Creating a Digital Workplace in Public Sector

An e-Guide to driving productivity & collaboration in the Digital Age
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Creating a Digital Workplace in Public Sector

Digital Disruption

“Government has to fit the rhythm of life of the people.”

Jean-François Copé
Minister – Budget and Administrative Reform, France

“Ultimately, the ability of government systems and public authorities to adapt will determine their survival.”

Klaus Schwab
at Davos 2016

Time. Precious. And fleeting. We live in a world that is far too busy, with too many different priorities pulling us in too many different directions. At work, or at home, people need to make the most of their time.

The pace of change is staggering. Technology simultaneously makes our lives easier and challenging. Devices outnumber people and create more data than we can consume or understand.

This disruption is transformation. And opportunity.

- The number of teams the average professional is on compared to five years ago.
- 90% of the world’s data was created in the last two years.
- 4x increase in people working remotely over the past 10 years.
- 50% of workforce will be made up of millennials by 2020.
Enter the Digital Workplace

The Digital Workplace: Where the employees have the tools they need to work, regardless of their working style, harnessing the digital world to improve constituent experiences and make the workplace more efficient.

The digital workplace is a new imperative for the public sector. The same factors that are propelling digital transformation in the private sector are also producing severe disruption in the public sphere.

A confluence of challenging factors threatens the status quo of our public institutions and governments. The workforce is changing. A record number of employees are set to retire, taking with them vast amounts of knowledge on processes and systems. Millennials have vastly different expectations about their work environment. Constituents have different and greater expectations for their experiences to better align with the private sector. New technology and new operational models exist to solve problems, but there are limited resources to implement and sustain them.

Top Public Sector Digital Revolution Challenges

1. Human Capital & Workforce
2. Budget Planning Process
3. IT/Technology Management
4. Collaboration
5. Data-Driven Decision Making
6. Acquisition & Procurement
The public sector, and their IT departments in particular, are facing a perfect storm of workforce challenges that threatens to sink efforts toward digital government.

Retirement
The “Silver Tsunami” is the quickly approaching retirement wave as baby boomers reach Medicare age. 30-40% of state workers are currently eligible to retire, posing an imminent threat of loss of key personnel, critical knowledge and experience by government departments.

A new generation of public servants
Unlike their boomer predecessors who often stayed in the same department for their entire careers, millennials expect a truly digital workplace, flexibility and rapid advancement. A meager 6% of millennial college graduates indicate they want to work in government.

The war for talent
The public sector wage gap makes recruiting and retaining highly specialized IT roles exceptionally challenging. Public sector employee direct compensation is 35% lower than commercial counterparts.

3 key strategies for weathering the storm
1 Modernization
2 Flexible sourcing
3 Public-private partnerships
Aging Systems and New Technology

The boundaries of IT are fading, as technology has become an integral part of how we interact with our constituents and how employees work together. Aging legacy systems need to be replaced to meet the changing expectations of a constituents and a new workforce.


**Key Drivers in Public Sector IT through 2020**

- Urban population growth that stresses city infrastructure and resources
- Steadily increasing competition for skilled and talented workers, and an increasing reliance on flexible sourcing for IT
- The impact of severe weather patterns and climate departure
- The exponential growth in IT devices and the increasing use of social media by citizens
- The shift in buying power from the central IT division to departments and agencies

Capturing the full potential of government digitization could free up to $1 trillion annually in economic value worldwide, through improved cost and operational performance.

Approximate percentage of the Federal IT budget spent maintaining and operating legacy systems.
Citizens Have Raised the Service Bar

The rapid adoption of digital technology in the commercial world is changing citizens’ expectation of how they should interact with their government and is driving agencies to fundamentally rethink how they deliver services to their internal users and external constituents. The expectation is that agencies can better interact socially and deliver faster services, with personalized, always-available experiences.

While citizens are at the front of public leaders’ minds, they are rarely at the heart of service design. Surveys suggest that many government organizations fail to engage citizens in service design and lack user-center design and agile development skills in their workforce.

“To achieve digital transformation, users need to be involved from the beginning and throughout the journey. We need to embrace the overall idea of doing more agile development than we are used to.”

Janne Viskari, Director, Population Register Centre, Finland

2 greatest drivers of digital transformation: citizen demands and cost & budget pressures.  

1/3 of respondents say that citizen demands are among the primary drivers of digital transformation. 

82% of government agencies aim to improve customer experience through digital transformation.
The Digital Workplace Model

Managing the digital workplace as a strategic asset
Freeing people to share and learn
Conducting the business of the organization
Cooperation and collaboration across the organization

Influence that brings change
Leadership
Asset
Culture
Process
Structure

People
Organization
Tools
CAPABILITIES
MINDSET
Enablers

Attitudes, behaviors, styles and expectations
New processes and altering traditional processes
Virtual "operation units" complementing hierarchy
Extending reach to everyone, anywhere, any time, any device

Practical Transformation in the Public Sector

A digital workplace will empower your employees to be more engaged, more efficient and provide better services. You need a roadmap, starting where it makes sense for your organization, and moving at a steady, practical pace toward your ultimate goal. The following pages provide the most common steps toward a digital workplace in the public sector.

“The government workforce of the future will be populated with digitally literate employees, from frontline workers to top-level executives. The digital workplace is open, flat and democratic. It is the organizational manifestation of open government. CIOs and IT leaders must take a leadership role in building a more social, mobile, accessible and information-driven work environment.”

Gartner

Catapult
Public sector employees have the same needs as commercial employees for creation of spreadsheets, documents and presentations. But public sector employees have many strict additional requirements around eDiscovery and security, which can often be improved by secure, cloud-based solutions.

Software as a Service solutions quickly improve your employee and customer experiences, and free up much needed budgets from hardware, administrative and energy costs. Tools like Microsoft Office 365 provide user-friendly office software solutions combined with world class document sharing, social and mobile communications, and mobile apps to ensure employees can access and collaborate on documents on any device, anywhere. These tools are enabling government entities to transform the way they work.

**Imagine Transforming Your Agency:**

- Conducting virtual town halls via Skype to gain consensus in record time
- Allowing an analyst to visualize data compiled from multiple departments to gain true insight to change service delivery
- Giving field employees remote working tools that automatically sync to their desks, eliminating lost work and double entry

**Success Story:**

**City of Fort Myers**

*The City of Fort Myers, Florida, was the first city in Florida to adopt Office 365. Their office solution was reaching end-of-life, so they used the opportunity to create a secure cloud infrastructure that enabled productivity and eDiscovery features, while reducing storage costs.*

“The beauty of Office 365 is that it is what our users already know. There wasn’t a big transition for them because they already know how to use the software.” Sandra Weightman, Network Manager, City of Fort Myers.

321% ROI delivered by Office 365 with a payback period of two months."
Rethink Your Employee Portal

Many public sector entities have no solution for digitally collaborating and communicating within their team or across their organization. Traditional document sharing solutions required large budgets and long development time, were often not widely used, and were quickly outdated.

Technology has now enabled a new generation of employee portals that can be quickly implemented at a fraction of the cost, making them available to every public sector entity. Portals empower your workforce, increasing productivity by providing quick and easy access to communication, documents and workflow, and increasing collaboration across teams and departments.

Modern Portals Provide:

- Document sharing & accurate search
- Team & collaboration sites
- Mobile anywhere, any time access
- Social collaboration & communication
- Cloud-based, secure access
- Managed, subscription based services

Success Story:
New Haven Eliminates Paper and Improves Collaboration

The City of New Haven was relying on paper and stand-alone data platforms and legacy systems that were incapable of sharing information with others, resulting in duplicate data entry and difficulty accessing information. The City launched a fully-managed, Office 365-based employee portal.

- Information sharing supports accurate and informed decisions
- Reduced employee frustration
- Improved revenue collection and service delivery
- Streamlined relevant progress reports to staff, managers, and citizens
- Cost savings with the cloud-hosted, managed intranet
- Enhanced data integrity and security
Enable Insight, Not Just Reporting

The digital revolution has brought the ability to collect data on nearly everything, creating staggering amounts of information overload. In spite of the exponential growth of data, it is becoming more and more difficult to meet the needs of constituents, provide insight to employees, and make data driven improvements to operations. Data is often spread across multiple platforms, locked in systems with no way to get actionable reports, or owned by another agency or department.

You can now harness the power of your data to identify trends, correlate needs, target services—ultimately allowing you to transform your constituents’ experience. New cloud-based analytic solutions enable your organization to leverage data from multiple sources, both public and private, to develop true insights. Using cloud-based solutions eliminates hardware, software and upgrade costs while enabling continuous enhancements and capabilities. New agile methods provide a way to unify your data into actionable insights quickly, creating a much faster time to value.

Success Story:
State of Texas

The State of Texas is embracing data analytics to transform decision making at all levels of the government. Agencies can now use analytics to identify trends, find correlations and target services to their constituents more efficiently and effectively.

Rather than using traditional analytics and reporting methods that take years of planning and millions of dollars and hardware and software, Texas is developing robust data analytic capabilities in the cloud. They are using an Agile process to connect state agency databases and public data storehouses to gain new insights every few weeks, driving a quick return on investment and more actionable insights.
Today’s cloud platforms are specifically designed to meet rigorous government compliance demands, helping agencies tackle challenges, drive innovation, and cut costs. While the public sector has largely adopted private clouds, we have begun to see a shift to the public cloud, at least for non-mission critical applications.

A recent survey from American City & County magazine shows a growing acceptance of cloud technologies now that security concerns have largely been addressed. In fact, a lack of resources or expertise is now the top cloud challenge in the public sector, supplanting security. 

Public sector entities are safely leveraging the government cloud for a wide variety of uses. Initially, organizations simply use the cloud for data centers, directory services, development and test environments and archiving, backup and disaster recovery. Forward-thinking organizations are using the power of the cloud for advanced applications such as analytics and modern business and constituent-facing applications.

Microsoft Government Cloud in Azure is the Most Secure Public Cloud

82% of government cloud adopters say they will spend more on cloud in 2017.

>80% of public sector will be using cloud services within 5 years, >50% today.
Creating a Digital Workplace in Public Sector

Digital Workplace Propellant: Automation

Automation is a technology megatrend that has been taking the world by storm. As GovTech.com reported in January 2017, the future of the public sector is in automation. Government analysts emphasize that technological advances in robotics and automation are fundamentally changing our economy and our workforce.

Implemented strategically, automation technology has the potential to quickly reduce costs, help meet citizen expectations, and improve productivity and efficiency. Beyond that, automation also can improve employee engagement as public servants spend less of their valuable time and energy performing repetitive tasks and cumbersome manual processes.

Change Your Thinking and Look for Opportunities for Automation:

> Web-based forms with workflow for constituents, eliminating paper and reducing errors
> Employee onboarding to ensure new employees have proper access to all IT systems immediately
> Employee offboarding, eliminating the security risk of employee access to buildings and systems after leaving an organization
> Network configuration, patching and maintenance, and IT helpdesk applications
> Workflow connecting multiple departments

16% of total public sector jobs in the UK could be automated by 2030 (>800,000). 11

30% Time spent by IT staff carrying out basic tasks. 12

2/3 of Americans expect robots and computers will do much of the work currently done by humans within 50 years. 13

29% of government workers believe their current jobs will exist within 50 years. 14
Moving to a digital workplace will require a change in public sector buying behaviors. Some unique ways of purchasing, such as public-private partnerships (PPP) and software buying groups, are only in limited use. Current contracting models are typically very restrictive, not allowing for agile development or subscription-based purchasing models necessary to meet the fast pace of digital transformation.

Subscription-based pricing models now extend beyond SaaS into many other aspects of IT. Managed services have long been available to manage technology, but new types of subscription services have recently begun being offered, dubbed “IT as a Service,” such as DevOps, Application Services, Strategy, Analytics, or Application Migration.

This new purchasing model allows organizations to create a practical, digital transformation path at a predictable, affordable monthly rate. Subscription-based services are ideal in the public sector, as they can typically be configured to the public sector’s funding cycle. They also allow for solutions to be expensed rather than capitalized, and more easily purchased directly by the requesting department or agency. Finally, subscription services hold vendors more accountable, as they must win the agency’s business each month.

76% of respondents think government procurement needs to change significantly or very significantly for digital transformation. 5

$256B Managed Services markets by 2018. 15

7/10 companies have adopted SaaS applications. 15

45% of Cloud budget was spent on SaaS applications this year. 15
### Where Will You Start Your Journey?

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<th>Engage Employees</th>
<th>Empower Constituents</th>
<th>Optimize Operations</th>
<th>Transform Services</th>
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<td>Enable efficiency, collaboration &amp; culture</td>
<td>From acquisition to continuous fulfillment</td>
<td>Both business &amp; IT processes</td>
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#### Digital Workforce Roadmap

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<th>Analyics &amp; Insight (Power BI/Cortana Analytics Suite)</th>
<th>Managed Services</th>
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<td>• Employee Portals &amp; Intranets</td>
<td>• Constituent Portals &amp; Websites</td>
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<td>• Collaboration &amp; Document Management</td>
<td>• Case Management, Constituent Relationship Management</td>
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<td>• Employee Experience Management</td>
<td>• Constituent Experience &amp; Personalization</td>
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<td>• Constituent-Facing Applications</td>
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Catapult was established in 1993 as an IT services firm. Twenty-three years later, Catapult has become a leader in modern digital solutions and services, specializing in digital transformation and cloud-based technologies. Recognized as Microsoft’s 2016 Partner of the Year for the United States, Catapult holds 16 gold and 2 silver competencies, putting them among the top .01% of Microsoft partners. Headquartered in Austin, Texas, the company provides services across North America from offices in Austin, Dallas, Denver, Houston, Phoenix, San Antonio, Tampa and Washington, D.C. Catapult has a large customer base across the public sector in local, city, county, state, and federal organizations.

6 Jane Mcconnell, NetStrategy JMC
7 http://www.gartner.com/newsroom/id/3069117
9 http://www.rightscale.com/blog/cloud-industry-insights/cloud-computing-trends-2016-state-cloud-survey#security