



International Property Tax Institute

“Future Proofing the Valuation Workforce” An International Collaboration Project

September 2024

An IPTI White Paper

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About the International Property Tax Institute

The International Property Tax Institute (IPTI) is widely recognised as the world's leading organisation on property tax policy and practice.

IPTI's mission is to provide impartial, objective expert advice in the area of property tax systems and promote the concept that these systems should be fair and equitable and meet the needs of all stakeholders, i.e., governments, taxpayers, practitioners and academics. In addition, IPTI seeks to ensure that property tax systems contribute to the provision of high-quality services for the benefit of communities.

IPTI is a not-for-profit organisation comprised of experts who support stakeholders in developing and maintaining effective and efficient property tax systems by providing them with:

- Research and analytical information
- Impartial, objective policy advice
- Strategic advisory and consulting services to create, test and implement policy, and to improve performance through innovative good practice
- Education and training services to enhance professional development and build technical competence
- Property information services to enable more effective decisions

In addition, IPTI specialises in:

- Property valuation processes: including data collection, mapping and data management; mass appraisal valuation for residential and non-residential properties; quality control
- Property tax collection and enforcement
- Appeal systems
- Technology and process integration and implementation, including data management, data analysis and reporting systems
- Electronic and on-line learning
- Sharing best practice

IPTI has a Board of Advisors which is comprised of internationally respected professionals all of whom have extensive experience in their respective fields. The breadth of membership of the Board reflects IPTI's commitment to international participation and sharing best practice on a global basis. The Board contributes to the strategic direction and overall planning for IPTI.

More information about IPTI can be found on its website www.ipti.org

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Section 1 - Introduction

Background

In recent years, there has been a growing realisation among valuation agencies of the need for, and benefits of, increased collaboration between them. In order to create a facility for the implementation of such collaboration on an international scale, three valuation agencies agreed to work together to carry out research into issues that were considered to be faced by many such organisations around the world.

Those three valuation agencies are:

- The Valuation Office Agency (VOA) in the UK
- The Municipal Property Assessment Corporation (MPAC) in Ontario, Canada
- The Property Valuation Services Corporation (PVSC) in Nova Scotia, Canada

They created a Steering Group comprising the following senior leaders:

- Alan Colston, Chief Valuer, VOA
- Kathy Gillis, CEO, PVSC
- Greg Martino, Vice President and Chief Valuation and Standards Officer, MPAC

The Steering Group requested assistance from the International Property Tax Institute (IPTI) in order to utilise its global expertise and network.

Following initial discussions, the Steering Group members agreed to set up the “International Collaboration Project” with the intention that it would involve a number of valuation agencies from around the world which would collaborate with each other in order to achieve the overall objectives of the project. Those overall objectives, and the benefits of international collaboration, were seen by the Steering Group to include the following:

- Providing a forum where matters concerning the operation of valuation agencies can be considered and discussed.
- Creating an accelerated problem-solving facility for participating valuation agencies.
- Encouraging greater innovation, efficiency and customer service.
- Enabling best practice in the efficient and cost-effective delivery of valuation agency services to be discussed and shared in an appropriate environment.
- Developing networking opportunities for the staff of valuation agencies – at different levels – to exchange views and information relating to their work.
- Building a mutually supportive global network of valuation agencies.
- Supporting benchmarking between valuation agencies.
- Facilitating the exchange of appropriate staff to allow them to gain experience of working in a different valuation agency for a suitable period of time.
- Allowing the results of international research and collaboration to be shared among participating valuation agencies.

The Steering Group considered a number of current challenges being faced by many valuation agencies. The initial topics considered by the Steering Group included:

- Staff recruitment and retention
- Training and education for staff
- The valuation of specialised properties
- Identifying best value technology
- Stakeholder relations and effective communications
- Minimising property tax appeals

After discussion, the Steering Group decided that the most urgent issue for many valuation agencies was staff recruitment and retention. Of particular practical significance, the Steering Group agreed that they would provide resources to carry out the research that would be required to explore the topic and prepare a report with their findings and recommendations.

As staff recruitment and retention is a large topic, to make it more manageable for those undertaking the research, it was decided to split the main topic into the following sub-topics:

- **Sub-topic 1 - What Does Valuation Look Like in Future?** This would be a generic overview of what valuation agencies will look like in the future, including the skillsets required.
- **Sub-topic 2 - Attract:** this would cover diversity and inclusion, social mobility, use of social media and other recruitment tools, being an employer of choice, and promoting the valuation industry.
- **Sub-topic 3 - Select:** this would include aligning candidates with career pathways, interview techniques, skills assessments, and benefits.
- **Sub-topic 4 - Develop (Internal):** this would include training for future skill sets, supportive learning and training approaches (virtual and in-person), and curriculums.
- **Sub-topic 5 - Develop (External):** covering the same issues as sub-topic 4 above, but looking primarily at external training and development.
- **Sub-topic 6 - Retain:** this would include attrition trends, exit interviews, demographic considerations, and staff engagement.

Clearly, the above sub-topics are interrelated and there is some overlap between them. However, it is not considered that such duplication is unhelpful; it provides useful reinforcement of the key points that have been covered.

The Steering Group requested IPTI's assistance in managing the project and working with the resources they committed to undertake the research.

It was agreed to proceed by setting up Focus Groups to deal with the six topics outlined above.

Focus Groups

Each of the three valuation agencies represented on the Steering Group volunteered two members of their staff to participate in what was known as the Study Group.

The six members of the Study Group were split into the six Focus Groups that were set up to research each of the foregoing sub-topics. IPTI then approached its contacts in six other valuation agencies from around the world to find a “partner” for the Study Group members from the VOA, MPAC and PVSC.

The membership of the six Focus Groups was as shown below:

- **Focus Group 1** - What Does Valuation Look Like in Future: Rebecca Vorstermans (Vice President, Stakeholder Relations & Communications, PVSC) and Neil Sullivan (Valuer General, New Zealand)
- **Focus Group 2** - Attract: John Berry (Director for Property Professional Services, VOA) and Laura Dietrich (Valuer General, Queensland, Australia)
- **Focus Group 3** - Select: Cathy Ranieri-Sweenie (Director, Strategic Business Support, Valuation & Assessment Standards, MPAC) and Kevin Siu (Commissioner, Rating & Valuation Dept., Hong Kong)
- **Focus Group 4** - Develop (internal): Kirsten McFarlane (Director, Strategy, Policy & Transformation, VOA) and Louise Muller (Director, Valuation Division, City of Cape Town, South Africa)
- **Focus Group 5** - Develop (external): Shelley Graham (Director, Valuation, Research and Advisory Services, MPAC) and Hyacinth Picart (Commissioner of Land Valuations, National Land Agency, Jamaica)
- **Focus Group 6** - Retain: Julia Donahue (Vice President, People & Culture, PVSC) and Evelyn Khoo (Assistant Commissioner (Property Tax Division), Inland Revenue Authority of Singapore) assisted by Peck Yan Nang (Tax Director (Property Tax Division), Inland Revenue Authority of Singapore)

IPTI set up initial meetings of each of the Focus Groups to introduce the partners to each other and discuss the research they were to undertake. IPTI maintained contact with each of the Focus Groups over the period in which they undertook their research. IPTI also made regular reports to the Steering Group to keep them informed of progress and discuss any issues that arose.

Each of the Focus Groups prepared a draft report which they submitted to IPTI for comment and consideration. Those reports are contained in the appendices to this draft report.

Project Timetable

The overall project timetable (updated) is shown below.

Date	Action
Dec 2023	Study Group Members to notify IPTI of their first and second choices in relation to the 6 sub-topics
Dec 2023	IPTI to allocate one Study Group Member to each of the 6 sub-topics; the Study Group Member concerned will work with a Focus

	Group partner identified by IPTI to take forward research in relation to the relevant sub-topic
Jan 2024	IPTI to contact colleagues in 6 selected jurisdictions around the globe to provide a cross-section of suitable countries to participate; this is likely to include Australia, New Zealand, South Africa, Hong Kong, Singapore and Jamaica
Jan 2024	IPTI to arrange and participate in initial meetings of the 6 Focus Groups
12 Jan 2024	IPTI to report progress to meeting of the Steering Group
Jan 2024	Focus Groups to develop their own timetable for undertaking work on their sub-topic in accordance with this overall timetable
Feb 2024	Each Focus Group to report to IPTI with progress on initial discussions and any issues or concerns
12 Feb 2024	IPTI to report progress to meeting of the Steering Group
Feb 2024	Focus Groups to continue work on their sub-topic
March 2024	Each Focus Group to provide a progress report to IPTI
8 March 2024	IPTI to report progress to meeting of the Steering Group
March 2024	Focus Groups to continue work on their sub-topic
April 2024	Each Focus Group to provide a progress report to IPTI
12 April 2024	IPTI to report progress to meeting of the Steering Group
April 2024	Focus Groups to work on their sub-topic and prepare draft reports
May 2024	IPTI to review draft reports and liaise with Focus Groups re any additional work required
10 May 2024	IPTI to report progress to meeting of the Steering Group
May 2024	IPTI to prepare consolidated draft report covering the work of all Focus Groups
June 2024	Steering Group to consider draft consolidated report
June 2024	Approved report to be circulated by IPTI to wider group of valuation agencies around the world
June 2024	IPTI to draft a survey to be sent to valuation agencies around the world to identify future possible topics for research by the Study Group
June 2024	Draft survey to be considered by Members of both the Steering Group and the Study Group

July 2024	IPTI to send out survey to selected valuation agencies around the world
29-30 Oct 2024	Focus Group Members to present their findings to CoVA 2024 in Dublin

Structure of Report

This White Paper is split into two main parts:

- A summary of the Focus Groups' findings and recommendations (Section 2)
- The individual Focus Group reports (Sections 3 to 8)

It should be noted that the contents of the Focus Group reports have been modified slightly by IPTI to provide greater consistency in format and incorporate some very minor amendments where considered necessary.

Section 9 of this White Paper contains a list of useful source material for anyone who would like to do further reading on the various topics.

This White Paper was considered and approved by members of the Steering Group who agreed with its recommendations and determined the next steps.

Section 2 – Summary of Findings and Recommendations

Summary of Findings

It is clear from the research undertaken by the Focus Groups that many valuation agencies around the world are experiencing similar challenges.

These include ever-changing political, economic, social, technological, and environmental demands. In response to these challenges, and to reduce business risk, many valuation agencies are focused on future proofing their workforce in order to create agile, innovative, and resilient employees with the requisite skills to navigate the future.

However, it is also clear that future proofing the workforce is not an easy or quick endeavour. People and organisational culture are complicated, and success depends on an agency's ability to transform current thinking, attitudes, systems, and protocols.

The Focus Groups identified the benefits of future proofing the workforce as including:

- Increased productivity and efficiency
- Enhanced adaptability to trends and opportunities
- Attraction and retention of top talent
- Agility in the face of disruption
- Creating a culture of innovation and continuous learning

A common theme among agencies contacted by the Focus Groups was that the industry is in 'catch-up' mode. Technology advancements, artificial intelligence, financial pressures, and changing demographics have forced valuation agencies into uncharted territory.

The Focus Groups also found that many challenges with future proofing the workforce are connected to an agency's governance and structure, which either restricts or broadens its workforce decision-making capacity in relation to how and when funds are accessed and allocated, hiring practices, compensation and benefits, access to education, modern tools and systems, and the ability to train and upskill.

It was also found that it is not just the valuation industry that has turned its attention to future proofing the workforce which creates a competitive landscape for top talent. It is not uncommon for new valuation agency recruits to be 'lured away' by the private sector which may be able to offer higher pay, quicker career progression, and access to superior technology.

Changing workforce demographics have also altered attitudes and expectations about work, employer/employee relationships, and work-life balance. Younger generations are generally more socially aware and want to work for organisations that align with their values and, where possible, serve what they see as a meaningful purpose.

Artificial intelligence (AI), big data, and technology were found to be drivers for upskilling and the need for a resilient and innovative workforce. Leveraging automation and data-driven insights through prioritised training on technologies and tools can streamline processes, plan work faster,

and optimise workflows. The investments required to modernise and integrate AI, along with the necessary training and development for employees, can't be ignored. It is important for those valuation agencies at the forefront to share their learning and expertise to ensure technology and automation don't widen gaps between developed and developing valuation agencies.

The Focus Groups also found that traditional career pathways where employees rise through the ranks and retire at the peak of their career limits talent management strategies for succession planning and ignores trends in career shifts and breaks. Valuation agencies need to seek better talent and knowledge continuity, especially for specialised roles, and cross-train employees into various functions for more agility in workforce skills, knowledge, and expertise.

The research found there is a need for greater diversity, equity and inclusion (DEI) within the valuation industry. Traditionally white and male-dominated, creating space and opportunity for women, people of colour, and gender-diverse people is considered to be critical to future proofing the workforce and ensuring that valuation agencies reflect the communities they serve. Agencies need to position DEI not as 'what' it does but 'how' it integrates DEI values through ownership, accountability, and shared ways of working.

Valuation agencies looking to attract and retain talent need to offer creative benefits and work with employees to co-create a culture and work arrangements that consider the pressures and situations of the world today. The COVID-19 pandemic changed attitudes regarding work-life balance and demonstrated that established ways of working, e.g., commuting to an office, working nine to five, etc., are not necessary for an employee to carry out the required quality of work.

The research showed that, with the integration of technology and AI, the necessity for soft skills becomes more valuable and necessary. Communication, conflict resolution, leadership, teamwork, and judgement are required for agencies to build strong relationships with all stakeholders.

Furthermore, removing education barriers increases the talent pool and emphasises skills-based and cultural-fit hiring. Inhouse or industry training programs and partnerships with educational institutions and industry experts ensure the valuation workforce receives up-to-date training.

Creating an organisational culture that applies an innovative mindset, and values continuous learning, builds resiliency in today's rapidly changing world. Empowered employees are more likely to be contributors, feel valued, and take ownership and accountability. Creating a safe environment to experiment and fail is also necessary for organisational success and allow employee's growth and development.

Recommendations

Attracting the right talent

Understanding

- Further research is required to measure what people value about working in valuation agencies.
- Valuation agencies need to conduct post-employment interviews to enable analysis of what attraction strategies are effective.
- Valuation agencies should carry out formal measurement, and publication, of diversity in order to drive a more balanced workforce.

Branding

- Valuation agencies should review their outward-facing publications to better reflect their employment offer, including DE&I.
- Beyond diversity, valuation agencies should conduct a review of how they are represented more generally in online platforms and share any recommendations for best practice or collaboration.
- Valuation agencies should consider expanding their development routes as a vehicle to attract a more diverse workforce.

Targeting

- In order to optimise attraction of graduates and other trainees and to share best practice, a regular international forum should be set up for valuation agencies to share what works well and what does not work so well.
- In conjunction with relevant professional bodies and academia, valuation agencies should collaborate to determine ways in which they can more quickly respond to changes in the demand and supply position for staff.
- In order to reduce the pressures of attracting suitable talent, valuation agencies should establish best practice in the (partial) retention of retiring colleagues.
- Through international collaboration, valuation agencies should investigate the possibility of creating an internationally recognised experiential route to qualification.
- Valuation agencies should review their attraction and selection processes to accommodate essential non-technical skills.

Selecting the right talent

- Valuation agencies should move from the traditional model for candidate selection (which relies on past performance as an indicator of future capacity) to skills-based hiring (which selects candidates based on what they can do).
- Valuation agencies should expand the definition of ‘technical skills’ to include broader skills which can be successfully applied to property valuation, e.g. data science, analytics, mathematics, geography, computer science, etc.

- In order to expand the talent pool and diversify candidates, the interview/selection process should be made more accessible.
- Valuation agencies need to take a future-focused, more proactive approach to recruitment.
- Valuation agencies should build a sustainable internal talent pipeline.

It should be noted that more detail on each of the foregoing recommendations relating to selection is contained in Section 5 of this White Paper.

Developing the valuation workforce

Professional skills

Valuation agencies should:

- Embrace the opportunities for staff to broaden their experience through development of assisted valuation models.
- Share expertise in developing financial/commercial specialisms.
- Share expertise between jurisdictions in applying sustainability & ESG principles.

Career progression and support for less experienced valuers

Valuation agencies should:

- Study the relative merits of different pathways to full qualification and their implications; in particular, does a non-graduate entry route help to maintain a pipeline and does it support increased diversity?
- Understand how growing up in a digital world shapes the capabilities of their younger workforce and ensure the learning offer and support meets their needs.

Communication and Leadership

Valuation agencies should:

- Build newer valuers' confidence in face-to-face interactions.
- Support the development of staff skills in communicating to a wide range of stakeholders – in particular, non-experts.
- Consider how to incorporate a compelling vision of the future of valuation into their leadership development learning, so leaders and their teams can understand and prepare for the future.

Employee value proposition

- Valuation agencies should consider how to harness this inclusive and supportive culture to promote a career in public sector valuations.

Investment in training

Valuation agencies should:

- Provide monetary and time assistance towards accreditation from the start of the process to finish (within reasonable parameters).
- Encourage staff to participate in training on emerging technologies that may not be directly related to their valuation activities.
- Training should be supported financially, and time should be provided to do the activity.

Plan for Flexibility

- Training plans should not be prescribed based on role, but rather on skills. Employers should look to ‘fill in gaps’ in the skillset and expect new hires to come from multiple academic streams and bring a wide range of valuable skills.
- There should be cross training between disciplines such as Data Sciences (i.e., mathematics, statistics, computer science, etc.) and Valuation (i.e., real estate, finance, etc.).
- Valuation agencies should encourage universities, colleges, etc., to broaden their curriculum, add new programs and revamp existing ones.

Collaboration

- Valuation agencies should seek to create partnerships between accrediting bodies to reduce duplication.
- Accrediting bodies should look for ways to work with jurisdictions to reduce fees associated with obtaining and maintaining designations.
- Accrediting bodies should provide regular/better guidance and suggestions to candidates through partnerships with jurisdictions.
- Information and data sharing should be developed for emerging industries.
- Valuation agencies should employ Data Modelers to work with Valuers.
- Valuation agencies should build and maintain strong networking relationships with the different interest groups to stay informed and adaptable.

Mentoring

Valuation agencies should:

- Arrange cross-training/study tours between jurisdictions.
- Encourage accrediting bodies to provide mentorship opportunities with experienced designees.
- Expand the use of Coop programmes.

Embracing Technology

Valuation agencies should:

- Invest in the technology, i.e., hardware, software, cadastral systems, etc.
- Create a ‘laboratory’ with Data Modelers and look to emerging trends in mass appraisal.
- Leverage automation and data to build efficiencies in the process of valuation in order to focus resources on ‘the hard stuff’ like complex properties, emerging trends, etc.

Retention of staff

Valuation agencies should be aware of the following ‘high impact’ retention factors:

- Professional development and career
- Rewards and recognition
- Workplace culture and purpose
- Wellbeing and welfare
- Competencies and skills future readiness
- Digitalisation

More detail on the foregoing is provided in Section 8 of this White Paper.

Valuation agencies need to recognise that they will only succeed in retaining the necessary talent if their people are engaged, motivated and ready to evolve with changes to job needs arising from business transformation.

Whilst there is no ‘one-size-fits-all’ solution, valuation agencies should identify the most impactful retention levers (i.e., drivers) in their own context and consider the prevailing practices by others with a similar emphasis.

IPTI Comments

IPTI hopes that the detail in this White Paper assists valuation agencies in reviewing their existing strategies and encourages them to develop and incorporate the necessary changes to achieve their objectives.

IPTI would also add that training initiatives in the future could usefully become more ‘global’ in nature as opposed focusing on local jurisdictions. This would reduce costs and allow improved collaboration.

We also want to emphasise that, although the White Paper is focused on the work of valuation agencies, the expertise they require today extends well beyond valuation. The additional requirements of valuation agencies are referred to in several parts of the White Paper; however, we do want to draw attention to this particular aspect.

And finally, IPTI wants to record that this project, which we regard as a successful example of international collaboration for mutual benefit, is only a beginning; there are many more collaboration projects that can usefully be undertaken in future. These will need to be discussed by the Steering Group.

Section 3 – What Does Valuation Look Like in Future?

Report prepared by Rebecca Vorstermans (Vice President, Stakeholder Relations & Communications, PVSC) and Neil Sullivan (Valuer General, New Zealand)

Overview

Across the globe, valuation agencies are facing ever-changing political, economic, social, technological, and environmental demands. To get ahead of the curve and reduce business risk, many are focused on future proofing their workforce – creating agile, innovative, and resilient employees with the skills to navigate the future.

Future proofing the workforce is no easy or quick endeavour. People and organisational culture are complicated and success centres on an agency's ability to transform (and in some cases, dismantle) current thinking, systems, and protocols.

The benefits of future proofing the workforce, include:

- Increased productivity and efficiency
- Enhanced adaptability to trends and opportunities
- Attraction and retention of top talent
- Agility in the face of disruption
- Culture of innovation and continuous learning

This collaboration seeks to share global perspectives on the challenges and opportunities of future proofing the valuation workforce and shares ideas and initiatives that are helping to transform the workforce and position agencies for long-term success.

Approach/Research

Interviews with valuation agencies in Canada, Australia, New Zealand, South Africa, the United Kingdom, Jamaica, Hong Kong, and Singapore were conducted to learn and gather their perspectives on future proofing the workforce and what steps they have taken to unlock workforce potential and successfully navigate the future.

Current State

A common theme among valuation agencies was that the industry is in “catch-up mode”. Technology advancements, artificial intelligence, financial pressures, and changing demographics have forced agencies into uncharted territory.

Many challenges with future proofing the workforce are connected to an agency's governance and structure, which either restricts or broadens its workforce decision-making capacity: how and when funds are accessed and allocated, hiring practices, compensation and benefits, access to education, modern tools and systems, and the ability to train and upskill.

However, challenges aside, it was agreed this project provides an opportunity for the industry to get creative – pool ideas, share resources and technology, break down long-standing industry practices, and think outside the box. In other words, how can the valuation industry come together and navigate the future together?

Challenges

It's not just the public sector valuation industry that has turned its attention to future proofing the workforce creating a competitive landscape for top talent. It is not uncommon for new recruits to be lured away by the private sector which can offer higher pay, quicker career progression, and access to superior technology.

Shifting workforce demographics have altered attitudes and expectations about work, employer/employee relationships, and work-life balance. Gen Y, Z and Alpha (Alpha will be hitting the workforce in seven years) are more socially aware and want to work for organisations that align with their values and serve a bigger purpose. There is a need to create awareness of, and interest in, the valuation industry much earlier with future generations of the workforce.

Artificial intelligence, big data, and technology were acknowledged as drivers for upskilling and the need for a resilient and innovative workforce. Leveraging automation and data-driven insights through prioritised training on technologies and tools can streamline processes, plan work faster, and optimise workflows. The investments required to modernise and integrate artificial intelligence (AI), along with the necessary training and development for employees, can't be ignored. It will be important for those at the forefront to share their learnings and expertise to ensure technology and automation don't widen gaps between developed and developing valuation agencies.

Traditional career pathing, where employees rise through the ranks and retire at the peak of their career, limits talent management strategies for succession planning and ignores trends in career shifts and breaks. Agencies need to seek better talent and knowledge continuity, especially for specialised roles, and cross-train employees into various functions for more agility in workforce skills, knowledge, and expertise.

Opportunities

There is a critical need for diversity, equity and inclusion (DEI) within the valuation industry. Traditionally white and male-dominated, creating space and opportunity for women, people of colour, and gender-diverse people is critical to future proofing the workforce and ensuring valuation agencies reflect the communities they serve. Agencies need to position DEI not as “what” it does but “how” it integrates DEI values through ownership, accountability, and shared ways of working.

Agencies looking to attract and retain talent need to offer creative benefits and work with employees to co-create a culture and work arrangements that consider the very real pressures and situations of the world today. The pandemic shifted attitudes regarding work-life balance and

demonstrated established ways of working, e.g., commuting to an office, working nine to five, etc., are not needed for an employee to do good work. What seems radical today will quickly move to routine.

With the integration of technology and AI, the necessity for soft skills becomes more valuable and necessary. Communication, conflict resolution, leadership, teamwork, and judgement are required for agencies to build strong relationships with clients, taxpayers, and colleagues.

Removing education barriers increases the talent pool and emphasises skills-based and cultural fit hiring. In-house or industry training programs and partnerships with educational institutions and industry experts ensure the workforce receives up-to-date training.

Creating an organisational culture that applies an innovative mindset and values continuous learning builds resiliency in today's rapidly changing world. Empowered employees are contributors, feel valued, and take ownership and accountability. Creating a safe environment to experiment and fail is necessary for organisational success and an employee's growth and development.

Conclusion

The most important aspect of future proofing the workforce is first getting to know your workforce. The insights will lay the groundwork for the mission ahead, a mission that cannot be ignored, and frankly, one that will never be finished.

This mission requires a valuation industry “all-hands-on-deck” approach. Agencies can no longer afford to operate in silos. Just like the workforce, the industry must be future-proofed and that requires rethinking how we collaborate, network, share, and learn.

The remaining pages of this report dive into the topics mentioned above and provide the perspectives, visions, and ideas of valuation agencies as they work to future-proof the valuation workforce.

Section 4 – Attract

Report prepared by John Berry (Director for Property Professional Services, VOA) and Laura Dietrich (Valuer General, Queensland, Australia)

Executive Summary

Introduction

The International Collaboration Steering Group agreed that the main research topic was going to be “Future Proofing the Valuation Workforce”. This report covers:

- Sub-topic 2: Attract. This will cover diversity and inclusion, social mobility, use of social media and other recruitment tools, being an employer of choice, and promoting the valuation industry.

Approach

Research was undertaken as follows:

1. MS Teams discussions with other members of the IPTI International Collaboration Project.
2. Analysis of online materials in members countries and publicly available information about member organisations.
3. Research/knowledge of current property market trends in how organisations are attracting both trainees and qualified valuers in the public and private sectors.
4. Broader research of attraction policies in international organisations.
5. A follow-up questionnaire that provided more structured data about the challenges faced by member organisations.

Current State

Organisations reported challenges that will influence attraction as follows:

- Organisational demographics which are raising the importance of effective attraction strategies.
- Attracting insufficient talent to meet future workforce needs.
- The need to attract a more diverse workforce.
- Lack of competitiveness with other organisations.
- Lack of awareness of the property profession amongst school students.
- Broader industry supply problems.
- Potential candidates leaving the industry, for example due to caring responsibilities.
- Age profile of the industry more generally.

Findings and Trends

Current Initiatives to Attract Talent

- Building an employer brand through social media and other networking opportunities.
- Outreach with prospective employees through schools, careers and university fairs.
- Internships, work placements and work experience.
- Collaboration with professional bodies.
- Improved terms and conditions broadening the employee offer.
- Opportunities to undertake quality training and development linked to career progression and often leading to formal qualifications.
- Specific activities to attract people back to the profession.

Attracting Sufficient Talent

Over 40% of organisations say they are unable to attract sufficient talent with the right skills; just over a third are able to do both. Member organisations take a relatively broad approach to measuring the effectiveness of attraction strategies, which is basically the vacancies and applications equation.

The reasons given for not attracting the required talent were:

- Educational providers not providing quality training.
- Limited ability to flex recruitment to reflect diversity.
- Skills shortages in the country's property sector.
- Competition with the private sector which may or may not include pay.

Diversity and Inclusion

Around two thirds of organisations don't currently measure diversity and of the remaining third, most only measure gender. The barriers to improving diversity were identified as:

- Limited number of trainees to be able to drive diversity.
- Limited number of educational providers and routes into the profession.
- Lack of active measurement to be able to drive improvements.
- Lack of diversity of wider industry.

Attracting Talent in a Competitive Market

Member organisations identified a number of challenges in attracting talent, including:

- Salary – often tied in with broader government salary scales.
- Lack of understanding about what government property tax administrations do.
- Attracting people with a balance of both people and technical skills.
- Attracting and successfully selecting at more senior levels externally.
- Constraints on supply has created a shortage in universities.
- Specific skills shortages were mentioned, such as rural skills.

Attracting Future Skills

The skills and capabilities organisations need to attract in the future were identified as:

- Gaps in technical skills that can be filled with internal training.
- The skills of experienced colleagues that will retire.
- Leadership and teamworking skills.
- Inspections and data gathering skills – use of third-party data/tools.
- Rural valuation skills.
- Valuation and analytical skills.
- Leadership and teamwork.
- Ability to deal with clients and customers.
- Future-proofing element of skills needed such as how ESG and net zero impact on rental and capital valuations along with new technology/AI

Recommendations

Understanding

- Recommendation 1 – Further research is undertaken by the Focus Group to measure what people value about working in our organisations.
- Recommendation 2 – Member organisations to conduct post-employment interviews to enable analysis of what attraction strategies are effective.
- Recommendation 3 – Member organisations commence formal measurement and publication of diversity in order to drive a more balanced workforce.

Branding

- Recommendation 4 – Member organisations to review their outward-facing publications to better reflect their employment offer, including DE&I. Outside of diversity, member organisations to conduct a review of how they are represented more generally in online platforms and feedback any recommendations for best practice or collaboration.
- Recommendation 5 – Member organisations to consider expanding their development routes as a vehicle to attract a more diverse workforce.

Targeting

- Recommendation 6 - In order to optimise attraction of graduates and other trainees and to share best practice, we recommend a regular international forum for member organisations to share what is working for them – these can be timed to occur around the academic calendar.
- Recommendation 7 – In conjunction with relevant professional bodies and academia, determine ways in which we can more quickly respond to changes in the demand and supply position for valuers, etc., and how this impacts on individual countries.
- Recommendation 8 – Reduce the pressures on attraction by establishing best practice in the (partial) retention of retiring colleagues.

- Recommendation 9 – We investigate the possibility of an internationally recognised experiential route to qualification.
- Recommendation 10 – Agencies to review their attraction and selection processes to accommodate essential non-technical skills.

Main Report

Topic Overview

The International Collaboration Steering Group agreed that the main research topic was going to be “Future Proofing the Valuation Workforce”. The subject being covered by this Focus Group report is sub-topic 2:

- Attract: this will cover diversity and inclusion, social mobility, use of social media and other recruitment tools, being an employer of choice, and promoting the valuation industry.

The reference to ‘organisations’ in this paper are those CoVA/IPTI colleagues who are part of this research topic.

This topic has inextricable links with all the area sub-topics. All will have overlaps, but the way organisations attract valuers is heavily influenced as follows:

- Select – In order to compete with other employers, valuation agencies need to promote themselves to potential applicants and the way they do this is naturally linked with selection. The selection methods used could deter some applicants from applying; the process may be ineffective in recruiting candidates with the right skills and behaviours. Some selection methods may be biased against particular characteristics, disabilities or neuro-linguistic diversity.
- Develop – Career progression is one of the key strands of an effective Employee Value Proposition (EVP) and therefore professional and personal development are crucial parts of any employer brand strategy to attract talent.
- Retain – employee turnover not only impacts on productivity, but also on an organisation’s ability to attract new talent. Networking, whether through social media or in-person events is of increasing importance to those wishing to develop their careers in valuation and the wider property industry. Whilst this offers benefits to organisations in terms of raising their profile, it also means that word travels fast and if they fail to retain their people, it will negatively impact on their reputation with prospective employees. This then reduces the extent to which potential applicants will seek them out in a competitive recruitment market.

Approach

The approach we adopted for our research was using a series of discussions between:

- Valuation Office Agency – John Berry and Clare Johnson
- Valuer-General Lands, Queensland, Australia – Laura Dietrich

Research has been undertaken using methods such as:

1. MS Teams discussions with other members of the International Collaboration Project.
2. Analysis of online materials in member's countries and publicly available information about the organisations.
3. Research/knowledge of current property market trends in how organisations are attracting both trainees and qualified valuers in the public and private sectors.
4. Broader research of attraction policies in international organisations.
5. A follow-up questionnaire that provided more structured data about the challenges faced by organisations.

With regard to point 4 above, we felt that, during discussions and research, we needed more structured data so that we could better compare/contrast selection in different organisations. Hence the follow-up questionnaire was designed and distributed.

Current State

In terms of size, the VOA is significantly larger than the other agencies involved and is considered to be the largest property tax administration of its type in the world. This creates challenges that are unique to the VOA in terms of scale, but we found some remarkably similar attraction challenges. The size element is important as it dictates the availability/flexibility of potential solutions.

All organisations report challenges that will influence attraction as follows:

- Workforce demographics that mean member organisations will need to at least continue with, or increase, attraction strategies in the medium to longer term.
- Most organisations said they were not attracting sufficient talent to meet future workforce needs.
- Many agencies reported a need to attract a more diverse workforce given their gender/ethnic balance and also to attract people from more diverse socio-economic backgrounds.
- The competition with other valuer agencies in attracting new entrants has different facets such as type and variety of work available, salary, job security, terms and conditions and career progression.
- Lack of awareness of careers in property more generally, and specifically valuation and property taxation, amongst school leavers. The VOA has also found polarised views about the public sector when undertaking school outreach.
- Broader property industry shortages of valuers which means competition can be intense for candidates.
- A shrinking pool of potential candidates due to people leaving the industry for different reasons. This can be permanent or temporary; for instance, to care for children or other family members.

- The age profile of the industry will impact further on the pool of talent - 43% of RICS members are aged over 55 and this is replicated across other professional bodies (RICS Survey of the Profession - Highlights June 2023)

Finding and Trends

Current initiatives

What agencies are doing to attract talent.

Agencies have strategies to attract new talent with initiatives that include:

- Building an employer brand and raising the profile of organisations through social media, speaking at events and other networking opportunities.
- Outreach – where the organisation has direct contact with prospective employees; for example, attending careers fairs, university and schools outreach initiatives and through secondments and exchanges with other organisations.
- Internships, work placements and work experience.
- Collaborating with other employers and professional bodies to raise the profile of careers in valuation, surveying and property tax.
- Improved terms and conditions – such as additional pay allowances for scarcity, flexible working, 9-day fortnights, hybrid working and travel opportunities. There are also examples of promoting non-technical skills such as teamwork, values and emphasis on health/wellbeing.
- Career development – opportunities to undertake quality training and development linked to career progression and often leading to formal qualifications.
- Specific initiatives aimed at attracting people to return to the valuation profession.

Whether organisations are attracting sufficient talent to meet current demands.

On whether agencies were attracting sufficient talent to meet current demands, the responses are set out in Figure 1 below. Over 40% of agencies say they are not able to attract sufficient talent with the right skills. Just over a third are able to do both.

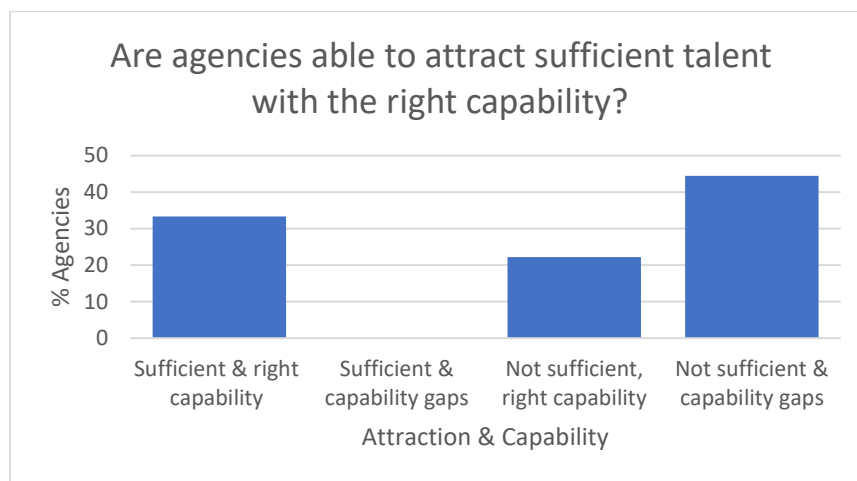


Figure 1 – Are organisations able to attract sufficient talent with the right skills?

The reasons given for not attracting number talent were:

- Educational providers not providing quality training.
- Limited ability to flex recruitment to reflect diversity.
- Skills shortages in the country’s property sector.
- Competition with the private sector which may or may not include pay.

Of the responses where agencies weren’t able to attract talent with the right skills, these included the lack of ability to recruit more experienced people. Skills shortages in new talent were attributed to academia failing to adequately cover data, analysis and being too theory (as opposed to practical skills) focused.

Skills shortages were also noted with regard to knowledge of fast-moving markets and particular property sectors in those people more recently qualified. These are skills which are often learned ‘on-the-job’, hence organisations may need to review their learner journeys to ensure they are structured and align with the requirements of the role.

How organisations measure the effectiveness of attraction strategies.

Member agencies take a relatively broad approach to measuring the effectiveness of attraction strategies, which is basically the vacancies and applications equation. No member agencies could pinpoint exactly which strategies were working and which weren’t as there was insufficient analysis to make the correlation.

Diversity and Inclusion

Attraction initiatives aimed at increasing diversity

Around two thirds of agencies don’t currently measure diversity and of the remaining third, most only measure gender. In terms of trends, those that that measure it saw gender equality improving and actually a majority of women at junior grades in particular. Senior grades are generally less representative.

Whilst the scale of the VOA enables it to deliver initiatives such as apprenticeships and targeted school outreach to improve the diversity of the workforce and facilitate social mobility, there is more limited scope in smaller organisations. The barriers to improving diversity were identified as:

- Limited number of trainees to be able to drive diversity.
- Limited number of educational providers and routes into the profession
- Lack of active measurement to be able to drive improvements.
- Lack of diversity of wider industry

Attracting and retaining talent in a competitive market.

Specific challenges of attracting talent

Agencies identified a number of challenges in attracting talent. These included:

- Salary – several organisations report that salary expectations are a factor, quite often being tied in with broader government salary scales, with less ability to flex.
- Lack of understanding about what government property tax administrations do. Working in property tax is often regarded as an ‘accidental career’.
- Attracting people with a balance of both technical and non-technical skills.
- Attracting and successfully selecting at more senior levels externally.
- Constraints on supply have created a shortage of universities offering the relevant courses.
- Specific skills shortages were mentioned; rural skills cropped up in more than one country.

In terms of challenges at particular grades, several organisations mentioned the recruitment of more senior grades, which is possibly linked also to salary. Organisations also lost people post the COVID-19 pandemic. This is pushing organisations towards ‘growing their own’ far more than they would prefer to do, as this provides an imbalance in experience.

Agencies also mentioned that strategies to improve diversity were impacted by attracting experienced talent as older and more experienced individuals tended to be less diverse.

One interesting point was that internal candidates could possibly be favoured for a variety of reasons, including a selection process which has a bias towards those applicants. There were also reported issues around applicants expecting to be able to negotiate pay and benefits as they would do in the private sector. Being in a unionised environment makes this an issue for some.

There were specific challenges in recruiting for specialist skills such as rural valuation and quality assurance.

What agencies see as their key selling points

In terms of KSPs, only one organisation mentioned they could compete on salary. The remainder of the agencies saw their selling points as linked to a broader package of terms and conditions. These include job security, flexible working arrangements, annual leave, work/life balance, training, ability to travel, diverse range of work, leading digital tools and opportunities to develop and for career progression.

The extent to which agencies measure leavers and what current attrition levels are

Three quarters of agencies measure their attrition with rates reported at between 2% and 10%. Most member organisations have regard to their expected attrition levels and will forecast this in the near to medium term as part of their HR workforce strategies.

Data on why people leave member agencies

Almost all agencies conduct some kind of exit interview to determine why people leave. This is strongly aligned to attraction as the same factors can determine retention so there will be an overlap here with Focus Group 6. Some general issues were observed such as people seeking new challenges or a change of career. Two key issues emerged – firstly, those leaving for family and/or personal reasons, and secondly trends towards more retirements due to workforce demographics.

Attracting future skills

The skills and capabilities organisations need to attract in the future, say for the next 10 years, were identified as follows:

- Gaps in technical skills that can be filled with internal training.
- The skills of experienced colleagues that will retire with junior colleagues not ready to replace them.
- Leadership skills and teamwork where managers leave at relatively short notice.
- Inspections and data-gathering skills – use of third-party data sources and tools.
- Rural valuation skills.
- Valuation and analytical skills and the extent to which these are combined/aligned.
- Ability to deal with clients and customers.
- Future-proofing element of skills needed such as how ESG and net zero impact on rental and capital valuations along with new technology/AI.

Agencies feel to some extent (although not everyone) that they can manage these with forward planning, training, development and supporting careers. We did not see any clear strategies that alleviate the pressures in future years; it will be interesting to see how the thinking of Focus Groups 4 and 5 (Develop) feeds into this.

Whether Academia is providing the right knowledge and skills for the future? If not, what are the gaps?

There were varied responses from organisations as to whether academia is providing the right skills. Only one agency in addition to the VOA appears to consult academic institutions on the content of courses. Clearly there is a focus on theory as there are constraints in what universities can provide in terms of practical valuation experience.

Property as a field of study is a broad church and organisations noted that the lack of more specific skills is an inevitable consequence of that. The extent to which property tax is covered in academia is very limited.

There was also an acceptance that some skills need to be learned ‘on the job’ and the employer will obviously provide these. Agencies did however note that more in depth skills in technology and AI were going to be needed.

What future skills should we (the international property tax valuation community) be developing going forwards?

As would be expected, agencies were in agreement that attracting talent with specific skills in the future needs to be centred on technology. Other specifics included:

- Crossing valuation/statistical/analytical skills
- Data science and mass appraisal (as opposed to single property valuations).
- Mapping and other virtual inspection/visualisation tools
- Artificial intelligence
- Sustainability

There were however some good ‘old school’ skills mentioned such as valuer judgment, the ability to analyse and interpret property markets, legal skills and problem solving. There were also some non-technical skills that we see required such as leadership, the ability to deal effectively with clients and customers, teamwork, ability to adapt well to change and the ability to develop networks.

Conclusions and Recommendations

It is clear from the research undertaken to date that, although we operate in diverse locations with different structures, priorities and challenges, there are many synergies between the agencies who have responded, particularly around the approaches and barriers to attracting talent to roles. There is clearly merit in us undertaking regular dialogue to share best practice, explore new opportunities and where appropriate, collaborate to gain added value.

The proposed recommendations fall under a cycle of regular review and action to ensure activities remain current and reflect ever-changing circumstances along with outputs from the other subgroups. This is shown in Figure 2 below. The cycle comprises developing our understanding of what makes our agencies attractive to the people we want to recruit so we can develop our branding accordingly to target the demographic groups we want to recruit. Our recommendations are grouped around these three themes.



Figure 2 – Cycle of Attraction

Understanding

Measuring attractiveness

The first phase in the cycle is understanding what makes our organisations attractive to the people we want to recruit. Different generations want different things, so activity and supporting communications and resources need to be segmented and targeted accordingly. The VOA have surveyed existing staff and new recruits to understand what attracted them to the agency and then built this into recruitment campaigns and adverts, but there is more we can do collectively to understand what people value about working for us.

Berthon et al. (2005[6]) propose five factors for assessing employer attractiveness: interest value, social value, economic value, development value and applications this model could form the basis of further research. Further information is set out in Appendix 1 (see below).

Recommendation 1 – Further research to be undertaken to understand what candidates are likely to value about working in our agencies.

As the Attraction Cycle continues, activities need to be regularly reviewed to continue to develop our understanding, ensure attraction strategies are effective and enable us to keep pace with changing skills requirements. Most organisations undertake exit interviews to understand why people are leaving, but few undertake formal activities to understand what it was that attracted people to join.

Recommendation 2 – Member agencies to conduct post-employment interviews to enable analysis of what attraction strategies are effective.

Attracting a diverse workforce

With the exception of Jamaica, our research found that all other member agencies are positioned in countries with diverse populations. These populations range, for example, from 8% non-ethnic Chinese in Singapore to 28% visible minorities and Aboriginal in Ontario. The UK is around 15% non-white. Aside from the VOA in the UK, where we measure diversity, Land Information New Zealand were an exemplar in both measurement and publication of their diversity statistics at different levels within the agency.

Recommendation 3 – Member agencies commence formal measurement and publication of diversity in order to drive a more balanced workforce.

Branding

The next phase in the cycle is developing and promoting an employer brand which reflects the factors that we know attract candidates. Whilst further research in phase one above might add to this, we know that the following are important and should be reflected:

- Development programmes
- Career progression
- Culture – and a workforce which reflects the communities we serve
- Total reward package
- Commitment – commitment to colleagues and public sector ethos

Diversity, inclusion and social mobility

We also researched the Annual Reports for member agencies to establish what we could see as the employment offer. Whilst we could see emphasis on customers, we felt there was a paucity of information and encouragement to attract a more balanced workforce in terms of gender and ethnicity.

The issue stretched beyond diversity. Rather than relying on the information contained within a job advert, prospective employees are now undertaking more research online about agencies before applying. We need to develop our understanding of how our organisations are represented in online forums such as LinkedIn, Glassdoor, Great Place to Work and identify opportunities that these platforms might provide, whether individually or collectively.

Recommendation 4 – Member agencies to review their outward-facing publications to better reflect their employment offer, including DE&I. Member agencies to conduct a review of how they are represented in online platforms and feedback any recommendations for best practice or collaboration.

Career development and attracting new people to the profession

The VOA has found that introducing new routes to qualification with a range of entry levels, offered to existing and prospective employees, has been key in helping it to drive a more diverse workforce. It has also been a driver for increasing proportions of colleagues from lower socio-economic backgrounds.

The VOA is, however, considerably larger than other member agencies and has a commensurately larger valuer pipeline. Whilst this brings its own challenges in terms of qualified colleagues supporting those on development programmes, it enables the VOA to target its attraction strategy to bring people into the agencies who may not otherwise have considered a career in property valuation.

We found that other agencies had a bias towards graduate recruitment, and this could inhibit attraction strategies.

Recommendation 5 – Member agencies to consider expanding/varying their development routes as a vehicle to attract a more diverse workforce.

Targeting

Activities need to be targeted to the demographic groups which agencies are trying to attract, based on the outputs from the ‘understanding’ phase with tailored resources incorporating outputs from the ‘branding’ phase (see Figure 2 above).

We noted a lot of good outreach initiatives that have been put in place to attract new talent, especially graduates and other trainees.

Recommendation 6 – In order to optimise the attraction of graduates and other trainees, and to share best practice, we recommend a regular international forum for member agencies to share what is working for them – these can be timed to occur around the academic calendar.

Our research found that member organisations who were reliant on university graduates as a source of attracting talent reported a paucity in the number of academic institutions offering the appropriate degrees. At the same time, the majority of agencies mentioned issues in attracting experienced valuers, pointing to more general supply shortages.

There are frequent changes in supply and demand for valuers in each country and internationally, driven by a variety of factors. There is scope for us to be able to improve how we tap into these factors so that we can respond and potentially adapt our attraction strategies more quickly. Data sharing and analysis between countries and data from the RICS, academia and other professional bodies will be useful in identifying trends.

Recommendation 7 – In conjunction with professional bodies and academia, determine ways in which we can more quickly respond to changes in the demand and supply position for surveyors and how this impacts individual countries.

Current employees

Several agencies noted the demographic position, with a high proportion of skilled colleagues due to retire in the near future. Member agencies need to review their terms and conditions to establish what can be done to retain key skills. For example, the VOA has a ‘partial retirement’ scheme and there are possibilities to retain retiring colleagues in a different contractual capacity.

Recommendation 8 – Reduce the pressures on attraction by establishing best practice in the (partial) retention of retiring colleagues.

Attracting future skills

As previously stated, agencies can consider broadening their routes to qualification as a vehicle to increase diversity and address supply issues. One of the ways in which this can be done is through accrediting previous experience. Many colleagues have considerable experience, but because they are not fully professionally qualified, they hit a 'glass ceiling'. There is an option to develop an international framework through (for example) RICS, IRRV and IPTI whereby we can provide an experiential route to full qualification. This could also facilitate exchange programmes, as has been our aspiration.

The route could be standardised to some extent across the agencies, but allowing for diversity of functions across the administrations. The qualification could include some of the non-technical skills identified by agencies such as communication skills, teamwork, leadership, client/stakeholder management.

Recommendation 9 – We investigate the possibility of an internationally-recognised experiential route to qualification.

Agencies noted the requirement for non-technical skills in their attraction of new colleagues. We would advise organisations to review their recruitment procedures to ensure they are attracting people with the diversity of skills needed. The VOA has recently turned to assessment centres as a means of recruiting graduates, replacing traditional interviews. Whilst there is a risk that this could reduce the number of successful applications, this hasn't been the VOA experience and it has been able to recruit a higher calibre of graduates with more rounded skills.

Recommendation 10 – Agencies to review their attraction and selection to accommodate essential non-technical skills.

Section 4 – Appendix 1

Employer branding based on what attracts candidates.

As Agencies seek both to attract new employees and retain existing staff, employment advertising and employment branding will grow in importance. This can only be done effectively once organisations understand the factors contributing towards ‘employer attractiveness’ (Berthon, Ewing and Hah, 2005[6])

Berthon et al. propose five factors for assessing employer attractiveness:

- Factor 1, ‘Interest value’, assesses the extent to which an individual is attracted to an employer that provides an exciting work environment, novel work practices and that makes use of its employee’s creativity to produce high-quality, innovative products and services.
- Factor 2, ‘Social value’ assesses the extent to which an individual is attracted to an employer that provides a working environment that is fun, happy, provides good collegial relationships and a team atmosphere.
- Factor 3, ‘Economic value’, assesses the extent to which an individual is attracted to an employer that provides above-average salary, compensation package, job security and promotional opportunities.
- Factor 4, ‘Development value’, assesses the extent to which an individual is attracted to an employer that provides recognition, self-worth and confidence, coupled with a career-enhancing experience and a springboard to future employment.
- Finally, factor 5, ‘Application value’, assesses the extent to which an individual is attracted to an employer that provides an opportunity for the employee to apply what they have learned and to teach others, in an environment that is both customer orientated and humanitarian.

Source: Berthon, Ewing and Hah (2005[6]), “Captivating company: dimensions of attractiveness in employer branding”, *The Quarterly Review of Marketing Communications*, Vol. 24/2, pp. 151-172, <https://doi.org/10.1080/02650487.2005.11072912>.

Section 5 – Select

Report prepared by Cathy Ranieri-Sweenie (Director, Strategic Business Support, Valuation & Assessment Standards, MPAC) and Kevin Siu (Commissioner, Rating & Valuation Dept., Hong Kong)

Focus Group 3: Select – Aligning Candidates with Career Pathways

Interview Techniques, Skills Assessments and Benefits

Overview

As a professional workforce, the property valuation sector has undergone tremendous change over the last few decades. Property assessment jurisdictions from around the world continue to evolve their policies and practices in response to massive technological developments with the rise of data science and artificial intelligence and a world property market that continues to shift at a rapid pace.

At the same time, the broader job market has changed with human resources teams readjusting their policies to meet the needs of a changing workforce including a demographic shift, expectations around work-life balance and equity, diversity and inclusion policies.

The focus of this report is Sub-Topic 3 – the selection phase of recruitment. The following key focus areas were considered during discussions and in the development of this report.

- (a) Measuring the risk associated with future proofing the valuation workforce as it specifically relates to Selection.

Finding and hiring the right person for a job is critical in all industries. For the valuation industry, the changing nature of the work and technical skills requirements presents an added challenge. The pandemic has also had varying impacts on the industry in terms of expectations for work and recruitment. Another key factor is that resources for public institutions/public sectors are stretched with many jurisdictions doing more with less, making the selection process critical.

- (b) Identifying the key considerations and best practices to ensure candidate selection supporting the future of the valuation workforce.

The valuation profession is a vital and growing field undergoing constant change and evolution. Some of the key trends are the growing importance of sustainability and environmental, social and governance factors, changing technology, and the global nature of business. The challenge for hiring managers is to select candidates that are best suited to meet the current and future needs of the profession.

- (c) Identify and provide insights on the recruitment/selection supports and tools that are available to support the selection process.

Recruitment has changed significantly over the years and there are a number of considerations to developing tools and processes to support the hiring manager. These considerations include, but are not limited to, equity, diversity and inclusion, the changing landscape of work and other supports such as job descriptions, interview guides and testing for technical skills. Hiring managers require the right tools and supports to ensure the selection process meets the changing needs of the profession.

Interview Participants:

- Jo-Ann Chen, Human Resources Specialist, MPAC
- Alissa Ramcharan, Human Resources Talent Acquisition Specialist, MPAC
- Brian Guerin, Director, Assessment Standards & Mass Appraisal, MPAC
- Dan Devellis, Director, Valuation & Customer Relations, MPAC
- Greg Martino, VP, Valuation & Assessment Standards, MPAC

Background & Observations

The following provides background to the interviews undertaken with MPAC participants. For MPAC, selection of candidates may present challenges depending on the nature of the role and requirements. The key competencies and accreditations may vary from role to role and by Hiring Manager. For intermediate level roles (which are largely harder to fill and attract), a designation is a requirement in addition to 5-7 years of experience and a post-secondary degree or diploma in a related field such as Real Property Administration, Real Estate and Housing, Geography, Urban Planning or related field.

In addition to the requirements noted above, MPAC recently introduced additional behaviours that align with the agency's core values. These include respect, empathy, resiliency, delivery of progress and results, communication, informed decision making, collaboration and teamwork, customer focus, champion for change, accountability for growth and development, advances equity, diversity, inclusion and anti-racism. For people leader roles, the additional behaviour of managing talent and leadership is included.

These behaviours are measured during the selection process through standard questions developed for the interview guides used by hiring managers.

Generally, the key competencies sought for intermediate to senior level valuation roles include sound knowledge of appraisal theory, combined with years of experience in practical application – ideally within an assessment context for the purposes of mass appraisal; analytical capacity and proficiency at managing mass data; ability to maintain a global market perspective; strong communication skills, including professional report writing; stakeholder management experience and an ability to work under pressure.

For MPAC, the challenges with finding and selecting the appropriate candidate include:

- Sourcing of candidates (internal and external) with the required accreditation and minimum years of service. The time and resource requirements to complete an

accreditation prior to applying for a role can be a roadblock for some potential candidates. This can be more challenging, the more senior the role.

- Salary and benefits package. As a public sector organisation, MPAC's total rewards package is comprehensive (i.e., flexible working arrangements, pension and benefits, holiday closure, etc.), but the organisation is competing for candidates with the private sector.
- The traditional model of candidate selection relies upon past performance as an indicator of future capacity. This can limit the talent pool available.

The pressure of these challenges will continue to intensify at MPAC as staff demographics indicate a large percentage of valuation staff are eligible for retirement in the next 5-10 years. The pandemic has also had a lasting effect on the development of skills of internal candidates as opportunities for one-on-one mentorship was reduced during remote work. Flexible work arrangements continue to be an expectation from employees, requiring alternatives to more traditional in-person, one-on-one mentorship a priority.

Recommendations For Future Focus

Shift from traditional to skills-based model of selection.

- The traditional model for candidate selection relies on past performance as an indicator of future capacity whereas skills-based hiring is selecting candidates for what they can do. Skills based hiring is emerging as more organisations are already shifting and embracing this model.
- This approach works best with entry-level and mid-career positions that don't require specialised training or credentials. Emphasis in selecting candidates is not just on technical skills, but non-technical skills as well (i.e., communication, leadership, collaboration, agility in learning, adaptability, etc.).
- Many organisations have taken a step towards this model by simply removing degree requirements from posted job descriptions. In fact, the number of jobs listed on LinkedIn platform that omit degree requirements jumped 36% between 2019 and 2022 (LinkedIn Talent Solutions, The Future of Recruitment 2024).
- This shift in the hiring model may help the quality of hires, expand the available talent pool, reduce inherent bias and increase the talent diversity pipeline; and improve employee retention.

Expand the traditional definition of 'technical knowledge'.

- Traditionally, technical knowledge has been defined as property appraisal and assessment in the recruitment process.
- Today, artificial intelligence and the management of data and information is top of mind for all industries. Property valuation is no exception.
- It is important to expand the definition of technical skills to include broader skills which can be successfully applied to property assessment. These include data science, analytics, mathematics, geography, computer science, etc.

- The regulatory framework or valuation process of an assessment jurisdiction can be part of onboarding and skills development.
- Applying the broader expertise or technical knowledge in the areas noted above can add great value to valuation teams as they build capacity for the future.
- Other suggestions included flexibility with specific requirements such as accreditations from identified organisations. As an example, an accreditation from a North American or European organisation may not be as accessible to those candidates from other parts of the world. Providing options for successful candidates to acquire accreditations while working “on the job” should also be considered where feasible.

Make the interview/selection process more accessible.

- As part of efforts to expand the talent pool and diversify candidates, the interview/selection process should be made more accessible.
- The more traditional interview and selection process can limit the potential talent pool. One way to make the application and selection process more accessible is by being more flexible with the approach.
- More traditional interview techniques such as interview panels may not bring the best out of all candidates.
 - For example, a traditional interview may not be helpful in assessing a candidate who may be neurodivergent, while they may be well suited to the job in terms of skills and capacity. In place of a traditional interview, conduct a tour or meeting where the candidate can observe work in real time and potentially demonstrate their own skills in a way that best suits them.
- Other suggestions include making interview questions available ahead of an interview to encourage candidates to put their best foot forward and consider the use of artificial intelligence in initial screening, and possibly interviewing, applicants.
- While this approach represents a significant shift for some organisations and hiring managers, it can support those dealing with significant challenges in recruitment of talent.

Take a future focused, proactive approach to recruitment.

- Traditionally, organisations will participate in job fairs at colleges and universities to attract applicants. Knowledge of the property valuation profession can be limited. Instead, look to attract talent earlier in the education system with outreach to high schools as students are developing their career paths.
- Actively engaging and marketing through social media is not just an option; it is a necessity. An active online engagement plan must be part of a successful recruitment campaign especially as the demographics of the potential candidate pool shift. It is a job seekers’ market – it is important for organisations to build and communicate a strong brand message focused on people.
- Internally, find ways to expand knowledge of different teams and required skills. For example, information sessions or webinars can shed light on unique portfolios such as special purpose properties for those “future” assessors. An assessor with more general

skills may then aspire to a more specialised portfolio. Alternatively, hold internal open houses to promote various department positions and roles.

Build a sustainable internal talent pipeline.

- Have clearly defined career pathways mapped for key valuation positions, regardless of department. In addition to documenting the steps, include expected timelines for progression to support the retention of internal candidates. For example, exit surveys from those in entry level valuation positions at MPAC indicate that the timeline to progress is too slow and they are being drawn to the private sector.
- Develop in-house programs to support career progression for internal candidates, including support for the acquisition of required professional accreditations. For example, partner with accrediting bodies to develop fast track and supportive programs. This would also help with the selection of suitable candidates for succession planning.
- Embed a formal mentorship program with tracking, training and support. This is required in place of more traditional ad hoc mentorship that would have taken place in the past when everyone was working together in-person in the office.
- Develop an inhouse learning and development training curriculum that can be accessed by those employees looking for new opportunities and/or support new employees as they onboard.
- Review the hierarchy and composition of the workforce as technical knowledge is expanded due to technological advancements; for example, there may be more subject area experts while the hierarchy may become flatter.

Conclusion

In order for valuation agencies to maintain and develop their workforce, agencies must look for opportunities to expand their talent pools. The valuation industry is not alone in its challenges to future proof its workforce. Overall, the broader job market has changed significantly over the last decade, with many changes to the expectations of hiring managers, employees and potential candidates accelerating during the pandemic.

Recommendations to support valuation agencies include shifting to skills-based selection; expanding the definition of technical expertise; taking a future-focused, proactive approach to recruitment and building a sustainable internal talent pipeline.

In addition, proactively engage with the academia and professional institutes, e.g. through participation in advisory committees of universities or education institutions, committees of professional institutes, etc., to give advice on academic programmes, assessment for professional qualification, and other research activities to ensure the provision of a future-proofed workforce and meet the future needs of the profession.

The reality is that the broader job market has changed and in order to successfully prepare for the future, valuation agencies must continue to focus on developing new and innovative ways to attract and keep talent.

Section 6 – Develop (Internal)

Report prepared by Kirsten McFarlane (Director, Strategy, Policy & Transformation, VOA) and Louise Muller (Director, Valuation Division, City of Cape Town, South Africa)

Overview

Valuers, and most especially experienced valuers, have a broad, but scarce, skillset that has taken years to hone and is internationally accepted, thanks to the international property valuations standards.

Identifying and training for future skillsets, supportive learning and training approaches (virtual and in-person), and curriculums to be applied internally in valuation offices, are important matters in relation to attracting, retaining, developing and allowing for career pathing of valuers in the public sector.

This Focus Group aims to identify specific approaches that will develop valuers and keep them in position. This should start from bringing the academic knowledge from their point of entry (be that via university routes or through apprenticeships) into practical knowledge on the ground. Also, to further developing the career prospects of those valuers with experience right up to retaining their interest and facilitating the sharing of knowledge and experiences by older valuers before they retire.

Outcome to be achieved: a pipeline of development interventions that, if applied, should give a career pathway to new valuers, determine the personal development plan of those already in the valuation profession so they can advance to senior/professional valuers, as well as retaining the most senior staff with efficient knowledge sharing to enhance succession planning.

Approach/Research

We undertook desk research as well as discussions with valuation professionals from Canada, South Africa, the United Kingdom (England and Wales) and Singapore.

Current State

Challenges & opportunities

Writing in 2023, the International Valuation Standards Council (IVCS) highlighted ‘fragmentation of the valuation profession globally’. What has been striking in this research is that, whilst there are differences in how valuation agencies approach the development of valuers, there was substantial common ground in the challenges and opportunities facing valuation agencies engaged in this research as well as the ambitions expressed by valuers themselves.

Valuation is a broad profession taking in relatively straightforward ‘bulk’ valuations through to highly complex individual valuations which can require a range of skills in data collection,

inspecting and understanding complex commercial arrangements, as well as negotiation and engagement.

It is also evolving, both in terms of the management of more straightforward valuations to which computer-assisted modelling techniques are increasingly applied, to the growing complexity of financial and commercial arrangements – valuation does not stand still and valuation agencies need an evolving development offer to keep pace.

Demographic changes also challenge us to find new responses – many public sector organisations report an aging workforce used to working with outdated technology and who may struggle to adapt to advances; but also tech-aware younger workers who are frustrated with having to use old systems, but are less confident in their people skills.

The challenges of attracting and retaining highly skilled staff in a competitive market are well documented. In developing this report, we have looked for strengths in the public sector that might help organisations to develop and retain a more diverse workforce than the private sector.

This report covers four main themes:

1. The development of professional skills
2. Career progression
3. Wider skills and qualities
4. The public sector value proposition

Professional skills – a changing landscape

From a review of literature and discussion with surveyors, we found that new skills are increasingly required; few are in decline. Three areas emerged in particular as a focus for future development:

1. Use of Technology

A common theme is the increasing use of computer-assisted valuation models and potentially more sophisticated forms of AI to support valuations. This has been a direction of travel for some time – one paper from 2017 (the future of the Australian valuation profession, Wilkinson et al, 2017) even suggested the role of the valuer ‘becomes more of a data handling and information processing than of economic analysis’. This is not a characterisation that applies across all categories of valuation – but it is a trend common across jurisdictions. This is creating different demands on the valuation workforce – the demand for data analysts (almost as scarce a resource as qualified surveyors) is increasing as is the call for valuers to apply their skills as part of a fusion team to support the development of analytical models.

This is less about developing specific new skills than asking valuers to apply them in different and potentially rewarding ways – to drive process improvement and efficiency. It is also a cultural shift, which Wilkinson describes as ‘*the acceptance of model-assisted valuations*’ (our italics) in which the valuation workforce is supported to develop a sufficient understanding of the data and the model to trust the valuations that emerge and to accept that manual valuations will increasingly be focused on exceptions or more complex valuations.

2. Increasing complexity

An understanding of financial and commercial instruments has always been a key part of the specialist valuer skillset and, as these instruments evolve, so the valuation workforce must keep pace. From discussion with valuers, some areas of particular complexity were flagged including discounted cash flow valuations (which rely on a range of variables to estimate value based on future cash flows), land valuations and development appraisals (which test the ability of a development project to meet its cost).

3. Increasing importance of sustainability

There is a range of ways in which environmental considerations are impacting the profession. In jurisdictions where the impacts of climate change are being experienced acutely (something which will be increasingly common in all areas), increasingly valuations are informed by, for example, the impacts of flood risk/damage.

In addition, sustainability and ESG considerations are increasingly a feature of valuation methodology. Valuers (specialist, but also potentially more widely) will have to understand the impact on valuations of, for example, biodiversity net gain, carbon sequestration, retrofitting, building pathology. Whilst there are principles set out (e.g. in the RICS Red Book – Global Standards), there was a clear appetite for further sharing of expertise on their practical application – in particular as this is a fast-evolving set of considerations.

Recommendations

That agencies embrace the opportunities for valuers to broaden experience through development of assisted valuation models.

That agencies share expertise in developing financial/commercial specialisms.

That agencies share expertise between jurisdictions in applying sustainability & ESG principles.

Career progression and support for less experienced valuers

Career progression

All jurisdictions that participated in this research have well-developed professional development schemes, usually in association with the relevant professional body, and blending academic learning with on-the-job learning and access to a support network of more experienced colleagues or a specific ‘buddy’.

Different jurisdictions have different entry points; some require degree status, others recruit and develop those without relevant degrees through apprenticeships.

In South Africa there is a requirement for a Master’s level degree and 10 years subsequent experience to fully qualify.

Elsewhere, there are alternative routes of entry. For example, in England & Wales there are BA and MA level entry points as well as apprenticeship programmes that require school leaver-level

qualifications and enable subsequent progression through Associate levels towards Chartered Surveyor status. In Canada, CBEPS offers two modes to complete the syllabus, either through a degree course with an accredited institution or by completing all elements of the syllabus that meet the requirements.

In the relatively short timescale for this research, we have not looked in detail at the strengths and potential barriers to recruitment and development of different approaches. But given the scarcity of valuer resource there is merit in undertaking further comparative research on the effectiveness of different pathways to feed the pipeline

Recommendation

Undertake further study of the relative merits of different pathways to full qualification and their implications – in particular, does a non-graduate entry route help to maintain a pipeline and does it support increased diversity?

Supporting less experienced valuers

We wanted to explore whether there were differences in the development requirements of more and less experienced valuers, with a view to drawing out how to support those who are earlier in their career to progress.

In discussion with valuers, we found:

- It is helpful to build knowledge, experience and confidence through more straightforward valuations (e.g., residential properties)
- People skills should be an early focus; also, newer recruits have grown up in a virtual world and may find in-person interactions more challenging (see general skills and qualities, below)
- The way in which valuers learn is important to ensure more academic learning can be applied in live situations:
 - Just in time learning on specific topics within the full valuation cycle is helpful, so it is fresh at the point of application
 - Use of social media such as YouTube for specific topics as a very immediate way to support more traditional means of study (recognising that there must be safeguards to ensure the resources being used are reliable)
 - Resources that can be accessed in a valuer's own time – e.g., via membership of their professional body – to support ongoing development
- Support from more experienced colleagues is critical. We heard that this is mutually beneficial and more experienced valuers found the interactions rewarding in themselves and helped to keep their own professional expertise sharp.

Recommendation

That valuation agencies understand how growing up in a digital world shapes the capabilities of their younger workforce and ensure that the learning offer and support meets their needs.

General skills and qualities

Wilkinson et al write not just about the future skillset of the valuer but also the ‘qualities’ that are required. Ronan Vaspart (MIPIM) writes of the property industry: these areas require more expertise in operations and more ‘soft’, human skills. Real estate is no longer just about market cycles and valuations; it is evolving to become a people-centred industry’ (MIPIM World Blog 2020) and underlines the importance of social inclusion to future-proof the workforce.

Communication

Strong communication skills have always been central to the valuer role – from being able to articulate an outcome to a non-expert customer, to negotiating with an agent, to defending a valuation in a court or tribunal.

As indicated above, we found an appetite to develop ‘people’ skills to build confidence in communicating and, in particular, negotiating. For those who have grown up in a world of online communication, in-person can be daunting – in particular with an assertive and knowledgeable professional (e.g., a professional representative) in an adversarial setting.

Wider research has also indicated an increasing focus on providing transparency for customers (IVSC: The Valuation Profession in 2023). Sharing more, and increasingly complex, data with customers requires an ability to provide clear articulations, in particular, to the non-expert customer for whom technical terminology may be unfamiliar and confusing.

Leadership

Many of the shifts outlined in this research are cultural, and navigating these changes requires leadership. In particular, to communicate a positive vision of the future of valuation and to enable people to embrace new ways of working. Many agencies combine a professional development framework with a leadership development offer so the reflection from this research is about linking that leadership development to an inspiring vision of the future of the profession.

Recommendations

That agencies look to build less experienced valuers’ confidence in face-to-face interactions.

That agencies consider supporting valuers’ skills in communicating to a wider range of customers and stakeholders – in particular, the non-expert.

That agencies consider how to incorporate a compelling vision of the future of valuation into their leadership development learning, so leaders and their teams can understand and prepare for the future.

Employee value proposition

Finally, we asked the valuers we engaged to tell us which features of being a public sector valuer had most meaning for them.

The key themes that emerged were around the supportive culture, the valuing of uniqueness and diversity, and more than one talked in terms of ‘passion’ and ‘keeping the fire alive’. This underlined the value of a rounded development offer for those in receipt of, and those who are offering, support and mentoring.

These responses are inspiring in their own right but, looking at the impacts, also offer a clue to the impact that these values can have in shaping the workforce of the future. Looking at the property industry as a whole, 18% are female and 2% are from an ethnic minority background; in England and Wales, 40% of surveyors are female and 13% are from ethnic minority backgrounds (Valuation Office Agency D&I statistics).

Recommendation

Valuation agencies consider how to harness this inclusive and supportive culture to promote a career in public sector valuations.

Section 7 – Develop (External)

Report prepared by Shelley Graham (Director, Valuation, Research and Advisory Services, MPAC) and Hyacinth Picart (Commissioner of Land Valuations, National Land Agency, Jamaica)

Overview

The world has experienced tremendous change over the last 25 years. Technology continues to evolve at a rapid pace, the internet has opened opportunities for easier engagement and learning, and citizens have been demanding more from their institutions and elected leaders.

As a result, valuation agencies are being pressed to:

- Be more efficient (do more with less, etc.)
- Stand up to increased scrutiny (sophisticated challenges to valuations, accusations of inequitable results, etc.)
- Respond to workforce demands (work-life balance, career development, shift in the skills of new employees, etc.)

While there are many pressures at play and various topics to be discussed, this report will focus on the external sources for valuation education and development, how these sources have evolved over time and the critical elements needed to respond and progress the industry into the future. It will leverage information from various jurisdictions to compare approaches and timelines and will illustrate common patterns and industry best practices. Finally, this report will provide high-level recommendations for the valuation industry moving forward to assist in ‘future proofing’ the profession.

Research Methodology

In order to provide a thorough understanding of the challenges faced in the valuation industry, research was directly gathered from the following jurisdictions through written survey submissions (see Appendix A for the template used):

- Jamaica
- Ontario, Canada
- United Kingdom
- Queensland, Australia
- New South Wales, Australia
- Northern Territory, Australia
- Western Australia, Australia
- New Zealand

In order to focus the conversation, 4 main topics were considered:

- Professional Body Support
- Academic Institution Support
- External Consultant Support
- Community/Collaboration Support

Further follow up discussions with representatives were conducted to provide clarification, and peer discussion was conducted in both Jamaica and Canada to review findings and gain feedback on potential recommendations.

Historical Scan and Current Challenges

Before determining where the industry should be heading, it is important to understand where it came from. Specifically, what type of external development existed 30 years ago? Are jurisdictions at different stages? What are the challenges to development (access, availability, agency support)?

Topic 1: Professional Body Support



Observations:

- While some professional bodies no longer exist and new ones emerged, the number of bodies has remained reasonably consistent.

- Jurisdictions are generally placing increased importance on accreditation; in some instances, mandating certain ones for various senior level positions. While this is good in terms of ensuring valuers are qualified, it has created gaps in qualified staff to be promoted. In some situations, good valuers are being prevented from applying due to not obtaining an accreditation while valuers with, arguably, less experience and knowledge are being hired into positions they may not be fully ready for (or positions are remaining unfilled).
- Lack of accredited staff for required positions are a result of numerous issues including cost, complexity of process, and motivation.
- Some jurisdictions have been providing financial support to encourage uptake. This includes “bonding” where there is an agreement between the valuation agency and the individual to remit costs should the employee leave within a certain period.
- Some professional bodies are responding to process challenges by increasing support, partnering with valuation agencies, and providing mentorship opportunities.
- Costs associated with maintaining designations are absorbed by many of the jurisdictions (annual fees covered, CPD time and costs). However, costs associated with obtaining designations are still seen as a burden on staff (i.e., cost and time).
- Limited partnership between professional and academic bodies and academic work and time is not being recognised and applied to accreditation requirements.

Topic 2: Academic Institution Support

1990s

ACADEMIC INSTITUTION:

Seneca College (Canada)
George Brown College (Canada)
Loyalist College (Canada)
Fanshawe College (Canada)
University of British Columbia (Canada)
University of Technology (Jamaica)
University of Reading (UK)
University College of Estate Management (UK)
Auckland University (New Zealand)
Lincoln University (New Zealand)
Massey University (New Zealand)
University of Western Sydney (Australia)
University of Technology (Australia)
Curtin University (Australia)
Gatton Agricultural College (Australia)

CHALLENGES:

1. Institutions were finding it hard to justify retaining specialized courses, limited students and demand
2. Limited access to qualified instructors
3. Course material did not reflect realities of industry
4. Difficult for staff to dedicate time for course work
5. Expensive
6. Lack of practical experience once completed academic activities
7. No integration with industry. Students expected to source their own opportunities

Today

ACADEMIC INSTITUTION:

Seneca College (Canada)
George Brown College (Canada)
University of British Columbia (Canada)
Many other institutions with relationship with AIC (Canada)
University of Technology (Jamaica)
University of Reading (UK) (Jamaica)
Many other institutions with relationship with RICS (UK)
Auckland University (New Zealand)
Lincoln University (New Zealand)
Massey University (New Zealand)
University of Western Sydney (Australia)
Technical and Further Education (TAFE) (Australia)
University of Technology (Australia)
University of NSW (Australia)
Curtin University (Australia)
Bond University (Australia)
Central Queensland University (Australia)
Queensland Institute of Technology (Australia)

CHALLENGES:

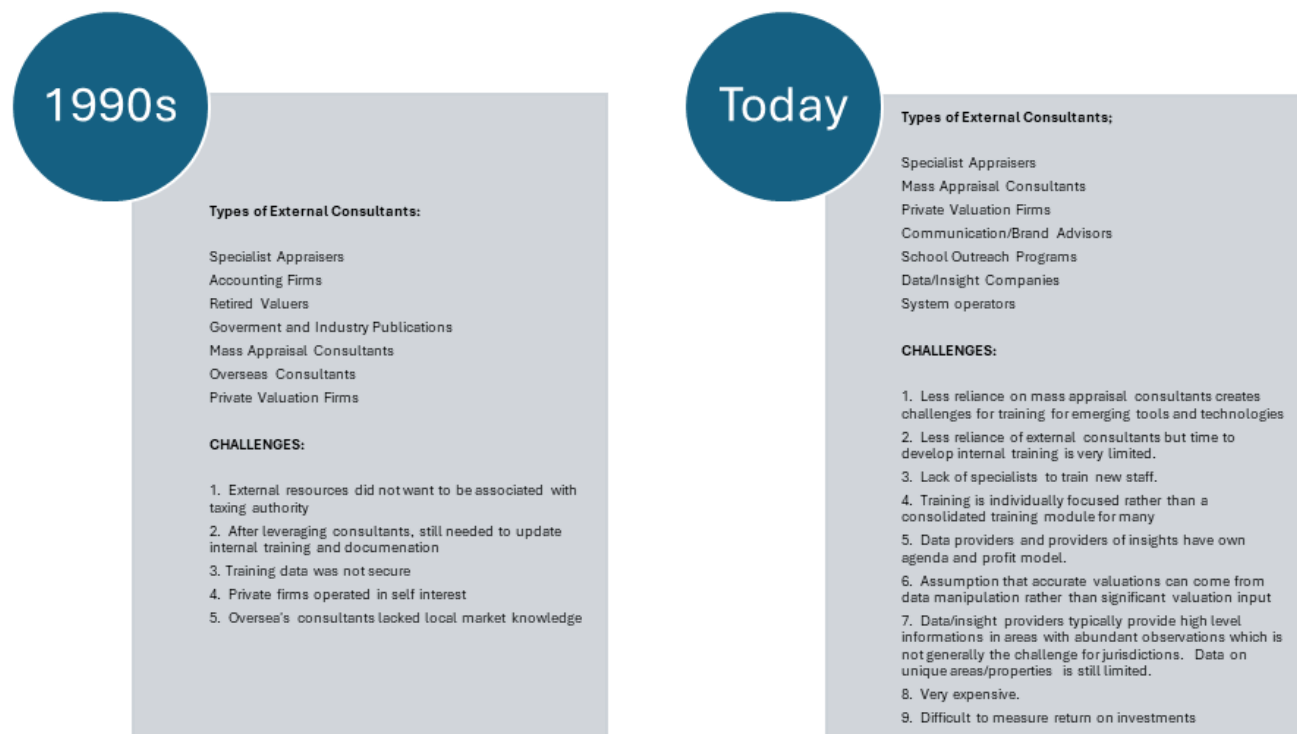
1. Less available 'valuation/assessment' courses led to expanding to other courses, to seek staff
2. Courses expensive and time consuming
3. Many different training needs
4. Limited qualified instructors
5. Limited on the job training
6. Some institutions slow to modify course content
7. Low levels of update (2023 7 graduates from the UTECH course)

Observations:

- A shift to more varied academic backgrounds has led to various levels of valuation understanding, making training new staff difficult. For example, new staff with strong technical skills (statistics, data science, etc.) have excellent knowledge of how to build a predictive model, but do not fully understand the outputs and have a hard time explaining the result to valuation staff or taxpayers in a meaningful manner. Further, considerable training is required for the new staff to understand the impacts of valuation decisions in the context of an assessment jurisdiction (e.g., equity issues, appeals, etc.).
- Staff hired with specific real property academic backgrounds may transition better into valuation activities. However, evolving their careers to embrace emerging technologies, support CAMA systems and provide advice on macro-economic trends and drivers requires significant training.
- Jurisdictions are providing limited support for continuing study.
- New staff, fresh out of school, had limited practical experience, and little aptitude for valuation.

- Where funding was supported, some staff would obtain the academic courses and then leave the organisation. This provided valuation agencies with limited return on their financial support.

Topic 3: External Consultant Support



Observations:

- Many jurisdictions have built internal capacity and are less reliant on external consultants than they were in the 1990s.
- There appears to be less reliance on consultants (people support) and more reliance on data/insights (technology support).
- Over time, external data sources evolve and jurisdictions do not have time to review options to ensure the chosen product or source continues to be the best for their purposes.
- The Internet provides abundant (free) information that can assist with understanding markets, special purpose properties and research beyond the jurisdiction.
- Virtual forums, conferences, etc., have supported learning and cross collaboration to address common issues.

Topic 4: Communities/Collaboration Support



Observations:

- Valuers are not actively seeking training and collaboration opportunities to the same extent as they used to. Sentiment is that effort should be compensated, and personal time is personal time.
- New staff are not aware of the various communities and forums available to them. This makes career pathing difficult as they do not have an easy mechanism to understand different avenues in the industry.
- Lack of engagement at times on the part of senior valuers to share their knowledge and expertise.

Recommendations

When reviewing the data and the role of external development with the participating jurisdictions, it became quite evident that the issues faced by the industry are not confined by geography but, rather, are consistent across the globe. There was a recognition that external development has become expensive and does not meet all the needs of valuation agencies. Further, staff do not feel supported and lack the necessary engagement and motivation needed to continue to develop and keep pace with emerging technologies and issues.

In order to respond to these challenges and future-proof the industry, the following recommendations are provided:

Invest in Training

- Employers to provide monetary and time assistance towards accreditation from the start of the process to finish (within reasonable parameters).
- Employers to encourage staff to participate in training on emerging technologies that may not be directly related to their valuation activities. An example of this would be a valuator learning Python to develop scripts for QGIS that would automate ratio analysis spatially along with other open-source solutions. Training should be supported financially, and time should be provided to do the activity.

Plan for Flexibility

- Training plans should not be prescribed based on role but, rather on skills. Employers should look to ‘fill in gaps’ in the skillset and expect new hires to come from multiple academic streams and bring a wide range of valuable skills.
- Cross training between disciplines such as Data Sciences (e.g., mathematics, statistics, computer science) and Valuation (e.g., real estate, finance).
- Universities to broaden the curriculum; add new programs and revamp existing ones.

Collaborate

- Partnership between accrediting bodies to reduce duplication.
- Accrediting bodies to look for ways to work with jurisdictions to reduce fees associated with obtaining and maintaining designations.
- Accrediting bodies to provide regular/better guidance and suggestions to candidates through partnerships with jurisdictions.
- Information and data sharing for emerging industries.
- Employment of Data Modelers to work with Valuers.
- Build and maintain strong networking relationships with the different interest groups to stay informed and adaptable.

Mentorship

- Cross-training/study tours between jurisdictions
- Accrediting bodies to provide mentorship opportunities with experienced designees.
- Expand the use of Coop programmes.

Embrace Technology

- Investment in the technology – hardware, software, cadastral systems.
- Every jurisdiction should have a laboratory with data modelers and look to emerging trends in mass appraisal.
- Leverage automation and data to build efficiencies in the process of valuation in order to focus resources on ‘the hard stuff’ like complex properties, emerging trends.

Conclusion

Future proofing the valuation profession must be a collaborative effort between Employers and Employees, Accreditation Bodies, Academia, Community Stakeholders, and Government. Continuous Professional Development and building of capacity are essential to delivering high quality work and remaining relevant in an evolving profession.

It is important that the industry realises what is happening – shortage of staff, recruitment by better paying jurisdictions, evolving technologies, and improved work-life balance demands, are all realities of today's environment. To be successful and sustainable into the future, the valuation profession requires a proactive and adaptive approach. It needs to provide incentives and opportunities for staff. It must embrace technological advancements and innovation in order to stay ahead of the curve and must strive to stay informed about global and local market trends. Collaboration and mentorship are key and life-long learning must continue to play an important role to learn new skills, knowledge and techniques thereby harnessing the interoperability of the different disciplines to effect valuation programmes.

If the industry is serious about ensuring it is well positioned for future generations, this work needs to begin without delay.

Section 7: Appendix A – Survey Template

Please complete each section.

<i>Professional Body Support</i>	<i>Academic Institution Support</i>
<i>Please list various types.</i>	<i>Please list various types.</i>
<i>Please list challenges.</i>	<i>Please list challenges.</i>
<i>External Consultants/Advisor Support</i>	<i>Communities/Collaboration Support</i>
<i>Please list various types.</i>	<i>Please list various types.</i>
<i>Please list challenges.</i>	<i>Please list challenges.</i>

Section 8 – Retain

Report prepared by Julia Donahue (Vice President, People & Culture, PVSC) and Evelyn Khoo (Assistant Commissioner (Property Tax Division), Inland Revenue Authority of Singapore) assisted by Peck Yan Nang (Tax Director (Property Tax Division), Inland Revenue Authority of Singapore)

Overview

This report endeavours to investigate the various strategies and best practices employed by valuation agencies across different jurisdictions to retain their employees. Through uncovering the key factors contributing to employee retention within the valuation profession, including the crucial knowledge, skills and experience as well as examining practices from diverse geographical and organisational contexts, this research seeks to offer valuable insights into fostering a more stable and engaged workforce within the public sector.

Approach

Our study engaged nine valuation agencies across the world to provide comprehensive insights. They are:

- Office of the Valuer-General of South Australia, Australia
- Valuation Office Agency (VOA), United Kingdom
- Municipal Property Assessment Corporation (MPAC) of Ontario, Canada
- National Land Agency, Jamaica
- Valuation Department of City of Cape Town, Africa
- Land Information New Zealand, New Zealand
- Rating & Valuation Department of Hong Kong Special Administrative Region, China
- Inland Revenue Authority (IRAS) of Singapore, Property Tax Division (PTD)
- Property Valuation Services Corporation (PVSC), Nova Scotia, Canada

The primary research approach involved conducting interviews with customized interview questionnaires distributed to the participating agencies prior to each session. During the interview session, further questions were asked to obtain deeper insights.

Following each interview, the interview notes were summarised and shared with the interviewees for verification to ensure the accuracy of recorded responses. The majority of the agencies participated in interview sessions, with one agency opting to respond via email.

The participants comprised senior officers responsible for valuation services or representatives from the human resources department, ensuring a broad spectrum of perspectives and expertise were captured.

Current State/Considerations

The agencies interviewed not only varied in terms of geography, but in terms of the number of employees, the political and economic structure within which the valuation agency resided, the local market conditions and societal impacts.

Although there were many similarities amongst the agencies, these contextual nuances highlighted some variation that influenced the emphasis they place on specific retention strategies.

Findings

The following table summarises the various retention programs/initiatives that have been adopted, or are being planned in coming year, by the agencies surveyed. Although there were variations noted throughout the interviews regarding the formality of the programs, there were more similarities than differences in terms of approaches. The nuances noted appeared to be based on each agency's context.

	Flexible Hours, Remote work	Training & Development, Professional Development Support	Developmental Opportunities (job rotation, work variety)	Succession Planning, Mentorship	Access to Advanced Tools & Technology	Culture/ Work Enjoyment	Financial Assistance (Personal Loans, etc.)	Incentives/ Bonuses
South Australia		Y	Y	Y		Y		
VOA (UK)	Y	Y	Y	Y		Y		
MPAC (Ontario)	Y	Y	Y	Y		Y		
Jamaica	Y	Y	Y	Y		Y	Y	Y
City of Cape Town (South Africa)	Y	Y		Y	Y	Y		
New Zealand		Y	Y	Y	Y	Y		
Hong Kong	Y	Y	Y	Y	Y	Y		
IRAS (Singapore)	Y	Y	Y	Y	Y	Y		
PVSC (Nova Scotia)	Y	Y	Y	Y	Y	Y		

Note: Responses are based on what was explicitly stated during the interviews. Some agencies may have additional strategies not mentioned during follow-up conversations.

Similarities

There were many similar trends identified across the agencies, some of which are outlined below:

- Most agencies noted restrictions with respect to base compensation in comparison to the private sector. As such, all highlighted the need to emphasise work/life balance, opportunities for personal and career growth, etc.
- Support to achieve professional designations. Many also noted that emphasis then turns to how to keep people from moving to the private sector once a designation is achieved.
- Employee expectations vary depending on workforce demographics. This was acknowledged by each agency and efforts are in place to better understand the motivations of varying groups to design appropriate retention strategies.
- The importance of succession planning. Many agencies have a large number of upcoming retirements. This is compounded by the increased ability for most employees to change jobs/careers. It is critically important to ensure that knowledge sharing and continuity is in place, particularly for specialised roles.

Differences

The differences noted seemed to relate to context:

- Larger agencies tend to use technology to assist with skills assessments, e-learning systems, etc.
- Financial assistance for personal loans where it's difficult to procure loans as an individual.
- A focus on physical office space that is attractive to employees – downtown location rather than industrial, for example.

High Impact Retention Drivers

Given the need to consider the “what and how” to future proof the valuation workforce, we considered what the key drivers were with respect to retention.

It became clear that there are “hygiene factors” factors that form the baseline requirements for employees to stay with an organisation. A suitable compensation and benefits package, training and development, etc.

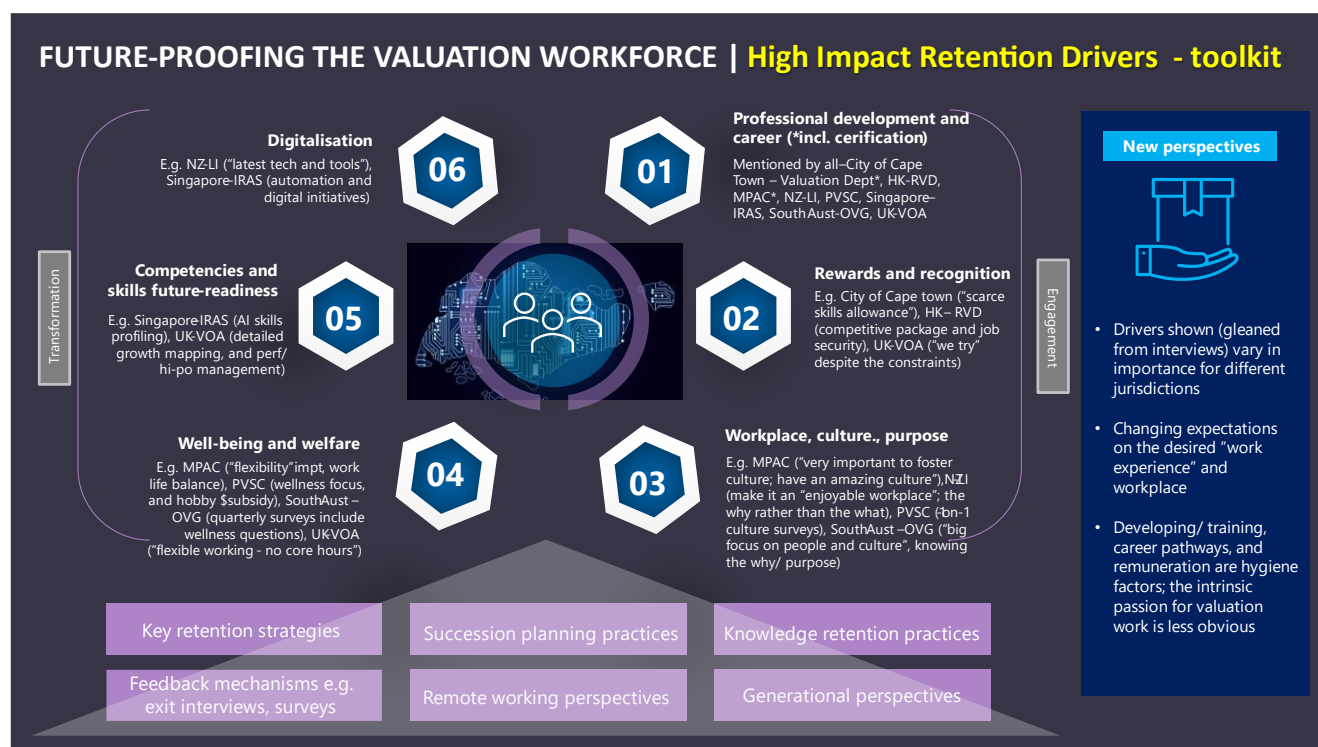
On top of this, it became evident that more than just hygiene factors are required to ensure a motivated and highly functioning workforce – a workforce that wants to not only stay with an organisation, but wants to contribute to its overall success.

We mapped the interviewees' responses spanning key retention strategies, feedback mechanisms and knowledge retention, succession planning, remote working, and generational (if available)

perspectives to typical employee engagement drivers, including those tied to transformation and the future of work (see hexagons #1 to #6 in the diagram below).

The diagram below is intended to prompt reflection and provide leads for further exploration, rather than providing a full exposition of what should be further considered or done.

Each interviewee's focus (top drivers) is noted. The illustrations should be read as the “tip of the iceberg”, as much more was shared.



Conclusion

Agencies will only succeed in retention if their people are engaged, motivated and ready to evolve with changes to job needs arising from business transformation.

How might agencies apply or use these findings? With different contexts and workforce needs, the short answer is that “it depends”. While there is no “one-size-fits-all”, we recommend that organisations identify the most impactful retention levers (drivers) in their own context and consider the prevailing practices by others with a similar emphasis.

Section 9 – Reference Material

The following source material provides additional information for those interested in further reading on topics relating to the Future of the Valuation Profession.

IVSC: The Valuation Profession in 2023 (23 January 2023)

https://www.ivsc.org/pdfviewer/7185/?auto_viewer=true#page=&zoom=auto&pagemode=none

RICS: The Future of Valuations (November 2017)

file:///C:/Users/ipsan/Downloads/future_of_valuations_insights_rics.pdf

CBRE: Building a Smart Future – Understanding and Leveraging Property Valuation Disrupters (November 2020)

[Building a Smart Future](#)

Forbury (Altus Group): The Future of Valuation – Harnessing a data-driven approach (2 August 2022)

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