

TALENT AND
SKILLS BUSINESS
SURVEY RESULTS
REPORT





AS A REGION MANAWATŪ HAS WEATHERED THE IMPACTS OF THE PANDEMIC WELL.

The economy remains healthy, and unemployment is low. However, with record low unemployment comes talent shortages, with many sectors struggling to fill job roles, across a breadth of positions from entry level roles through to CEs and everything in between.

In order to better understand the current situation and identify possible areas of support, the first Talent and Skills Business Survey was sent out to the business community in November 2021. The survey was co-designed with input from Manawatū Business Chamber, Feilding and District Promotions, Welcoming Communities and CEDA.

There were 69 unique survey responses, 41% were in the Palmerston North City boundaries, 33% in the Manawatū District boundaries and the last 26% identified that they were from other areas.

NB: Some of the questions were optional and could be skipped, other questions there were multiple options a business could choose from. Therefore, some sections the totals add up to less or more than 100%. Percentages have been rounded up or down to the nearest whole number.



REQUEST THE FULL SURVEY REPORT

35% OF BUSINESSES

20+

in operation for more than 20 years



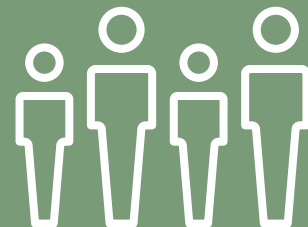
56%

had been operating between 3 - 20 years

EMPLOYED 1 - 5 FTES

51%

(Full Time Equivalent Employees)



30%

employed between 6 - 49 FTEs

ANALYSIS OF RESULTS // BUSINESS MAKEUP

Businesses were asked how they were set up, with 76% of them identifying they were a Limited Liability Company. Sole Traders made up 8%, 6% were Charitable Trusts and the remaining 10% had identified as an Incorporated Society or Other. None of the organisations selected Māori Trust or Incorporation, but there were however, 6% of respondents who identified as a Māori business.

35% of the businesses had been in operation for more than 20 years, 56% had been operating between 3 to 20 years, and the remaining 10% been in operation for two or less years.

The survey saw a diverse representation of sectors, with 14% each from Manufacturing and Primary Industries, 36% were represented from the Hospitality, Accommodation and Food, Health and Fitness sectors (including gyms) and from the Professional, Scientific and Technical Services Sector. 30% of business respondents were from the Information Communication Technology, Construction and Trades, and other sectors. There were no responses from the Transport and Logistics, or Tourism, Conference and Events Sectors.

10% of people who responded identified as being a migrant or from a refugee background.

51% of organisations surveyed employed between 1 to 5 FTEs (Full Time Equivalent Employees), 30% between 6 and 49 FTEs, 6% between 50 and 66 FTEs, 6% employed 100+ FTEs, and 8% identified as being a sole proprietor.

DIFFICULTY FILLING ROLES

44%

Including managers, tradies, and hospo



36%

said the role has been vacant longer than six months

1 - 5 NEW FTES

53%

Over the last 12 months



20%

between 6 - 30 plus new staff

TALENT REPUTATION, ATTRACTION AND RETENTION

Businesses were asked if they were currently having difficulty filling any roles and 44% said that they were. The roles that they were having difficulty filling were varied across the responses, but included managers, electricians, engineers, hospitality staff, administrators, truck drivers and technology roles.

36% of the organisations said that recruiting for these roles had been ongoing for six months or more and a further 41% said the role had been vacant for one to six months. 23% of the roles had been vacant for four weeks or less.

36% organisations said their biggest challenge to successfully fill these roles was about attracting talent, while 32% described they could not find the right person for the role. 22% businesses said retaining talent and developing talent were their challenges.

Through the survey, organisations were asked what other possible barriers they felt there were in attracting and retaining staff in the region. 35% of the organisations suggested the perception of the region was a barrier, while a further 25% said the perception of the lack of vibrancy and lifestyle of the region were both highlighted as barriers. While housing was said to be the challenge for 12% businesses, none of them said safety was an issue.

The businesses were asked for their thoughts on the risks to their business of not having the right talent.

Again, the responses were varied, but overall, the predominant concerns were around the ability to run their organisation to full capacity, not being able to grow the business and the loss of productivity. They also described the risk to health, safety, and wellbeing of their existing workforce due to high workloads. The services and products provided to clients and customers were also at risk by not being able to meet demand or expectations.

53% of organisations have employed one to five new FTEs over the last 12 months. 27% of organisations had not taken on any new FTEs, and 20% of the respondents had taken on between six and 30+ new staff.

51% of businesses surveyed had increased the size of their workforce over the last 12 months, 12% had decreased and 37% had stayed the same.

When it came to recruiting staff, organisations were making the use of a number of methods. 43 organisations were making use of social media, including Facebook, Instagram and LinkedIn. 36 businesses were using SEEK and TradeMe Jobs. Roles were also recruited via word of mouth and existing networks, by 54 workplaces. While there were some who made use of organisations such as MSD, Student Job Search, Tertiary Providers Job Board and Immigration Skillfinder Tool, these were only used by 14 businesses. 13 respondents were partnering with a recruitment agency.



When it came to describing what organisations were doing to attract and retain people, this was a mixture of approaches. 30 organisations were paying above the living wage or minimum wage, 23 businesses provided flexible working arrangements and/or remote working and 39 described the positive work environment and culture. Open, engaging, and inspiring leadership, professional development or training, promotion and career progression, performance/salary/wage reviews and involving staff in business planning and decision making were used by multiple organisations. There were a variety of other responses of what individual businesses do to attract and retain people, including providing technology (such as a mobile phone or laptop, tablet, or computer), parking, relocation costs, and a vehicle.

Technological change and advancement were identified by 43% of respondents, saying it would likely impact their business in the future by affecting staffing levels. 35% of organisations said it would not affect their business staffing while 10% felt it already had an impact and 10% felt it would not impact their organisation for a long time.

61% of organisations responded that they used their organisations values, reputation, brand, and unique

benefits to attract and retain staff. 18% felt they did not and a further 22% were unsure. There were a variety of approaches businesses took to use their values, reputation, brand and unique benefits to attract and retain staff, including using as part of their advertising of roles and through interview processes.

The survey asked the question of whether the respondents would like to know more about understanding and building their business employer brand, reputation, and employer value proposition. While there were only 9 unique responses to this question, 44% said yes and a further 44% said they were unsure. 51% of organisations said they felt their company had a strong brand and set of values to attract and retain staff. 12% said they felt they did not and 37% were unsure. When asked how they go about this, many described the culture, positive working environment, respect and having a close-knit team. This suggests many businesses are making use of their employer brand, reputation and employer value proposition, however it indicates that there is an opportunity to support other businesses to understand their employer brand vs. their business/company brand and to develop their capabilities to implement this as part of their approach to attracting and retaining talent.

PROFESSIONAL DEVELOPMENT



67%

provided for staff in the last 12 months

BUDGETED FOR



47%

have a professional development budget

PAID TO TRAIN



88%

pay staff on courses during work hours

IN DEMAND SHORT COURSES



attraction

and business planning most popular

TALENT DEVELOPMENT

67% of companies said that their employees had formal professional development in the past 12 months, that was funded by the business. 31% said no, and 2% of organisations said employees had the opportunity to do the development, but that it was funded by the employees.

When it came to businesses having a specific capability/professional/training development budget, 47% of respondents said they did, however 53% said they did not. When courses are held during work hours 88% of the organisations still paid their staff.

Short training courses were seen by some as being of interest. The following are the responses;

- >> Developing Your Businesses Brand and Reputation to Attract Talent and Skills x16
- >> Business Succession Planning x16
- >> Talent Management Strategy (Workforce Planning) x15
- >> Sustainability Development Goals x14
- >> Building a Diverse and Inclusive Workplace x13
- >> Workforce Capability Development Planning x13
- >> Te Tiriti o Waitangi (Treaty of Waitangi) x12
- >> Intercultural Competency and Communication/ Global Citizenship x8
- >> Climate Change Action and Adaption x8
- >> Developing a Reception and Integration Programme for Your Business (the art of welcoming a new employee and their whānau) x8
- >> Social Procurement (When buying or procuring goods and services, there is a focus on delivering good social outcomes for people living in New Zealand) x8
- >> Employing Migrants/Refugees/International Students x7
- >> Employing Youth x6
- >> Employing people with disabilities x5

GRADUATES OPPORTUNITIES

59%

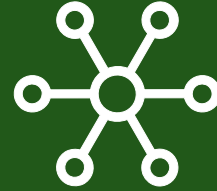
Secondary and/or tertiary leavers



AFFECTED BY POLICY

22%

Immigration policy as a result of COVID-19



TALENT RECEPTION AND INTEGRATION

When it came to onboarding new staff into the workplace, 30 businesses provided a buddy or mentor and 36 have an induction or onboarding programme. 18 organisations put on a welcome morning or afternoon tea and 21 had staff social events. Only 7 businesses indicated that they had something in place to support the partner/family.

59% of organisations responses said they do provide opportunities for secondary school and/or tertiary students/graduates to complete work integrated learning, however none of these respondents said what the challenges have been of having students/graduates in the workplace.

Of those organisations who have had students/ graduates in the workplace, the benefits were varied, but included 19 organisations describing getting fresh perspectives, 12 said it supported their recruitment activity and 12 described how it gave opportunities for existing staff to mentor the student/graduate. 45 organisations saw the value of developing their future talent and being able to give back to the community/ industry.

57% of organisations did not want to know more about work integrated learning, however 24% wanted to know more. When asked to describe what support they needed as a business to take on students or graduates, there was a mix of responses, but some were looking for financial support and better connections to the right people at schools/tertiary providers.

53% of organisations said that they had employed tertiary graduates previously and when asked what support they needed there was a range of responses. While some organisations spoke of an existing graduate programme being in place, others suggested that having a graduate programme could be of value, including the notion of the graduate being 'shared' across a number of businesses. Again, financial support was suggested, until the graduate was 'up to speed' or to go towards attracting graduates from around New Zealand to Manawatū with an accommodation grant.

On a scale of 1 to 10, when asked where they felt their confidence level of cultural competency was at, the average response sat at 6.9. 44% of respondents said that they had 1 to 10 staff who didn't have English as their first language. 78% of respondents said they did not need any support to connect employees without English as their first language with relevant English language courses and resources. Of the verbatim responses to the questions of whether businesses wanted support to develop their workplaces cultural competency, there was a mixed response, from not needing, through to wanting more learning opportunities in this space, to those organisations who are already underway with implementing training.

When asked if their business has been affected by change to Immigration policy, as a result of COVID-19, 22% said it had been. 30% of organisations current workforce was on some sort of Visa for between 1 and 10 employees, while 67% of organisations felt they would be able to fill current or near future job roles within New Zealand.

ACTIONS

ACTION	LEAD	PURPOSE	TIMEFRAME	STATUS
Regional Identity and Branding	CEDA	Talent Attraction Build a regional brand proposition to attract people	Completed by November 2021	COMPLETE >> HERE
Sectors of Strength to be co-created with businesses	CEDA	Talent Attraction Profile the regions sectors of strength	Completed by Y/E 2023	UNDERWAY Infrastructure and Construction >> HERE Food and Fibre Technology Health
Sector Specific Talent Attraction and Marketing Campaign	CEDA	Talent Attraction To highlight career opportunities in the region	Completed by 31 March 2022	UNDERWAY Infrastructure and Construction >> HERE
Talent Management Strategy (Workforce Planning) Tools and Workshop	CEDA	Talent Development	Completed by 30 June 2022	TO BE STARTED
Workforce Capability Development Planning Tools and Workshop	CEDA	Talent Development	Completed by 30 June 2022	TO BE STARTED
Business Succession Planning Tools and Workshop	CEDA	Talent Development	Completed by December 2022	UNDERWAY One workshop held in 2021. Next - Workshop planned for October 2022
Developing Your Employer Brand and Reputation to Attract Talent and Skills Tools and Workshop	CEDA	Talent Development	Completed by 31 December 2022	TO BE STARTED
Sustainability Development Goals Tools and Workshop	CEDA	Talent Development	Completed by 31 December 2022	TO BE STARTED
Building a Diverse and Inclusive Workplace Tools and Workshop	CEDA	Talent Development	Completed by 31 December 2022	TO BE STARTED
Te Tiriti o Waitangi (Treaty of Waitangi) Tools and Workshop	CEDA	Talent Development	Completed by 31 December 2022	TO BE STARTED
Tertiary Work Integrated Learning and Graduate Digital Hub	CEDA	Talent Development	Completed by 30 June 2022	TO BE STARTED
Secondary School Work Integrated Learning and Graduate Digital Hub	CEDA	Talent Development	Completed by 31 December 2022	TO BE STARTED
New Zealand Careers Expo Manawatū - Local Businesses to Exhibit	CEDA	Talent Development	17 June 2022	UNDERWAY Register >> HERE



THIS SURVEY WAS THE FIRST OF ITS KIND FOR **THE REGION**

The response rate was good providing insights to reflect on, and the opportunity to put in place some actions to support the regional business community.

The actions have been aligned to existing work CEDA has underway, the regional Manawatū Talent and Skills Strategy and Framework and Action Plan, and two Sector Profiles and Plans; Infrastructure and Construction and Food and Fibre.

CEDA will keep the business community up to date on these actions through our communication channels.



SUBSCRIBE TO 60 SECONDS HERE



VIEW THE TALENT & SKILLS FRAMEWORK



VIEW THE SKILLS INFRASTRUCTURE & CONSTRUCTION PROFILE



VIEW THE TALENT AND SKILLS FOOD & FIBRE PROFILE

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WEBSITE //
MANAWATUNZ.CO.NZ

FACEBOOK //
**PALMY &
MANAWATŪ**

INSTAGRAM //
@MANAWATU_NZ
#THISISMANAWATU

EMAIL //
INFO@CEDA.NZ

PHONE //
+64 6 350 1830