

EMPOWERING THE NEXT GENERATION OF WORK IN GOVERNMENT

A self-assessment guide to a digital-first workforce



Hyland™

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THE FUTURE OF WORK IS ALREADY HERE

The COVID-19 pandemic ushered in a technological revolution, forcing all sectors to re-examine decades-old policies that determine when, where and how employees get their jobs done.

Entire departments performing their work in the same building at the same time wasn't possible during lockdown. Today, it's an obsolete model.

Telework, hybrid models and flex time emerged as viable solutions that merged productivity and efficiency with employee satisfaction and work/life balance.



If you had asked me three years ago about the future of work, I would have said, 'It's still a decade away.' Now we're sitting in the middle of it. The future of work is now, and it matters."

JAMES MCQUIVEY

VP, Research Director, Forresterⁱ

WORKFORCE DEMOGRAPHICS ARE SHIFTING

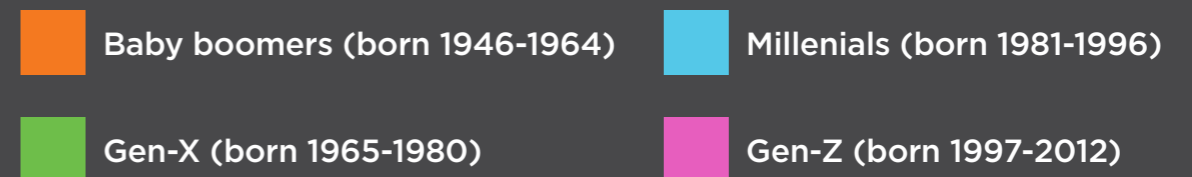
The workforce of today has evolved considerably and will continue to change.

The average age of government employees is five years older than the nation’s broader working population, and 28.8% are older than 55.ⁱⁱ As agency employees age out of the workforce, a “silver tsunami” of retirements is imminent.

Millennials and Gen-Z are now the prominent generations in the workforce, and their values vary greatly from their older cohorts. Though wages and benefits are still important, work/life balance, corporate accountability and personal autonomy are also crucial.

If their philosophies are not met, the younger generation is poised to leave their jobs — even without another one lined up. The “Great Resignation” that began in 2021 made it clear that employees are rethinking their long-term goals and leaving unfulfilling careers, with millennials and Gen-Z leading the pack.

WORKFORCE DEMOGRAPHICS OF 2021ⁱⁱⁱ



Difference in rate of generations changing jobs, 2022 vs. 2019 ^{iv}		
Gen-Z +134%	Millennials +24%	Baby boomers -4%

EMPOWERING THE FUTURE OF WORK

As agencies navigate the “new normal” of work practices, they have a unique opportunity to be proactive in how they adapt.

Digital tools can equip staff to productively work from anywhere at any time. These innovations also eliminate manual processes, like outdated paper-based methods, from day-to-day work. This frees up staff to spend more time on value-added activities that spark job satisfaction and engagement.

The advantages are far-reaching. Fulfilled employees:



**DELIVER BETTER
SERVICE TO CITIZENS**



**WANT TO STAY AND
WORK IN GOVERNMENT**



**HELP FURTHER YOUR
AGENCY'S MISSION**

Checklist:

READY FOR A DIGITAL-FIRST WORKFORCE?

Digital transformation and modernization are key to empowering your agency to meet the demands of today's and tomorrow's workforce.

Here are some of the top questions agencies need to ask to determine how prepared they are for the future of work:

- Is your agency equipped for remote or hybrid work?
- Is the work automated instead of manual?
- Is your agency's culture open to change?
- Do you engage employees to keep talent in-house?
- Can your agency accommodate a surge in demand?
- Does your agency suffer from skill gaps?

We'll explore how a single modern content services platform can equip you with the tools you need to meet these objectives for mission delivery in the digital future.

1

IS YOUR AGENCY EQUIPPED FOR REMOTE OR HYBRID WORK?

During the COVID-19 pandemic, many employees learned to perform their job functions outside of the traditional confines of an office setting. Telework, remote work and other alternative schedules are growing increasingly commonplace and can be a major benefit to attracting, recruiting and retaining staff.

Today's talent pool prefers a modern work model — remote work or hybrid. Most employees engaged in flexible work schedules feel they are more productive. What's more, they are more likely to continue their career at their current employer for the long term.

83% »
of workers say a hybrid workplace model is ideal^v

57% »
of remote and hybrid workers say their organization performed better over the past year^{vi}

85%
of people who feel they can be productive everywhere say that they plan to stay with their company for a long time^v

● **Solution:**

ENABLE WORK AT ANY TIME, FROM ANYWHERE

Remote work requires secure, scalable access to the critical information staff needs, where and when they need it. A cloud-based content services platform supports your workforce — in the office, in the field and around the world.

Migrating content services to the cloud provides a centralized, online repository of all documents, making them easily accessible no matter where your staff is working. A computer or laptop isn't even required; mobile access means employees can utilize their smartphone or tablet to download and upload forms and files.

Anywhere employees have an internet connection, they have access to all the business-critical information they need to do their jobs.



STATE OF MASSACHUSETTS MOVES TO THE CLOUD

“Today, our forms are dynamic. You fill them out, press submit, and it automatically enters into a very efficient workflow,” said Mike Syversen, BPM Platform Services Group, Commonwealth of Massachusetts.

WATCH THE VIDEO »



Giving employees the ability to work from anywhere at any time doesn't only increase their job satisfaction and productivity. It also delivers considerable cost savings, an important benefit for budget-constrained agencies.



EMPLOYEE PRODUCTIVITY:

47%

increase in US productivity in March/April 2020 compared to March/April 2019^{vii}

77%

of employees feel more productive working remotely^{viii}

15 more

productive hours worked per week by US workers due to reduced travel and transition time^{ix}



COST SAVINGS:

\$1.7 million

saved by NASA on utilities^x

\$3.6 million

saved by Department of Education in transit costs to employees^x

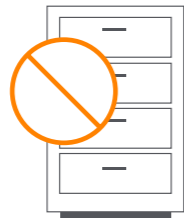
\$54.5 million

saved annually by Patent and Trademark Office on office space (less hoteling expenses)^x

2

IS THE WORK AUTOMATED INSTEAD OF MANUAL?

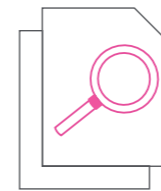
The public sector has long held the reputation of being time- and labor-intensive. Even in the digital age, agencies' use of manual, paper-based processes still dominates. The soft and hard costs of maintaining these practices are staggering:^{xi}



Each four-drawer cabinet used to file and store hard-copy documents costs \$1,500 per year and takes up 9 square feet of floor space.



Email and filing cabinets contain up to 12,000 documents on average.



A typical employee spends 30%-40% of their time looking for information in physical or digital storage locations.



Paper-based processes have an error rate of 80%, which can lead to costly inefficiencies and productivity losses.

Relying on old-fashioned paper methods turn even the simplest tasks into expensive, time-consuming endeavors.



RPA IN ACTION

Horry County, South Carolina, automated its personal property tax processing with RPA. In its first year, the tool processed 30,000 returns without human interaction — and reduced the number of errors and exceptions in the business process.

READ THE CUSTOMER SUCCESS STORY »

Solution:

INTEGRATE INTELLIGENT AUTOMATION INTO KEY WORKFLOW PROCESSES

Modern tools like automated capture and robotic process automation (RPA) can help boost the speed of workflow tasks while integrating with the systems your agency already uses.

- An automated solution can capture applications and supporting documents, no matter what format they're in, and extract the relevant information into a centralized repository.
- You can also utilize RPA to automate manual, rule-based, high-volume and repetitive tasks where human touch does not add business value.

What's more, these systems can directly integrate into your core systems. This means a “big-bang” migration isn't necessary to reap the benefits of automation.

These tools eliminate the need for paper and filing cabinets and reduce the time spent on entering and searching for data. As a result, your agency can improve efficiency, reduce inaccuracies and help employees feel more fulfilled in their day-to-day work.



3

IS YOUR AGENCY'S CULTURE OPEN TO CHANGE?

Considering the massive scale of public-sector operations, change can be a daunting challenge. But the prevalence of outdated legacy systems can cause multiple problems for government agencies.

Many agencies depend on legacy systems that are decades old and no longer supported by their vendors. Storing critical personal data (addresses, payroll information, Social Security numbers, etc.) in these systems can be catastrophic in the event of a data breach or cyberattack.



Some agencies are **running system components that were at least 50 years old** or the vendors no longer support the hardware or software.^{xii}

Several of government's most critical legacy systems use outdated programming languages and were **operating with known security vulnerabilities**.^{xii}

Being open to modernizing and consolidating IT systems is critical to improving agency operations. Shifting to more modern platforms and applications is key to futureproofing efforts, reducing demands on internal IT staff and safeguarding personal data.

MORE APPS IS NOT THE ANSWER

Apps that are not optimized, interconnected and easy to use are little better than paper. Employees get overwhelmed with too many disconnected apps, resulting in errors, poor processes and unnecessary actions that could all be automated.

Working in disparate silos of both physical and digital documents is not only frustrating and time-intensive. It also leads to costly mistakes and errors that can mean real-world repercussions for citizens who rely on your agency for accuracy.



The average employee switches between **35 job-critical applications** more than **1,100 times** every day^{xiii}

69% of workers waste up to an hour every day **togglng between apps**^{xiv}

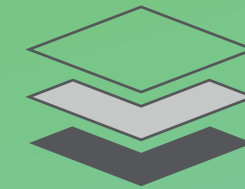
Solution:

ADAPT AND SCALE WITH LOW-CODE APPLICATION DEVELOPMENT

With a rapid application development and case management platform, your team can quickly build solutions for specific use cases as needs arise — without requiring custom coding or extended downtime.

Built on a centralized content services platform, the tool notifies caseworkers as new documents arrive and enables them to efficiently view and update case files and data from a single point. Core systems connect to a central repository, reducing the need for users to switch between systems, saving time and improving accuracy.

Plus, they integrate into your agency's existing systems. Your team can work within their familiar interfaces and quickly deliver a higher standard of service, even within tight budgets and timeframes.



LOW-CODE DEVELOPMENT IN ACTION

Wasatch County, Utah, uses Hyland's OnBase platform for all content management, including record retention policies and automation.

Wasatch County IT executive Don Wood said, "We're a small shop. We don't want to be big coders. We appreciate the low-code environment and the flexibility to build what we need to build and to be responsive to our employees' needs."

HEAR THE FULL STORY »

4

DO YOU ENGAGE EMPLOYEES TO KEEP TALENT IN-HOUSE?

The “Great Resignation” that began in 2021 laid bare that employees are rethinking their long-term goals and leaving unfulfilling careers. This movement is also present in the public sector. Data shows that public employees are increasingly inclined to leave their job, and two of the top three reasons for changing jobs include burnout and desire for better work/life balance.

The key to engaging employees is removing the barriers keeping them from performing the work they want to do. Higher-value, collaborative work can increase employees’ satisfaction with their government career.

Top 3 reasons government employees are considering changing jobs^{xv}

52%

want better salary of benefits

47%

feel burned out from stress of job during pandemic

36%

need better work/life balance



Keeping government employees happy in their day job is your safest bet for keeping employees long-term. Employees stuck doing mindless tasks are often more inclined to find work opportunities that feel more rewarding."

GovPilot^{xvi}



The future of work

1. Remote or hybrid work?

2. Automated or manual work?

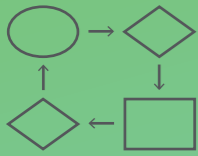
3. Agency open to change?

4. Engage employees to keep talent in-house

5. Can you accommodate a surge in demand?

6. Does your agency suffer from skill gaps?

Accelerate your readiness for the future of work



CCM IN ACTION

The Montana Department of Labor and Industry had critical communication problems: Its mail system was outdated, and important processes like delivering unemployment insurance were cumbersome and inefficient. Low-code tools shortened the time of automating a merge process from hours to 10-15 minutes.

[READ THE FULL CASE STUDY »](#)

DISENGAGED STAFF IMPACTS CITIZEN EXPERIENCE

Dissatisfied employees who leave the organization have an obvious impact on mission delivery and business continuity. On the other hand, dissatisfied employees who stay in their role can mean subpar service delivery to the citizens they serve.

In-person-only services, long call wait times and confusing paper requirements are already frustrating for citizens trying to interact with their government. Adding unmotivated employees to the mix further leads to citizen dissatisfaction and lower trust in your agency's ability to deliver its mission.

According to a survey by Eagle Hill, 51% of federal workers say that employee experience impacts their ability to serve customers, yet 33% say their agency places importance on employee experience or satisfaction.^{xvii}

Solution:

DRIVE EASIER COLLABORATION AND ENGAGEMENT WITH PERSONALIZED CONTENT

Clear communication — both internally and with citizens — can go a long way in engaging employees and keeping them motivated at your agency.

A customer communications management (CCM) tool gives your agency full control over constituent communications, from input to distribution and archival. With the ability to handle a wide-range of communication needs, from large-volume batches to more interactive custom content and personalized on-demand requests, CCM solutions bring versatility and efficiency to your citizen interactions. CCM reduces the time and effort of creating personalized content, even for high-volume compositions.

Staff are free to pursue productive activities that make them satisfied in their government career. Likewise, citizens feel better supported with personalized communications delivered in their preferred digital channels.

5

CAN YOUR AGENCY ACCOMMODATE A SURGE IN DEMAND?

During times of unprecedented change, like the COVID-19 pandemic and natural disasters, citizens demand and deserve quick, intuitive answers and response from their government. As demand increases, so does the level of paperwork, phone calls, emails and other communication requests.

Sorting through this information can be like finding a needle in a haystack using conventional paper-based processes. Even some digital solutions cannot reach across information silos to pull relevant information in all the places it's stored – multiple ECM systems, file-sharing technologies, even users' desktops.

Employees cannot complete their tasks if they're constantly chasing the information they need to perform their job. It's impossible to keep up. As more work stacks up and less is achieved, workload burnout is inevitable.



57%
of agency employees said they felt burnt out^{xviii}

44%
attributed burnout to their workload^{xviii}

Solution:

ENABLE SELF-SERVICE FOR CITIZENS AND SIMPLIFY SEARCH FOR STAFF

With self-service for citizens and faster search for staff, your agency can deliver answers faster, even in times of high demand.

A content portal enables citizens to initiate requests online instead of requiring help from an agency employee. Combining electronic forms, workflows and self-service tools, an integrated content portal empowers constituents to easily submit applications and get status updates online without filling out and mailing paper documents or visiting the agency in person.

Automation and access to real-time data enhance process transparency and expedite decisions and approvals, leading to increased constituent satisfaction with government services.

For staff, federated search and manage-in-place solutions can make quick work of finding the information they need across information silos. Agencies can manage content and enforce policies from a single platform, regardless of where content resides. Different departments can store content in systems that make sense for them, and records and information management professionals can control, protect and manage content centrally and in a way that works for the entire agency.

It grants a single view of information across more than 60 different business and repository types while driving enterprise-wide compliance.



MORE ABOUT CONTENT PORTALS FOR GOVERNMENT

A modern, accessible, public-facing portal experience enables citizens to self-service from any location on mobile, tablet or desktop devices.

DOWNLOAD SOLUTION SUMMARY »



MORE ABOUT FEDERATED SEARCH AND MANAGE-IN-PLACE SERVICES

Modern information governance can tame the complexity, inefficiency, risk and cost of ungoverned information.

DOWNLOAD EBOOK »



6

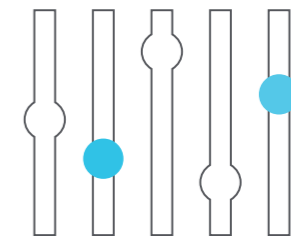
DOES YOUR AGENCY SUFFER FROM SKILL GAPS?

Government agencies around the country are working without sufficient IT personnel. Across all levels of government, 36,000 jobs in the IT sector are vacant.^{xix} Amid budget and headcount constraints, it can be a hard sell to recruit and retain dedicated IT staff. As a result, much of the burden falls on the shoulders of day-to-day office personnel, who most likely are not fully skilled in intricate IT duties.

Every new application in your portfolio adds time, cost and risk that IT must manage, integrate, replicate, secure and maintain. Many agencies know that IT modernization is required, but the heavy lift and resulting downtime of a big-bang migration are barriers to adoption.

49%

government-wide high-risk areas are affected by skill gaps^{xx}



58%

of the workforce needs new skills to get their jobs done^{xxi}



MORE ABOUT SYSTEM INTEGRATION

Seamlessly integrating your core systems with new functionality increases efficiencies and extends the value of the systems your agency uses daily. Employees can do their job quickly and accurately, with less time spent on data searches.

LEARN MORE »



MORE ABOUT LOW-CODE DEVELOPMENT

By leveraging your existing investment in Hyland's content services platform for low code application development, including case management capabilities, government agencies and departments can build solutions across the enterprise.

DOWNLOAD THE DIGITAL MAP »

Solution:

SIMPLIFY AND STREAMLINE YOUR IT ENVIRONMENT

A system that integrates with core processes and enables low-code app development can give your agency the content solutions it needs without the hassle of custom coding. It all adds up to better, faster decisions for citizens and the employees who serve them without putting added strain on IT personnel.

Many government agencies rely on software such as Esri, Salesforce, Oracle PeopleSoft or Workday to drive their daily operations and core processes. Integrating these applications with a content services solution connects all the important information staff needs to do their job quickly, accurately and efficiently. Employees can minimize switching between screens and access documents with just a single click from the familiar interfaces they use every day to reduce time-consuming searching for information.

Likewise, low-code app development enables your existing team to configure solutions as the need arises — without requiring a developer's background or multiple third-party vendors. It empowers staff and improves constituent service across government without overwhelming IT. With a few simple clicks, staff can easily get the info they need and build their own solutions to enhance the decision-making process.



ACCELERATE YOUR READINESS FOR THE FUTURE OF WORK

Your answers to this self-assessment should provide a clear perspective of how prepared your agency is for the changing work landscape and future disruptions to the status quo.

How does your agency score?

ALL CHECKS: Your legacy system may work as a stopgap as you consider next-generation digital enhancements, but be cautious as you invest in solutions that don't have a future-forward strategy.

SOME OR NO CHECKS: An agile content services platform will enable your agency to deliver intelligent, scalable service from satisfied employees, no matter where or when they're working.

From end-to-end content and process capabilities to a spectrum of low-code, case management and federated search tools, an agile content services platform can fast-track your efforts for digital transformation.

By leveraging the full potential of motivated staff, innovative technology and engaged citizens, your agency can deliver on its mission — even in the most challenging times — and adapt and thrive into the future.



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