



# Future HE Professionals

- AUA is the professional association for higher education professional services staff
- Heritage of 60 years connecting and developing HE professionals
- Vision - core commitments equipping our members to thrive in the changing future of HE:
  - Empowering your career journey
  - Improving your professional practice
  - Supporting your professional development

# Future HE Professionals

- Led by AUA during 2019-20
- Aiming to:
  - Identify future development needs – the skills and attributes to equip professional services for the changing future of HE
  - Understand how professional services roles are developing in the context of a rapidly changing HE sector
- 3 phases: research; survey; consultation

# Research – The Future of Work

- Megatrends:
  - Technology/Automation/AI – “superjobs”
  - Gig economy & flexible working
  - Demographics – generations in the workforce
  - Societal equality/inequality
  - Environment & Sustainability

# Some implications for HE professionals

- Development needs
- Skills portability (cross functional working/structures)
- Harnessing IT alongside human resource
- Leadership challenges
- Changing labour market shape

*‘Think about yourself as a bundle of skills and capabilities, not a defined role or profession.’*

# What our survey revealed

- 2000+ responses during February 2020
- 90% expect moderate or significant change in their role
- Mixed views on ‘megatrends’ - 93% predict technological impacts; only 35% expect change arising from the Gig economy affect
- Considerable agreement (70-90%) around key skills/attributes important for professional services into the future:
  - Judgement and decision making
  - Creativity
  - IT skills development
  - Social and emotional skills
  - Personal agility and resilience, including workplace wellbeing
  - A commitment to ongoing learning in a context of change
  - Collaboration and influencing, including stakeholder relationships
- Some concern about HEI commitment to professional services development & professional services career pathways

# Insights from stakeholders

- 40 representatives of HEIs and sector organisations – consulted through interviews, discussions and focus groups
- Overwhelming resonance with megatrends
- Importance of strategic workforce planning/succession planning/talent management in professional services
- Proactive personal career management – professionals taking responsibility and managers supporting development
- Key development needs in professional services
  - Networking and peer support
  - Professional resilience - “work-life management”
  - Agility (cross-functional/multi skilled working) - with associated management implications
- Covid-19 impact - accelerating the pace of change

## Find out more

### Three reports:

- Future HE Professionals – the future of work
- Future HE Professionals – what our survey revealed
- Future HE Professionals – insights from stakeholders

[www.aua.ac.uk/future-he-professionals](http://www.aua.ac.uk/future-he-professionals)



# Discussion Topics

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# Questions for individuals

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1. How far do the 'megatrends' resonate with your expectations What are the implications for your role and your future career?
2. How do you foster your professional development? What actions are you taking to prepare yourself for the future nature of work/future work patterns? Are you taking sufficient personal responsibility for your own career development? Where might you find additional support?
3. Are you well-placed professionally to respond to increased flexibility in the future HE workforce eg professional agility, more cross-functional/multi skilled working and reduced job demarcation/silo working. What are the implications for prioritising your own CPD?
4. How can you be better prepared for the changing future of HE? What positive action could you take in response to the findings in this project?

## Explore more discussion topics:

- For leaders and managers
- For HR/OD professionals
- For senior professional services leaders

# AUA can support your professional development



Find out more about the benefits of membership:

[www.aua.ac.uk/professional-development](http://www.aua.ac.uk/professional-development)

Future HE Professionals was  
supported by AUA Consulting

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# AUA Consulting



- A consulting practice ‘of the sector for the sector’
- Combining the benefits of an external perspective with sector specific expertise
- Financial surplus reinvested to support AUA’s charitable objectives – connecting and developing HE professionals
- **[www.aua.ac.uk/aua-consulting](http://www.aua.ac.uk/aua-consulting)**



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