffic	28	38	0	0
Civil Engineer – Utilities	226	171	3	2
Engineer – Graduate	32	30	0	1
Engineer –Technician	59	54	1	0
Engineering Cadet	115	71	2	2
GIS Operator	50	41	0	0
Engineer (Other)	80	60	5	3
Senior Executive – Strategic Policy	82	77	3	3
Senior Policy Analyst	9	15	1	0
Policy Analyst	0	31	3	1
Policy Analyst – Entry Level (Graduate)	87	62	11	0
Senior Planners – Infrastructure	62	42	2	0
Senior Environmental / Resource Planner	76	42	3	2
Planner – Entry Level (Graduate)	64	58	0	0
Policy & Planning (Other)	303	237	5	2
Senior Executive – Regulatory	161	80	4	2
Building Controls	118	119	4	3
Environmental Health Officer	122	134	8	5
Environment Consents Officer	159	95	7	5
Monitoring/Compliance Officer	44	37	2	2
Regulatory Services (Other)	83	70	0	0
Arborists	97	71	3	4
Senior Accountants	310	226	12	10
Financial Accountants	113	16	16	0
IT Specialists	0	0	65	12
Other	4	1	75	0
<b>Total</b>	<b>2681</b>	<b>2043</b>	<b>239</b>	<b>62</b>
Survey Respondents 49 Local Authorities				

## Age Breakdown

Figure 4.1 suggests that the positions with a high proportion of young employees included policy analysts, civil engineering (utilities and graduate entry) and planning. Perhaps unsurprisingly, senior executives in regulatory, policy and planning (other) and building control tend to be drawn from the older age group (60 + years). It is interesting to note that although anecdotal evidence suggests an aging workforce within local government due in part to a lack recruitment at a graduate level, this was not necessary reflected in the results profiled from the councils surveyed. Although the data provided can only be regarded as an indication of the age breakdown of employees in the skill shortage areas, it does suggest that a higher than expected proportion of staff are under 29 years.

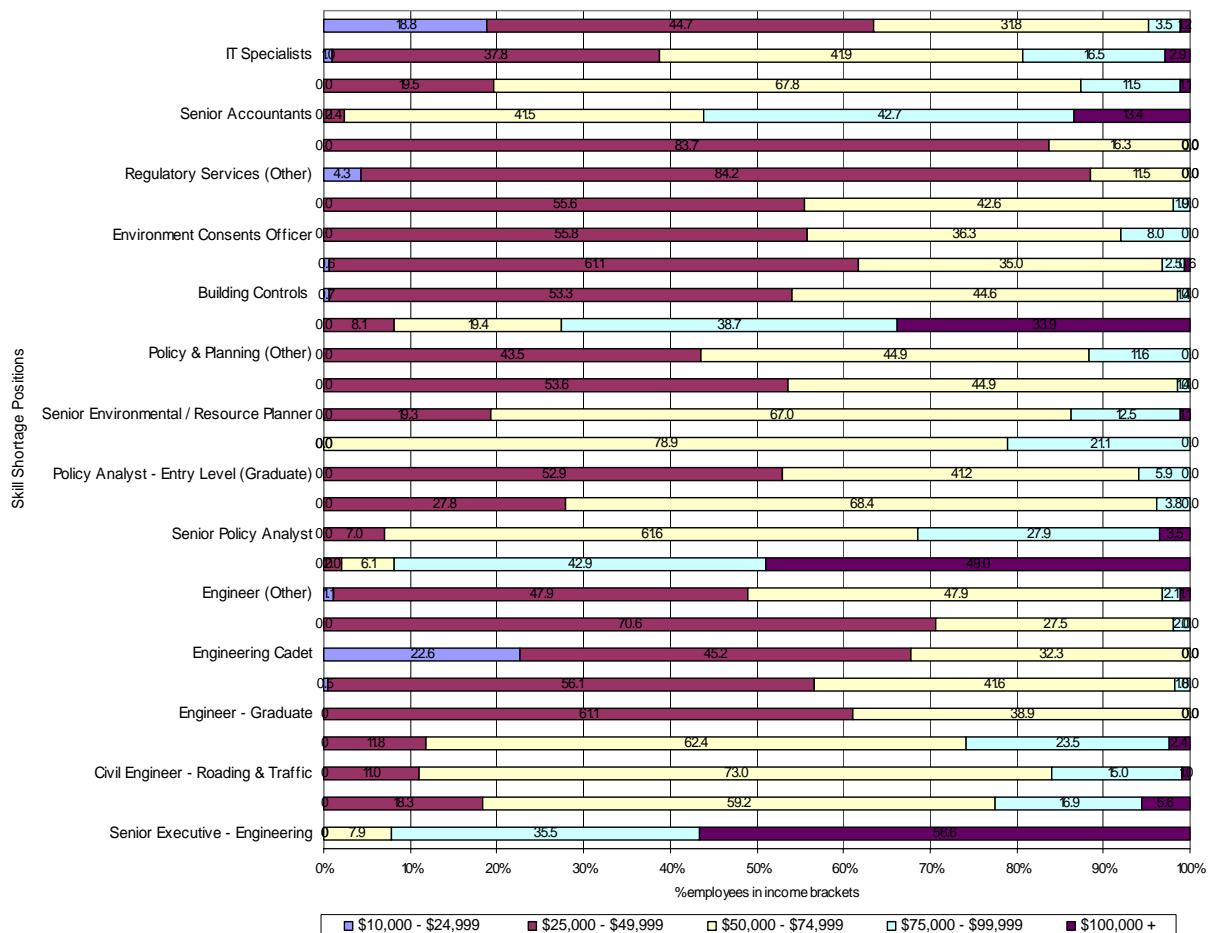
Figure 4.1: Age Breakdown



## Income Breakdown

Figure 4.2 indicates that income levels were comparatively lower for employees working as arborists, in regulatory services (monitoring / compliance, environmental consents, building controls etc), and policy analysts (entry level), and GIS operators. In contrast, employees working in professional / business services (financial accounting, information technology), engineers and in planning tended to have higher income levels. This suggests that relatively specialist skilled areas that require a formal tertiary qualification are commanding premiums which may have a knock on effect in terms of internal equity. Appendix D provides Statistic New Zealand data to triangulate against the primary data captured.

Figure 4.2: Income Breakdown



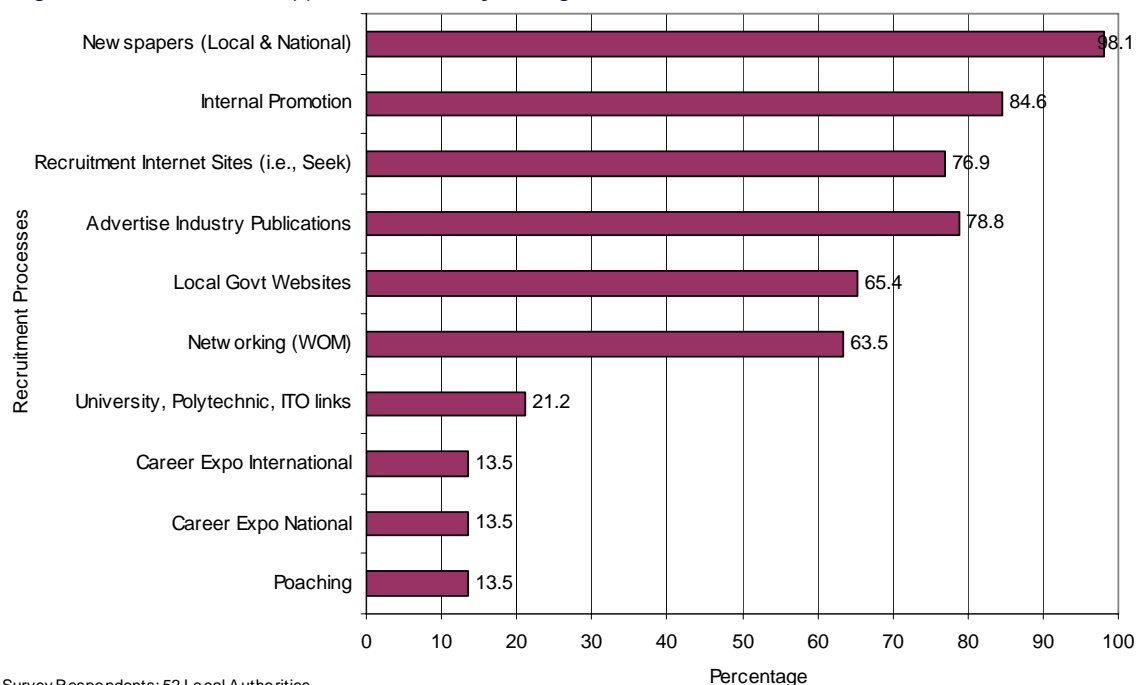
Survey Respondents: 47 Local Authorities

## 4.4 Recruitment Approaches

Figures 4.3 and 4.4 profile the recruitment approaches that local government currently uses when recruiting staff. Respondents were asked to initially identify all processes used and then rank the top three most successful approaches.

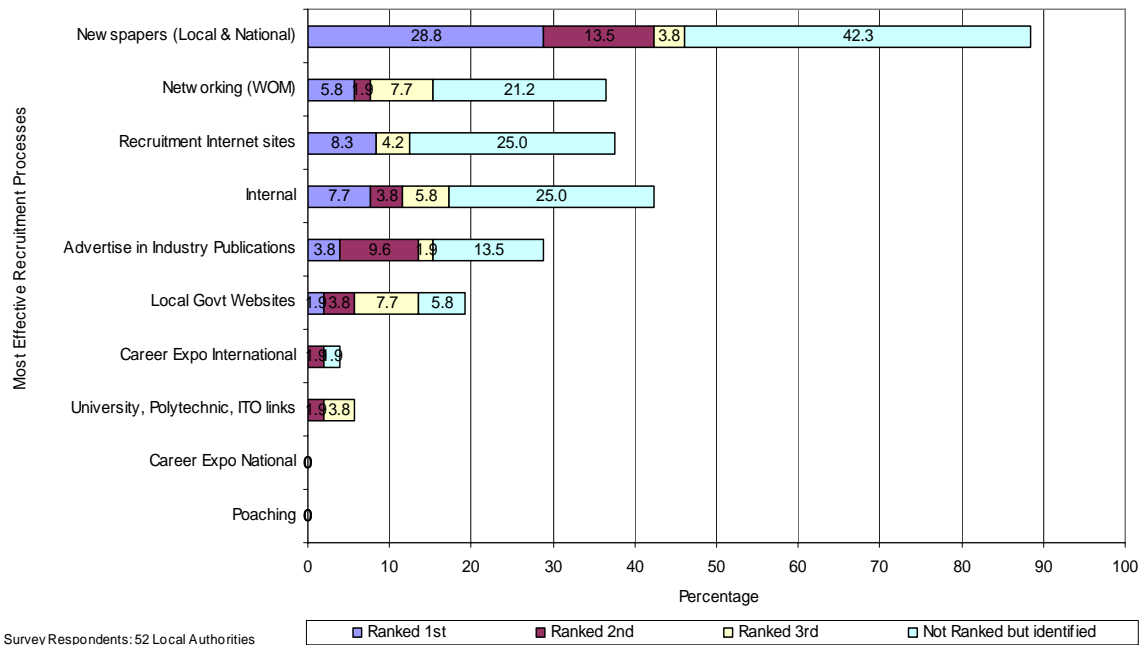
Figure 4.3 highlights that, as would be expected, local government organisations use a full range of recruitment processes. The results reflect that the traditional avenues such as newspaper advertisements, internal promotion, specialised recruitment internet sites and specialised industry publications are consistently used by the overwhelming majority of councils. At least 75% of respondents identified that they currently use these recruitment approaches. What is surprising is the general lack of use of more creative or tailored approaches such as attending expos, or the addition of any new ideas in responses. It is evident that the majority of councils rely on the tried and tested processes and miss the opportunity to capitalise on other methods. Poaching featured much less strongly than anecdotal evidence might have suggested it would!

Figure 4.3: Recruitment approaches used by local government



The results in Figure 4.4 below demonstrate the importance placed on newspaper advertisements in local government recruitment, with 28.8% of respondents identifying this as the most successful recruitment process (i.e., ranked it first). Other successful recruitment approaches identified were recruitment internet sites (8.3%), internal promotion (7.7%) and networking (5.8%) industry publications. Interestingly, local government websites were not ranked highly as successful avenues for recruitment. Although perhaps disappointing, this result reveals an area for development in the future as does the opportunity to develop recruitment initiatives at universities and career expos.

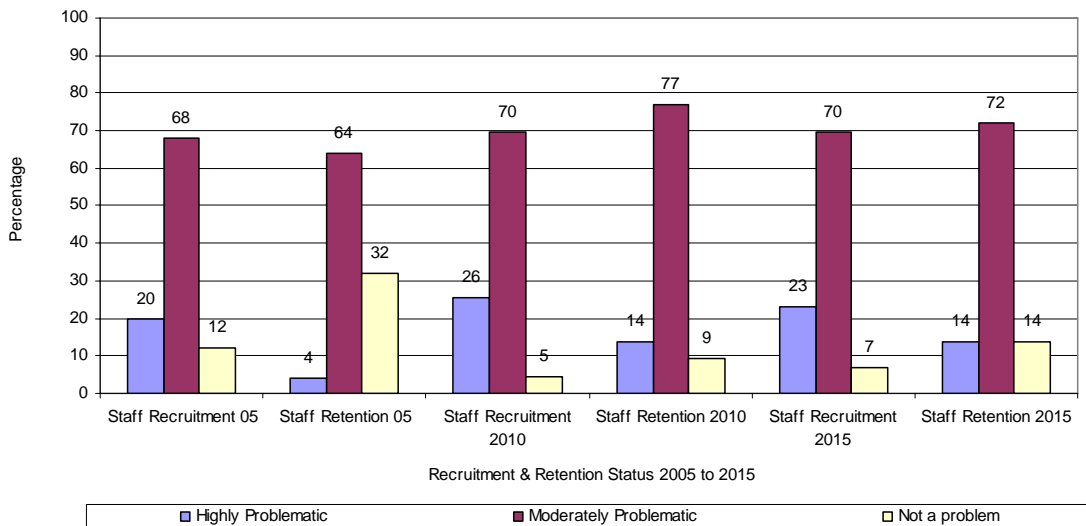
Figure 4.4: Top recruitment processes used by local government



## 4.5 Recruitment and Retention Outlook

One key facet of the current research was to identify, as far as possible, what local government representatives expect the future to hold compared to the current environment. To achieve this, respondents were asked to rate the extent to which they felt staff recruitment and retention was a problem in their council in 2005, and the extent to which this would increase or decrease in 2010 and 2015.

Figure 4.5: The Outlook for Staff Recruitment and Retention 2005, 2010, 2015

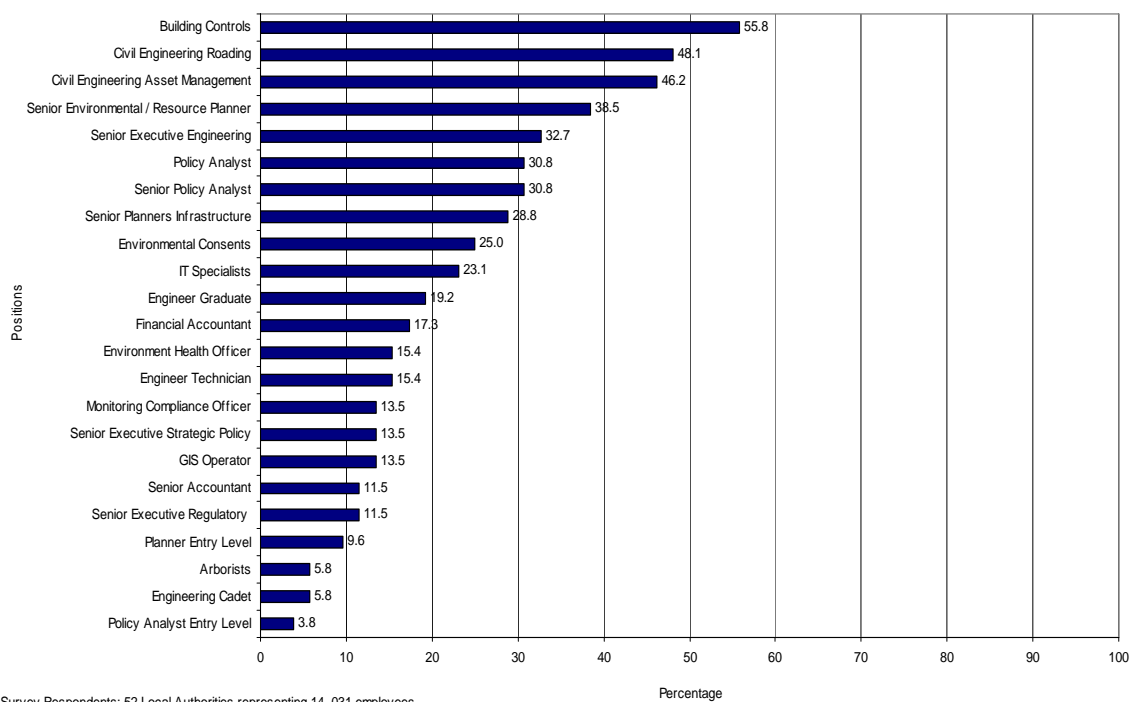


As Figure 4.5 shows, staff recruitment and retention is expected to become tougher over the next ten years. It is interesting that the majority of respondents believe that this will be moderately rather than highly problematic for them. This would suggest that local authorities are not well informed of the changing dynamics of New Zealand's labour force and the implications it poses to the recruitment and retention of skilled individuals.

## 4.6 Labour & Skill Shortage Areas

The one day workshop with local government representatives and industry bodies provided initial indications of the greatest skill and labour shortage areas in local government. The purpose of the quantitative questionnaire was to further substantiate the extent of the labour and skill shortages and identify precisely where the acute shortages were. Figure 4.6 reveals in ascending order the positions local government respondents view as most severely affected by skill and labour shortages.

Figure 4.6: Identified Labour and Skill Shortage Areas



As the results show, 'building controls' is the most challenging shortage – 58.8% of all councils identified this position as the severely affected. This was followed by 'civil engineering roading' and 'civil engineering asset management' which at least 45% of all councils acknowledged as positions severely affected.

It is important to note that Appendix D provides Department of Labour, Statistics New Zealand and New Zealand Immigration data to triangulate against the primary skill shortage data captured. This data accurately supports the severity of the skill shortages faced in the areas of engineering and building controls.

The next positions that between 20% and 40% of councils surveyed viewed as adversely affected by skill and labour shortages included senior resource planner, senior executive engineering, civil engineering utilities, it specialists, policy analysts, graduate engineers and environmental consents.

The positions that were not generally regarded as affected by skill and / or labour shortages were that of policy analysts at entry level, engineering cadets and arborists, with under 10% of the councils surveyed viewing these positions as being affected.

Other positions were also identified as becoming increasingly difficult to fill, including:

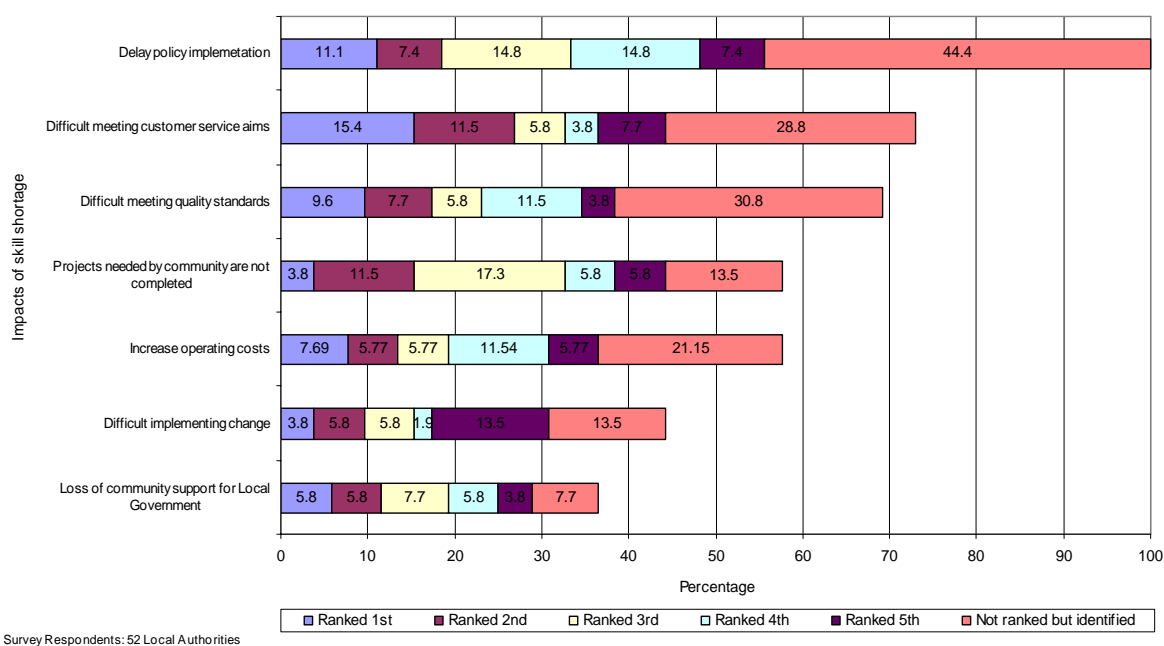
- *Environmental managers, ground water scientist, river engineers;*
- *Senior environment consents officer;*
- *Employment relations specialist;*
- *Specialists with expertise in the local government legislative environment;*

- *Rating administrators;*
- *Committee secretaries;*
- *Property managers, IT managers; and*
- *Economists / business development professionals.*

## 4.7 Impacts of Labour & Skill Shortage

It was reported that the key impact of the current labour and skill shortage for local government was that ‘policy implementation becomes delayed’. Although only 11.1% ranked ‘delay in policy implementation’ as the leading impact, 7.4% ranked it second, 14.8% third, 14.8% fourth and 7.4% fifth – and 44.4% identified it as important. Hence cumulatively, this was the key impact of the labour and skill shortage. The breakdown of ranked attributes are outlined in Figure 4.7.

Figure 4.7: Impacts of Skill and Labour Shortage

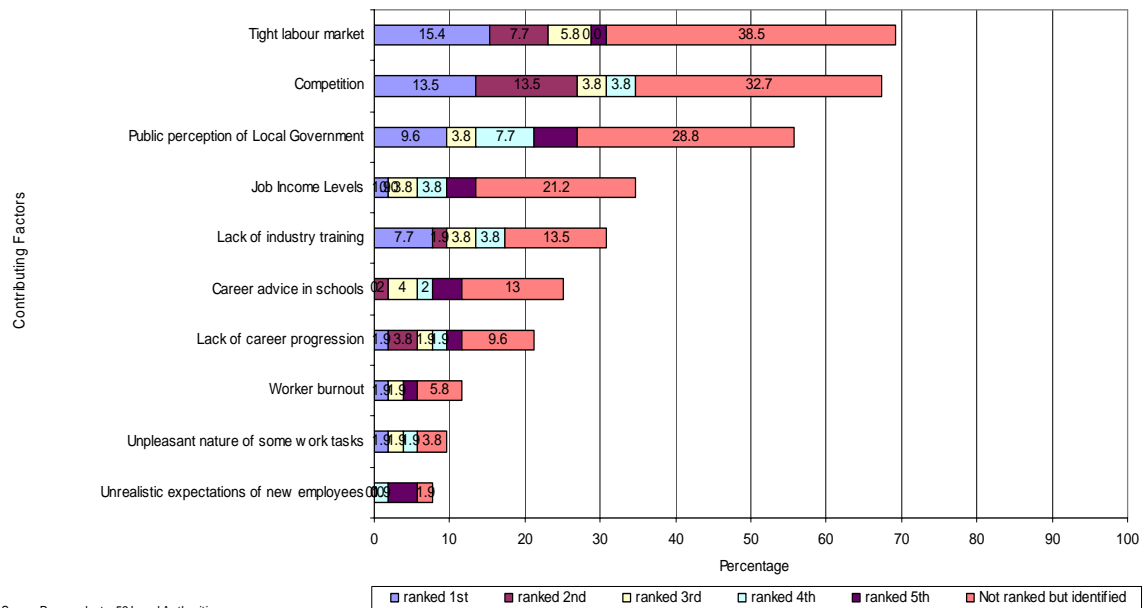


## 4.8 Contributing factors behind skill / labour shortages

### Skill / Labour Impacts

The key contributors to the current shortages in local government were identified by council respondents as the current labour market environment and the increasing competition for skilled employees. In addition to these two macro market factors, the public perception of local government and the lack of industry training available were also identified as key contributing factors.

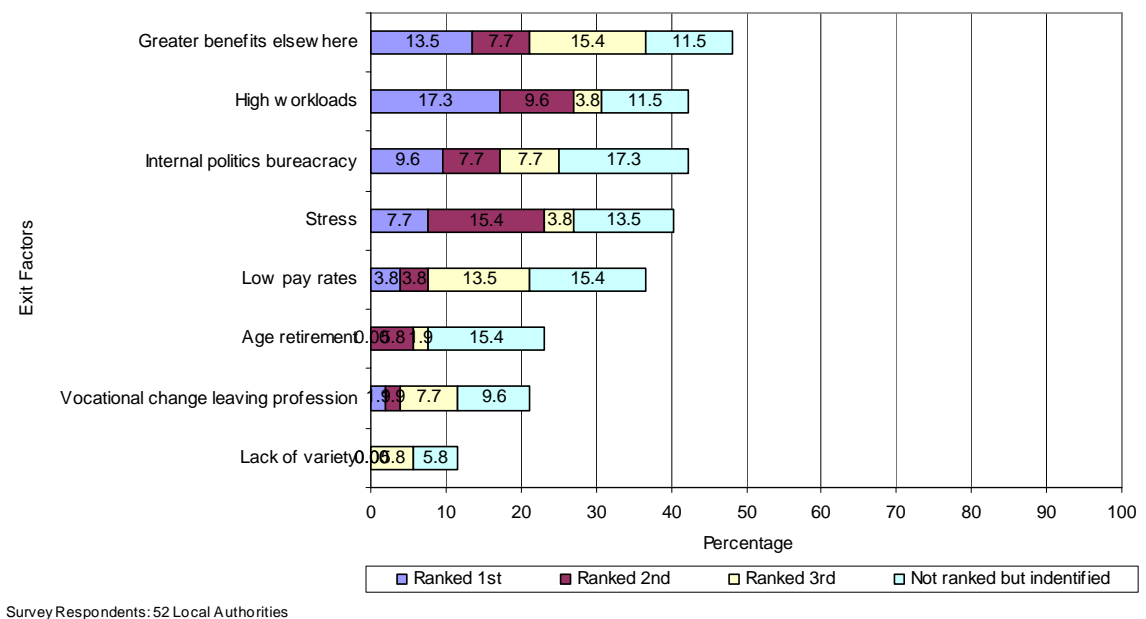
Figure 4.8: Key contributing factors to skill / labour shortages



### Reasons for Exit

Linked to an understanding of why people don't choose to join local government, is understanding why they choose to leave it. These findings seem contradictory: respondents ranked work burnout as very low in terms of factors contributing to labour shortages, and yet note high workloads and stress as being important factors in leaving decisions. These results may suggest that when initially thinking of the contributing factors to the current labour / shortage, local government is quick to identify with the wider external macro market factors such as competition, labour market conditions and public perception, whereas internal organisational culture, and work conditions which tend to underpin high workloads, stress and internal levels of bureaucracy are just as influential in contributing to labour and skill shortages.

Figure 4.9: Reasons for Exit





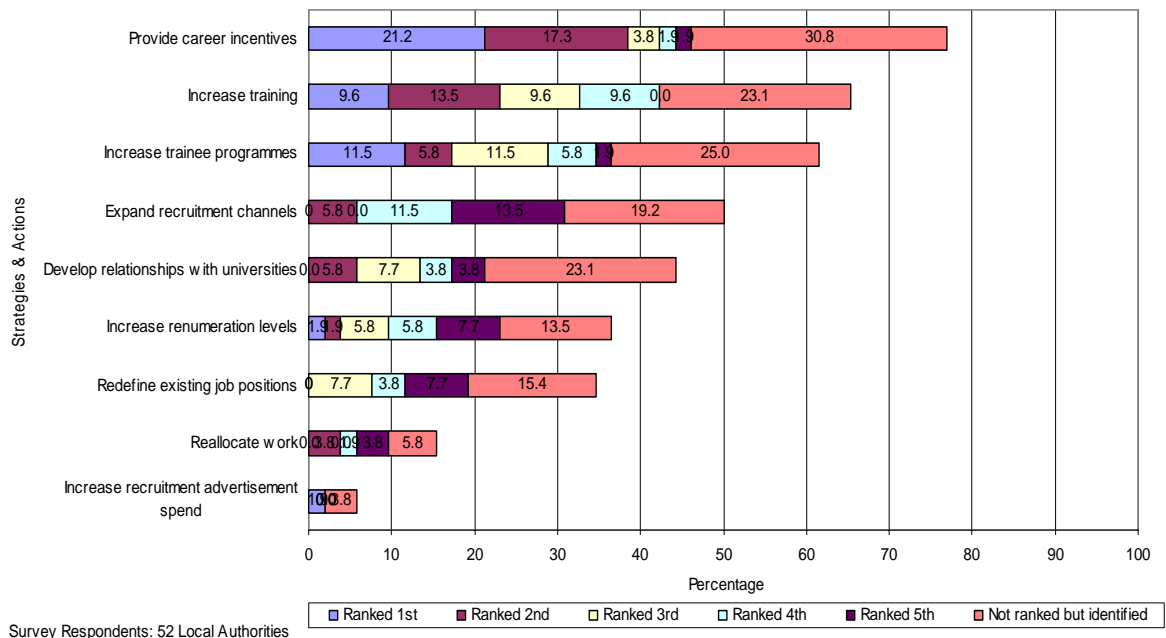
## Strategies / Actions

Generally it was felt that the most beneficial strategies and / or actions that need to be adopted to address the skill and labour shortage are to:

- Provide career incentives – 21.1% of respondents ranked this as their top strategy and / or action;
- Increase training programmes – 9.6% identified training as an key action for rectifying the skill and labour shortage; and
- Increase internal trainee training given to existing workforce – 11.5% ranked this as their number one option.

The results also provide encouragement for new initiatives to be developed, with many respondents acknowledging the need to expand recruitment channels and forge stronger relationships with Universities.

Figure 4.10: Strategies and actions for addressing skill / labour gaps



## 4.9 Vacancies & Skill Set Gaps

### Vacancies

Of the councils surveyed in the current research, 79.5% had vacancies during the survey period, which serves to underline the seriousness of the problem today, let alone in the future. The number of vacant positions varied from only a small number of vacancies (i.e., 1 or 2) to one council having 58 vacant positions. As would be expected a higher proportion of vacancies was identified around that positions of civil engineering – asset management, civil engineering – roading and traffic, senior environmental / resource planners, building control officers, environmental consents officers, monitoring / compliance officers and IT specialists.

It is interesting that although 20.5% of the councils surveyed did not have current vacancies, there was no suggestion some councils did not regard recruitment and retention as a pressing issue. One council said:

*“Although we currently have no job vacancies and have had no difficulty obtaining staff over the last 12 months, the level of candidates has certainly reduced over the past 5 years”*

The results supported the earlier findings that engineering and regulatory activities are the critical areas of shortage for local government, although as Table 4.2 outlines very few of the previously identified positions were regarded as being easy to fill.

Table 4.2. Vacancies and Skill Set Gaps		
	Vacancies Identified	Mean Degree of Difficulty
Senior Executive - Engineering	2	3.5
Civil Engineer – Asset Management	9	2.2
Civil Engineer – Roading & Traffic	16	2.5
Civil Engineer – Utilities	9	2.0
Engineer – Graduate	4	3.5
Engineer – Technician	6	3.3
Engineering Cadet	1	3.0
GIS Operator	5	4.0
Engineer (Other)	8	3.8
Senior Executive – Strategic Policy	1	2.7
Senior Policy Analyst	9	2.5
Policy Analyst	7	3.8
Policy Analyst – Entry Level (Graduate)	3	6.0
Senior Planners – Infrastructure	4	2.2
Senior Environmental / Resource Planner	10	2.4
Planner – Entry Level (Graduate)	11	3.5
Policy & Planning (Other)	2	2.0
Senior Executive – Regulatory	1	3.0
Building Controls	19	2.8
Environmental Health Officer	9	3.3
Environment Consents Officer	12	4.0
Monitoring/Compliance Officer	14	2.5
Regulatory Services (Other)	2	6.0
Arborists	3	3.0
Senior Accountants	6	2.5
Financial Accountants	5	3.8
IT Specialists	11	3.4
Other	7	3.7
<b>Total</b>	<b>196</b>	
<i>Note: Scale of 1 – 7, 1 being the hardest</i>		
Survey Respondents 44 Local Authorities		

The degree of difficulty associated with graduate and or entry level positions was slightly lower than for senior positions. For example, the mean degree of difficulty reported for engineering graduates was 3.5, entry level policy analysts 6.0 and entry level planners 3.5. In contrast, senior engineering executives, civil engineers in asset management, roading and utilities all generated a mean rating of between 1 and 3 emphasizing that vacancies in these areas are extremely difficult to fill. It is important to note that these results are only indicative of the 44 Councils who answered this question within the survey. However, this provides strong insight into the precise degree of difficulty encountered across different position types.

To provide greater explanation and insight into why the positions identified were particularly difficult to fill, respondents were asked to provide comments. The responses gathered are listed below:

- *Ability to pay and preparedness to work in Waikato.*
- *We have not had any difficulty filling positions but engineering positions do take more effort.*
- *Because they are specialist positions and local government is not the only market. Private business has more ability to pay higher wages and offers more diverse work because they are not bound by ratepayer funding and accountability.*
- *Building controls: Legislative change have created a shortage of skilled persons with no corresponding provision in training at training institutes. Many qualified EHOs: leave the profession early.*
- *Civil engineers have been the hardest because of high demand from building boom.*
- *Competition between employers; Lack of specific industry training.*
- *Lack of applicants with qualifications needed. Image of local government impacts on applicant numbers coming through.*
- *Lack of experienced and NZ candidates. Not numbers at Universities doing water studies (groundwater or river engineering).*
- *Market undersupply, Location.*
- *Shortage of technical skills in the market. policy analysts - this is a relatively new career sector in Local government - like GIS - training and career path info not well developed EHO's continuing uncertainty re: service delivery/legislation.*
- *There is insufficient numbers of grads each year, so problem is compounding.*
- *To get someone with asset management and good computer skills can be difficult. Engineers often want to do hands on things and not sit at a computer. Private practice is simply more rewarding.*
- *We have not had any difficulty filing positions but engineering positions do take more effort.*

### **Skill Set Gaps**

In terms of skill sets, respondents had the greatest difficulty finding candidates with asset management skills, change management skills, strategic thinking (big picture skills) and contract specification management skills. However, as Table 4.3 outlines all skill sets originally identified are relatively difficult to come by in potential candidates. This reinforces the need for local government to think seriously about internal training programmes designed specifically to up-skill employees in these areas, especially given that demand for these skills will certainly increase in the future. It also outlines the need for local government HR managers to be more vigilant in identifying the courses currently being run by the SOLGM OPUS Business School, NAMS and INGENIUM.

<b>Table 4.3: Skill Set Gaps</b>	Mean Degree of Difficulty
Asset management skills	2.8
Change management skills	3.1
Strategic thinking (big picture) skills	3.1
Project management skills	3.4
Contract specification management skills	3.6
Performance management skills	3.7
Analytical research skills	3.8
Negotiating facilitating skills	4.0
Financial business management skills	4.2
Communication skills	4.5
Customer service skills	5.1
<i>Note: Scale of 1 – 7, 1 being the hardest</i>	
Survey Respondents 52 Local Authorities	

## 4.10 Future Labour & Skill Set Requirements

In an effort to ascertain the likely future shifts in labour and skill set requirements of local government, respondents were asked to forecast how difficult they expected future recruitment to be across the positions outlined. The results overwhelmingly suggest that over the next ten years the recruitment of candidates will remain difficult.

Table 4.4 shows that given the current industry trends and council strategies in place, respondents believe that the degree of difficulty encountered with recruitment is only likely to worsen. They view the next five to ten years as likely to be very difficult with very little indication that circumstances will change. Only one category is expected to ease (IT specialists), with environmental consents officers being expected to become dramatically more difficult to source in the future.

Although this result was somewhat anticipated by the workshop, it is worrying that councils do not believe that their current strategies will ease the difficulty. This suggests that councils are failing to strategically plan in five to ten year horizons and / or are struggling to see how in the current environment they can overcome the challenges they face.

<b>Table 4.4: Future labour requirements</b>	Mean Degree of Difficulty in 2010	Mean Degree of Difficulty in 2015	Change Expected
Senior Executive - Engineering	1.9	2	0.1
Civil Engineer – Asset Management	1.9	2.2	0.3
Civil Engineer – Roading & Traffic	1.9	2.1	0.2
Civil Engineer – Utilities	1.9	2.1	0.2
Engineer – Graduate	3.0	3.1	0.1
Engineer –Technician	3.3	3.5	0.2
Engineering Cadet	3.1	3.3	0.2
GIS Operator	2.7	2.7	0.1
Engineer (Other)	2.2	2.5	0.3
Senior Executive – Strategic Policy	2.1	2.4	0.3
Senior Policy Analyst	2.6	2.8	0.3
Policy Analyst	3.3	3.3	0.0
Policy Analyst – Entry Level (Graduate)	2.1	2.6	0.4
Senior Planners – Infrastructure	2.2	2.5	0.3
Senior Environmental / Resource Planner	3.3	3.5	0.2
Planner – Entry Level (Graduate)	3.2	3.3	0.1
Policy & Planning (Other)	2.3	2.5	0.2
Senior Executive – Regulatory	2.0	2.4	0.4
Building Controls	2.7	2.6	-0.1
Environmental Health Officer	2.7	2.9	0.2
Environment Consents Officer	2.6	4.0	1.4
Monitoring/Compliance Officer	3.3	3.3	0.0
Regulatory Services (Other)	2.0	2.4	0.4
Arborists	2.7	3.0	0.3
Senior Accountants	2.7	2.8	0.1
Financial Accountants	2.9	3.0	0.1
IT Specialists	2.9	3.0	0.1
<i>Note: Scale of 1 – 7, 1 being the hardest</i>			
Survey Respondents 37 Local Authorities			

## Other areas of concern

Respondents identified a range of other areas of concern, generally around the point that the skill shortages were bound to get worse on the whole. Shortages in engineering, building control, social workers and utilities staff being singled out.

- *Building control.*
- *Building inspectors, Accountants.*
- *Chief executive officers.*
- *Competent staff at senior executive level. For example, environmental consents officers - particularly those with an appropriate science back ground (water chemistry / hydrology).*
- *Critical skill shortages will get worse in the whole engineering field, locally, nationally and internationally.*

Respondents also believed that the recruitment of senior managers would become more challenging. Interestingly, a number of respondents struggled to even hazard a guess as to what the future would hold:

*“no idea – how long is a piece of string?”*

Other respondents outlined ideas on how local government could develop initiatives to alleviate the problem areas identified.

- *Engineering - lack of solid and well planned apprentice schemes. Possible to look at a combined Local government approach to recruit graduates and share them, having a scheme managed to ensure fair distribution of work and also to monitor development and motivation of graduates.*
- *Hopefully school leavers becoming more aware of the career opportunities available in local government and job seekers generally up-skilling themselves to fit into local government.*

## Future Skill Set Requirements

The responses for future skill set requirements closely mirrored those views for the current situation. Respondents believed that the key skill sets required in the future would be in the areas of ‘performance management’, ‘project management skills’ and ‘asset management’. However, a limited weighting should be attached to this in the light of the overall lack of confidence expressed by respondents as to their ability to forecast the future trends in this area.

<b>Table 4.5: Future Skill Set Requirements</b>	Mean Level of Importance in 2010	Mean Level of Importance in 2015	Change Expected
Performance Management Skills	1.8	1.8	0.0
Project Management Skills	1.7	1.7	0.0
Asset Management Skills	1.7	2.2	0.5
Change Management Skills (innovation & creativity)	1.8	1.8	0.0
Customer Service Skills	1.7	1.6	-0.1
Financial Business Management Skills	1.9	1.9	0.0
Communication Skills	1.7	1.6	-0.1
Strategic Thinking (Big Picture Skills)	1.7	1.7	-0.1
Negotiating Facilitating Skills	2.1	2.0	-0.1
Analytical Research Skills	2.1	2.0	-0.1
Contract Specification Management Skills	2.0	2.1	0.1
<i>Note: Scale of 1 – 5, 1 being the most important</i>			
Survey Respondents 43 Local Authorities			

## Other

Other skill and knowledge needs that respondents commented upon included -

- *Greater need for people management skills. Respondents acknowledged that the current and future operational environment meant that valuing staff “so they don't want to leave” would be pivotal;*
- *Adaptability, leadership and flexibility were mentioned by more than one respondent as areas for future focus. As one respondent emphasised ‘local governments must be flexible and well organised to continue to meet and deliver on LTCCP’s’.*
- *There would be a need for ‘specialist generalists’ with the skills necessary to bring multi-disciplinary functions together within the context of local government business;*
- *As local government becomes more specialized, it will place higher demands on staff and require them to upgrade their skills on an ongoing basis. One respondent said that the benchmarks would continue to change all the time and local government needs to think strategically about how it will support staff through this;*
- *There would be higher skill demands in working within the legislative framework ,and greater demands in quality assurance for legislative compliance;*
- *Strategic planning would become increasingly important;*
- *More technical skills would be required while still retaining excellent interpersonal skill sets to meet customer expectations;*
- *There would be an increasing need for on high skill levels in advancing technologies, an increasing need for business skills and a requirement to be creative and solutions focused;*
- *There would be an increase in the need for community facilitation, interface and advocacy;*
- *Recruiting more highly qualified personnel would be critical. The percentage of graduates required will increase, while it was acknowledged that there will be a limited pool of practical experienced staff to draw upon; and*
- *The attrition of local government knowledge and skills will continue due to the ageing workforce.*

## 5 Qualitative Interviews / Focus Groups

Section 5 discusses the results of the qualitative interviews and focus groups carried out during the demand side qualitative research phase of this project. Table 5.0 specifies the groups of participants and the details of each group.

<b>Table 5.0: Qualitative research participant profile</b>	
<b>Sub Group</b>	<b>Details</b>
Employees in private and local government sectors	A total of 11 representatives were interviewed., 4 from local government and 7 from the private sector
Tertiary Students	<p>Six focus groups were conducted across three Universities, on average each focus group had between 6 to 8 students in attendance.</p> <ul style="list-style-type: none"> <li>▪ Auckland University – Engineering &amp; Planning students</li> <li>▪ Canterbury University Engineering, Resource Management and Political Science students</li> <li>▪ Auckland Institute of Technology – Policy Students</li> </ul>
Secondary School Students	<p>Secondary school focus groups were conducted at Manurewa College and Burnside High School. Individual student interviews were conducted with students from Otago Boys High School, Kavanagh College and Bayfield High School.</p> <p>In total 21 students partook in the focus groups and interviews, all students were in their last year of study.</p>
Careers Advisors	Three careers advisors were interviewed, two from Auckland Universities and one from Universities of Canterbury.

The details of each group are outlined in the following pages. These results outline contrasting insights to the requirements, perceptions and needs of candidates for employment in local government (including the pool of current employees and potential employees) and views of tertiary and secondary careers advisors. The recruitment hurdles faced by local government are apparent in this part of the research, indicating clear messages about recruitment & retention strategies.

## 5.2 Local Government and Private Sector interviews

Interviews were conducted with employees currently working in local government and / or the private sector to establish a baseline understanding of why they entered the sector they did, the selection criteria they used to evaluate their respective jobs and what particular factors attracted them initially to work within either the public or private sector. In addition, interviewees are asked to share how their career pathway has changed since first employment or will change in the future, and how their perceptions of the sectors have been shaped.

### Selection Criteria for Employment

The interviewees offered an array of reasons for deciding on their employment vocation. The variety of reasons, their rationale and a profile of each sector interview is outlined in Table 5.1 below:

<b>Interviews</b>	<b>Criteria</b>	<b>Profile</b>
Local government	<ul style="list-style-type: none"> <li>▪ Local government always appealed as it provides strong opportunities in engineering. The benefits that set local government apart were the fact that you are at least guaranteed semi constant hours</li> <li>▪ Acknowledgement that private sector consultants work extra long hours, tend to have poor work life balance.</li> <li>▪ The variety of work opportunities in local government were viewed as a key draw factor – able to capitalise and gain experience in river engineering and river analysis.</li> <li>▪ Opportunities to learn as opposed to being given repetitive jobs and not seen as cheap labour as graduates are frequently treated in the private sector.</li> <li>▪ Local government overall was viewed as good training ground for engineers (culture of cadetship as lots of ex Ministry of Works workers)</li> <li>▪ Predisposed to local government from personal network, family members previous employed in local government</li> <li>▪ The challenge of local government work, as it provide opportunities to work of a different range of issues and challenges, able to gain good experience across a range of different situations.</li> <li>▪ Opportunity to learn heaps through exposure to work</li> </ul>	<p>Interviewees included planning, policy and engineering employees working in local government.</p> <p>Interviewees were all at different stages of their career - 25 years, 7 years and 2 years.</p> <p>All commented that they would continue to consider local government as a place to work</p> <p>All acknowledged the challenge and diversity that local government presents.</p>
Private sector	<ul style="list-style-type: none"> <li>▪ Private sector appealed as consultancy work was perceived to provide diversity, with a larger pool of projects to work on and gain experience on. The project in the private sector were viewed as bigger and therefore more challenging</li> <li>▪ The type of work experience gained in the private sector was pivotal to job selection. Private sector offered the opportunity to work on civil engineering projects for recreation as opposed to road or vehicle bridges etc... and thus are more aligned with personal interests.</li> <li>▪ Able to put education into practice. However, interviewees acknowledged that in their first job they felt underutilised and were not challenged. Previous boss was not interested in their development, also got bored ended up doing same monotonous job all the time.</li> <li>▪ The experience from this motivated one interviewee to move to their current job by transferring between</li> </ul>	<p>Interviewees interviewed worked in either engineering or planning.</p> <p>One interviewee had worked in local government for only 7 months and left due to organisational culture.</p> <p>Interviewees perceived local government jobs to be focused on processing rather than implementation and getting 'hands dirty'.</p> <p>Tended to stereotype local government as a place where good practical experience could not be gained.</p>



	<p>offices. The interviewee stated that the organisation provided them with lots of opportunity to learn and encouraged personal development.</p> <ul style="list-style-type: none"> <li>▪ Salary in private sector was better than local government</li> <li>▪ Private sector is involved in helping people and being proactive in reaching positive solutions as opposed to looking for problems as perceived in local government</li> <li>▪ Variety of work is better in private sector, greater opportunity to learn. International firm with potential to work overseas through organisational network</li> <li>▪ Dealing with positive people who truly enjoy what they do and are passionate about it</li> <li>▪ Private sector is not boring and mundane (i.e., perceived local government as a deadwood operation)</li> </ul>	
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## Perceptions of Local Government

### *Job Security*

Generally the interviewees working in local government felt that local government offered greater attractions to the private sector in terms of job security. It was reported that local government had a more realistic workload expectation. The fact that project based work was frequently outsourced to the private sector meant that workloads were constant and there was less pressure or less demand for working long hours, as colleagues in the private sector were perceived to do.

It was commented by one interviewee that local government was one of the last places where you could still have a potential 'job for life'. Opportunities seemed to still exist for employees to work their way up and stay for ever, and the downside of this was the tendency for people to become entrenched in local government. This in turn prohibited and limited opportunities for promotion into senior jobs, especially in engineering. In terms of recruitment this meant that it was especially difficult for someone outside a district to come into senior level jobs because local knowledge was viewed as very important, and hierarchy and nepotism prevailed.

### *Conservative*

Generally it was felt that local government was still extremely conservative in employment practices. While interviewees acknowledged that local government had a difficult battle between enforcing Central Government policies and appeasing general public concerns, it was generally felt that greater flexibility had to be achieved, for example, working from home was difficult because of rate payers' perceptions. It was felt that in some areas local government needed more professional and competitive working practices, such as emulating the perks and performance bonuses common in the private sector.

### *Employment / Career Opportunities*

Divided opinions were held of local government in terms of employment opportunities. It would appear that those working in local government had a clearer view of the opportunities that existed. One local government interviewee said:

*“Local government has good employment opportunities for graduates all the way up to CEO, as it provides a broad range of experiences”*

However, career development was felt to be limited by the continued need to rely on consultants for the design and development of assets. The following statement was made regarding the prohibitive environment for career opportunities:

*“Not as rewarding at senior level as in private sector, less technical work is engaged in, none at all now that I am in management position, rather I am involved in planning, budgeting, councillor issues, basically my job is to ascertain needs and pass technical work onto consultants”*

It was acknowledged by employees working in local government that young graduates can really get lost in the system. Interviewees reported that mentoring was based on luck rather than any formal programme or structure.

## 5.3 Tertiary Student Focus Groups

A total of six focus groups were conducted with tertiary students studying in engineering, planning and policy. The focus groups were designed to gain a more first hand understanding on the thoughts and opinions held of local government and the level of knowledge students had of the opportunities that existed. The focus groups addressed the factors students were looking for in their first job, as well as the marketing and recruitment activities that might be more effective.

### Tertiary Student Perceptions of Local Government

Table 5.2 summarises the perceptions that tertiary students held of local government. Table 5.3 summarises factors of importance in choosing employers and Table 5.4 summarises tertiary student opinions on local government in general and potential marketing ideas.

<b>Table 5.2: Perceptions of Local Government</b>
<ul style="list-style-type: none"><li>▪ Inefficient and extremely bureaucratic - spend all your time banging your head against a brick wall.</li><li>▪ Harder to move to a different job outside local government – there is sometimes perceptions that once you have worked in local government you will struggle to switch into the private sector. However, vice versa this isn't perceived to be a problem.</li><li>▪ Boring – you get the impression local government is not really concerned about the community at all, it is simply about pushing paper around.</li><li>▪ Local government fails to engage in the technical side of civil engineering, from work experience during the holidays you quickly learn that local government outsources the bulk of the 'fun' and 'challenging' work. From my brief experience there was not enough variety to entice me back.</li><li>▪ Local government is perceived as managing contractors, they fail to operate as a professional business and often impede development in the community.</li><li>▪ Local government wraps itself up in policies and paperwork, it is casual and ineffectual in a number of areas and not very popular. The publicity it receives really doesn't encourage you to consider working for them, as a potential employee I would only consider it as a back up option.</li><li>▪ From my experience working in local government during the holidays – I can see that it would require a lot of patience to cope with the day to day frustrations. I was genuinely surprised to witness how poor communication can be even between departments internally, a lot of time and money seems to be wasted due to inter-departmental fights.</li><li>▪ I worked in local government during the Christmas break and there were some aspects of the job that were great. I was fortunate enough to be given responsibility for a small project (resource evaluation on local swimming pool) and although it didn't utilise my engineering skills specifically I enjoyed the autonomy I had. Yet, it was disappointing that there appeared to be no structure for graduates like myself wishing to gain some practical experience. The Council didn't really know what to do with me.</li><li>▪ Local government doesn't have any structured graduate recruitment programme that I am aware of. I often wonder if they really want to employ graduates because they are never at recruitment drives and appear not to promote themselves to graduates.</li><li>▪ Last year I worked for my local government at home and was told I shouldn't work so hard, they seem to watch the clock a lot. I got the impression that you would pick up bad habits working in local government.</li><li>▪ Salaries do not go as high in local government, career progression is limited.</li><li>▪ Consultancies are fast track to career development, good exposure, do different projects and different areas in projects this is as opposed to council – have to do the hard yards first, answering phones, don't leave the desk.</li><li>▪ Travel is greater with consultancies – travel is a motivator.</li></ul>

**Table 5.3: Factors of importance in Future Employers**

- Variety – when you have just finished your degree you want to be able to work on a wide array of tasks and learn and apply as much as possible.
- Having a secure and well defined career structure and know that some form of career structure exists is very important.
- Good pay package is obviously an important consideration. The majority of students have loans and are looking for the best possible pay they can secure.
- Salary has to be competitive.
- Registration is very important, that is why variety is so important.
- Support for career development, whether this be through registration or other internal training programmes.
- The biggest criticism graduates initially receive is that they lack experience, therefore providing a career pathway whereby exposure to a variety of work can be gained in the first year or two is very attractive. HOLMES Consulting appears to do this well. That is, it doesn't pigeon hole you in one task. Beca for example has a good reputation in the market; however you get pigeon holed in doing the same thing.
- Career prospects –where can I go with the company. What is its national and international reputation, what opportunities does it present to travel and partake in exchanges. Will it value my contribution or will I be another clog in the wheel.
- Needs to be exciting and enjoyable and offer real opportunities to develop and succeed.

**Table 5.4: Marketing Initiatives**

- Make themselves known, I have never heard of SOLGM! Highlight the variety of job opportunities that exist in local government.
- Provide a structured and well thought out graduate recruitment programme that provides a clear career pathway for young engineering and or planning students coming on board.
- Presenting itself as a 'National body' and market collectively the number of positions available at certain locations.
- Students simply do not know about the opportunities that exist under local government – therefore any level of marketing in the future will be beneficial.
- Structure programme for professional registration – explicated structured, supported and promoted. If local government can offer this then it will be in a better place to compete for young talented graduates.
- Did not have a lot of contact with careers advisors, I would suggest building a wider network with Careers Advisors and maybe Department lectures. It is not uncommon that we will receive emails from Department staff regarding potential opportunities therefore very beneficial to be linked to the right people in Universities.
- NZPI promote jobs.
- Internship and scholarships are attractive – For example: Fulton Hogan scholarship will pay for your final year (5000k+); Beca Carter Hollings & Ferner Engineering in Society Scholarship – gives a \$1,500 prize to 4<sup>th</sup> year students.

## 5.4 Secondary School Focus Groups

Two focus groups and a series of semi structured interviews were conducted with secondary school students in Auckland, Christchurch and Dunedin. In total over 25 secondary school students were asked to offer their thoughts and comments on various questions regarding local government. Questions directed to secondary students sought to discover what level of knowledge students had of their local government, what they understood the primary role of the council is, what jobs they thought local government offered and whether they had ever considered working in a council.

In addition to this, secondary students were also asked what they planned to do on leaving school, why they planned to do this, who they had discussed this future decision with, and what had influenced or helped them make this decision. The responses derived from the secondary school students are outlined below.

### **Knowledge & Perceptions of Local Government**

The overwhelming majority of secondary schools student were not aware of the diverse role their local government body had within the community.

#### *First Thoughts / What do Local Governments / Councils do?*

The comments students made in reference to their awareness of local government centre on:

- community;
- park and road maintenance;
- looking after the city;
- collecting the rubbish; and
- governance and enforcing rules.

Secondary school students from Manakau City appeared to be notably well informed on the role that their Council had in the community, whereas secondary students from Christchurch and Dunedin appeared to have a vague idea of some aspects of their council but had no idea of what the council did.

For those students who did exhibit some understanding of what local authorities do their understanding had been predominantly learnt from specific classes or family / friends. A number of students who had taken Geography said that aspects of their curriculum had touched upon the role of councils. In addition many of the students had learnt of what local government did (or failed to do) from family, (usually parents). A number of students commented that their parents felt that the city council “stopped development”, were “just politicians” and “liked to talk a lot and not do enough work”.

#### *Would like to learn more / consider working in Local Government*

Given the low level of understanding and / or awareness secondary school students had of local government, the question was posed as to whether or not students would like to understand and learn more. In general, all students expressed an interest in understanding more about their city council.

Opportunities to gain part time work at councils was received very positively and a number of the students already had part time work. This work was secured through family, friends and knocking on doors. Students therefore felt that if councils liaised with schools on potential cadetships or part time work opportunities, strong potential existed to recruit students.

### *Plans for next year?*

The overwhelming majority of students participating in the research were planning on entering tertiary education next year. The degree to which students had decided on a definite career varied considerably. A number of students stated precisely what they planned to do and examples included:

- MIT – Bachelor of Early Childhood
- MIT – Graphic Design & Animation
- UNITEC – Computing
- AUT- Food Technology
- Otago Polytechnic – Nursing

As outlined the majority of students planned to enrol at Universities or Polytechnics. Students less definite in their study or career paths outlined that they would do a general year of study and then decide. For example students outlined the following -

- Uni of Otago – Bachelor of Commerce, ‘anything’!
- Uni of Canterbury – Bachelor of Commerce (Accounting, Finance), Bachelor of Science (Chemistry, Biology)
- Auckland Universities – Bachelor of Science (Horticulture or Engineering)
- AUT – Bachelor of Arts (History)

When asked if students had considered entering career paths centred around ‘engineering’, ‘planning’ or ‘policy’ – very few students exhibited a high degree of interest. Engineering was considered by only two students interviewed as a possible area of study and one student was returning home to Chile to study engineering. Planning and policy were generally not considered as possible study areas, as students did not have a strong understanding of what a ‘planner’ or ‘policy analyst’ actually did.

### *Why?*

For students, the general attractiveness of tertiary study was that the qualification gained would enhance opportunities to establish a good career. Students had determined subject choice based on their ability in the area, opportunities presented and the interest they had to pursue that vocation.

The students that were considering engineering outlined that they had a strong natural ability in mathematics and science (physics), and felt that they would enjoy the creative aspect of being able to build, construct and design things. In addition, careers advisors and friends and family had encouraged these students to contemplate a career in engineering and this had informed their decision process.

### *Influences on this decision?*

In terms of how secondary students came to make the final decision regarding university subject and career choice, key influences included immediate family and friends and careers advisors and teachers. Other information sources noted were TV and the Internet.

Mixed opinions were given to how valuable the information provided by careers advisors actually was: many felt that they were not really that useful and tended to encourage students into traditional career paths. Students commented that careers advisors could be quite discouraging of the types of courses students expressed interest especially when it was ‘outside of the square’ (i.e., computing animation and gaming). The fact that students were not well informed on what a career in ‘planning’ or ‘policy’ was, reinforces that some careers advisors focus on the tradition career vocations.

Family members were found by most to be pretty knowledgeable, helpful and keen to encourage. However, 1 or 2 suggested that their family did not understand what tertiary training was all about, as they were “first in family” to undertake tertiary study. Following in the footsteps of a parent was also common for a number of students (e.g. nursing, accounting).

## 5.5 Career Advisors

Interviews with Careers Advisors focused specifically on addressing what future recruitment and marketing initiatives local government should think about adopting to enhance its status in the market. All the careers advisors interviewed stated that they had never been approached or informed on the career opportunities in local government. Table 5.5 below outlines the range of comments Careers advisors made when discussing local government recruitment.

<b>Table 5.5: Recruitment Initiatives</b>
<p><b><i>Graduate Recruitment</i></b></p> <ul style="list-style-type: none"> <li>▪ Careers advisors emphasised the need for Local government to wider its catchment and be more creative in terms of attracting people e.g., having Alumni e.g. engineering graduates come back and talk to students is a very effective way to promote career pathways among young graduates.</li> <li>▪ The fact that local government appeared to lack any co coordinated Graduate Recruitment programme was identified as a critical problem. Careers advisors commented that collectively local government could offer a very attractive package. However, one or two councils turning up to careers fairs would not do the sector justice.</li> <li>▪ Having critical mass on campus and a smart programme was viewed to be very important in order to appeal to students.</li> <li>▪ Attending career fairs during graduate recruitment rounds, actively advertising vacancies on Career hub, and becoming integrated into the graduate recruitment calendar alongside other organisations was highlighted by all career advisors as integral to recruit and attract young talent.</li> <li>▪ Careers advisors commented that the overwhelming majority of graduates will attend graduate recruitment seminars and evenings for which the attendance rate is very high. Local government has to “press flesh” with young graduates.</li> <li>▪ Careers advisors commented that private sector firms do well at providing young staff to promote the sector. Therefore, when holding graduate recruitment evenings – having people only 5 years ahead of young graduates is important - breaking down the “brown cardigan” stereotype of local government is important.</li> </ul> <p><b><i>Work Experience</i></b></p> <ul style="list-style-type: none"> <li>▪ One career advisor commented that over the last couple of years he felt that more than 50% of graduates ended up working where they had had work experience.</li> <li>▪ The fact that engineering graduates need up to 400 hour relevant work experience in their undergraduate course seemed to provide the perfect opportunity for Local government to create a work placement scheme specially tailored to graduate needs.</li> <li>▪ It was further commented that local government does not close over summer whereas consultant firms do. Local governments need to realise that Graduates are mobile and willing to gain experience. More importantly, summer employment opportunities provide a two way reality check for both employer and candidate.</li> </ul> <p><b><i>Jobs4Grads</i></b></p> <ul style="list-style-type: none"> <li>▪ Jobs4grads.net is a specialised graduate employment site established as a consortium of the Universities (Auckland, Massey, Auckland Institute of Technology and Waikato Universities). The Jobs4grads site is available on a commercial basis to approved and registered employers to promote employment (full-time, part-time, internships – work of a career nature), scholarships and prizes, and so on. Local government needs to be aligned with this to effectively reach young graduates; The site reaches over 50% of the student population in New Zealand and would provide an effective medium for Local government to promote summer work through, alongside graduate positions.</li> </ul>

**Table 5.5: Marketing Initiatives**

***Faculty Relationships***

- Careers advisors commented that establishing strong links with Universities faculty was very important. Faculty are frequently in the position of advising young graduates and helping them through their decision process. Yet, there were mixed views as to whether contact should be managed via careers advisers or direct with faculty.

***Informative Information (Educating Marketing)***

Careers advisors were adamant that local government needs to provide detailed information on the diversity of working in local government. Information brochures or materials should not only be concentrated on explaining what local government is and does, it also needs to cover:

- what types of employees work in local government;
- what the jobs are;
- what the career prospects are;
- skills attitudes required;
- when and how recruitment take place;
- what the graduate recruitment process involves, milestones, key dates;
- what's fun about working in local government; and
- what is it actually like – profile recent graduates experiences (testimonials).

***Scholarships***

- Scholarships are good at raising the profile of an organisation in the Universities. Between all councils in New Zealand an innovative Scholarship programme could be offered by local government. This would have the potential to be multidisciplinary – targeting engineering, planning, policy and even commerce / business graduates.

***Professional Approach***

- It was generally commented that local government really had to become more professional in its approach. One clear and concise message had to be given to Universities, and councils should not be perceived to be competing against each other.



## 6 Tertiary Education Statistics

Section 6 provides a summary of the supply of engineering, resource management and policy students exiting New Zealand's leading Tertiary Education Institutions (TEI's). The statistics were provided by the Ministry of Education and it is important to note that in areas the statistics are fallible due to incomplete statistics provided by individual TEIs. This is due to the fact that the qualification completions data is obtained in a separate return from those by which the Ministry of Education collects enrolment data.

The return period for the qualification completions data is 1-15 June, and this covers all qualifications completed during the previous calendar year. The Ministry of Education acknowledges it has problems getting the data in on time as there is no real incentive for the providers to do so. That is it is not linked to their funding at all, the Ministry comments that it can usually be still waiting on returns up to about 3 months after they are due.

For example, in 2002 Canterbury University failed to provide statistics outlining the number of engineering students graduating. Therefore, as outlined in Table 6.0 the number of engineering students exiting in 2002 is substantially lower. A full summary of student numbers by TEI is outlined in Appendix C.

<b>Table 6.0: Tertiary Education Statistics</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>Average</b>
<b>Engineering</b>					
Chemical Engineering	27	26	34	19	27
Civil Engineering	61	71	85	46	66
Engineering (General)	375	374	44	319	278
Environmental Engineering	12	44	65	53	44
<b>Total</b>	<b>475</b>	<b>515</b>	<b>228</b>	<b>437</b>	<b>414</b>
<b>Resource Management</b>					
Earth Sciences	31	117	155	132	109
Ecology	10	17	9	7	11
Environmental Science	64	59	52	35	53
Geography	388	275	150	236	262
Geology	117	102	48	64	83
Property Management	47	43	59	54	51
Resource Management	135	77	61	53	82
Soil Science	2	4	1	0	2
<b>Total</b>	<b>794</b>	<b>694</b>	<b>535</b>	<b>581</b>	<b>651</b>
<b>Policy / Politics</b>					
Politics/Political Science	361	345	212	277	299
Public Relations	26	54	58	63	50
Social & Public Policy/Admin	50	35	24	16	31
<b>Total</b>	<b>437</b>	<b>434</b>	<b>294</b>	<b>356</b>	<b>380</b>
<b>Total</b>	<b>1706</b>	<b>1643</b>	<b>1057</b>	<b>1374</b>	<b>1445</b>

## 6.2 Profile of Students 2003

To provide insight into the demographic profiles of students exiting by degree type, analysis was conducted into the gender, age and ethnicity of students exiting in 2003. The results from this analysis are clearly outlined in Tables 6.1 to 6.2. It is again important to highlight that the statistics are fallible due to incomplete statistics provided by individual TEIs, however the data does provide a overall indication of the demographic profile of students exiting TEI's by key subject areas.

### Gender Breakdown

An even split of male and female students is found in the subject areas of policy / political science and resource management papers, however as Table 6.1 outlined engineering is still heavily dominated by male graduates.

### Age Breakdown

As would be anticipated the overwhelming majority of students across the three subject areas of interest are between the ages of 20 to 24 years. Interestingly, a slightly higher number of mature students are attracted to the subject area of policy / political science.

Engineering	2003	Male	Female	Under 20	20-24	25-29	30-34	35-39	40+
Civil Engineering	46	38	8	0	34	9	2	1	0
Chemical Engineering	19	13	6	2	14	1	2	0	0
Engineering (General)	319	265	54	16	263	25	7	4	4
Environmental Engineering	53	31	22	3	44	5	0	0	1
<b>Total</b>	<b>437</b>	<b>347</b>	<b>90</b>	<b>21</b>	<b>355</b>	<b>40</b>	<b>11</b>	<b>5</b>	<b>5</b>
Resource Management									
Earth Sciences	134	66	68	20	89	11	7	3	4
Ecology	8	3	5	1	6	1	0	0	0
Environmental Science	35	19	16	3	21	5	1	1	4
Geography	238	106	132	54	144	26	6	2	6
Geology	8	3	5	0	8	0	0	0	0
Property Management	54	36	18	2	45	3	2	1	1
Resource Management	53	22	31	11	25	12	2	2	1
Soil Science	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>530</b>	<b>255</b>	<b>275</b>	<b>91</b>	<b>338</b>	<b>58</b>	<b>18</b>	<b>9</b>	<b>16</b>
Social Relations									
Politics/Political Science	277	135	142	39	184	23	12	7	12
Public Relations									
Social & Public Policy/Admin	16	3	13	0	6	1	0	2	7
<b>Total</b>	<b>293</b>	<b>138</b>	<b>155</b>	<b>39</b>	<b>190</b>	<b>24</b>	<b>12</b>	<b>9</b>	<b>19</b>

## Ethnicity Breakdown

The breakdown in the ethnicity of students reveals that across all three subject areas of interest, greater than 65% of students are 'European / Pakeha'. Interestingly, engineering attracts a higher proportion of 'Asian' students than resource management and / or policy / political science. Conversely policy / political science and to a small extent resource management attracts a higher proportion of Maori students.

<b>Table 6.2: Tertiary Education Statistics 2003 – ethnicity breakdown</b>							
<b>Engineering</b>	<b>2003</b>	<b>European</b>	<b>NZ Maori</b>	<b>Pacific</b>	<b>Asian</b>	<b>International Student</b>	<b>Other</b>
Civil Engineering	46	29	3	3	7	2	1
Chemical Engineering	19	14	0	0	4	1	0
Engineering (General)	319	227	7	0	46	11	27
Environmental Engineering	53	28	3	0	16	2	3
<b>Total</b>	<b>437</b>	<b>298</b>	<b>13</b>	<b>3</b>	<b>73</b>	<b>16</b>	<b>31</b>
<b>Resource Management</b>							
Earth Sciences	134	102	6	8	10	5	3
Ecology	8	6	1	0	0	1	0
Environmental Science	35	27	0	0	2	4	1
Geography	238	198	18	3	1	6	12
Geology	8	2	0	0	0	0	6
Property Management	54	39	2	4	8	0	0
Resource Management	53	46	5	0	1	1	0
Soil Science	0	0	0	0	0	0	0
<b>Total</b>	<b>530</b>	<b>420</b>	<b>32</b>	<b>15</b>	<b>22</b>	<b>17</b>	<b>22</b>
<b>Social Relations</b>							
Politics/Political Science	277	206	23	5	18	10	15
Public Relations							
Social & Public Policy/Admin	16	10	4	0	1	0	1
<b>Total</b>	<b>293</b>	<b>216</b>	<b>27</b>	<b>5</b>	<b>19</b>	<b>10</b>	<b>16</b>

## 7 Quantitative Perception & Image Survey

The following section outlines the results derived from the online surveys administered among tertiary students, private sector employees and local government representatives. The purpose of the perception and image survey was to further quantify the magnitude and intensity of the perceptions held by skilled individuals.

### 7.2 Participant Profile

The survey was administered to 404 respondents across New Zealand. The largest proportion of respondents came from local government organisations (51%; n=213), followed by universities (28%; n=115), and private sector organisations (19%; n=76). The full demographic profile for each of the sub groups surveyed are outlined in Table 7.0.

<b>Table 7.0: Participant Profile</b>						
	Local Government		Private Sector		Tertiary Students	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
<b>Age</b>						
Under 20	0	0%	0	0%	11	9.6%
20 – 29 years	25	11.7%	9	11.8%	86	74.8%
30 – 39 years	82	38.5%	22	28.9%	10	8.7%
40 – 49 years	47	22.5%	24	31.6%	5	4.3%
50 – 59 years	49	23.0%	21	27.6%	3	2.6%
60 + years	10	4.7%	0	0%	0	0%
<b>Total</b>	<b>213</b>	<b>100%</b>	<b>76</b>	<b>100%</b>	<b>115</b>	<b>100%</b>
<b>Gender</b>						
Male	147	69%	56	73.7%	57	49.6%
Female	66	31%	20	26.3%	58	50.4%
<b>Total</b>	<b>213</b>	<b>100%</b>	<b>76</b>	<b>100%</b>	<b>115</b>	<b>100%</b>
<b>Location</b>						
Northland	7	3.3%	1	1.3%	0	0%
Waikato	22	10.3%	7	9.2%	1	.9%
Gisborne/Hawkes Bay	12	5.6%	4	5.3%	1	.9%
Wellington	18	8.5%	9	11.8%	0	0%
Auckland	32	15%	21	27.6%	20	17.4%
Bay of Plenty	17	8%	4	5.3%	0	0%
Taranaki / Wanganui	29	13.6%	3	3.9%	0	0%
Nelson / Marlborough	8	3.8%	2	2.6%	0	0%
Canterbury / West Coast	37	17.4%	15	19.7%	55	32.2%
Otago	23	10.8%	8	10.5%	37	9%
Southland	8	3.8%	2	2.6%	1	0%
<b>Total</b>	<b>213</b>	<b>100%</b>	<b>76</b>	<b>100%</b>	<b>115</b>	<b>100%</b>
<b>Occupation Breakdown</b>						
Engineering	79	37.1%	28	36.8%	24	20.9%
Planning	41	19.2%	29	38.2%	28	24.3%
Policy	21	9.9%	6	7.9%	32	27.8%
Asset Management	38	17.8%	5	6.6%	0	0%
Building Control	3	1.4%	0	0%	0	0%
Environmental Management	2	0.9%	2	2.6%	14	12.2%
Other	19	8.9%	6	7.9%	16	13.9%
Regulatory	10	4.7%	0	0%	1	0.9%
<b>Total</b>	<b>213</b>	<b>100%</b>	<b>76</b>	<b>100%</b>	<b>115</b>	<b>100%</b>

## 7.3 First Thoughts of Local Government

The following section shows the responses given when asked for their first thoughts about local government

### Tertiary Students

- *A tough task.*
- *Always looking for the quick fix, they need to plan seriously for the future and be prepared to make major changes.*
- *Bureaucracy. Middle aged. Frustrating. Inefficient.*
- *Concerned with small insignificant details, no vision. Repetitive.*
- *Encumbered with the RMA and having the opportunity to do a lot of good for the community, but somehow just falling short of that mark.*
- *I think things are getting more organised and efficient, but that local perception will always have a problem with something a council is doing.*
- *Inefficient lack of drive/ambition.*
- *Councillor's and old men who don't really understand what is happening in their suburbs and in-fighting.*
- *They have relatively little power and perform merely a caretaker role, looking after the pragmatic details of society. Thus they have little interest to me because the issues they deal with are quite inconsequential.*
- *I think of the City Council, and their many public spats with each other that get splashed across the newspaper. Hard not to get an impression of childish, self-interested people.*
- *Valuable and integral part of society. Responsible for maintaining and promoting regional/local interests and enterprise, and ensuring vital infrastructure is maintained.*
- *Who are they?*

### Private Sector

- *A necessary 'institution' which is often poorly managed. Lacking in good engineering guidance and engineering management of infrastructure as engineering decisions are now made by 'bean-counters' and others who have no tech expertise in the appropriate areas.*
- *Bureaucracy. Lower pay. Lacking innovation.*
- *Bureaucracy, time consuming, irrational politicians, failure to see the bigger picture.*
- *Bureaucratic (slow, by the book, unimaginative), seems to employ people who don't have experience of the real world, impractical, frustrating, naive.*
- *Bureaucratic with limited perception of costs of their requirements.*
- *Bureaucratic, stodgy and a difficult place to work.*
- *Diversity, complexity, "the bit of government that actually shapes citizens' quality of life in a day to day sense."*
- *Management of billions of dollars worth of infrastructure, not to be treated as lightweight.*

- *Not understood by the community they represent.*
- *Under skilled. You would not run a business the way councils are run!*
- *Under resourced, politically pressured, unable to secure experienced technical and managerial staff.*
- *Slow to adapt to the major changes on the Local Government Act 2002. Not a happy work environment. Still focused on processes and systems but not outcomes.*

### **Local Government**

- *A place where you can make a difference to peoples life or for some "hide" from the "real" world.*
- *A sector that deals with a multitude of services and is under enormous pressure to deliver more for less cost. A sector where the public have little appreciation of these pressures.*
- *Becoming more inflexible, too much statutory prescription. Too much Central Government involvement.*
- *Community Services and Infrastructure providers.*
- *Generally positive, although there is the perception that they are a bit old fashioned in their operations. This is however not really the case.*
- *Local government work has lots of variety and scope to work anywhere in New Zealand.*
- *Service to the community; making the best of poorly crafted legislation from Central Government making a difference for the future.*
- *Working for the development of the City. Help to operate and maintain various assets to keep the city going.*
- *Underpaid, hard working, under rated individuals providing essential services to communities.*
- *Roads, Rates and Rubbish.*

## 7.4 Comparative Analysis of Local Government vs. Private Sector

This section outlines respondents' perceptions of local government in contrast to that of the private sector on twelve job attributes, including salary, job security, job satisfaction, work life balance and travel opportunities. Each of the attributes was rated on a scale from 1 (Excellent) to 7 (Poor). The following table outlines the mean ratings given by respondents across the twelve variables.

Table 7.1: Comparative Analysis	Student perceptions of local govt	Student perceptions of private sector	Private sector perceptions of local govt	Private sector perceptions of private sector	Local govt perceptions of local govt	Local govt perceptions of private sector
Competitive Salary	4.2	2.3	3.8	2.9	4.4	2.7
Career Progression	3.8	2.3	4.1	2.6	4.3	2.9
Training	3.3	2.9	3.4	3.3	3.1	3.8
Job Security	2.9	3.9	2.5	4.0	3.0	4.6
Job Variety	3.9	3.1	4.4	2.7	3.2	3.5
Job Satisfaction	4.1	3.2	4.5	2.8	3.4	3.4
Working Environment	3.9	3.4	4.6	2.8	3.6	3.5
Modern IT Equipment	3.5	2.7	3.2	3.0	3.1	3.1
Working with Professional Colleagues	3.4	2.6	3.7	2.3	2.9	2.7
Resources	3.4	2.7	3.7	3.3	3.7	3.6
Work Life Balance	3.2	4.3	3.3	4.3	3.6	4.8
Travel Opportunities	4.7	3.0	5.0	3.1	4.9	3.2
<i>Excellent = 1; Average = 4; Poor=7</i>						

Table 7.1 reveals that the areas that respondents consistently perceived local government as an employer able to provide excellent value were job security and work life balance. Tertiary students, private sector employees and local government employees all rated these two attributes higher than the private sector.

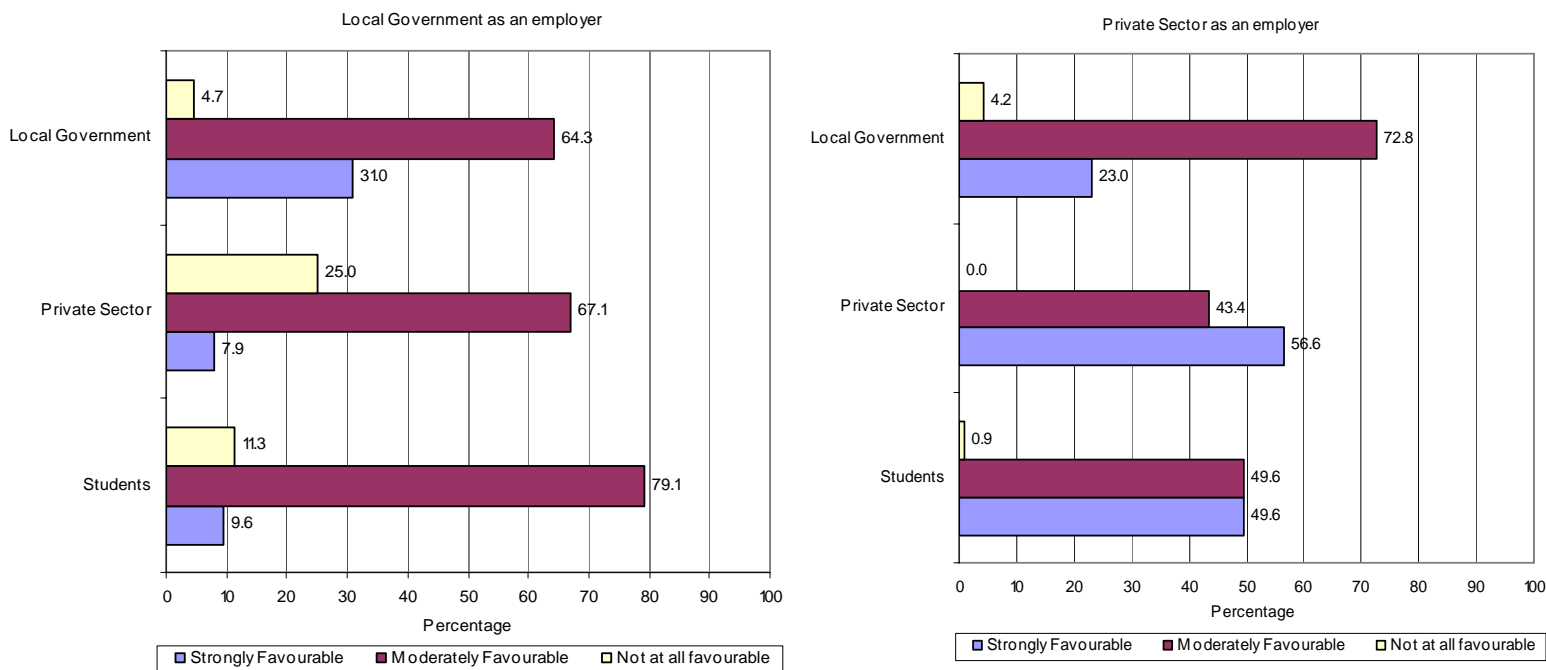
However, in all other attributes under investigation respondents appear to consistently rate the private sector higher than local government. The attributes exhibited particular poor results for local government include travel opportunities, job satisfaction and competitive salary. It is interestingly to note that local government employees in particular are more negative towards the opportunities for career progression and salary than private sector or tertiary students.

### 7.4.1 Favourability of each sector as an employer

Figure 7.0 demonstrates how favoured local government (in comparison to the private sector) is as an employer across the three different groups surveyed. As outlined local government is only viewed as strongly favourable for 48% of the respondents surveyed and as would be expected 31% of the respondents who regarded local government as favourable were local government employees, (only 7.9% and 9.6% of private sector employees and tertiary students viewed the sector as strongly favourable).

In contrast, 49.5% of students, 56.6% of private sector employees and 23% of local government employees viewed the private sector as a strongly favoured employer.

Figure 7.0: Perceptions of local government vs. private sector as an employer



Survey Respondents: Local government = 213; Private sector = 76; Tertiary Students = 115

The following comments investigate why the two sectors are perceived to be so different in terms of employer attractiveness, and how respondents formed their options of each of the sectors.

### 7.4.2 Why Local Government is more favoured

- *I think local government would provide a more stable, family orientated employer with staff benefits;*
- *I would imagine that local government would pay more attention to things like work life balance, and equal opportunities and flexible working hours - my experience in the private sector is that they are less generous in these aspects;*
- *The work / life balance is better as a local government employee;*
- *There are benefits and problems to both as an employer local government - while the salary is generally higher in the private sector the competitive pressures are also higher;*
- *There is a humane attitude to local government staff by most (but not all);*



- *Overall I believe local government is better as it is an essentially cooperative environment whereas the private sector is competitive by nature;*
- *Overall, local authorities are very good employers but can get bogged down in process, consultation and be risk averse. My perception of the private sector is the overriding profit driver and a more aggressive stance on personnel management;*
- *My local government employer is excellent - I have been here nearly 4 years and have plans to look for another position. In the private sector I mostly stayed in positions for around two years before moving on to "greener fields";*
- *Local government good trainer and is family friendly. Good life style but limited with variety of work type and project type;*
- *Local government has a more balanced approach to employment, private sector has different drivers eg., profit, performance/response timelines that are often different to local government; and*
- *Local government has better variety, greater challenges. I have worked in the private sector - interesting work is possible but I didn't appreciate the role of a consultant being seen by some outsiders as a hired gun.*

#### **7.4.3 Why Private Sector is more favoured**

- *I feel the private sector has more potential, and has less 'politics' involved;*
- *I find the private sector more appealing. While local government employment may involve more diversity, I believe the private sector offers greater job security and salary;*
- *I gave local government a lower rating than the private sector because as the private sector is larger there seem to be greater employment opportunities and they seem to do more trying to attract new graduates than local government therefore appear to;*
- *I see local government as limited in terms of career progression and in variety of work*
- *I see local government more as an enforcement agency, "making sure all the naughty rate payers aren't causing too much trouble". Private sector to me has the perception of being fresher and more interesting;*
- *I think private sector has the capital necessary to provide a more stable and beneficial working situation;*
- *I think that the private sector provides more opportunities to work on a range of projects, provides the opportunity to travel and the opportunity to try out different areas of my field without changing company;*
- *I think there is probably more work available for a structural engineer in the private sector than local government. In particular my guess would be that a lot of structural work in local government would be checking and dealing with complaints of other peoples;*
- *I view working for local government as "cruisier" (short days, lots of holidays and easy work) but also as being low paid and as a dead end job;*
- *Local government seems to have little diversity or much room to be promoted, perhaps I am misinformed but it is my general view;*
- *There are strong legislative pressures coming on local government which is impacting on the employment area.*

## 7.5 Image of Local Government

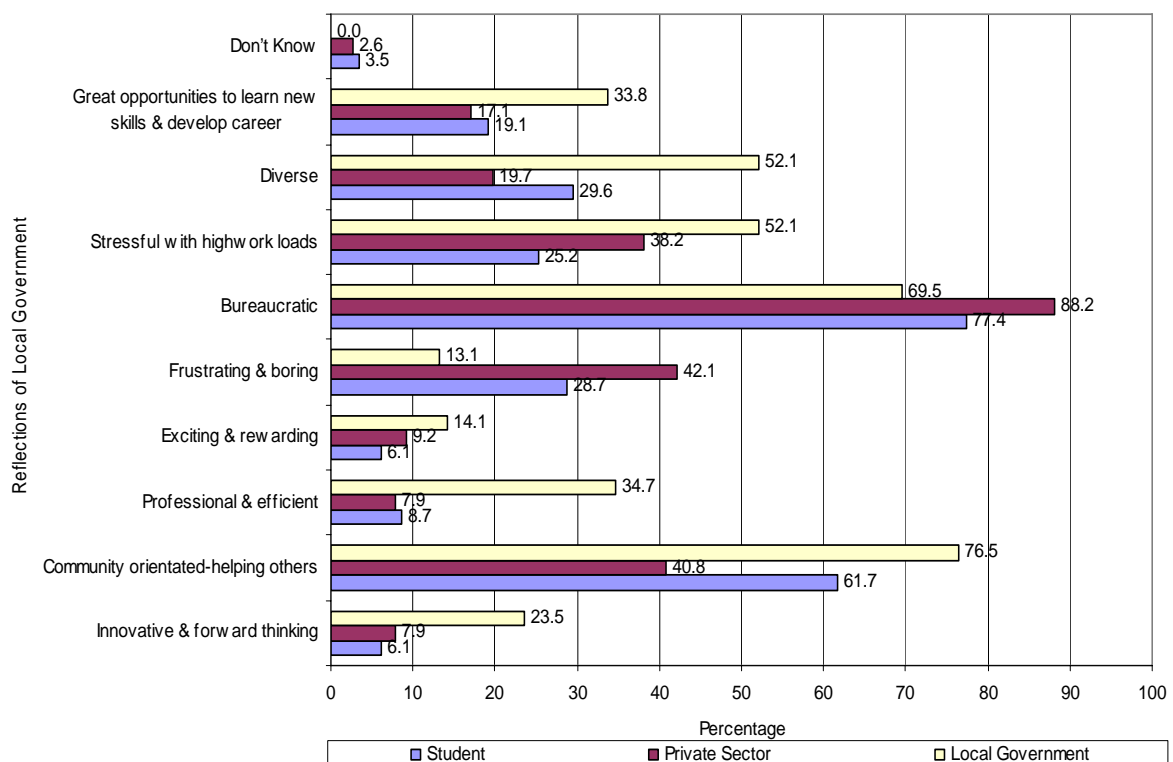
Figure 7.1 details the impressions tertiary students and private and local government employees have of local government. The results perceptions of how bureaucratic processes overshadow the fact that local government is community orientated and about helping others, with 88.2% of private sector employees and 77.4% of students stating that ‘bureaucracy’ best reflects local government.

A high proportion of local government employees (69.5%) also state that ‘bureaucracy’ best depicts local government. This result is alarming given that local government employees are key ambassadors of the sector.

However, as Figure 7.1 outlines, local government employees associate local government with being ‘diverse’, professional and efficient’, ‘community orientated’ and ‘innovative and forward thinking’, which are all attributes that the sector needs to promote more heavily.

A specific area of concern for local government is that ‘great opportunities to learn new skills and develop career’ and ‘exciting and rewarding’ are not more highly identified with the sector. From the results derived for the qualitative interviews and focus groups it has been well established that factors which contribute to career progression are very important to job selection. The ability to learn and gain new skills and experience was specifically identified as important. The fact that local government is not perceived to offer these opportunities is therefore of critical concern.

Figure 7.1: Image of Local Government



Survey Respondents: 213 Local Government employees, 76 Private Sector employees, 115 Tertiary Students

## 7.5 Enhancing the awareness of Local Government

As illustrated earlier in Section 5, a critical challenge local government must overcome is educating appropriately skilled members of the New Zealand public about; employment opportunities in local government, local government as an employer, and the role local government plays in the community. In response, the following section will identify what types of information are considered most appropriate to use for targeting potential future employees, and what information the local government need to convey.

### 7.5.1 Useful Information

The following figures provide a detailed breakdown of what tertiary students, private sector employees and local government employees view as possible information media. The results across all three sample groups outline that the best means of improving awareness of local government employment opportunities is through:

- ‘graduate recruitment seminars’ – indicated by 95.7% students, 84.5% private sector employees and 94.4% local government employees;
- ‘advertisements in specialist publications’ - indicated by 96.5% students, 86.8% private sector employees and 94.4% local government employees;
- ‘advertisement in national newspapers’ - indicated by 96.5% students, 90.8% private sector employees and 92.5% local government employees; and
- ‘specialised local government brochures’ indicated by 87% students, 90.8% private sector employees and 92% local government employees.

Figure 7.2: Information of benefit - Students

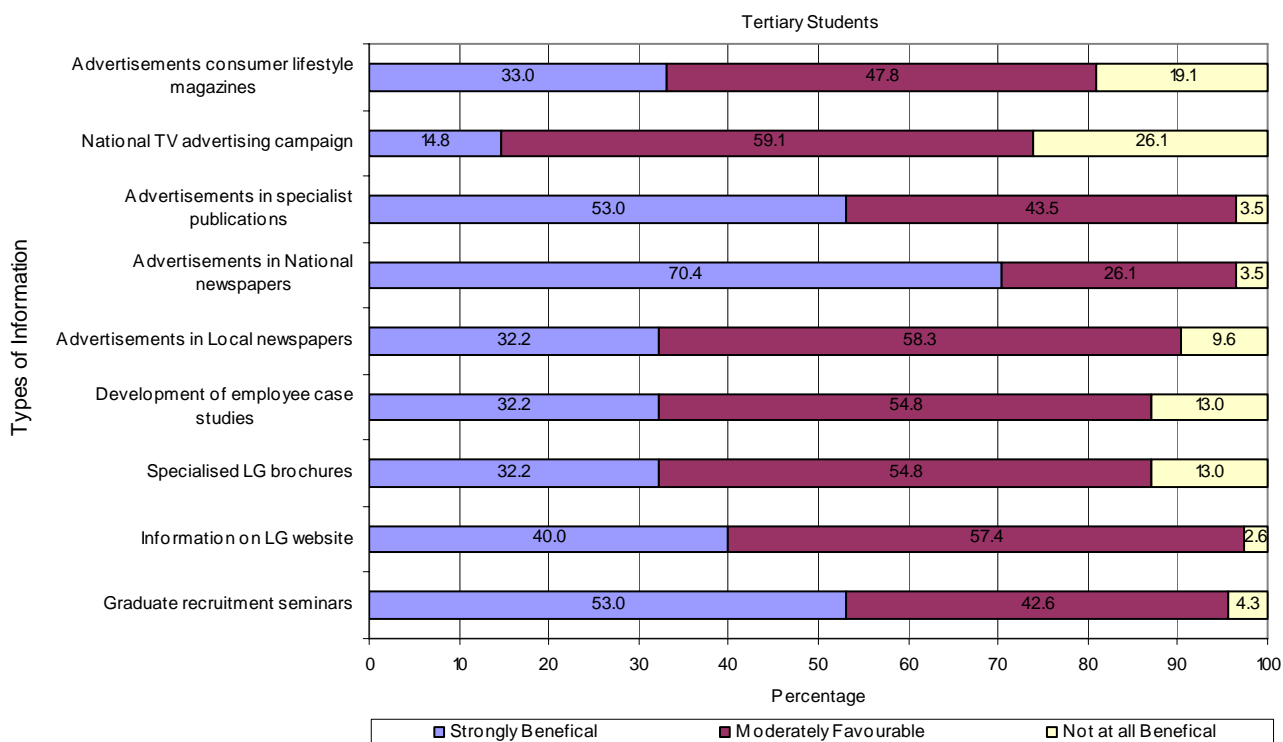


Figure 7.3: Information of benefit – private sector

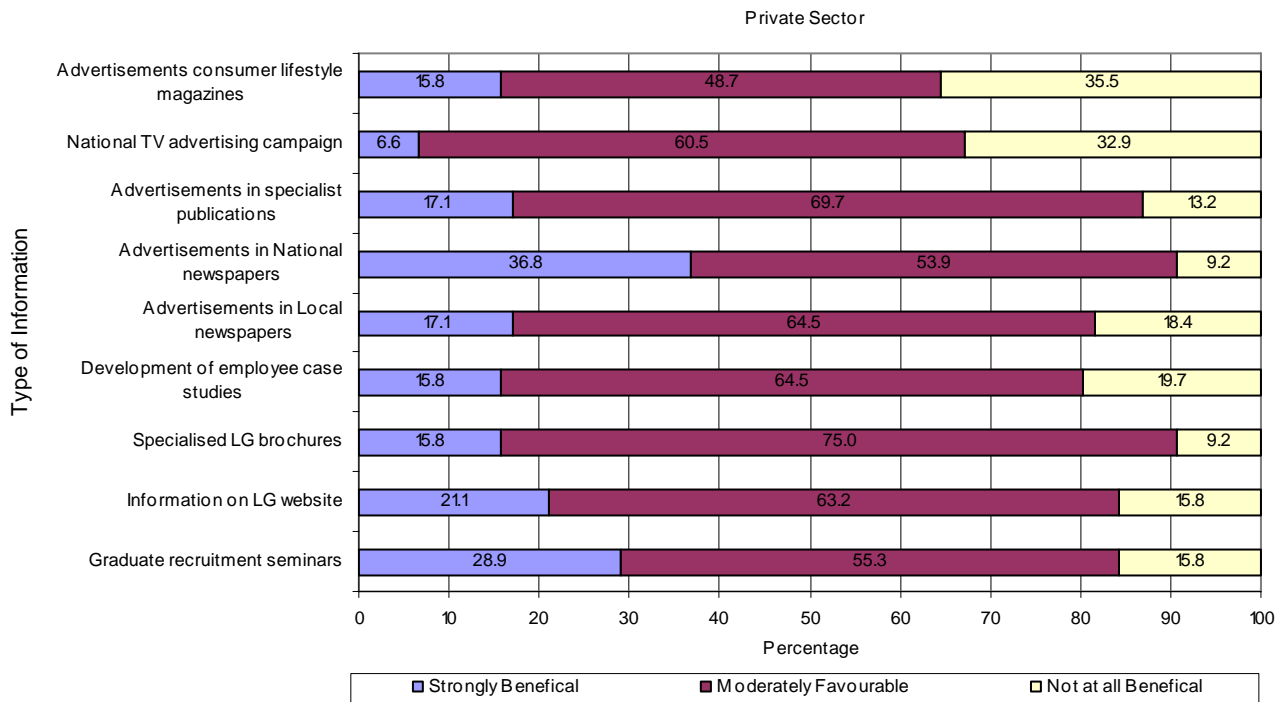
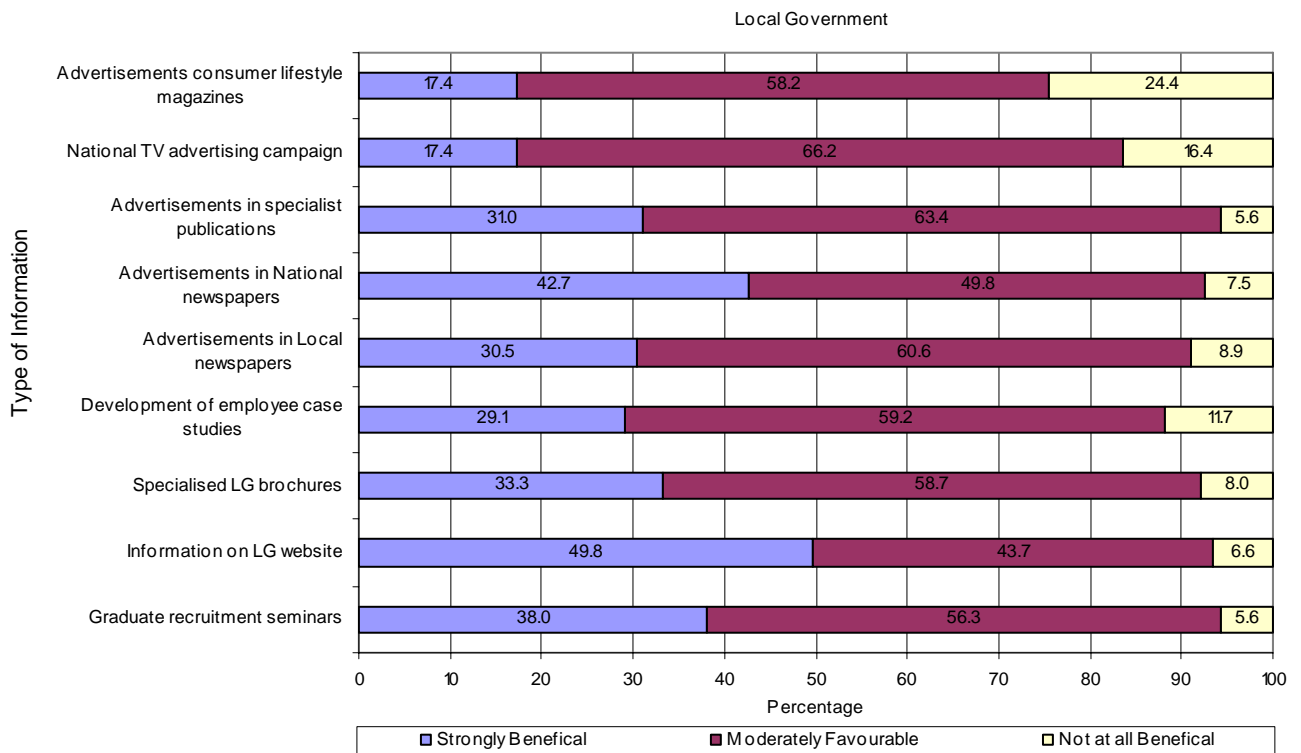


Figure 7.4: Information of benefit – local government



Unfortunately, the information types that were consistently identified as not at all beneficial were ‘advertisement in consumer lifestyle magazines’ and national TV advertising campaigns’. This was particularly reinforced by private sector employees and local government employees. The majority of respondents felt that it was necessary for local government to be proactive and network more aggressively with organisations (e.g., Universities, Polytechnics, and Industry Associations). These results suggest that a national TV campaign is a very passive form of marketing, whereas talking with

tertiary students, professional bodies and secondary schools is interactive and personal, and more effective.

A very pertinent comment made by one tertiary student was the following

*“don't do the national TV or the consumer lifestyle campaigns - rate payers will be annoyed at the money spent on fluffing up your image”*

### 7.5.2 Suggestions on enhancing awareness

This section summarises the views of the respondents across the three groups about enhancing awareness of local government.

#### Tertiary Students

- *At the risk of plagiarising, TV1's concept of meeting the public and picking their brains, and similarly with regard to TV2' campaign of public flesh pressing, local government would do good by mixing with their people;*
- *Awareness needs to be predicated on results. Generate those before the propaganda, and maybe then 'improving awareness' might not seem so vacuous;*
- *Better websites would be a good idea, and some sort of graduate recruitment and development training promotion;*
- *Come to open days at Universities with other engineering companies - get in early to decide jobs for next year (i.e., June / July);*
- *Councils have a tendency to seem old fashioned with older employees, it may help to try to employ younger people to freshen up the image;*
- *Do something efficiently and productively and tell everyone. Graduate recruitment and information at Universities would be good;*
- *Get more involved with Institutions offering tertiary education (i.e., conduct guest lectures, network with academic staff etc);*
- *Get out there and tell people what you do and what you do for them. Job opportunities you have to offer;*
- *Having a Graduate recruitment programme across all sectors, so that grads just send their CV's to one organisation that then distributed them amongst all the councils as appropriate, then council select from there;*
- *I have tried to find information on many local government websites as to graduate opportunities in their government with very little luck, so I think making any start to try and improve awareness is going to improve on what they have;*
- *In Otago especially there is no awareness by the general public on what Otago Regional Council do - anything would improve this! Maybe starting education in schools through brochures may help so kids are learning at a young age about their environment and who looks after it;*
- *Job fairs or information days at the main Universities like a graduate recruitment scheme. Opportunities for work experience;*

- *Let the projects and achievement speak for itself. I believe if, let's say Lower Hutt District Council has an excellent record, where only the best works...that would do more than all the advertisements you can pay for;*
- *Make it more clear to college and University students what jobs are available and what is required to get these jobs. More practical interaction as most students still don't really know what career path they want, even after the graduate;*
- *Networking with relevant institutions and association bodies (NZPI and EIANZ);*
- *Public seminars - not necessarily pushing the employment aspect, but so the public can see what the council does - to get a better idea if it's a place that seems interesting;*
- *Scholarships offered to University students in particular areas, primarily in Arts or Commerce, as there is a limited number of scholarships offered to these faculties at the undergraduate level and the postgraduate (honours) levels;*
- *The best advertisement is for local government to provide good service, have a good reputation that people want to be a part of;*
- *They need to convey a better image to the public.*

#### Private Sector

- *By making graduates and even school leavers aware of the variety of jobs that are available in local government;*
- *Change the way they operate;*
- *Creating more vibrant cultures/environments. Managers who are good at developing people and fun to work for. Less grey hair - more fun;*
- *Do something that doesn't frustrate everyone else so much that they just switch off and don't look at them any more. Probably nothing. Make them a-political for a start (which is impossible);*
- *Information on council specific websites, needs to be current. Many are out of date!;*
- *IPENZ newsletter;*
- *Local government interacting and networking with key stakeholders to break down attitudinal and institutional barriers to communication;*
- *More articles written by local government people being published. More positive spin - most paper articles seem to focus on stuff ups not the challenges, the interesting projects, the detail behind the projects, the locations and lifestyle and the successful outcomes;*
- *More strength in clearing out free-riders, thereby giving greater opportunities to dedicated professional staff. Greater opportunities for diversification in roles, rather than pigeon-holing staff into "processing", "policy" or "enforcement";*
- *Most issues arise from local government structure as people are 'pigeonholed' into a specific role which leave limited room for a variety of experiences. This is especially true of larger local government organisations;*
- *Promotion of local government as a career at schools;*
- *Reduce the mystery about local government. Expose and explain what it is that local government does for its community and how, what the long term vision is and how they are progressing towards that goal;*

- *Start employing trainees and cadets so that word of mouth information gets going;*
- *The way current employees portray their jobs;*
- *ummmm - they kinda need a big attitude change, from "what do you want?" to "how can we help you?" They need to stop employing like minded people to attract the right people;*
- *Using recognised institutes to circulate information contribute to professional journals e.g., LGNZ, NZPI etc..*

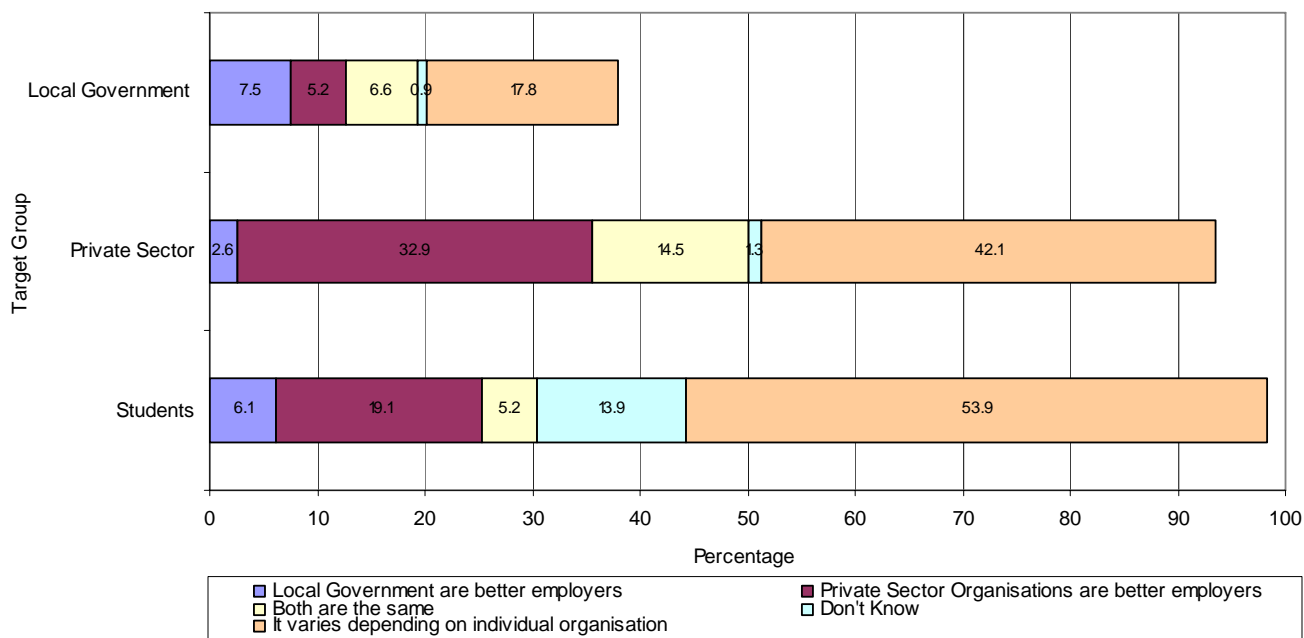
### **Local Government**

- *A concerted [i.e.,-HUGE] effort to raise the profile of local government so that local government so it is automatically accepted as being effective and efficient and professional rather than overpaid and under worked;*
- *Cadetships/ Scholarships to tertiary study;*
- *Council's themselves need to promote their achievements better - show that they are innovative;*
- *Ensure positive media messages on local government achievements and projects. This would raise the profile of what local government is doing;*
- *Experience exchange nationally and world wide (seminars/publications/travel);*
- *Improving performance;*
- *Include additional information with local government information packs already distributed to ratepayers;*
- *Open days where small numbers of people are shown behind the scenes;*
- *Place controls on the media. Time and time again we only read the negative points of items of interest. Documentary series on television to show case major projects of interest. It may not have the same glamour as the likes of police programmes or travel programmes but it is important to de-mystify local government;*
- *Presentation through seminars, high schools, polytechnics and Universities. Presentations at professional forums support for sporting groups;*
- *School career counselling. Talks to senior school students as part of their curriculum e.g., I annually am invited to one of our local colleges to talk to seniors as part of their geography course on planning issues. As part of the visit I talk about cadetships;*
- *Take voluntary trainees on board;*
- *Talk to schools, polytechnics/Universities/community groups/service clubs etc to raise the profile of what local government does and why;*
- *The best advocates are those who work in the sector, they will make others want to work there;*
- *Work with IPENZ (and like) to raise profile of Professional engineers (and like) in community.*

## 2.6. Local Government as an Employer

The results reveal that respondents are quite realistic when comparing local government and private sector organisations as employers. The majority of respondents across all three sub samples clearly felt that individual organisations vary in terms of their effectiveness and / or attractiveness, with only 2.6% of private sector employees and 6.1% of students viewing local government as a better employer.

Figure 7.5: Local government as an employer



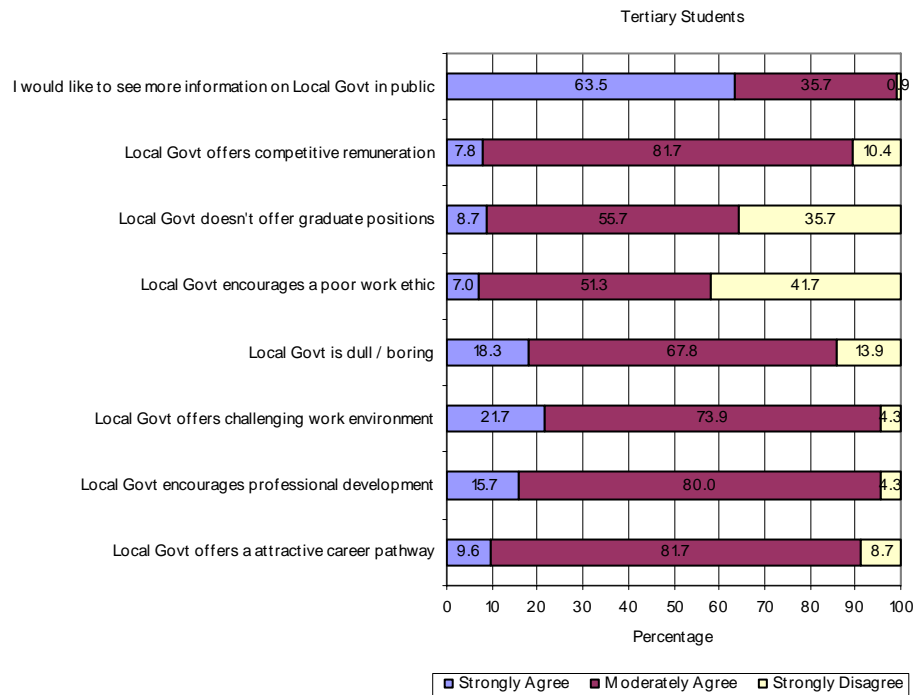
Comments supporting these perceptions were:

- *A lot more non-career benefits, such as training and work-life-balance;*
- *I think local government are responsible to more people and therefore are more likely to be better employers. Whereas private organisations are likely to be profit driven and to place more stress on individuals than is necessary;*
- *I think that overall job security which to me is important and also variety;*
- *Local government as an employer would be able to be counted upon - you know what you are getting in terms of entitlements etc.;*
- *Longer term view;*
- *My experience is that local government are good employers;*
- *No focus on profits;*
- *Better working conditions and more caring environment;*
- *Safer job;*
- *To a certain extent it depends on the boss, my experience in local government has been far better than in private sector.*

In order to delve more deeply into how local government is perceived as an employer, respondents were asked to evaluate a series of statements regarding what local government may or may not be like. Respondents were asked to evaluate local government across eight statements and rate on a seven point scale whether or not they strong agree or disagree. The results from this are presented in Figures 7.6 to 7.7.



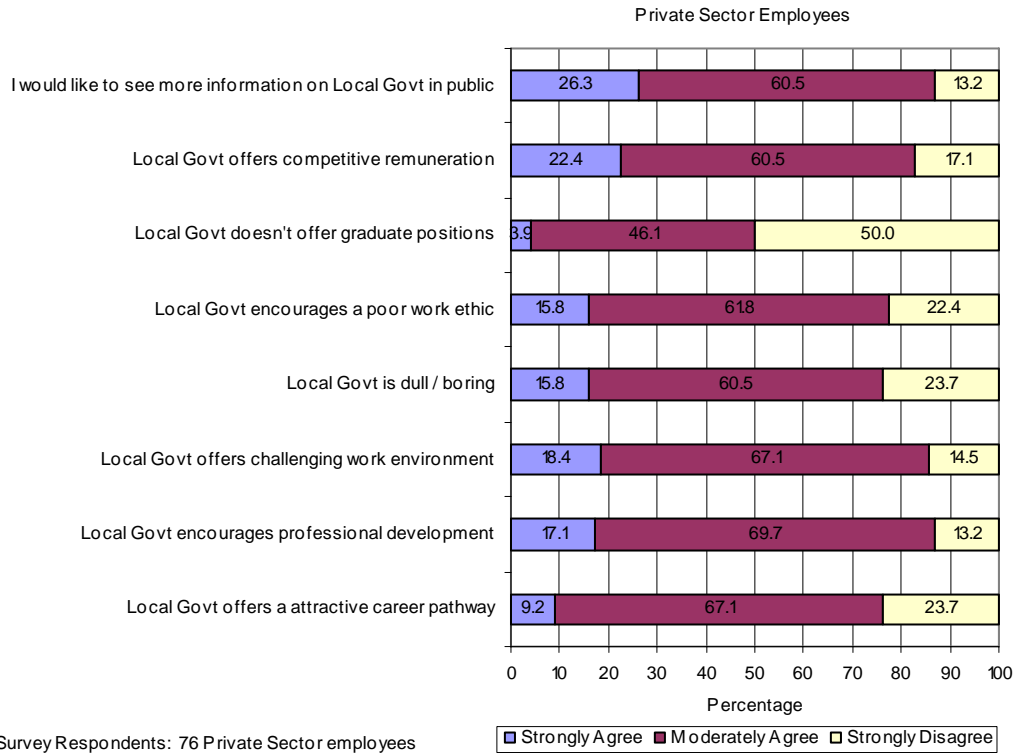
Figure 7.6: Employer attributes of importance - Students



Survey Respondents: 115 Tertiary Students

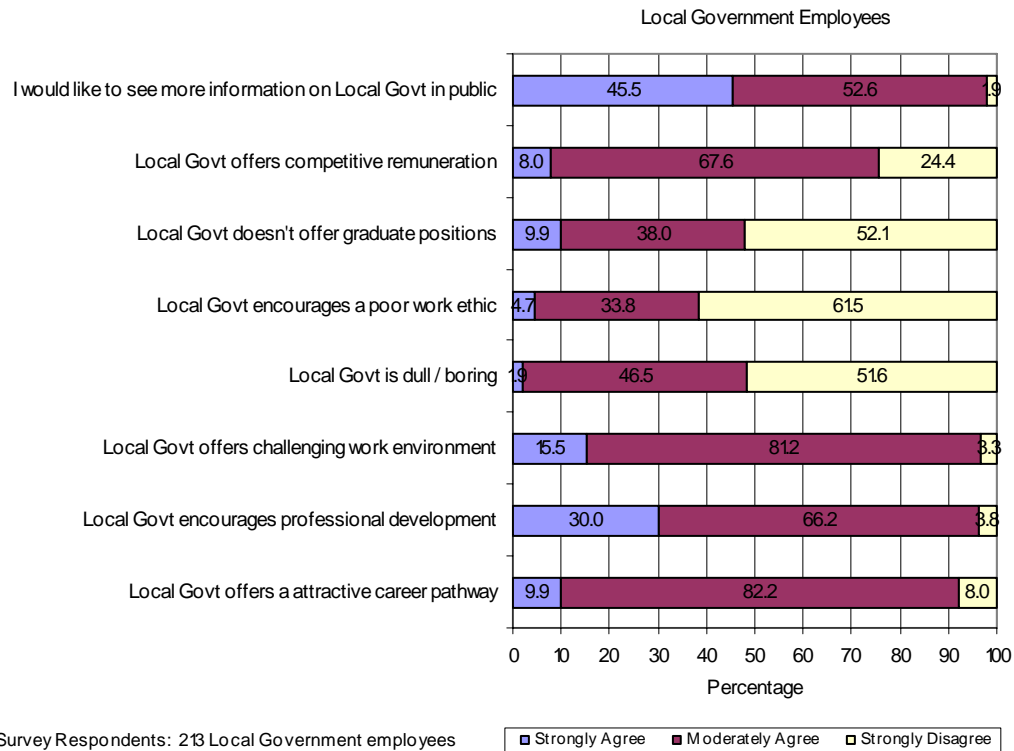
The most interesting point here is that only 35.7% of students, 50% of private sector and 52.1% local government employees strongly disagree with the statement that 'local government doesn't offer graduate positions'. Local government needs to work hard to raise awareness that it actively employs graduates.

Figure 7.7: Employer attributes of importance - private sector



Of considerable concern is the fact that 58.3% of students and 77% private sector employees strongly to moderately agree that local government encourages a ‘poor work ethic’. A marketing and / or recruitment campaign needs to actively address these impressions.

Figure 7.8: Employer attributes of importance – Local Government



## 7.6 Job Attributes of Importance

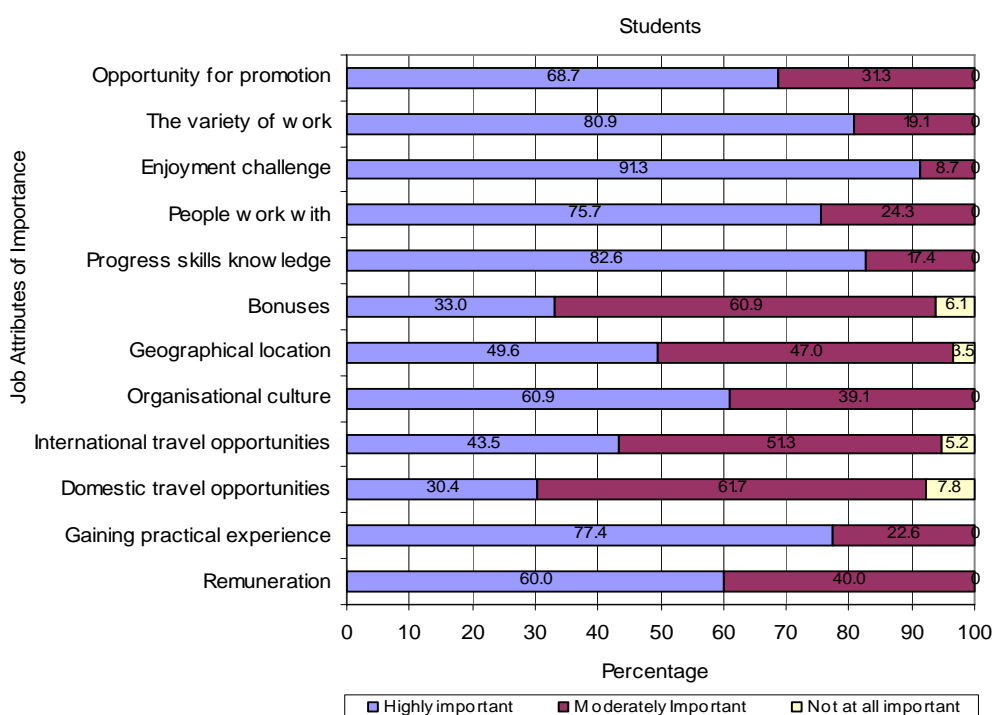
As observed in the qualitative interviews and focus groups, job selection is not determined on remuneration alone, but also on factors such as enjoyment, experience and opportunities. To clarify the factors that are of utmost importance to the sub samples, respondents were asked to rate the importance of twelve factors on a seven point scale from 1 (highly important) to 7 (not at all important). The result outlined in Figures 7.10 to 7.11 reveal the factor of utmost importance to students, private sector employees and local government employees.

Figure 7.9 suggests that job selection by tertiary students is predominantly driven by the following factors –

- The perceived enjoyment / challenge associated with the job – 91.3% of students indicated this as highly important;
- The ability to progress skills and knowledge – 82.6% of students stated this to be highly important; and
- The variety of work – as indicated by 80.9% of students.

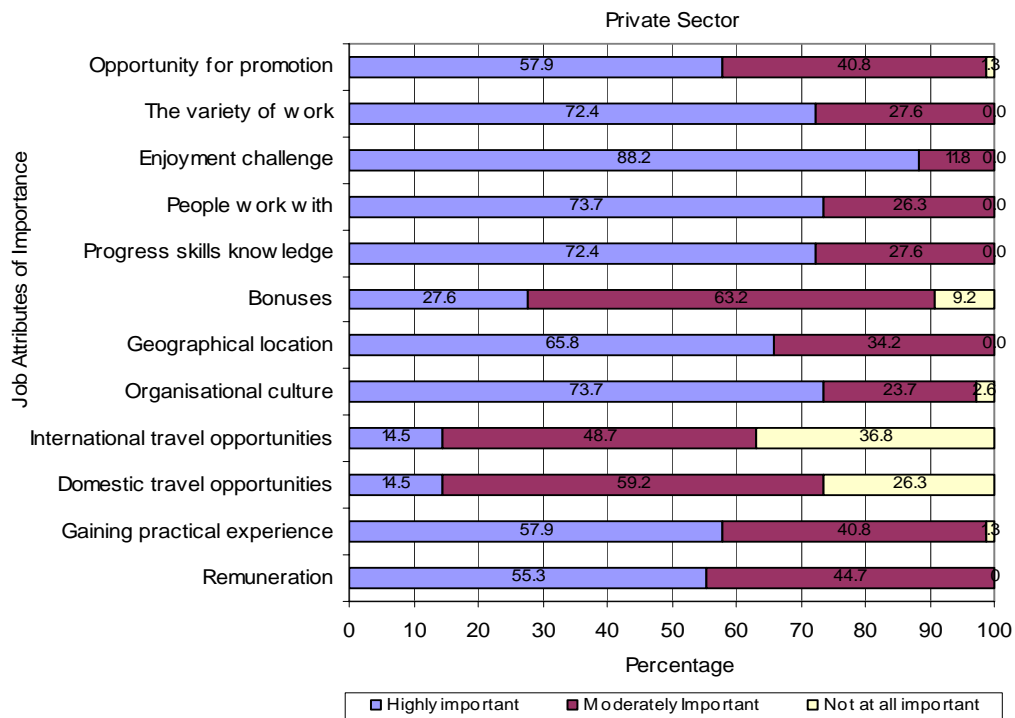
Bonuses, domestic travel opportunities and international travel opportunities appeared to be less important to tertiary students. This would suggest that when faced a decision regarding job choice students would trade these factors off to secure a more challenging and enjoyable work environment.

Figure 7.9: Job attributes of importance - Students



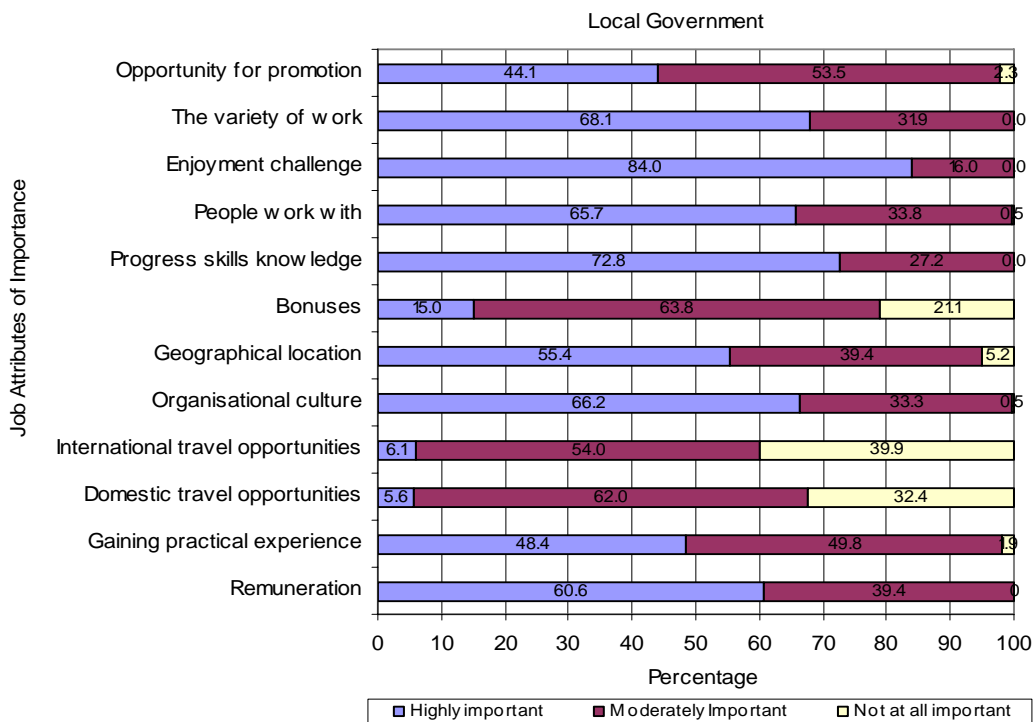
Private sector employees exhibit similar trends to tertiary students in that job choice is driven from the enjoyment and challenge of a job rather than travel opportunities at an international or national level.

Figure 7.10: Job attributes of importance - private



Again, local government employees do not radically differ to tertiary students or private sector employees. Subtle differences can be seen in the level of importance given to travel opportunities, gaining practical experience, bonuses and promotion opportunities.

Figure 7.11: Job attributes of importance – local government



### 7.6.1 Other Factors of Importance

Some of the additional comments made by respondents are outlined below, to provide a richer understanding of the reasons that are of importance in job selection:

#### Tertiary Students

- *A supportive environment to work in - possibly having a mentor;*
- *Ability to take the skills learnt into the private sector;*
- *As long as a job is fun and challenging, with lots of variety and the chance to learn new things, I'm happy. There has to be a good work and life balance as well;*
- *Being able to do the work I'm interested in;*
- *Companies reputation and size of company;*
- *Pro-active and flexible work environment;*
- *Professional development;*
- *Strong leadership good communication among staff open relationship with managers environment for asking questions, learning;*
- *Health care opportunities, pension schemes, community involvement, family friendly workplace, equal opportunities workplace, support networks within the agency;*
- *Flexibility in working conditions and hours.*

#### Private Sector

- *A culture of ongoing improvement in effectiveness and service delivery;*
- *Ability to be a part of the growth and development of the organisation;*
- *Degree of autonomy;*
- *Healthy life balance;*
- *Image/reputation of company;*
- *Individual career paths;*
- *Opportunity to learn - from courses and from others;*
- *Professionalism of colleagues;*
- *Work/Life Balance;*
- *Organisational integrity and customer concern;*
- *Productive systems and innovation.*

#### Local Government

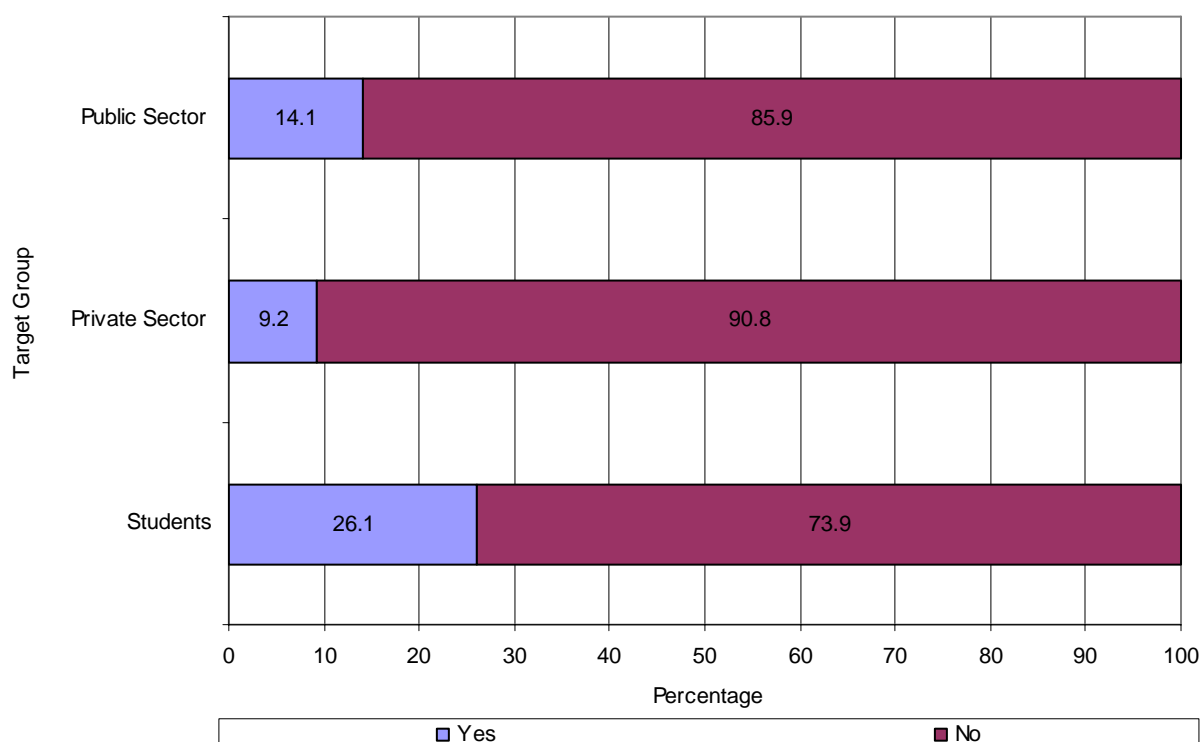
- *Working with communities;*
- *Availability of technology;*
- *Non financial benefits (leave, sabbaticals, memberships & subscriptions);*
- *Adequate resources to be able to achieve the desired outcomes;*

- *Don't replace productive hours with unproductive. Make job holder accountable, avoid "checkers checking the checker";*
- *Job security;*
- *Office environment (i.e., 'comfort' levels);*
- *A pleasant environment leads to happier people and greater productivity;*
- *Opportunities for celebration (not necessarily rewards) of success;*
- *The calibre of the leadership and evidence of a progressive culture;*
- *Non financial recognition of achievements.*

## 7.7 Remuneration

Remuneration levels and the role they play in attracting potential employees into local government were deemed to be an important area to investigate in the current research. Figure 7.12 outlines the number of respondents within the sample who would be influenced by remuneration alone. As anticipated, in light of the results outlined in section 7.7, the overwhelming majority of respondents did not view remuneration as a critical influencer in job choice.

Figure 7.12: Importance of Remuneration



The results show that 85.9% of local government employees, 90.8% of private sector employees and 73.9% of students would not select a job based solely on remuneration. Comments in this area included:

- *I think it's more important to find a good mix of work, differences in salary alone generally wouldn't be enough to change my mind;*
- *I think the environment your working in needs to be supportive - I would choose this over salary as at the end of the day being happy and job satisfaction is more important than money;*
- *A very high paying job that has no job satisfaction would not interest me as much as a job in the field that I want, in the location that I want, with a moderate salary;*
- *You've got to enjoy your work otherwise there's no satisfaction and no sense of personal direction;*
- *You couldn't pay me enough to work in a miserable, corporate, sneaky "office space" type of environment;*
- *All the money in the world is not going to do it for me, if the work is too stressful, too many long hours and don't have time left for family and fun;*

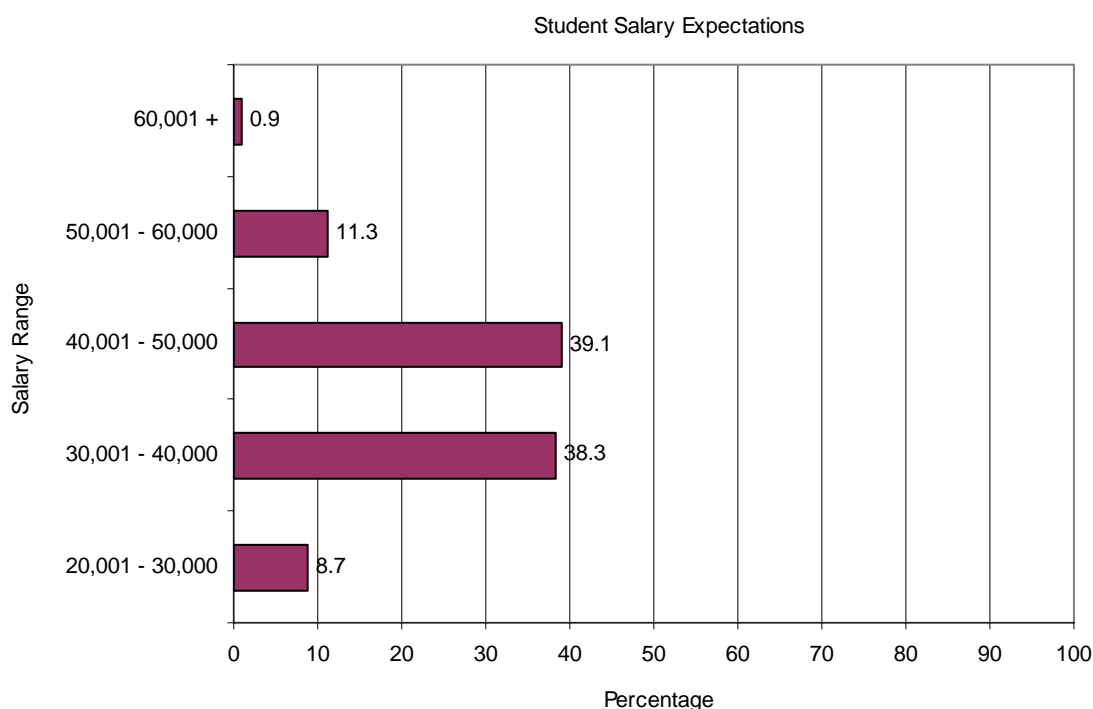
- *Although remuneration is important I would not consider it in isolation in relation to employment. A range of factors must be considered. Local government should not think that if it simply offers more money the problem will go away;*
- *Being the richest man in the cemetery holds no attraction. I look for work that improves the quality of life for the people in my community;*
- *For the level I work at the money is not that important anymore. I am attracted to the culture of the organisation and its people and the challenges the position offers;*
- *Remuneration is very important but any decision will take into account a host of other consideration as mentioned above; (i.e., I personally think organisation culture is very important and I would consider this carefully before selecting a given position);*
- *Remuneration needs to be aligned with other considerations - challenge, location, people & culture.*

### 7.7.1 Students Remuneration Expectations

Figure 7.13 outlines the expectations that tertiary students have of what their first job salary may be. As clearly illustrated the expectation is that a starting salary will be in the general vicinity of \$30,000 to \$50,000. 77% of students identified that they expected to be paid a salary within this bracket. The \$20,000 differential is interesting as it highlights that students are relatively uncertain on what the current salary rates are.

However, the research results from the focus groups suggests that Post Graduate and Master students are more informed of salary ranges than graduates and engineering students in particular are likely to expect a salary over \$40,001.

Figure 7.13: Student Salary Expectations





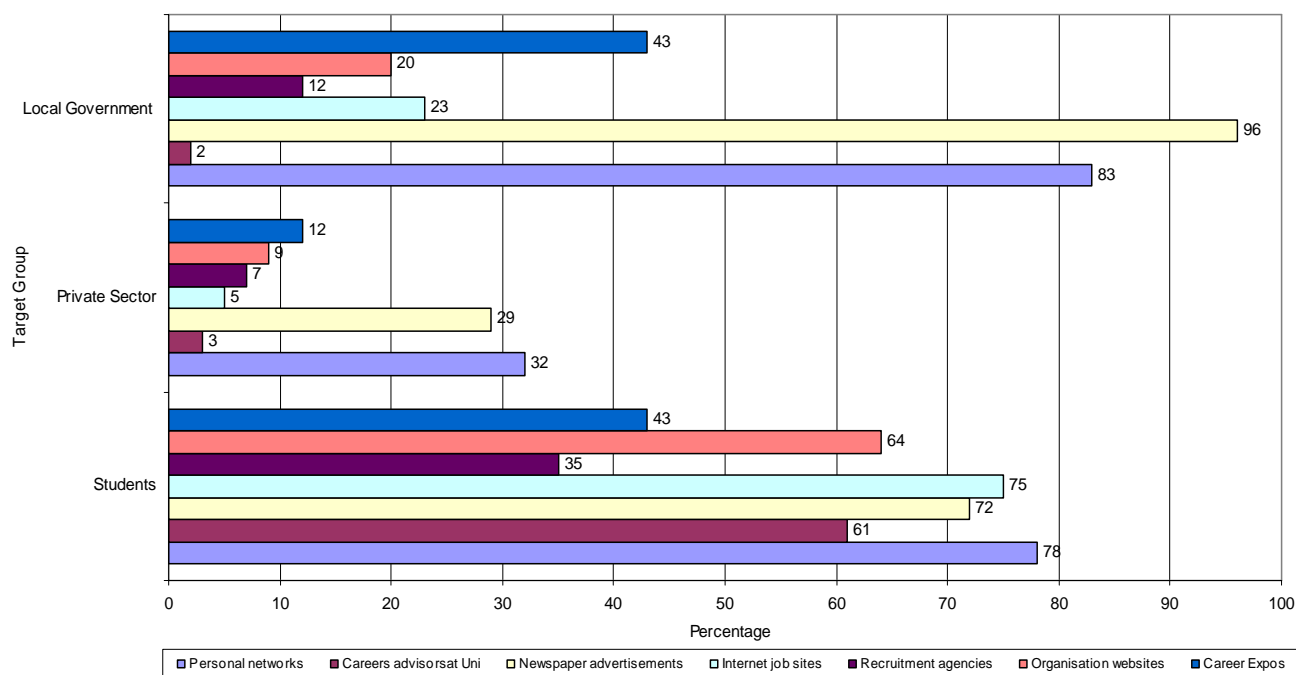
## 7.8 Information Sources

### Information Sources used to find current / future employment

The results outlined in Figure 7.14 illustrate the information sources that local government employees, private sector employees and tertiary student use or plan to use to find employment opportunities. Consistent with the results derived from the HR questionnaire, Newspapers and Networking appear to be the leading employment sources. Interestingly, career expo's are also a successful information source for local government employees.

What is important to note is that graduates use a wide variety of information sources when searching for employment opportunities and do not rely on one or two sources.

Figure 7.14: Information Sources used to find current / future employment



## 8 Conclusions and Recommendations

This research shows that sound recruitment and retention is fundamental to the effective performance of local government. That is, the capability to provide services effectively and efficiently ultimately depends on the ability to recruit and manage a diverse workforce. Given that it is clear that local authorities are facing serious challenges in this area we conclude that it is essential for local government to develop initiatives which enhance its ability to attract outstanding employees and create an employment experience that nurtures, rewards and compels the 'right' employees to remain.

In conclusion, the research has proven highly consistent in outlining potential strategies and initiatives for local government to address recruitment and retention problems. Table 8.0 summarises the initiatives outlined from the literature, HR workshop and comments made by tertiary students, private sector, and local government employees. Following this, we condense these strategies into recommendations for the New Zealand local government sector to consider.

<b>Strategies</b>	<b>Literature Review</b>	<b>HR Workshop</b>	<b>Tertiary Students' Views</b>	<b>Private Sector's Views</b>	<b>Local Government Employees' Views</b>
Skills pathways / employment development opportunities	✓		✓	✓	
National Graduate Recruitment Programme	✓	✓	✓	✓	✓
Specialised qualification(s) in local government	✓	✓			
Developing professional networks	✓	✓	✓	✓	✓
Enhance image of local government	✓	✓	✓	✓	✓
Adopt structured training strategies	✓				✓
Elimination of arbitrary rules & regulations	✓		✓	✓	
Flexibility into HRM processes (e.g., flexible & appealing hiring procedures)	✓		✓	✓	
Succession planning	✓				
Outreach programmes	✓	✓	✓		✓
Developing education networks	✓	✓	✓	✓	✓
Internships	✓	✓	✓		✓
Student taskforce	✓				
Developing bonding arrangements	✓	✓	✓		✓
Sector / workforce survey	✓				

In the following paragraphs we outline how these strategic responses can be combined in the New Zealand local government industry.

## 8.2 Local Government Working Together

The research concludes that the advancement of the local government sector rests on the sound commitment of local authorities to work together to resolve the workforce needs of the future. The key priority areas for local government include:

- A joint voice to influence central government (e.g., consulting on legislation, ensuring that skill shortages identified for immigration purposes reflect the reality of local government experience);
- A joint voice to ensure local government is included in the various Department of Labour projects and working groups underway on skills, productivity and employment equity;
- The creation of an ‘umbrella brand’ to better promote the local government sector per se and information about careers in local government aimed at school leavers, students and the general public, making use of the excellent work already being done by individual Councils (e.g., New Zealand Post Management Excellence Awards); and
- Serious consideration of a coordinated ‘National Graduate Recruitment Programme’ (including advertising and selection processing, and job placement and rotation management). This kind of project would allow SOLGM and all local authorities to expand and raise the profile of local government to a younger workforce.

It is acknowledged that local government agencies such as SOLGM and Local Government New Zealand currently act as joint voices for local government in specific areas. A key priority for these agencies will be to work together, where necessary, to advance the interests of the sector.

The research identified that many New Zealand local authorities have developed individual strategies and processes to address recruitment and retention issues (e.g., New Plymouth District Council Cadet programme). These strategies and processes now need to be supported through the facilitation of wider sector networks. The potential exists for SOLGM to use the LISTSERV facility on Local Government Online to hold online forums and to further develop the best practice section of its website to enable local authorities to share learning and best practice in developing solutions to recruitment and retention problems.

## 8.3 Human Resource Management Information Systems

It was clear from this research that a number of local authorities struggled to provide even quite basic information about their current employees. Whether this inability was primarily around lack of skills in the HR area (many smaller councils do not have specialist HR functions), lack of time (potentially for similar reasons) or poor IT, it is unlikely that the sector will be able to effectively forecast future trends and requirements unless it is better able to quantify its current situation. In the long term, this may be an area where a joint approach would be very effective (with all local authorities using the same system which could be acquired, tailored, managed and supported more cheaply and effectively than the present piecemeal approach). In the shorter term however, shared service arrangements maybe more appropriate.

The research emphasises that sound workforce planning will be at the heart of resolving future local government workforce needs, and robust data is required to inform and guide this kind of workforce planning. A key priority for the local government sector will be to continually monitor the key areas of occupational shortage. This may require a bi-annual survey to be developed and administered by SOLGM and / or Statistics New Zealand to ensure accurate data is obtained on the local government workforce.

The bi-annual survey could cover:

- The number of people currently working in local government;
- The profile (age, income, ethnic origin) of local government employees;
- The number of vacancies;
- Summary of exit data (for example: including inter-authority movement, staff leaving profession / taking career breaks);
- Remuneration levels; and
- Information of the initiatives being taken with regard to recruitment and retention.

## 8.4 Networks and best practice

Good work is being done already to develop and grow links with sector representatives. Annual manager-exchanges with the USA (ICMA) the UK (SOLACE) and Australia (LGMA Federal, NSW and Queensland) are conducted under the guidance of SOLGM. Furthermore, SOLGM and the SOLGM OPUS Business School have established working relationships with the Office of the Controller and Auditor-General; Audit New Zealand; Local Government New Zealand; INGENIUM (and NAMS Group) and the Department of Internal Affairs (and other central government agencies with responsibilities in the local government sector).

However, the research results suggest that local government representatives would like to see further links established in other areas. Specifically, a concerted effort still has to be made in developing links with universities, polytechnics and secondary schools. The research results clearly identify this as a key issue for the sector to address in the future. These links can be used, to develop exhibition stands to represent all New Zealand local government authorities at individual university, polytechnic, secondary school career events and career expo events (national and international).

While some work is already being done in this area; much of this is driven locally, and focused on the needs of individual councils. The combination of better national strategies for partnership (which would provide partner organisations like TEI's, IPENZ, NZPI, and FutureIntech with a single point of entry into local government), and better sharing of best practice (developed through effective local initiatives) would give the sector a more coherent public face.

## 8.5 Education and training

There was a strong message that given those external candidates with the right skills will be in increasingly short supply, the sector needs to focus on education, thereby developing the needed skills through its own efforts. Good candidates will be attracted by evidence of initiatives such as mentoring and tailored skills training, and employee retention will be positively impacted by personal and professional development programmes. The research identified that a number of initiatives and actions need to occur for education and training to be advanced in the sector.

**The Co-ordination and strategic leadership of training organisations.** Consultation with the SOLGM OPUS Business School highlighted that strong progress had been made in identifying and addressing the training needs of the sector with courses already tailored to meet local government requirements. However, feedback from the local government workshop revealed that the profile of organisations in the area of professional training can be raised.

Consultation with sector representatives highlighted the need to facilitate a more co-ordinated sector approach to the development of training and development events/qualifications. Strategically, closer

links between the SOLGM OPUS Business School and the LGITO should be investigated. The LGITO may benefit from the strategic leadership that SOLGM has shown in advancing the direction for sector training and development.

**A Diploma in local government management.** Feedback from the local government workshop also highlighted the need to re-examine the feasibility of developing a specialised local government qualification. Potential therefore may exist for the SOLGM OPUS Business School to develop a specialised diploma in local government management. A window of opportunity may exist for SOLGM to coordinate more strategically with Victoria University, and / or other New Zealand tertiary education institutions to develop a specialised diploma in local government management. The SOLGM OPUS Business School could become the nexus for the overall development and management of the diploma.

The benefit of developing a specialised diploma in local government management is that it has the ability to become a cornerstone of a 'National Graduate Recruitment Programme' and it will ensure NZQA standards are reached. Examining private sector models of customised executive education training may assist SOLGM and its Business School in advancing such an initiative.

## 8.6 Career path planning

Local government is affected by the perception that it cannot offer the same degree of career progression in return for outstanding performance that is available in the private sector. Respondents reported that promotion opportunities were limited, making the sector unattractive to ambitious individuals. Suggested initiatives included more effective succession planning, and the development of exchange programmes whereby individuals are assisted to develop their career within in the sector by moving between councils (and potentially into secondments with suppliers and in sister city councils).

The sector has undoubted strengths as an employer that can also be built upon, for instance in stressing the work-life balance which it is perceived to offer. As with previous points, there is excellent work already being done in this area by some councils but this needs to be better shared to enhance the image of the sector as a whole as an attractive employer.

The development of a 'National Graduate Recruitment Programme' is a clear opportunity to enhance career path planning in local government for the next generation of managers. The research results revealed that graduates fail to fully appreciate or understand the employment opportunities that local government has to offer because no clear graduate programme is in place across the sector. As outlined above, the graduate recruitment programme in turn should be supported by the development of a specialised diploma in local government management. The graduate programme could look to put graduates on a two year placement following the United Kingdom model, while undertaking a diploma in local government management.

## 8.7 Branding and Marketing of Local Government

This is an area where SOLGM are already doing development work and certainly the research suggests that the overall 'brand' of local government needs focus to make this sector a more attractive career option. As earlier outlined, there may be potential for local government authorities to work together in creating an 'umbrella brand' for the local government sector. The umbrella brand would need to embody the top level values of the sector and it would be important to ensure that the brand:

- Fits with the broad perspectives of all local authorities across the sector;
- Has longevity beyond 2010 as it will take a time to reverse perceptions and develop brand equity;
- Remains fresh by taking innovative approaches to challenge the conventional stereotypes associated with local government (staid, old and boring);
- Promotes a new attitude to working in local government (it promotes the younger generation of employees); and
- Increase peoples understanding of what local government is about.

Practical support initiatives should be coordinated and made available at a national level aimed at ensuring the widespread use of the umbrella brand, alongside the sub brands of individual authorities. For example, a toolkit and / or information pack that covers branding, marketing and recruitment processes for local government. This assists in ensuring that a consistent message is established in the market – whether it be on sector brochures, information, recruitment initiatives and / or websites.

In addition, a key element that impacts on the image of local government is the national and local media. Reporting all too often focuses on dissent and the occasional instance of poor performance, rather than on contribution and achievement; unfortunately, stories of competent people doing a good job are not usually headline material. Again there is a pressing need for better management of the media image of local government, and this will require concerted effort at both the national SOLGM and Local Government New Zealand level and within local councils.

It is important to emphasise two notes of caution. First any advertising needs to be managed carefully to eliminate gaps between the advertised image of the sector and people's actual experience of it; and second, fiscal responsibility should be stressed to cater to ratepayers' sensitivity about money being spent on non-core services such as marketing.

## 8.8 Organisational culture change

Underpinning much of the research was the message that the culture of local government needed to change – and to be seen to have changed. Whilst the findings of this research note many instances of excellent people doing outstanding work, there was still all too much heard from respondents about bureaucracy, poor customer service, and an unduly conservative approach to change. It is evident that local government lacks a degree of risk taking and / or primarily fails to challenge existing ways of delivering services and willingness to implement change. The critical areas where this can begin are in HRM. Integrating flexibility into HRM processes, eliminating arbitrary rules and regulations and ensuring fast and efficient screening processes are all areas requiring attention. The sector has a great deal of work to do to shake off the image of (and in some case the reality which feeds it), and there is no suggestion that this can be done either quickly or easily. However, every instance where initiative and creativity can be encouraged and built upon will be one step on this road and should be widely shared and celebrated.

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# Appendix A: Methodology

The following sections detail the methodology that Deloitte used to gather and analyse the information, firstly to understand the supply side perspectives of Human Resources staff based within local government, and secondly to understand demand side perspectives of potential candidates who may fill the skill shortage areas in the future.

## Literature Review

The first stage of the research involved undertaking a comprehensive review of the academic literature on local government recruitment and retention, from both international and national sources. This review was complemented by querying Deloitte databases worldwide regarding factors that impact on local government recruitment, retention and performance, as well as searching for other international databases – including ProQuest5000 and Emerald.

The aim of this search was:

- Discover whether the factors identified in the literature review apply to local government agencies in New Zealand;
- Identify any other factors or issues that local government has encountered when facing skill and talent shortages;
- Identifying the information and strategies that local authorities have adopted to rectify and strengthen their position in the market; and
- Highlight the positive and negative perceptions frequently held of local government.

The output of this literature review is attached in Appendix B and summarised in chapter 3.

## Demand Side Research

The next stage of the research focused upon validating and further exploring the results of the literature review in a New Zealand context. To achieve this, a one day workshop was held with local government representatives from across New Zealand and associated industry sectors.

### Qualitative - One Day Workshop

The workshop was run as an intensive ‘focus group’ and specially designed to be a “think tank” session where local government representatives and associated industry representatives could voice and discuss the pertinent issues challenging recruitment and retention of appropriately skilled individuals within the sector.

The workshop specifically reviewed, defined and discussed the following:

- Current skills required in the local government and associated industry sectors;
- The future skills required in the local government and associated industry sectors;
- The likely future supply of appropriately skilled individuals; and
- The future outlook of local government.



To achieve these objectives, the workshop was structured around 15 core items, and attendees worked on a variety of research questions throughout the workshop. To ensure that the workshop was run in a consistent and coherent manner, our research team developed a workshop guideline to ensure the agenda of the day was adhered to. Comprehensive notes were taken during the workshop both by workshop attendees and Deloitte facilitators and these were then analysed and grouped under a number of different areas as addressed in the results chapter 4.

## **Quantitative Questionnaire of HR Professionals**

The second stage of the supply side research consisted of a questionnaire of HR professionals in local government. The survey sought to further quantify the results of the literature review and qualitative research across all local authorities participating in the research. The aim of this survey was to:

- Understand the current recruitment approaches undertaken by local authorities and analyse which are more or less successful;
- Understand the perceived extent of the current recruitment and retention problem now and in the future;
- Measure the degree of difficulty encountered in filling selected local government positions;
- Understand the profile of current employees in local government across key positions, in terms of age, income and education;
- Quantify the degree of difficulty that local authorities expect to encounter in securing candidates in key positions in the future; and
- Understand the impacts of the issue, and the strategies that are required for addressing the skill shortage in local government.

Before the HR questionnaire was administered, a number of quality control procedures were completed. These procedures are summarised below:

### **Survey design and testing**

The draft survey was based on the findings of the literature review and qualitative research. This survey was thoroughly tested to ensure it met the needs of all industry sectors and was consistent with prior questionnaires evaluating skill shortages. It was presented to the SOLGM steering group and feedback sought prior to administering to the final sample.

### **Sampling procedure & administration**

The HR questionnaire was administered via email to HR professionals included in the local government list-serve database. Our research team was assured that this sample was representative of all HR professionals across local authorities throughout New Zealand.

### **Data processing and analysis**

The surveys were collated and entered into an SPSS database for statistical processing. Descriptive statistics were produced to summarise the responses of HR representatives allowing the findings in chapter 6 to be compiled.

## Supply Side Research - What do Potential Employees Want?

Having investigated the skill needs in the local government sector, the next phase involved contrasting these views and opinions with the perceptions and needs of the current and likely future supply of candidates. To ensure a thorough understanding of supply side considerations, qualitative interviewing and quantitative surveying were undertaken – as outlined below:

### Qualitative - Interviews / Focus Groups of Potential Employees

The initial investigation of supply side considerations involved interviewing a wide range of individuals across various areas. This included:

- Professional staff from careers advisory offices from a range of Tertiary Education Institutes (TEI's) across New Zealand;
- Appropriately skilled individuals currently working in the private sector and local government;
- Tertiary students in their final year of study at TEI's across New Zealand; and
- Secondary school students in their final year of study.

The aim of these interviews and focus groups was to understand the perceptions that these candidates hold about the local government sector as a career choice, to evaluate the potential for acceptance of future local government initiatives in recruitment and retention and to understand (where appropriate) their decision making behaviour on future education and career options.

Standard interviewing procedures were adhered to throughout the qualitative stage. Detailed notes were taken during each interview and focus group and these were then analysed and grouped under a number of different areas as addressed in the results section. Participants were given the contact details of the facilitator, and invited to make contact if they had any further queries or wanted to make any further comment. Participants were also assured that they would not be personally identified during the body of the report, assuring confidentiality and anonymity.

### Quantitative - Perception & Image Questionnaire

The final stage of the project sought to further quantify the magnitude and intensity of the perceptions held of local government across a broader population. This included tertiary students potentially entering local government (i.e., engineering, planning and policy students), local government employees across a variety of relevant areas (i.e., regulatory, asset management, engineering, planning and policy) and private sector employees.

Online surveys were created and administered to each of the three target samples. More than 700 surveys were sent out. The key objectives of the online surveys were to:

- Evaluate the perceptions held of local government and identify how this differs across the different groups;
- Measure how local government rates in comparison to the private sector and understand where its strengths and weaknesses lie;
- Quantify where greater focus needs to be directed in terms of creating better awareness of local government;

- Understand how local government is rated as an employer; and
- Quantify the sources of information employees use to find their current employment positions.

The online survey of tertiary students, local government representatives and private sector representatives used similar quality control procedures as described in Section 2.2.1 above.

### **Survey design and testing**

A similar survey design and testing procedure was implemented for the online survey as that described in above.

### **Sampling procedure**

Our research team worked to ensure that this sample was representative of a mixture of private sector and local government representatives. We worked closely with multiple industry bodies and tertiary institutions including INGENIUM, NZPI, IPENZ, University of Otago, University of Auckland, Canterbury University, Lincoln University and Massey University to reach the target population desired.

### **Data processing and analysis**

Upon completion of the survey, it was electronically added to our SPSS database via Deloitte's online surveying tool. Descriptive statistics were produced to summarise the responses of the three sample groups and the findings are presented in chapter 8.

## Appendix B: Literature Review Summary

Table A1. Extended summary of academic literature			
Author (s)	Year	Title / Publication	Abstract
Birchfield, R	2004	Title: "Management What's Driving Local Government's Management Revolution"  Publication: Management	Local government is setting private enterprise management an example. No doubt about it. Consequently, a steady stream of former private sector managers are crossing the line to join the public sector. What, exactly, is going on?  Times were when the grey cardigan image of a management job in local government was a hurdle for recruiters. Now, it seems, times have changed along with the image. And even though the pay rates at the top hardly equate with those paid in either private sector or even central government, talented individuals are signing on and driving change.  New Zealand's local authorities are benchmarking themselves, not just against each other, but against the best in the world, when they can find organisations to benchmark against. And that's not easy, according to ARC chief executive Jo Brosnahan. "Believe it or not but New Zealand is now internationally leading edge in local authority management," she says confidently. Outlines New Zealand LG initiatives and performance indicators.
Lavigna & Hays	2004	Title: "Recruitment and Selection of Public Workers: An International Compendium of Modern Trends and Practices"  Publication: Public Personnel Management	Governments around the globe are facing unprecedented staffing challenges. At the time when governments need to be most adept at luring talent to public service, their ability to do so has rarely been so constrained and complicated by economic, social and organizational pressures.  This article provides an overview of the types of recruitment and selection initiatives already in place in many nations that can help the world's governments attract and retain talent. Relying heavily upon examples from the United States and Western Europe, but also integrating experiences from a variety of both developed and less developed countries.
Jacobson, Selden & Coleman	2002	Title: "Examining Training in Large Municipalities: Linking Individual and Organizational Training Needs"  Publication: Public Personnel Management	A well-designed training system contributes to a public organization's performance by ensuring that employees have the knowledge and skills they need to meet the demands of their current and future jobs. Training may also help governments attract and retain workers in an increasingly competitive job market. Thus, it is important to understand the nature of training in public organizations. A comprehensive study of training in local government is almost nonexistent in literature. The purpose of this article is twofold.  First, using data from the Government Performance Project, it describes the training infrastructure in several of the largest cities by revenue. Second, it develops a framework – the Strategic Systems Training Model -- that integrates the needs of individual employees and organizations, and can be used by governments to plan and analyse their training Effectiveness.
Roberts	2004	Title: "Municipal Government Benefits Practices and Personnel Outcomes: Results from a National Survey".	Employee benefits are an essential and costly component of the compensation and human resources management system. This research effort surveyed 358 municipal governments on their employee benefits practices.

<b>Table A1. Extended summary of academic literature</b>			
<b>Author (s)</b>	<b>Year</b>	<b>Title / Publication</b>	<b>Abstract</b>
		Publication: Public Personnel Management	The survey results clearly indicate that municipal governments are very competitive in terms of traditional benefits (health, pensions, dental coverage, etc.) as all 10 types, except for short-term disability, are provided by a majority of the responding municipalities and exceed private sector rates. Municipal governments lag behind the private sector in the deployment of key family-friendly benefits such as childcare, elder care, flexi-place, flex-time and job sharing
Ellickson	2002	Title: "Determinants of Job Satisfaction of Municipal Government Employees"  Publication: Public Personnel Management	What variables explain variation in job satisfaction among municipal government employees? Using data from a recent survey of over 1,200 full-time municipal employees, this research tests the relative influence of 11 environmental variables and 3 demographic factors on variation in job satisfaction among this rarely studied group of employees.  The regression analysis revealed that environmental factors such as promotional opportunities, pay and benefits satisfaction, performance appraisal satisfaction, equipment and resources, training, workload, supervisory relationships, and most important of all, departmental esprit de corps were significantly, and positively, related to overall job satisfaction. In contrast, demographic variables were relatively poor predictors of job satisfaction. Over 50 percent of the variation in job satisfaction among municipal employees is explained using this model
Kessler, Purcell, & Shapiro.	2000	Title: "Employment relations in Local Government: Strategic choice and the case of Brent"  Publication: Personnel Review	This paper systematically evaluates changes in people management in one case study, the London Borough of Brent, as the major arena for the regulation of employment relations in Local government moves from the national to the authority level. It considers the impact of upstream decisions on mission, purpose and structure and of downstream decisions on employment relations, as they relate to the structure of the personnel function, the role of line managers in personnel activities, the way staff are treated and the role of the unions, based upon a strategic choice model.  The paper argues that there are, indeed, strong linkages between Brent's upstream decision to become a competitive market authority and devolve decision making to business units and the dimensions of employment relations distinguished. However, the consequences of the upstream-downstream relationship were not necessarily as intended by the Borough, with some of the results having highly dysfunctional consequences for the organization

<b>Table A1. Extended summary of New Zealand Government research, working papers</b>			
Department of Labour		Title: "Globalisation of Labour Flows and its Impacts on New Zealand"	<p>This paper considers the implications of globalisation of the New Zealand labour market. The risks and opportunities for individual New Zealanders and on the capacity of the New Zealand labour market. The paper addresses in particular the risk longer term skill shortages have to the New Zealand economy and the apparent costs of losing skilled New Zealanders.</p> <p>The paper also discusses possible policy solution available to government to maximise the opportunities whilst managing the risks around globalisation of labour flows.</p>
Department of Labour	2004	Title: "WorkTrends"	<p>The WorkTrends paper brings together an excellent range of research and statistical data and information on the predominant trends which are shaping the future of the New Zealand workforce and labour market.</p> <p>It is particularly focused on outlining how work and employment are changing in New Zealand.</p>
Department of Labour	1999	Title: "Human Capability – A Framework for Analysis"	<p>The Human Capability paper is a slightly dated paper set out to provide a broad overview of human resources, their use in various activities or spheres and their contribution to advancing wellbeing.</p> <p>The paper provides an in-depth synopsis of the trends affecting human capability and outlines what the future will look like.</p>
Department of Labour & New Zealand Immigration	2004	"Immigration Research Summary of Findings"	<p>This research report brings together a wide variety of research conducted from 1997 to 2004 on the impacts and benefits migrants have upon New Zealand. It provides a brief description of each research studies findings and the implications they have for New Zealand.</p>
Ministry of Economic Development, Ministry of Social Development, Department of Labour and Statistics New Zealand	2003	Title: "Population & Sustainable Development"	<p>This report discusses the ramifications of sustainable development in New Zealand. Specifically, it is positioned to increase the knowledge of the implications population changes will have for sustainable development. The report aims to highlight that people are influence and are influenced by sustainable development in quite complex ways. The report has relevance for Local government in that it provides an overview of how the changing nature of work and the workforce, immigration policies in a global context, our changing age and ethnic mix impact on the future shape of communities and regions.</p>

## Appendix C: Tertiary Education Statistics

The statistics reported in the tables below were obtained from the annual census of tertiary education providers carried out by the Ministry of Education. The Ministry of Education endeavours to provide the most accurate data possible however in a number of instances the data collected can be incomplete

	2000								
	AUT	Lincoln Universities	Massey Universities	Universities of Auckland	Universities of Canterbury	Universities of Otago	Universities of Waikato	Victoria Universities	Total
<b>Engineering</b>									
Chemical Engineering	0	0	0	27	0	0	0	0	27
Civil Engineering	0	0	0	61	0	0	0	0	61
Engineering (General)	0	0	2	42	315	0	16	0	375
Environmental Engineering	0	1	11	0	0	0		0	12
<b>Total</b>	<b>0</b>	<b>1</b>	<b>13</b>	<b>130</b>	<b>315</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>475</b>
<b>Resource Management</b>									
Earth Sciences	0	0	5	0	0	0	26	0	31
Ecology	0	4	4	0	0	2	0	0	10
Environmental Science	0	30	7	20	0	0	5	2	64
Geography	0	5	26	105	91	71	45	45	388
Geology	0		0	31	49	11	0	26	117
Property Management	0	6	0	41	0	0	0	0	47
Resource Management	0	59	10	29	0	0	37	0	135
Soil Science	0	2	0	0	0	0	0	0	2
<b>Total</b>	<b>0</b>	<b>106</b>	<b>52</b>	<b>226</b>	<b>140</b>	<b>84</b>	<b>113</b>	<b>73</b>	<b>794</b>
<b>Social Relations</b>									
Politics/Political Science	0	0	4	79	98	39	31	110	361
Public Relations	0	0	0	0	0	0	19	7	26
Social & Public Policy/Admin	0	2	19	0	0	0	18	11	50
<b>Total</b>	<b>0</b>	<b>2</b>	<b>23</b>	<b>79</b>	<b>98</b>	<b>39</b>	<b>68</b>	<b>128</b>	<b>437</b>
<b>Total</b>	<b>0</b>	<b>109</b>	<b>88</b>	<b>435</b>	<b>553</b>	<b>123</b>	<b>197</b>	<b>201</b>	<b>1706</b>

	2001								
	AUT	Lincoln Universities	Massey Universities	Universities of Auckland	Universities of Canterbury	Universities of Otago	Universities of Waikato	Victoria Universities	Total
<b>Engineering</b>									
Chemical Engineering	0	0	0	26	0	0	0	0	26
Civil Engineering	0	0	0	71	0	0	0	0	71
Engineering (General)	24	0	2	1	336	0	11	0	374
Environmental Engineering	0	11	3	30	0	0	0	0	44
<b>Total</b>	<b>24</b>	<b>11</b>	<b>5</b>	<b>128</b>	<b>336</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>515</b>
<b>Resource Management</b>									
Earth Sciences	0	0	5	82	0	0	30	0	117
Ecology	0	0	13	0	0	4	0	0	17
Environmental Science	0	18	27	7	0	0	4	3	59
Geography	0	3	26	4	75	72	37	58	275
Geology	0	0	0	22	30	20	0	30	102
Property Management	0	0	0	43	0	0	0	0	43
Resource Management	0	26	15	0	0	9	27	0	77
Soil Science	0	2	2	0	0	0	0	0	4
<b>Total</b>	<b>0</b>	<b>49</b>	<b>88</b>	<b>158</b>	<b>105</b>	<b>105</b>	<b>98</b>	<b>91</b>	<b>694</b>
<b>Social Relations</b>									
Politics/Political Science	0	0	6	92	89	40	28	90	345
Public Relations	0	0	0	0	0	0	50	4	54
Social & Public Policy/Admin	0	0	18	0	0	0	9	8	35
<b>Total</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>92</b>	<b>89</b>	<b>40</b>	<b>87</b>	<b>102</b>	<b>434</b>
<b>Total</b>	<b>24</b>	<b>60</b>	<b>117</b>	<b>378</b>	<b>530</b>	<b>145</b>	<b>196</b>	<b>193</b>	<b>1643</b>



	2002								
	AUT	Lincoln Universities	Massey Universities	Universities of Auckland	Universities of Canterbury	Universities of Otago	Universities of Waikato	Victoria Universities	Total
<b>Engineering</b>									
Chemical Engineering	0	0	0	34	0	0	0	0	34
Civil Engineering	0	0	0	85	0	0	0	0	85
Engineering (General)	30	0	0	0	0	1	13	0	44
Environmental Engineering	0	13	7	45	0	0	0	0	65
<b>Total</b>	<b>30</b>	<b>13</b>	<b>7</b>	<b>164</b>	<b>0</b>	<b>1</b>	<b>13</b>	<b>0</b>	<b>228</b>
<b>Resource Management</b>									
Earth Sciences	0	0	9	112	0	0	32	2	155
Ecology	0	0	9	0	0	0	0	0	9
Environmental Science	0	23	12	11	0	1	2	3	52
Geography	0	3	18	0	0	69	41	19	150
Geology	0	0	0	21	0	15	0	12	48
Property Management	0	0	0	59	0	0	0	0	59
Resource Management	0	30	11	0	0	2	18	0	61
Soil Science	0	0	1	0	0	0	0	0	1
<b>Total</b>	<b>0</b>	<b>56</b>	<b>60</b>	<b>203</b>	<b>0</b>	<b>87</b>	<b>93</b>	<b>36</b>	<b>535</b>
<b>Social Relations</b>									
Politics/Political Science	0	0	2	111	0	43	30	26	212
Public Relations	0	0	0	0	0	0	58	0	58
Social & Public Policy/Admin	0	0	15	0	0	0	8	1	24
<b>Total</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>111</b>	<b>0</b>	<b>43</b>	<b>96</b>	<b>27</b>	<b>294</b>
<b>Total</b>	<b>30</b>	<b>69</b>	<b>84</b>	<b>478</b>	<b>0</b>	<b>131</b>	<b>202</b>	<b>63</b>	<b>1057</b>

	2003								
	AUT	Lincoln Universities	Massey Universities	Universities of Auckland	Universities of Canterbury	Universities of Otago	Universities of Waikato	Victoria Universities	Total
<b>Engineering</b>	0	0	0	0	0	0	0	0	0
Chemical Engineering	0	0	0	18	0	0	1	0	19
Civil Engineering	0	0	0	46	0	0	0	0	46
Engineering (General)	28	0	0	0	284	0	7	0	319
Environmental Engineering	0	0	2	48		3	0	0	53
<b>Total</b>	<b>28</b>	<b>0</b>	<b>2</b>	<b>112</b>	<b>284</b>	<b>3</b>	<b>8</b>	<b>0</b>	<b>437</b>
<b>Resource Management</b>	0	0	0	0	0	0	0	0	0
Earth Sciences	0	0	3	98	0	0	26	5	132
Ecology	0	0	7	0	0	0	0	0	7
Environmental Science	0	19	5	10	1	0	0	0	35
Geography	0	6	18	0	80	80	35	17	236
Geology	0	0	0	13	20	23	0	8	64
Property Management	0	0	0	54	0	0	0	0	54
Resource Management	0	21	6	0	0	0	26	0	53
Soil Science	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>46</b>	<b>39</b>	<b>175</b>	<b>101</b>	<b>103</b>	<b>87</b>	<b>30</b>	<b>581</b>
<b>Social Relations</b>	0	0	0	0	0	0	0	0	0
Politics/Political Science	0	0	3	96	90	43	24	21	277
Public Relations	0	0	0	0	0	0	63	0	63
Social & Public Policy/Admin	0	0	12	0	0	0	3	1	16
<b>Total</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>96</b>	<b>90</b>	<b>43</b>	<b>90</b>	<b>22</b>	<b>356</b>
<b>Total</b>	<b>28</b>	<b>46</b>	<b>56</b>	<b>383</b>	<b>475</b>	<b>149</b>	<b>185</b>	<b>52</b>	<b>1374</b>

	2003														
<b>Engineering</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Under 20</b>	<b>20-24</b>	<b>25-29</b>	<b>30-34</b>	<b>35-39</b>	<b>40+</b>	<b>European</b>	<b>NZ Maori</b>	<b>Pacific</b>	<b>Asian</b>	<b>International</b>	<b>Other</b>
Civil Engineering	46	38	8	0	34	9	2	1	0	29	3	3	7	2	1
Chemical Engineering	19	13	6	2	14	1	2	0	0	14	0	0	4	1	0
Engineering (General)	319	265	54	16	263	25	7	4	4	227	7	0	46	11	27
Environmental Engineering	53	31	22	3	44	5	0	0	1	28	3	0	16	2	3
<b>Total</b>	<b>437</b>	<b>347</b>	<b>90</b>	<b>21</b>	<b>355</b>	<b>40</b>	<b>11</b>	<b>5</b>	<b>5</b>	<b>298</b>	<b>13</b>	<b>3</b>	<b>73</b>	<b>16</b>	<b>31</b>
<b>Resource Management</b>															
Earth Sciences	134	66	68	20	89	11	7	3	4	102	6	8	10	5	3
Ecology	8	3	5	1	6	1	0	0	0	6	1	0	0	1	0
Environmental Science	35	19	16	3	21	5	1	1	4	27	0	0	2	4	1
Geography	238	106	132	54	144	26	6	2	6	198	18	3	1	6	12
Geology**	8	3	5	0	8	0	0	0	0	2	0	0	0	0	6
Property Management	54	36	18	2	45	3	2	1	1	39	2	4	8	0	0
Resource Management	53	22	31	11	25	12	2	2	1	46	5	0	1	1	0
Soil Science	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>530</b>	<b>255</b>	<b>275</b>	<b>91</b>	<b>338</b>	<b>58</b>	<b>18</b>	<b>9</b>	<b>16</b>	<b>420</b>	<b>32</b>	<b>15</b>	<b>22</b>	<b>17</b>	<b>22</b>
<b>Social Relations</b>															
Politics/Political Science	277	135	142	39	184	23	12	7	12	206	23	5	18	10	15
Public Relations**															
Social & Public Policy/Admin	16	3	13	0	6	1	0	2	7	10	4	0	1	0	1
<b>Total</b>	<b>293</b>	<b>138</b>	<b>155</b>	<b>39</b>	<b>190</b>	<b>24</b>	<b>12</b>	<b>9</b>	<b>19</b>	<b>216</b>	<b>27</b>	<b>5</b>	<b>19</b>	<b>10</b>	<b>16</b>
<b>Total</b>	<b>1260</b>	<b>740</b>	<b>520</b>	<b>151</b>	<b>883</b>	<b>122</b>	<b>41</b>	<b>23</b>	<b>40</b>	<b>934</b>	<b>72</b>	<b>23</b>	<b>114</b>	<b>43</b>	<b>69</b>

\*\* Shaded subject areas have incomplete statistical data; Totals fail to represent total numbers of students.

# Appendix D: Labour Market Statistics

## Triangulation Data

### Skill Shortage Lists

- The skill shortage information is derived from the New Zealand Immigration Service's Long Term Skill Shortage List and Immediate Skill Shortage List. These were last reviewed in December 2004. The next versions are expected in July 2005.

Skilled Positions	Skill Shortage Status *	Job Advertisements - Nationwide	
		Mar-05	Running 02 <sup>4**</sup>
Other Civil Engineer	Yes	2	287
Roading Engineer	No	0	105
Civil Engineering Technician	No	29	425
Water Civil Engineer	No	2	58
Structural Engineer	No	4	178
GIS Operator	Yes	24	926
Policy Analyst	No	32	701
Resource Planner	No	12	277
Building Controls	Yes	4	92
Environmental Health Officer	No	4	45
Arborists	Yes	17	508
Accountant	Yes	86	2251
Finance Manager	No	19	561
Information Technology Manager	No	1	216

\* New Zealand Immigration \*\*Department of Labour Job Vacancy Monitor

### Job Advertisement Data

Job advertisement data is sourced from the Department of Labour's Job Vacancy Monitor, which is a monthly count of all job advertisements in a single edition of 25 newspapers around New Zealand. It is important to note that job advertisement data does not measure ALL job advertisements appearing in all editions of all newspapers in New Zealand, and so it does not pick up all jobs advertised each month. It does not measure jobs advertised exclusively on-line; however, if these jobs are also advertised in print, then it may pick these up in its measure of job ads in newspapers.

## Labour Market Data - 1991 - 2001

Skilled Positions	Number Employed*			% Change
	1991	1996	2001	
Other Civil Engineer	3,990	4,128	2,931	-27%
Roading Engineer	219	501	639	192%
Civil Engineering Technician	492	456	333	-32%
Water Civil Engineer	147	309	489	233%
Surveyor	768	1,512	1,512	97%
Structural Engineer	492	1,164	1,326	170%
GIS Operator	1,335	3,507	8,199	514%
Policy Analyst	N/A	1,806	2,910	61%
Resource Planner	558	729	939	68%
Building Controls	N/A	N/A	249	
Environmental Health Officer	498	759	510	2%
Arborists	4,779	8,304	6,624	39%
Accountant	16,467	15,408	18,396	12%
Finance Manager	N/A	N/A	10,470	%
Information Technology Manager	2,064	2,076	3,099	50%
*Statistics New Zealand Census				

Skilled Positions	Average Income*			% Change
	1991	1996	2001	
Other Civil Engineer	\$45,309	\$47,695	\$59,964	32.3%
Roading Engineer	\$41,097	\$43,741	\$50,280	22.3%
Civil Engineering Technician	\$35,739	\$35,987	\$41,394	15.8%
Water Civil Engineer	\$30,933	\$37,123	\$43,176	39.6%
Surveyor	\$40,746	\$42,653	\$50,244	23.3%
Structural Engineer	\$42,663	\$44,117	\$51,648	21.1%
GIS Operator	\$42,966	\$44,175	\$51,837	20.6%
Policy Analyst	N/A	\$48,129	\$54,354	12.9%
Resource Planner	\$43,362	\$44,821	\$51,705	19.2%
Building Controls	N/A	N/A	\$41,652	
Environmental Health Officer	\$34,920	\$38,368	\$41,949	20.1%
Arborists	\$18,660	\$21,523	\$24,573	31.7%
Accountant	\$46,701	\$54,085	\$60,939	30.5%
Finance Manager	N/A	N/A	\$67,917	
Information Technology Manager	50,874	\$58,583	\$77,094	51.5%
*Statistics New Zealand Census				

## Regional Statistics

	Roading Engineer				Water Resources Engineer				Other Civil Engineer				Other Civil Engineering Technician				Other Engineering Technician			
	2001	1996	1991	% Change	2001	1996	1991	% Change	2001	1996	1991	% Change	2001	1996	1991	% Change	2001	1996	1991	% Change
Northland Region	12	15	3	300%	9	9	3	200%	72	90	117	-38%	18	15	24	-25%	9	21	12	-25%
Auckland Region	177	126	54	228%	156	84	42	271%	1101	1455	1452	-24%	93	120	120	-23%	96	240	234	-59%
Waikato Region	81	48	24	238%	33	21	12	175%	252	375	402	-37%	45	60	60	-25%	27	75	69	-61%
Bay of Plenty Region	42	27	9	367%	27	18	3	800%	186	243	189	-2%	30	30	42	-29%	21	36	42	-50%
Gisborne Region	6	9	3	100%	9	6	3	200%	21	33	36	-42%	0	6	9	-100%	0	9	3	-100%
Hawke's Bay Region	21	21	9	133%	21	12	9	133%	99	141	129	-23%	9	12	15	-40%	15	24	6	150%
Taranaki Region	9	18	3	200%	3	9	0	-67%	87	153	111	-22%	9	12	12	-25%	9	45	12	-25%
Manawatu-Wanganui Region	33	33	9	267%	24	18	9	167%	123	165	168	-27%	18	30	36	-50%	12	60	12	0%
Wellington Region	84	69	45	87%	27	21	12	125%	372	561	684	-46%	24	51	42	-43%	39	105	72	-46%
West Coast Region	9	6	3	200%	3	3	3	0%	21	27	21	0%	3	6	6	-50%	12	3	0	300%
Canterbury Region	93	66	36	158%	114	60	36	217%	324	492	387	-16%	45	63	54	-17%	54	105	57	-5%
Otago Region	39	33	15	160%	15	15	6	150%	135	174	156	-13%	18	24	30	-40%	21	48	12	75%
Southland Region	12	18	6	100%	12	9	3	300%	48	96	63	-24%	6	12	21	-71%	15	24	6	150%
Tasman Region	6	3	3	100%	6	6	0	0%	21	30	27	-22%	0	6	3	-100%	3	6	3	0%
Nelson Region	6	3	3	100%	12	3	3	300%	33	45	33	0%	3	9	9	-67%	6	9	3	100%
Marlborough Region	6	6	0	0%	15	3	0	400%	33	48	15	120%	0	0	6	-100%	0	12	6	-100%
Area Outside Region	0	0	0	0%	0	0	0	0%	0	0	0	0%	0	0	0	0%	0	0	0	0%
Total Regional Councils	639	498	219	192%	492	309	147	235%	2931	4128	3990	-27%	336	456	492	-32%	339	819	546	-38%

	Resource Management Planner				Policy Analyst				Noxious Weeds/Pest Inspector				Health Inspector				Building Control/ Consents Officer			
	2001	1996	1991	% Change	2001	1996	1991	% Change	2001	1996	1991	% Change	2001	1996	1991	% Change	2001	1996	1991	% Change
Northland Region	30	18	18	67%	39	9		333%	6	3	9	-33%	33	30	15	120%	6			
Auckland Region	351	282	222	58%	525	174		202%	6	21	33	-82%	114	192	132	-14%	54			
Waikato Region	87	69	66	32%	129	63		105%	21	24	24	-13%	48	75	51	-6%	24			
Bay of Plenty Region	48	51	33	45%	72	30		140%	12	21	12	0%	30	51	33	-9%	12			
Gisborne Region	15	18	6	150%	18	6		200%	3	6	9	-67%	12	12	9	33%	6			
Hawke's Bay Region	18	15	24	-25%	33	21		57%	12	12	21	-43%	21	30	18	17%	15			
Taranaki Region	15	12	9	67%	27	18		50%	9	9	9	0%	18	21	21	-14%	12			
Manawatu-Wanganui Region	27	42	27	0%	96	33		191%	54	30	30	80%	21	48	27	-22%	9			
Wellington Region	105	69	66	59%	1605	1311		22%	6	12	18	-67%	72	87	78	-8%	36			
West Coast Region	6	3	0	100%	12	9		33%	0	0	3	-100%	3	6	3	0%	3			
Canterbury Region	126	78	66	91%	213	54		294%	12	24	39	-69%	72	102	57	26%	42			
Otago Region	48	33	12	300%	75	39		92%	9	15	24	-63%	33	42	24	38%	12			
Southland Region	12	6	3	300%	18	18		0%	0	9	12	-100%	18	27	18	0%	6			
Tasman Region	9	6	3	200%	9	6		50%	3	0	3	0%	3	6	3	0%	0			
Nelson Region	27	12	6	350%	21	12		75%	0	0	0	0%	6	12	3	100%	0			
Marlborough Region	12	12	3	0%	9	3		200%	6	3	3	100%	9	12	6	50%	6			
Area Outside Region	0	0	0	0%	0	0		0%	0	0	0	0%	0	0	0	0%	0			
<b>Total Regional Councils</b>	<b>936</b>	<b>726</b>	<b>561</b>	<b>67%</b>	<b>2910</b>	<b>1809</b>		<b>61%</b>	<b>168</b>	<b>192</b>	<b>258</b>	<b>-35%</b>	<b>510</b>	<b>756</b>	<b>498</b>	<b>2%</b>	<b>249</b>			

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