Future of Work

William D. Eggers

Director, Center for

Government Insights

Deloitte

Future of Work
Framework and insights

The Future of Work

Unleash the workforce and elevate the experience

Rearchitect work

Design adaptive workplaces

Building well: Making governments hard targets

Understand and optimize the environment that maximizes the potential of workers by empowering them with technology, tools and the ability to choose where and how work gets done

Access needed capabilities across a broader talent ecosystem, curate personalized and elevated experiences for the full workforce, and engage them for impact.

The future of work in government

WORK

The activities performed and technology applied to produce work outcomes and create value

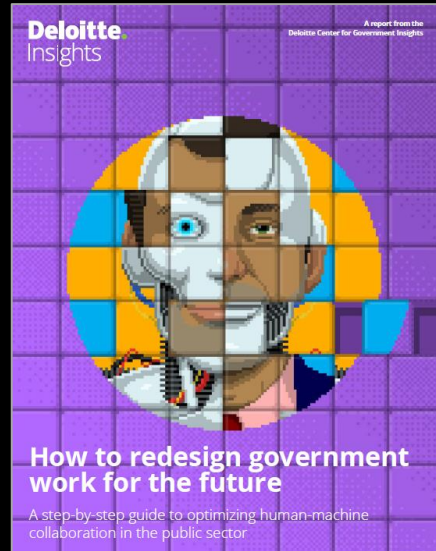Outcomes of Work | Value of Work | Tasks/Flow | Technology
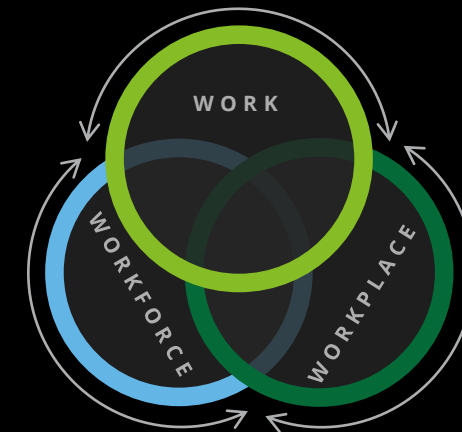
WORKFORCE

The combination of skills, talent options (such as FTEs, contractors, gig workers, crowd sourcing), jobs and teams to perform the work

Skills | Human Capabilities | Teams | Talent Options | Jobs
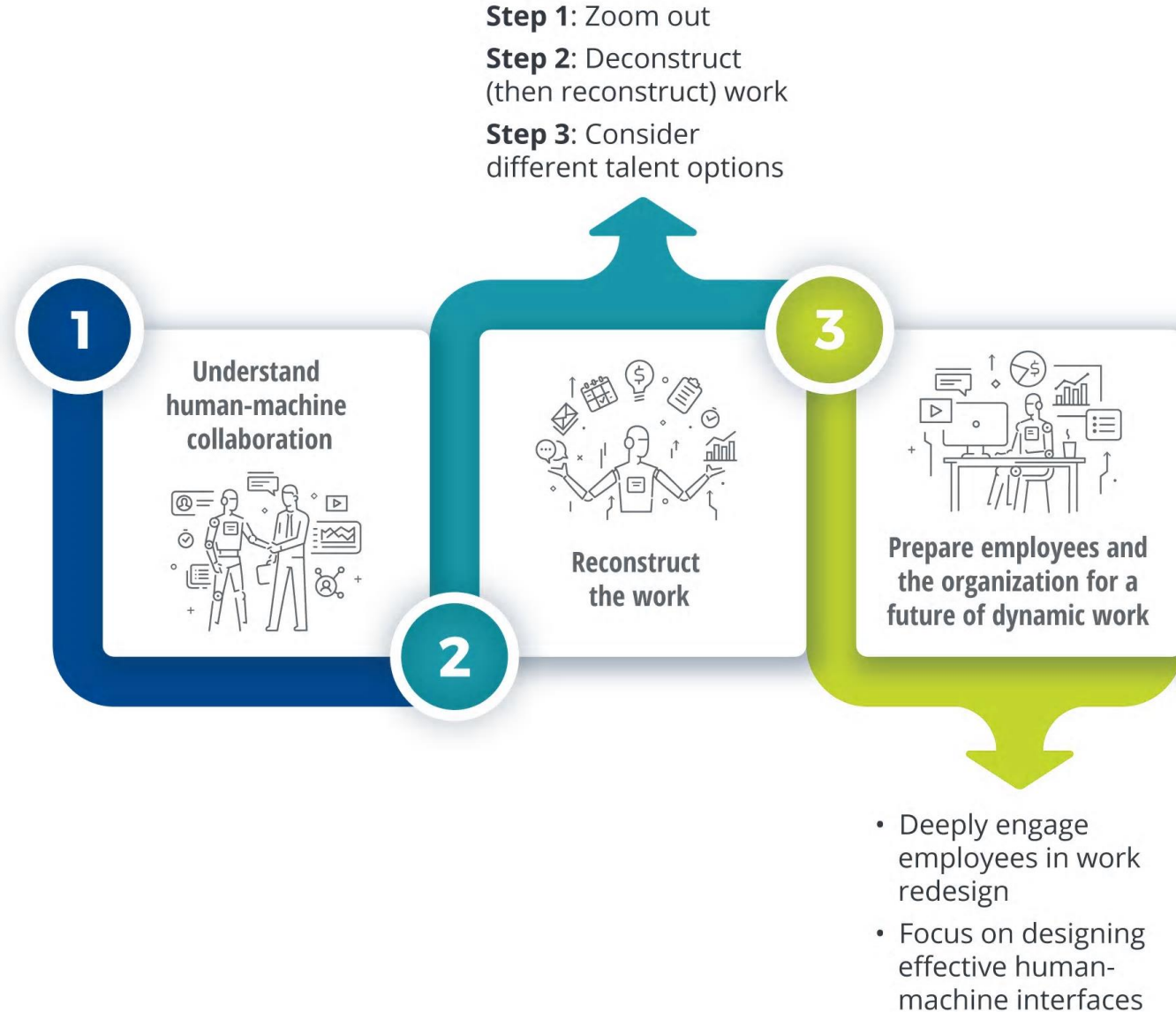
WORKPLACE

The context and environment in which work is done including workplace, physical design and technologies, collaboration, culture, and workforce preferences
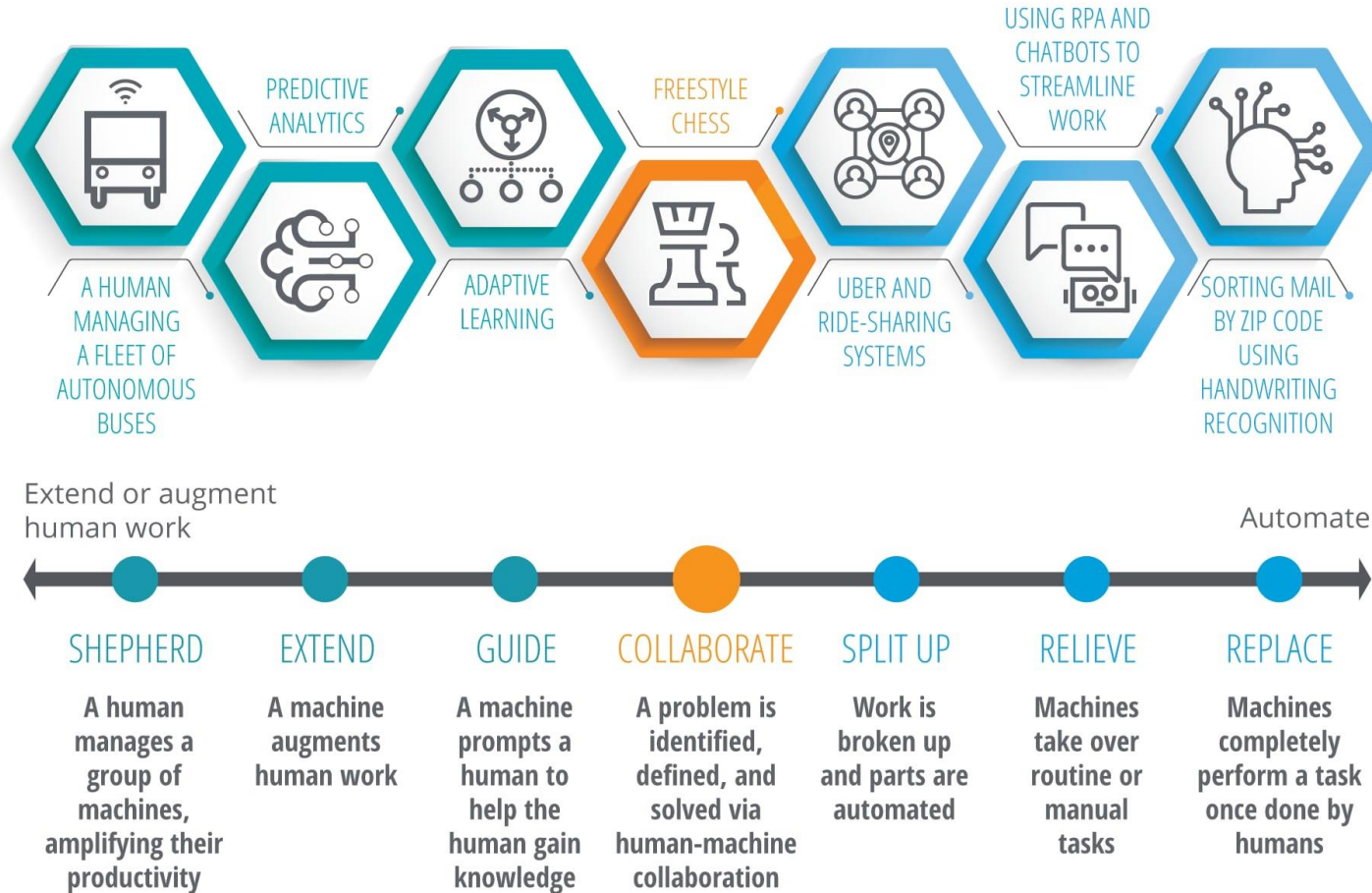
Geographic Location | Physical Design | Culture | Collaboration

Rearchitecting government work for the future

The three stages of redesigning government work

Step 1: Zoom out

Step 2: Deconstruct (then reconstruct) work

Step 3: Consider different talent options

1 Understand human-machine collaboration

2 Reconstruct the work

3 Prepare employees and the organization for a future of dynamic work

- Deeply engage employees in work redesign
- Focus on designing effective human-machine interfaces

Human-Machine Pairing

Scenarios for human-machine pairing

PREDICTIVE ANALYTICS

FREESTYLE CHESS

USING RPA AND CHATBOTS TO STREAMLINE WORK

A HUMAN MANAGING A FLEET OF AUTONOMOUS BUSES

ADAPTIVE LEARNING

UBER AND RIDE-SHARING SYSTEMS

SORTING MAIL BY ZIP CODE USING HANDWRITING RECOGNITION

Extend or augment human work

Automate

SHEPHERD	EXTEND	GUIDE	COLLABORATE	SPLIT UP	RELIEVE	REPLACE
A human manages a group of machines, amplifying their productivity	A machine augments human work	A machine prompts a human to help the human gain knowledge	A problem is identified, defined, and solved via human-machine collaboration	Work is broken up and parts are automated	Machines take over routine or manual tasks	Machines completely perform a task once done by humans

Source: The Deloitte Center for Government Insights.

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Although there are many ways in which humans and machines can work together, we typically identify the human as the supervisor or the primary worker. This view can be limiting.

Machines work for us, with us, and sometimes they even help guide us. Just think about rideshare drivers—acting on instructions from an algorithm that chooses their passengers, the fare they charge, and the route they take.

To harness the real potential of the human-machine partnership in the workplace, we should widen the aperture and consider the full spectrum of possibilities.

Elevating the workforce experience
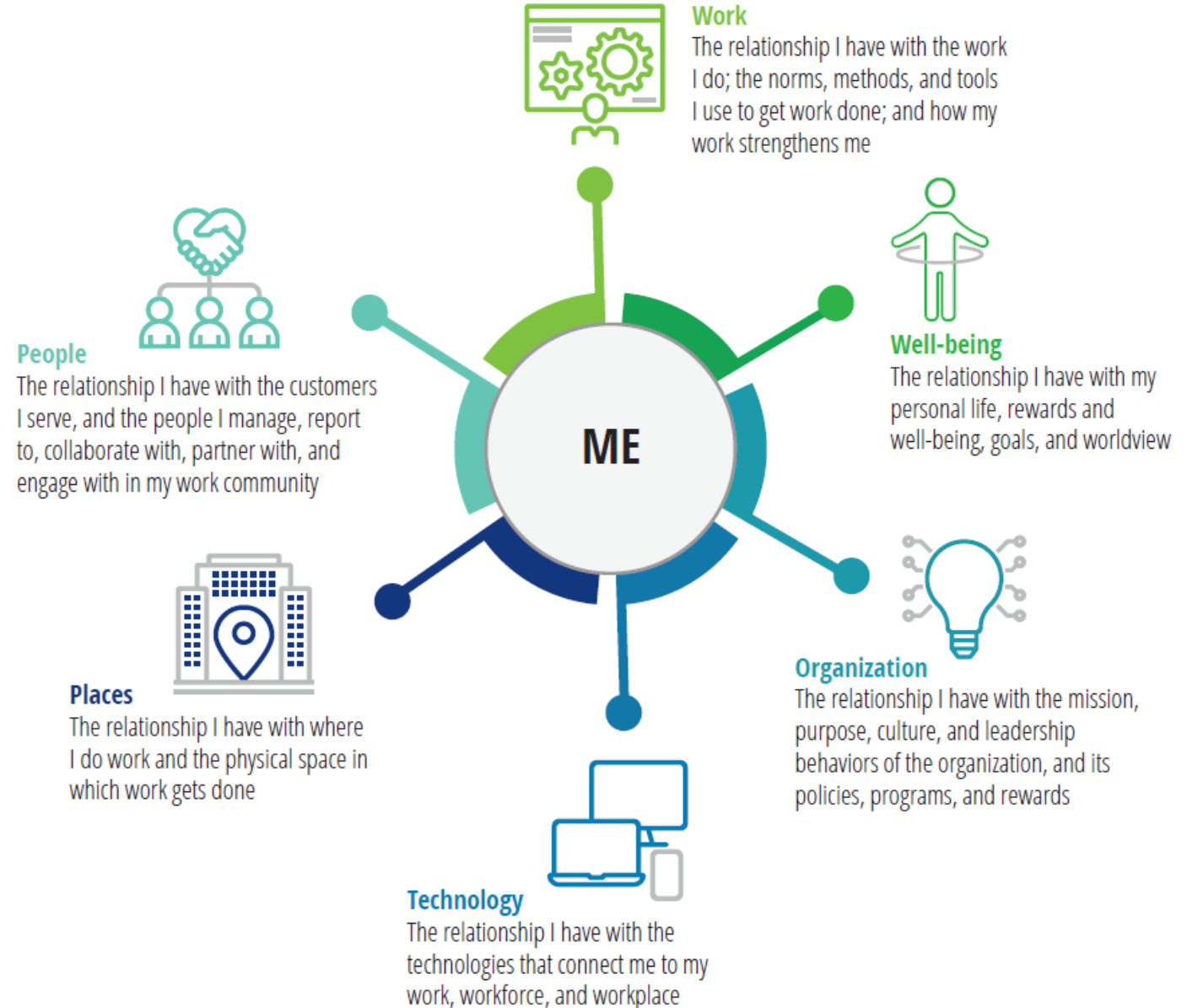
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FEATURE

Reimagining government's workforce experience

Building on the momentum of COVID-19 disruption

Bruce Chew, Jennifer Rome, Amrita Datar, Caitlin Goodrich, and Lisa Danzig

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The relationships that define workforce experience

Workforce experience is impacted by six core relational attributes.

ME

Work
The relationship I have with the work I do; the norms, methods, and tools I use to get work done; and how my work strengthens me

Well-being
The relationship I have with my personal life, rewards and well-being, goals, and worldview

People
The relationship I have with the customers I serve, and the people I manage, report to, collaborate with, partner with, and engage with in my work community

Organization
The relationship I have with the mission, purpose, culture, and leadership behaviors of the organization, and its policies, programs, and rewards

Places
The relationship I have with where I do work and the physical space in which work gets done

Technology
The relationship I have with the technologies that connect me to my work, workforce, and workplace

The question organizations are asking is: What is the model that is right for us – in other words, "where are staff most productive"?

Designing adaptive workplaces

Adaptive workplaces mean organization leaders engage employees to shape optimal work environments
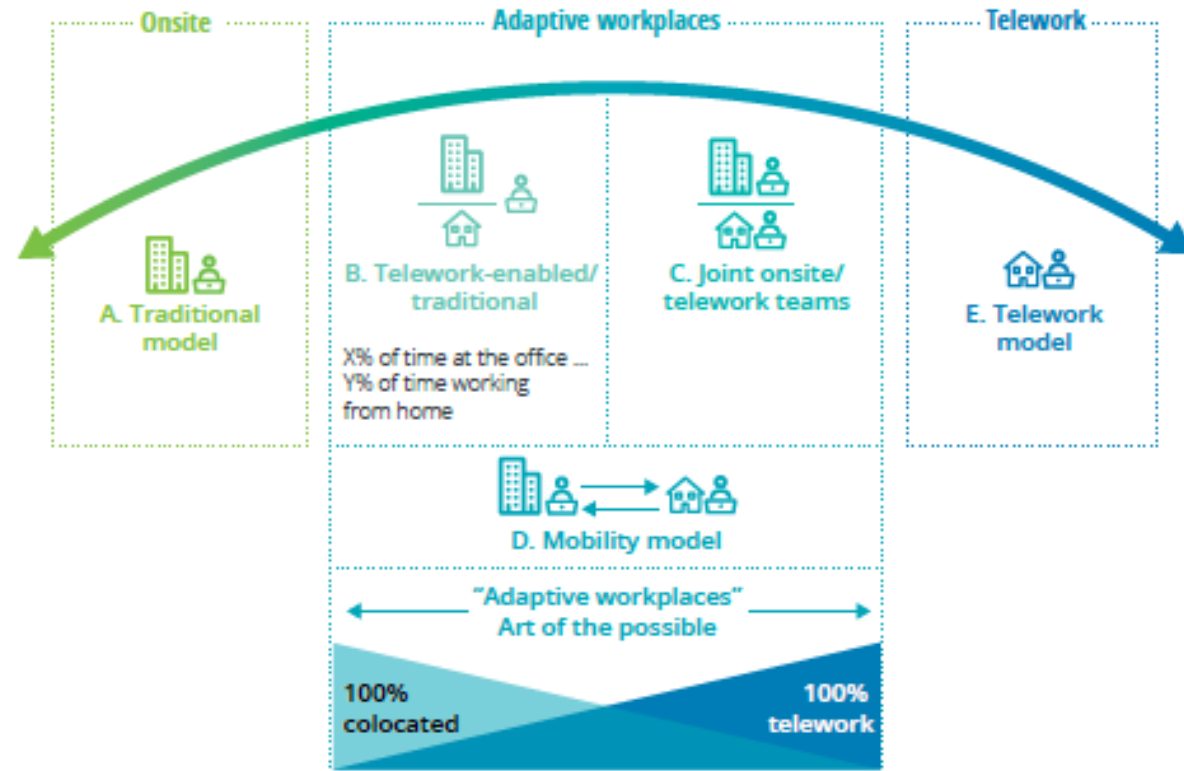
What changes do we need to make to our work, workforce, workplace for enduring success in the new normal?

COVID-19 has flipped traditional workplace orthodoxies

Traditional belief	But...
"Work has to be done in the office"	Continuity of operations has been preserved for most government functions
"People won't work as hard from home"	Industry data suggests people are more productive and work more hours at home
"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 and quality, and attractiveness of employers
"Shared facilities reduce overhead costs"	The more remote, the fewer facilities and overhead, driving down infrastructure costs

Source: Deloitte analysis.

Four aspects to keep in mind while designing adaptive workplaces

Adaptive workplaces
- Places + spaces
- Productivity + performance
- Well-being + connection
- Workforce experience

Source: Deloitte analysis.

Government jobs of the future

Technology advances, changing demographics, and the growing influence of consumers and talent markets are reshaping the future of work, creating opportunities as well as threats.

What does it all mean for the future of government work and jobs?

Algorithm auditor

Child aid coordinator (CAC)

Criminal redirection officer (CRO)

Data engineer

Eligibility coach

Exponential nurse (XN)

Mobility platform manager

Public health and safety guardian (PHSG)

Regulator of tomorrow

Smart base commander

Talent cloud coordinator (TCC)

Virtualization of government

Responding, recovering, and preparing to thrive in the future of work….

- *As organizations in both the public and private sector continue to have employees work at home in response to the COVID-19 pandemic, they may be undergoing a transition that they can't take back easily. Workflows will likely have to adapt, and workforces will settle into a different kind of life balance.*

- *When it's safe to return to the office, employees may not be returning to the same work. In some cases, the nature of their jobs and the expectations may have changed. Remote work might not just be a short-term inconvenience.*

- *It appears that we may be on the cusp of a long-term transformation. COVID-19 has accelerated the timeline for the future of work—it's here now, and it's altering most aspects of how we work, where we work, and what we need to work effectively and collaboratively together.*

The future of work in health and human services

What will jobs look like in the age of AI

Health and human services (HHS) jobs will likely undergo major changes due to factors such as technology advances and changing demographics. Explore how a range of HHS jobs could look in 2025.

Future of work in HHS

New jobs focused on Health and Human Services

Explore the personas

[Child aid coordinator](#)
[Eligibility coach](#)
[Eligibility team manager](#)
[Data engineer](#)
[Community partner of the future](#)
[Contact center worker of the future](#)
[Career coach of the future](#)
[Adjudicator of the future](#)
[HHS customer of the future](#)
[Child support supervisor of the future](#)
[Child support caseworker of the future](#)

Future of Work
Summary of studies

# Future of Work – Foundational studies

The Future of Work in government looks at how technology and new talent models are transforming the way the world works and how government leaders can navigate the transformation of work in the public sector.

Rearchitecting government work for the future explores steps public sector leaders can take now to transform their workplaces and maximize human and machine capabilities as more and more business leaders redesign jobs around AI, robotics, and new business models.

Reimagining government's workforce experience highlights six new lenses/dimensions that can help government agencies optimize the workforce experience in their organizations at a time when workplace orthodoxies are being challenged.
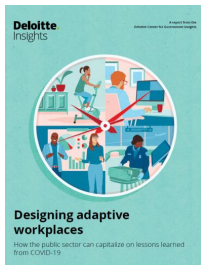
Designing adaptive workplaces talks about the notion of adaptive workplaces—a more fluid model providing employees greater flexibility to work from wherever they are most productive, empowering them to do their best work, and delivering better performance for employers.

Future of Work – Sector/tech deep dives

Future of work in HHS—Health and human services (HHS) jobs will likely undergo major changes due to factors such as technology advances and changing demographics. This piece explores how a range of HHS jobs could look in 2025.

Fighting for the future— New threats and new technologies are changing the future of conflict. To be ready for an uncertain future, the military needs an open and agile workforce.

The future of intelligence analysis—How will artificial intelligence impact intel analysis and, specifically, the intelligence community workforce? This piece explore what organizations can do to integrate AI most effectively and play to the strengths of humans and machines.

The hybrid campus— During COVID-19, many higher education institutions adopted a mix of face-to-face and online delivery of courses and services—creating an opportunity for a more permanent shift to a hybrid university. This publication explores shifts across three key areas: academic affairs, student success, and the campus workforce.