Future of Work

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Future of Work
Framework and insights
Rearchitect work

Unleash the workforce and elevate the experience

Design adaptive workplaces

Building well: Making governments hard targets

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

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

Adaptive workplaces mean organization leaders engage employees to shape optimal work environments.

- **Onsite**: A. Traditional model
- **Adaptive workplaces**: B. Telework-enabled/traditional, C. Joint onsite/telework teams
- **Telework**: D. Mobility model

"Adaptive workplaces" Art of the possible

100% colocated

100% telework
What changes do we need to make to our work, workforce, workplace for enduring success in the new normal?

<table>
<thead>
<tr>
<th>Traditional belief</th>
<th>But...</th>
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<tr>
<td>&quot;Work has to be done in the office&quot;</td>
<td>Continuity of operations has been preserved for most government functions</td>
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<tr>
<td>&quot;People won't work as hard from home&quot;</td>
<td>Industry data suggests people are more productive and work more hours at home</td>
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<tr>
<td>&quot;Employee engagement will suffer&quot;</td>
<td>Technology is enabling even greater collaboration and engagement</td>
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<tr>
<td>&quot;We must recruit staff locally, or pay to relocate them to our offices&quot;</td>
<td>Removing geography expands candidate pool and quality, and attractiveness of employers</td>
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<tr>
<td>&quot;Shared facilities reduce overhead costs&quot;</td>
<td>The more remote, the fewer facilities and overhead, driving down infrastructure costs</td>
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Source: Deloitte analysis.

Four aspects to keep in mind while designing adaptive workplaces:

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

Source: Deloitte analysis.
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?
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.
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.

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.