



Government jobs of the future

What will government work look like
in 2025 and beyond?

About the authors

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JENN GUSTETIC is a 2018–2019 digital Harvard Kennedy School research fellow focused on the future of work. She is also currently the program executive for the Small Business Innovation Research program at the National Aeronautics and Space Administration. She is an experienced policy entrepreneur, having served as the assistant director for Open Innovation at the White House Office of Science and Technology Policy, and a leader in the federal open innovation community, having served as the program executive for prizes and challenges at NASA and cochair of the interagency Maker working group. She can be reached on Twitter @jenngustetic.

About the Deloitte Center for Government Insights

The Deloitte Center for Government Insights shares inspiring stories of government innovation, looking at what’s behind the adoption of new technologies and management practices. We produce cutting-edge research that guides public officials without burying them in jargon and minutiae, crystalizing essential insights in an easy-to-absorb format. Through research, forums, and immersive workshops, our goal is to provide public officials, policy professionals, and members of the media with fresh insights that advance an understanding of what is possible in government transformation.

Today's business challenges present a new wave of HR, talent, and organization priorities. Deloitte's Human Capital services leverage research, analytics, and industry insights to help design and execute critical programs from business-driven HR to innovative talent, leadership, and change programs.

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REGULATOR OF TOMORROW



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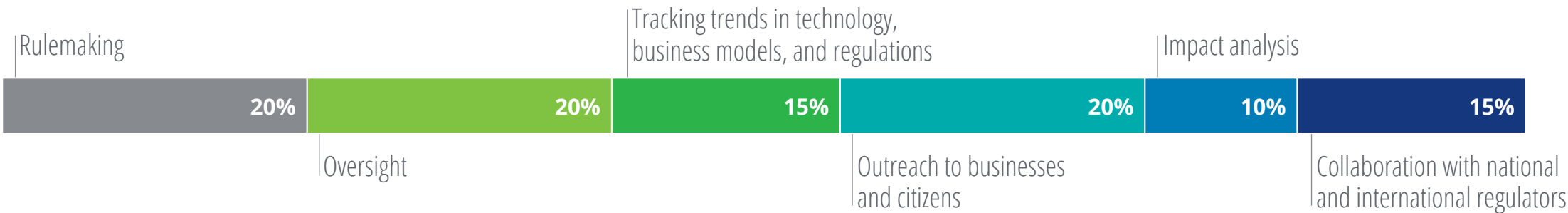
Summary

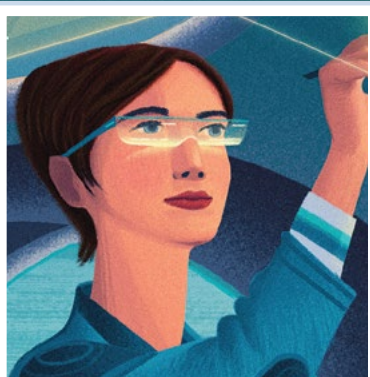
As emerging technologies drive new business models, regulators of tomorrow deploy a variety of tools and technologies to increase internal efficiency, improve regulatory outcomes, and reduce the burden of compliance on businesses and citizens. They use natural language processing and machine learning to streamline and rationalize existing regulations while machine learning and analytics can help them make evidence-based decisions, such as distinguishing trustworthy businesses from scofflaws. Regulators of tomorrow also play a role in identifying risks and biases in algorithms, working with a team of specialists to oversee audits of algorithms supporting cognitive technologies and review recommended measures for improvement. They typically take an iterative approach to regulation and use tools like sandbox programs and soft laws to keep pace with changing business models and technologies.

Responsibilities

- Ensuring consumer protection while encouraging innovative business models
- Staying up-to-date on commercial innovations to ensure regulations adapt quickly to suit changing business models; informing policymakers of outdated layers of the regulatory framework
- Collaborating with other nations, jurisdictions, and agencies to standardize regulations
- Communicating with industry to ensure regulations are understood
- Observing and overseeing regulatory sandboxes to encourage innovation and assess the regulatory implications of change
- Encouraging the adoption of emerging technologies across regulatory agencies to improve rulemaking and oversight

Time spent on activities





VALERIA JONES

REGULATORY INNOVATION LEADER

Office of Information and Regulatory Affairs | Washington, D.C.

Regulators of tomorrow regulate emerging technologies in a way that encourages innovation and protects consumers, collaborating with other regulators to improve results.

Experience

Regulatory innovation leader
Office of Information and Regulatory Affairs
2028–present (2030)

Sandbox manager
Office of Oversight, US Department of Commerce
2024–2028

Legal counsel
Waymo
2021–2024

Patent lawyer
Robbins, Lessing, and Higgs
2014–2020

Product development manager
Oxymana (health startup)
2010–2014

Education

Columbia University Law School
Juris doctor
2010–2014

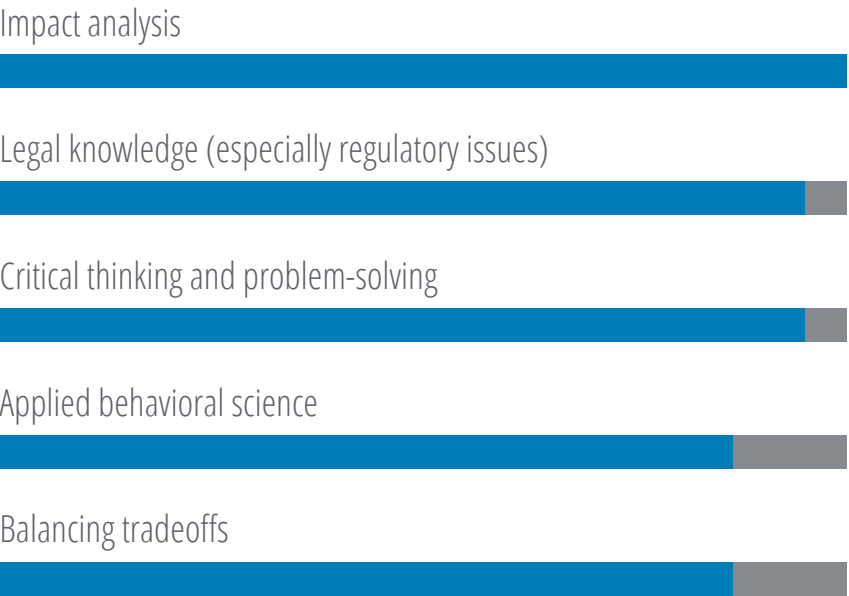
The University of Washington
Bachelor of science, physics
2001–2005

Other certifications

- Data analytics certificate
- Emerging technologies 101
- Financial law

Top skills

HUMAN



TECH



TOOLBOX

THE TOOLBOX SUPPORTS THE WORKER AS A WHOLE—IN ACHIEVING EXTERNAL OUTCOMES SUCH AS PRODUCTIVITY AS WELL AS INTERNALLY FOCUSED ONES SUCH AS WELLNESS AND PERSONAL DEVELOPMENT.

Technology tools



DataFlows (DF)

The DataFlows platform stores data on regulated entities. This includes data from social media scans, product reviews on the Web, customer feedback, and the information that regulated entities report. Since DF is linked to the data systems of regulated entities via a shared blockchain platform, no additional reporting procedures are needed.



Pixel

Pixel is a crowdsourcing application that allows regulators to tap the collective intelligence of the public while formulating new regulations. Via this tool, citizens and businesses can share comments, suggest and vote on ideas, and even modify parts of regulations. Regulators are given an extension that performs AI-based analytics and maps opinions, identifying points of consensus and divergence. It can also determine if comments are coming from robots, lobbyists, or advocacy groups.



Prevalidate

Regulators of tomorrow can use this risk-weighted approach to prioritize and expedite approvals of new products. The tool analyzes data from the DataFlows platform and predicts which businesses are most likely to comply with regulations and protect consumer interests, which helps expedite the approval process for trustworthy businesses.



IntelliScan

Regulators can deploy to predict which trends and business models are expected to disrupt the industry. IntelliScan analyzes company reports, external news sites, and proprietary databases to predict which new products and services conflict with existing regulations. It identifies regulations that need tweaks and unregulated business models that need attention.



White box

An AI-based algorithm monitoring tool, White box identifies and flags potential biases in the algorithms developed by private companies and government agencies. The tool helps to enhance public trust in automated decision-making algorithms.



RegXplorer

This tool helps regulators identify outdated, obsolete, and duplicative regulations. It uses a combination of machine learning and natural language processing to sift through text. The tool helps streamline regulations and helps businesses comply with similar regulations by reducing ambiguity.



E-accountability

This tool monitors and logs citizen data and records accessed by government officials. Regulators use it to limit the use of unauthorized and illegal access to citizen data. The tool's predictive algorithm can flag unlawful access of data and notify a citizen or business of a breach.



AI compliance predictor

This tool uses data analytics from past code violations to identify factors that correlate with violating the law. It then identifies organizations that, statistically speaking, show traits that warrant further investigation, allowing regulators to better target their efforts.

Business tools



Regulation experimentation and adaption program (REAP)

A regulatory sandbox, REAP allows private companies and entrepreneurs to experiment with new technologies and test products, services, and business models under relaxed regulatory requirements. Regulators can use REAP to see side effects of innovations play out, adapting regulations as the program evolves.



Agile governance lab

These labs seek to develop, test, and iterate policymaking to find suitable approaches for regulating different entities. They provide room to fail fast and small, then incorporate those lessons into the next policy iterations. They help leaders develop policies in coordination with multistakeholder groups, learn quickly, and make continuous improvements in policymaking.



Customer experience toolkit

This toolkit allows companies to check their compliance scorecard, track their applications for permits and licenses, or even use public data to identify ideal locations to expand. Consumers and whistleblowers can effortlessly and anonymously use the toolkit to lodge complaints.



Nudge toolkit

The Nudge toolkit aims to use behavioral science lessons to inform and improve policy design. The toolkit contains dozens of specific behavioral insights interventions that could increase compliance while reducing the time and resources required to remain compliant.

Learning



TechKnow

Regulators can use this personal digital assistant to get access to personalized training and MOOCs, allowing them to stay abreast of the latest technology trends and their impact on rule-making and oversight.

Productivity



iAssist

A voice command-enabled predictive personal assistant helps regulators manage meetings, calendars, and daily to-do-lists. It also recommends which tasks are highest priority as a way to boost productivity.

A DAY IN THE LIFE

09:00 AM

Valeria settles into the office and consults her schedule. Her virtual assistant, **iAssist**, makes some suggestions that help reorganize her schedule to align with her priority tasks for the day.

01:00 PM

Lunch. Travis, the employee she is mentoring, joins Valeria for some pizza. They discuss Valeria's experience using **White box**, an algorithm-monitoring tool, for a white paper that Travis is working on.

09:50 AM

Valeria meets with regulators at the Food and Drug Administration (FDA) who demonstrate how they are using the **Prevalidate** tool at the agency. Prevalidate suggests that a software-as-a-medical-device startup qualifies for their precertification program. The FDA team looks at the data on **DataFlows** and confirms the application.

02:30 PM

With her team, Valeria reviews public responses to the prospect of personally owning data you generate using your smart TV. **Pixel**, a crowd analytics app, sorts responses and tags the comments from advocacy groups, lobbyists, and obvious bots. She reviews the summary analysis it generates and reads the few unique comments.

10:30 AM

Her next meeting is at a financial regulator. Illitram, a cryptocurrency exchange that has violated certain financial rules. They discuss how the goal is not just punishment, but better outcomes for citizens and consumers. A quick brush up on **TechKnow** ensures that when they speak to Illitram's leadership, they have a clear understanding of all the relevant regulations and the company's disruptive business model.

03:30 PM

Just before the meeting, an aide calls in. They identified an interesting solution in the **agile governance lab**—an experimental regulatory lab at the Department of Transportation for self-driving cars. On-demand car service providers are on board with the regulation and it protected consumers' ride data. Maybe that solution can inform regulation around the IoT and smart TVs.

11:00 AM

They meet with Illitram's leadership to discuss how to ensure the safety of their products. The financial regulators choose to waive the fine—on one condition: that Illitram will join the **regulation experimentation and adaption program (REAP)**, a sandbox launched by the financial regulatory agency.

04:00 PM

Meeting time. Armed with the knowledge of how other countries are approaching the problem, Valeria engages fluently in the meeting, and the attendees make real progress. Using the **E-accountability** tool, Valeria proposes to limit the unauthorized access of data collected by smart TVs. There is a chance that countries might enter into a multilateral agreement to provide a standard, collaborative regulatory approach.

12:00 PM

Study session. Valeria preps for her 4:00 p.m. meeting with regulators from Europe, Great Britain, India, and Japan about strategies for regulating the Internet of Things (IoT). (Of special concern is the privacy of smart TV data.) They want to coordinate their regulatory approaches to make things simpler for both entrepreneurs and consumers. She checks **IntelliScan** to see if any trends in business models are likely to render their potential solutions obsolete.

05:00 PM

Wind down. It's been quite a day, but there's more to review. Valeria uses **iAssist** to review tomorrow's schedule.

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