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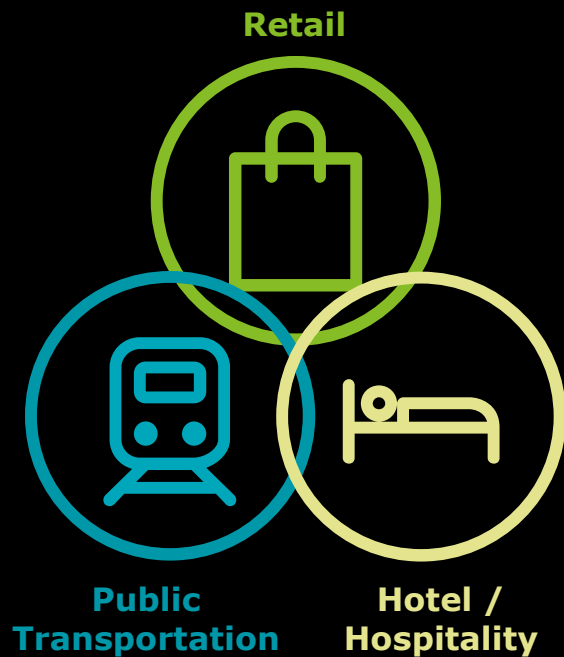
OneHR Conference: Opening Keynote

The Very Bright Future of HR

John Forsythe, Managing Director | Deloitte Consulting LLP

March 5, 2019

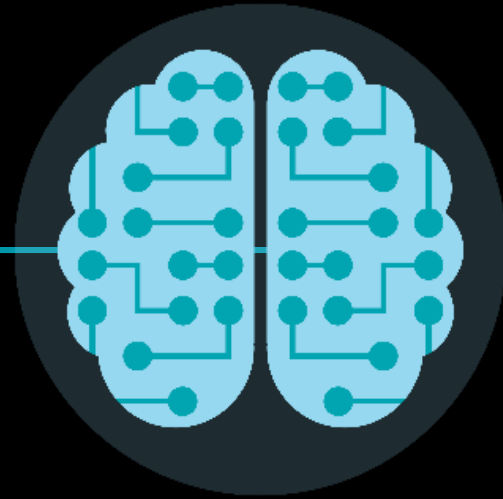
What do These Industries Have in Common?



What is Digital?

TECHNOLOGY

- Robotics Process Automation (RPA)
- Cognitive
- Artificial Intelligence
- Analytics
- Social & Mobile



DIGITAL

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TECHNOLOGY

- Robotics Process Automation (RPA)
- Cognitive
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MINDSET

- Agile
- Collaborative
- Customer-Centric
- Risk-Tolerant
- Innovative

DIGITAL

Technology alone does not translate to digital. It's the application of a new mindset that enables you to leverage the new technologies to their fullest potential.

Fundamental Shift: The organization of the future is arriving and agencies need to find ways to respond to these structural changes.

The Future of **Work**



- Transform through agile technology solutions that **break down siloes and promote collaboration**
- **Automate routine tasks** to achieve more with less
- Cultivate a **culture and experience** that enables knowledge-sharing, risk-taking, and innovation

The Future of **the Workforce**



- Create a more diverse & inclusive workforce to **better deliver on the mission**
- Invest in intellectual capital and learning to **fully support employees**
- Reinvent performance management to **enable coaching and development**

The Future of **HR**



- Encourage high-potential future leaders to **innovate and take risks**
- Streamline HR systems and implement **shared services to increase efficiency**
- Acquire and sustain **top talent** through smart use of analytics



Achieve More With Less By Automating Routine Tasks

In the face of ongoing budget challenges, government agencies can operate more efficiently and empower employees by automating routine tasks and re-designing jobs to focus on human skills.

JOBS SHIFTING TO ESSENTIAL HUMAN SKILLS



Customer service
knowledge



Written
comprehension



Oral
comprehension



Oral expression



English language
knowledge



Active listening
skills



Problem
Sensitivity
(ability)



Speaking
skills



Critical
Thinking
skills

Cultivate A Culture That Attracts The Workforce Of The Future

Creating an environment that enables knowledge-sharing, risk-taking, and innovation can help government agencies deliver on their mission more effectively, while attracting top talent.

Simply Irresistible Organization™				
				
Meaningful work	Supportive management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear and transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Investment in development of managers	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Agile performance management	Fair, inclusive, diverse work environment	High-impact learning culture	Inspiration
Cross-organization collaboration and communication				

These 3 Numbers
Tell a Story...

12

1

10



These 3
Numbers Tell
a Story...

12



HARVARD BUSINESS REVIEW

10



**COVER STORIES ARE HUMAN
CAPITAL**

1



AGENDA (TOP EXECs AND HR)

Public sector organizations are affected by the external environment



The power of the individual is growing

Millennials currently account for **18%** of the public sector workforce, compared to **32%** of the overall US workforce.¹

1: Digital Organizations: The public sector's millennial opportunity, 2017

Public sector organizations are affected by the external environment



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Organizations are becoming increasingly responsible for addressing societal issues

Leading organizations are developing strategies that address societal concerns, yet **80%** of public sector respondents say that “citizenship and social impact” is not currently reflected in their organizational strategy.²



¹: Digital Organizations: The public sector's millennial opportunity, 2017

²: Global Human Capital Trends, 2018

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Technology change is having unforeseen impacts

75% of public sector organizations see digital technology disrupting the public sector; and nearly all, **96%**, characterized the impact on their domain as significant.³

1: Digital Organizations: The public sector's millennial opportunity, 2017

2: Global Human Capital Trends, 2018

3: The journey to government's digital transformation, Deloitte University Press, 2015

What we found through the 2018 Human Capital Trends Survey...

The power of the individual

The rising power of the individual necessitates a holistic approach to work.

The Workforce Ecosystem



Organizations are revamping their approaches to workforce management. There are **77 million⁴** formally identified freelancers in Europe, India, and the US. Yet, **only 15%** of public sector organizations surveyed have a well-defined strategy for the hybrid workforce

New Rewards



Rewards are transitioning from strictly standardized to highly personalized. **66%** of public sector respondents rated rewards as very important or important, but **only 4%** indicated they have flexible rewards that are aligned to employee preferences

Careers to Experiences



Organizations should build learning and experience to support a 21st century career. **78%** percent of public sector respondents see "careers to experiences" as important or very important. Yet, **only 30%** feel their organizations empower them to manage their career

4: Ben Matthews, "Freelance statistics: The freelance economy in numbers." <https://freetrain.co/freelance-statistics/>, January 8, 2017.



The 21st century career model will be about continuous reskilling and new experiences.

As the skills landscape and hiring criteria morphs to the essential human skills...



Complex Problem Solving



Cognitive Abilities



Culture Fit & Social Skills



Passion



Learning agility

...so should career experiences and learning.

Taking the next step...

Require essential experiences as you redefine careers



Utilize AI and other technologies to offer employees a better experience



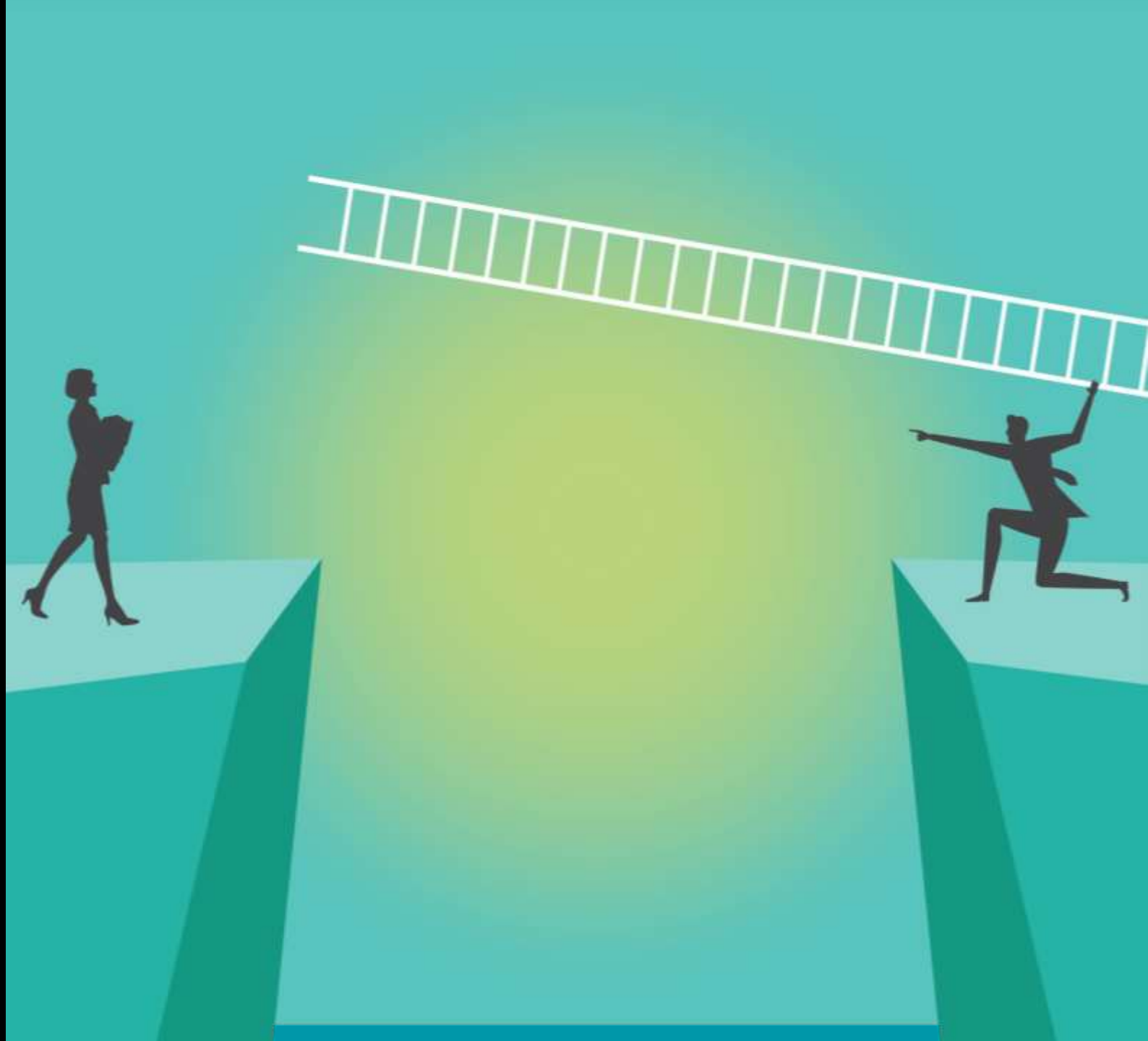
Help empower staff by providing roles in which they can practice leadership and ownership

**Careers to Experiences:
New Pathways**

Organizations are challenged to create unique experiences for individuals. To embrace a “21st Century Career Mindset,” the public sector has an opportunity to embrace growth and development, diversity of experiences, and lateral rather than hierarchical movements across organizations.

- **79%** of public sector respondents consider new career models important, yet only **7%** are very ready for the challenge⁵

Filling society's leadership gap



What we found through the 2018 Human Capital Trends Survey...

Filling society's leadership vacuum

Public sector organizations should engage with all stakeholders and demonstrate that they are worthy of trust as many citizens look to businesses to help fill the void on societal issues.

The Longevity Dividend

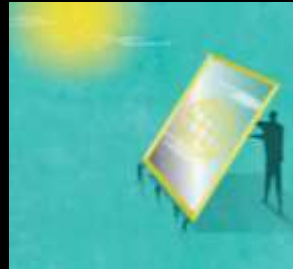


Organizations should adopt new strategies to help engage older talent and remain competitive.

80% of US employers believe workers 50+ are a valuable resource⁶

Yet **only 15%** of public sector organizations are creating tailored roles for older workers

Citizenship & Social Impact



Organizations are expected to fill a widening leadership gap in society while improving productivity and performance.

Similar to the private sector, **77%** of public sector respondents see citizenship as important

Yet only **20%** said it was a top priority reflected in their organizational strategy

Well-Being



Empowering employees' well-being is a significant contributor to building social capital.

79% of public sector respondents view well-being as important

Yet only **20%** are working on well-being initiatives at this time

6: Edelman, 2018 Edelman Trust Barometer: Global Report, 2018



Well-being:

A strategy and a responsibility

The demand for comprehensive well-being programs is growing. For many organizations, this means expanding well-being beyond solely employee benefit programs. Well-being is now a strategy for organizational performance.

- **53%** of public sector leaders surveyed say stronger well-being programs improve employee retention⁷

Organizations should look at a spectrum of well-being in order to help meet employee expectations.



Despite increased attention and investment in well-being, there is a gap between what employees value and organizations deliver.

Taking the next step...

Set the tone from the top – leadership support is critical for employees to know that well-being is a priority



Evaluate the needs of employees and align resources to areas of employee value



Develop digital and mobile initiatives to make well-being more accessible

**Leveraging
technology
for sustainable
mission delivery**



What we found through the 2018 Human Capital Trends Survey...

Leveraging technology for sustainable mission delivery

New technologies are creating massive opportunities to realize sustainable, inclusive mission achievement, but simultaneously, there are unforeseen impacts that the social enterprise should address.

AI, Robotics, & Automation



Automation is here to stay. Organizations should rethink their work architecture.
63% of public sector respondents believe AI and cognitive technologies will have *some* or *significant* impact on their workforce by 2020
Yet **only 31%** use these technologies today

Hyper-connected Workplace



New tools, flexible workspaces, and integrated leadership, are powering a new world of work.
77% of public sector respondents see the hyper-connected workplace as important
Yet **only 8%** are *very* ready for the challenge to incorporate new communication tools in the workplace

People Data



Organizations are investing heavily in programs to use data for workforce planning, talent management, and operational improvement.
79% of public sector respondents see people data as important
Yet **only 6%** use people analytics as an integral part of business and talent decisions



Hyper-connected Workplace: Will productivity reign?

Public sector organizations are starting to embrace work-based online collaboration and social media platforms as they view connected work tools as a positive driver of productivity and collaboration, and a crucial way to attract and retain talent.

- **36%** of public sector respondents believe face-to-face meetings will decrease and **64%** believe workers will spend more time on collaboration platforms⁸

Personal connectivity can translate to organizational productivity when organizations adapt their practices to capitalize on the power of communication tools.

Leading tech companies are announcing new:



Instant messaging



Chats



Video communications

66% of public sector respondents view connected work tools as a positive driver of productivity, but **40%** report their organization does not permit access to emerging communication channels.⁹

Productivity comes from a combination of **technology**, **physical space** design, new **leadership approaches**, and new **work practices**.

Taking the next step...

Create a simple suite of tools to focus on culture, collaboration, and workforce composition



Utilize workplace collaboration tools to drive productivity



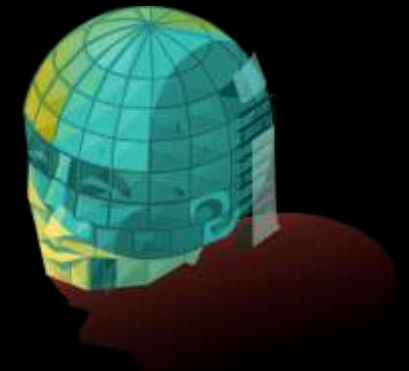
Leverage connected work tools to provide employees with flexible work options



The role of HR continues to change, evolve, and increase in importance.



Adopt a **digital mindset** to enable the Commonwealth to leverage the new technologies to **their fullest potential**.



Recognize **generational differences**, appreciate the responsibilities of **employers in society**, and take appropriate advantage of **new technologies** to help improve the workplace.

The Future of HR is Very Bright!



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