

REPORT 6

OUR FUTURE NOW

Reimagining the Future of Work for **Pacific workers** and
business leaders in South Auckland
A future reality analysis

An Initiative of Alo Vaka:
The Auckland Pacific Skills Shift

MARCH 2022



MATANGI FOU

A **thriving local economy** supported by
a **thriving Pacific community**



Acknowledgement

We wish to acknowledge and thank those who participated in a representative cohort that was convened to provide insights for the current reality analysis. We are grateful for their time and valuable knowledge for contributing to the development of this report.



The Cause Collective

The Cause Collective is a community organisation that aims to create the conditions for communities to thrive from this generation to the next. The organisation is focused on transforming the way in which community and public services are experienced by individuals, families and whole communities.

As a population-focused organisation, TCC has a particular interest in Pacific peoples across Aotearoa, underserved and South Auckland communities. The organisation works upstream to address the causes of complex problems and further downstream to strengthen prevention systems. This is achieved by delivering end-to-end services to communities, clinical and provider networks and to delivery partners.

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MATANGI FOU

Matangi Fou is the name of an initiative that partners Pacific communities and business leaders with The Cause Collective, to deliver a set of breakthrough initiatives to support the Future of Work. These initiatives aim to create conditions for transformation in the labour market for Pacific workers and their families. The initiatives have a focus on Pacific peoples who live in South Auckland but are designed for scale with communities facing similar challenges.

The shared goal we are working towards is that the Pacific workforce actively participates in quality employment opportunities in new and emergent industries. Transformation looks like a thriving local economy supported by a thriving Pacific community.

Note on terminology used in this report

For the purposes of Matangi Fou, the terms **Future of Work** and **jobs of the future** are used interchangeably to describe employment opportunities in new and emergent industries. The terms also refer to the reconfiguration of existing industries which will need to respond to demographic shifts, globalisation, COVID-19, climate change and technology advancement. These terms consider that some jobs and industries will cease to exist if they are unable to adapt to labour market conditions.



Reimagining the Future of Work for **Pacific workers** and **business leaders** in South Auckland.
A future reality analysis

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About This Report

Our Future Now is part of the Matangi Fou report series and provides a pathway from the current realities experienced by Pacific communities and business leaders in South Auckland, to a potential future reality. This report is about what we can do in the present to lay a strong foundation for Pacific people's full participation in the jobs of the future. This work recognises the importance of incremental change in the process of system transformation. It also considers how to relieve the negative effects that Pacific workers and businesses experience daily.

The report presents a strategic framework to guide the initiatives of Matangi Fou with a focus on achieving Pacific people's full participation in the Future of Work. The framework has been informed by a future reality analysis that was completed by The Cause Collective in 2021 to answer three questions:

- What to change in our current reality
- What to change to
- How to cause the change.

The answers to these questions and new ideas about how to reach the shared goal for Matangi Fou are detailed in this report.

Methods used

A Current Reality Analysis (CRA) and an ecosystems mapping exercise were completed in 2021 and are the reference documents for the Future Reality Analysis (FRA) presented in this report. The CRA surfaced two primary causes to the problem statement **Pacific People's lack of participation in the Future of Work**. It also provided information on what conditions were holding the primary causes in place.

The Future Reality Analysis starts with the primary causes and undesirable effects (the surface-level challenges) which are examined and overturned using a systematic process to reframe the constraints and sequence them into a desired future state. This process considers the effects of the problem based on a sufficiency logic model which analysed the 12 conditions identified in the CRA.

Limitations

With any work that is involved in predicting future conditions, this can only be done based on existing information. Imagining or reimagining the future has its limitations because information is speculative. However, every step has been made within the report to ensure that the analysis is evidence based, incorporates lived realities, encounter experiences, future modelling and is grounded in cause-and-effect critical thinking.

Key findings

The key findings from this report are:

1. Transformation in the labour market to position Pacific workers and business leaders for the Future of Work is possible. It will require a two-pronged approach to target 'big lever' macro-level change in labour market conditions, with incremental changes at a local level.

2. The future is now. New thinking and purposeful planning is required about the Future of Work and the opportunities presented for Pacific workers as a significant part of a diverse future Auckland labour market, and for South Auckland and the region's contribution to the 'whole' – to Auckland and to the aggregate New Zealand economy.
3. Supply-side and demand-side stakeholders are equally important in causing transformational change and targeted interventions will be required for Pacific workers, communities and for South Auckland business, learning and training institutions.
4. Government has an important role to play to create conditions where business has the confidence to introduce innovation, optimise opportunities and new technology that could enhance labour productivity. These conditions include 'low-cost no-cost' prototyping for scale and creating 'safe-to-fail' environments.

Conclusion

This report will provide a strategic framework for achieving Matangi Fou's goal of enabling Pacific people's full participation in the Future of Work. It will also focus on transforming the labour market and supply-side and demand-side stakeholder systems. Using insights from a Current Reality Analysis (CRA) and Future Reality Analysis (FRA), the report will answer three questions: what do we need to change, what do we change to and how do we cause that change?



The future is now. New thinking and purposeful planning is required about the Future of Work.



Introduction

Our Future Now reimagines the Future of Work for Pacific workers and South Auckland business leaders. It draws on the information gathered from the Matangi Fou report series which helps to unravel the core problem and offers a strategic framework to invest in new thinking and breakthrough initiatives to target the conditions which hold the core problem in place.

What to Change

The Matangi Fou current reality analysis (CRA) tells us that there are many daily challenges experienced by Pacific workers, communities and business leaders. These challenges represent the ‘tip of the iceberg’ and point to underlying causes holding the problem in place. The two primary causes that emerged from the CRA were:

The supply-side only does what is necessary and sufficient for this point in time.

The demand-side is not aware of what the jobs of the future will be, or how the future of work relates to their current reality.

The CRA concludes that in the absence of targeted interventions that address the two primary causes, it is unlikely we will see meaningful shifts in the conditions which are holding this complex problem in place. This is because the underlying mental models¹ held by system stakeholders, inertia existence, resource constraints and the impacts of COVID-19 are powerful forces that entrench the problem.

The future reality is derived from understanding the CRA and the 57 data points which were analysed and synthesised into nine key themes. These key themes represent the surface-level challenges facing Pacific communities and business leaders in South Auckland when they think about the Future of Work. The analysis identified 12 conditions which hold the problem in place making it difficult to change.



There are **many daily challenges experienced** by **Pacific workers, communities** and **business leaders.**

¹ Mental models refers to the patterns of behaviour, attitudes, beliefs and values systems.

Diagram One: An overview of the current reality analysis

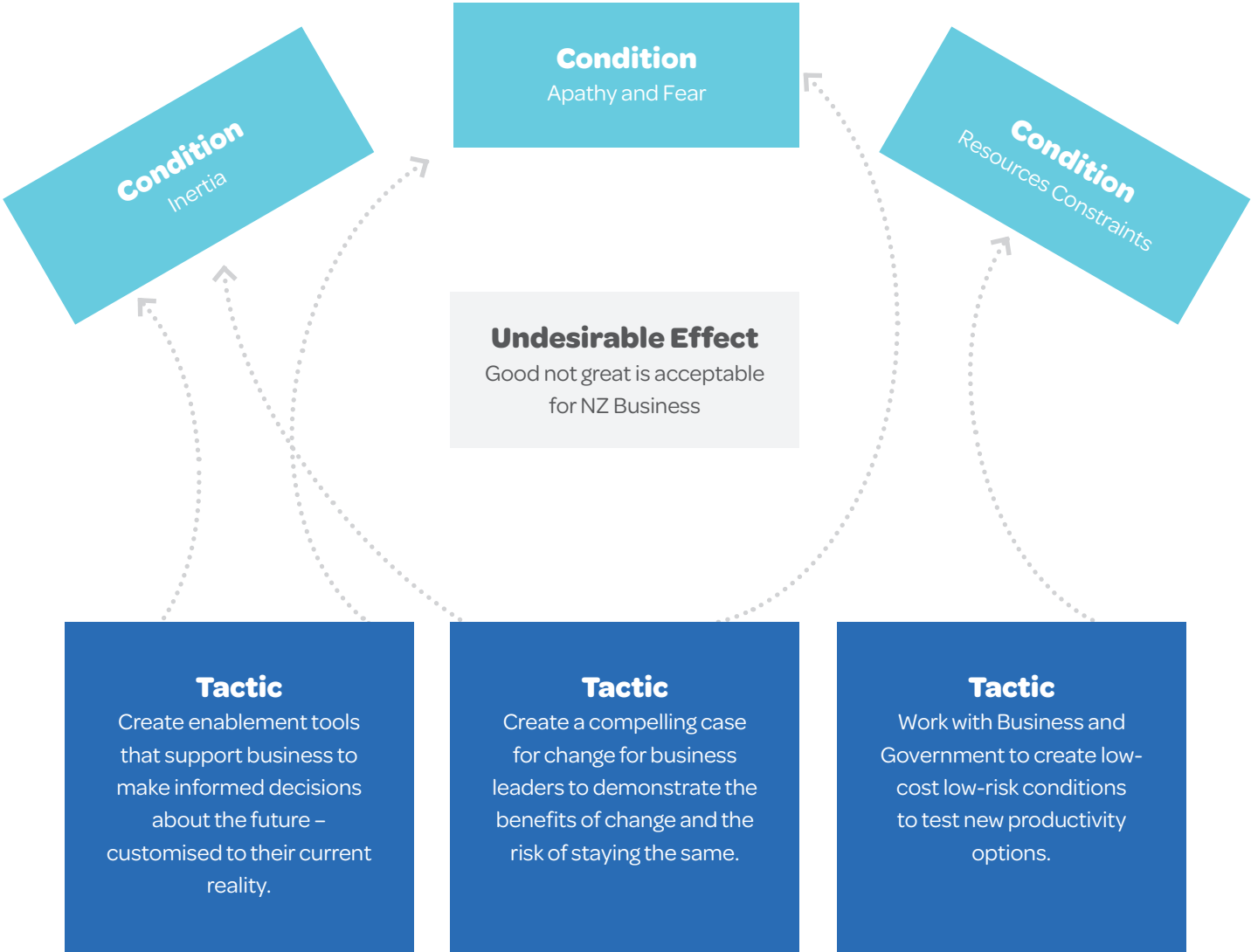


What to Change To

Based on the assumptions about what is happening in the current reality, we are able to create a pathway that will lead to our shared goal for Matangi Fou: a thriving local economy and business sector supported by a thriving Pacific community.

The conditions which hold the problem in place are deeply entrenched and they work together to keep the problem persistent and difficult to change. The future reality analysis considers how we can inject new ideas and thinking about the problem to disrupt the conditions. These ‘injections’ or ‘tactics’ must be ambitious enough to overturn the forces at work in the system which stabilise the problem. For each surface-level challenge (undesirable effect) the conditions were examined with careful thought about how they stabilise the undesirable effect. A process was applied to determine what would cause the conditions to be disrupted. A simplified example of the thinking process that was undertaken for all undesirable effects is provided in Diagrams Two below.

Diagram Two: Example of thinking process:



Reimagining the Future of Work

From the Matangi Fou ecosystem report and the future reality analysis, a set of leave behind results, key deliverables and tactics have been identified and were able to be grouped across five strategic priorities. These priorities will guide the actions of the Matangi Fou movement to drive Pacific people's participation in the Future of Work. The priorities are:

- 1. We enable learning by doing**
- 2. We customise support for business leaders to decouple existing barriers from future goals**
- 3. We build a self-determining workforce**
- 4. We reframe the way we see the labour market**
- 5. We build an evidence base.**

Learning by doing in the future looks like...

Pacific workers have options to acquire skills while being remunerated for their work in new and emergent industries. This will enable Pacific workers to contribute to the economic wellbeing of their families and will address issues such as young people leaving education and training early to support their family to make ends-meet.

A learning by doing workplace will value continuous learning and will respond to worker current realities as part of their learning and development programmes and workplace wellbeing initiatives. This may include creating conditions in the workplace to leverage the social and cultural capital of Pacific workers to support them to succeed in their learning by doing journey. Soft skills, positive attitudes and aptitude will be highly sought after by employers.

Micro-credentialing and other types of in-work training programmes will be closely aligned to the real time needs of business leaders. This will result in new partnerships forming across the labour market, including with academic institutions and training providers.

Learning by doing will create pathways for Pacific young people who lack the skills, experience and confidence to advance their entrepreneurial ideas. This will be achieved by linking them with those who are already in the industries they aspire to be part of. This will be supported through structured activities that will offer them experience and insight. Pacific young people will be exposed to new skills, networks, environments and new ways of thinking that they will combine with their social and cultural capitals to create a niche in their chosen fields.

Where the field of work is emergent, learning by doing environments will provide opportunities for feedback, adaptation and iteration of knowledge and practice in real time. This will allow all businesses to take account of new information and enable immediate changes to respond to market conditions. Learning by doing is a 'leapfrog' move where Pacific peoples can be at the forefront of jobs of the future.

Leave Behind Results	Deliverables
<ul style="list-style-type: none"> In-work programmes become a cornerstone in the Future of Work for Pacific communities. 	<ul style="list-style-type: none"> A micro-credentialling programme that is customised to identify and meet the immediate needs of South Auckland businesses and Pacific workers. A young entrepreneurs programme that works directly with business leaders to 'learn by doing' in a new and emergent industries.

Customised support for business leaders in the future looks like...

Businesses have the tools to solve their productivity challenge as they correlate investment into their Pacific workforce with increased productivity. Business leaders are confident to overturn the conditions that keep them in survival mode and focused on 'good' instead of 'great'. This is achieved by customised tools that supports them to decouple their current surface-level challenges from what the challenges of the future will be. These tools assist in assessing their current reality and provide options of what they must consider for the future given the best information available. This will encourage business to think differently about the future and to plan pathways to their future reality now. This will include hybrid models which combine the best of human, social, and cultural capital with technology advancement.

Leave Behind Results	Deliverables
<ul style="list-style-type: none"> Business leaders in South Auckland are equipped and confident about the Future of Work. They have a clear plan on how Pacific workers will contribute to achieving their business goals through win-win scenarios. 	<ul style="list-style-type: none"> Prototype a business initiative and business tools that can be transferred across industries to support business leaders to prepare for a Future of Work that leverages the human, social and cultural capital of their Pacific workforce.

A self-determining Pacific workforce in the future looks like...

Pacific workers reimagine their work in a future reality and feel confident to take practical steps towards preparing themselves for that future now. Pacific workers feel supported to take what they are passionate about and consider how to activate their human, social and cultural capital to advance their career aspirations.

Pacific workers become self-determining through the sharing of information and knowhow that encourages them to think differently about their career pathways and the jobs of the future.

The Future of Work is demystified for Pacific young people and their families, and they have information and access to pathways that will take them into new and emergent industries.

The feedback loops between communities, local business and support agencies will ensure there are clear lines of communication between the demand and supply sides so they can resolve roadblocks to the Future of Work in real time.

Leave Behind Results	Deliverables
<ul style="list-style-type: none"> A Pacific workforce equipped with the knowledge and confidence they need to actively participate in jobs of the future they are passionate about. 	<ul style="list-style-type: none"> Deliver a community mobilisation campaign that supports Pacific peoples to prepare now for the Future of Work. Prototype a community technology solution that enables Pacific communities to meet their own employment-training needs for the jobs of the future. Knowledge transfer initiatives that provide industry-specific content and contextualise it for Pacific communities in South Auckland.

The labour market of the future looks like...

There are mutual benefits to be had when the worker and their family, their employer, industry leaders and training providers work together to create win-win scenarios about the Future of Work. This is achieved when we shift our thinking about the labour force to consider the ‘whole worker’ – the latent skills and talents that can be developed to support their work in new roles. We also consider the ‘whole system’, where workers are part of a broader workforce of a company, or an industry ecosystem. This will see workers moving both vertically and horizontally across the labour market as industries assess worker suitability from a whole system view as opposed to an individual’s skill set, function or departmental need.

In areas of automation workers are retrained and redeployed into new parts of the system. They can become part of critical supply chains supporting hybrid business models that utilise the best of human capital and technological advancements. Businesses are supported to retain and retrain their talent and move them into new areas of work.

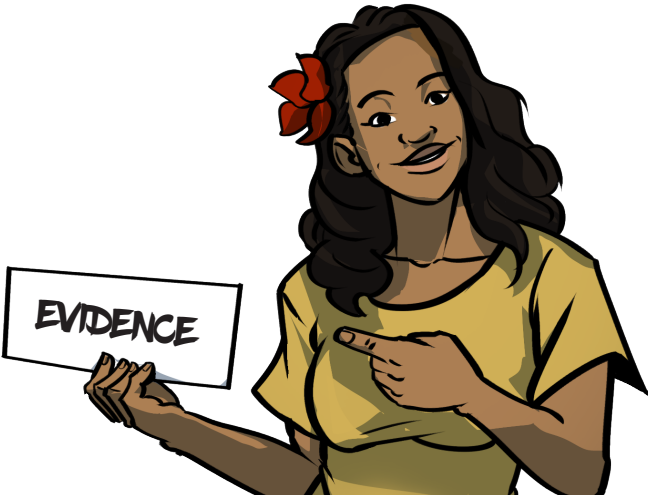
Pacific workers are supported to think about how their skillsets become adaptable and transferrable to new and emergent industries. In doing so, Pacific workers have more autonomy to set their working conditions and determine life-work options.

Leave Behind Results	Deliverables
<ul style="list-style-type: none"> We understand how the labour market can work seamlessly to deploy workers vertically and horizontally as part of the Future of Work. 	<ul style="list-style-type: none"> Prototype that identifies the key components of a hybrid model, and key considerations for Pacific workers to surface latent capital. Implement co-design initiatives at a neighbourhood level that support Pacific peoples to ready themselves for the Future of Work.

A future evidence base looks like...

A growing body of evidence that supports the Matangi Fou initiatives through data and insight gathering, case studies and digital storytelling. This contributes to building a compelling case for transformational change for Pacific workers in Aotearoa New Zealand. The evidence base is used to share learning, sustainability and scale.

Leave Behind Results	Deliverables
<ul style="list-style-type: none"> The Matangi Fou evidence base provides a Pacific and South Auckland contribution to the policy, planning and design to the Future of Work in Aotearoa New Zealand. 	<ul style="list-style-type: none"> Open-source evidence-based information is made available to system stakeholders to inform the Future of Work for Pacific workers in Aotearoa New Zealand. Convene shared learning opportunities across system leaders through a South Auckland Business Community of Practice.



Framework to Enable Transformation

The Matangi Fou strategic framework is presented as follows:

Our shared goal

The Pacific workforce actively participates in quality employment opportunities in new and emergent industries. A thriving local economy supported by a thriving Pacific community.

Our strategic objective

Matangi Fou contributes to the Alo Vaka Auckland Pacific Skills Shift strategic objective of:
Creating conditions for Pacific workers, communities and families in South Auckland to identify and follow skills pathways to higher-quality, better paid employment opportunities.

Our strategic priorities

1. We enable learning by doing
2. We support business leaders to decouple existing barriers from future goals
3. We build a self-determining workforce
4. We reframe the way we see the labour market
5. We build an evidence base.

Alo Vaka focus areas

Matangi Fou contributes to the following Alo Vaka focus areas:

- Addressing gaps in the in-work training system that disproportionately impacts Pacific workers
- Understanding and addressing the barriers that prevent families from finding and utilising training and career advancement opportunities
- Enabling South Auckland Pacific youth to co-create and design digital skills and micro-credentials
- Supporting community responsiveness to the Future of Work and economic transitions.

Our partners

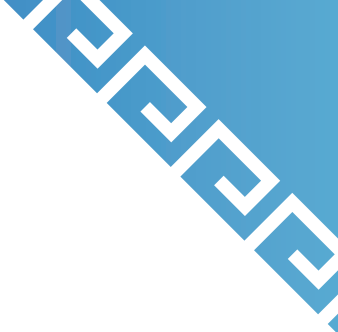
- The Cause Collective
- Ministry for Business Innovation and Employment
- Pacific workers, young people and their families across six South Auckland neighbourhoods
- South Auckland Business Community of Practice
- Matangi Fou Industry Leaders Group
- Alo Vaka partners organisations
- Micro-credentialling and in-work training support providers.

Our delivery framework to 30 June 2024

Priority	Leave Behind Result	Deliverable	Alo Vaka Focus Area
We enable learning by doing.	In-work programmes become a cornerstone of the Future of Work for Pacific communities.	<p>A micro-credentialing programme that is customised to meet the immediate needs of South Auckland businesses and Pacific workers.</p> <p>A young entrepreneurs programme that works directly with business leaders to 'learn by doing' in new and emergent industries.</p>	<p>In-work training system</p> <p>In-work training system Pacific youth co-create and design</p>
We customise support for business leaders to decouple existing barriers from future goals.	Business leaders in South Auckland are equipped and confident about the Future of Work. They have a clear plan on how Pacific workers will contribute to achieving their business goals through win-win scenarios.	<p>Prototype a business initiative and business tools that can be transferred across industries to support Business Leaders to prepare for a Future of Work that leverages the human, social and cultural capital of their Pacific workforce.</p>	
We build a self-determining workforce.	A Pacific workforce equipped with the knowledge and confidence they need to actively participate in jobs of the future they are passionate about.	<p>Deliver a community mobilisation campaign that supports Pacific peoples to prepare now for the Future of Work.</p> <p>Prototype a community technology solution that enables Pacific communities to meet their own employment-training needs for the jobs of the future</p>	<p>Addressing barriers for families Pacific youth co-create and design Community responsiveness</p> <p>Addressing barriers for families Pacific youth co-create and design Community responsiveness</p>

Our delivery framework to 30 June 2024

Priority	Leave Behind Result	Deliverable	Alo Vaka Focus Area
We reframe the way we see the labour market.	The Matangi Fou evidence base and stories of change provide a Pacific and South Auckland contribution to the policy, planning and design to the Future of Work in Aotearoa New Zealand.	Knowledge transfer initiatives that provide industry-specific content and contextualises it for Pacific communities in South Auckland.	Addressing barriers for families Community responsiveness
		Prototype that identifies the key components hybrid model, and key considerations for Pacific workers to surface latent capital.	Addressing barriers for families Pacific youth co-create and design
We build an evidence base.	The Matangi Fou evidence base and stories of change provide a Pacific and South Auckland contribution to the policy, planning and design to the Future of Work in Aotearoa New Zealand.	Implement co-design initiatives at a neighbourhood level that support Pacific peoples to ready themselves for the Future of Work.	Addressing barriers for families Pacific youth co-create and design
		Open-source evidence-based information is made available to system stakeholders inform the Future of Work for Pacific workers in Aotearoa New Zealand.	All focus areas
		Shared learning across system leaders through a South Auckland Business Community of Practice.	All focus areas



This report is part of a Matangi Fou series of working documents that informed development of the published report **“Pacific Peoples and the Future of Work”**.

- 1. Insights Report**
- 2. Pacific Young Entrepreneurs Storybook**
- 3. Insights for Business Leaders**
- 4. Current Reality Report**
- 5. Ecosystems Report**
- 6. Our Future Now Report**
- 7. Personas and Pathways Report**

These reports can be downloaded from: www.matangifou.nz



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