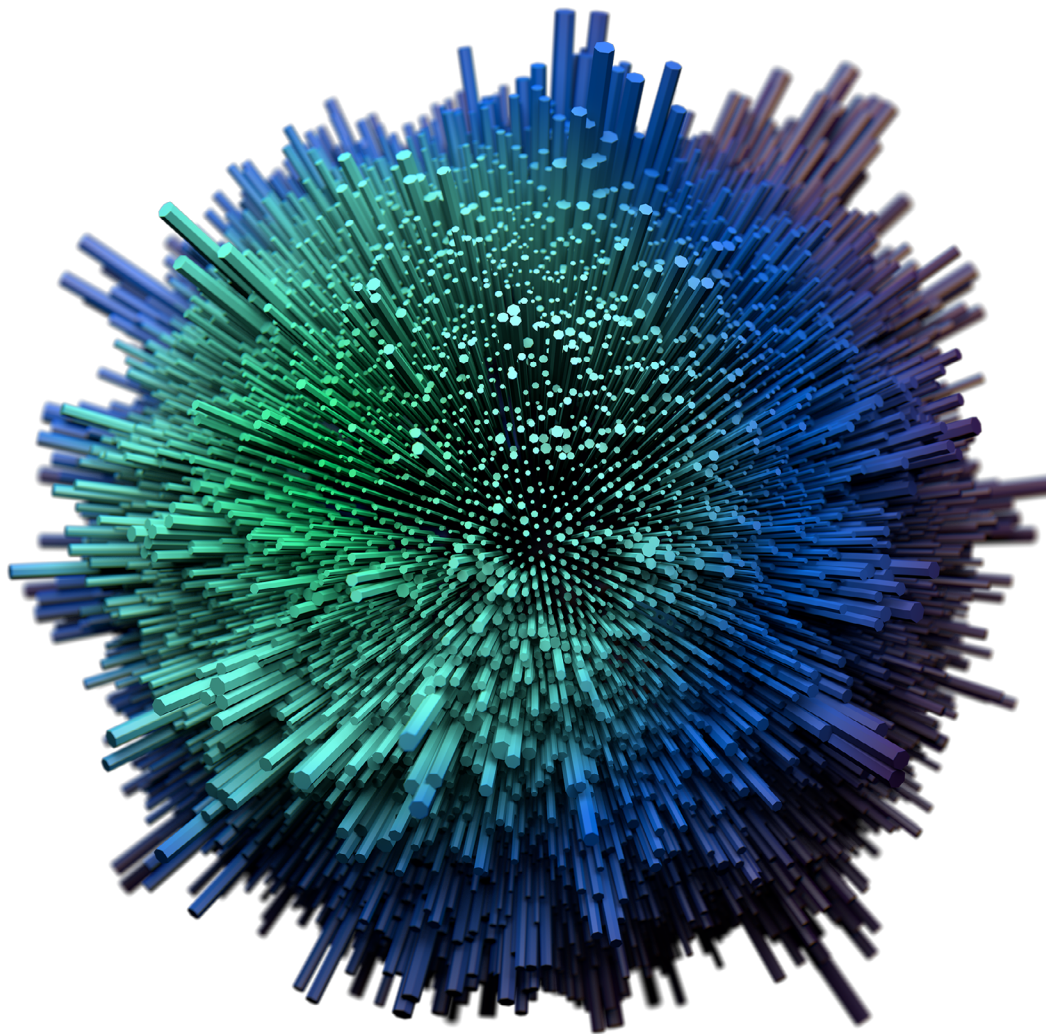


Deloitte.



The future of talent strategy:
A data-driven approach to
creating the ideal employee
development experience



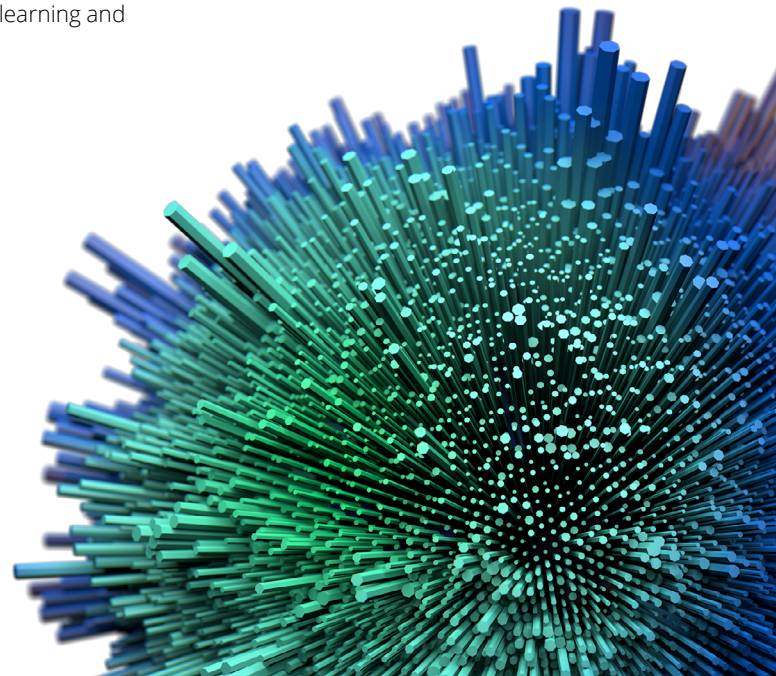
Facing budget constraints and a workforce seeking growth opportunities, federal agencies have an opportunity to develop a robust talent pipeline and use data to identify high-return efforts. The government has the opportunity to optimize its workforce and use data to create an exceptional workplace that champions its workers and their impact.

As the nation's largest employer, the US government has a significant opportunity to lead in creating an optimal workplace environment. With constrained budgets, it's imperative that government agencies take a data-driven approach to help employees identify targeted training, temporary or permanent job offerings, and mentorship and sponsorship programs to retain and grow the best workforce. A data-driven approach allows the government to engage and sustain its workforce, recruit leading

talent, establish a reputation as an employer of choice, and cultivate a workforce committed to its success.

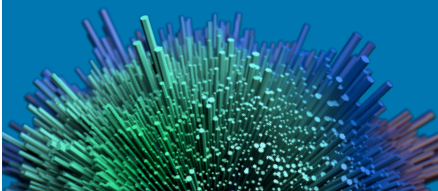
In the past few years, millions of American workers experienced the benefits of flexible workplace arrangements as many organizations became more adaptable, tech-focused, and agile overnight. This culture of curiosity, flexibility, and mobility will continue as organizations adapt to future disruptions and continuously shifting workforce expectations. It's been proven that employees welcome change and upskilling. **Forty-eight percent** of employees would switch to a new job if it offered skills training opportunities, and **30 percent** of millennials and Gen Z said learning and development opportunities were the top reason they chose their job.¹ Top talent have demonstrated their interest in exercising greater control over their careers and expect employers to provide a human-centered approach that nurtures their desires for continual learning and meaningful work.

The **No.1** factor that employees use to define exceptional work is opportunities to learn and grow



However, recent federal employee survey data shows that employees under age 30 are less satisfied than other age groups with how well their agency and job description meshes with their career goals.² Despite millennial and Gen Z employees seeking flexible workplaces and job descriptions, government workforce planning inefficiently focuses on categorizing work into generic job series, determining an employee's experience based on their hiring category, and limiting growth with extensive back-office functions. In an increasingly complex world, government agencies need to offer better career mobility and upskilling opportunities. President Biden noted this shift in his 2021 National Security Memorandum:³

"To succeed in a competitive world, we must close mission-critical knowledge and skills gaps, compete in and win the race for talent, equip our workforce with cutting-edge technology and agile, flexible, and adaptive organizational structures."



For too long, federal agencies have been constrained by the data fields in out-of-the-box HR management systems, and supplemental data collection and maintenance have been put off as expensive, inaccurate, and time-consuming.

Knowing this, Deloitte Consulting created TalenTrace™, a solution that connects information from HR and core operational systems to provide infrastructure that enables organizations to develop talent strategies around clean, usable data maintained in real time by those closest to the work. TalenTrace encompasses several key components including data collection, analysis and validation, data maintenance, employee profile management, centralization of data, talent marketplace, employee engagement, equity in career development, talent strategy, and an enhanced employee experience.

With TalenTrace™...

- **Employees** can navigate a self-guided career development experience, which prompts them to complete training programs designed for their career goals and aligns them with mentors and sponsors who can positively influence their career paths, removing network bias from the equation.
- **Government agencies** can get visibility into positions across the enterprise, enabling HR and budget functions to understand and plan for movement, succession, and training needs as both position and people data are married into one view.
- **Supervisors** can access existing employee attributes, facilitating hiring, team building, and succession planning.

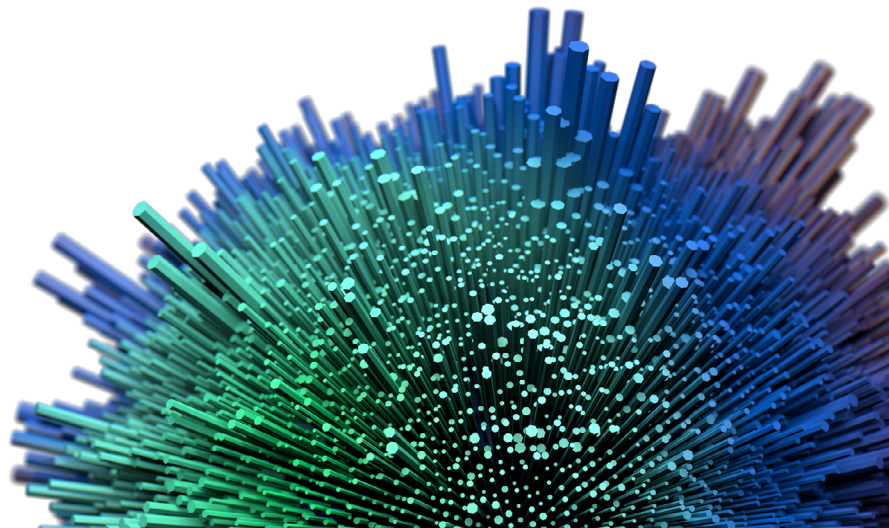
Ninety percent of employees are willing to let their employers collect and use data about them and their work if it benefits them in some way.⁴

Data collection begins by displaying existing position data from your HR system of record in a Platform-as-a-Service, and then attaching additional attributes, such as skills and competencies or telework/remote work options, onto each position before manager validation. Many of these data elements are obtained with artificial intelligence (AI) and validated through a user interface, which enables faster results than traditional methods. Once data is validated, it's maintained by supervisors through routine HR processes like recruitment. Separately, employees load and maintain personal attributes like remote work preference, certifications, and skills into an employee profile for organizational visibility. Once person and position data are centralized, gaps can be defined. If the data is made transparent to managers and employees, they can find each other in a talent marketplace, driving mobility and engagement.

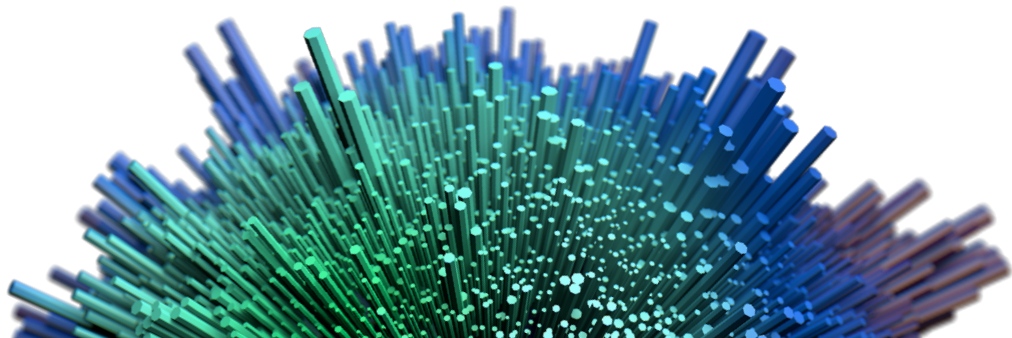
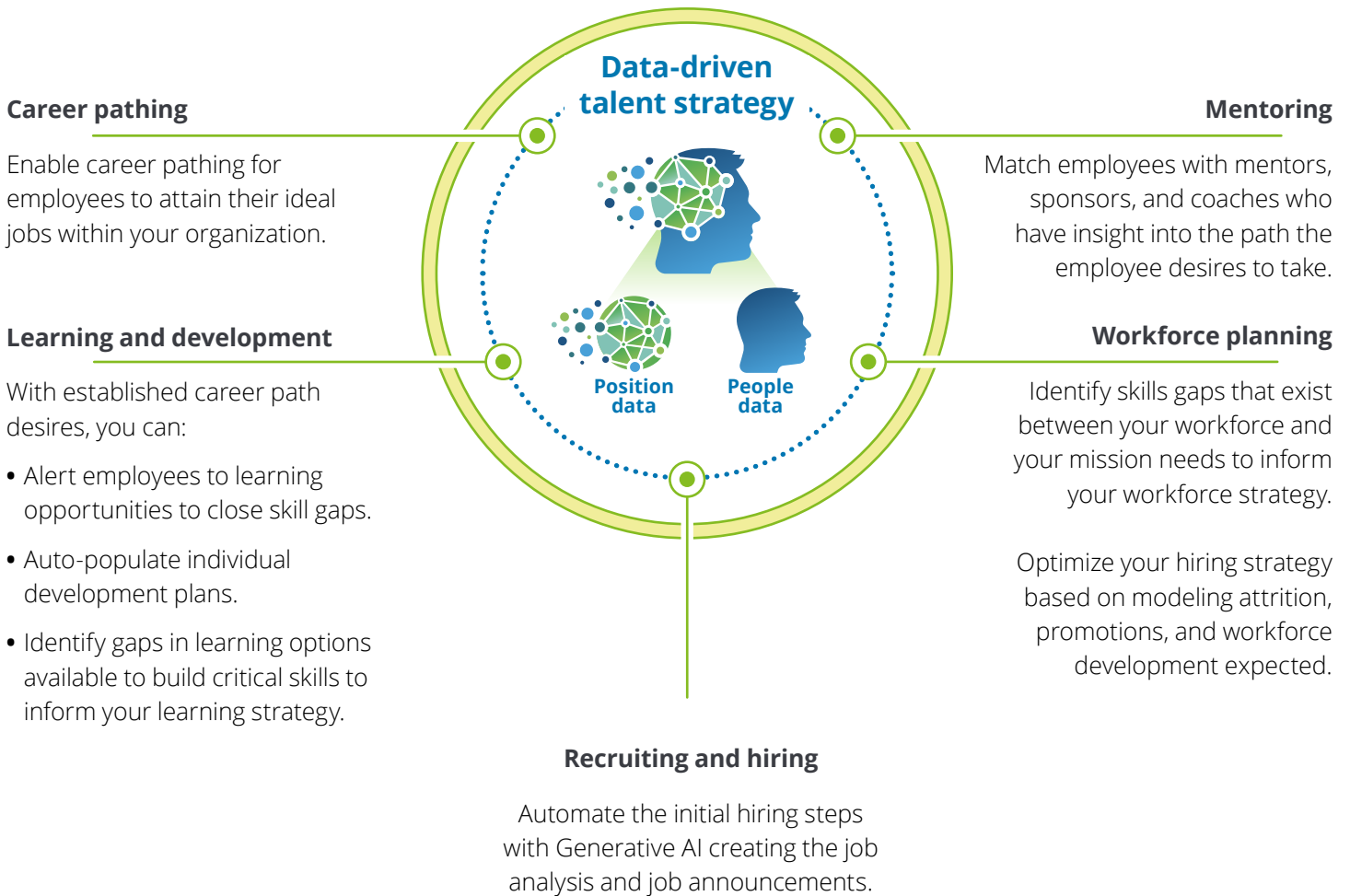
Once employees see the benefits of data-driven insights and connections, they are more likely to keep it updated and utilize it in career development conversations. Furthermore, developing a foundational dataset can help advance equity in career development opportunities. Careers are built with long-term relationships, but sometimes only those who "have an in" can take advantage of opportunities. To ensure no one is left out, let data bring people together.

In the face of AI implementation, workforce generational shifts, and intricate geopolitics, the need for action is urgent. By implementing an HR system of record in a Platform-as-a-Service that can facilitate a data-driven talent strategy, agencies can enhance workforce planning by gaining insights into talent and organizational gaps. This approach also breaks down network biases, establishes a more equitable mentoring and coaching environment, and fosters a culture that rewards adaptability. By leveraging a data-driven talent strategy, the human experience at work is elevated, helping government agencies strengthen their workforce and deliver for those they serve.

A government agency with a global footprint asked Deloitte to help it rethink its HR operating model and talent strategy. Using TalenTrace™, the agency's position data is now maintained by people closest to the positions, with centralized HR practices in place, allowing the agency to plan for its workforce needs. Skills and competencies are tracked to each position and employee, providing foundational datasets to answer questions quickly; for example, who to deploy in response to a global crisis. Workforce planning is agile, enabling the right person to be in the right place at the right time. With foundational position data in place, the next phase enables personalized employee career pathing and succession planning.



Data-driven talent strategy



For more information, contact:



Kate Reilly

Principal

Deloitte Consulting LLP

kreilly@deloitte.com

+1 571 882 8514



Jeein Ahn

Senior Manager

Deloitte Consulting LLP

jeeahn@deloitte.com

+1 703 258 8611



Claudia D'Ottillie

Manager

Deloitte Consulting LLP

cdottillie@deloitte.com

+1 703 340 3666

Endnotes

1 [The future of learning in government | Deloitte Insights](#)

2 [Government-Wide Findings • Best Places to Work in the Federal Government](#)

3 [Memorandum on Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships | The White House](#)

4 [How Companies Can Use Employee Data Responsibly \(hbr.org\)](#)

5 William D. Eggers and Amrita Datar, "[The future of learning in government](#)," Deloitte Insights, October 26, 2022.

6 Best Places to Work in the Federal Government®, "[Government-wide findings](#)," Partnership for Public Service, accessed September 4, 2024.

7 President Joseph R. Biden, "[Memorandum on Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships](#)," The White House, February 4, 2021.

8 Ellyn Shook, Eva Sage-Gavin, and Susan Cantrell, "[How companies can use employee data responsibly](#)," Harvard Business Review, February 15, 2019.



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte is a leading global provider of audit and assurance, consulting, financial advisory, risk advisory, tax and related services. Our network of member firms in more than 150 countries and territories serves four out of five Fortune Global 500® companies. Learn how Deloitte’s approximately 264,000 people make an impact that matters at www.deloitte.com.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms or their related entities (collectively, the “Deloitte network”) is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.

© 2024. For information, contact Deloitte Touche Tohmatsu Limited.

Designed by CoRe Creative Services. RITM1761748