



# Your Guide to the Top 4 Trends in Government HR

*govloop*



# Table of Contents

<b>4</b>	<b>EXECUTIVE SUMMARY</b>
<b>5</b>	<b>OLD CHALLENGES, NEW TECHNOLOGIES</b>
<b>6</b>	<b>TREND NO. 1: ARTIFICIAL INTELLIGENCE AND VIRTUAL ASSISTANTS ADDRESS CUSTOMER SERVICE</b>
<b>8</b>	<b>FEDERAL SPOTLIGHT: WHAT DO GOVERNMENT HR PROFESSIONALS NEED TO KNOW? LESSONS FROM NIH</b>
<b>10</b>	<b>TREND NO. 2: THE INTERNET OF THINGS ADDRESSES EMPLOYEE ENGAGEMENT</b>
<b>12</b>	<b>STATE AND LOCAL SPOTLIGHT: HOW WASHINGTON FOSTERS INCLUSIVITY AND STRATEGIC WORKFORCE PLANNING</b>
<b>14</b>	<b>TREND NO. 3: PEOPLE ANALYTICS ADDRESS RECRUITMENT AND WORKFORCE PLANNING</b>
<b>17</b>	<b>REINVENTING WORKFORCE DEVELOPMENT WITH THE LEARNER EXPERIENCE</b>
<b>18</b>	<b>TREND NO. 4: LEARNING MANAGEMENT SYSTEMS ADDRESS TRAINING</b>
<b>20</b>	<b>CONCLUSION</b>

# Executive Summary

Human resources is a people-centered endeavor. Nevertheless, technology has a critical role to play in the future of public-sector HR. As agencies' workforces retire and budgets shrink, HR professionals will need robust tools to make them more effective and efficient at hiring and training the next wave of top talent.

According to a 2018 GovLoop poll, the top three challenges for HR professionals were training current employees (36 percent), recruiting new talent (34 percent), and keeping track of information and systems (21 percent).

Not only is it important for HR professionals in government to stay current with the latest technologies to tackle such challenges, it's also a requirement laid out in the recently released President's Management Agenda, which details a long-term vision for modernizing the federal government.

At the federal level, workforce reforms are one of the biggest human capital changes that agencies face right now. This is especially true considering the April 2017 Office of Management and Budget memo that calls on agencies to plan for near- and long-term reductions across the civilian workforce.

At the state and local levels, hiring managers are working through their own challenges, including recruiting and retaining employees and shaping their future workforces as seasoned professionals retire.

This report, "Your Guide to the Top 4 Trends in Government HR," explores the role newer technologies can play in helping HR departments keep up with these reforms while solving age-old HR challenges. Such challenges include customer service, employee retention, recruitment and training.

We'll identify specific solution sets that are enabling HR departments in government to do their job better and include case studies of agencies putting HR best practices to action with technology.

# Old Challenges, New Technologies

The four primary HR challenges in government we identify are customer service (representing the agency to potential candidates and delivering customer service to employees), employee engagement (keeping employees happy while keeping work settings conducive to productivity), effectively using data analysis for recruitment (leveraging people analytics for HR purposes to conduct workforce planning) and training (keeping employees up-to-date on knowledge and skills and equipping future workforces).

To tackle these age-old challenges in HR, we highlight four technology trends. Some are well underway in agencies, and some are more up and coming in government:

## **CHALLENGE:**

### Customer Service

## **TECH TREND NO. 1:**

### Artificial Intelligence and Virtual Assistants

In addition to automated systems that HR personnel can use to track candidate applications, employee benefits and progress on trainings, AI is increasingly making the recruiting process easier. Chatbots and virtual assistants are speeding the hiring and recruitment processes while quickly answering candidates' most pressing questions, leaving HR to focus on more mission-critical tasks.

## **CHALLENGE:**

### Employee Engagement

## **TECH TREND NO. 2:**

### Internet of Things

IoT is slowly gaining traction in government, particularly in the HR department. It's only a matter of time, however, before autonomous devices and sensors will be assisting HR professionals in tracking employee engagement. IoT will be useful in helping HR track productivity, employee motivation and satisfaction and ultimately improving employee retention in the government workforce.

## **CHALLENGE:**

### Effectively Using Data Analysis for Recruitment

## **TECH TREND NO. 3:**

### People Analytics

Data analysis is critical for HR workforce planning and ensuring agencies are recruiting the best and the brightest, while being as inclusive as possible. People analytics, used interchangeably with HR analytics, is taking that a step further. Rather than having one or two data analysts in an HR department combing through candidate information in their spare time, people analytics uses entire teams and technology systems to gather larger amounts of information helpful for critical HR tasks.

## **CHALLENGE:**

### Training

## **TECH TREND NO. 4:**

### Learning Management Systems

Gone are the days of employees having in-person, on-site trainings as their only options. With the rise of learning management systems (or online learning), HR professionals can help employees access the training they need from any place, on any device and at any time. Helping HR improve completion rates of trainings as well as engagement, LMS ensures employees are continuously refreshing their skillsets for the workforce.

## TREND NO. 1:

# Artificial Intelligence and Virtual Assistants Address Customer Service

If you were to picture your agency as a jealously guarded mansion, then HR professionals are the gatekeepers. They are the first touchpoints customers will interact with, whether those customers are internal employees seeking assistance, potential candidates interested in applying for jobs seeking more information about the inner workings of the agency.

That means HR professionals must strive for the utmost quality in customer service, ensuring needs are met and their “customers” are satisfied. But achieving high-quality customer service can be easier said than done for HR professionals who wear many hats. That’s why AI through the use of automated systems and virtual assistants is becoming increasingly important.

## Artificial Intelligence and Virtual Assistants in HR

Throughout 2018, more and more HR leaders will be able to leverage artificial intelligence to create faster, more personalized customer experiences. This is because government is steadily warming up to the use of AI for service delivery.

Why all the fuss about AI? It can help eliminate time-consuming, tedious tasks that can easily be automated. Such tasks include modifying the language used in job advertisements or answering employee FAQs with virtual assistants and chatbots. That way, HR professionals can focus on

more complex tasks and inquiries from employees on a case-by-case basis.

HR departments can set up recruiting chatbots to communicate with candidates preliminarily, asking them qualifying questions or answering common questions they may have. Bots can also save time by scheduling interviews with human recruiters. Lastly, AI support employee engagement by personalizing system responses, tailoring to individual needs and even learning preferences for trainings.

*Recruiting chatbots have the potential to reduce business costs by more than \$8 billion by 2022*



## How GSA is Using AI in HR

One of the most frequently cited examples of a chatbot that is improving the onboarding process in federal government is the General Services Administration's Mrs. Landingham chatbot. 18F, the digital services agency based in GSA, uses the bot in the instant messaging app Slack. The bot is named after Dolores Landingham, the president's longtime secretary on the show "The West Wing."

The bot sends messages and reminders to new hires with information about government jargon. This particular Slackbot was chosen as a fun virtual assistant to allow HR to send automated messages from HR to be sent out gradually. That way, new hires and HR would not have to be overwhelmed.

Additionally, Mrs. Landingham provides helpful tips for filling out forms, participating in work discussions and making sure new hires meet their checklists of training and classes during orientation. Once a day, the bot sends a new message. The technology behind the bot is a Rails app with a database of new 18F employees' Slack names, start dates and scheduled messages.

[READ MORE HERE](#)

## Looking Ahead

Gartner reports that making systems that learn, adapt and act autonomously will be a major focus through at least 2020. HR will use AI to improve decision-making, reinvent work processes and revamp the customer experience while driving return on investment for business plans through 2025. According to Juniper Research, HR and recruiting chatbots have the potential to reduce business costs by more than \$8 billion by 2022.





## FEDERAL SPOTLIGHT: What Do Government HR Professionals Need to Know? Lessons from NIH

The Health and Human Services Department recently hosted its first [Human Resources Clinic](#) at the National Institutes of Health (NIH) campus in Bethesda, Maryland. The two-day [HHS HR Clinic](#) gave HR professionals an opportunity to learn how to incorporate HHS priorities into daily HR functions, build relationships and network with other HR professionals, and discuss best practices.

The event consisted of several tracks designed to address the priorities of a 21st century workforce. They included employee engagement, federal HR management, training and development, HR systems, workforce planning, customer service, and data analysis.

The clinic centered on the common challenges HR directors face and share. “As HR directors at HHS, we meet on a monthly basis to talk about challenges with training and employee engagement,” said Christine Major, Deputy Assistant Secretary for HR and Chief Human Capital Officer at HHS. “We wanted to host a clinic to share best practices and discuss challenges like employee engagement, providing training with lean budgets, as well as merit-based systems, performance and accountability.”

As many HR employees in federal government can attest,

employee engagement plus recruitment and retention in the public sector are much more difficult compared with the private sector. One reason is that measuring success, such as financial performance, is harder to do in the public sector. Agencies are also constrained by budgets and struggle to provide the same level of financial incentive as private agencies.

Compounding these challenges is government’s impending retirement wave as senior-level employees prepare to leave the workforce and too few younger professionals join it. Max Stier, President and CEO of the [Partnership for Public Service](#), shared his take in a keynote address at the clinic.

“Across government, under 6 percent of the workforce is under the age of 30,” he said. “It’s not getting better; it’s getting worse. In the IT workforce, there are five times as many people over the age of 60 than under the age of 30. It’s not the way we need the workforce of today and not going to help the workforce of tomorrow.”

Stier challenged attendees to take leadership and ownership in helping to address these



challenges and run government more effectively. “You have to start with what you can actually control as an individual,” he said. “All of you have the ability to serve as mentors. That’s a fundamental responsibility. You also have to focus on yourself. For those that haven’t been able to, do it. Take the time and make the investment in yourself. You’re not going to be able to help others if you’re not equipped to help as best as possible.”

He also stressed the importance of student internships to address the recruitment challenge. “A dominant way of bringing talent in within the private sector is through student internships,” Stier said. “Government HR needs to start seeing interns as part of strategic capital planning. They provide a burst of energy, and rethinking that will be powerful and make hiring a lot easier. It requires creativity and won’t be easy, but it’s something that every organization can do.”

Sessions during the clinic included successful agencywide case studies. One particularly popular session focused on the Food and Drug Administration’s (FDA) [Hiring and Retention Report of 2017](#). Melanie Keller, Acting Associate Commissioner for Scientific and Clinic Recruitment at FDA, led the session and shared how FDA is reimagining its hiring process to test new ideas in a controlled hiring pilot with modernized and streamlined systems and processes. Some of the biggest challenges were enabling HR

professionals to perform their many roles, as well as the clearance and classification process for new employees, Keller said.

“Classification has been a pain point, so we wanted to see how we can reimagine it,” she said. “Otherwise it’s like when you have a car and you want to go for a ride. You just have to check to make sure it has gas. You don’t do an oil change every time you go for a ride. That’s how we want to streamline the classification process. Rather than re-classifying employees who have already been in the system, we just need to make sure their clearances are refreshed or maintained over time. We’re separating the classification for the end-to-end hiring process.”

As part of the pilot project, the FDA is also testing out new roles such as Talent Strategy Officer (a single point of accountability for a recruit), Talent Analyst (a technical, analytical person doing the qualifications and ensuring veterans’ preference is applied correctly) and Talent Administrative Associate (the traditional HR assistant who ensures that actions are accurate, processed on time and that communication lines remain open).

“Overall, we’re focused on reimagining pay, policy and processes,” Keller said.

**Ultimately, attendees learned how HR professionals can come together, learn from one another, and share tips and best practices. Major wanted attendees to leave with at least three key takeaways:**



### **1. Network.**

“Be open and challenge yourselves to meet HR professionals. Get their contact information. Follow up with each other.”



### **2. Challenge yourselves.**

“Learn new things and be open to new challenges and opportunities. For example, in one session we discussed space and employees working from remote locations. Find out what others are using for technologies to address those challenges.”



### **3. Continuously learn.**

“With HR, it’s so easy to get stuck in your daily work. Have a checklist and take time to look around and see what else is going on.”

## TREND NO. 2:

# The Internet of Things Addresses Employee Engagement

Cloud-based applications powered by systems and devices that speak to one another, also known as the Internet of Things or IoT, are slowly gaining traction across industries. HR's use of IoT over the past year and is predicted to continue to rise in 2018. Specifically, IoT can help HR in continuous performance management by better tracking employee performance.

### IoT in HR

When it comes to IoT in HR, some fairly new buzzwords have become more popular: quantified employee and quantified work environment. In quantified work environments, HR departments gather information about productivity, communication patterns, teamwork and travel/location trends to create more efficient and productive environments.

As for employees, many government agencies already require employees to carry ID badges or wear lanyards around the office – with some even needing badges to access certain entrances to their work buildings. HR could use wearable devices and

sensors throughout work buildings to ensure that temperatures automatically adjust to ideal working conditions for employees, monitor the health and happiness of their workforce and deliver trainings and important resources straight to employees' preferred devices.

For government HR, IoT applications have the power to change the way organizations measure and improve themselves. But employees may be hesitant to give up information that allows employers to monitor where they go, what they do and with whom.

*According to IDC, the worldwide wearables market is expected to nearly double by 2021*



## Quantifying Employees and Work Environments in Real Workplaces

In 2016, Deloitte Canada recruited a set of volunteers to wear sociometric badges that measured their location, movement and voice tones to gauge stress levels and analyze the positive and negative aspects of employee work life. The devices could detect when people were under stress, and a data-based system correlated factors such as “who is in the meeting,” “how much time are they spending together” and “who’s pushing in their chair.”

They learned that cross-disciplinary teams are higher-performing and more engaging than siloed ones that work alone, and offices with more windows and light promote more happy employees than spaces that are more closed-in and private. The team concluded that large conference rooms are more conducive to positive meetings than small ones and that people prefer to work in smaller groups. Deloitte Canada ultimately used the findings to redesign its major offices and teams to enhance productivity and employee engagement.

Although this example has yet to be used in U.S. government agencies, possible applications include tracking aggregated performance data for teams and getting a sense of how the overall team is doing without the risk of identifying any individual.

[READ MORE HERE](#)

## Looking Ahead

According to IDC, the worldwide wearables market is expected to nearly double by 2021. These devices include watches, clip-on wearables and Bluetooth devices and headsets. For government, however, there will be increased scrutiny on the implications of IoT, so HR workforces need to be aware of best practices and precautions. The State of Modern Application, Research and Trends IoT Act charges the Commerce Department with studying IoT from various angles, keeping in mind what government needs to do to promote adoption while ensuring security.



## STATE & LOCAL SPOTLIGHT:

# How Washington Fosters Inclusivity and Strategic Workforce Planning

When looking for examples of successful HR and workforce planning in government, you're more than likely to come across Washington state among the top performers. Under its State Human Resources (SHR) division of the Office of Financial Management (OFM), Washington leads the charge on workforce planning and increasing diversity and equity in the workforce.

Recently, the state conducted its 2017 Employee Engagement Survey, detailing responses from a record 47,000 employees (75 percent) of the workforce. That is 10,000 more employees who responded than the previous year and 5,000 more than the record in 2015.

According to the survey, the top-rated areas for which at least 80 percent of employees gave positive ratings were knowing what is expected of them, being treated with dignity and respect by their supervisors, and knowing how their work contributes to the goals of the agency.

So what makes the Evergreen State so successful in keeping its workforce happy and strategically planning for the future? To find out, GovLoop sat down with Melissa Wideman, Workforce Planning and Performance Section Chief for OFM in SHR.

Similar to other state and local HR leaders, Wideman wears many hats and oversees a variety of policies and functions for the state. Specifically, she manages two teams. The first is the planning and strategy team that works on issues related to workforce planning, talent acquisition strategies and policies. "But really the bulk of our time and resources go towards diversity, equity, and inclusion strategies and policies, as well as convening various stakeholder groups," Wideman said.

Wideman also oversees the research and performance team that performs survey work and data analysis. They administer the state Employee Engagement Survey and state exit survey and do all the analysis and associated reporting at the statewide level.

Together, these teams conduct an annual HR Management Report that provides statewide and agencywide numbers in a variety of metrics. The report comprises three products - a detailed Microsoft Excel sheet documenting employee retirements, resignations, dismissals, layoffs, status, and a host of other information capturing the state's workforce profile, leader briefings based on analysis of that dataset along with strategies reported by agencies and a rollup report of key agency and statewide strategies.



While overall successful, the state's HR division does face its challenges. Wideman's biggest challenge is managing the many responsibilities she has with lean resources. "We have a lot on our plates and not enough resources to do everything we want to do," she said. As a result, she and her team work collaboratively with stakeholder groups in developing and implementing their priorities.

As for the state overall, the successes have far outweighed the challenges. In addition to record responses in the Employee Engagement Survey and reports of happier employees, the state is focusing on fostering a culture that embraces diversity and inclusion. According to Wideman, the state has even doubled down on efforts in light of the #MeToo movement.

In April 2018, the Washington State Legislature adopted four new laws addressing workplace harassment and discrimination. Three prohibit limitations on an employee's disclosure or public pursuit of discrimination or harassment claims and the fourth requires the Washington State Human Resources Commission to develop model sexual harassment policies and best practices for employers. Governor Jay Inslee has also called for agency directors to take a close look at their workplace environments and opportunities to improve.

"My team has been really involved in assisting with the development of that initiative and the action plan associated with it," Wideman said. "We'll be leading a number of the different action items over the coming months and years."

To ensure the state workforce is representative of all voices and identities, the SHR Division oversees multiple statewide business resource groups composed of employees seeking opportunities to network.

"We have a veterans group for those who've left the military and are transitioning to state employment," Wideman said. "We also have a Latino Leadership Network that's expanding as well as an LGBTQ+ resource group that started up a couple of years ago. And there's the Washington Immigrant Network Resource Group that is focused on welcoming immigrant employees and helping them in the state and local workforce. These groups have been a great forum for employees, as well as allies, in those populations to have a voice on statewide decisions."

Washington's SHR uses a number of data management systems for its wide array of employee data. Wideman said that some of the technologies that have been helping her team oversee these successes are a bit outdated because of

the lack of integration. "We need an integrated dashboard for statewide data with a visual interface," she said. "Right now, we've got most of our data in our HR management system, but then we've got training data in a learning management system and then recruitment data in another system. The challenge is trying to mesh these together with the tools we have. We're still working towards that better version down the road."

For other state and local HR divisions, Wideman advised incorporating continuous feedback like the Employee Engagement Survey and resource groups. "Make sure you're always encouraging employees to share," she said. "Have follow-up conversations involving them before deciding what improvements to make."

Ultimately, agencies should take a collaborative approach to their governance structure. "It can be challenging and resource-intensive but ultimately, it's necessary for success," Wideman concluded.

**"Our philosophy for service delivery-driven government is not necessarily rooted in technology, but in the idea that technology helps deliver better services."**

**MELISSA WIDEMAN, WORKFORCE PLANNING AND PERFORMANCE SECTION CHIEF FOR OFM IN SHR**

## TREND NO. 3:

# People Analytics Address Recruitment and Workforce Planning

People are complicated, so when it comes to hiring and managing employees, HR managers previously had to rely on anecdotes and/or trial and error to find best practices. But facts must be the basis of any strategy, which is why government organizations now rely more on data analysis to improve agency operations.

In an age when government deals with overwhelming amounts of data, however, HR is turning to people analytics to get insights into the skillsets and demographics of potential candidates and agency employees. By relying on data, government HR can mitigate risks in hiring and improve the quality and efficacy of current employees.

## People Analytics in HR

Before 2017, people analytics was a niche segment of government HR operations. But now an increasing number of organizations report acquiring and analyzing data for the purpose of recruiting, managing and retaining employees.

People analytics has the potential to resolve a lot of common issues for HR in government. Agencies can use behavioral analytics assessments to determine a candidate's cultural compatibility and increase the possibility of employee retention. Agencies can also analyze employee

survey data to discover factors that drive engagement and productivity — allowing them to strategize ways to increase employee satisfaction and efficiency.

Lastly, government agencies have demonstrated a growing desire for workplace diversity and inclusion. Agencies can prevent hiring biases by collecting data from candidates and replacing some human-led HR processes with analytics.

*People analytics has the potential to resolve many common issues for HR in government*



## Massachusetts Employs People Analytics for Better Workforce Planning

The government of Massachusetts, the state's largest employer, sought to make its employees the center of operational improvements by using a people-focused HR analytics program in every state agency. A critical aspect of the new analytics program was the state's establishment of an HR analytics team, which is responsible for integrating people analytics into the state's operations.

According to a recent report from Accenture, the Department of Transitional Assistance (DTA) solicited the support of the state's HR analytics team to analyze the increase in absenteeism among its 1,800 employees. DTA interacts with more than 10,000 citizens per day and, with employee absences increasing, the agency risked falling behind by thousands of cases. Analyzing 1,800 different lifestyles, personalities and skillsets to find commonalities sounds daunting, but DTA was able to use people analytics to find patterns in the seasonality of absences and in the types of caseworkers who were often absent.

With this knowledge, DTA reallocated caseloads and performed workforce planning in advance to prevent overworking other caseworkers during the holiday season.

[READ MORE HERE](#)

## Looking Ahead

Bersin Deloitte predicts that embedded analytics will be a crucial aspect of HR and people analytics. Typical business applications offer basic reporting but are not packaged with data analysis capabilities. In the near future, HR administrators will have access to familiar applications that are seamlessly integrated with analytics capabilities. Government organizations can use people analytics to report employee retention and analyze such data to prepare for impending retirements.



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## INDUSTRY SPOTLIGHT:

# Reinventing Workforce Development With the Learner Experience

***An Interview with Steve Dobberowsky, Senior Principal of Thought Leadership and Advisory Services, Cornerstone on Demand***

The learning platform market is evolving to help solve some of the longest-standing challenges in government human resources. These challenges include outdated technology, underutilized learning content, and lack of data for tracking and reporting. Learning experience platforms take learning to the next level by offering curation and content aggregation for an organization's digital learning assets. This enables HR departments to have new, more advanced ways to help their employees get the skills and training they need when they need them in the flow of their work.

To learn more about how government HR leaders can leverage learning experience platforms, GovLoop sat down with Steve Dobberowsky, Senior Principal of Thought Leadership and Advisory Services at Cornerstone on Demand. Cornerstone is dedicated to helping workforces get the most out of talent management through comprehensive learning platforms and solutions.

Dobberowsky cited a recent [Deloitte report](#) highlighting that 83 percent of organizations thought the problem of skills development was urgent. "Across government, agencies are being asked to do more with less and the technology is becoming more urgent to accommodate the needs of the modern learner," Dobberowsky said. "Employees today have very limited time for learning and development."

Employee expectations are also changing. As training moves to more digital formats, employees are forming new preferences and habits for their learning. They easily become overwhelmed, distracted and impatient with rigid training formats. They are also starting to take control over their own development.

"You can't send today's modern learner off on a two-week course and expect them to come back having learned everything they need to do on the job," Dobberowsky said. "Organizations need to focus on how employees are consuming learning and make sure that they have access to training when and how they want it."

Learning experience platforms help meet the modern learner's needs by offering training that is mobile and able to accommodate flexible work schedules and lifestyles. Additionally, learning experience platforms offer on-demand knowledge where employees can access information they need in real time through a variety of channels.

"The learning experience platform goes beyond the traditional learning management system by curating and aggregating content while serving it to the individual employee," Dobberowsky said. "All the content is available through the learner experience platform."

With curated and aggregated content, learning is more consumable, customized and easier to find. This promotes long-term learning in organizations. In addition, key benefits to a learning experience platform include:

- Collaborative learning: Employees can connect with experts and peers who share similar learning and work interests.
- Multiple channels and content partners: Employees have the ability to track learning activities delivered via multiple channels. This supports the modern learner's need for self-directed learning by incorporating training wherever and however it happens.

Organizations like Cornerstone focus on offering a comprehensive approach to their learning experience platform — addressing the needs of both organizations and learners. Cornerstone offers employee-centric digital learning capabilities through personalization and a new "Netflix-style" user interface with curated content recommendations, as well as playlist, collaboration and sharing capabilities similar to Spotify. Additionally, learners can gain access to video-enabled, mobile-ready courses that will be continually refreshed from leading providers, including TedTalks.

"We have a holistic approach to learning," Dobberowsky said. "We take our modern learning experience platform and combine it with customized learning that recommends what you should watch next. Our platform is designed to meet the employees where they are. We're even adopting various types of subscriptions to content based on a number of factors: industry, functional, regional and thematic. We believe our approach allows the user to have more control over their content and its delivery."

To make the most of learning experience platforms and help the modern learner in government, Dobberowsky recommended that HR leaders find out where and how their employees learn. "Determine how they consume content, and discover their learning styles and preferences," he said. "Be open to transformation of technologies and processes."

With digitization rapidly changing the way learners consume content, it's up to organizations and their HR leaders to ensure they're staying ahead of the modern learner's needs. Using a learning experience platform can help HR departments keep up with modern learner demands while better training and equipping government workforces with the skills they need.

## TREND NO. 4:

# Learning Management Systems Address Training

Across industries, HR administrations have had to adapt to their employees' evolving training needs. Even in government, HR leaders cannot rely solely on in-person trainings to equip their employees or deliver the information they need. The modern learning management system must include virtual trainings that employees in the office and those working remotely can access anytime, anywhere and from any device. Additionally, learning management systems should incorporate some level of gamification, where trainings take on game dynamics to make mandatory trainings more fun and keep employees engaged.

## LMS in HR

A learning management system, or LMS, is used as a central hub for eLearning or online learning. LMS are being used across many different industries, especially academia, to improve organizational efficiency. For HR, they offer added convenience in keeping employees engaged and up-to-date on their trainings, while decreasing the amount of work for personnel. An LMS can be a valuable tool that increases training effectiveness while significantly reducing costs and time spent on training.

Specifically, an LMS can do this by systematizing and presenting training content into a one-stop library, creating assignments to solidify and test knowledge and evaluating progress by tracking where employees left off on trainings.

*Between 2011 and 2016, more than 58 million people enrolled in massive open online courses*



## State Department's Bureau of the Comptroller and Global Financial Services Creates New Learning Hub

Federal agencies are required by law to train their financial personnel on financial management best practices and regulations. For the State Department's Bureau of the Comptroller and Global Financial Services (CGFS), this means training nearly 3,000 learners each year who are spread across about 240 embassy and consulate locations worldwide.

According to a recent Blackboard report, CGFS previously leveraged an online LMS that was limited in functionality and complicated to use. As a result, CGFS used the technology only for registering students and granting them access to materials without any real interaction or updates to course content. The system also became quickly outdated – risking agency security.

To continue meeting regulatory training requirements and achieve learning objectives, CGFS replaced its old LMS with the CFGS Learning Hub. The new system can be used to track registrants and curate and update content in real time. It provides a means for learners to interact with course content in a variety of formats, including quick, modular courses. Employees in training can also search for reference materials as they need them.

[READ MORE HERE](#)

## Looking Ahead

Between 2011 and 2016, more than 58 million people enrolled in massive open online courses. Within government agencies, 85 percent of every dollar spent on classroom training goes toward delivering it, including travel costs. To increase efficiency and cost savings, HR leaders will need to ensure that their LMS stays up-to-date with the latest rules and regulations and incorporates robust reporting capabilities, self-guided online training paths (such as self-registration and automatic enrollment), mobility and certifications.

# Conclusion

Technology in the government landscape is changing every day. For HR, the challenges of customer service, employee engagement, recruitment, and workforce planning and training are timeless. To add to all that, federal, state and local entities must comply with updated workforce mandates and regulations – requiring them to do more with less resources, including personnel and agency dollars.

By incorporating cutting-edge technologies such as AI and virtual assistants for customer service, IoT for employee engagement, people analytics for recruitment and workforce planning and learning management systems for training, government HR offices can better prepare to tackle the evolving nature of these challenges.

## About

GovLoop's mission is to inspire public-sector professionals by serving as the knowledge network for government. GovLoop connects more than 270,000 members, fostering cross-government collaboration, solving common problems and advancing government careers. GovLoop is headquartered in Washington, D.C., with a team of dedicated professionals who share a commitment to the public sector.

For more information about this report, please reach out to [info@govloop.com](mailto:info@govloop.com).

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## Thank You

Thank you to Cornerstone On Demand for their support of this valuable resource for public-sector professionals.

## Authors

Francesca El-Attrash, Senior Staff Writer

Danielle Poindexter, Editorial Fellow

## Designer

Megan Manfredi, Junior Designer







1152 15th St. NW Suite 800  
Washington, DC 20005  
P: (202) 407-7421  
F: (202) 407-7501  
[www.govloop.com](http://www.govloop.com)  
@GovLoop

