



PROTECTING PEOPLE. POWERING PRODUCTIVITY.

Adapting ways of working in public service to outmanoeuvre uncertainty

Public service organisations evolved ways of working in the early weeks of the COVID-19 crisis to keep the extraordinary work of government going at an extraordinary time. By acting now to evolve the changes made out of necessity during the pandemic, you can transform how public services will work in the future.

Balance productivity and safety

Successfully transforming ways of working means balancing productivity and safety. For example, remote working will continue. But it could raise data privacy, security and productivity issues, as well as putting a strain on mental and physical health.

Cultivate new ways of working

While there is no single blueprint to transform ways of working, there are four interconnected areas to help you drive change:



Build digital “contact-light” services.

Agencies stood up new digital services during the COVID-19 crisis. The next evolution is to make these services smarter. By feeding data from digital interactions into machine learning algorithms, you can make your agency’s service delivery model so aware of customers’ needs that it actually anticipates them on behalf of people.



Empower a distributed workforce.

Before COVID-19, most public service work was done in physical offices with remote work in pockets. Now you can perfect these workforce structures. Plan for a reversal of the traditional model—a shift to more remote working with occasional visits to the physical office. Focus on providing for people’s wellbeing while giving them the digital tools to do their jobs.



Unleash human + machine collaboration.

The virus accelerated the importance of human and machine collaboration in public service. Now it’s time to determine how to best expand on this powerful combination. There are opportunities to use machines to augment humans in exciting ways. Building trust and transparency with employees and citizens is key to getting their support.



Become an ecosystem orchestrator.

Citizens expect seamless services across government agencies and the private sector. This comes from ecosystem collaboration. In addition to a robust data-sharing platform, building a strong ecosystem that functions well over time requires building in new flexibility, processes and relationships for working together toward common goals.

These areas build on and reinforce each other. They are grounded in data, analytics and technology and should be executed with a “truly human” focus. With new capabilities across people, organisation, culture and leadership, you can create a more resilient workforce. One that delivers outcomes to the people you serve.

Prepare now for **the never normal**

Making these changes is not a one-time exercise. The environment is simply too dynamic for this approach. Instead, continually assess where your agency is, blueprint any changes you want to make, and execute against your plan. By committing to a virtuous circle of discovery, blueprinting and transformation, you can elevate your workforce’s day-to-day experiences and citizens’ service experiences. That’s how you outmanoeuvre uncertainty.