2020 Deloitte Human Capital Trends: Government & Public Services Insights

The Reinvention of the Original Social Enterprise: The COVID-19 Crisis as an Accelerator of Change

93

Percent of respondents that agreed 'sense of belonging' drives organizational performance

400

Percent increase in remote network capabilities for the US Army amidst COVID[1]

30M

Number of **users Microsoft Teams grew by** in one month (April-May 2020)[2]

How can government & public sector organizations accelerate post-COVID change?

[1] Deloitte Insights: Transforming Government Post COVID-19
[2] The Verge: Microsoft Teams jumps 70% to 75 million daily active users

Unless otherwise indicated, all data is from Deloitte's Global Human Capital Trends report, Deloitte Consulting LLP, 2020.

History of the Human Capital Trends

Since Deloitte first published the Human Capital Trends in 2011, the perspectives have functioned as predictors of the behavior we expect to see in public sector organizations today.

Concept Introduced	Trend Recognized	COVID-19 Accelerator
❖ 2013: Open Talent Economy: Workplace of the Future ❖ 2015: Simplification of Work: Machines as Talent	*The Future of Work*	The Future of Work is Here: Keeping the Workforce Virtually Enabled
❖ 2014: The Overwhelmed employee ❖ 2017: The Employee Experience	*Employee Experience→ Human Experience*	Prioritizing Employee Well-Being
❖ 2011: Diversity and Inclusion: Driving Business Performance ❖ 2017: Diversity and Inclusion: The Reality Gap	*Diversity and Inclusion as Organizational Success Drivers*	Building a Sense of Belonging in a Distributed Virtual Environment

2020 Trends in the Current Environment

Diversity & Inclusion

Human Experience

Future of Work

2020

Trends

COVID/Social Injustice

Future of Work

Human Experience

Diversity & Inclusion

Over the past decade, public sector organizations have adjusted practices to embrace the opportunities that accompany technological advancement. The 2020 Human Capital Trends, which are based on survey data, took shape in Fall 2019, prior to the COVID outbreak.
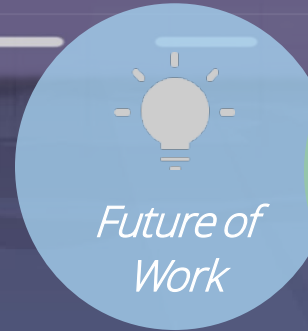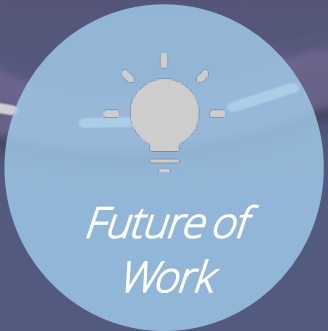
COVID-19 has **accelerated the speed at which public sector organizations must adapt to the digital environment.**
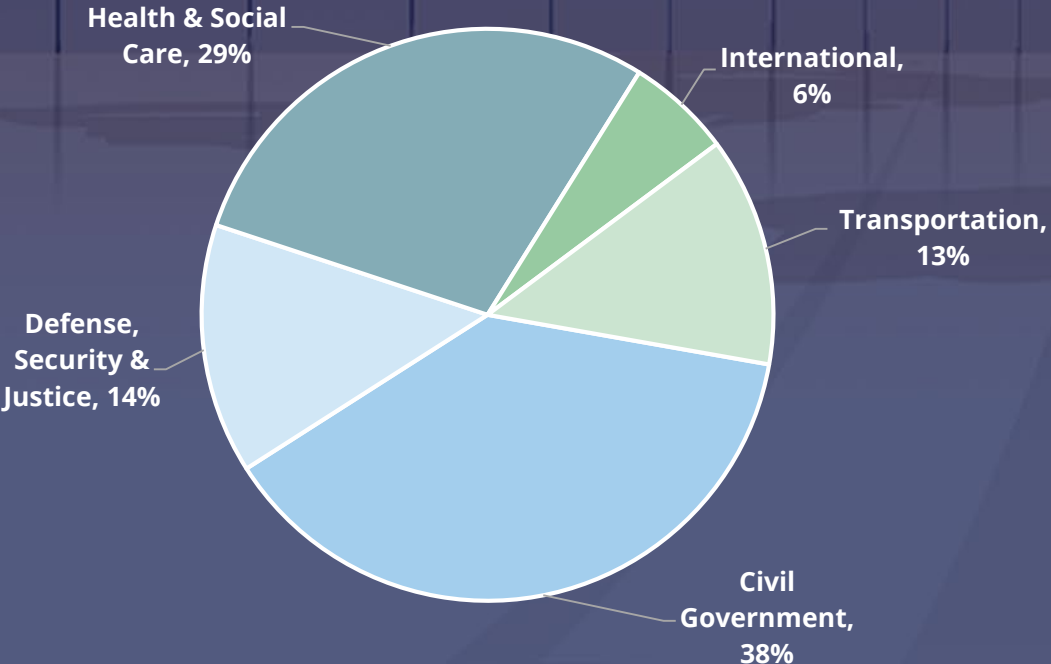
Introducing the
2020 Government & Public Services (GPS) Human Capital (HC) Trends
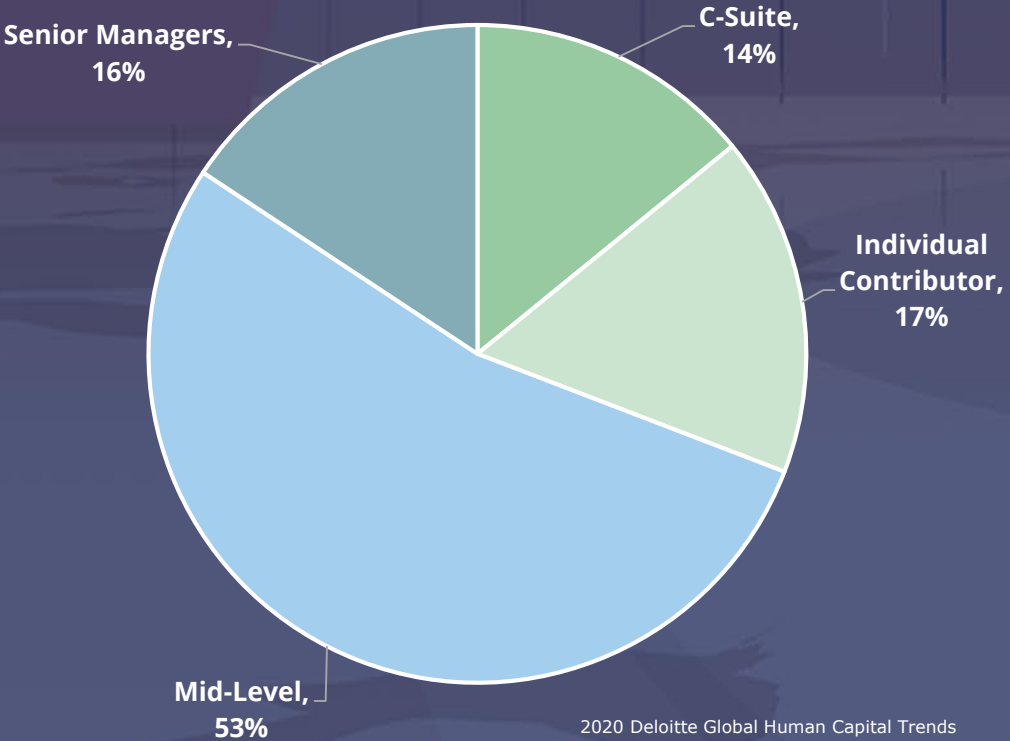
GPS Perspective Survey Respondents

Survey data collected throughout Fall 2019 informs the Global 2020 Human Capital Trends. Public sector respondents had **the highest increase in responses by industry**, making up **more than 8% of data collected.**

Overview of GPS Respondents

GPS Respondents by **Sector**

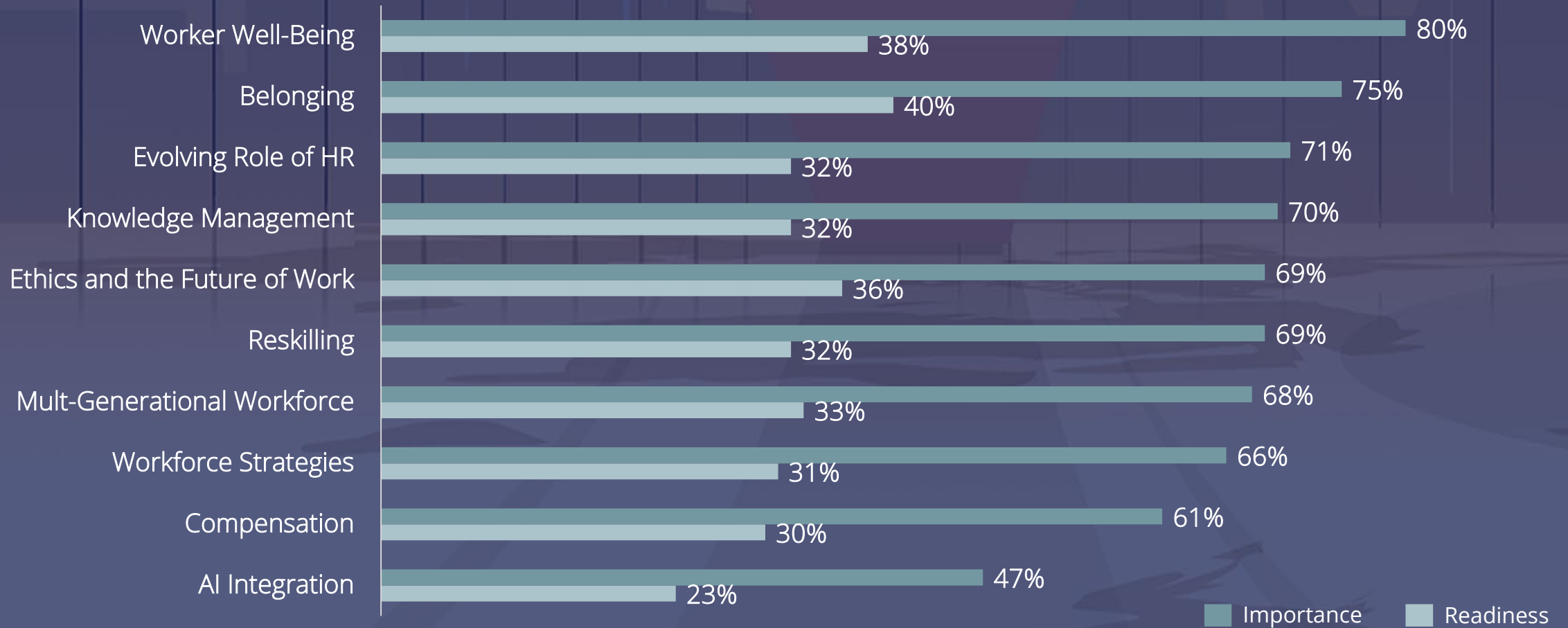- Health & Social Care, 29%
- International, 6%
- Transportation, 13%
- Defense, Security & Justice, 14%
- Civil Government, 38%

GPS Respondents by **Organization Role**

- Senior Managers, 16%
- C-Suite, 14%
- Individual Contributor, 17%
- Mid-Level, 53%

Importance and Readiness Do Not Line Up

A significant gap exists across the Trends between *what GPS organizations recognize as important* and *what they are prepared to tackle right now.*

Top Human Capital Trends: The GPS Perspective

Trend	Importance	Readiness
Worker Well-Being	80%	38%
Belonging	75%	40%
Evolving Role of HR	71%	32%
Knowledge Management	70%	32%
Ethics and the Future of Work	69%	36%
Reskilling	69%	32%
Mult-Generational Workforce	68%	33%
Workforce Strategies	66%	31%
Compensation	61%	30%
AI Integration	47%	23%

Importance   Readiness

2020 GPS Human Capital Trends
Deep Dive In the Time of COVID-19

Applying the Trends During the COVID-19 Crisis

As public sector organizations explore actions within the three key phases of crisis, they should also address how the 2020 Trends pertain to each phase. While some Trends may be more prominent than others in certain phases, **each Trend plays an important role in responding, recovering, and thriving throughout the effects of the COVID-19 crisis.**

Respond
Develop a strategy that addresses the immediate challenges to enable the organization to continue mission critical work

Recover
Identify changes to the work, workforce, and workplace and refine policies and initiatives to correspond to the changing landscape

Thrive
Iterate and improve upon capabilities that benefit the organization's mission critical efforts as the future of work evolves

RESPOND

RECOVER

THRIVE

Governing workforce strategies

Designing work for well-being

Beyond reskilling

Superteams

Belonging

Ethics and the future of work

The postgenerational workforce

Evolving role of HR

The compensation conundrum

Knowledge management

Respond

Develop a strategy that addresses the immediate challenges to enable the organization to continue mission critical work

Governing workforce strategies:

New questions for better results

As technological advances cause the nature and composition of teams to adjust – and skills rapidly surge and become obsolete – **many public sector organizations are looking to predictive analytics.** These analytics can help **gauge and guard against potential risks, inform strategy, and prepare for the future of the work, workforce and workplace.**
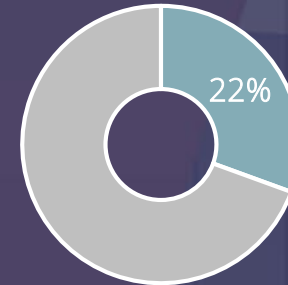
How does Governing Workforce Strategies Apply to Government & Public Services?

Public sector organizations must begin to ask fundamentally new questions to find relevant, actionable workforce metrics that can inform bold decisions and strategies. Gathering new data from a variety of sources, enabling metrics tracking across systems, and challenging traditional assumptions and focuses of workforce analytics will empower organizations to move into the future.
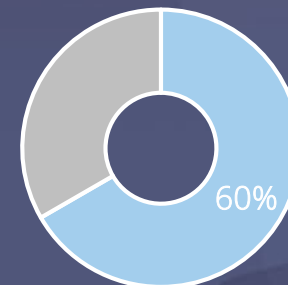
2017
People Analytics: Recalculating the Route

2018
People Data: How far is too far?

2020
Governing Workforce Strategies

GPS Respondents Surveyed

22% said their organization was effective or very effective at **sensing internal changes**
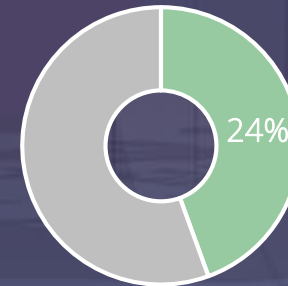
24% say they are effective or very effective at **sensing external changes** and trends that will affect the workforce

60% say **the readiness of the existing workforce to meet new demands** is the best way to understand future workforce and talent needs

Governing workforce strategies:

The COVID-19 Shift

The COVID-19 crisis has served as a catalyst for key workforce analytics development as public sector organizations realize the importance of visibility into the locations and exposure status of their employees. In addition to managing in the COVID-19 environment, these changes will have long-term implications on how organizations manage their people for years to come.

Case in Point: Determining Events via Enterprise Dashboards

The Department of State's Center for Analytics developed enterprise dashboards to evaluate whether to continue or cancel Department-sponsored events around the globe due to COVID-19. The dashboards were used by the entire department to help display COVID-19 spread, travel restrictions, and upcoming Department events, and were viewed more than 9,000 times over 30 days.

Using a new technology, the State Department used data-driven insights to enable swift decision making in a high stakes environment.

● **Applying this Trend during the COVID-19 Crisis**

Respond

Collect data on key information tied to COVID-19, including location and key health indicators of employees, to apply when thinking through a strategy to return to the workplace

Recover

Identify metrics that can govern and guide workforce strategies by asking important questions about critical skills, technology readiness, and leadership pipeline to anticipate future needs and risks.

Thrive

Enhance workforce insights by gathering data from various sources and modeling future scenarios in order to make data driven decisions
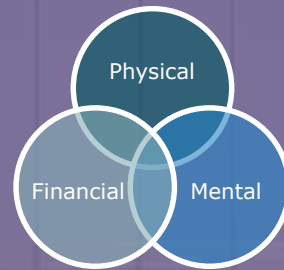
Designing work for well-being:
The COVID-19 Shift

As part of the social enterprise, organizations have a **responsibility to take care of their employees' well-being and enable employees to focus on both their professional and personal development.**

How does Well-Being Apply to Government & Public Services?

Today's Well-Being Has Three Components

Physical

Financial

Mental

Organizations should focus on the well-being of employees **in** work, not just **at** work.

Meaning, organizations should move away from programs that seem to sit adjacent to work and move towards designing well-being into the day-to-day work to allow a sense of contribution that can translate to **true organizational performance.**

80%
Believe that well-being is important

38%
Feel ready to address work well-being

13%
Have a comprehensive well-being strategy integrated into work

Designing work for well-being:
The COVID-19 Shift

The pandemic has led to less separation between professional and personal activities, **increasing exhaustion and burnout and simultaneously exposing the stress that many workers face in balancing demands.**

The COVID-19 crisis has shown that **organizations need to prioritize and support employee well-being,** even when the source of stress is outside the parameters of work.

Case in Point: Bringing Empathy to Life

The USAID developed a 14-week campaign to support employee well-being in the face of COVID-19. Building upon a previously developed pillar of their leadership philosophy to promote well-being, they emphasize leading with empathy during a crisis. The campaign features a series of communications that include tips and tricks to incorporate well-being into the work day, as well as well-being scorecards to provide support to leadership and ensure that well-being is prioritized. All of the messaging revolves around transparency and shared accountability for the well-being of all employees.

● **Applying this Trend during the COVID-19 Crisis** ----------------------------------

Respond

Recognize the importance of physical, financial, and emotional well-being. Identify a group to own this initiative and share the organizational perspective along with a direct line of contact.

Recover

Spend time understanding the unique needs of your employees' well-being. Encourage leaders to share their stories and remind employees to leverage flexible hours, when possible, to take care of personal demands.

Thrive

Redesign work toward outputs instead of activities: Change the mindset to focus on the results delivered rather than solely on the number of hours worked.

Beyond reskilling:
Investing in resilience for uncertain futures

Organizations need a worker development approach
that considers both the dynamic nature of jobs and the equally dynamic potential of people to reinvent themselves. Organizations should focus on **building workers' resilience** for both the short and the long-term — **a focus that allows organizations to increase their own resilience in the face of constant change.**

How does Reskilling Apply to Government & Public Services?

GPS organizations often approach workforce development as a strategy for building worker and organizational resilience — **equipping workers, and thus the organization, with the tools and strategies to adapt to a range of uncertain futures** in addition to reskilling them for near-term.

Reinvention shifts from something that may threaten worker security to the very thing that defines it: Workers who are able to constantly renew their skills and learn new ones are those who will most likely find employment in today's rapidly shifting job market.

Half of GPS orgs. believe that up to **75% of their workforce** will need to change their skills in the next **3** years

70%
of GPS respondents said their workers are not rewarded for developing their skills

Beyond reskilling:
The COVID-19 Shift

COVID-19 initiated a new, immediate need for workers with certain skills. For GPS organizations whose services are in high demand, but lack a workforce with the critical skills, **the ability for both the worker and the organization to adapt and update their skills is key to organizational success** – that is, meeting the need of all impacted U.S. residents.

Case in Point: Expanding Talent Options to Support Both the Mission & the Worker

The U.S. Air Force (USAF) is considering how to recruit experienced commercial pilots or civilians currently enrolled in commercial pilot training programs. Each year, ~900 USAF pilots complete their 10-year service commitments. While USAF remains focused on convincing its current pilots to recommit, it also sees an opportunity to acquire talent from the private sector aerospace industry, which has grounded many commercial pilots and paused training programs due to the COVID-19 pandemic. This strategy of acquiring private sector talent in need of work, while encouraging current USAF pilots to recommit can help both the USAF mission and pilots across sectors.*

● **Applying this Trend during the COVID-19 Crisis**

Respond

Brainstorm strategies to equip an organization's talent to adapt to uncertain futures while meeting short-term needs, and consider how reskilling strategies can support your organization's resiliency

Recover

Move employees from transactional to higher-value work, which better positions the organization to build worker resilience to change, since reskilling enhances the worker's ability to adapt

Thrive

Implement programs and learning tools that enable the workforce to consistently update and review skills, as well as learn new ones, to make organizations increasingly adaptable in the face of change

* Source: "US Air Force considers ways to recruit commercial pilots." *Flight Global.* 22 June 2020. Article here.

Recover

Identify changes to the work, workforce, and workplace and refine policies and initiatives to correspond to the changing landscape

Superteams:
Putting AI in the Group

The **rise of teams and the growing adoption of AI in the workplace** has led to the evolution of Superteams – leaving the public sector with the choice of adoption or risk being left behind in the rapidly changing technological environment.

Utilizing AI to the fullest requires **the jump from augmentation to collaboration** - creating teams where computers and people use each other's complementary strengths to achieve a common goal.

How do Superteams Apply to Government & Public Services?

Providing employees with the latest technology and embracing productive change through integrating AI in the workplace will enable agencies to productively create new value.

Currently, AI and robotics are most frequently used to **assist the workforce in improving consistency and quality** and least frequently used to improve insights.
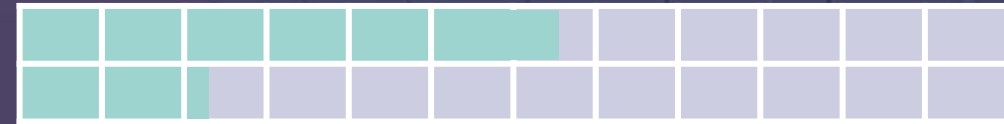
2018	2019	2020

AI, Robotics, and Automation — **From jobs to super jobs** — **Superteams**

GPS Respondents Surveyed

47%
believe it is important to redesign jobs to integrate AI

23%
are ready to address this trend

52% believe there will be the **same number of jobs in 3 years**, but the nature of jobs will be different

Superteams:
The COVID-19 Shift

COVID-19 has shown that **humans and technology are more powerful together than on their own.**

Although 53% of GPS respondents said redesigning jobs to integrate with AI is not important or only somewhat important – in the response to the COVID-19 crisis, automation and the adoption of new technologies was the immediate and logical first response for a lot of organizations. This shift in prioritization may help close the gap in readiness and importance.

Case in Point: Humans Working Hand-in-Hand with Bots

The State of Louisiana Office of Technology Services (OTS) is standing up a robotic process automation line of service as part of their Enterprise Architecture portfolio to support state agencies in addressing work backlog and overworked staff. OTS has delivered three RPA solutions to assist an agency in their processing of forms received from the public – these bots first work through a queue of forms to process, and by design, when they are not able to complete a form, the bot provides a human employee with notes on what it attempted to direct the human user to the most efficient troubleshooting steps. These bots have returned over 630 human hours and cut down completion time as much as 70% for some tasks. The streamlined integration of technology into the long-standing human-driven process is improving the delivery of services to citizens with the most need.

⬡ **Applying this Trend during the COVID-19 Crisis** -

Respond

Establish a baseline of capabilities and design a strategy to implement AI in to the workplace.
Understanding when the shift is necessary to continue mission critical work.

Recover

Embrace the integration of AI into the team environment to automate transactional and time-consuming tasks – allowing the existing workforce to focus on backlog items or higher order impact items.

Thrive

Shift from using AI to improve consistency to improving insights. Use AI as an augmentation to streamline costs, create value, and ultimately inject meaning to the workforce as whole.

Belonging:

From comfort to connection to contribution

Public sector organizations are **forging a stronger link between belonging and organizational performance by strengthening workers' connections with their teams** and fostering their sense of contribution to meaningful shared goals.

When **employees feel respected and connected,** employers experience increased **job performance** and reduced turnover.

How does Belonging Apply to Government & Public Services?

Many public sector organizations have focused on building inclusive environments and must now pivot to fostering connection between employees and teams by using tools like business resource groups, public praise, and bias training. From there, public sector organizations can highlight individual roles and contributions in advancing their teams and furthering the mission of the organization.

2017
Diversity and Inclusion: the Reality Gap

2018
Citizenship and Social Impact

2020
Belonging

National Data
A 2019 study found that workplace belonging can lead to an estimated **56% increase in job performance, a 50% reduction in turnover risk, and a 75 % decrease in employee sick days.** The study found that a single incidence of "micro-exclusion" can lead to an immediate 25% decline in an individual's performance on a team project.[1]

GPS Data
The top two factors that influence an organization's ability to create a sense of belonging are:

35%
Leadership

35%
Organizational Culture

1 BetterUp, *The value of belonging at work: The business case for investing in workplace inclusion*.

Belonging:
The COVID-19 Shift

The COVID-19 pandemic has complicated – although not disrupted – efforts to maintain connection in a virtual or socially distant setting. While teams may not be together physically, **organizations can still foster connection through meaningful events and intentional meetings** designed to keep employees connected to each other and to the mission of the organization.

Case in Point: Engaging Employees throughout COVID-19

Many managers are more proactively reaching out to their employees for check-ins, instead of just relying on "random meetings in the hallways" to maintain and build personal relationships.

One senior executive in the US Army feels that they can now connect more directly to their junior staff than before. Prior to the COVID-19 crisis, these executives would have had to physically walk across large campuses or office spaces to connect. Today, they can dial into the team meeting of a mid-level manager, share their vision, answer questions, and disconnect after 10-15 minutes.

● **Applying this Trend during the COVID-19 Crisis**

Respond

Create a comfortable working environment by transitioning inclusion programming to a virtual environment; facilitating dialogue, and emphasizing the commitment to a respectful work culture.

Recover

Build connection by facilitating a variety of virtual events designed to promote meaningful relationship within teams and across the organization.

Thrive

Recognize individual contributions to milestones and successful programs, highlight diverse perspectives that enabled successful teams and outcomes.

Ethics and the future of work:

From "could we" to "how should we"

As organizations rapidly integrate people, technology, alternative workforces, and new ways of working, as a part of the future of work, leaders must consider **an increasing range of ethical challenges.**

How does Ethics Apply to Government & Public Services?

Survey respondents named **legal and regulatory requirements** the **top driver** to the importance of ethics in the future of work.
GPS organizations must also consider their **diversity and inclusion** practices.

Public sector organizations are being called upon to **address these challenges from a future of work perspective by designing work in innovative ways that can help ameliorate related concerns.**

For example, the U.S. has seen some state and city legislation requiring hiring entities to treat gig workers as employees instead of contractors. Organizations should continue to recognize the importance of alternative workers.

Recent events have illuminated a need for enterprises to focus on racial social justice. Organizations are responsible for empowering their employees to have courageous conversations and consider their authentic selves. Organizations should also tackle the ways these events impact talent to remain inclusive and forward-thinking.

Organizations also identified seven additional areas of ethical concern. 50% of GPS organizations feel either not ready or only somewhat ready for these additional areas of ethical concern, which include:

1. Maintenance of privacy of and control of workers' data
2. Fairness of pay
3. Treatment of alternative workers
4. Design of jobs that account for climate and sustainability
5. Management of the impact of automation on the workforce
6. Use of AI and data to monitor individuals and the workplace
7. Use of algorithms to influence decision-making

Ethics and the future of work:
The COVID-19 Shift

Because the COVID-19 pandemic requires GPS organizations to quickly adapt to customer needs in a higher technology environment than before, questions of ethics are arising – and must be addressed with urgency.

Case in Point: Rethinking Culture and Policies Enable Dual Responsibilities

During the COVID-19 pandemic, citizens depended on effective processing times for Social Security payments more than ever. The onset of COVID-19 also increased the need for SSA employees to conduct their jobs remotely, causing almost all government organizations to consider how to adjust policies, procedures, and workplace culture to enable teleworking. Considerations included how to limit any unintentional discrimination against parents who, in the midst of COVID-19, had to balance parenting duties with work responsibilities. Through redesigned thinking and policy updates, the SSA adjusted its culture to enable employees to function as both family caretakers and benefit providers.

● **Applying this Trend during the COVID-19 Crisis** -

Respond

Consider the "how should we" work; think about what shifts will enable the organization is achieving the mission in the best way

Recover

Develop practices and codes of ethics that reflect the reality of the future of work; train leadership how to embody "how should we" to inspire followership

Thrive

Confirm these practices to realize the new established code of ethics that reflects the organizational goals. These ethical standards will enable the organization to continuously progress as the future of work evolves

Postgenerational workforce:

From millennials to perennials

Forward-looking organizations are shifting their approach from viewing their workers through a single demographic lens to **better understanding the workforces' attitudes and values.** Those organizations are harnessing technology to analyze and create new, more relevant insights into employee's needs and expectations.

How does the Post-generational workforce apply to Government & Public Services?

As the workforce grows more complex, leading organizations are developing talent strategies that focus on the various needs and attitudes represented in their workforce. These organizations recognize that they have an opportunity to understand and seek input from individuals to create a customized workforce strategy that meets the needs of their employees.

2018 — The Longevity Dividend

2019 — Accessing Talent/Talent Mobility

2020 — The Post-Generational Workforce

GPS Respondents Surveyed

56%
of organizations still use **work-related demographics (level, tenure, etc.)** to segment the workforce
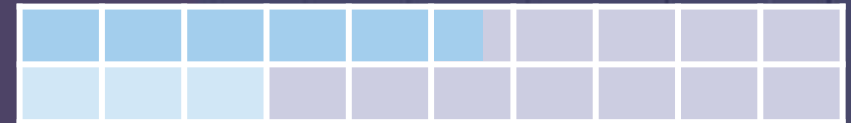
Only 30%
Believe work-related demographic will be most important for segmenting the workforce in three years

In five years, GPS respondents believe that personal behaviors and work behaviors will be most important for segmenting the workforce
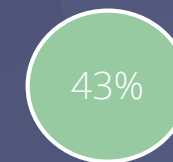
43% personal behaviors

45% work behaviors

Postgenerational Workforce:
The COVID-19 Shift

As many public sector organizations transition to remote or reduced schedules, **understanding people data becomes even more important to create conditions for an engaged workforce.** Understanding employees' interests, values, preferences, and opinions can allow such organizations to tailor outreach and programs to workers' individual attributes.

Case in Point: Identifying Recovery Methods via Worker Attitudes

The City of Boston conducted a Human Insights sentiment survey of their workforce to assess workforce needs for a recovery plan from COVID-19. Rather than making assumptions based on demographic data, the city is focusing on identifying key attitudes of its workers in order to prioritize plans that meet those stated needs.

● **Applying this Trend during the COVID-19 Crisis** –

Respond

Gather key data about workers' attitudes and needs that can shape future programs, including career pathing and leadership options

Recover

Make sure that all talent management programs are centered around learning and working styles to effectively reskill and upskill to enable changing business needs

Thrive

Adjust talent acquisition programs to recruit workers based on capabilities and attitudes, broadening the talent pool by bringing in people at different ages for different priorities

Thrive

Iterate and improve upon capabilities that benefit the organization's mission critical efforts as the future of work evolves

Evolving role of HR:

Expand focus and extend influence

HR is moving away from its historical role as a back-office function and transforming to a core piece of the organization, with **the ability to influence the most powerful and unique asset of any organization: its people.**

Over 40% of GPS respondents believe there will be substantial or radical changes to the role of HR over the next 12-18 months.

How does HR's Evolving Role Apply to Government & Public Services?

The future of HR should incorporate the following to effectively manage the core human element of work:

Expanded Focus

HR should look to broaden its focus from employees, to the organization, and ultimately, to the work and workforce itself

&

Extended Influence

HR should increase its sphere of influence beyond the traditional lines of the function to the enterprise and to the business ecosystem as a whole

GPS respondents believe that the biggest impacts to the evolution of HR in the next 12-18 months are:

35%
Reskilling the workforce

33%
Improving the employee experience

GPS respondents believe that the two biggest changes that HR should make to maximize their impact over the next 12-18 months are:

46%
Increasing new capabilities to thrive in the digital age through digital fluency, analytics, etc.

40%
Changing the organizational design to incorporate more agile and team-based work

Evolving role of HR:

The COVID-19 Shift

As many organizations face **a world in which they have to make more with less**, the importance of **identifying and engaging the right individuals is especially important.**

HR should take a leading role in **helping the organization and the workforce adapt to changing organizational and business requirements** to both recover and thrive over the next decade.

Case in Point: Reimagining the Role of HR

In an effort to enhance employee experience and perception of HR, the City of Boston is embarking on a transformation of its Human Resources function. The city aims for HR to provide the strategic counsel its leaders require and the quality services its employees deserve.

This transformation includes many facets such as gathering employee perception on post-COVID-19 work, providing leading practices for remote work and virtual facilitation, as well as identifying supporting technology to support its role as a shared service and center of expertise.

⬡ **Applying this Trend during the COVID-19 Crisis** - - - - - - - - - - - - - - - - -

Respond

Communicate to employees the current responsibilities and action steps HR is taking to support the employees and the organization

Recover

Include HR in the conversation to re-prioritize organizational and business requirements based on the changing environment.

Thrive

Conduct an analysis of HR responsibilities to identify areas that should fall underneath their preview. Update structure and process to enable those changes.

The compensation conundrum: Principles for a more human approach

Organizations need to consider a strategy that is anchored not only on data and benchmarks, but also **in a set of human principles that reflects the fact that compensation is more than a set of numbers**

How does Compensation Apply to Government & Public Services?

In 2019...
We focused on viewing compensation in the context of cultivating relationships and examining external benchmarks

→

In 2020...
We continue to view compensation as a human activity, leveraging human-focused design principles

A compensation strategy should reflect how organizations value individuals and how individuals value organizations. A strong strategy:

1. **Values Transparency.** All criteria and included benefits should be published and accessible to employees
2. **Considers the Individual.** Employees will back a compensation strategy that understands and evaluates them accurately and fairly

Over 60%

Of GPS respondents said their organization has **redesigned its compensation strategy in the last 1-3 years**

Yet...

Over 50%

Of GPS respondents have **yet to address the following current issues when determining compensation** strategy:

(1) Frequency with which jobs are changing

(2) Importance of entrepreneurial behavior

(3) Introduction of the alternative workforce

(4) Need for the workforce to invest in new skills

(5) Increased use of AI

(6) Growth of unregulated work

(7) Shift towards team based work

The compensation conundrum:
The COVID-19 Shift

As organizations think about the "return to work", they should ask themselves **what principles serve as the foundation for their compensation philosophy, programs, and policies**.

When evaluating those principles, the conversation should account for the "total rewards" mindset that accounts for **fairness, transparency, inclusion, growth, and collaboration**.

Case in Point: Setting Telecommuting as the Status Quo

Travis County in Austin, Texas is developing a plan that will keep 75% of their employees working remotely, even after the COVID-19 crisis subsides. Employees shared that they were happier and more productive with the removal of their commutes, and expressed interest in continuing to telecommute.

The plan is focused on the employee experience and will provide accommodations for those who encounter barriers to working from home.

● Applying this Trend during the COVID-19 Crisis

Respond
Recognize the hard work and dedication of your employees and identify ways to reward them for their unique contributions.

Recover
Capture employee input on ways to promote the human values of purpose, fairness, transparency, growth, and collaboration.

Thrive
Develop a strategy that captures the core values of the organization and communicate those expectations clearly.

Knowledge management:
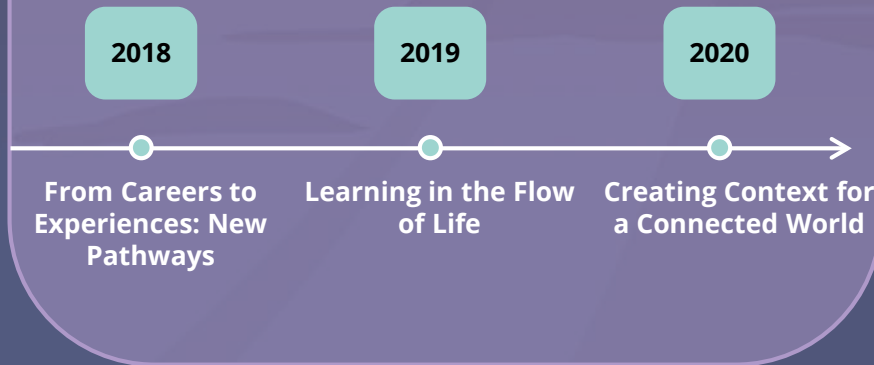## Creating Context for a Connected World

Knowledge is a direct driver of organizational performance – and while organizations are in a time of creating the largest amounts of data they ever have, it can be difficult to capitalize on its full potential.

Knowledge management **connects all of the organizations teams, systems, and networks** – elevating everything the organization does.

How does Knowledge Management Apply to Government & Public Services?

A cultural shift is needed to adjust the idea that holding on to individual knowledge safeguards an employee, when in reality sharing it makes them more relevant – knowledge transparency allows organizations to be more effective a whole.

Survey respondents identified the largest barriers to an effective knowledge management system as organizational silos and lack of incentive.

2018	**2019**	**2020**
From Careers to Experiences: New Pathways	Learning in the Flow of Life	Creating Context for a Connected World

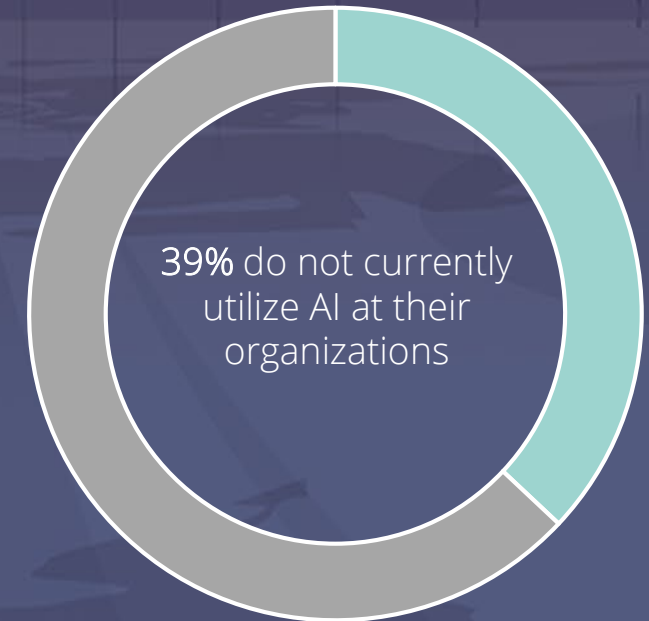## GPS Respondents Surveyed

75%
say creating and preserving knowledge across the evolving workforce is important or very important to their success

9%
are ready to address this trend

39% do not currently utilize AI at their organizations
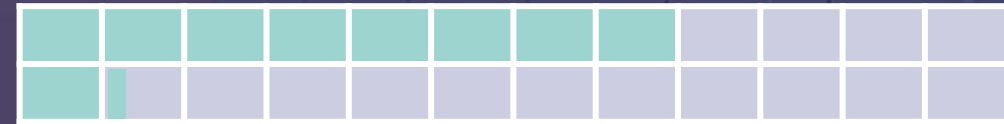
Knowledge management:
The COVID-19 Shift

The need for clear communication throughout the COVID-19 pandemic **highlighted the need for streamlined and accurate information sharing.**

Effective knowledge management will strengthen organizational connectivity – and lends the organization the resiliency to be able to withstand, and even thrive in environments of disruption and change.

Case in Point: Rethinking HR Data

For many Intelligence Agencies, HR transactions are not deemed "mission-critical". The shift to remote work for non-essential reporting employees has led to a significant backlog of HR work. HR data in most cases, is not classified, but housed on classified systems because of the environment. The response to COVID has increased interest among intelligence agencies in exploring moving their unclassified data to create access to certain systems without having to be in a classified environment.

● Applying this Trend during the COVID-19 Crisis

Respond

Identify the information most critical to the workforce and establish a plan on how to communicate quickly and effectively while confirming information is accurate.

Recover

Understand the critical need for information sharing and adopt policies and procedures that encourage effective information sharing, connected data, and streamlined analysis.

Thrive

Adopt AI in to the knowledge management process to create actionable knowledge sharing – AI will assist in generating contextual data that is ready to use and significantly reduce the need for human intervention.

Regardless of which crisis phase you're in now:

Are you ready to accelerate change…

…and reclaim the role of the original social enterprise?

Explore the 2020 Human Capital Trends:

Read the full HC Trends report <u>here</u>

Access additional COVID-19 response resources <u>here</u>

Request a HC Trends speaker for an event or conference

Contact us:

John Forsythe
Managing Director
Deloitte Consulting LLP
joforsythe@deloitte.com

J.R. Ruiz
Senior Manager
Deloitte Consulting LLP
jrruiz@deloitte.com

Thank you for learning about the 2020 Human Capital Trends!

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