

# Creating a Future-Forward Government

## How Ready is your Agency?

**Dave Mader**  
**Civilian Sector Chief Strategy Officer**  
**Deloitte Consulting LLP**

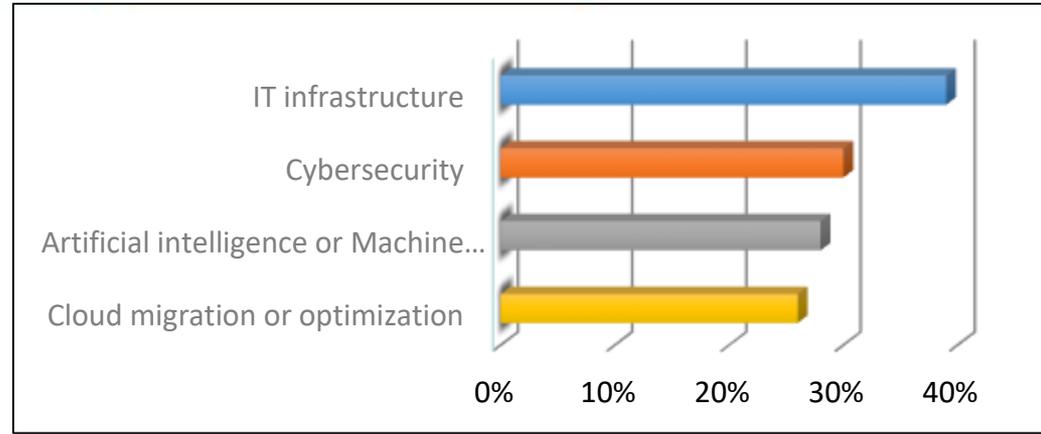
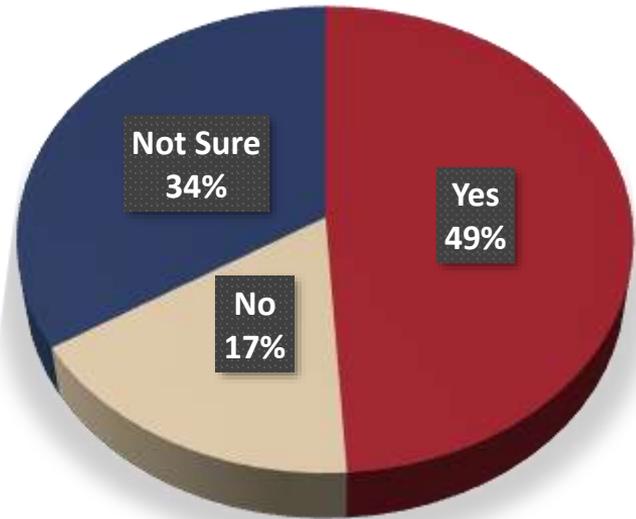
# Creating a Future-Forward Government

## Background of survey

- The President's Management Agenda (PMA), released in March 2018, lays out a long-term vision for modernizing government. In this model, agencies not only update their technology, but also leverage their data effectively and, perhaps most importantly, build the right workforce to move into the future.
- This PMA builds on the management agendas of the prior two Administrations' efforts – the reform activities it highlights transcend a president's term in office to focus on long-term achievements while overcoming the short-term mindset that doesn't drive sustainable improvement.
- When we refer to the concept of **future-forward government**, we mean initiatives such as the IT Modernization Centers of Excellence which is meant to drive innovation and enhance government operations.
- The survey findings capture the reactions and actions of agencies future forward journey from finding efficiencies with automations to getting Cloud Smart, better use of data and attracting a skilled workforce since the PMA was released.

# Technology Modernization Fund

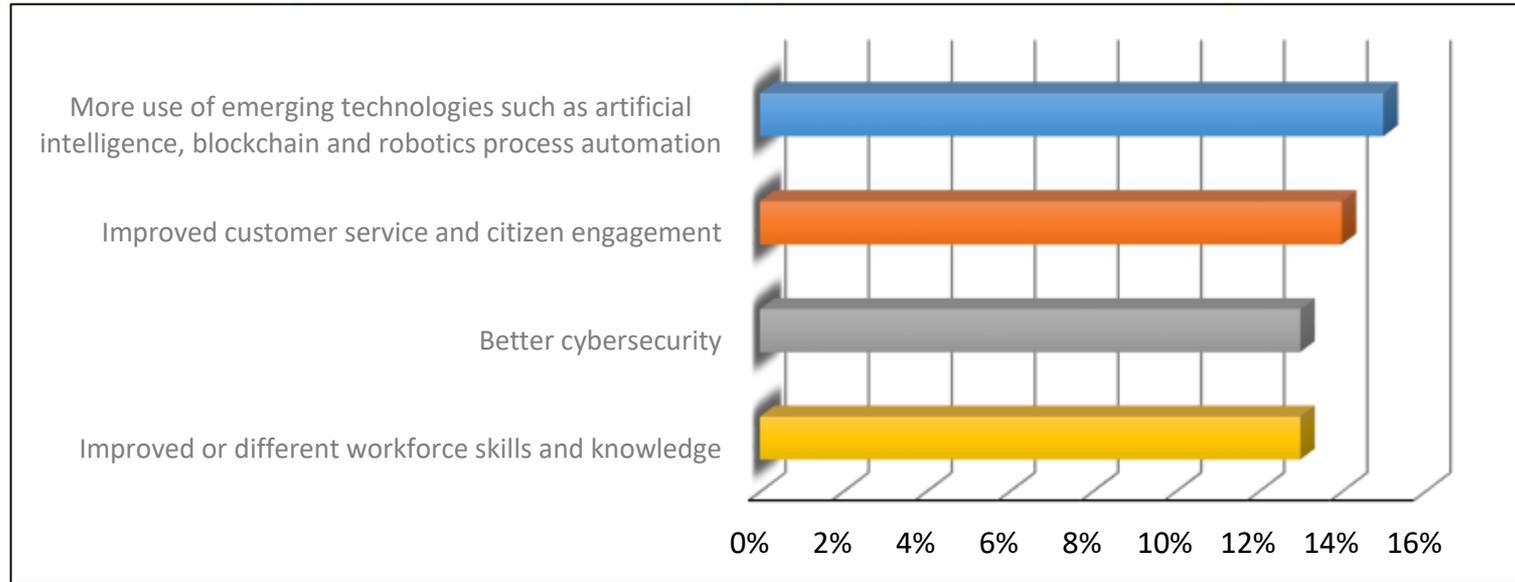
Half of respondents' organizations (49%) plan to apply for funding through the Technology Modernization Fund.



Among those who plan to apply for funding, 39% plan to apply for IT Infrastructure projects, followed by cybersecurity (30%), artificial intelligence or machine learning (28%), cloud migration or optimization (26%), enhanced networking (24%) and software development (24%).

# Challenges and Areas of Improvement at My Agency

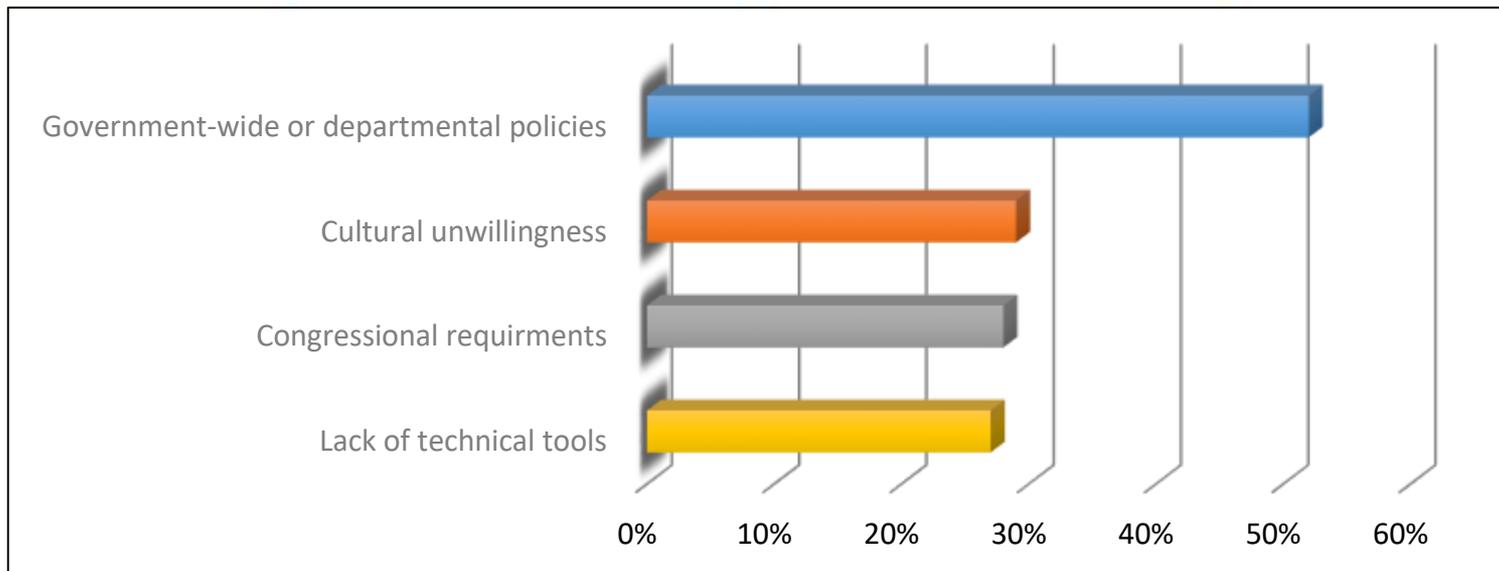
(Driver 1: IT Modernization)



Fifteen percent of respondents said their agency most needs to improve on the use of emerging technologies such as artificial intelligence, blockchain and robotics process automation, followed by improved customer service and citizen engagement (14%), better cybersecurity (13%) and improved or different workforce skills and knowledge (13%).

# Challenges and Areas of Improvement at My Agency

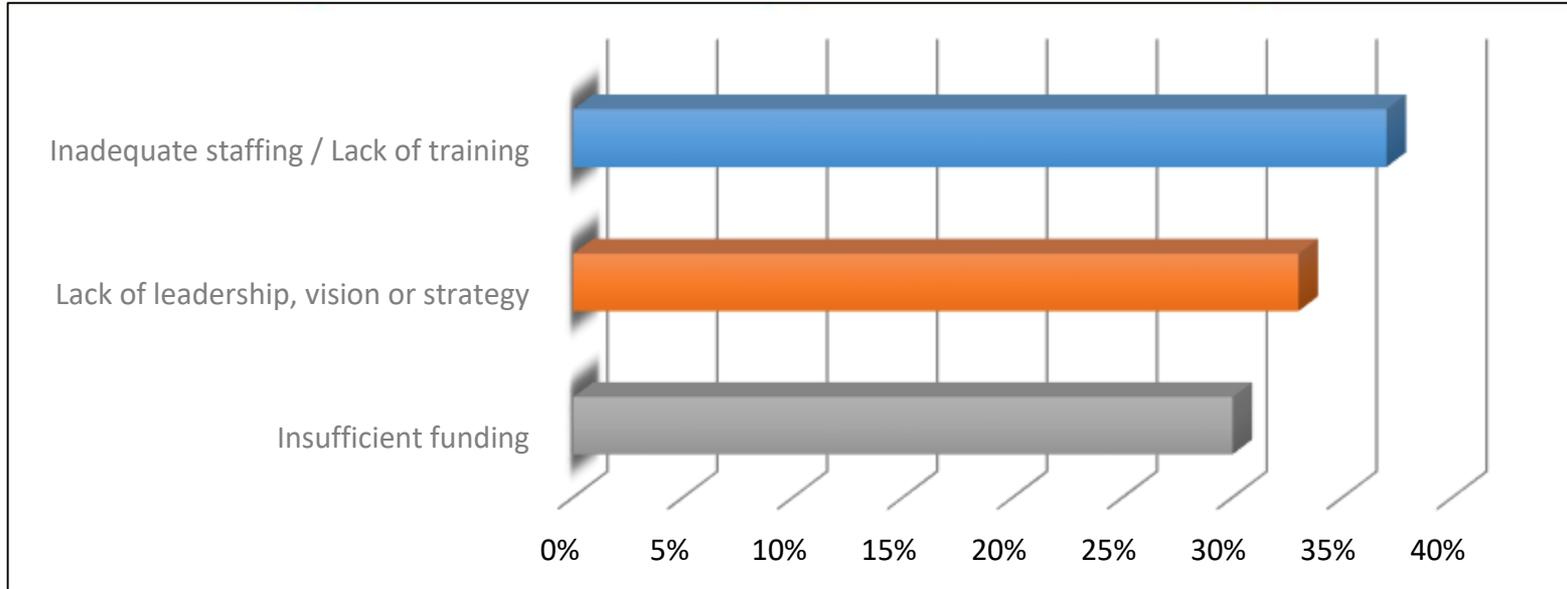
*(Driver 2: Improve Data, Accountability & Transparency)*



Just more than half (52%) of the respondents said that their agency's biggest challenge to sharing data across agencies is based on government-wide or departmental policies, followed by cultural unwillingness (29%), congressional requirements (28%), and lack of technical tools (27%).

# Challenges and Areas of Improvement at My Agency

*(Driver 3: People – Workforce for the 21<sup>st</sup> century)*

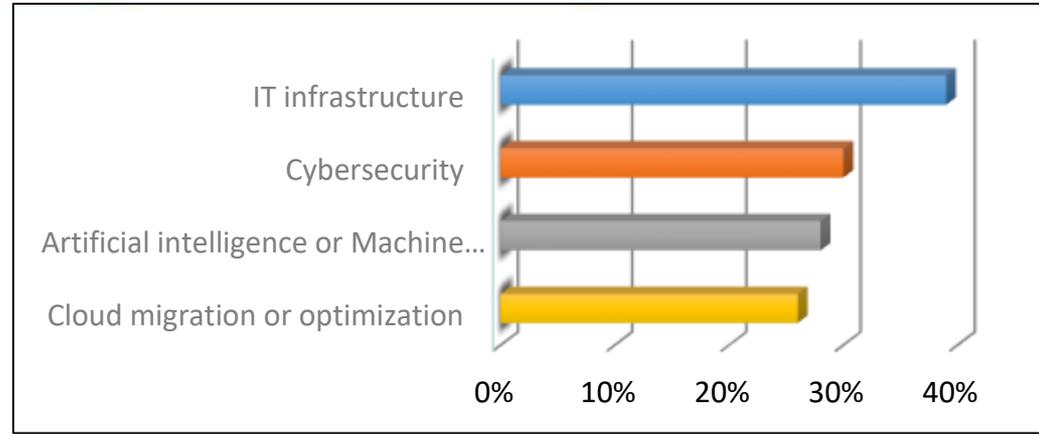
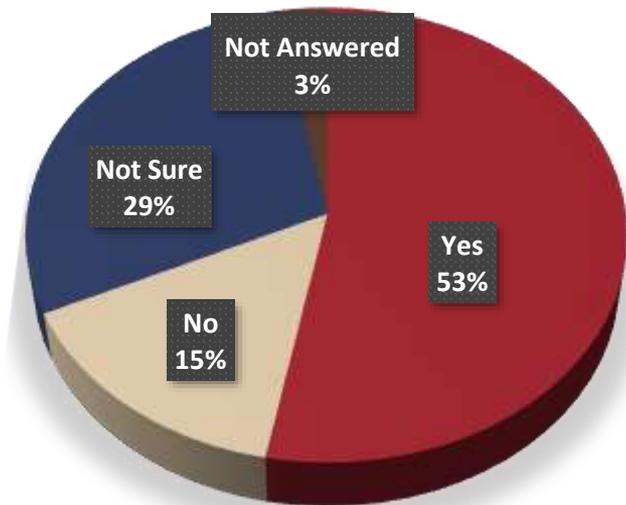


A plurality (37%) of respondents said that their agency's biggest challenge to modernization efforts is based on inadequate staffing/lack of training, followed by lack of leadership, vision or strategy (33%), and insufficient funding (30%).

# Modernize IT to Increase Productivity and Security

(CAP Goal 1: IT Modernization)

Agencies' top IT projects are focused on improving their IT infrastructure (39%), followed by cybersecurity (30%), artificial intelligence/machine learning (28%) and, cloud migration or optimization (26%).

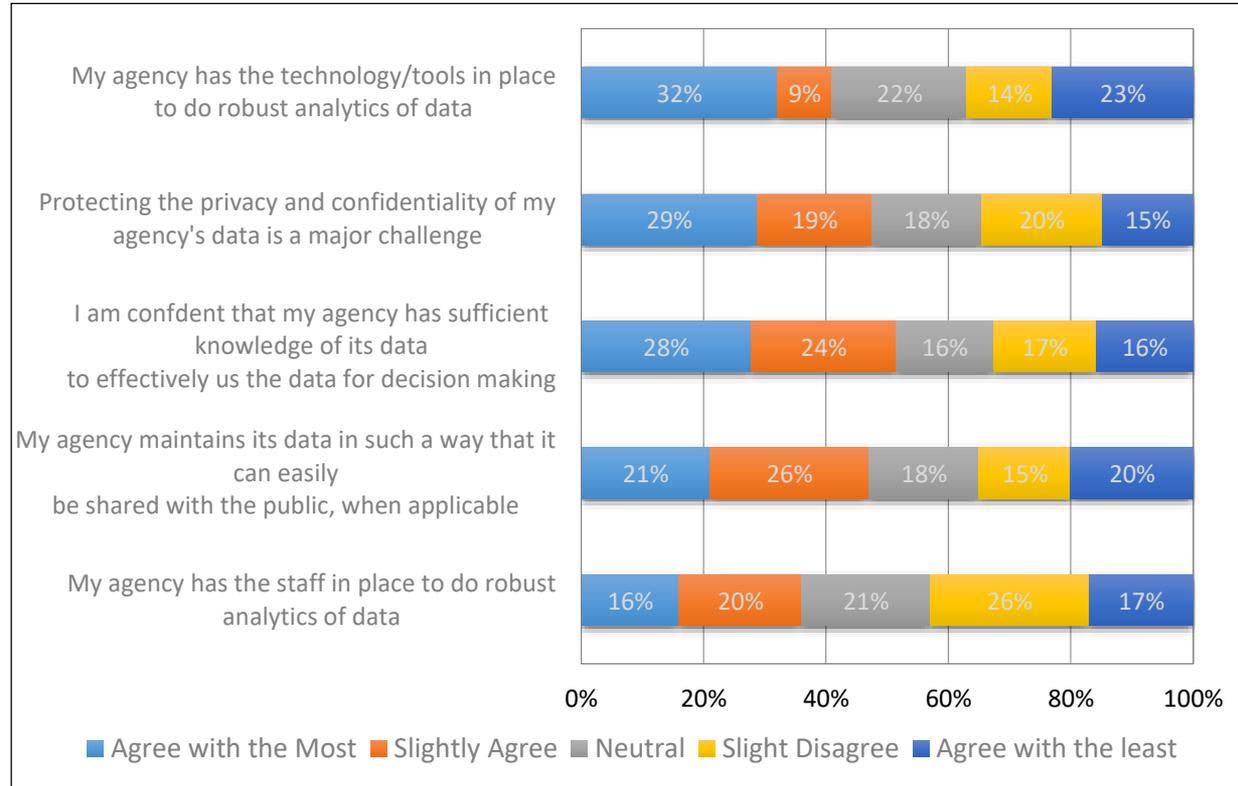


More than half (53%) of agencies surveyed have allocated their funding to focus on improving outcomes that their agency most needs to improve which includes more use of emerging technologies such as AI, blockchain & robotics process automation.

# Leveraging Data as a Strategic Asset

## (CAP Goal 2: Improve Data, Accountability and Transparency)

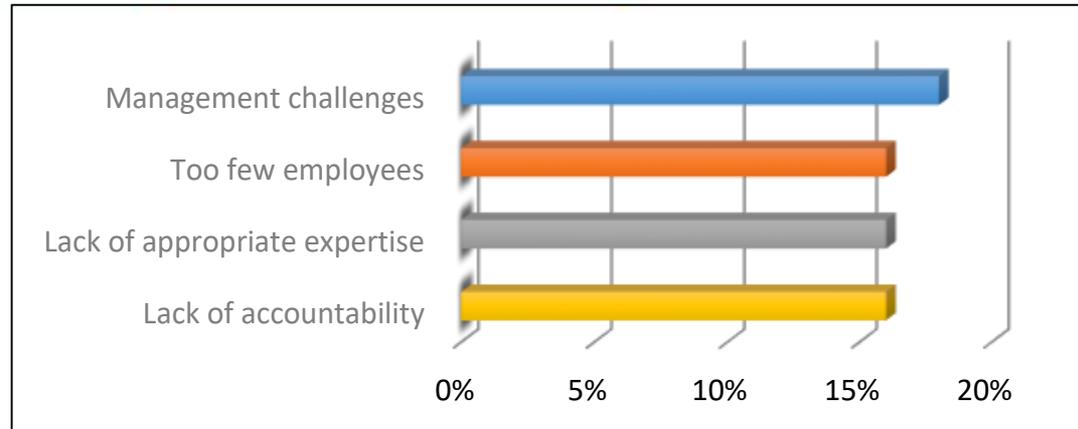
- 32% of respondents agree that their agency has the technology & tools in place to do a robust analytics of data
- 29% agree that protecting the privacy and confidentiality of their agency's data is a major challenge
- 28% are confident that their agency has sufficient knowledge of its data to effectively use the data for decision-making
- 21% agree that their agency maintains its data in such a way that it can easily be shared with the public, when applicable
- 16% agree that they have the staff in place to do robust analytics of data



# Develop a Workforce for the 21<sup>st</sup> Century

(CAP Goal 3: People – Workforce for the 21<sup>st</sup> Century)

Management challenges were named by 18% of respondents as the top talent challenge to delivering their mission, followed by too few employees (16%), lack of appropriate expertise (16%) and lack of accountability (16%).

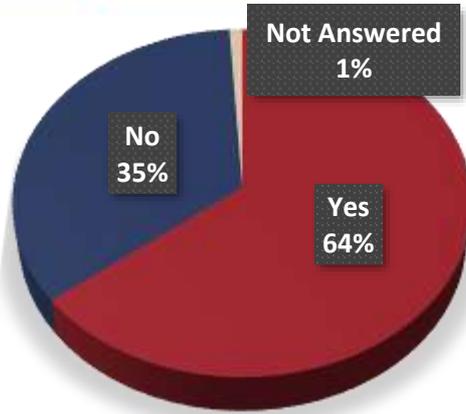


More flexibility in offering pay and benefits was cited by 29% of respondents as the change that would most help their agency hire more staff, followed by a faster hiring process (25%), more options for retraining existing workers (22%) and support in finding top recruits (21%).

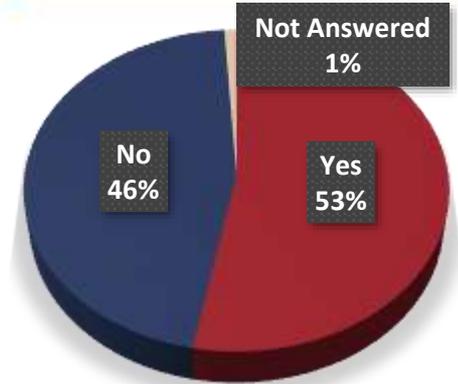
# Citizen Engagement

(CAP Goal 4: Improving customer experience with Federal services)

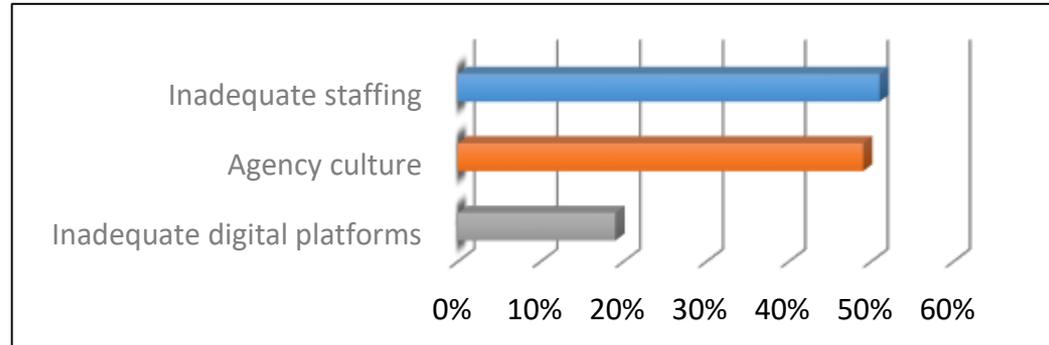
Nearly two-thirds (65%) of respondents said that improving citizen engagement is a priority at their organization.



More than half (53%) of respondents indicated that their agency has a strategic plan with measurable goals and milestones for improving citizen engagement.



**Barriers to improving customer service:** Inadequate staffing (51%), agency culture (49%) and inadequate digital platforms (19%).

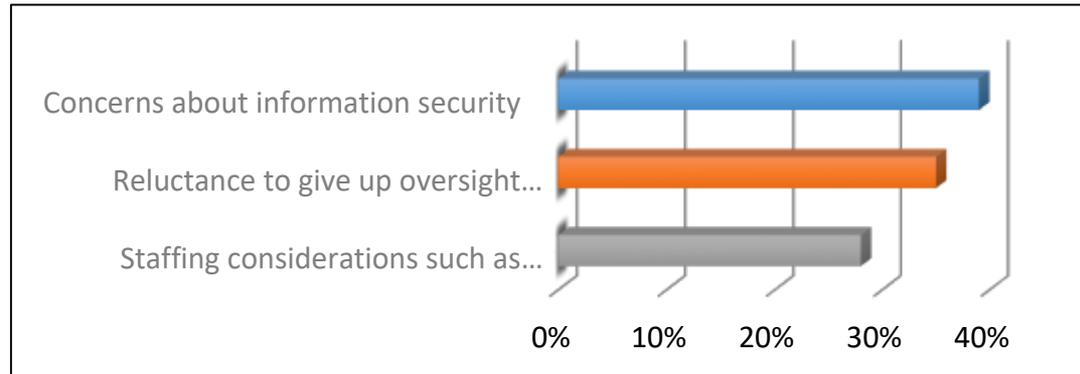
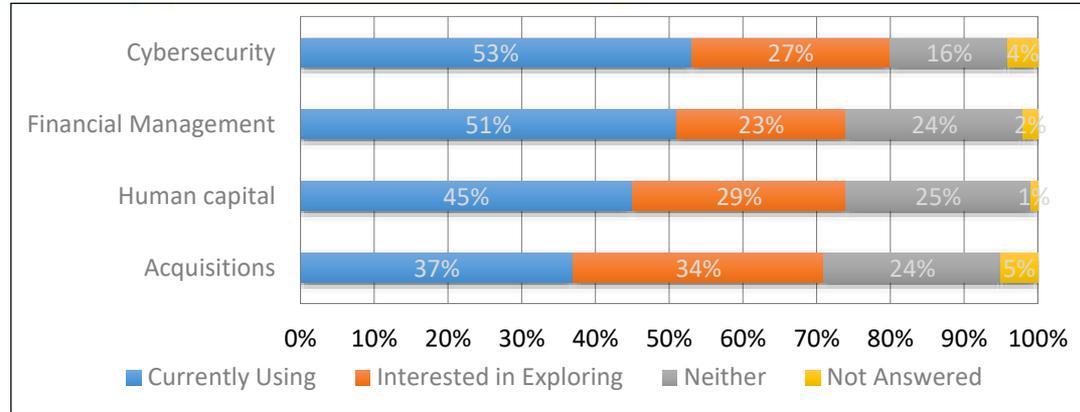


# Sharing Solutions

(CAP Goal 5: Sharing quality services)

Fully 80% of respondents indicated that their agency currently uses or is interested in exploring cybersecurity as a shared service, followed by human capital (74%), financial management (74%) and acquisitions (71%).

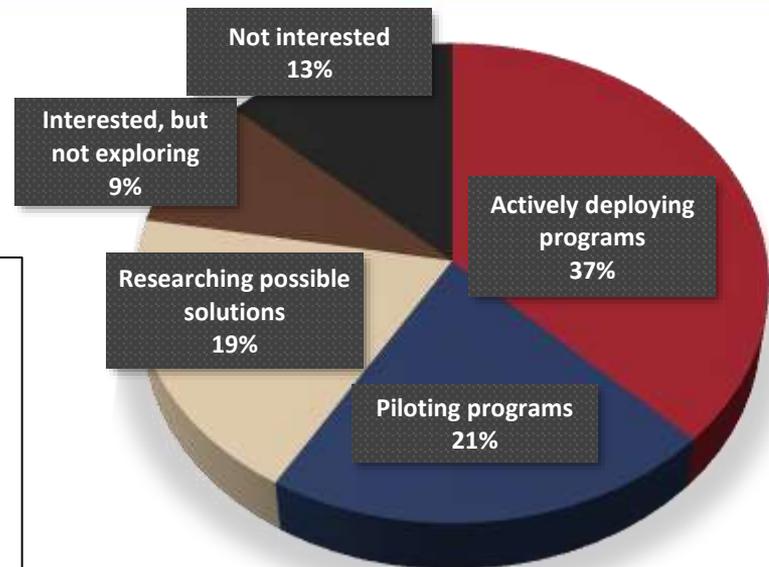
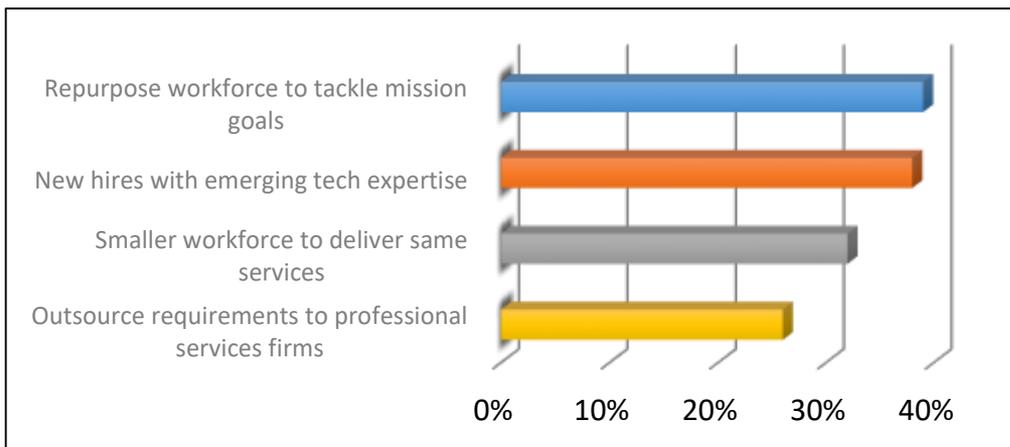
**Barriers to using Shared Services:** Concerns about information security (39%), reluctance to give up oversight and control (35%) and staffing considerations such as possible job losses (28%) are the main barriers to moving functions to a shared environment.



# Workforce of the Future

(CAP Goal 6: Shifting from low-value to high-value work)

More than three-quarters (77%) of respondents' agencies are currently engaged with automation.



Among agencies that have engagement with automation, 39% feel that automation will repurpose workforce to tackle mission goals, followed by new hires with emerging tech expertise (38%).



As used in this document, "Deloitte" means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of our legal structure. Certain services may not be available to attest clients under the rules and regulations of public accounting.

This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor. Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.

Copyright © 2018 Deloitte Development LLC. All rights reserved.