



The Future of Work

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About the Committee for Perth

The Committee for Perth is WA's leading independent think-tank. Through our evidence-based and solutions-focussed approach, we have a track record of driving structural and cultural change to enrich Greater Perth's reputation as a place to live, work, study, invest and visit.

We produce the evidence that positively changes public policy, business strategy and community behaviour.

2006

Established

110+

Members

40+

Sectors

140+

Research
Publications

2.2m

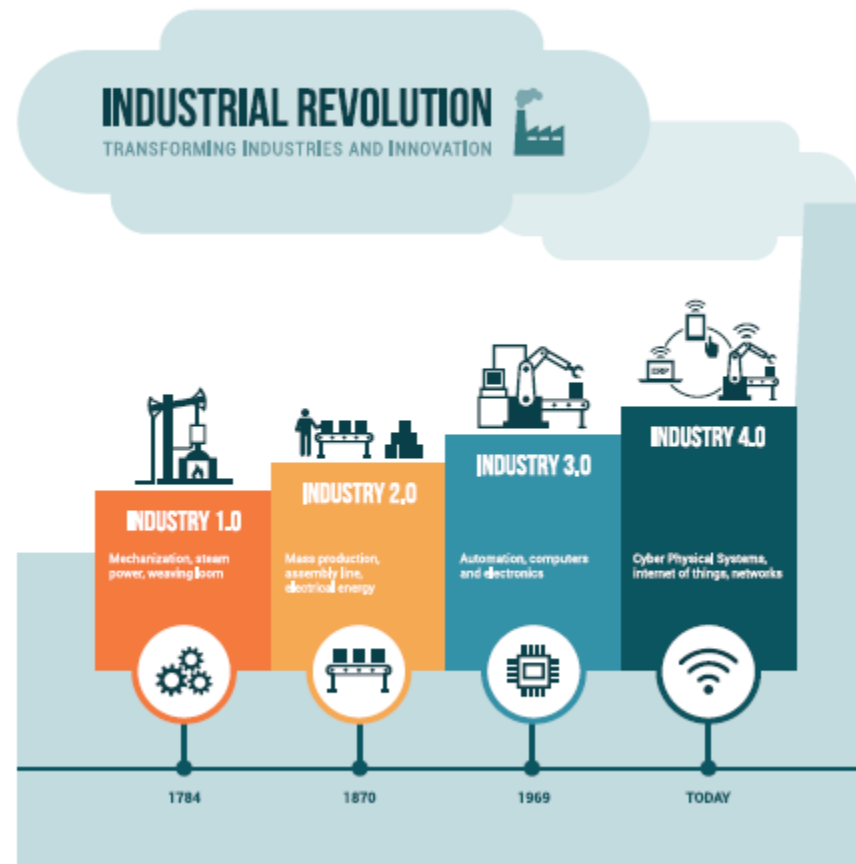
Perth + Peel
Region

3.5m

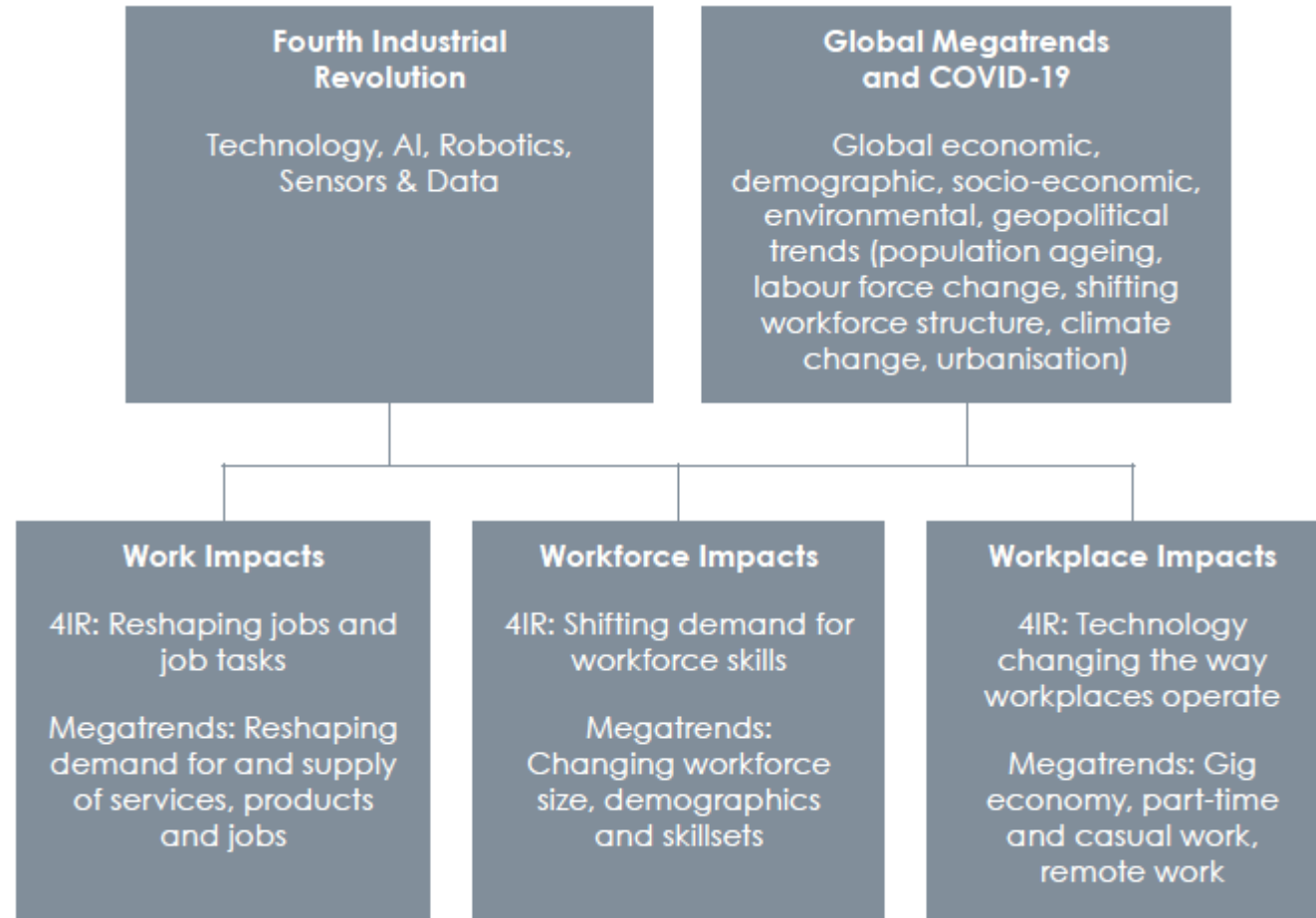
Regional Growth
by 2050

- Independent
- Apolitical
- Evidence-based
- Solutions-focused
- Collaborative
- Frank and fearless

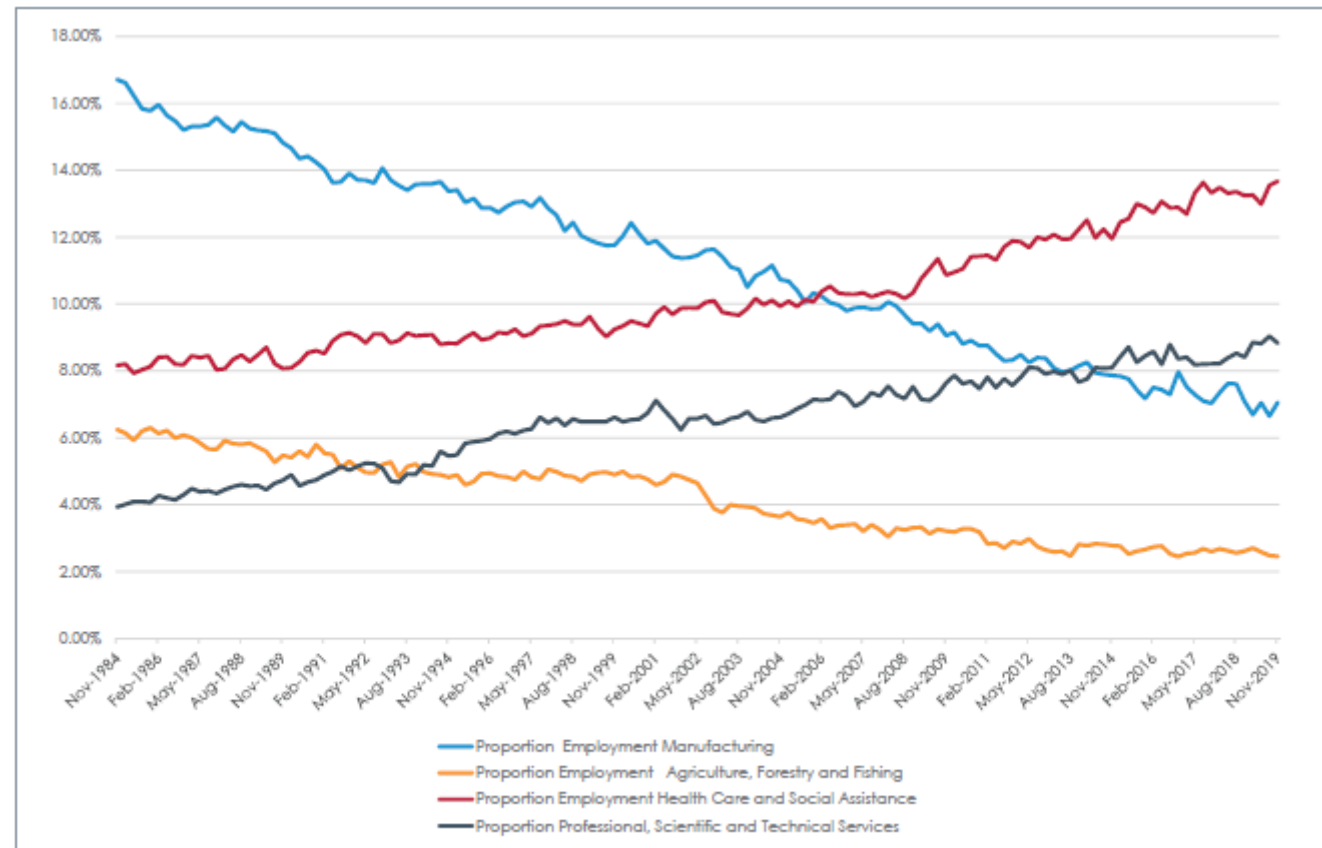
The Four Waves of Industrial Revolution



Fourth Industrial Revolution, Global Megatrends and COVID-19

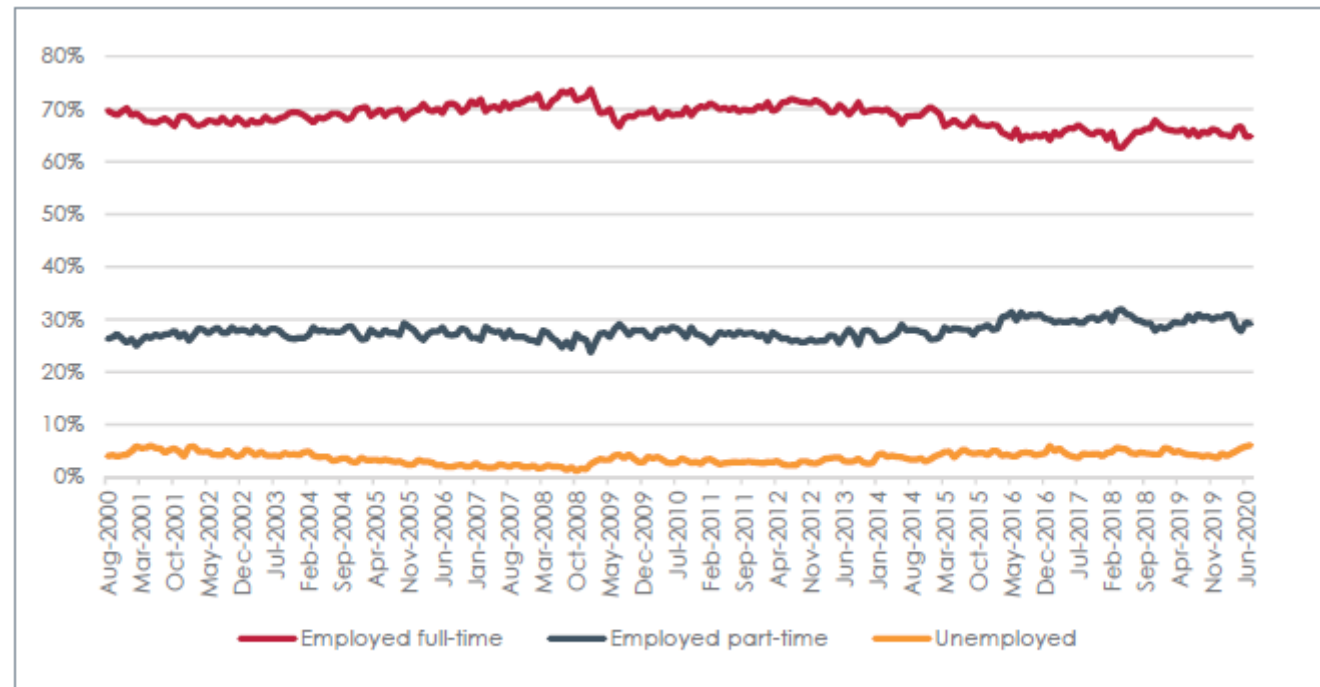


Proportion of Employment in Australia by Industry Sector 1984–2019



Data source: ABS, 2020

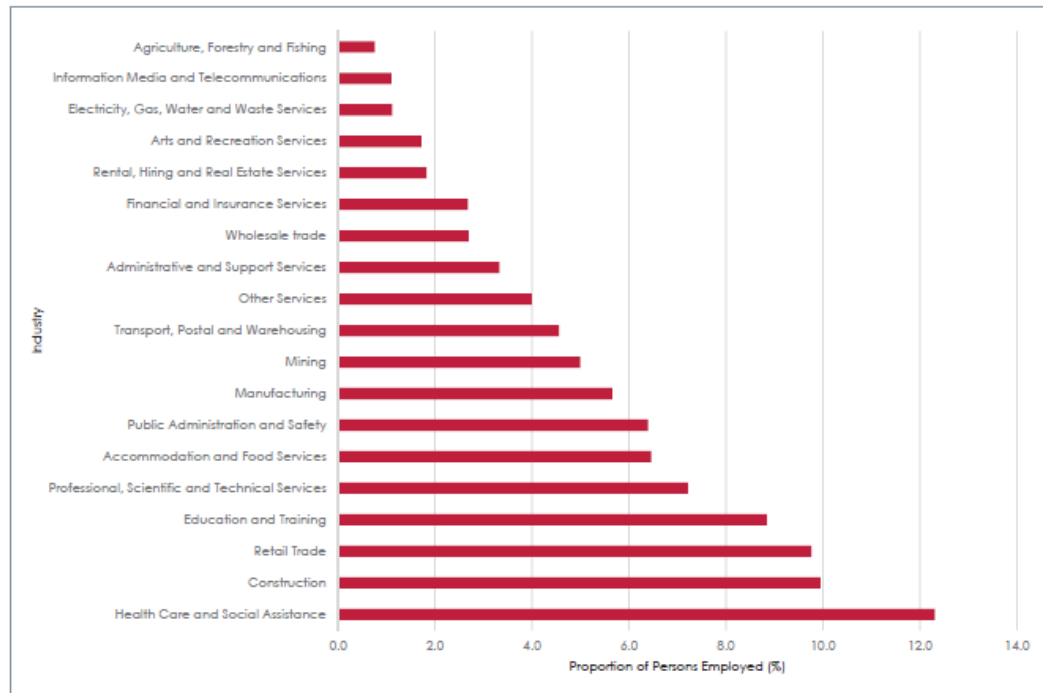
Growth in Full-Time and Part-Time Employment and Unemployment – Western Australia



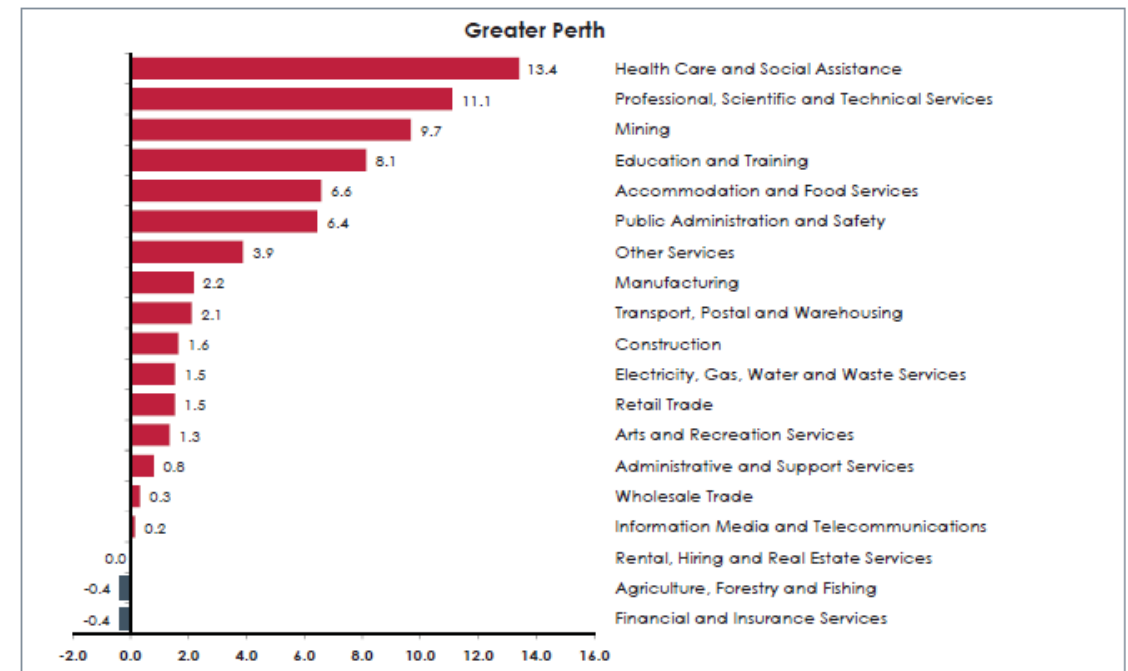
Source: ABS, 2020a

Greater Perth's Proportion of Employment per Industry 2016

Projected Employment Greater Perth 2019-2024

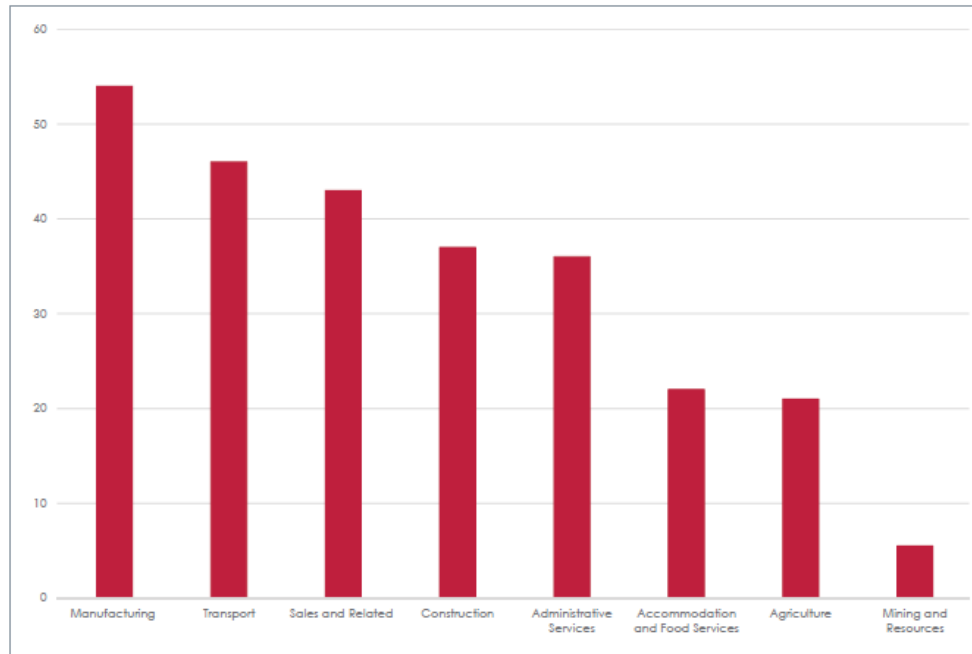


Data source: ABS, 2017



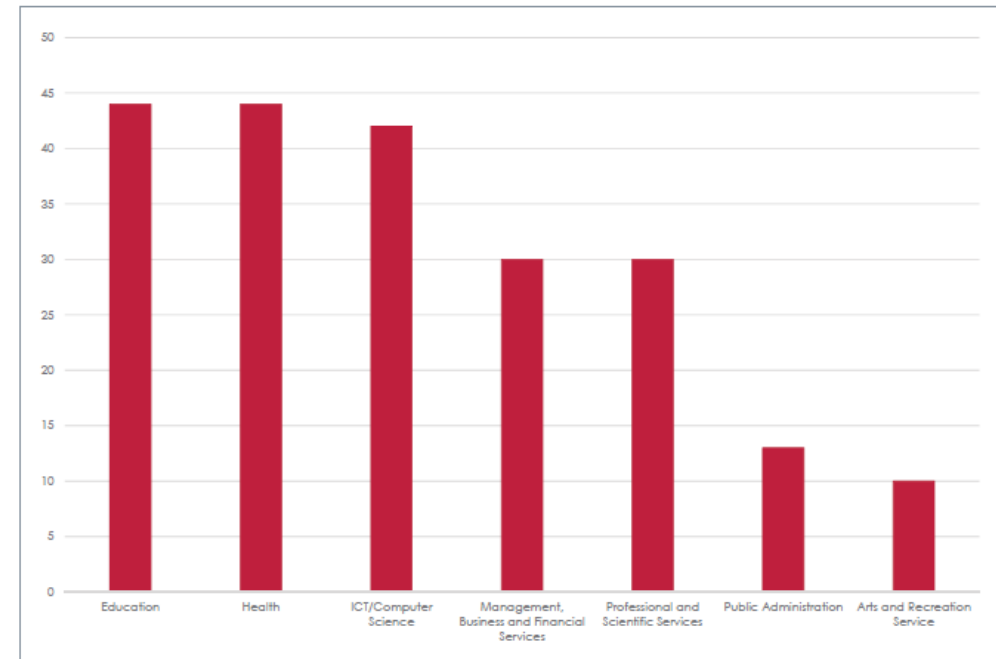
Data source: Department of Employment, Skills, Small and Family Business, 2019

Industries Most Susceptible to Automation and Technological Change



Data source: Frey & Osborne, 2013; Edmonds & Bradley, 2015; CEDA, 2015; World Economic Forum, 2016; Arntz et al., 2016; PwC, 2017; OECD, 2018; OECD, 2019a; OECD, 2019b; Deloitte, 2018; Office for National Statistics, 2019; PwC, 2018; Davis et al., 2018; Badishkarian et al., 2016; Munro et al., 2019

Industries Least Susceptible to Technological Change



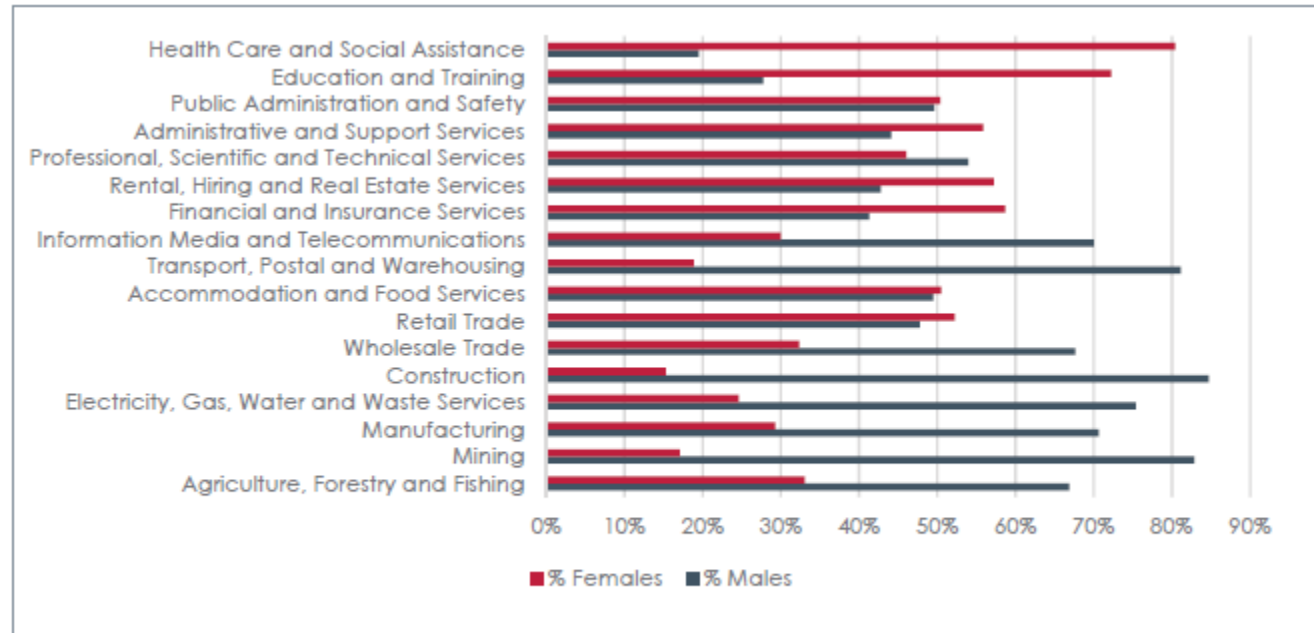
Data source: Frey & Osborne, 2013; Edmonds & Bradley, 2015; CEDA, 2015; World Economic Forum, 2016; Arntz et al., 2016; PwC, 2017; OECD, 2018; OECD, 2019a; OECD, 2019b; Deloitte, 2018; Office for National Statistics, 2019; PwC, 2018; Davis et al., 2018; Badishkarian et al., 2016; Munro et al., 2019

Age Profile of the Western Australian Labour Force 2000 and 2020



Source: ABS, 2020f

Employees for Industry by Gender – Western Australia May 2020



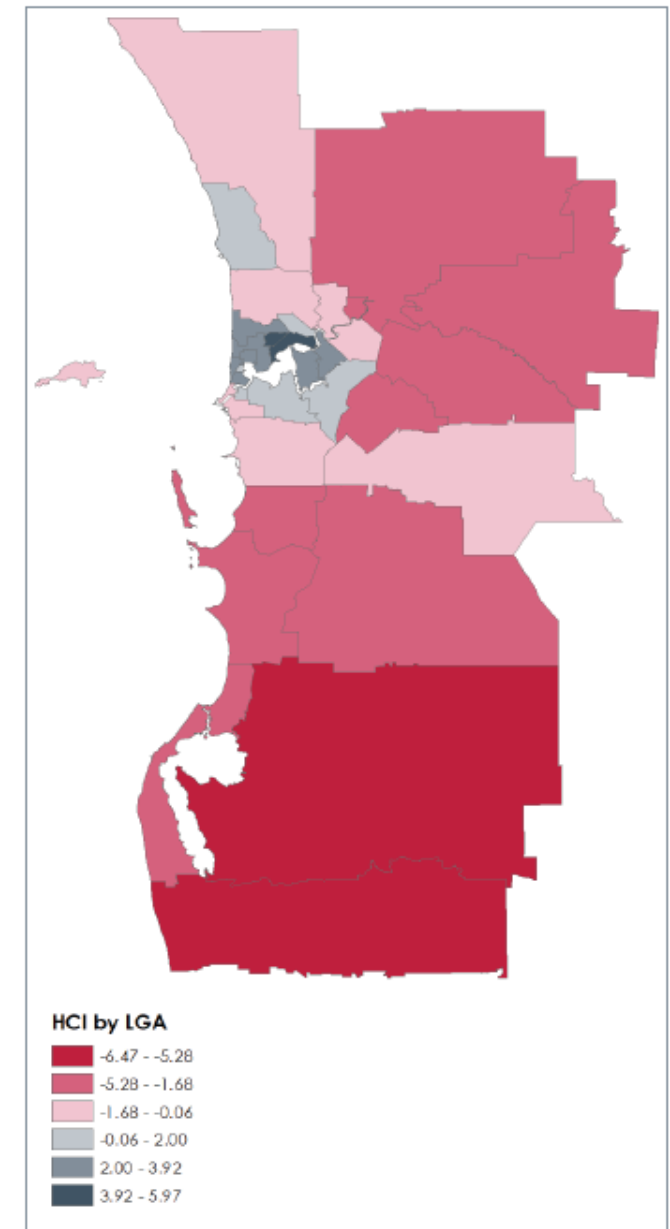
Source: ABS, 2020c

Human Capital Index Score by Local Government Authority

Highest and Lowest Ranked SA2s by Human Capital Score

Highest ranking SA2s		Lowest ranking SA2s	
Nedlands – Dalkeith – Crawley	7.11	Swan View – Greenmount – Midvale	-0.73
Bentley – Wilson – St James	5.80	Yanchep	-0.73
Manning – Waterford	4.24	High Wycombe	-0.75
Cannington – Queens Park	3.98	Warnbro	-0.76
Perth City	3.92	Dawesville – Bouvard	-0.80
Murdoch – Kardinya	3.74	Carabooda – Pinjar	-0.86
Victoria Park – Lathlain – Burswood	3.64	Armadale – Wungong – Brookdale	-0.97
Winthrop	3.54	Rockingham	-1.04
Como	3.54	Two Rocks	-1.08
Wembley – West Leederville – Glendalough	3.11	Calista	-1.09
Riverton – Shelley – Rossmoyne	3.07	Cooloongup	-1.17
Maylands	3.01	Mandurah	-1.18
Bateman	2.95	Bullsbrook	-1.24
Willetton	2.87	Parmelia – Orelia	-1.26
Joondalup – Edgewater	2.84	Mandurah – East	-1.31
Mount Lawley – Inglewood	2.81	Greenfields	-1.39
South Perth – Kensington	2.80	Mandurah – South	-1.45
Subiaco – Shenton Park	2.77	Pinjarra	-1.80
East Victoria Park – Carlisle	2.74	Serpentine – Jarrahdale	-1.82
Applecross – Ardross	2.69	Chidlow	-4.05

Source: ABS (2016)



Data Source: ABS (2016)

How to Structure the Workplace after COVID

The Five Models



As it was

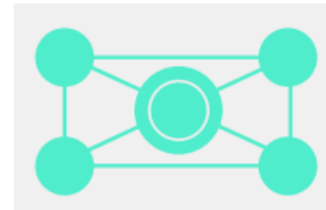
Employees return to the office and resume a regular nine to five routine. The office might be a bit more hygienic and flexible, but mostly this is the centralised office 'as it was' before the pandemic.

In-person



Turbocharged ABW

With employees spending more time working from home, they no longer need an assigned desk. The office can then become a shared space - with even higher ('turbocharged') sharing ratios than traditional activity-based working (ABW).



Clubhouse

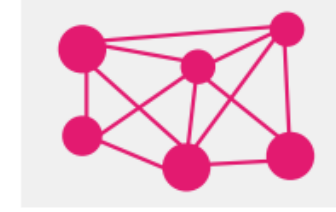
Employees do their collaborative work at the office and focused work in other spaces (such as home, a cafe, or a coworking space). The office becomes a social hub - the place people go to meet, socialise, and work together.

Hybrid



Hub and spoke

Rather than traveling to a large office in the city centre, employees work from smaller satellite offices closer to where they live. This saves them from commuting to a central office while still providing the benefits of face-to-face working with colleagues.



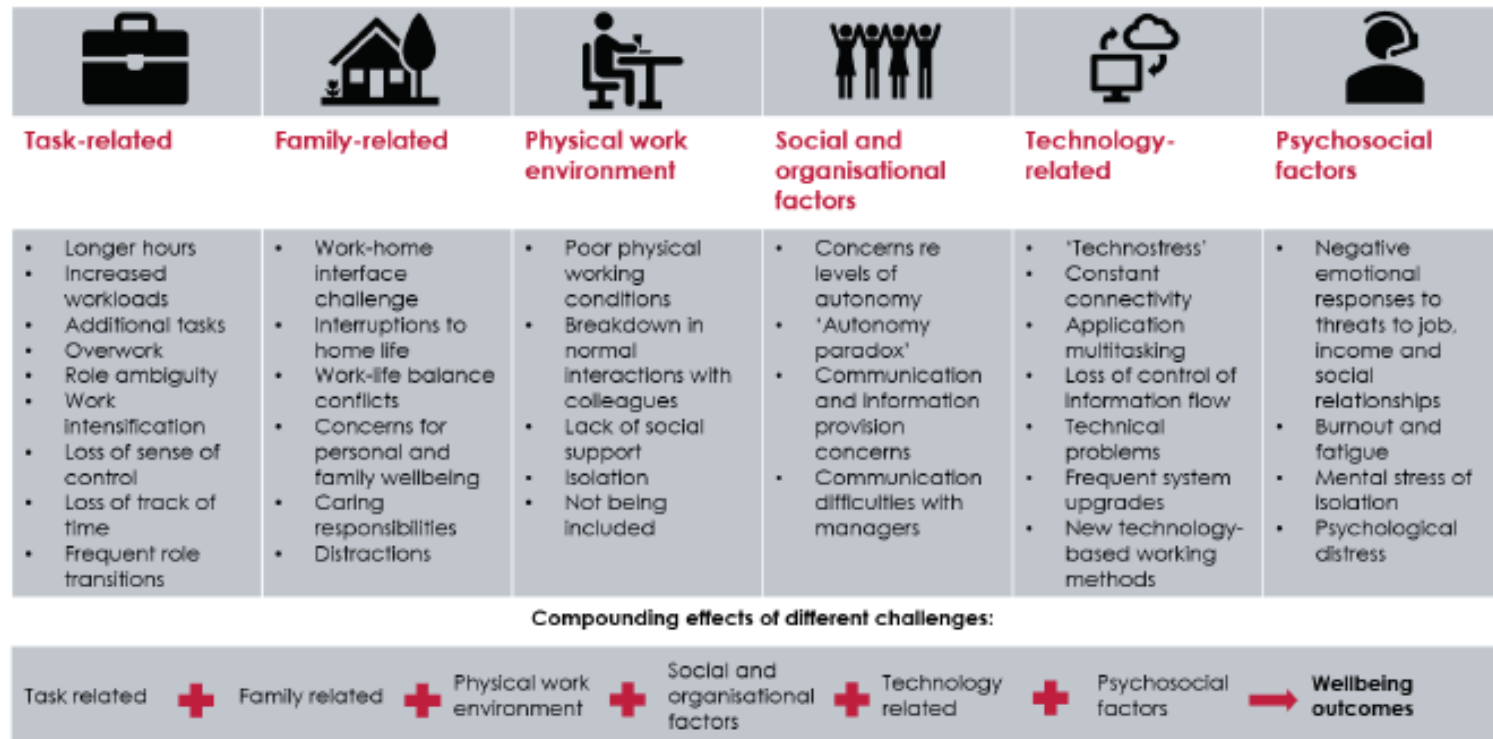
No office

Employees work from home (or anywhere else they like). Instead of meeting in an office, people connect virtually and in planned get-togethers using spaces hired for this purpose.

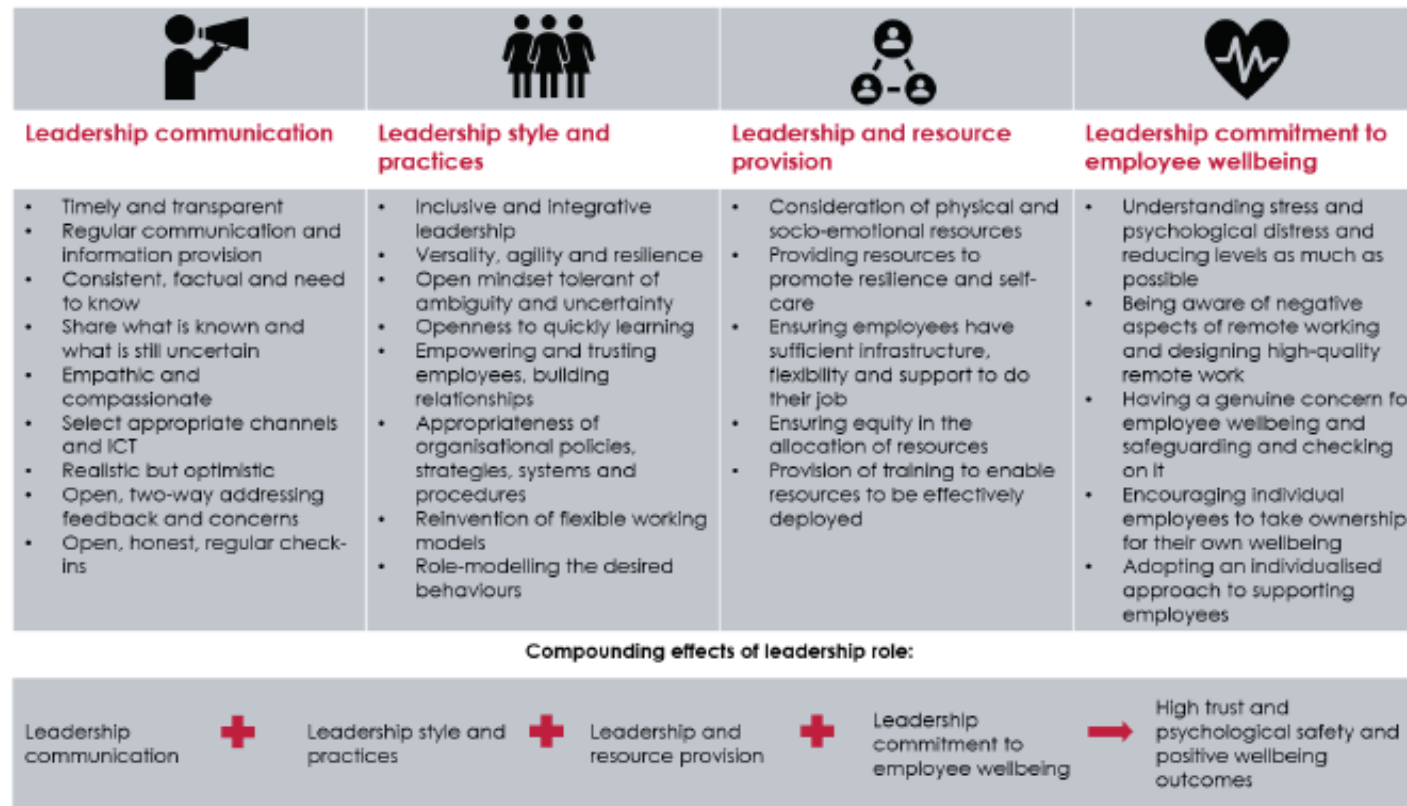
Remote

Hassell, April 2021

Summary of the Additional Challenges Faced by WFH workers



Summary Role of the Leader in Supporting Positive Wellbeing and Performance Outcomes for WFH



Checklist for Action

- Develop an outcomes and trust-based culture where employees are empowered and given high levels of autonomy, thereby creating positive psychosocial safety.
- Develop a strong psychosocial safety climate by committing to the prioritisation of psychological safety within the organisation; instilling and communicating top leadership commitment and support for psychological safety and the health and wellbeing of all workers; and involving everyone in the organisation in psychological health and safety.
- Adopt an inclusive approach to the co-creation of a hybrid 'new normal working model' with employees representing the diversity of the workforce in collaboration with organisational leaders.
- Ensure equity in resource allocation, including the provision of training, to enable employees to perform regardless of location.
- Build leadership and employee capability in multi-channel two-way communication and aim for maximum transparency in organisational communication.
- Select, develop and reward leaders at all levels for inclusive and relationship-oriented leadership, including prioritising psychological safety and building trust.
- Team leaders to continuously check-in on their WFH workers in a supportive rather than controlling manner
- Review all HR practices through an inclusion and diversity and wellbeing lens, including the recognition of diverse workers, flexible working opportunities to support each worker's needs, and training and development.
- Ensure leaders are intentionally and visibly committed to employee wellbeing and role model this through attention to self-care.

In Summary

- Global headwinds, technology and the pandemic have accelerated rates of change. As a result, there is no going back to business as usual and work, the workplace and the workforce will undergo a period of recalibration.
- Technology, previously used as an enabler, may become a displacer. As a result, people will need to commit to lifelong learning and the education sector will have to adjust accordingly.
- WA's specialisation in mining and resources is driving change in that sector and beyond. As a result, WA can lead the nation in the future world of work.
- Organisations and their leaders are struggling to develop fair and equitable policies that meet the needs of their entire workforce. As a result, competitive forces are at play.
- Working from home has been a catalyst for localism. As a result, city centres are dying from a lack of critical mass.
- Industry 4.0 has the potential to be transformative – more productive with less environmental footprint. As a result, some parts of our community may be left behind.
- We are still in the midst of a global pandemic. As a result, the long term impacts cannot be fully understood.