

Key Takeaways from Orgvue's Public Sector Org Community Event – 26th February 2026

Intentional planning to address the changing nature of work

18 public sector organisations were represented by 45 attendees at this event. This document summarises the key takeaways from the presentations and discussions among the participants.

Continuous transformation is now the operating model:

- Transformation in the public sector is no longer episodic. Organisations are managing multiple, overlapping structural, workforce, service, delivery, and cultural changes simultaneously.
- Major reform agendas, digital government roadmaps, AI adoption, and workforce pressures mean change cannot be “paused”.
- The risk is not change itself, but change collision – where competing initiatives create fatigue, duplication, and delivery risk.
- Transformation is not something that is ‘finished’, it must be run as an ongoing organisational capability.

Workforce risk is transformation risk:

- Much transformation risk ultimately manifests as workforce risk – capacity gaps, skills shortages, misaligned roles, and unclear accountabilities.
- Voluntary attrition (retirement and other leavers) is 10%+ in many large organisations. With forward planning, this can enable significant organisational change while improving staff retention, career pathways, and knowledge continuity.
- Workforce risk is ongoing, managing that requires continuous workforce insight, rather than episodic intervention.
- Reskilling and redeployment are often more sustainable and cost-effective than external hiring.

From strategy to delivery – addressing systemic gaps:

- Many organisations struggle to translate ambition into delivery because strategy, organisation design, and workforce data are treated separately.
- The organisation is a system and should be addressed as such – transformation should be designed and delivered systematically.
- Gaps frequently emerge between:
 - Target responsibilities and actual work performed
 - Required competencies and available skills
 - Defined roles and how time is actually spent
- Treating roles, positions, activities, skills, and performance as interconnected components improves alignment and delivery confidence.

Data maturity remains the primary blocker:

- Public sector attendees identified the following as the most significant barriers to effective transformation:
 - Data not up to date, multiple sources, and delays in updates
 - Lack of a single source of truth
 - Weak alignment between value proposition, leadership priorities, and organisation design
 - Limited execution capability
- However, discussion reinforced that data should not be a reason to delay progress. Starting with available data and improving quality iteratively builds momentum and executive visibility.
- Better visibility leads to better decisions.

Position management and data convergence as enablers:

- Position-based design enables impartial decision-making by focusing first on the ‘to-be’ organisation before aligning people. It also enables consideration of the whole establishment.
- The Civil Service Job Role Catalogue, Professions Frameworks, and shared data standards create a common language across departments.
- Over half of government data standards relate to HR and people data, reflecting the strategic importance of workforce insight.
- Position management strengthens interoperability between ERP systems, skills taxonomies, and workforce planning processes.
- A framework for job architecture, roles and skills accelerates organisational design maturity and improves budgeting, talent management and strategic workforce planning.

Building transformation capability maturity:

- Transformation capability can be assessed across levels of maturity, enabling organisations to understand where they are and how to bridge gaps over time.
- Many large organisations rely on a small central centre of excellence to enable and govern organisational effectiveness.
- This model empowers business units to lead change locally, while maintaining enterprise-wide guardrails.
- Organisational effectiveness capability requires sustained focus and time to mature.
- Publishing insights and making them widely accessible supports transparency and adoption.
- Consequently, a small, focused team can materially improve organisational maturity and reduce long-term transformation cost and risk.

Intentional organisational effectiveness in practice:

- Evolving from people hierarchies to position hierarchies, then to defined roles and skills architectures.
- Embedding organisational effectiveness KPIs into leadership reviews.
- Linking organisation design directly to business capabilities and strategy.
- Planning intentionally for the workforce of tomorrow rather than reacting to immediate pressure.

Practical guidance for getting started:

- Break down transformation challenges into manageable slices and use early wins to build momentum.
- Establish a clear top-down vision supported by a bottom-up action plan.
- Focus on current business priorities and address the most critical data gaps first.
- Use modelling and scenario analysis to test trade-offs across demand, capability, and cost.
- Track progress regularly and adjust early where deviations emerge.
- Design based on positions rather than individuals, to depersonalise decisions and increase fairness.

For more information on the presentations, or how this can be done in practice using Civil Service Professions frameworks, please get in touch at mike.smith@orgvue.com.