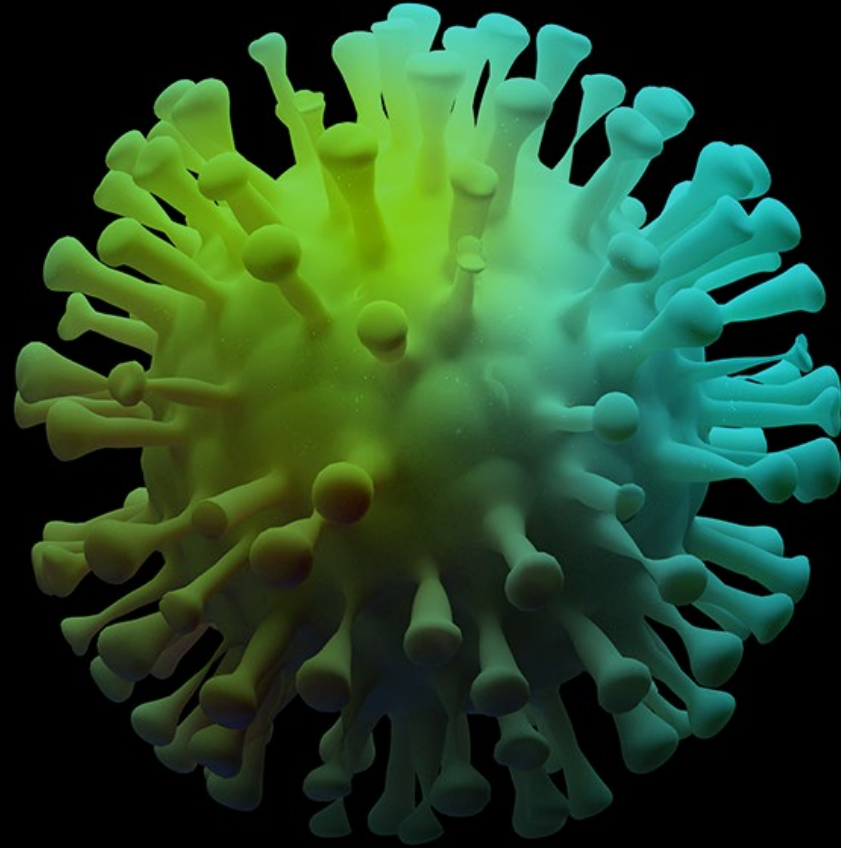




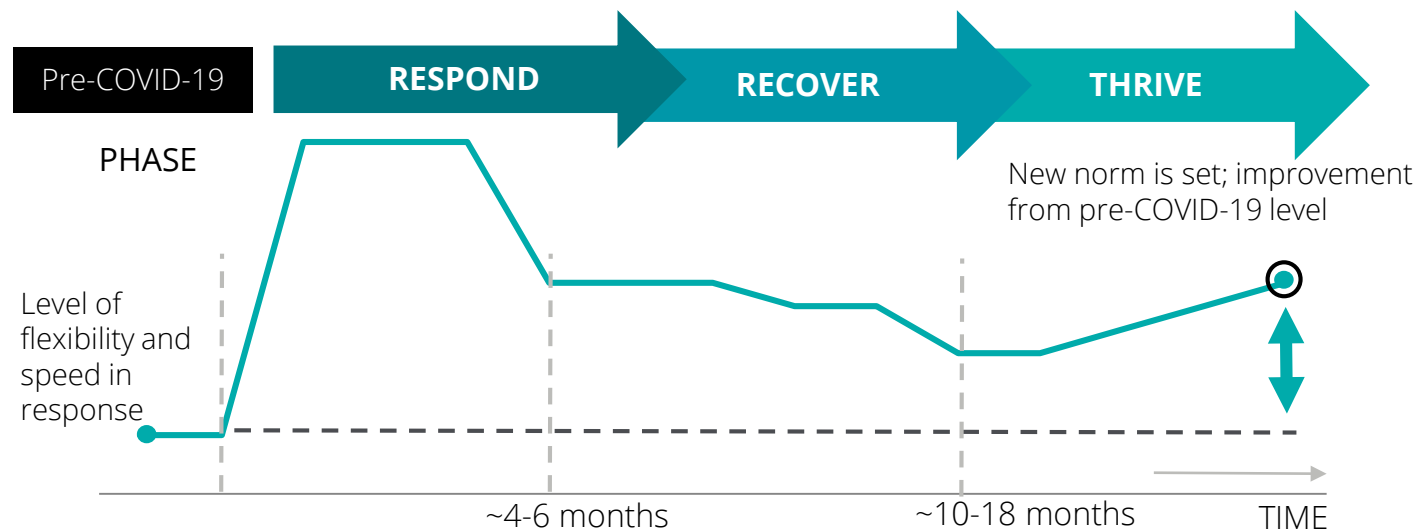
Deloitte Center *for*
Government Insights



Respond, Recover, Thrive: Transforming Government Post COVID-19
William D. Eggers, Center for Government Insights

September 2020

We model the COVID-19 crisis over time across the three overlapping phases regions in the US will pass through: Respond, Recover, and Thrive



Act to promote safety and continuity

- Focus on essentials
- Offer maximum flexibility
- Use maximum speed

Restore and emerge stronger

- Move toward normalcy
- Offer high flexibility
- Use high speed

Prepare for the next normal

- Build long-term enhancements to the public sector
- Establish a better foundation for the future
- Create a new level of flexibility

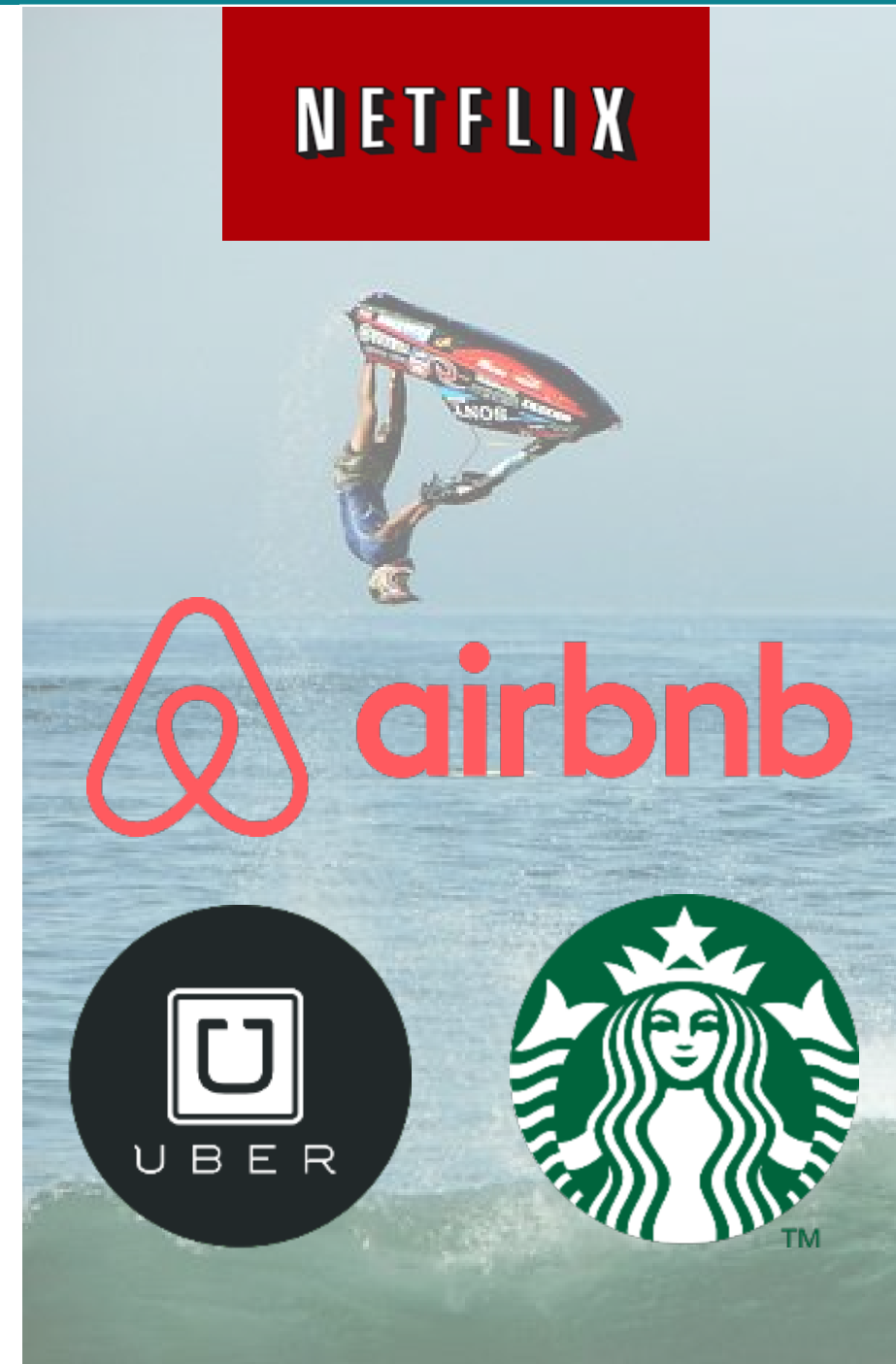
“You don’t make the timeline; the virus makes the timeline.”

—Dr. Anthony Fauci

All organizations & industries have habits, beliefs and practices about “how we do things around here”. These are orthodoxies.

Orthodoxies are **pervasive beliefs that often go unstated and unchallenged**—they shape behavior, choice and strategy and create blind spots.

Challenging existing orthodoxies can potentially identify new opportunities



Flipping 10 Orthodoxies in government

Orthodoxy

Flipping the orthodoxy

WORKFORCE

Governments are reopening in a different environment and need to adapt to the new reality

1. "Line of sight" supervision is essential

2. Health and safety aren't a top of mind issue for most public work.

3. Recruiting and hiring employees is a lengthy, in-person process

4. Intelligence employees *must* work in a secured facility



Telecommuting becomes the norm; "in office" work and meetings the exception

Health and safety are *central* to a positive employee experience

Virtual, AI-driven recruiting can find the right talent quickly

Back-office and even some intelligence work are performed remotely

SERVICE DELIVERY

COVID-19 is forcing governments to provide public services differently

5. A personalized customer experience requires a "human touch"

6. Most government services must be delivered in person

7. A physical presence is needed to authenticate identity

8. Governments manage demand for their services reactively



Digital technology provides a more accessible and personalized service

Very few services require in-person delivery

Digital ID is the new passport

Governments anticipate citizen needs

PACE

The new COVID-19 reality: Governments need to act quickly and adjust rapidly to feedback

9. Regulation is a lengthy, inflexible process

10. Procurement processes are rigid and time-consuming



Regulation is agile and adaptive

Procurement processes are flexible, fast and efficient

CHALLENGING ORTHODOXIES: WORKFORCE AND WORKPLACE

Orthodoxy #1: “Line-of-sight” supervision is essential

New orthodoxy: Location Liberation: Intentionally hybrid workplaces where work is done wherever it is done best

42%

As of 2019, only 42 percent of the US federal workforce, for example, are eligible for telework.

83%

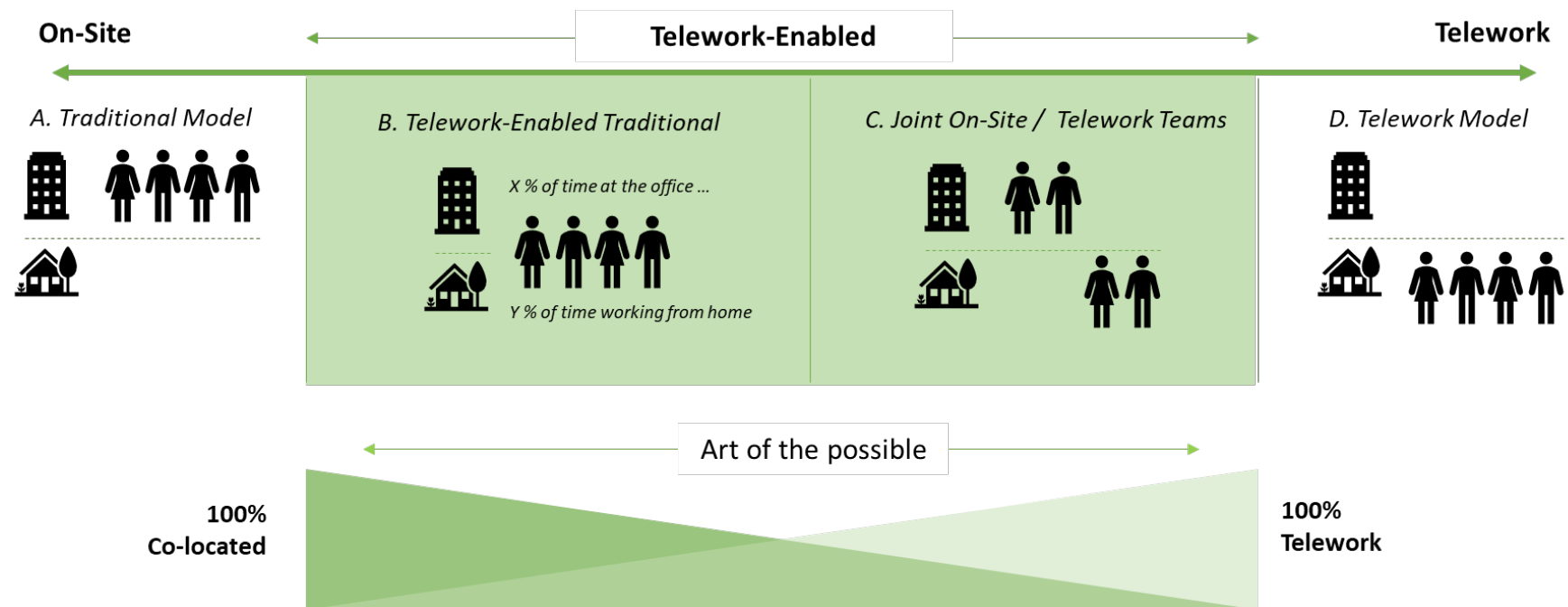
In Japan, according to a poll, 83 percent of companies pre-COVID 19 did not permit work from home



The US Army has witnessed a 400 percent increase in remote network capabilities. The US Navy plans to double its remote workers from 250,000 to 500,000 and the US Air Force has taken steps to increase its network bandwidth by 130 percent.

Creating the 'intentional workplace'

The question organizations are asking is: What is the model that is right for us – in other words, “where are staff most productive”?



CHALLENGING ORTHODOXIES: WORKFORCE AND WORKPLACE

COVID-19 and reimagining training

Digital learning systems can create individualized learning plans for each participant encompassing digital content, virtual reality (VR) games, experiential learning exercises, and interactive opportunities.



US Department of Agriculture (USDA) developed a 360-degree immersive virtual reality experience of what it's like to inspect slaughter plants in order to help potential hires understand the **real-life environment of their jobs**



A hospital in Los Angeles used VR to train more than 300 doctors to **assess coronavirus symptoms** and in Italy VR is being used to **relieve the stress** of medical staff



The new COVID 19 reality: COVID-19 is forcing governments to provide public services differently

Office closures, social distancing rules, and health and safety concerns are forcing governments to abandon many deep-rooted orthodoxies about service delivery.



Focus on the job to be done

In 2000, Blockbuster, unable or unwilling to set aside its own orthodoxies of how to run a video rental business, turned down the acquisition of Netflix which had a different model. In 2010, Blockbuster filed for bankruptcy



After rethinking the simple act of taking an annual flu shot and some regulatory changes, today you can get your shot in minutes, without an appointment, at many drugstores.

In the face of COVID-19, policymakers may be able to create better, faster, cheaper models for completing a job but will be successful only if decision-makers are not blinded or constrained by existing orthodoxies.



CHALLENGING ORTHODOXIES: SERVICE DELIVERY

Orthodoxy #5: A personalized customer experience requires a “human touch”

***New orthodoxy:* Digital technology can provide more accessible and personalized service**

Before COVID-19, many people still **accessed government services in-person**

29%

Citizens in Europe use e-government mostly to get information (44 percent) and not for completing transactions according to a World Bank survey. Pre-COVID, only 29 percent filled out an online form.

**Digital services
elevate
interaction with
governments
from
transactional to
experiential**



The Spanish government's '**Hispabot**' is an AI-powered chatbot that can provide answers to over 200 questions ranging from details on symptoms to Ministry of Health updates to local emergency numbers



Digital services can be tailored to address the needs of citizen cohorts

New Zealand's "SmartStart," provides new parents with a range of digital services during pregnancy and the months following birth, including establishing a digital identity for each child. SmartStart has saved new parents many thousands of in-person visits to government offices.

CHALLENGING ORTHODOXIES: SERVICE DELIVERY

Orthodoxy #6: Most government services must be delivered in person

New orthodoxy: Very few services require in-person delivery

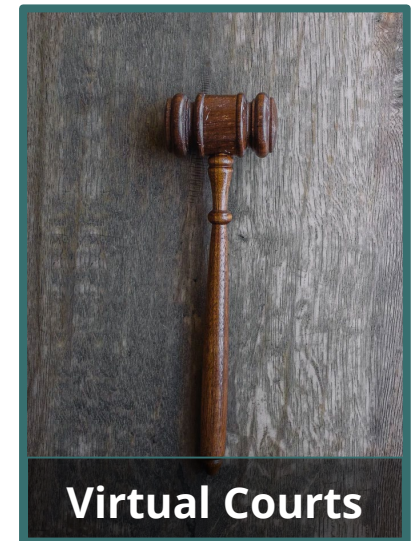
Historically certain services in government-- **DMV driving tests, court proceedings, inspections, social work home visits**—have always been conducted in-person. With COVID, these and other services will need to be **contactless** as much as possible.



In 2016 the **UK Government** piloted an ambitious court program digitizing judicial processes but didn't scale the model. Due to COVID, approach was scaled and the number of cases heard by video or teleconference have increased by **800 percent**



Estonian courts handled double the number of court cases as compared to 20 years ago, with the same number of judges. It's using **AI-based algorithms** to pronounce decisions on small claims dispute of €7,000 (~\$8,000) or less.



Virtual Courts

Motor vehicle offices are rapidly offering digital services

Digital drivers test: India has even piloted an AI-powered, smartphone-based driving test system to issue driving licenses and reduce the need for human evaluators

Digital drivers license: In New South Wales, Australia, a digital driver license not only allows the whole renewal process be a digital experience but also allows shops and businesses to validate identity digitally – like checking age

The UK's Driver and Vehicle Licensing Agency (DVLA) has piloted an **AI-powered chatbot** to improve efficiency and provide better services. The chatbot project reduced handling times from **8 minutes to 2.5 minutes**, resolved 25 to 30 percent of queries entirely and had a customer satisfaction rate of more than 90 percent. The success of the pilot project has made chatbots a strategic tool for the DVLA.



CHALLENGING ORTHODOXIES: SERVICE DELIVERY

Orthodoxy #7: A physical presence is needed to authenticate identity

New orthodoxy: Digital ID is the new passport



India's digital identity program 'Aadhaar' is being used to disburse **COVID-19 cash relief**, reaching over 340 million beneficiaries.



The COVID-19 crisis prompted the **South Korean** government to accelerate the **migration to digital identification and electronic certificates**. The government is also working with telecom companies to expand digital verification services through the 'Pass' mobile app that enables users to log in to various websites just with a phone number.

With COVID-19 and social distancing guidelines, governments need an alternative to physical identity management and authentication systems.

Government digital ID initiatives



CHALLENGING ORTHODOXIES: SERVICE DELIVERY

Orthodoxy #8: Governments manage demand for their services reactively

New orthodoxy: Governments anticipate citizen needs

\$41

The US Internal Revenue Service spends **\$41 per call** and \$67 per visit to assist taxpayers with their queries

25+

In the U.S., for example, dozens of state government **websites failed** under the landslide of unemployment claims filed in the first week of April

Governments are managing digital demands by anticipating needs and delivering services



Soon after the COVID-19 outbreak, the **South Korean** government not only rapidly ramped up the supply of masks but built applications that displayed the number of masks available at nearby locations

//

The best service is
something that you
even didn't notice
you got.

//



Marten Kaevats

Governments are also providing services in a no touch manner, requiring no input from citizens

In **Austria**, the birth of a child triggers the movement of information from the hospital to the central civil registry to the ministry of finance to the local tax offices, which disburse the allowance



Foresight. Agility. Resilience.

Navigating a disrupted world



Navigating Effectively in a Disruptive World

Coping with the COVID-19 challenges of today and thriving in tomorrow's disruptive environment calls for enhanced capabilities in three areas: **Foresight, Agility, and Resilience**

To anticipate near-term developments and the potential evolution of the post-COVID world

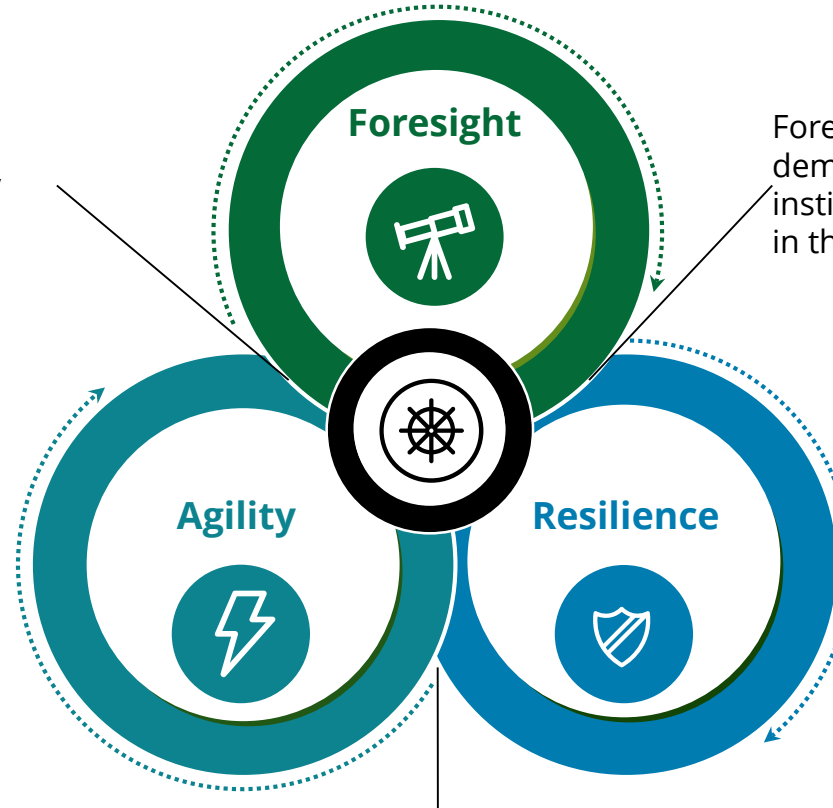
Early foresight warnings trigger agile action: the less foresight the greater the demand for agility and vice versa.

Foresight identifies the forces that will place demands on resilience; the resilient organization institutionalizes foresight and a willingness to act in the face of uncertainty.

To adjust quickly in response to changes affecting customers, agency operations and the broader ecosystem

To enable the organization to withstand potential future disruptions

Resilient organizations create contingency plans to guide agile responses; agility allows resources to be surged allowing for resilience with lower investment redundancy.



Foresight: Singapore's Center for Strategic Futures (CSF)

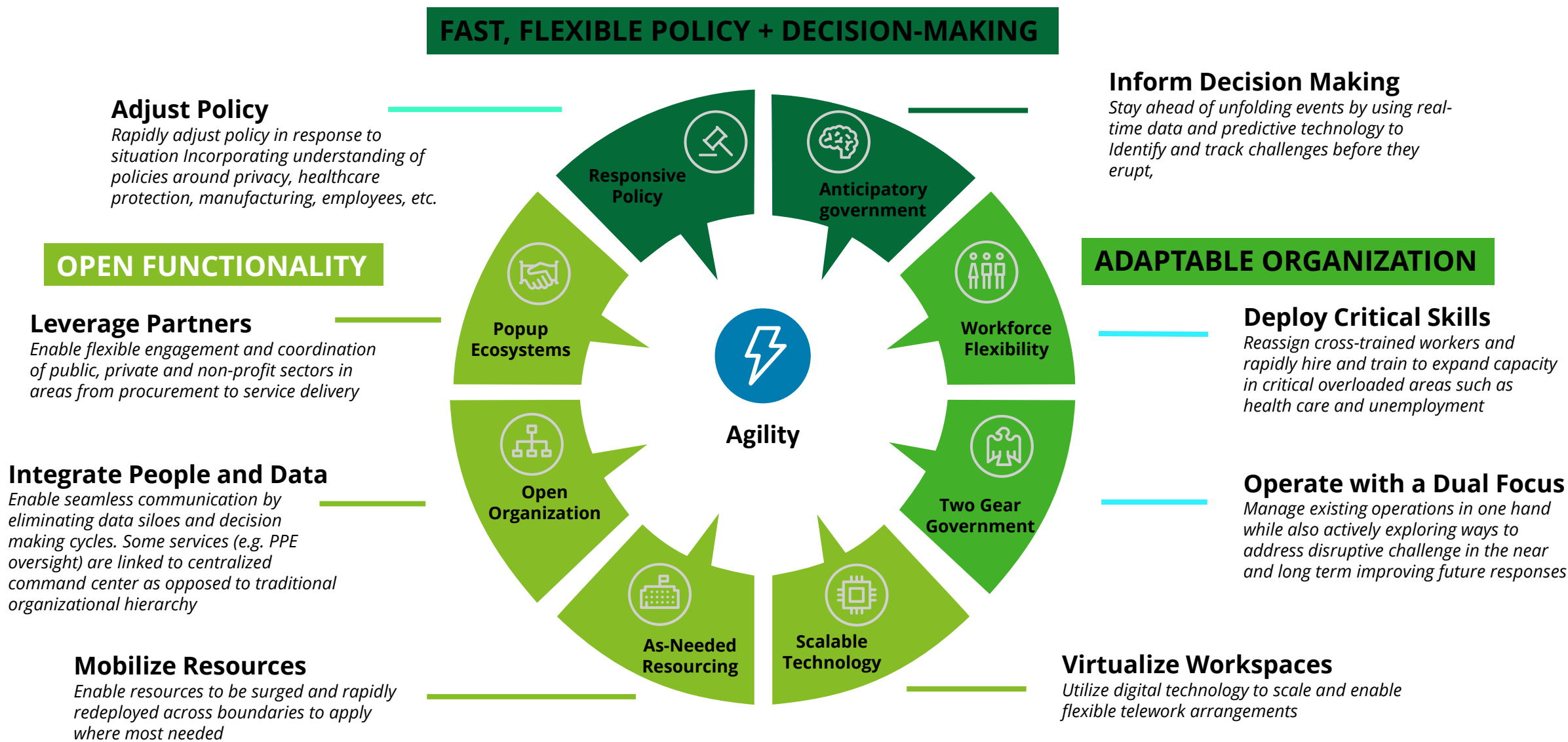
Singapore began its futures planning work in the late 1980s, initially for defense operations, and in the 1990s and 2000s created offices and programs focused on scenario analysis and horizon scanning.

These efforts culminated in the 2009 establishment of the Center for Strategic Futures (CSF), a futures “think tank” that pursues open-ended, long-term futures research and experiments with new foresight methodologies.

In addition to educating government stakeholders on its approach, CSF also facilitates sandbox events and quarterly meetings to discuss trends and implications.



Agility



Role of real-time data in the pandemic

Governments are responding to this by leveraging available economic and health data to model the potential spread and build mitigation strategies.

Agile Response

Taiwan implemented digital democracy tools focusing on three principles – ***quick, fair, and fun***

- They quickly responded to the threat, by early screening of passengers from Wuhan in December 2019. The Central Epidemic Command Center (CECC) was activated to ensure resilience against the COVID-19 spread.
- Face Mask Map
- “Humor over rumor” campaign

Sequencing Patterns

COVID-19 Genotyping Tool provides an understanding of the infection, the genetic pattern of the virus, and helps in the development of therapeutics and vaccines to fight the virus.

Predictive Models

US Department of Homeland Security's National Biodefense Analysis and Countermeasures Center developed a **predictive modeling tool** to estimate the natural decay of the virus on surfaces.

Taiwan's response was key in **maintaining infection rates** in the country to as **low** as 45 infections per million population



Agility: UAE Government Accelerators

The United Arab Emirates' Government Accelerators initiative is designed to accelerate change and enhance performance throughout government.

The program runs 100-day challenges in which “acceleration” teams of frontline staff work toward goals that could improve citizens' lives in 100 days or less.

To date, the UA has conducted three 100-day challenge rounds, engaging more than 760 government workers and private employees.



Resilience

Be a tech-instinctive organization

Accelerated Digitization

Utilize digital technologies to build more resilient platforms for a robust health care system, stronger economic benefits, and a more adaptive agency

Data Strategy and Cybersecurity

For governments to build resilience and respond dynamically, a robust data strategy and cybersecurity protocols remain critical.

Be flexible about the boundaries of your organization

Robust Networks and Processes

Ensure internal processes, supply chains and partner networks are robust and can quickly reconfigure to cope with shocks and breakdowns.

Customer Insight

Text needed -- recognizing that to achieve mission must have insight into customers as a basis to understand how disruption affects them not just your own organization

Be a learning organization

Crisis Management and Communication

Institute frameworks, tools, and approaches to expand the traditional crisis management plan to improve organization crisis response muscle memory and facilitate transparent, accurate, real-time information to key stakeholders and the public

Applied Training and Simulation

Provide training, and professional development experiences that build skills and ensure foresight, agility and resilience are embedded in the organization. This includes table-top and simulation exercises to pressure-test and develop the organization's ability to withstand disruptive events



Rapid and Responsive Procurement

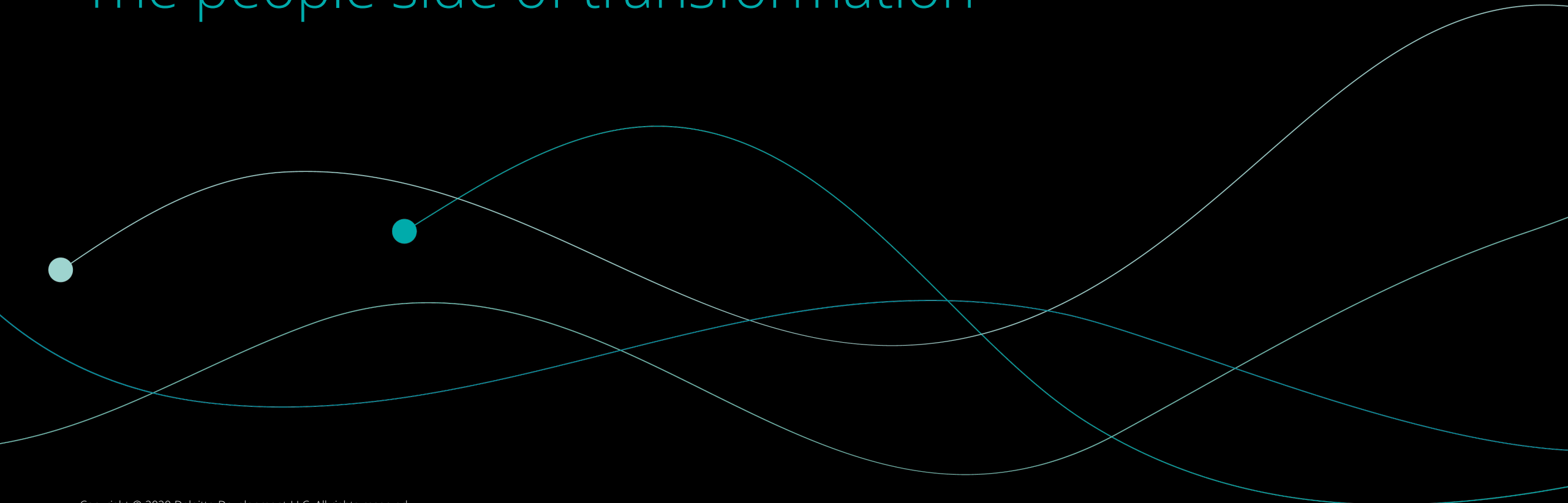
Develop smart, agile, resilient procurement processes that rethink supply chains, build external partner collaboration, create strategic stockpiles (where appropriate) and strategic access to capabilities while anticipating future needs

Workforce and Workplace of the Future

Build a diverse and nimble workforce with cross-training, AI, gig and telework capabilities

Making it stick

The people side of transformation



A three step approach to *Identifying, Understanding, and Changing* behavior



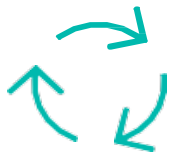
PHASE ONE: Identify

Identify and prioritize behaviors that need to change



PHASE TWO: Understand

Understand drivers of behavior



PHASE THREE: Change

Design interventions to change behavior

Mastering the people side of government transformation



Unlocking insights into workforce experience using human-centered design: *Cyber safety awareness at the NIH*

As part of a large program called Optimize NIH, the National Institutes of Health launched an initiative called Optimize IT Security, part of which was a communications campaign to increase NIH stakeholders' awareness of cyber safety. They followed a four-step approach:

- **1. Discover:** Researchers conducted interviews with key stakeholders and a large number of employees and developed a set of personas corresponding to people in each group.
- **2. Define:** For each persona, researchers developed a journey map, defining all the changes of thought and experience those people would experience as they passed through the stages of change readiness.
- **3. Develop:** Based on information developed in the discover and define phases, the team made recommendations about how to structure the cyber safety awareness campaign.
- **4. Deliver:** The team delivered several communications products for the campaign and engaged the NIH team in determining the products' prioritization.

When designers consider the employee experience, employees are more likely to support the transformation, because they find it beneficial to participate in the new system, program, or process.

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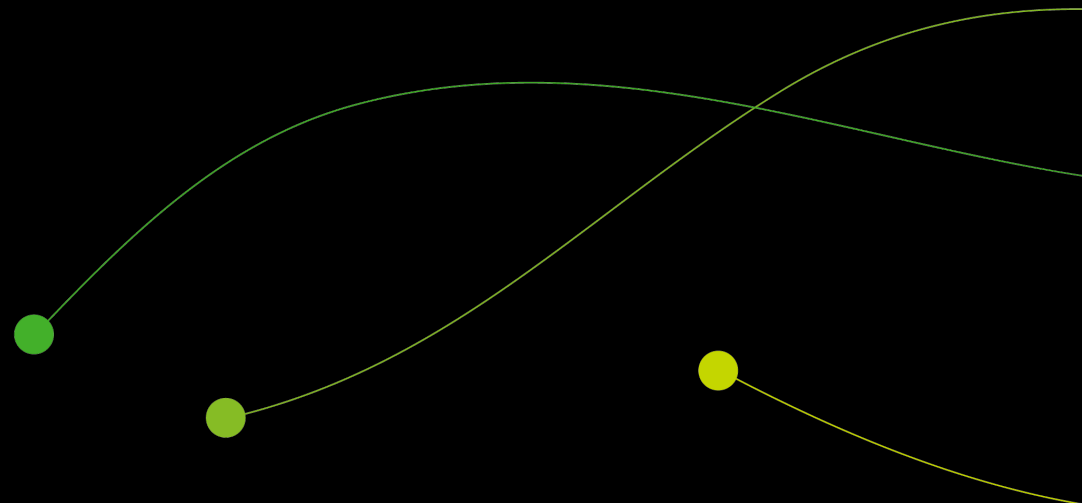
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