Transforming the Federal Workplace

A Visual Statement for the Record About the Changing Nature of Work

Prepared by Mika J. Cross

March 2023

Three Primary Considerations

One

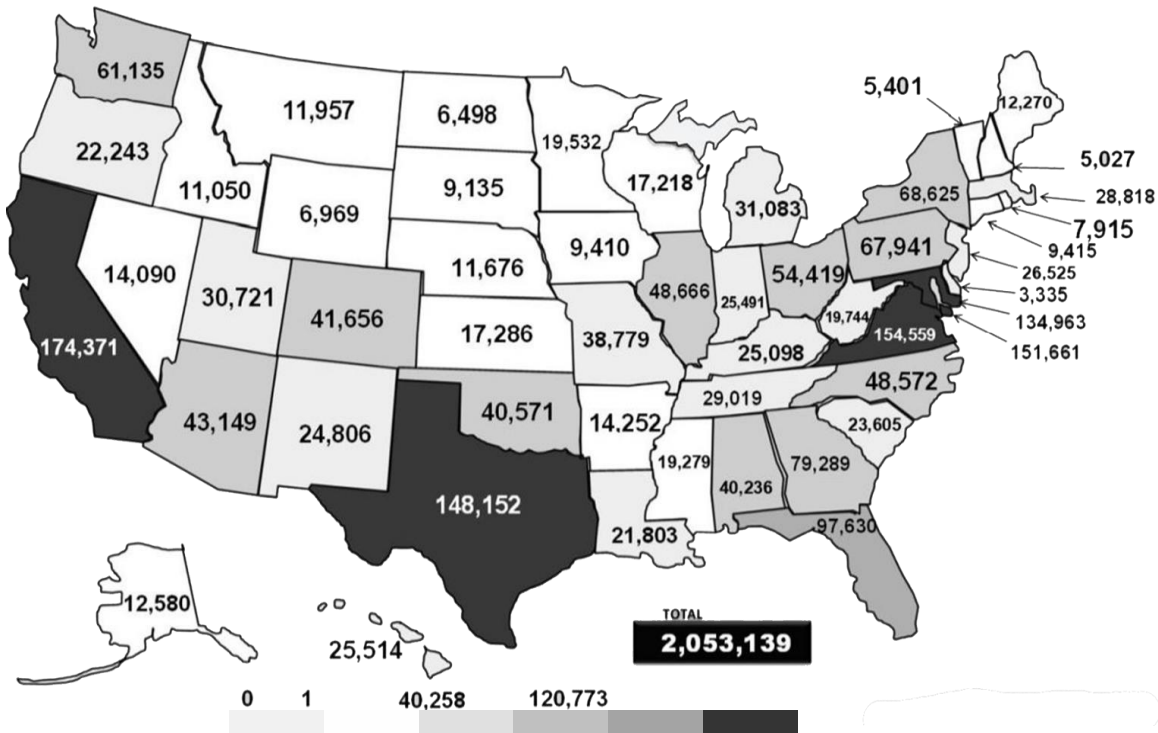**Pre-Pandemic Federal Workforce Trends**

Two

Current And Future Work Environment

Three
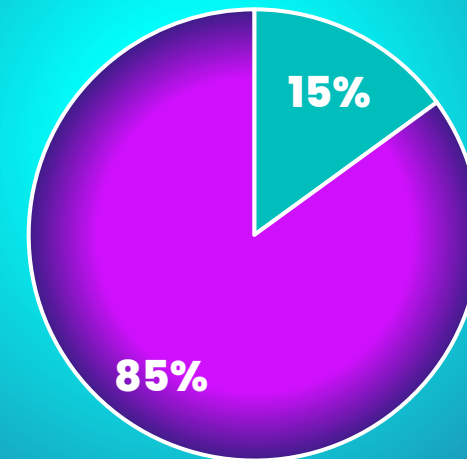
Adopting a Flexible Future Mindset

A Distributed Federal Workforce

Geographic Diversity of Federal Employees

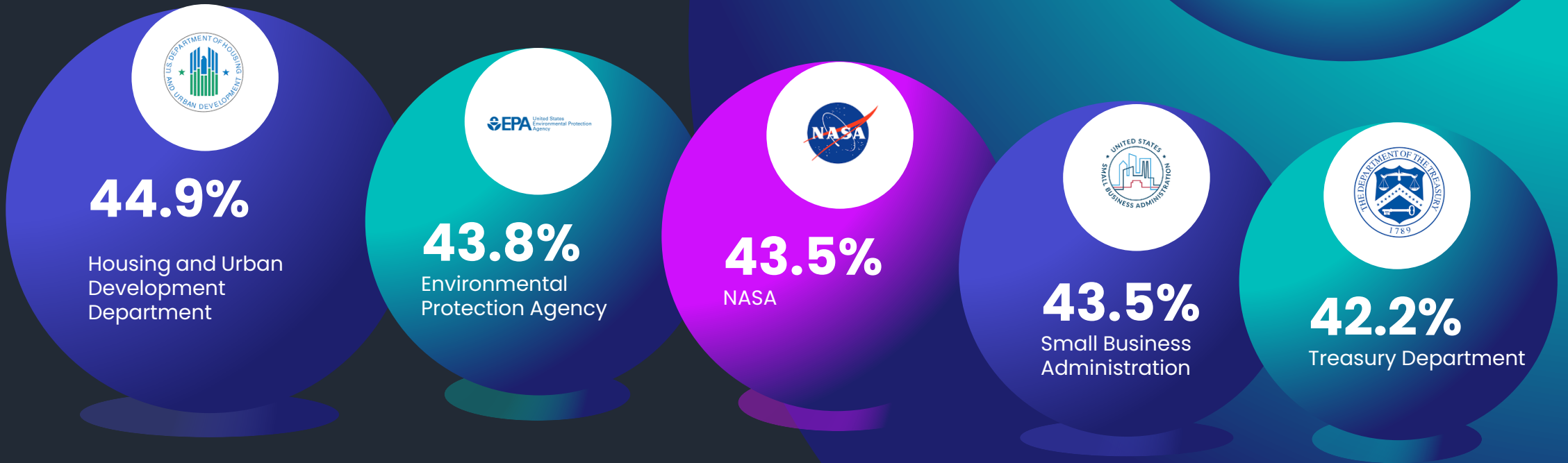Inside DC Metro Area   Outside DC Metro Area

An Aging Federal
Workforce

11.3	22.5	22.0	19.4	24.8
16-24	25-34	35-44	45-54	55+

2024
PROJECTED
Bls.gov

Federal Agencies with the Highest Rates of Retirement-Eligible Employees

44.9%
Housing and Urban
Development
Department

43.8%
Environmental
Protection Agency

43.5%
NASA

43.5%
Small Business
Administration

42.2%
Treasury Department

3

Key Trends in the Federal Workforce

Age of Federal Workers in Mission Critical Occupations

IT Specialist
Under 30 | Over 50
2.8% | 52.3%

HR Specialist
Under 30 | Over 50
4.1% | 46.4%

Auditor
Under 30 | Over 50
5.5% | 38.8%

Contract Specialist
Under 30 | Over 50
6.6% | 38.8%

Economist
Under 30 | Over 50
8.1% | 36.4%

Source: Partnership for Public Service: A Time for Talent
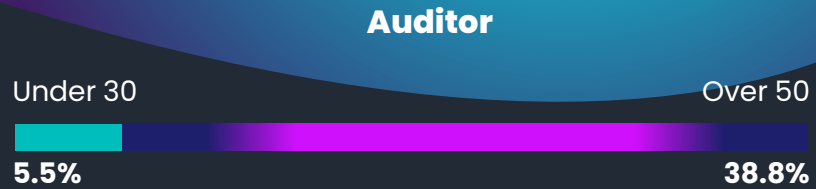
Fewer Federal Student Interns

Drastically Declining

FACT

98 Days
Average time it takes to bring a new federal employee on board

35,000 Hired in 2010

4,000 Hired in 2018

Source: 2020 Federal Budget

Please USE your PAY Flexibilities

Agencies can tap an array of special pay options to recruit or retain expertise.

BUT THEY'RE NOT...

SHOW ME THE MONEY!

Engineering

Cybersecurity

Other in-demand critical fields

‹6%
of employees received special pay incentives in FY16 (GAO Dec 2017)

‹5%
of employees received recruitment or retention incentives over last TEN YEARS (GAO March 2019)

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From Jan 2020 - Jan 2022

600K government workers left!

Will They Stay Or Will They Go

FEVS Intent to Leave	2020 Percentages	
	BEFORE PANDEMIC	AS OF 2022
Are you considering leaving your organization within the next year, and if so, why?	Now Approx 30% of Feds Intend to Leave!	
Yes, to take another job within the Federal Government	15%	16%
Yes, to Retire	6%	7%
Yes, Other	3%	4%
Yes, to take another job outside the Federal Government	2%	3%

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

Federal FEVS Telework Trends

I telework...	2019	2020	2021
Every workday	**2%**	**47%**	**36%**
3 or 4 days per week	5%	12%	11%
1 or 2 days per week	16%	8%	10%
1 or 2 days per month	6%	2%	3%
Infrequently	14%	4%	9%
Not at all	56%	28%	31%

OPM 2021 Federal Employee Viewpoint Survey Results

47%

of Feds teleworked every workday in **2020**

36%

of Feds teleworked every workday in 2021

15%

of the Federal Workforce are frontline healthcare workers (Doctors and Nurses) + **CAN NOT telework**

22%

Only 22% of ALL Feds teleworked in ANY capacity (mostly infrequently) in **2018**
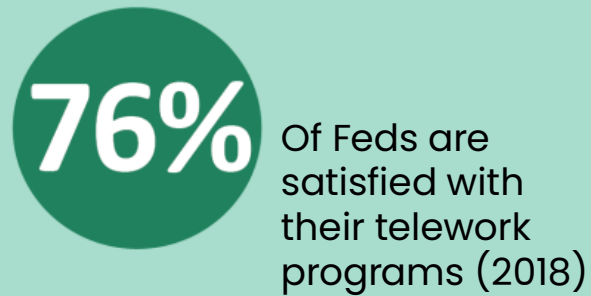
11%

In 2021, OPM reported an 11% drop in employees who telework everyday from 2020. Commensurate with the push to return to office.
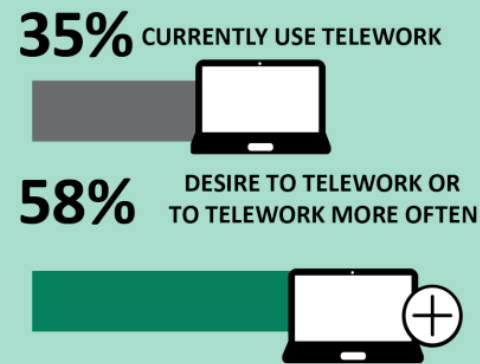
7

WORKLIFE Flexibilities in Motion

Satisfaction

76% Of Feds are satisfied with their telework programs (2018)

Participation

35% CURRENTLY USE TELEWORK

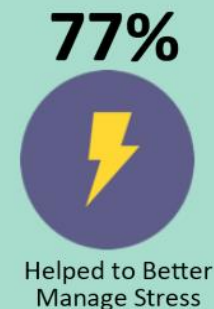**58%** DESIRE TO TELEWORK OR TO TELEWORK MORE OFTEN

1 IN 3
Feds had little to NO flexibility in work schedule in 2018

96%
Feds Desire the Choice to use at Least ONE Work/Life Flexibility

Employee Outcomes

76% Increased Desire to Stay at Current Agency

72% Improved Performance

83% Improved Morale

68% Improved Health

77% Helped to Better Manage Stress

Top 5 Agencies Reporting Telework Cost Savings in 2018

$650k
Court Services and
Offender Supervision
Agency

$5.6M
Dept of Justice

$48.9M
USPTO

$2.4M
Department of Homeland
Security

$30.6M
GSA

Dollars and Sense

Reduced Absences

Human Capital Enhancements (Recruitment + Retention)

Positive Environmental Impact

Work/Life Balance

Reduced Utilities

Increased Productivity

Continuity of Operation (COOP)

Reduced Real Estate

Reduced Commuting Costs and Transit Subsidies

The government's lease portfolio includes more than 187 million square feet of office space, valued at

$5.7 BILLION in annual rent

What's the Resistance?

22%
Of all U.S. white-collar workers will work remotely in 2025 (Upwork Survey)

Evolving Trends
In the World of Work

9/10
Employers will be combining remote and on-site working (McKinsey)

57%
of U.S. employees worked from home as-of Feb 2021 (Gallup Survey)

Before the Pandemic

4.9%
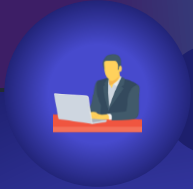of all U.S. employees worked from home full-time before the Pandemic (American Community Survey)

Fastest Growing Flexible Jobs
According to FlexJobs Postings

TOP REMOTE AND flexjobs **HYBRID JOB FIELDS**

Computer & IT	Marketing
Accounting & Finance	Medical & Health
Customer Service	Project Management
Software Development	HR & Recruiting
Writing	Internet & Commerce

Remote-Friendly Federal Jobs are on the Rise

2.8%
Increase in Interest in Federal Jobs

Per USAJobs site visits from
Apr 2019 to Apr 2020

Dept of Defense

Accountant
Contract Specialist
Management Analyst
Information Technology Specialist (Army)
Lead Budget Analyst (Army)
Training Technician (Army)
Distribution Facilities Manager (Navy)

Dept of Transportation

Technical Writer/Editor
General Engineer
Economist

Health & Human Services

Chemist
Nutritionist
Health Insurance Specialist

Census Bureau

Partnership Specialist
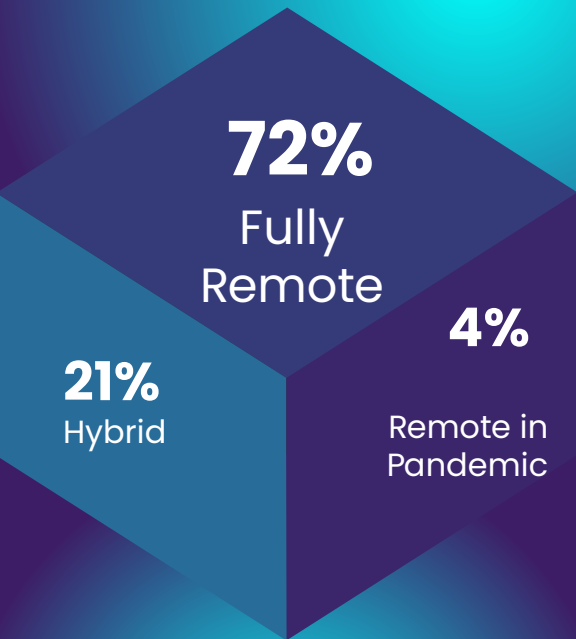Regional Technician
Recruiting Assistant

NASA

Research Physical
Scientist

Dept of State

Supervisory Human Resources Specialist
Program Analyst

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An Evolving Spectrum of Flexible Work

72%
Fully Remote

21%
Hybrid

4%
Remote in Pandemic

2021 v. 2022 Job-Posting Comparisons

flexjobs

Option for Remote

Part-time

Temporary

Remote- During Pandemic

Gig/Freelance

Alternate Schedule

Work from Anywhere (WFA)

Fully- Remote (100%)

Hybrid/Partial Remote Work

Flexible Schedule

Workers Want a New Way of Working

Post-Pandemic Preferences

Percentage of professionals selecting these top priorities when taking a new job

63%
Work-life balance

60%
Compensation and benefits
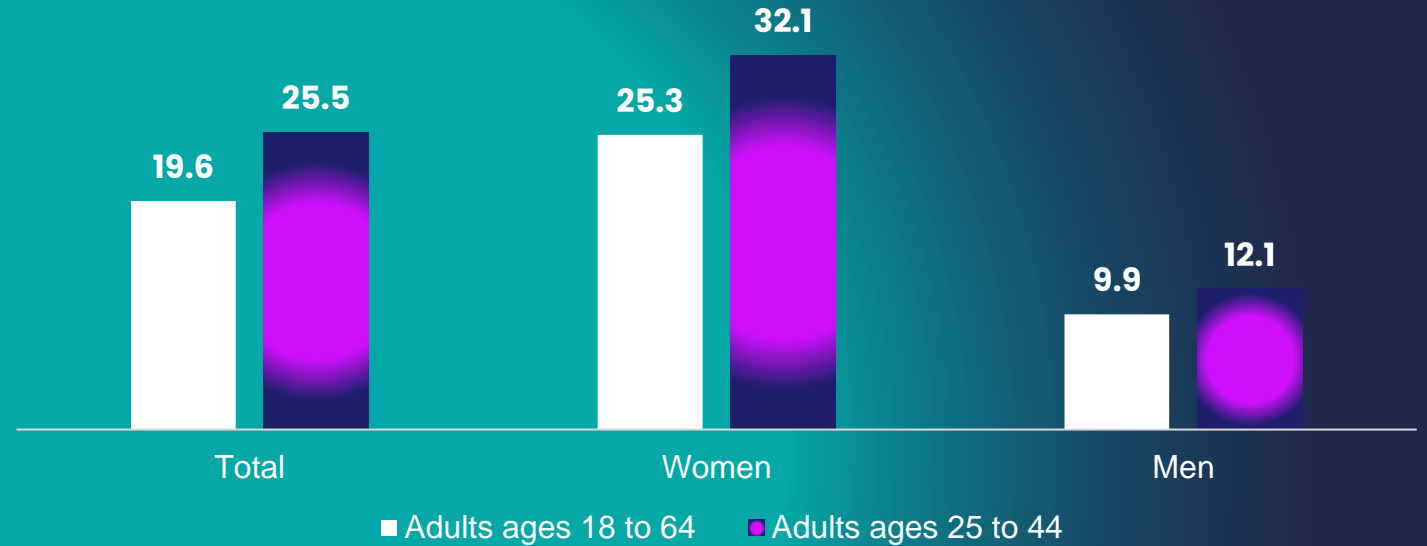
40%
Colleagues and culture

Why?

9-to-5 doesn't work for most people

Working Parents and Caregivers

Percent of Adults With Children by Age Group Not Working Due to COVID-19 Related Child Care Issues

	Total	Women	Men
Adults ages 18 to 64	19.6	25.3	9.9
Adults ages 25 to 44	25.5	32.1	12.1

■ Adults ages 18 to 64 ● Adults ages 25 to 44

Source: U.S. Census Bureau, Household Pulse Survey (Week 12: July 16-July 21. 2020).

46%

of Feds in 2018 have dependent care responsibilities according to OPM

64%

of Feds will have dependent care responsibilities in 2022 according to OPM

Remote Work Positively Affects Working Women Differently
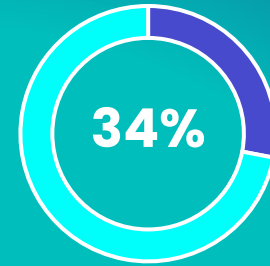
Percent Unemployed Single Moms
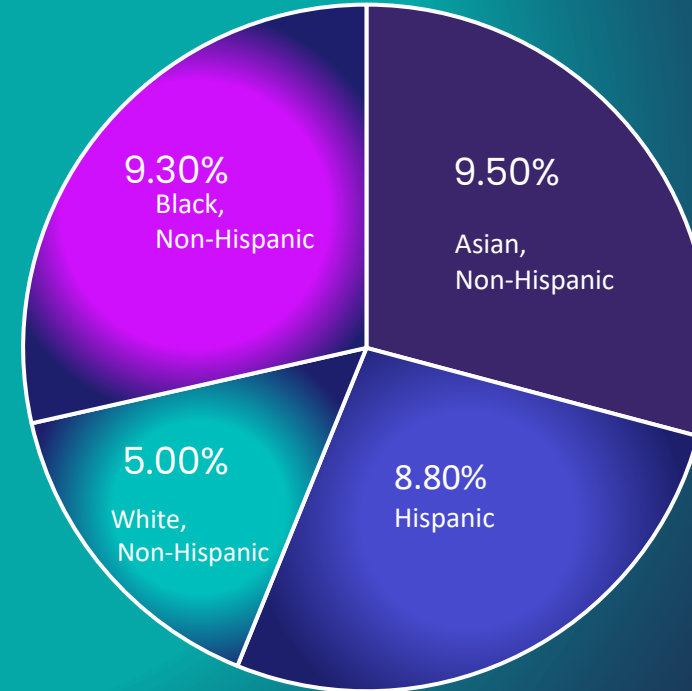
- Asian, Non-Hispanic
- Hispanic
- White, Non-Hispanic
- Black, Non-Hispanic

9.30% Black, Non-Hispanic
9.50% Asian, Non-Hispanic
5.00% White, Non-Hispanic
8.80% Hispanic

Some Workers Don't Want to Go Back to the Office

34% — Asian/Asian:American

27% — Caucasian

41% — Mixed ethnicity

35% — Black

25% — Hispanic/Latina

Women reported increases in PRODUCTIVITY while working remotely

Many non-white, female workers feel more included and safer from micro-aggressions working remotely as compared with in-office work

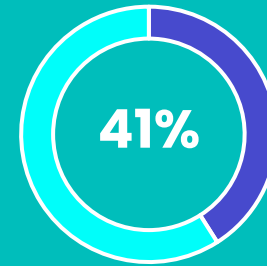**97%** percent of Black respondents in the U.S. said they preferred a fully remote or hybrid workplace

Black workers reported a 50% increase in their sense of workplace belonging while working remotely
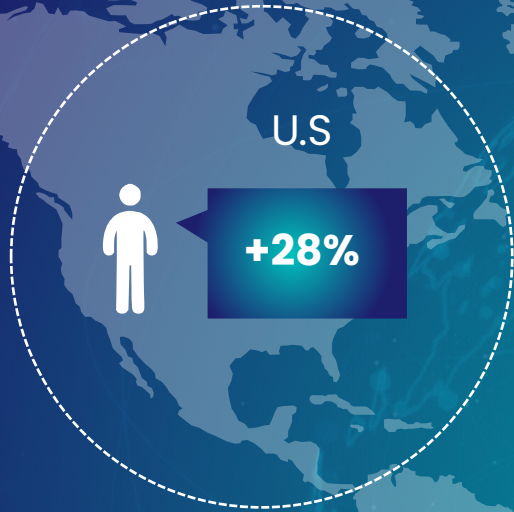
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Designing Work for Wellbeing

Workers Need a "Care Package"

In May 2022, the U.S. Surgeon General issues a warning of worker burnout crisis - especially related to frontline healthcare workers.
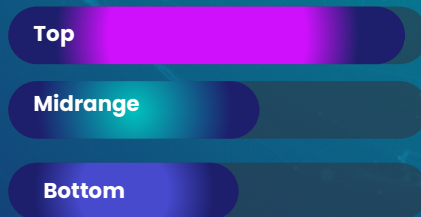
*There is a projected shortage of more than 3 million essential low-wage health workers in the next FIVE years.

U.S

+28%

Europe, Middle
East & Africa

+20%

Asia Pacific

+60%

Why it Matters

Global Average

+25%

Top

Midrange

Bottom

A global wave of job changes

The share of LinkedIn members changing jobs between August and October 2021 compared with the same period in 2019
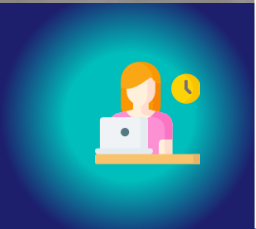
29% are currently searching for a new job that allows remote work

24% will take a pay cut of 10% to 20% to work remotely as much as they want

17% would quit their job if it did not offer some remote work options

flexjobs

The Great Resignation

11.5 million job openings

4.5 million people voluntarily quitting their jobs.

Reshuffle...Reprioritization...Realization...Recognition...Reimagining....

Flexibility is a Best Seller

Engagement w/Job Postings highlighting flexibility
v. Job Postings without:

77%   Generation Z

30%   Millennial

-5%   Generation X

-31%   Baby Boomers
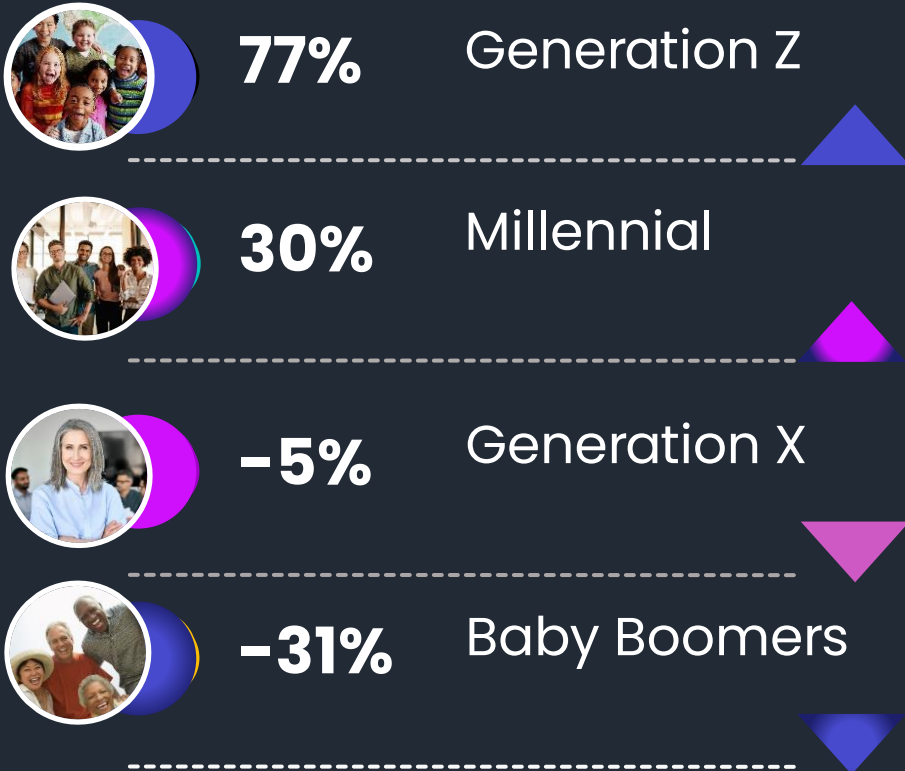
Company Culture is Key

Top Reasons Why Job-Seekers
won't apply or accept a job

1 Low Salary
79%

2 Bad Bosses (Rumor Mill)
58%

3 No Remote Allowed
55%

4 Lack of Flexible Work
50%

+67%
Increase in candidate engagement when the job posting mentions **POSITIVE CULTURE**

Culture Can Be a Rx for CX

You can dream, create, design and build the most wonderful place in the world, but it requires people to make the dream a reality.

- Walt Disney

1.5x

Companies that thrive at **customer experience** have employees who are **1.5 times more engaged**.

147%

These same companies **generate higher returns, outperforming their competitors by 147%.** (Forbes)
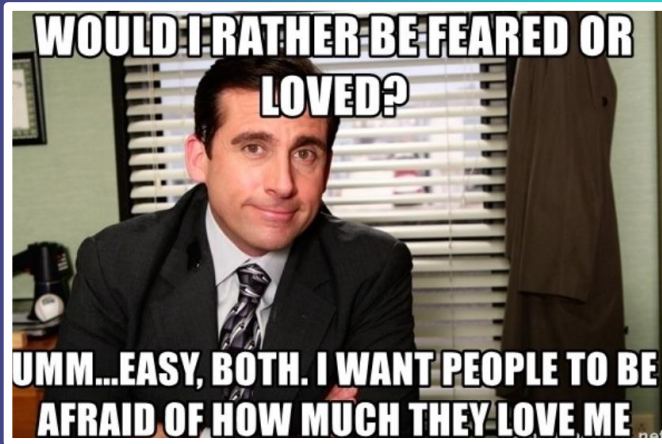
What Our Federal Workplaces Can Do

Train Supervisors to be Empathetic Leaders

Implement New + Better Ways of Working

Help Everyone Learn to Set Healthier Boundaries

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Participate in flexible + remote work AND encourage others to do so

Offer a choice of a wide-range of flexible work arrangements

Manage by results, quality and impact (not presence)

Be aware of personal preference + biases **(location bias, distance + proximity bias**)

Learn to master technology + communication collaboration tools

Understand how to reduce Meeting Fatigue w/a mix of Asynchronous + Synchronous Work

Recognize warning signs of workplace stress, burnout, disengagement

Cultivate modern, flexible + inclusive leadership skills

Incorporate a FLEXIBLE Mindset

Rethink Recruitment + Hiring Flexibilities

Write User–Friendly Vacancy Announcements + **HIGHLIGHT YOUR FLEX**

Use Updated Assessments

Share Hiring Lists + Update Every Quarter

Recruit Interns Continuously + Start hiring early in the school year.

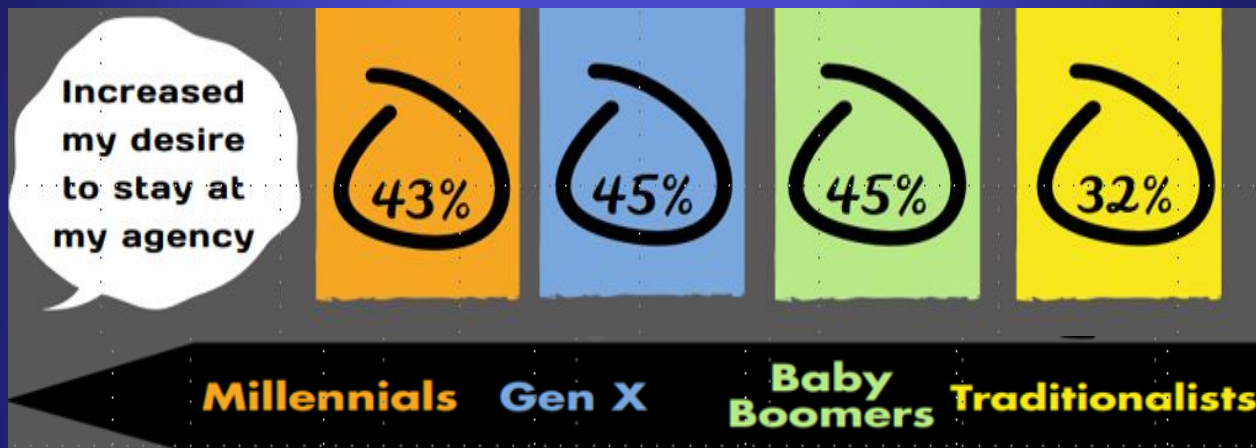USE Special Hiring + Pay Incentives

Create Specialized Recruitment Marketing Material + Design Hiring Events for SPECIFIC Groups of Workers (Mil Spouse, Schedule A, Veterans, Special Skills, etc.)

WE WANT **YOU**

Rethink How To Design Work for Wellbeing

Wellbeing Resonates with ALL Workers

Increased my desire to stay at my agency

43% Millennials 45% Gen X 45% Baby Boomers 32% Traditionalists

+41%

more likely for women to engage with job posts that mention "wellbeing", compared to the average job posting

+5%

more engagements overall with job posts that mention "well-being"

2018 OPM Federal Worklife Survey Report

LinkedIn Global Talent Trends (2022)

Rethink the Employee Experience

HR's new frontier....

Purpose
I understand the vision and know what is expected of me

Technology
The tools to do my job and understand how to use them

Environment
A work environment that inspires and support me

Rethink Onboarding

Rethink Accessibility + Equity

From the Accessibility Roadmap (OPM: Dec 2021)

Provide training to make physical and virtual environments, equitable spaces;

Train users and operators on conducting accessible meetings, creating accessible documents, and address potential physical or attitudinal barriers;

Regularly assess information technology and facilities against benchmarks and industry standards to support equitable access and to remove potential barriers;

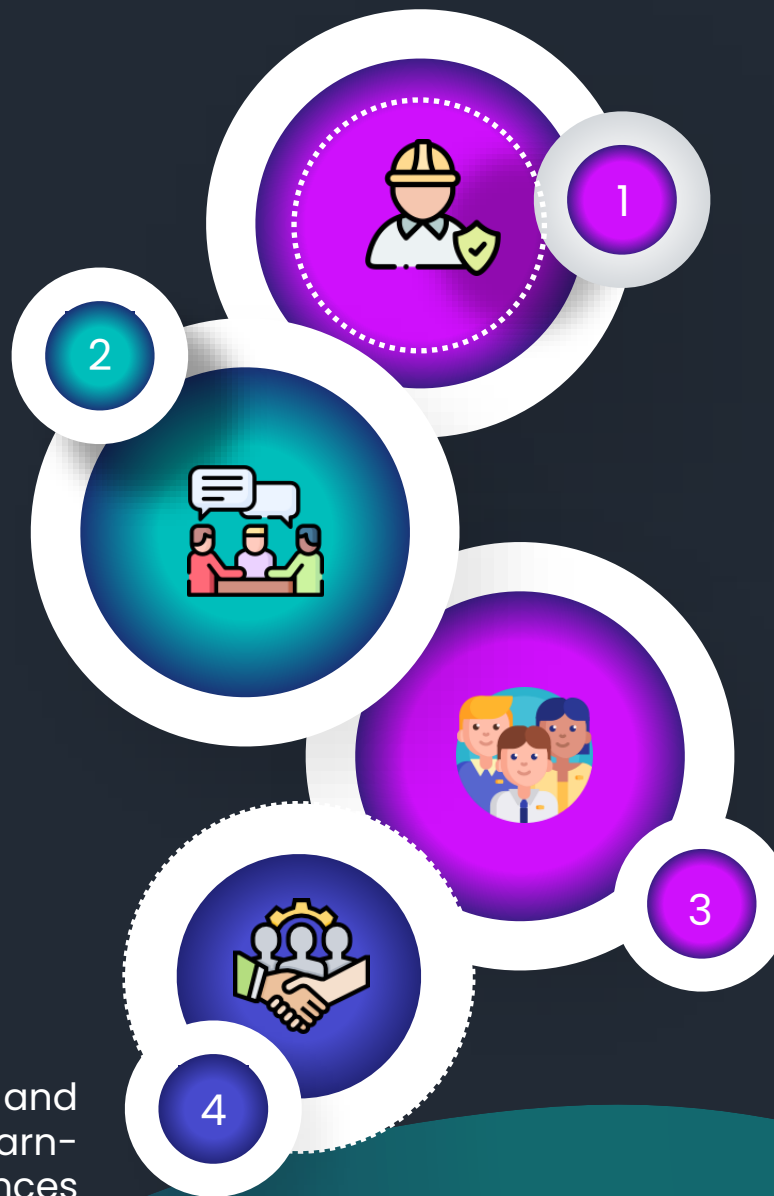**Recognize Distance bias**

Avoid Proximity bias

Reduce location bias

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Increase the overall efficiency of the workforce and identify opportunities for automation.

Invest in and develop the workforce based on emerging and mission critical skills.

Rethink Reskilling

Reskill and redeploy employees from lower value work activities to higher value work activities.

Leverage Open Opportunities and rotational assignments for earn-while-you-learn experiences

1

2

3

4

Culture of Belonging

Care + Connection

Trust

Collaboration

Rethink the Inclusive Digital Workplace

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in worklifechampionoftheuniverse

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Stay In Touch!

Point your camera at the QR code.

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