



# The Future of Work and Modernization in a Rapidly Evolving Landscape

Unlock employee and constituent engagement with digital services

# Introduction

In July 2022, Hyland commissioned the Center for Digital Government (CDG) to survey state and local government leaders on modernization and the future of work.

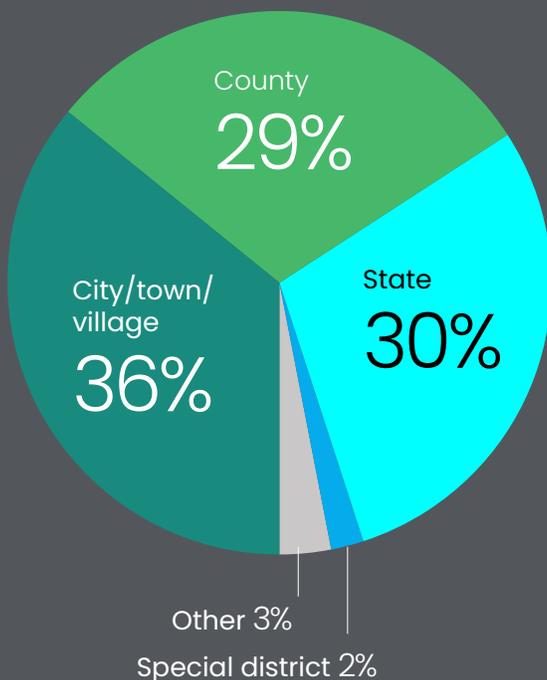
The goal was to capture market intelligence on how digital services are evolving in response to in-person, hybrid and remote work models. The survey included 15 questions designed in partnership with Hyland. Responses were analyzed to identify trends across key segments, including levels of government, agency or department types, and job roles.

The survey found state and local agencies face big challenges around attracting and retaining skilled employees in the wake of the Great Resignation. It also revealed an apparent mismatch between what many government employers offer and what employees want in terms of workplace flexibility. In addition, the survey showed many agencies still rely on manual processes, with respondents ranking automation as the top tool needed to deliver digital services.

## Respondent Demographics

The CDG survey collected 139 responses from U.S. state and local government leaders.

### What is your branch of government?



### What is your job function?



Note: Figures in charts may not equal 100% due to rounding.

# Future of Work: Key Findings

The Great Resignation is an ongoing economic trend in which employees around the country and across sectors are voluntarily leaving their jobs. Government agencies have not escaped the operational impacts of this trend. Job turnover and high vacancy rates in the public sector are linked to a range of factors, including wage stagnation, employee burnout and lack of flexible work policies.

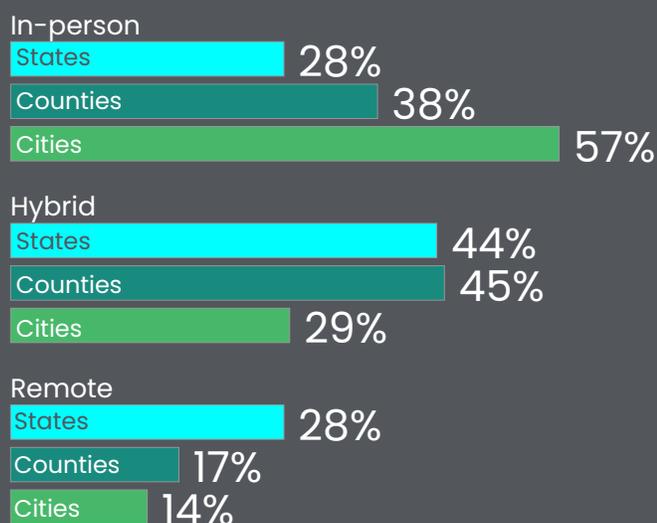
The pandemic ushered in a technological revolution, forcing all sectors to examine decades-old policies around when, where and how employees do their jobs. During the lockdown, entire departments could no longer perform their work in the same building at the same time. New workforce models – remote, hybrid and flex – emerged as viable solutions that merge productivity and efficiency with employee satisfaction and work-life balance.

## What workforce challenges is your organization experiencing? (Select all that apply.)



More than half of respondents who selected “other” cited staffing shortages as a challenge.

## Which work environment is your organization currently providing for employees? (Select all that apply.)



Nearly 30% of respondents reported their organization provides an exclusively in-person work environment.

Employees are now accustomed to performing their jobs outside of a traditional office setting, and many would prefer to continue working this way. Almost 70% of CDG survey respondents said they want hybrid and remote work options. In addition, remote workers say they are more productive and happier in their jobs, according to separate surveys.<sup>1</sup>

But many government agencies haven't made the shifts in culture, infrastructure and operations to fully accommodate a remote or hybrid workforce. CDG survey respondents cited existing culture and lack of support from senior leaders as the biggest barriers to adopting modern work models. As agencies face IT skill and capacity gaps, offering flexible working arrangements can help in attracting, recruiting and retaining staff.

**Express your level of agreement with the following statements.**

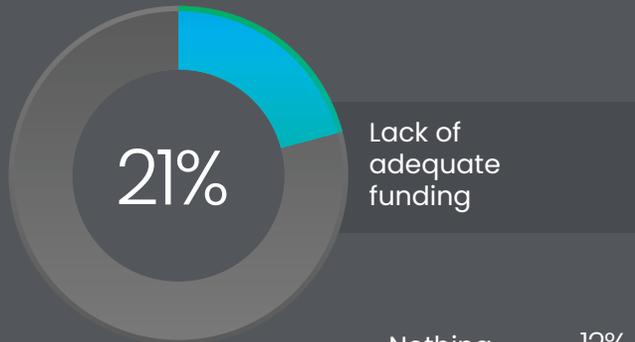
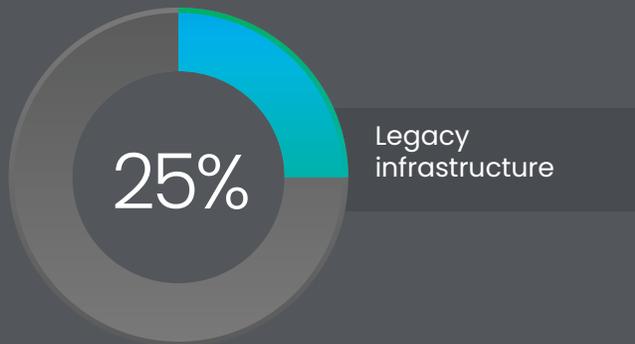
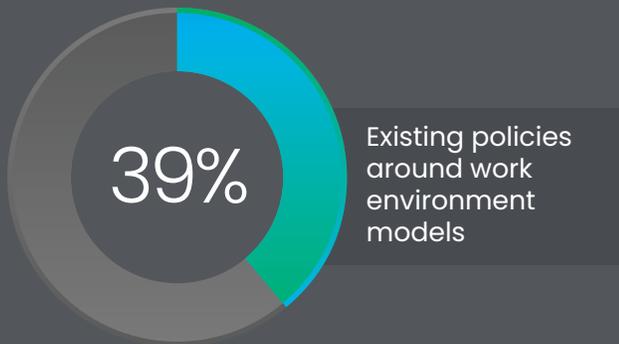
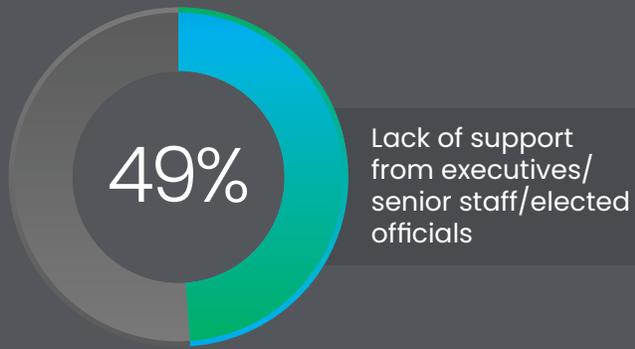
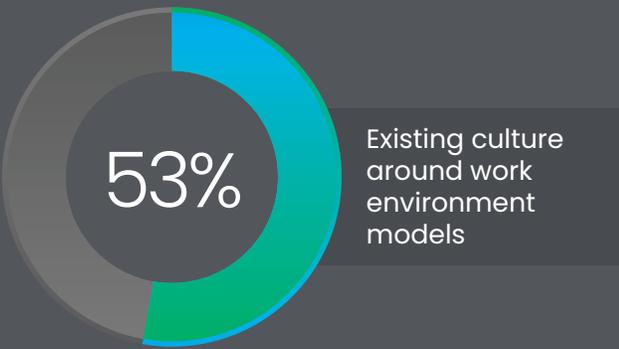
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My organization is planning or has made a full return to the office.	22%	13%	9%	12%	43%
I prefer a more flexible working model with hybrid and remote options.	7%	9%	18%	17%	49%
My organization prioritizes employee satisfaction and engagement.	7%	13%	34%	28%	18%
My organization needs to focus on upskilling employees as jobs change.	1%	7%	19%	40%	34%
My organization will automate manual job tasks that will result in the need to reallocate workers to new activities.	15%	22%	31%	22%	9%
A four-day work week is coming for government in the next five years.	25%	19%	24%	13%	20%



**Two-thirds of employees prefer hybrid and remote work, but more than half of organizations plan to make or have made a full return to the office.**



What is hindering your agency from supporting future work models? (Select up to three.)



Nothing 12%  
Other 10%

# Future of Work: Modernization

Agencies can't fully empower a remote or hybrid workforce if they haven't adopted a digital strategy. Employees need secure, online access to critical information — whether they are working in the office, in the field or from home — to maintain service delivery. Paper-based processes make it harder to provide responsive constituent services. Manual approaches and disparate legacy systems create information siloes and force employees to waste time searching for data.

Digital documents and anytime, anywhere access to information enable agencies to reduce their dependence on in-person or paper-based processes and take services online faster. Automating manual tasks lets employees spend less time moving paper around and more time serving constituents.

## Top 5 modernization priorities, according to survey respondents:



1. Strengthening cybersecurity and risk management



2. Increasing efficiencies and productivity



3. Modernizing legacy applications/ technologies

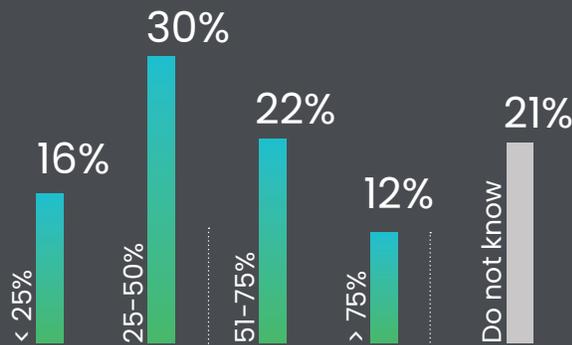


4. Improving constituent experience



5. Improving network infrastructure

What percentage of your agency's processes are being done manually?

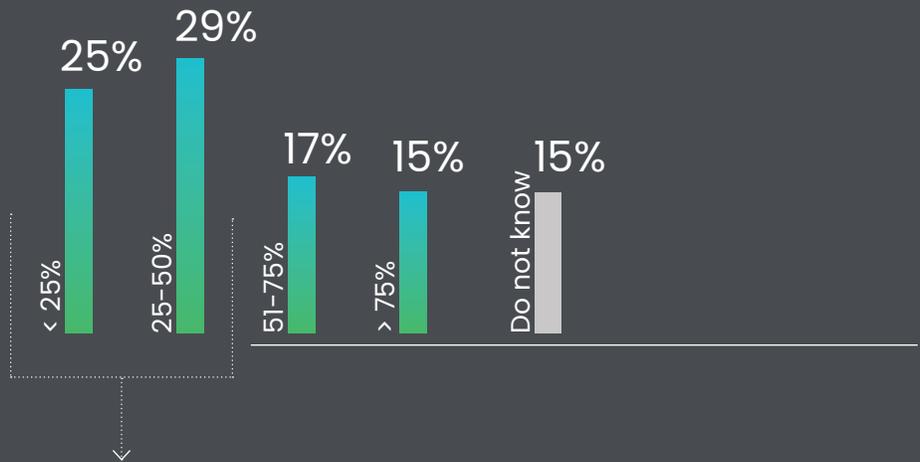


One-third of respondents said most of their agency's processes are done manually.

In a world where anything can be delivered to their doorstep with a few taps on their phone, constituents expect outstanding digital services from their government. The contrast in digital services provided by agencies versus the private sector – for example, when compared to the standards of service set by online retailers like Amazon and eBay – only adds to the growing pressure.

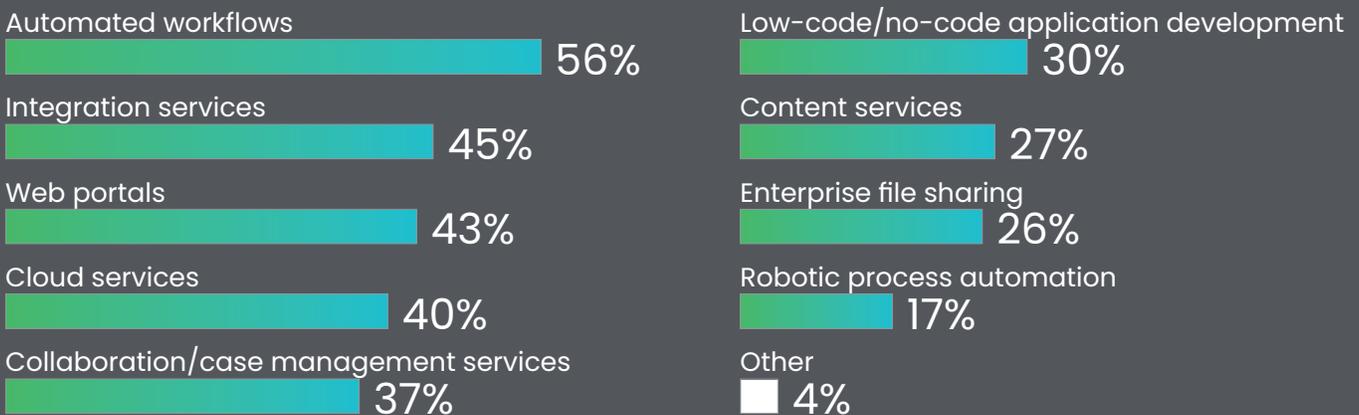
The survey revealed how this gap may lead to growing constituent dissatisfaction. More than 80% of respondents said they expect constituent demand for digital interactions to increase. But they also said many of their agency’s business transactions are not currently initiated or completed online.

**What percentage of your agency’s citizen/business transactions are initiated and completed online?**



**Most respondents said 50% or less of their agency’s business transactions are initiated and completed online.**

**What tools does your organization need to deliver digital services? (Select all that apply.)**



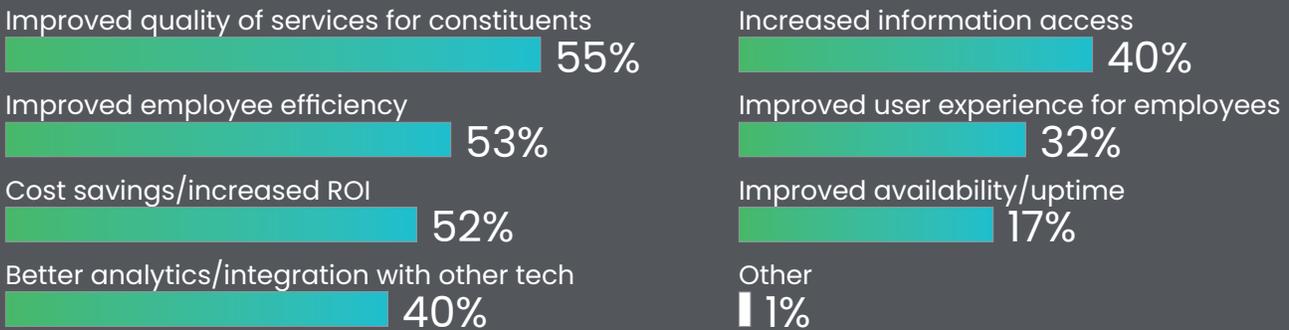
**Automation is the top investment needed for digital services, followed by integration services and web portals.**

# Conclusion

Government organizations face increasing constituent demand for digital services and a massive shift to remote or hybrid work. State and local agencies can benefit from a modern content services solution that offers a comprehensive range of extensible capabilities — from electronic data and document capture, automated workflows and web portals to secure content storage in a central repository hosted in the cloud.

Powering digital services on a single, scalable and integrated content services platform provides agencies a cost-effective path to truly transform and future-proof operations. By moving documents and processes online, agencies can extend greater flexibility to employees around where and how they work, and constituents can obtain services via their preferred channels. Employees work faster and more efficiently, no matter where they are located, and constituents receive online services and quality interactions with government organizations — unlocking increased satisfaction and engagement for all stakeholders.

## What are the top three benefits your organization seeks from digital transformation projects? (Select up to three.)



1. <https://www.vox.com/recode/23129752/work-from-home-productivity>

*This piece was written and produced by the Center for Digital Government Content Studio, with information and input from Hyland.*

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