

SEPT 2020

Exploring new models for capability development

The future of funding





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Background

To be competitive in a changing world, organisations need an adaptable and capable workforce with continual learning at the core.

Lifelong learning is not a new concept for individuals but innovation and change requires us to look at familiar things in a different light.

Our industry has been slow to provide flexible employment journeys.

As the range of training and development options increases, people have almost unlimited career pathways.

For providers and organisations, this creates complexity that demands more resources.

Creating an effective and supportive continual learning system will require a new funding model to support it.

The Energy Academy has been exploring a new funding model idea that meets this need by requiring beneficiaries to co-invest in a recurrent fund.

Our first workshop highlighted the need to balance fairness, equity, transparency, and agency, bringing more layers of complexity to the problem.

I have yet to see any problem, however complicated, which, when looked at in the right way, did not become still more complicated.

— Poul Anderson



Our Challenge

THE PROBLEM

As the range of training and development options increases, people will have almost unlimited career pathways through accessible and more relevant training. For providers and organisations, this creates a complexity that demands more resources.

WHAT IF?

Our industry could give employees the flexibility to choose their own path without budget constraints?

THE OPPORTUNITY

A new funding model with reduced risk that offers employees the chance to contribute towards their own development, matched by employer and government contributions.

PRODUCT GOAL

To create a future funding model that underpins an effective and sustainable continual learning system.



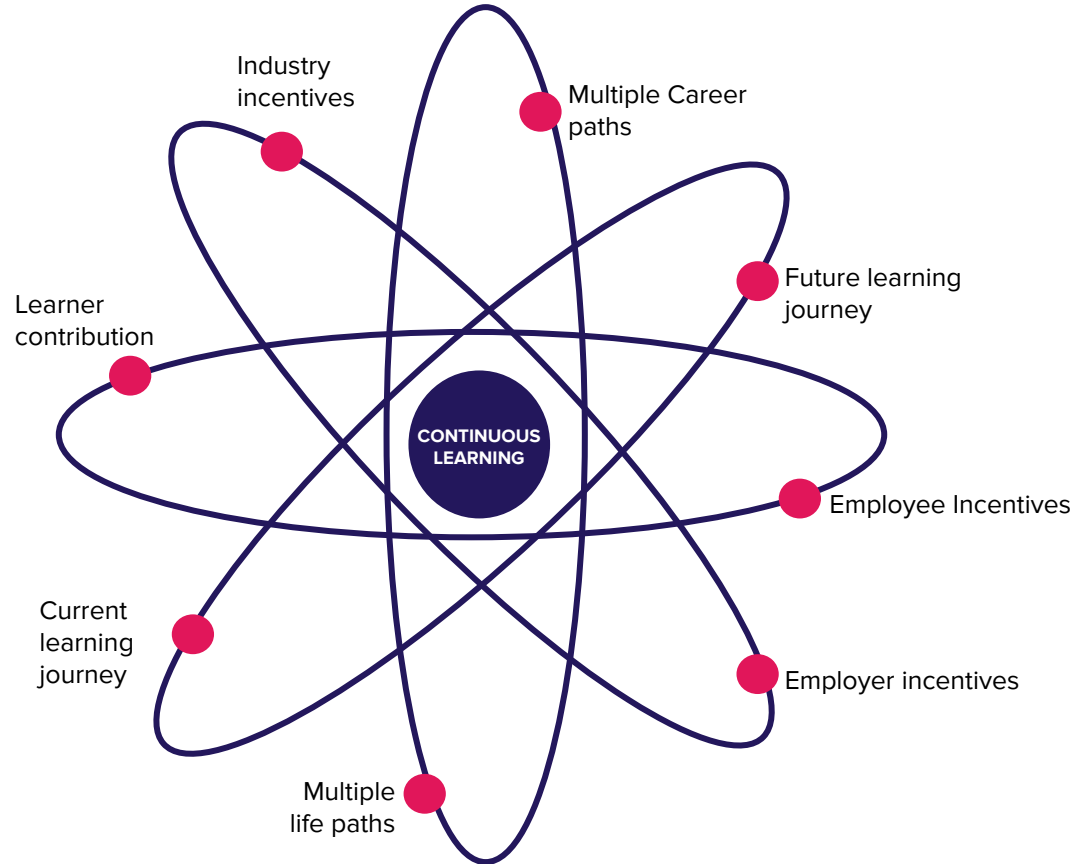
Our Analysis

The co-design and sense checking to date has identified that an ideal funding model for training and development has complexities beyond showing financial balances.

Given its tripartite arrangement the model is required to be ethical, adaptable and life-centric, whilst also taking into consideration both the strategic direction and future conditions of organisations and the energy sector.

However, if designed to suit all parties could assist in positive sector transformation and increase resilience to future disruptive forces.

TENSION POINTS TO BALANCE



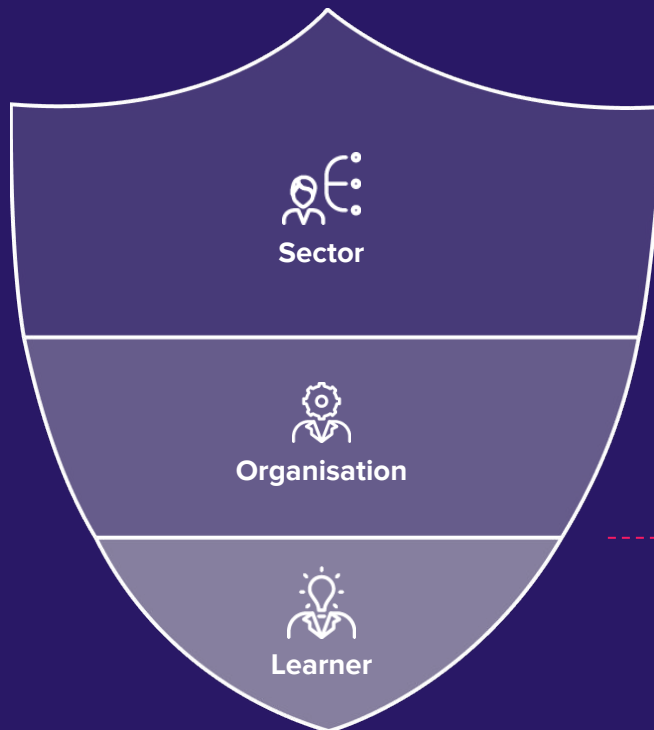


Draft Co-funding Model

During some industry collaboration workshops in mid 2020 an idea for a Kiwisaver style model for funding capability was born.

Depending on relevance or potential impact on personal or sector growth, learner contributions could be further incentivised through organisation and sector contributions.

The initial model was designed to influence and incentivise strategic learning pathways, whilst also maintaining learner agency.



The sector can implement its strategic vision with targeted funding incentives.

Employer contributions extend the learning opportunities in pathways that benefit the organisation

Learners have agency to invest their contributions into a personal learning pathway.



Co-design Process

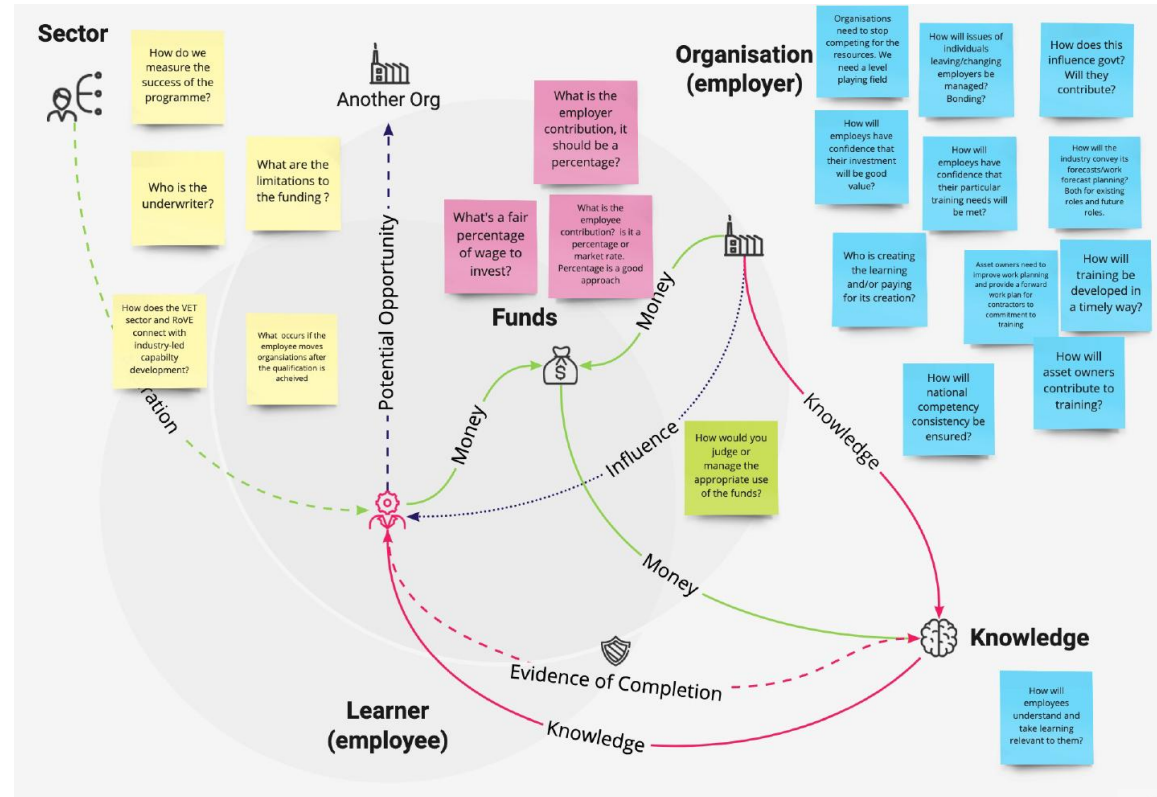
Twenty five participants from across the industry were presented with the challenge in a co-design process that cross-examined a strawman funding model.

Designed around the core value of shared responsibility, the co-funding model saw learners (employee), organisations (employer) and the sector contributing towards mutually beneficial capability development.

STAGE 1: LANDSCAPE MAP

After reviewing the strawman, participants identified a range of opportunities, barriers and insights that highlighted key design and implementation considerations.

Exploring new models for capability development





User Journeys

Insights from two teams were combined for discussion, then placed along a user journey. Each insight represented a barrier or opportunity.

STAGE 2: USER STORIES

Insights along the user journey were then translated into a desirable experience for the end user.

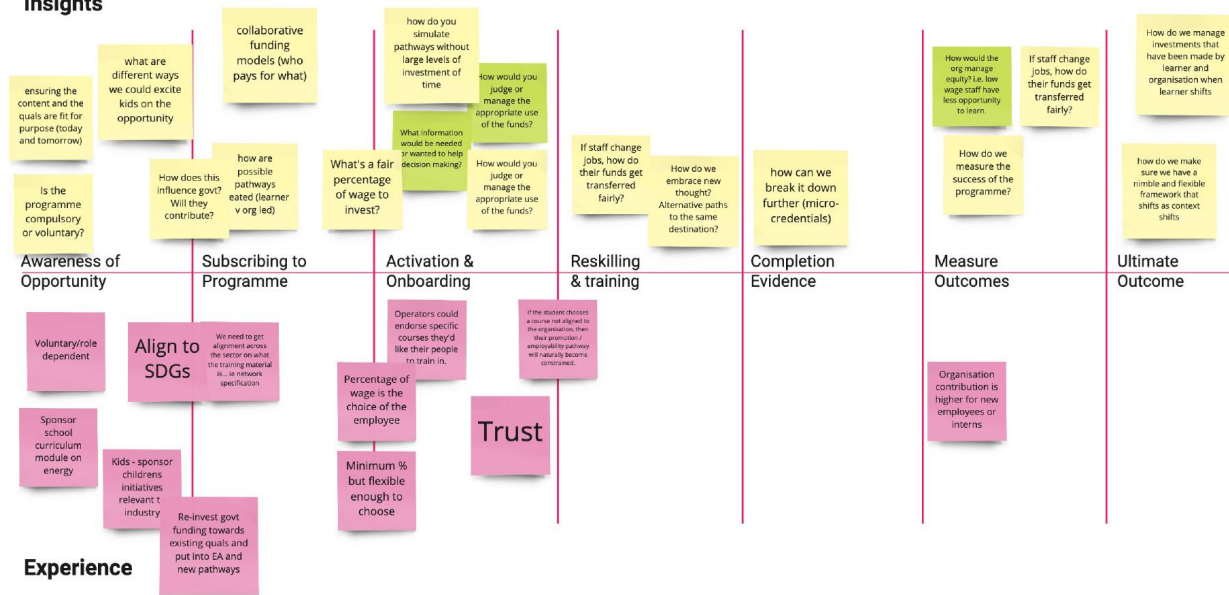
Teams explored each key user group:

1. Learner
2. Employer
3. Industry

These experiences help us define the fundamental user stories that the MVP needs to deliver on.

Learner Journey Example

Insights



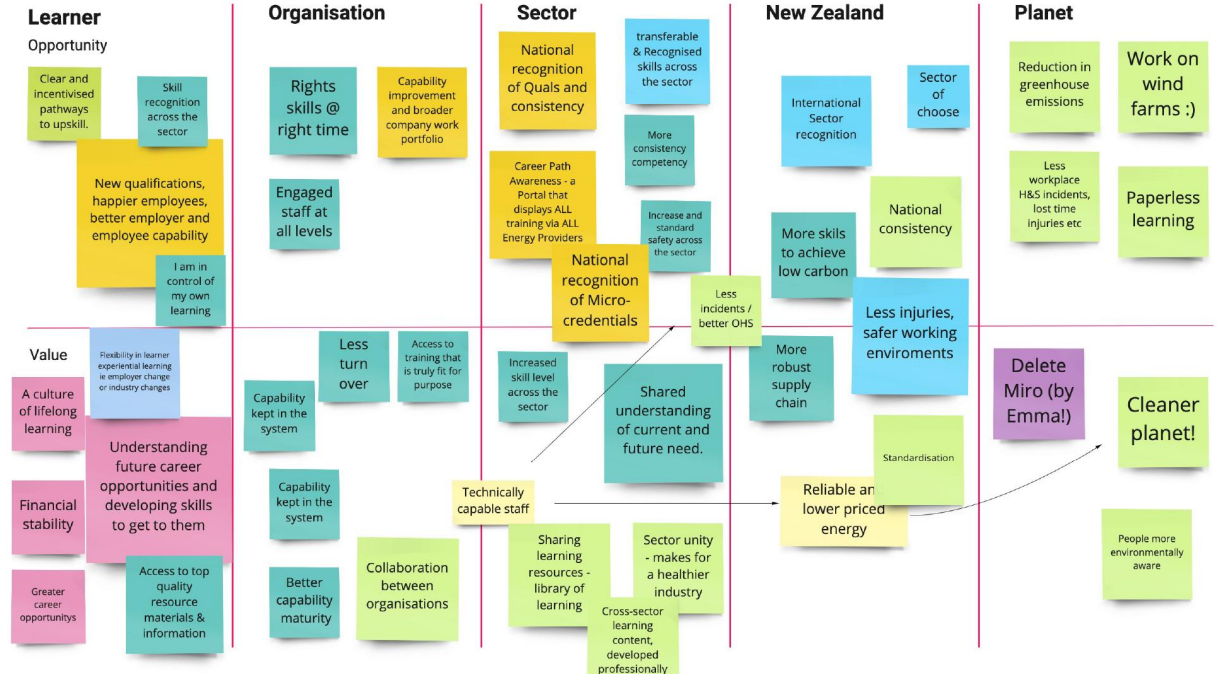


Ultimate Opportunity

In larger groups, the combined ultimate outcomes for each user group were shifted onto the final canvas, and then represented as opportunities.

STAGE 3: REDEFINING VALUE
Below the line, participants translated opportunity into value across our key user groups, including New Zealand as a whole, and the planet.

Starting with the premise that you cannot change a system until you redefine value, the propositions on these canvases help us to define a values-driven MVP model.





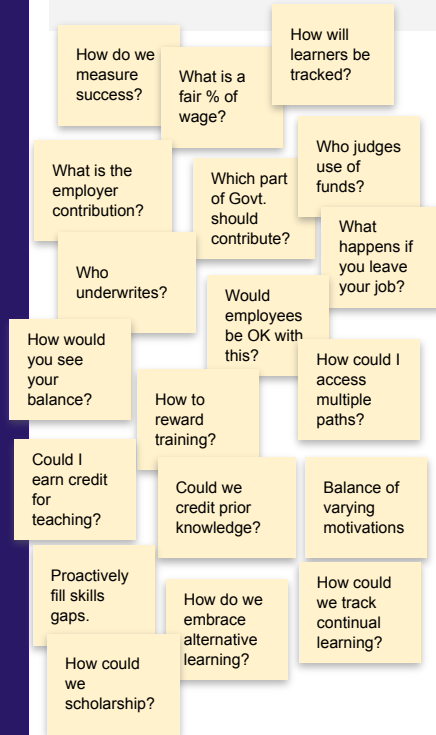
Co-design Summary

Findings from the co-design workshop were analysed. Many barriers and gaps were raised that required further investigation.

Insights from the workshop helped to inform the development of key personas of our target groups and subsequent survey.

STAGE 1: LANDSCAPE MAP

A range of opportunities, barriers and insights were highlighted for consideration.



STAGE 2: USER JOURNEY

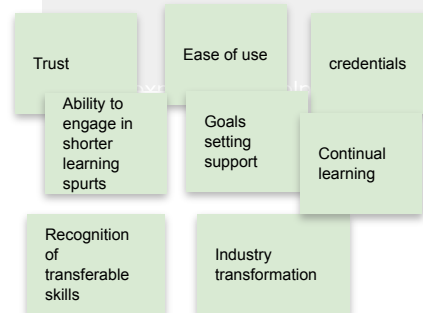
Insights represented a barrier or opportunity and were placed along user journeys and translated into a desirable experience for the end user.

Teams explored each key user group:

1. Learner
2. Employer
3. Industry

Through a pathway from signing up all the way through to contributing, being offered opportunities, completing training, growing your profile and measuring the outcomes.

The strongest themes were:



STAGE 3: DEFINING VALUE

The values proposed in stage three were distilled into the following propositions

Learner: *Clear and incentivised pathways that enable self development without barriers.*

Employer: *A motivated and high-value workforce who are always evolving and improving their skills.*

Sector: *Sector unity and common vision through a shared understanding of current and future capability needs.*

New Zealand: *The successful evolution of the energy sector will influence productivity, sustainability and affordability.*



Incentivising Opportunity: Employee / Learner

LEARNER NEEDS



An employee with personal goals and individual talents looking for guidance on the best fit career pathway.

LEARNING PATHWAYS

FOR THE SECTOR

WITHIN THE ORGANISATION

PERSONAL AMBITIONS

FUNDED OPPORTUNITIES

Personal contribution
+ sector and or
employer

Personal + employer
contribution

Personal contribution

VALUE CREATED

Talent retained within Sector. Sector continues to evolve and innovate. Largest pool of funds as contributes to sector transformation. Sector choice of training.

Talent retained within the organisation to implement the strategic direction. Larger pool of funds for employee. Employer choice of training.

Individual goals achieved. More engaged employee. 100% freedom on spend.



Employee/ Learner Feedback

The workshop was designed to raise questions to gather more insights to design the best user experience.

Some examples of the questions asked.

TAKE SURVEY

VIEW RESULTS



What is a fair percentage of wage to invest?

Should I earn credit for teaching or sharing my knowledge?



What should happen if an employee moved roles?



How do you feel about a fund like this?



How would you like to see your balance or progress?



Would you be OK with sharing your data?



Survey highlights



92%

KNOWLEDGE SHARING: Would like to earn credit for teaching others.

96%

EMPLOYER CONTRIBUTIONS : Happy for their employers to suggest the best development opportunities if it meant they would contribute.

78%

INDUSTRY CONTRIBUTIONS: Happy for their sector to suggest the best development opportunities.

67%

FUNDS TRANSFER: Would be happy for their fund to be transferred if they changed jobs within the same industry.

2%

PERSONAL CONTRIBUTION was by far the most popular amongst all ages.

87%

DATA SHARING: OK with sharing data with the fund if it meant accessing more relevant opportunities for their career.

57%

CONNECTING: Would like new opportunities shared with them via an app on their phone.



Stage of career represents different needs and perspectives

UNDER 30: EARLY CAREER

Most likely to want to contribute 5% of their income.

Most likely to select face-to-face connection to be informed of new opportunities. 25%

More likely to want 100% freedom to spend fund how they wished.

“I love the initiative to do things differently and according to what is beneficial for our future now.”

30-45: MID CAREER

Had the strongest preference for a mobile app to see balance and be communicated to.

Most likely to select voluntary contributions (23%)

“Fantastic idea, I like the employee having some 'skin in the game' by contributing to their future by investing some of their income towards developmental training. I think it's important that employees can opt in or out as circumstances change.”

OVER 45: ESTABLISHED CAREER

Most likely to want to contribute 0%

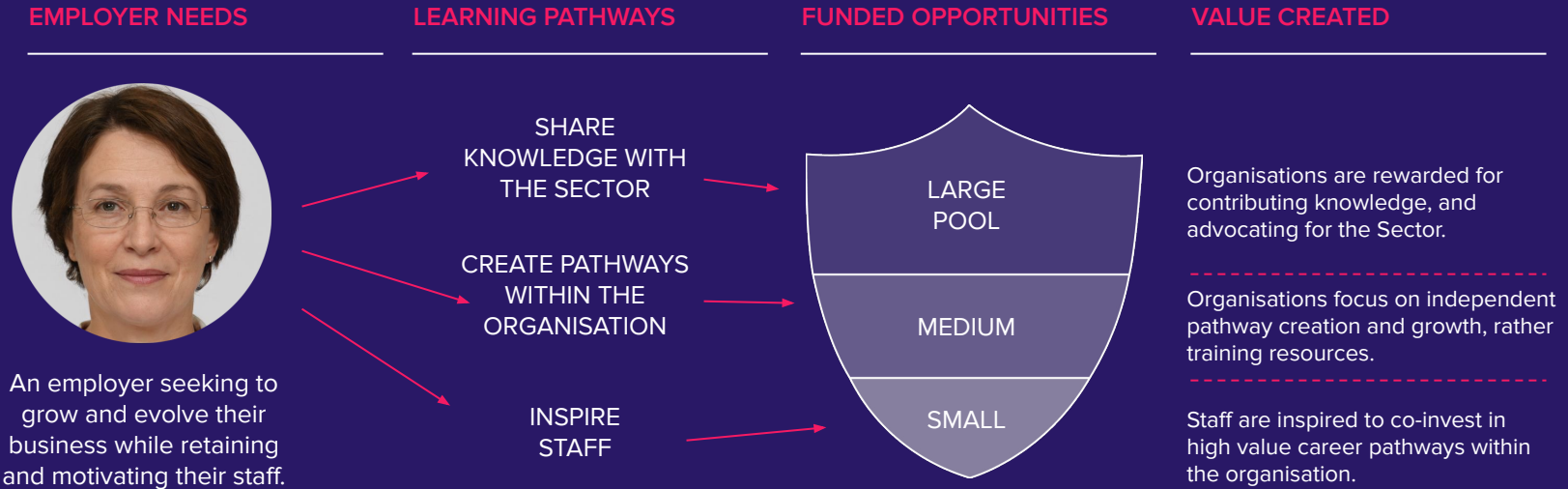
Most likely to not be in support of the fund. (5% not in support)

“I think it's important to get a commitment to development from both employees and employers. Without this neither will be fully engaged in growing the industry.”

“Think this would have more relevance to those embarking on their careers”



Incentivising Opportunity: Employer





Next Steps

1. SURVEY ANALYSIS

Questions raised in the workshop and during the summary process have been posed in two questionnaires.

Outcomes of this survey will inform the system design and influence the wireframes of the MVP.

SURVEY TIMING

Survey: 23 - 30 September

Analysis: 1 - 14 October

2. WIREFRAMES

We will use insights from the workshop and survey to refine the user journeys and stories.

These will lead to a low-fidelity prototype of the MVP being designed for testing.

WIREFRAME TIMING

User Journeys: 1 - 14 October

Wireframe Prototype: 14 - 31 October

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