













Human Capital Trends 2016: A Government Perspective

The new organization: Different by design

Global changes such as the widening generational gap, rapid technological advancement, and increased employee career expectations are changing the nature of work. Deloitte’s 2016 Global Human Capital Trends report outlines key shifts in traditional talent models and provides actionable organizational strategies. Here’s how these trends may affect your organization:

Global trends	Government trends
 Organizational Design <i>The rise of teams</i>	<p>More organizations are moving away from hierarchical line and block charts to cross-functional “networks of teams.” Leaders are increasingly rethinking their organizational structures and service delivery models to bring the right people and capabilities to solve today’s problems and drive innovation through collaboration and a “Tiger Team” approach to solving specific problems.</p>
 Leadership Awakened <i>Generations, teams, science</i>	<p>The traditional leadership pyramid is not producing leaders fast enough. The need to build a strong leadership pipeline is further driven by the impending presidential transition, the recent executive order on strengthening the Senior Executive Service (SES), and unmet demand for upward mobility within many organizations.</p>
 Shape Culture <i>Drive strategy</i>	<p>Eighty-two percent of respondents to the 2016 trends survey believe culture is a potential competitive advantage for their organization. Many federal leaders are concerned that their culture may be a barrier, rather than an enabler, to achieving their strategic goals. Understanding, visualizing, and addressing aspects of their culture will help leaders build momentum across their organizations.</p>
 Engagement <i>Always On</i>	<p>As organizations vie for top talent in an increasingly competitive market, leaders are focusing on shaping a work environment that speaks to the current workforce and the incoming generation of workers. Organizations are catering to the employee experience to reengage and retain their talent every day. Federal leaders are using data driven tools to gain insights and measure progress toward improving employee engagement.</p>
 Learning <i>Employees take charge</i>	<p>Forward thinking organizations are putting employees in charge of their learning experience. Learning solutions must be nimble in order to effectively support changing missions and agencies should shift toward agile, on-demand learning resources that provide the customer-focused experience employees have come to expect.</p>
 Design Thinking <i>Crafting the employee experience</i>	<p>Organizations are using design thinking concepts, such as digital design, mobile app design, user experience design, and behavioral economics, to create solutions that drive employee satisfaction, productivity, and engagement. Because federal employees must interact with a multitude of systems, agencies can invest in applications that streamline the employee experience to boost productivity and mission engagement.</p>
 HR <i>Growing momentum toward a new mandate</i>	<p>HR organizations are improving their skills, business alignment, and ability to innovate. Today, federal HR organizations can take advantage of new automation tools and shared services to decrease time spent on processes and increase time and energy focusing on mission-enabling work.</p>
 People Analytics <i>Gaining speed</i>	<p>Seventy-seven percent of all respondents to the 2016 Trends survey believe people analytics are important. With over four million civilian and military personnel (according to the Congressional Budget Office), workforce data can become an increasingly reliable source of information to drive strategic agency decisions.</p>
 Digital HR <i>Revolution, not evolution</i>	<p>Digital HR is playing a larger role in making systems easier for employees to use. Manual data entry is still at the heart of many federal HR processes. Federal agencies should consider how to use new technologies to reduce time-consuming manual transactions, improve accuracy and quality of service, and increase mission support.</p>
 The Gig Economy <i>Distraction or disruption</i>	<p>Networks of people who work without any formal employment agreement are reshaping the talent management equation. Federal agencies have experience with some of the precursors to the gig economy through use of NTEs, IPAs, contractors and HQEs. The use of on-demand, digitally enabled “gig” employment could change how federal leaders staff to support mission needs in the future.</p>

Deloitte's insights and innovations

Helping organizations excel today and prepare for tomorrow

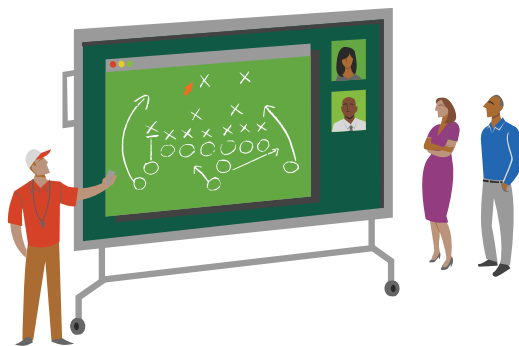
Globally, HR and business leaders see an urgent need to redesign their organizations to prepare for the changes affecting the workplace, the workforce, and the work itself. The federal government faces all these challenges, as well as the added complexity of federal regulations and leadership changes following the presidential election cycle. When business as usual is changing, Deloitte has the thought leadership and innovative solutions to help your organization position itself to excel today and prepare for tomorrow.

Thought leadership on the customer experience

"Federal agencies can enhance the employee work experience, to the benefit of the government, its customers, and employees themselves," said Deloitte director Tracy Haugen in NextGov.

People who join the federal workforce often do so with a strong sense of mission. But what if employees feel that their own agency does not enable them to deliver quality services?

According to Tracy Haugen in NextGov, if employees have the tools, knowledge, authority, and leadership support to provide an excellent customer experience, their own engagement levels tend to be higher. But if employees are neither enabled nor supported by their organization or they feel that leadership is oblivious to their needs and the needs



of the customer, employee engagement can deteriorate and mission service delivery goes down, or becomes inefficient.

Federal agency and department leaders seeking to improve the customer experience can benefit from understanding indicators of potential employee disengagement, as well as considerations for improving the employee experience and potential benefits of taking action.

Innovative solutions for employee engagement

Deloitte continues generate innovative, data-driven solutions built for the employee, management, and recruitment needs of the future. A few examples include:

CulturePath™

A diagnostic instrument with data visualization, dashboard, and executive reporting features that provides insights for organizational culture change.

ConnectMe™

A digital workplace that maximizes the value of existing HR technologies by pulling them together into one personalized space—easily sharing information and enabling actions important to users.

Simply Irresistible Organization™

An organization framework developed by Bersin by Deloitte after researching hundreds of organizations. The Simply Irresistible Organization Model identifies 5 key elements—or drivers of engagement—and 20 factors that can help organizations work toward the goal of fully engaging employees and keeping them committed to the organization.

For more information about how Deloitte can help your organization take on the global trends, contact:

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