



# The future of work in government

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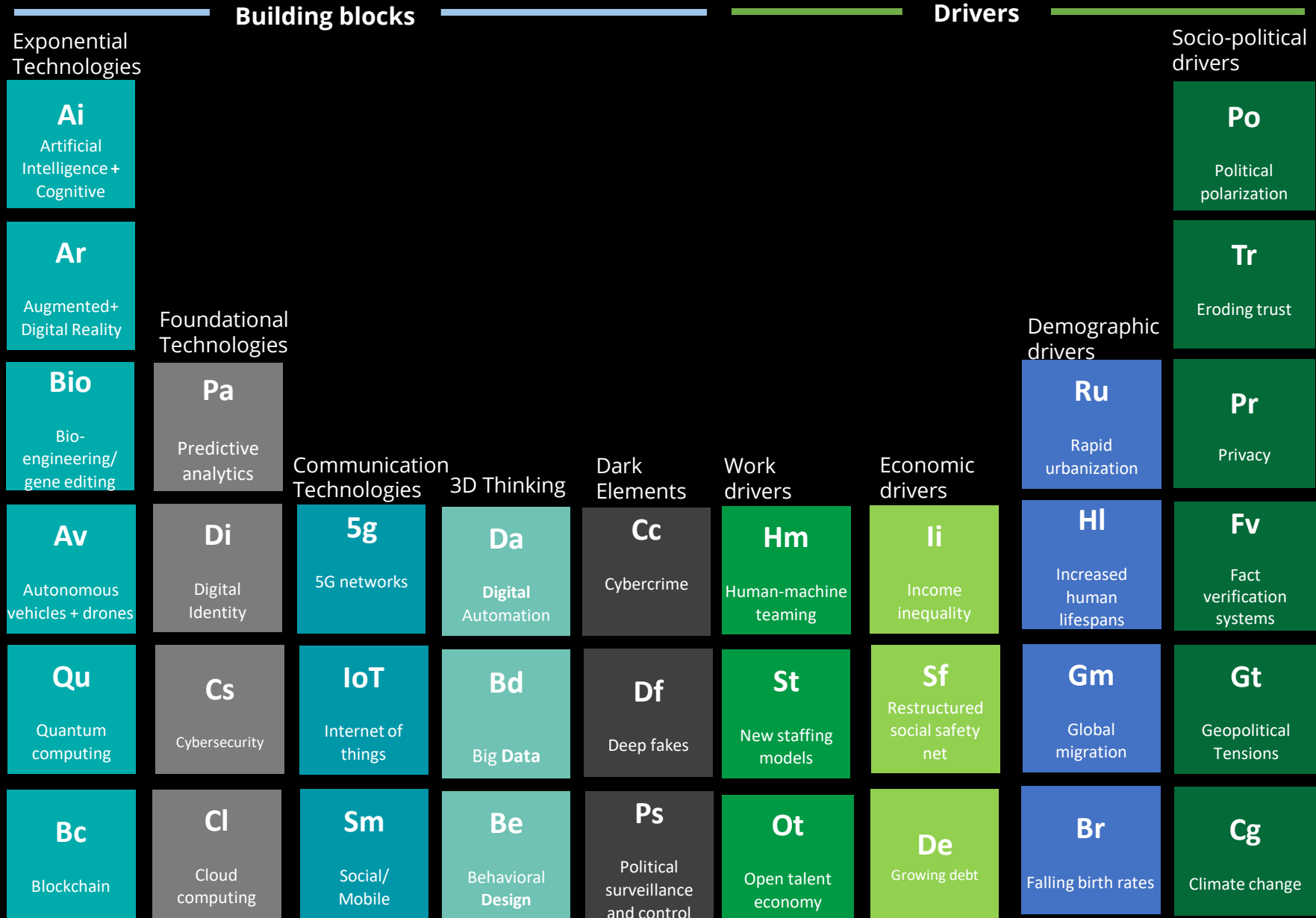
“The coronavirus, and its economic and social fallout, is a time machine to the future.

Changes that many of us predicted would happen over decades are instead taking place in the span of weeks.”<sup>1</sup>

<sup>1</sup>Anne-Marie Slaughter, “[Forget the Trump administration. America will save America.](#)” *New York Times*, March 21, 2020



# Elemental building blocks and drivers of change



# Distinguishing today's innovations is their synergistic power

*Wearable health monitor  
+ predictive analytics +  
nudge thinking =*

**PRECISION  
MEDICINE**



*Natural language  
processing + internet +  
machine learning =*

**UNIVERSAL  
TRANSLATION  
MACHINE**

*Drone + facial recognition  
+ machine learning =*

**APPREHENDING  
CRIME SUSPECT**



# Future Government Mission Enablement

## BEST PRACTICES

### FUNCTION

#### Policy + Decision making

##### Legacy



##### Future

- Cost-benefit analysis
- Stakeholder consultation
- Evidence-based policymaking
- Implementation viability analysis
- Government by simulation (with digital twins)
- Crowdsourced and distributed policymaking
- Self-correcting government
- AI-driven scenario analysis
- Anticipatory government



#### Operations

##### Legacy



##### Future

- Shared services
- Automation
- Competitive outsourcing
- Efficient in-house processes
- Integrated center office
- Cognitive automation
- "As a service" acquisition
- Managed services
- Government as a platform
- Future of government work
- Data layer



#### Workforce

##### Legacy



##### Future

- Lifetime civil service
- One-dimensional workforce
- Rigid job classifications
- Human vs. machine
- Just-in-time civil service
- Multidimensional workforce
- Flexible hiring, talent cloud
- Human + machine collaboration



#### Regulation

##### Legacy



##### Future

- Standardized
- Protective regulation
- Cost-benefit analysis
- One-in, one-out/regulatory offsetting
- Living/adaptable regulation
- Risk-based regulation
- Regtech for regulators
- Legislation as code



#### Service Delivery

##### Legacy



##### Future

- Standardized
- One-stop government
- Multi-channel delivery
- User-informed
- Citizen experience/trust
- Government of One
- No-touch government
- Omni-channel delivery
- Inclusive government
- Ambient experience
- Nudges to 3D thinking



# Government Trends 2021



## Accelerated digital government

COVID-19 brings the next generation of digitization to government



## Seamless service delivery

Personalized, frictionless, and anticipatory services



## Location liberation

Adaptive workplaces in government



## Fluid data dynamics

Generating greater public value from data



## Government as a cognitive system

Using hindsight, real-time data, and foresight to drive policy and decision-making



## Agile government

Building greater flexibility and adaptability in the public sector



## Government's broader role in cyber

How governments are adjusting to help secure cyber ecosystems



## Inclusive and equity-centered government

Embedding greater inclusion, diversity and equity in the public sector

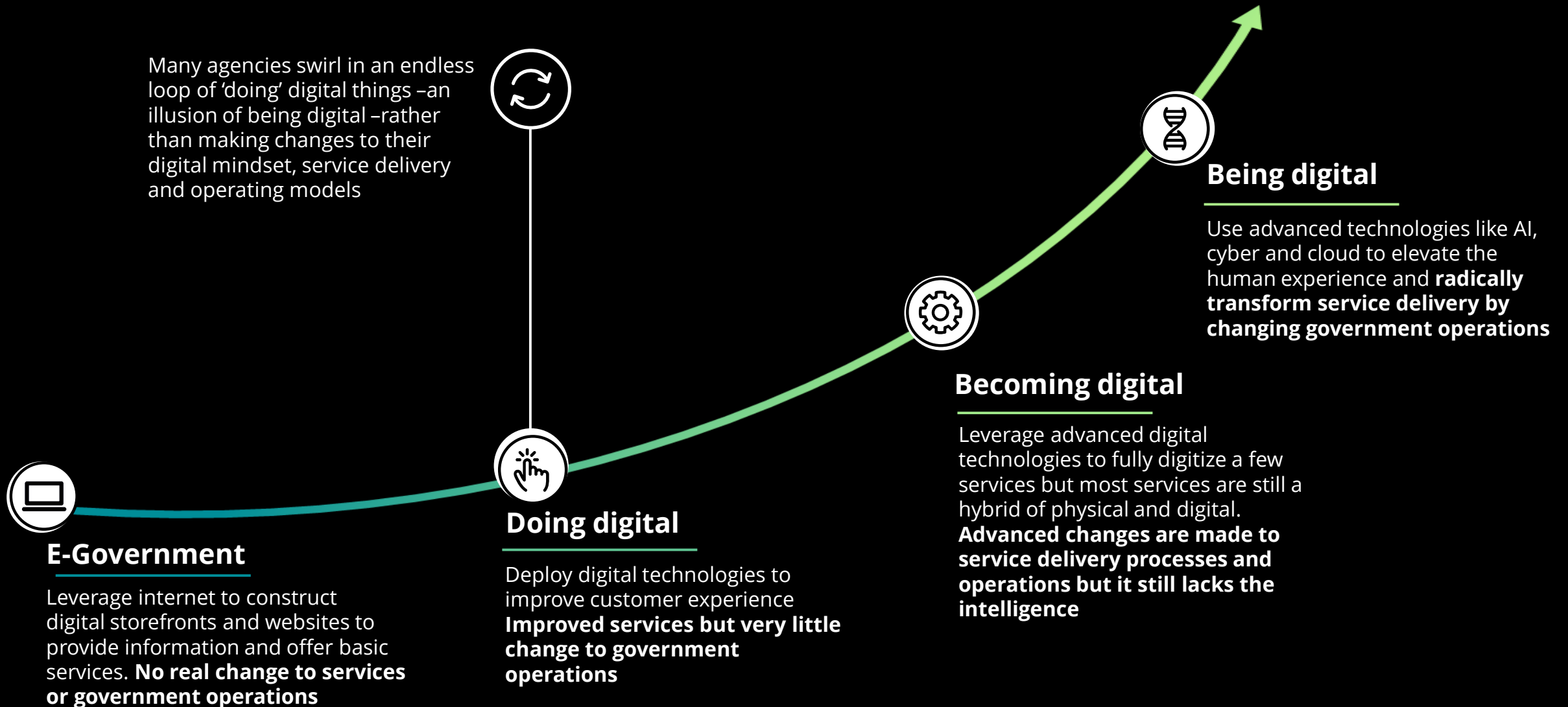


## Sustaining public trust in government

Strengthening trust in government institutions, systems, and processes

# Moving from “doing” digital to being “digital”

*Too many government agencies feel that developing digital services is adequate for becoming a digital organization.; however, digital transformation focuses on fundamentally shifting an organization’s operations and mindsets from “doing” digital to “being” digital.*



# Seamless government service delivery

While there may be a gap between government service delivery and the digital experience that many citizens and businesses expect, the good news is that the public sector is making huge strides in this area.

## Fully digital and touchless public services



When COVID-19 forced lockdowns, **Ontario**'s Alcohol and Gaming Commission pivoted from in-person inspections to virtual inspections of cannabis stores.

## Designing proactive services based on life events



In **Austria**, since 2014, the birth of a child triggers enrollment in the country's family allowance program with no need for citizens to file a claim.

## Building the infrastructure for seamless service delivery



In **India**, Aadhaar, a unique digital ID, was used to disburse COVID-19 cash relief of US\$3.8 billion to 300 million beneficiaries during lockdown.

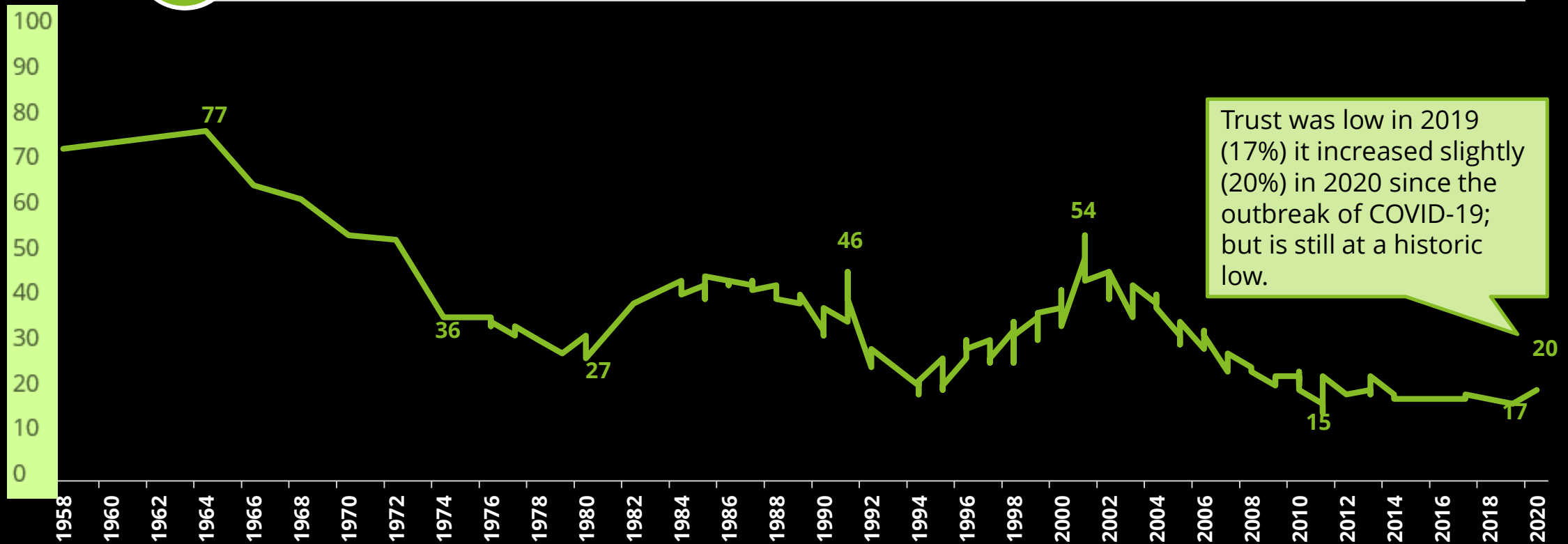


# America is experiencing a crisis of trust

For the past six decades, trust in the US federal government has perpetually declined



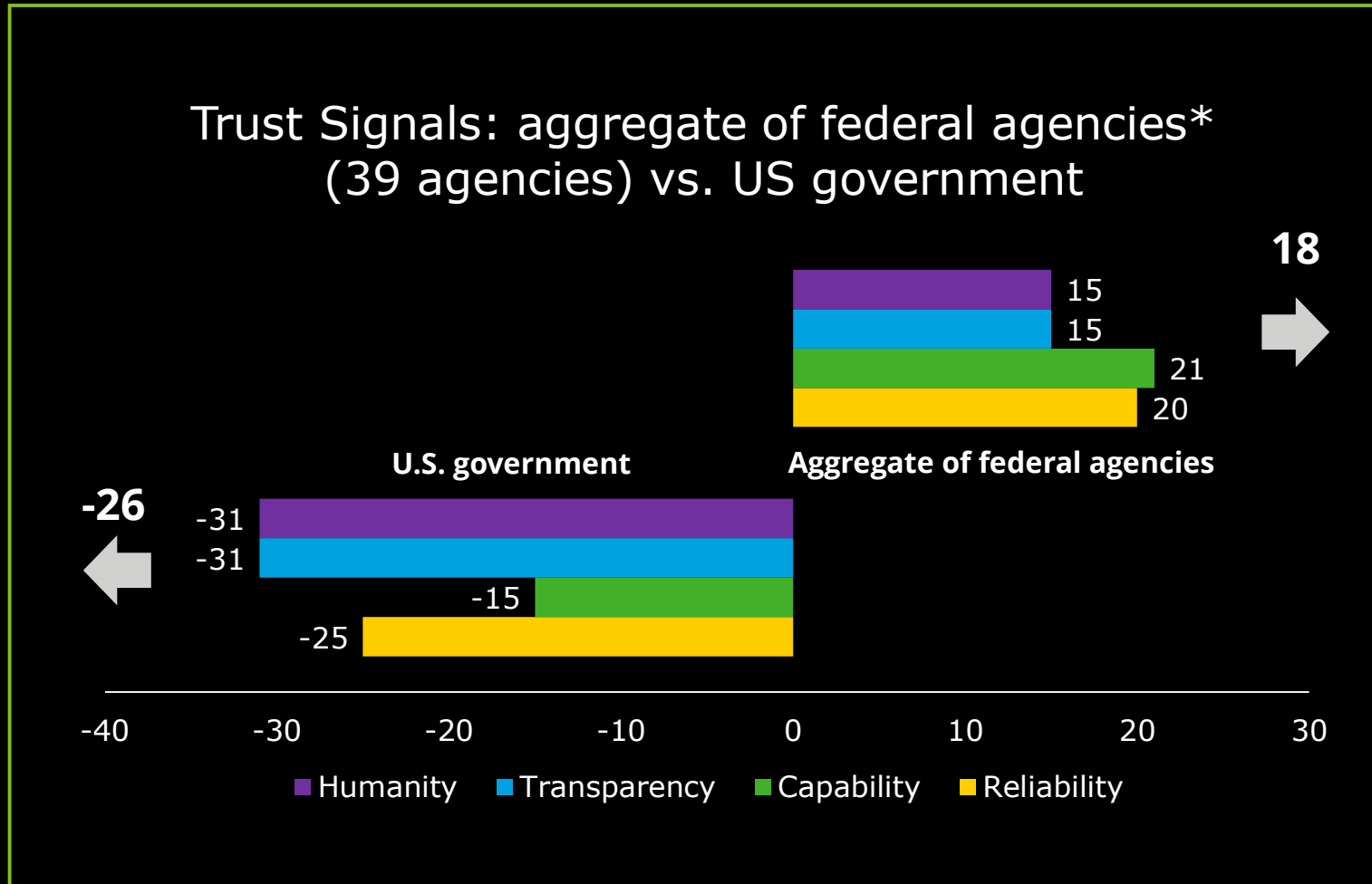
Surveyed US adults who say they trust the federal government to do what is right either “just about always” or “most of the time” (%).



Note: The vertical spikes indicate multiple trust scores captured during the year at various points by different sources.

Source: Pew Research Center, “Americans’ views of government: Low trust, but some positive performance ratings,” September 14, 2020

# The U.S. federal Government's trust perception among respondents is less than the sum of its parts



*This could seem counter-intuitive but points toward the “perceptive” nature of trust.*

*Citizens’ perception about an agency might be based on their interactions with the agency.*

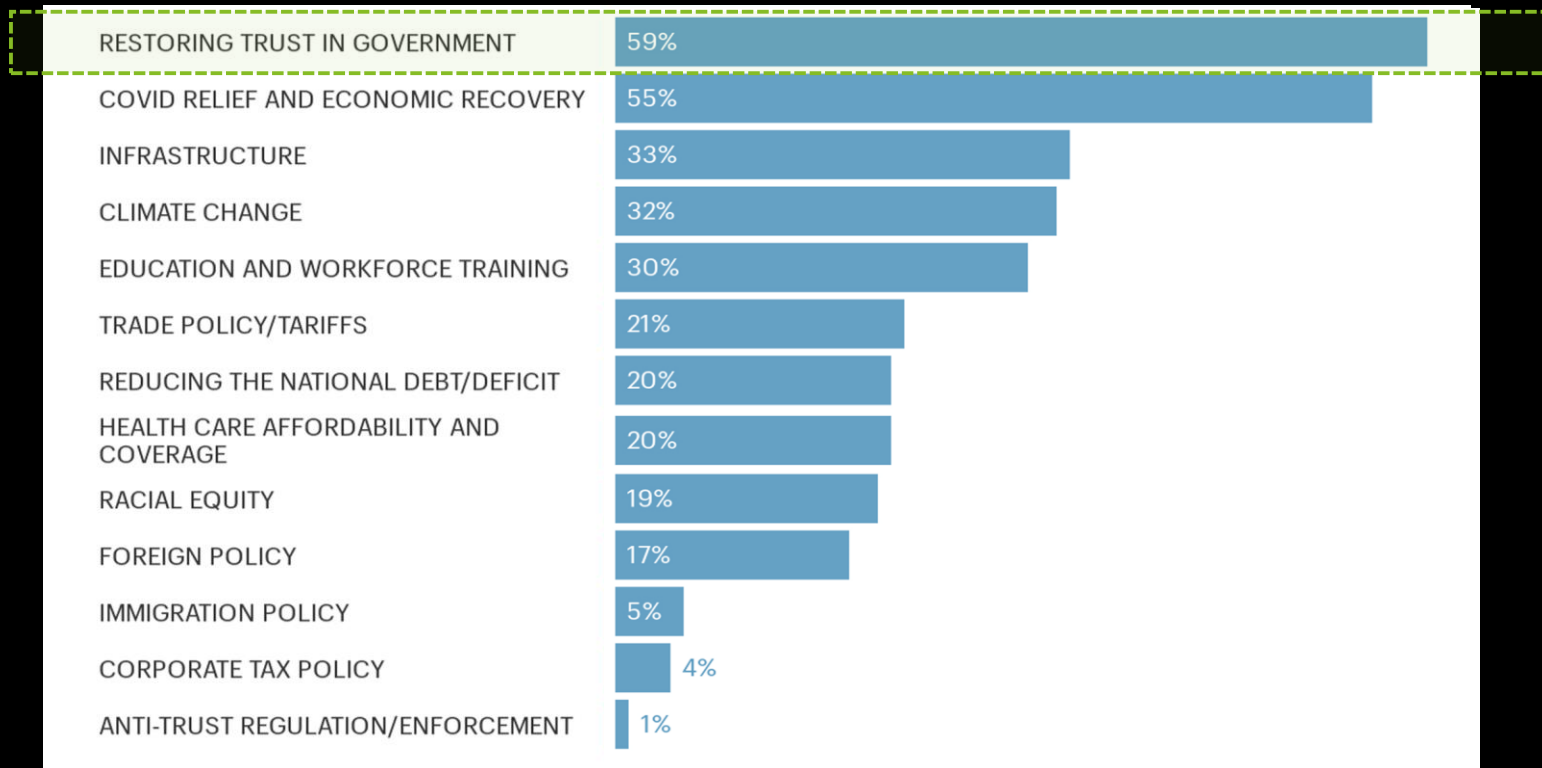
\*Respondents were asked to rate 39 federal agencies and overall US government separately on the four trust signals.

# Rebuilding trust is an imperative

Corporate America agrees that "restoring trust in government" is a top priority



CEOs who say what should be the top priority for the Biden-Harris administration over the next two years.



**Rebuilding trust in government** is imperative for governments to deliver on their various missions.

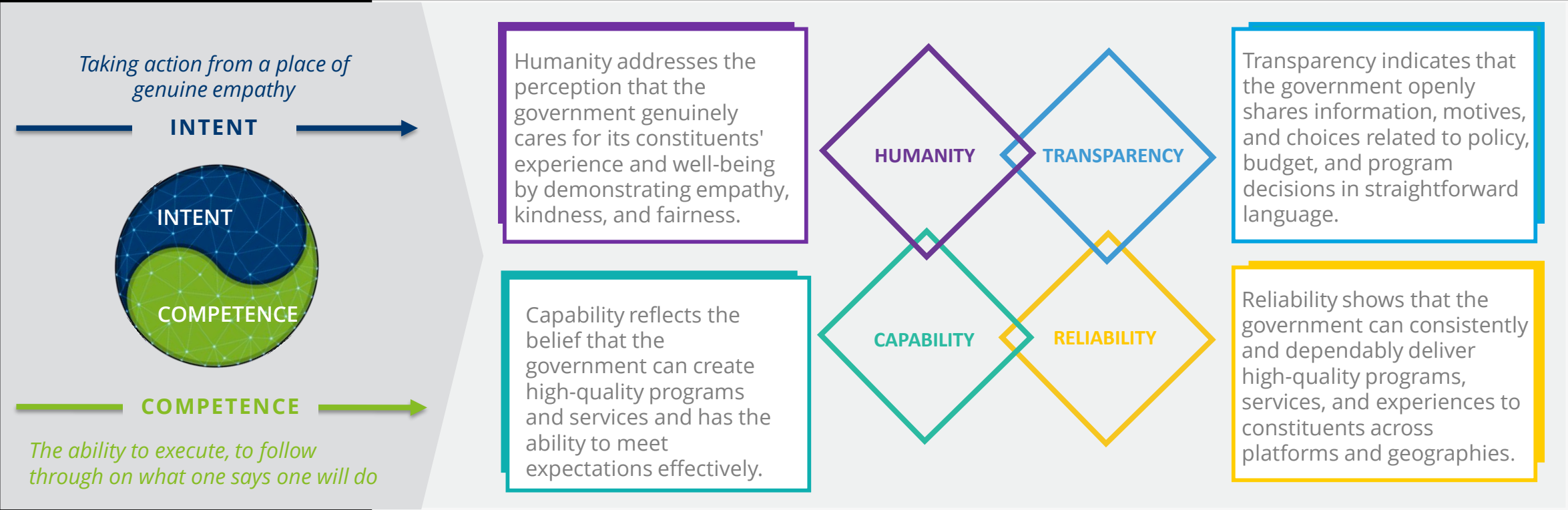
# Governments can build citizen/customer trust by demonstrating competence and intent



## How to address trust



## How to demonstrate and measure trust – HX TrustID™



# Our data indicate a significant relationship between employee engagement and trust

Employee engagement positively impacts citizen trust



Out of the 14 FEVS indices, there are 4 indices that have a significant impact on overall agency trust



Note:  
1) We see a relation between employee engagement and trust. However, there are many other factors that can impact trust which are not in the scope of this analysis. Including those factors can affect the strength of the relationship.  
2) Employee skills mission match is significant at 95% level. Team work, support for diversity and strategic management are significant at 90% level



# Agencies can increase trust by better aligning employee skills with mission and effective leadership



## Humanity

Employee skills mission match  
Teamwork  
Effective leadership supervisors  
Support for diversity  
Strategic management  
Effective leadership fairness  
Effective leadership empowerment



## Transparency

Employee skills mission match



## Capability

Employee skills mission match  
Teamwork  
Effective leadership supervisors  
Support for diversity  
Strategic management  
Effective leadership fairness

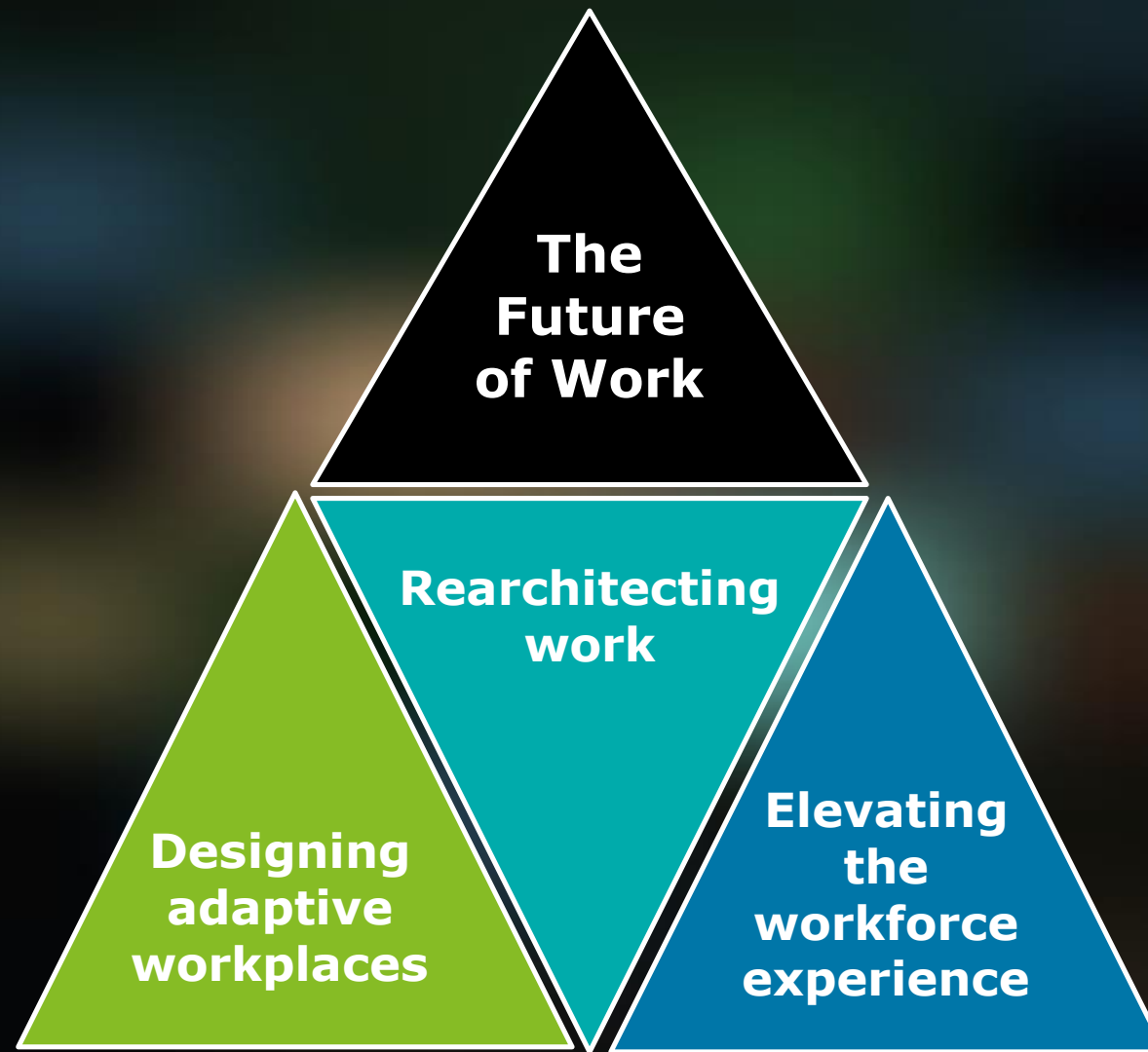


## Reliability

Employee skills mission match

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**What does all this mean for  
the Future of Government  
Work?**



# COVID-19 has accelerated the Future of Work

| Traditional belief   | But...  |
|--|---|
|  "Work has to be done in the office"   | Continuity of operations has been preserved for most functions                        |
|  "People won't work as hard from home"                                       | Industry data suggests people are more productive than ever before                    |
|  "Employee engagement will suffer"   | Technology is enabling even greater collaboration and engagement                      |
|  "We must recruit staff locally, or pay to relocate them to our offices"    | Removing geography expands candidate pool, quality, diversity and representation      |
|  "Maintaining extensive facilities are a necessary cost of doing business" | The more remote, the fewer facilities and overhead, driving down infrastructure costs |

# Here's what we're seeing

## EMPLOYEE ENGAGEMENT IS HIGHER...

What do you believe are the biggest benefits of a hybrid model (top three)?<sup>1</sup>

### Employees

**62%** Better work-life balance

**49%** Control over my schedule

**48%** Save money on commuting

### C-Suite

**52%** More flexibility

**49%** Higher levels of productivity

**42%** Higher employee engagement

## PRODUCTIVITY HAS IMPROVED...

**47%** increase in US productivity in March/April 2020 compared to March/April 2019<sup>2</sup>

**77%** of employees feel more productive working remotely<sup>3</sup>

**3** more productive hours worked per day by US workers due to reduced travel and transition time<sup>4</sup>

**60-80%:** Percentage of telework when employee engagement, directly correlated with productivity, is highest<sup>5</sup>

## THE POTENTIAL COST SAVINGS ARE CLEAR...

**\$11B**

*Federal Gov't<sup>5</sup>*



**\$900M**

*SSA<sup>6</sup>*



**\$50M**

*USPTO<sup>6</sup>*



**\$870K**

*SEC<sup>6</sup>*



**\$25M<sup>6</sup>**

**GSA**

## AND THE RISKS OF GOING BACK ARE REAL

**68%** of workers say a hybrid workplace model is ideal<sup>7</sup>

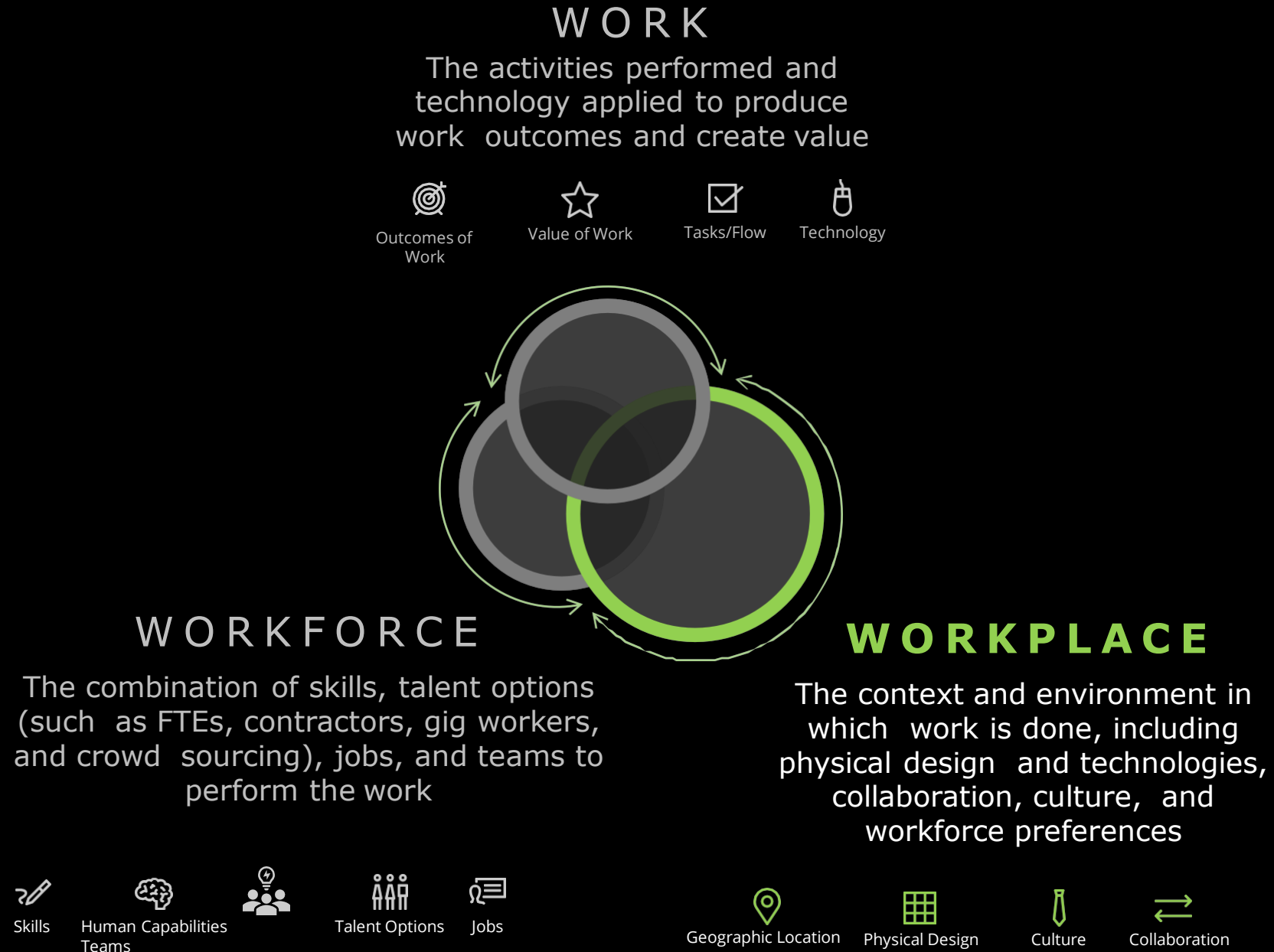
**42%** of current remote workers say if their current employer does not offer permanent telework options, they will look for an employer who will<sup>7</sup>

1. WeWork x Workplace Intelligence, The Future of Work is Hybrid, 2021  
2. Jon Swartz, Market Watch, 2020, citing research from Prodoscore  
3. Michelle Parmelee "Flex Work Is A Frontline Solution—And Not Just In A Crisis" Forbes, March 20 2020  
4. Lucy Meakin, "Working From Home Means Working Longer Hours for Many" Bloomberg, March 23 2020

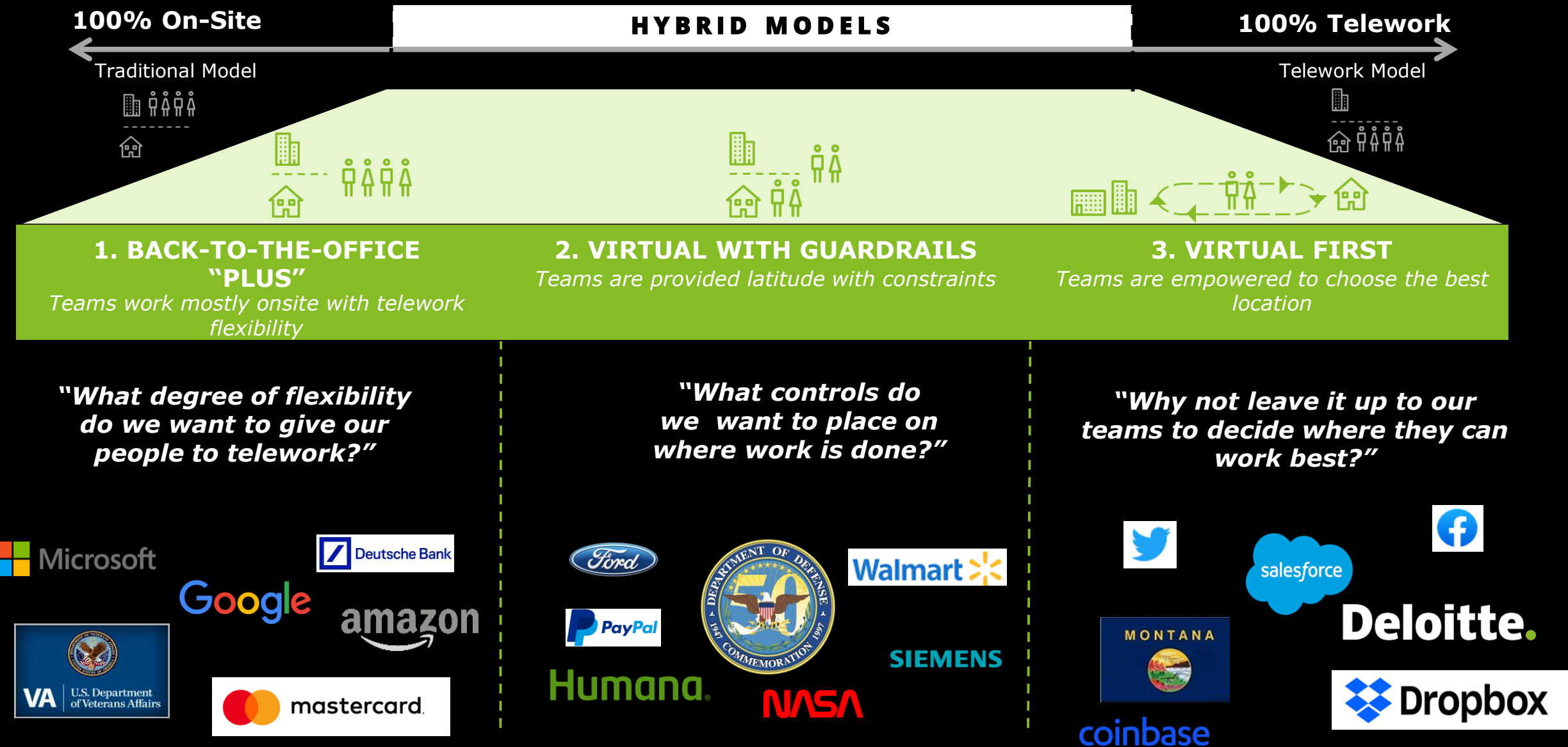
5. Global Workplace Analytics Telework Savings Calculator™ and Kate Lister, Global Workplace Analytics, Testimony to Congress, 2020  
6. Telework Report to Congress, OPM, 2018 and 2019, and Kate Lister, Global Workplace Analytics, Testimony to Congress, 2020  
7. Prudential Pulse of the American Worker Survey, March 2021



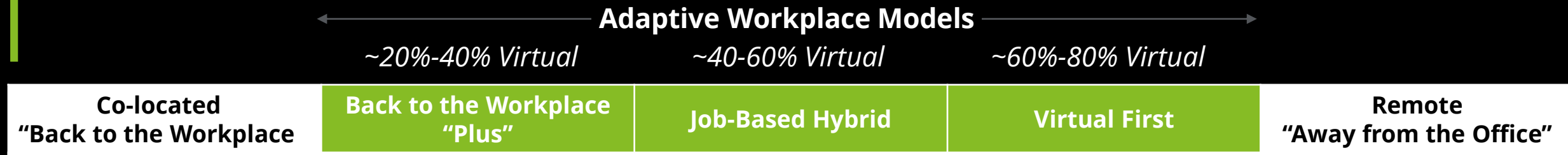
*The **Adaptive Workplace** is the intersection of the three dimensions of the **Future of Work**: the context and environment that enables the **workforce** to do their **work** productively.*



# What Could an Adaptive Workplace look like for your agency?



# Using workplace decisions to drive your Future of Work

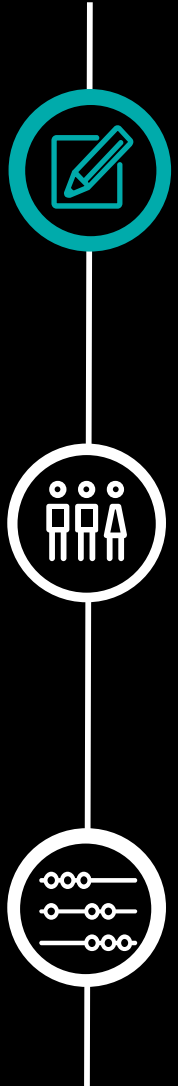


## THE ADAPTIVE WORKPLACE

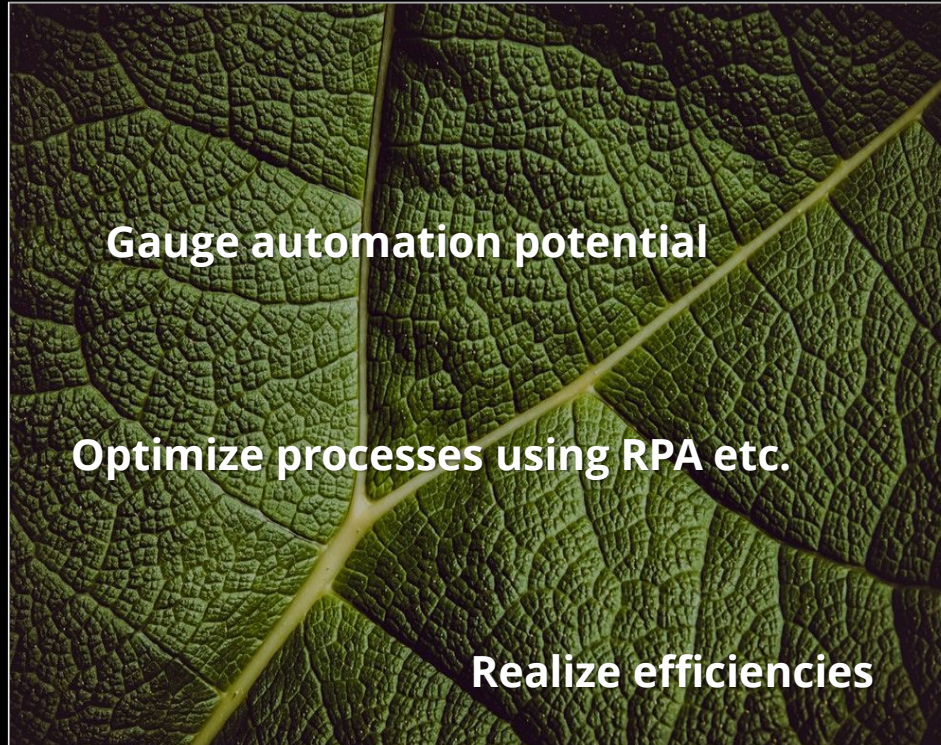
|           |  |
|-----------|--|
| Work      | <ul style="list-style-type: none"><li>✓ <b>Work is rearchitected</b> to eliminate paper and capitalize on <b>collaboration technologies</b></li><li>✓ <b>Productivity and performance</b> measurement systems are optimized to hybrid environments</li></ul>   |
| Workforce | <ul style="list-style-type: none"><li>✓ <b>Services are reimagined</b> to meet the needs of a virtually enabled, socially-connected society</li><li>✓ <b>Employees are empowered</b> to work from where they are the most productive and engaged</li><li>✓ <b>Enhanced focus on employee engagement</b> to retain cultural identity and productivity levels</li><li>✓ <b>Talent models are optimized</b>, expanding typical talent sources, diversity and representation</li></ul> |
| Workplace | <ul style="list-style-type: none"><li>✓ <b>Expanded workplace options</b> based on the nature of work and jobs being performed</li><li>✓ <b>Facilities are consolidated and redesigned, freeing up funds</b> for core mission activities</li></ul>   |



# Rearchitect work: what leaders can do



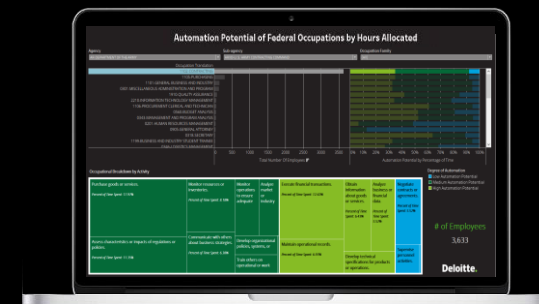
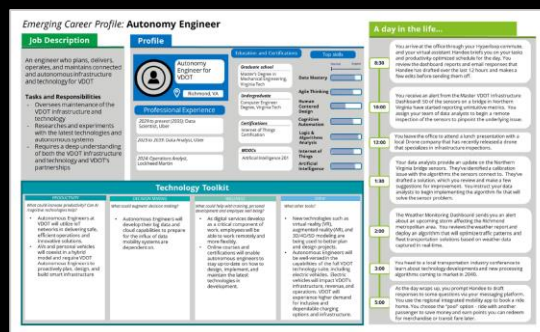

## Zoom In...



## Zoom Out...









## Zooming in

Use of RPA by the U.S. Food and Drug Administration



*A pilot RPA program to improve operational efficiencies within finance at the FDA quickly evolved into a scaled capability operating **150 projects—more than any other federal agency***

Identifying which processes would most benefit from automation

Close collaboration between finance, technology and cybersecurity offices on the implementation

Designing a process to help employees work effectively with new bots

### E X A M P L E

The Center for Drug Evaluation and Research has **seven RPA projects** in the works to free up staff for more core work and **streamline the application intake process**

One of the seven RPA projects resulted in:

**93%**

Reduction in application processing time

**5,200**

Hours of manual labor eliminated

**US\$500,000**

Saved annually

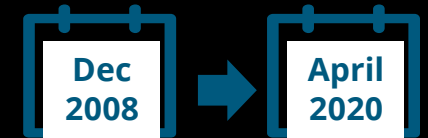
# Workforce wellbeing must be considered as organizations plan for the future

 **12% increase in burnout due to COVID**

**61%** of professionals were burnt out in February, that number has risen to **73%** due to COVID.<sup>1</sup>



**56%** of surveyed tech professionals are experiencing **increased feelings of anxiety** during work from home.<sup>2</sup>

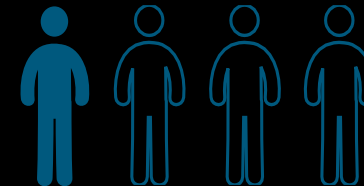


**48%** of U.S. adults evaluate their lives well enough to be **considered "thriving"**, the lowest level since the Great Recession in December 2008.<sup>3</sup>



Nearly **60%** of people who live in NYC **use public transit to get to work.**<sup>4</sup>

*however*



only **25%** of people polled said they **were comfortable using public transit** to return to work.<sup>4</sup>

“

“I don’t think it’s an if/and. I don’t think it’s a black and white issue. These things have to be integrated into what we’re doing so that we recognize that there is more to the person than just being a “worker”. If we want productivity, and we want these things that we say we want, that we have to recognize that they are human beings first.”

– Angela Bailey, CHCO at DHS on employee wellness vs. performance

# The linkage between workforce experience and productivity

Now more than ever, it is critical for businesses to understand how to create meaningful experiences that connect the work back to the impact it has on workers, users, and customers in achieving their aspirations



An investment in workforce experience **makes work better for people, and people better at work**. When people are better at work, it allows organizations to **drive business outcomes**.

## Research Shows: Experience Drives Big Business Results

**1.6x**

High Impact workforce experience organizations are 1.6x more likely to achieve better **customer outcomes**<sup>1</sup>

**25%**

Companies in the top quartile of **Workforce Experience** are typically 25% more profitable than competitors in the bottom quartile<sup>2</sup>

**2x**

Companies that built a seamless and **innovative workforce experience** show **double the customer satisfaction** reflected in their net promoter score<sup>3</sup>

<sup>1</sup> High Impact Workforce Experience Findings, Rasialeski & Deruntz, Bersin, Deloitte Consulting, LLP, 2019

<sup>2</sup> 2019 Deloitte Global Human Capital Trends

<sup>3</sup> Building Business Value with Employee Experience, MIT Csr Research Briefing, Vol. 17, No. 6

The postgenerational workforce: From millennials to perennials



As today's **workforce now spans five generational categories**, the question arises of whether traditional workforce segmentation approaches anchored in generation should remain the focus of future workforce

**52%** of respondents indicate that they **consider generational differences** when **designing** and **delivering workforce programs**

*Yet only*

**6%** say their **leaders** are **equipped to lead a multi-generational workforce effectively**

Over **75%** of workers identify "**managing multigenerational teams**" and "**different work expectations across generations**" as challenges<sup>1</sup>



**40%** **Expect work and personal behaviors to become increasingly important** in segmenting the workforce, shifting the focus from generational differences



# How to elevate the workforce experience

## Four Environments of the Workforce

### Personal

Focus on opportunities to create personal connections and building mechanisms to create a high level of purpose and meaning between workers and the agency.

### Digital

Technology that enables individuals to work and learn with aim to increase productivity, foster collaboration and creativity by using experimentation, design thinking and rapid innovation.

### Physical

Environment that enables individuals to collaborate with others physically and virtually, thereby increasing the individual's sense of belonging to the agency and ownership of its success.

### Organizational

The purpose-based foundation reflected in everyday behavior of leaders, workers and partners, resulting in a positive, engaging work environment in which individuals can thrive.



## Elevated Workforce Experience



## Five Dimensions of Engaging Work\*



### Meaningful Work

Autonomy, "Select-to-fit," Small and Empowered Teams, Time for Slack



### Hands-On Management

Clear, Transparent Goals, Coaching, Invest in Management Development, and Modern Performance Management



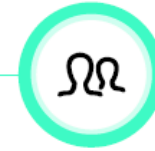
### Positive Work Environment

Flexible Work Environment, Humanistic Workplace, Culture of Recognition, Inclusive, Diverse work Environment



### Growth Opportunities

Training and Support on the Job, Facilitated Talent Mobility, Self-Directed and Dynamic Learning, High-Impact Learning Culture



### Trust in Leadership

Mission and Purpose, Continuous Investment in People, Transparency and Honesty, Inspiration

# Rethinking the talent model – key questions HR leaders must ask about their current approach

## WORKFORCE PLANNING

- How does the future of work impact workforce planning in terms of jobs, capabilities and skill requirements?
- How can we leverage newer digital capabilities to automate workforce planning?
- What talent models, jobs, and career paths do we need to accommodate our evolving needs?

**55%** of Gen Z plan to work for their current employer **less than three years**

## BENEFITS AND COMPENSATION

- What is the marketplace for talent in each of our organization's adaptive workplace choices?
- What workplace flexibilities are important to prospective talent? What other benefits to they value?
- What compensation and benefits will enable us to attract and retain the talent we need in these new markets?

**68%** of workers say a **hybrid workplace model is ideal**

## TALENT ACQUISITION

- Does our current approach allow us to reach our target talent, and if not, what changes are needed?
- How do we brand and market ourselves to appeal to our target talent pool and demographic?
- What recruitment strategies will enable us to reach potential talent? Through which channels and venues?

**46%** of big companies more open to **recruiting remote workers**

## LEARNING AND DEVELOPMENT

- Are we building a learning model around a learner experience that increases engagement and retention?
- Have we transitioned from classroom-based instruction to multi-modal methods and technologies that are more efficient, effective, and impactful?
- How can we maximize learning "in the flow of work"?

- **58%** of the workforce **needs new skills to get their jobs done**

## PERFORMANCE MANAGEMENT

- How do we transition from "management by walking around" to outcomes-oriented approaches?
- How do we measure virtual workforce engagement and satisfaction?
- How do we gain visibility into virtual networks to gain insight into collaboration and how work gets done?

**60%** of Gen Z want **multiple check-ins** with their manager

TALENT STRATEGY

# Policies must change to enable the Future of Work

*Consider the impacts to...*

| Talent Policies                   |   |
|-----------------------------------|---|
| Recruitment                       | Will DC continue to require DC residence to the extent it is required today?  |
| Talent Models                     | Will DC consider using gig workers and other talent solutions it doesn't utilize today?   |
| Learning & Development            | What training will be required in a hybrid workforce?   |
| Performance Management            | Will teleworking employees be measured in different ways that onsite employees?   |
| Adaptive Workplaces Flexibilities | How else can DC offer a competitive level of flexibility? i.e., adopting Sat/Sun as optional official workdays, hybrid options, Babies at Work policy, etc. |

| Collaboration & Technology Policies                  |   |
|--|---|
| Authorized technologies, applications, and equipment | What hardware/software should be required for each role among a hybrid workforce?                               |
| Handling of official information                     | How should the handling of sensitive information be managed as employees work from alternate locations?         |
| Cybersecurity  | Should agencies be required to meet ne, preventative cybersecurity metrics or maintain cybersecurity insurance? |

| Total Rewards & Benefits Policies      |   |
|--|---|
| Home office benefits                   | Will teleworking employees' WIFI or office upgrades be subsidized?  |
| Transportation & childcare benefits    | Should the District incentivize the use of Flexible Spending Accounts for transportation and childcare?                               |
| Geographic compensation & tax policies | How will the District compensate employees who work in an area with higher/lower cost of living or are subject to different tax laws? |

| Environmental Policies                                 |  |
|--|--|
| Use of official vehicles                               | Is there a more efficient vehicle policy the District can design/implement? Can personal vehicles be used? |
| Mass transit/alternative transit benefits & incentives | Will employees be incentivized to use the most environmentally-effective form of transportation?           |

| Workplace Policies                 |  |
|------------------------------------|--|
| Facilities use and access policies | How will these change with more flexible schedules?                            |
| Permanent workspace requirements   | What workspace requirements are necessary for each role in a hybrid workforce? |
| Reserving workspaces               | How will hybrid workers reserve onsite workspace?                              |
| Reserving collaboration spaces     | How will hybrid teams reserve collaboration space?                             |

# Key Considerations for Designing Adaptive Workplace Policies

1

**Who do we have working in the organization?** How do their roles differ, and what? What level of freedom will you give to business units to make their own decisions?

2

**What policies are being “handed down” to your organization?** What federal or regulatory guidance must you address within your own policies?

3

**How will stakeholders receive the policy?** Are there union officials, mission leaders, or customers who need to be consulted?

4

**What future are you creating?** How will your policy “future proof” additional changes the organization might need in coming years?

5

**What’s your metric for success?** What will you look for out in the organization to tell you that your policies are effective and have been thoughtfully adopted?

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