

The Changing Nature of Work & The Future Federal Workplace

Presented at FMA's 85th
National Convention
& Management Training Seminar

By Mika J. Cross
March 2023



One

**Pre-Pandemic
Federal
Workforce Trends**



Two

**Current And
Future Work
Environment**

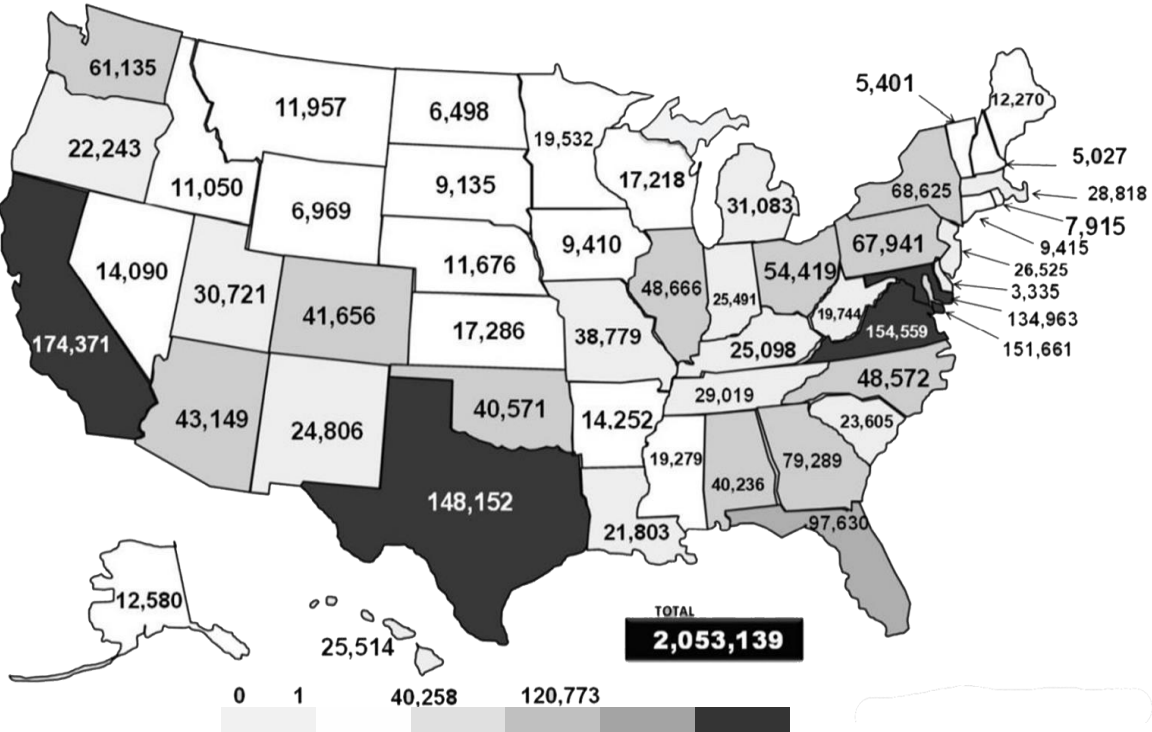


Three

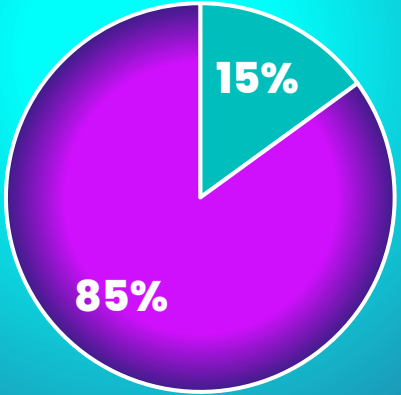
**Adopting a
Flexible Future
Mindset**

Our Discussion Agenda

An Already Distributed Federal Workforce



Geographic Diversity of Federal Employees



- Inside DC Metro Area
- Outside DC Metro Area

An Aging Federal Workforce

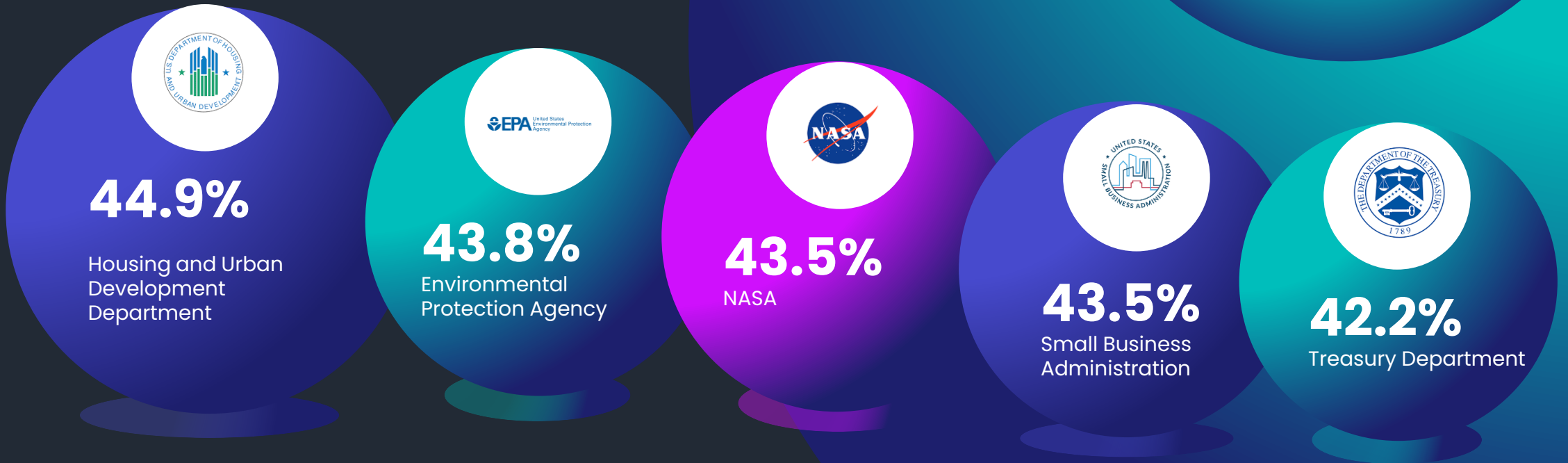
11.3 22.5 22.0 19.4 24.8



16-24 25-34 35-44 45-54 55+

2024
PROJECTED
Bls.gov

Federal Agencies with the Highest Rates of Retirement-Eligible Employees



Key Trends in the Federal Workforce

Age of Federal Workers in Mission Critical Occupations



Source: Partnership for Public Service: A Time for Talent



Fewer Federal Student Interns

Drastically Declining



35,000
Hired in 2010

4,000
Hired in 2018

Source: 2020 Federal Budget

FACT

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

PAY Flexibilities

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



BUT THEY'RE NOT...

<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)



Engineering



Cybersecurity



Other in-demand critical fields

From Jan 2020 - Jan 2022

600K government workers left!

Source: US Bureau of Labor Statistics, "Employment by industry"



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



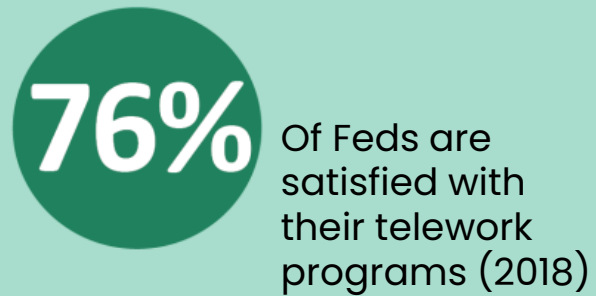
11%

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

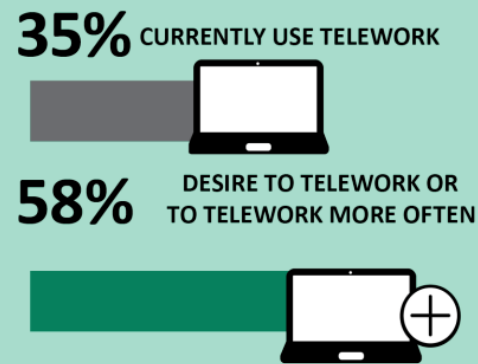


WORKLIFE Flexibilities in Motion

Satisfaction



Participation



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



Source: OPM 2018 Federal Worklife Survey Report

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?





Evolving Trends In the World of Work



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)



22%

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



9/10

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

Fastest Growing Flexible Jobs According to FlexJobs Postings



TOP REMOTE AND



HYBRID JOB FIELDS



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

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

Source: Partnership for Public Service analysis of analytics.usa.gov API • Get the data

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

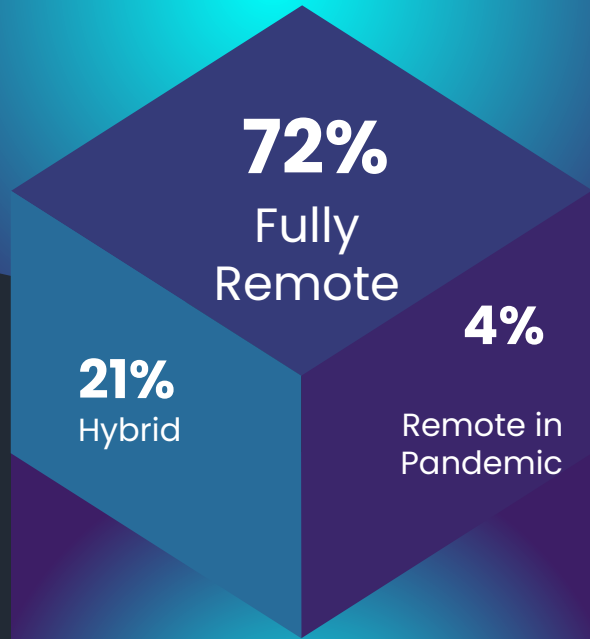
Research Physical Scientist

Dept of State

Supervisory Human Resources Specialist
Program Analyst



An Evolving Spectrum of Flexible Work



2021 v. 2022
Job-Posting
Comparisons



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?

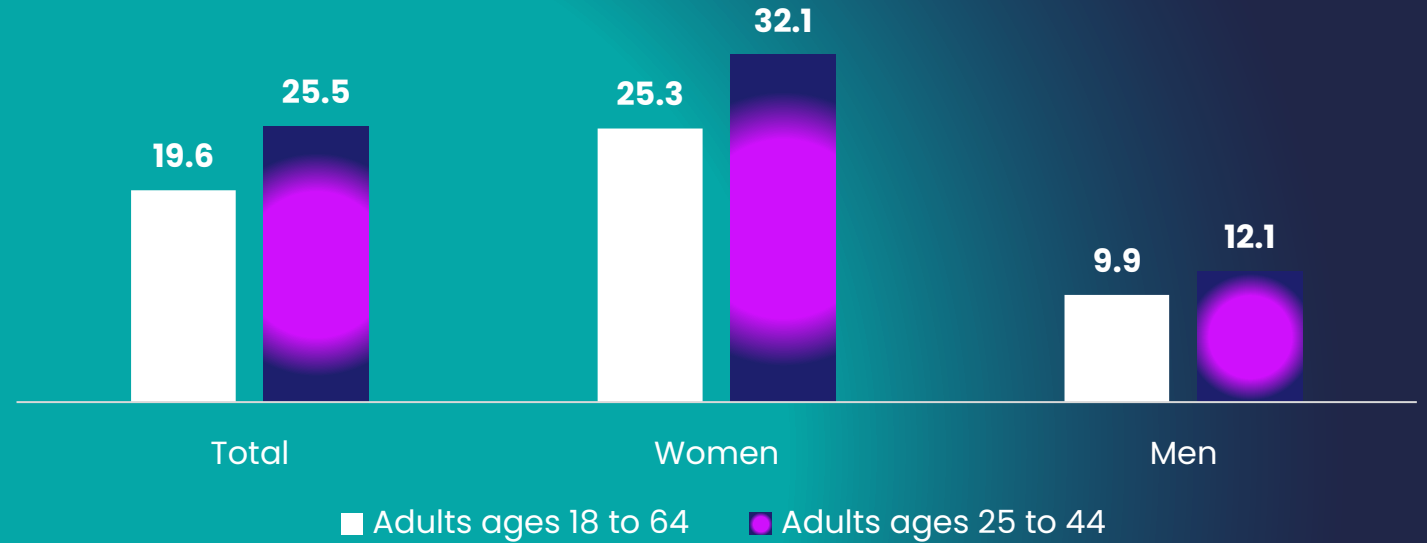
9-to-5 doesn't work for most people



Working Parents and Caregivers



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



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%

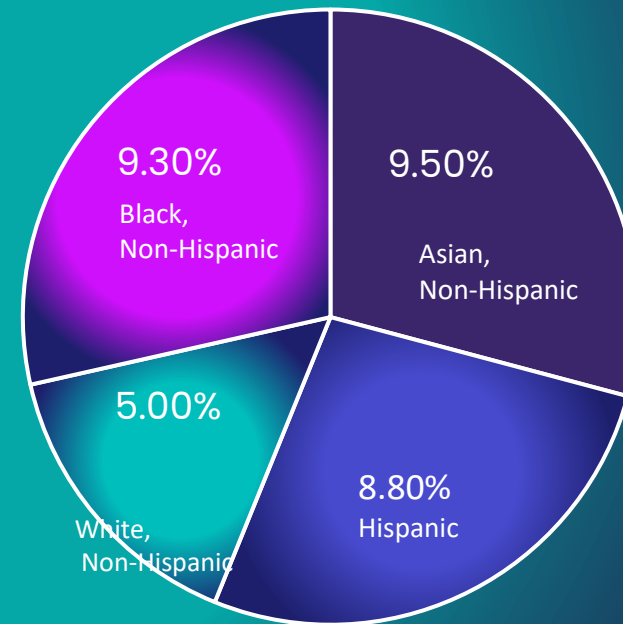
of Feds will have dependent care responsibilities in 2022 according to OPM





Remote Work Positively Affects Working Women Differently

Percent Unemployed Single Moms



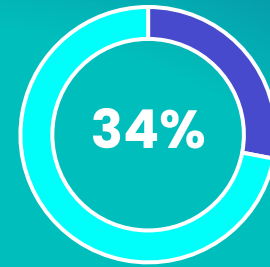
- Asian, Non-Hispanic
- Hispanic
- White, Non-Hispanic
- Black, Non-Hispanic

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

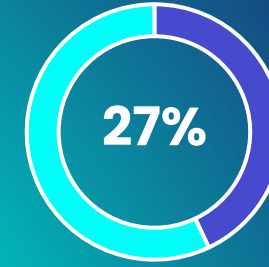


Many non-white, female workers feel more included and safer from micro-aggressions working remotely as compared with in-office work

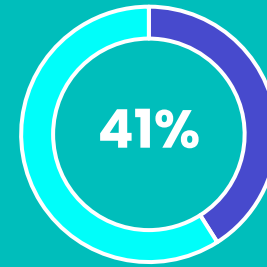
Source: Slack Future Form Survey: Oct 2021



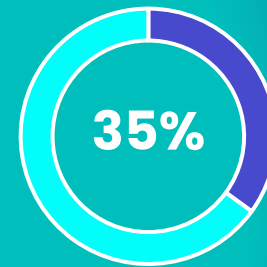
Asian/Asian:American



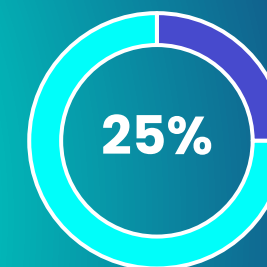
Caucasian



Mixed ethnicity



Black



Hispanic/Latina

Women reported increases in PRODUCTIVITY while working remotely

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



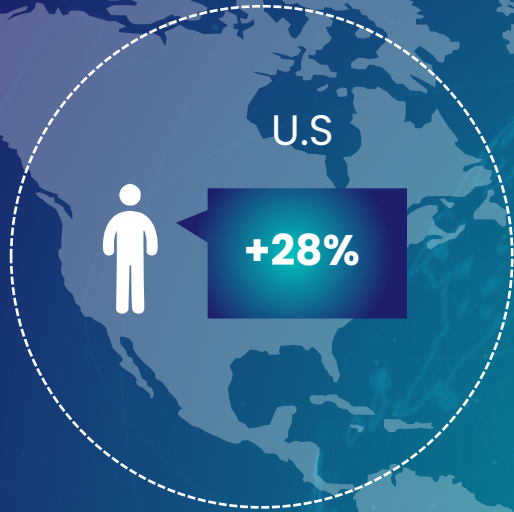


Designing Work for Wellbeing

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.

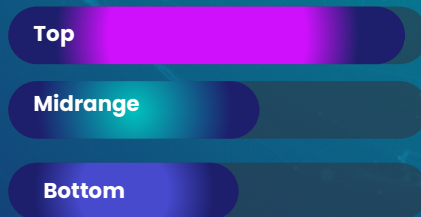
*There is a projected shortage of more than 3 million essential low-wage health workers in the next FIVE years.



Why it Matters

Global Average

+25%



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





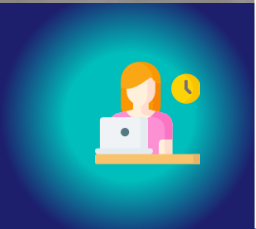
29% are currently searching for a new job that allows remote work



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



The Great Resignation

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



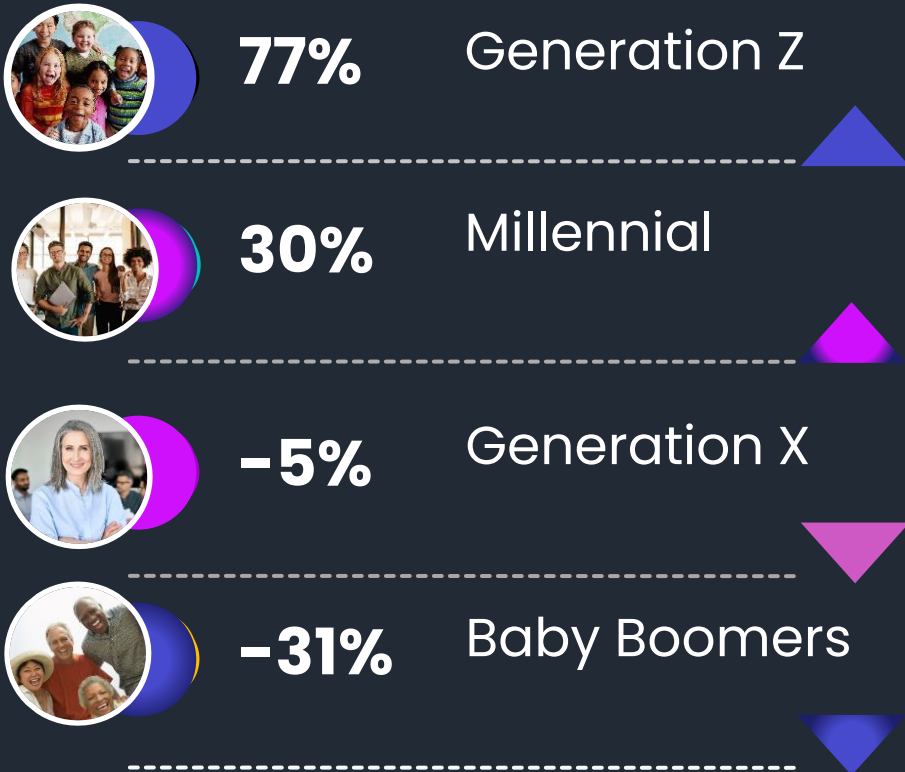
11.5
million job
openings



4.5
million people
voluntarily quitting
their jobs.

Flexibility is a Best Seller

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



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**



LinkedIn Global Talent Trends (2022)

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



1.5_x

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



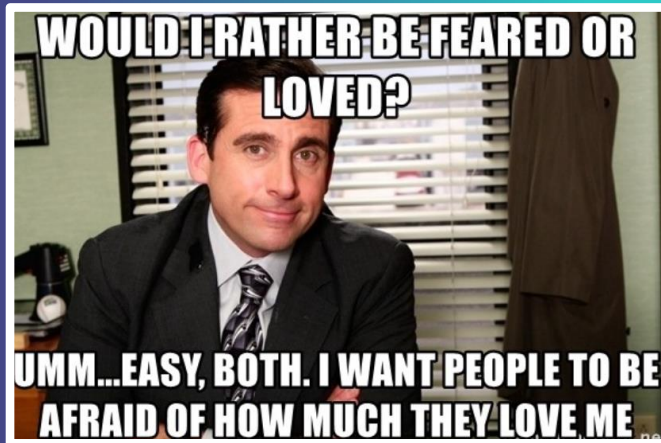
Train Supervisors to be Empathetic Leaders



Implement New + Better Ways of Working



Help Everyone Learn to Set Healthier Boundaries





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



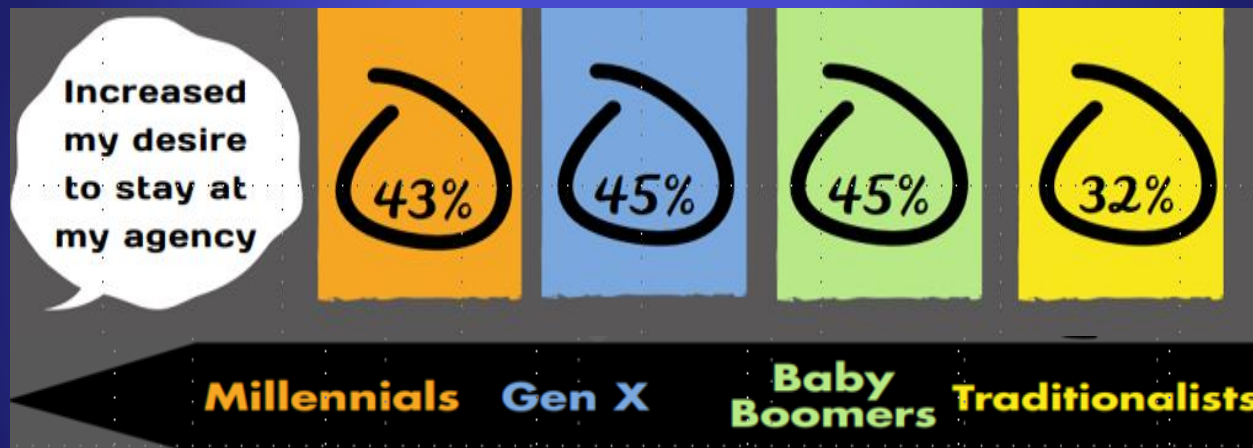
Create Specialized Recruitment Marketing Material + Design Hiring Events for SPECIFIC Groups of Workers (Mil Spouse, Schedule A, Veterans, Special Skills, etc.)



Rethink How To Design Work for Wellbeing



Wellbeing Resonates with ALL Workers



+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”

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

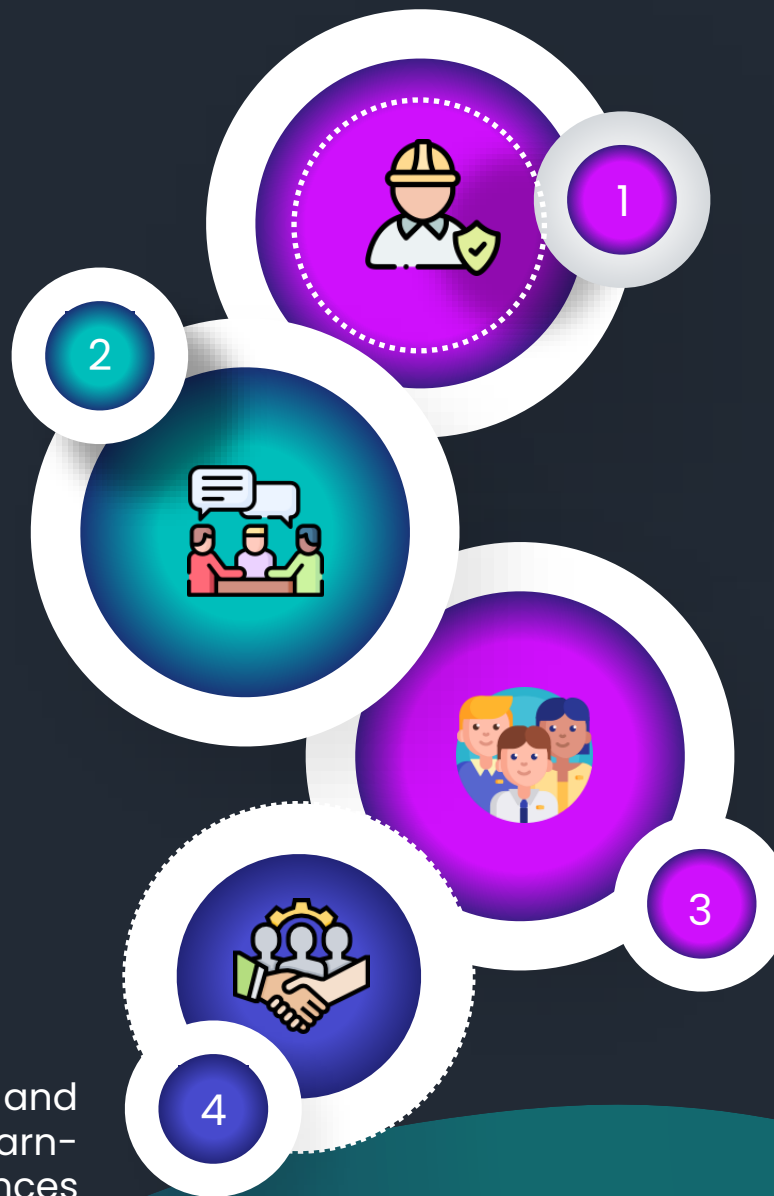


Reduce location bias

Rethink Reskilling

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

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



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

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

Rethink the Inclusive Digital Workplace

Culture of Belonging



Care + Connection



Trust



Collaboration

INSIDE: Worldwide recognition for a global workforce Give back to your staff with branded incentives

YOUR WORKPLACE

Inspired People. Outstanding Results.



NAMED ONE OF THE
2025
**Best Places
to Work**
IN THE FEDERAL
GOVERNMENT®

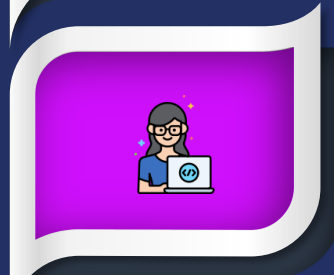


Your Cover Story 2025

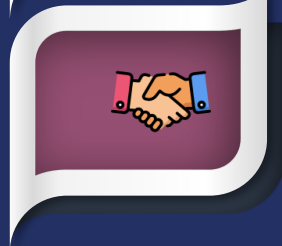
Consider



What would YOU want your
Headline Cover Say?



How would YOUR TEAM
describe what it FEELS like
to work here?



What Awards or
Recognition would
you hope to achieve?

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@Mika_Cross



strategicworking@gmail.com



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