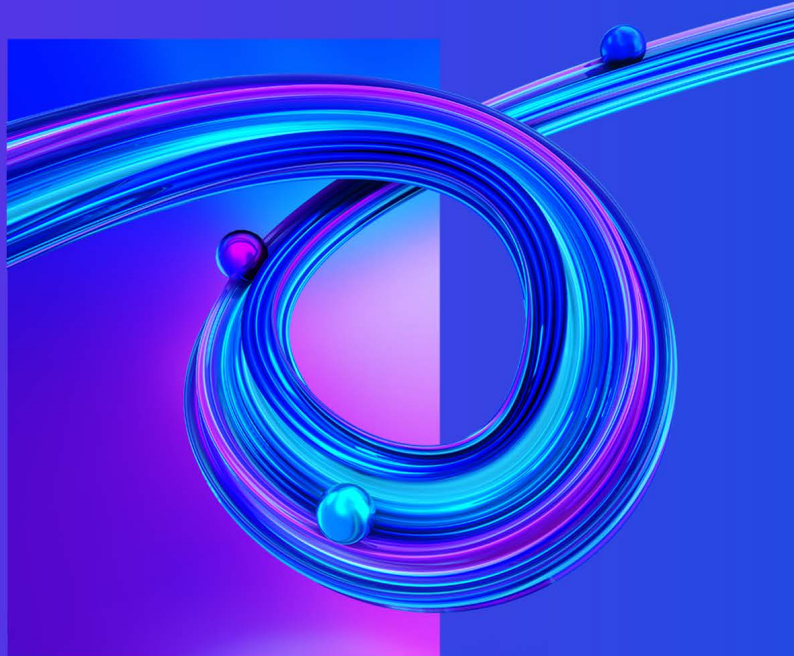




# Re-shape ways of working

**KPMG Smart Government**  
Catalyse digital progress

**Executive Summary**



Government departments and organisations should be seeking to modernise to keep up with changing user needs, regulations and health and public safety requirements.

## Prepare for new ways of working

When hybrid working became more mainstream following Covid-19, government departments and organisations had to rethink digital transformation as they shifted to virtual service delivery overnight. New business and operating models, and the digital technologies that support them, create new roles and ways of working that demand new skills and capabilities. Government departments and organisations should:

- Conduct more effective and robust workforce planning
- Explore new ways to compete for talent
- Provide a more compelling employee value proposition

## Plan your digital workforce

Identify the digital capabilities employees will need in the future:

- **Digital technologists:** experience and knowledge of cloud, artificial intelligence (AI), and automation, as well as blockchain, robotic process automation, digital design and data visualisation
- **Digital thinkers:** those who can use data, interpret real-time analytics and navigate fast-changing technology
- **Digital leaders:** strong leadership qualities to motivate and develop these employees



**When hybrid working became more mainstream following Covid-19, government departments and organisations had to rethink digital transformation as they shifted to virtual service delivery overnight.**

## Invest in different ways to develop skills

- Formal career development programs, including coaching and mentoring
- Developing skills in house through on-the-job experience, trial and error and participation in inter-department projects
- Scenario-based active learning such as rotational learning programs
- Investigate flexible talent partnerships for areas where skills are needed

## Change the way you recruit for digital talent

- Develop partnerships with schools, colleges, trade programs, universities and professional associations that focus on emerging technologies
- Offer internship programs in digital roles
- Tap into other geographic markets
- Make the recruitment process easier and more attractive to millennial and generation Z employees

## Compete for digital talent with a compelling employee value proposition

- Promote innovation and digitisation efforts
- Align employee and customer experiences with easy-to-use technology and streamlined processes
- Highlight development and career opportunities, and deliver on that promise
- Promote unique benefits such as work/life balance, pensions and health insurance

As technology continues to advance, digital journeys must constantly evolve and upskilling efforts must be constant. Invest in and build for the future now.

## Challenge tradition

- Government organisations traditionally delay their digital journeys — now is the time to challenge that tradition
- Re-skilling and up-skilling must be constant as digital journeys constantly evolve
- Assess skills and identify capabilities your employees will need in the future
- Make learning a priority
- Create a diverse, equitable workforce with a range of skills for success
- Align the employee and customer experience and invest in both

## Breaking down the numbers in the UK



### 17.5%

of total employed people who worked in the public sector in 2022



### £2.6 billion

will be spent to build a resilient digital environment by the UK government from 2021 to 2024



### 35%

of the UK labour market was made of people under 34 years of age in September 2022



### Only 56%

of public sector employees feel they have access to the digital skills they require



### Only 49%

of public sector workers within the UK in non-managerial positions believed their potential was being fully realised at work

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