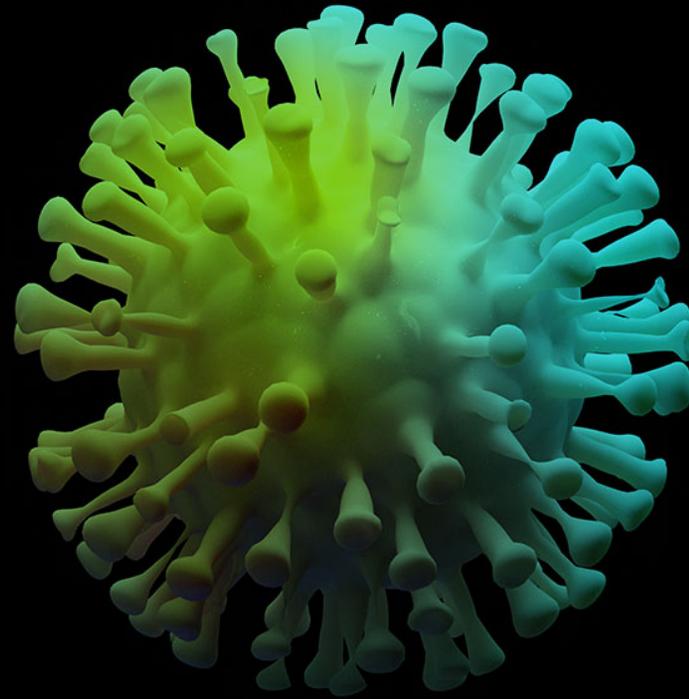# Deloitte.

Technology and innovation in light of the pandemic
Avi Sinha, Principal, Strategy & Analytics

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**All organizations & industries have habits, beliefs and practices about "how we do things around here".
These are orthodoxies.**

Orthodoxies are **pervasive beliefs that often go unstated and unchallenged**—they shape behavior, choice and strategy and create blind spots.

Challenging existing orthodoxies can potentially **identify new opportunities and create breakthrough innovations**

Flipping 10 Orthodoxies in government .. enabled by technology

Orthodoxy	Flipping the orthodoxy
WORKFORCE	
Governments are reopening in a different environment and need to adapt to the new reality	
1. "Line of sight" supervision is essential	Telecommuting becomes the norm; "in office" work and meetings the exception
2. Health and safety aren't a top of mind issue for most public work.	Health and safety are central to a positive employee experience
3. Recruiting and hiring employees is a lengthy, in-person process	Virtual, AI-driven recruiting can find the right talent quickly
4. Intelligence employees must work in a secured facility	Back-office and even some intelligence work are performed remotely
SERVICE DELIVERY	
Pandemic is forcing governments to provide public services differently	
5. A personalized customer experience requires a "human touch"	Digital technology provides a more accessible and personalized service
6. Most government services must be delivered in person	Very few services require in-person delivery
7. A physical presence is needed to authenticate identity	Digital ID is the new passport
8. Governments manage demand for their services reactively	Governments anticipate citizen needs
PACE	
The new COVID-19 reality: Governments need to act quickly and adjust rapidly to feedback	
9. Regulation is a lengthy, inflexible process	Regulation is agile and adaptive
10. Procurement processes are rigid and time-consuming	Procurement processes are flexible, fast and efficient

Orthodoxy #3: Recruiting and hiring employees is a lengthy, in-person process

New orthodoxy: **Virtual, AI-driven recruiting can find the right talent quickly**

The traditional approach for hiring in government with in-person interviews and subjective assessments places more emphasis on complying with processes than hiring the right talent quickly.

Governments have bypassed regular hiring rules during COVID

The US Office of Personnel Management (OPM) has granted agencies the authority to **bypass** the normal lengthy hiring process for new hires they need for COVID-19 work.

Virtual initiatives can speed up the hiring process

The U.S. Department of Agriculture (USDA) partnered with the University of Missouri to host a **virtual career expo** to fill openings from economists to accountants.

Source: Federal News Network, USDA

COVID-19 and reimagining training

Digital learning systems can create individualized learning plans for each participant encompassing digital content, virtual reality (VR) games, experiential learning exercises, and interactive opportunities.

US Department of Agriculture (USDA) developed a 360-degree immersive virtual reality experience of what it's like to inspect slaughter plants in order to help potential hires understand the **real-life environment of their jobs**

A hospital in Los Angeles used VR to train more than 300 doctors to **assess coronavirus symptoms** and in Italy VR is being used to **relieve the stress** of medical staff

Orthodoxy #5: A personalized customer experience requires a "human touch"

New orthodoxy: Digital technology can provide more accessible and personalized service

Before COVID-19, many people still **accessed government services in-person**

29% Citizens in Europe use e-government mostly to get information (44 percent) and not for completing transactions according to a World Bank survey. Pre-COVID, only 29 percent filled out an online form.

Digital services elevate interaction with governments from transactional to experiential

The Spanish government's '**Hispabot-COVID19**' is an AI-powered chatbot that can provide answers to over 200 questions ranging from details on symptoms to Ministry of Health updates to local emergency numbers

Source: World Bank, PR News Wire, Government of UK

Digital services can also be tailored to address the needs of citizen cohorts

New Zealand's "SmartStart," provides new parents with a range of digital services during pregnancy and the months following birth, including establishing a digital identity for each child. SmartStart has saved new parents many thousands of in-person visits to government offices.

Orthodoxy #6: Most government services must be delivered in person

New orthodoxy: Very few services require in-person delivery

Historically certain services in government-- **DMV driving tests, court proceedings, inspections, social work home visits**—have always been conducted in-person. With COVID, these and other services will need to be **contactless** as much as possible.

In 2016 the **UK Government** piloted an ambitious court program digitizing judicial processes but didn't scale the model. Due to COVID, approach was scaled and the number of cases heard by video or teleconference have increased by **800 percent**

Estonian courts handled double the number of court cases as compared to 20 years ago, with the same number of judges. It's using **AI-based algorithms** to pronounce decisions on small claims dispute of €7,000 (~$8,000) or less.

Virtual Courts
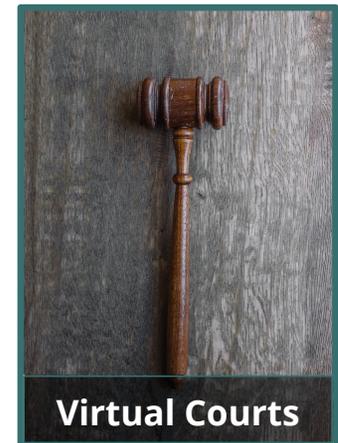
Source: The Economist, E-Estonia, Forbes

# Motor vehicle offices are rapidly offering digital services

Digital drivers test: India has even piloted an AI-powered, smartphone-based driving test system to issue driving licenses and reduce the need for human evaluators

Digital drivers license: In New South Wales, Australia, a digital driver license not only allows the whole renewal process be a digital experience but also allows shops and businesses to validate identity digitally – like checking age

The UK's Driver and Vehicle Licensing Agency (DVLA) has piloted an **AI-powered chatbot** to improve efficiency and provide better services. The chatbot project reduced handling times from **8 minutes to 2.5 minutes**, resolved 25 to 30 percent of queries entirely and had a customer satisfaction rate of more than 90 percent. The success of the pilot project has made chatbots a strategic tool for the DVLA.

Source: UK Government Digital Service, Inc 42, Business Insider Australia
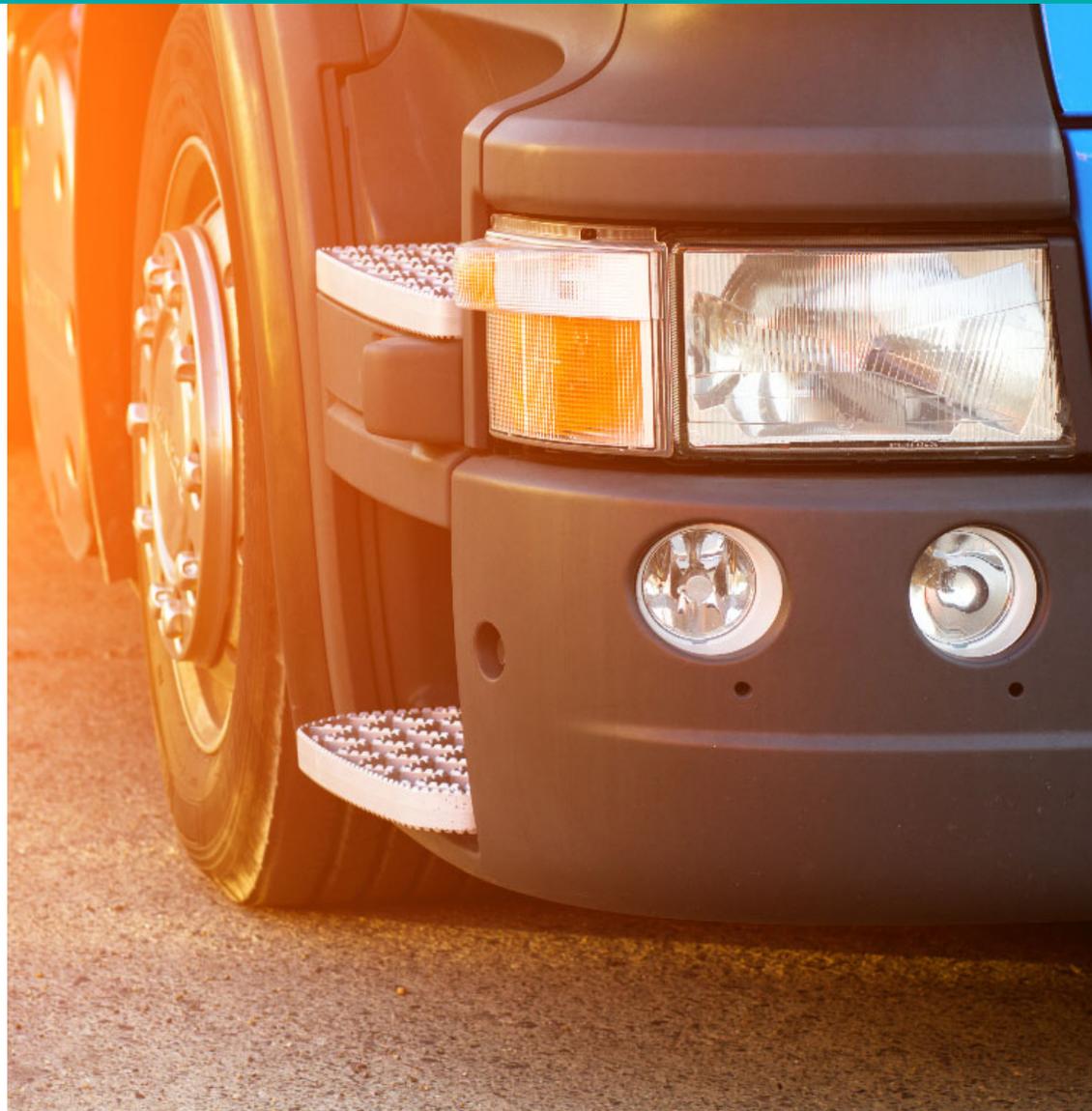
Orthodoxy #7: A physical presence is needed to authenticate identity

New orthodoxy: **Digital ID is the new passport**

India's digital identity program 'Aadhaar' is being used to disburse **COVID-19 cash relief**, reaching over 340 million beneficiaries.

The COVID-19 crisis prompted the **South Korea**n government to accelerate the **migration to digital identification and electronic certificates**. The government is also working with telecom companies to expand digital verification services through the 'Pass' mobile app that enables users to log in to various websites just with a phone number.

With COVID-19 and social distancing guidelines, governments need an alternative to physical identity management and authentication systems.

Source: Hindustan Times, Pulse News, Korea JoongAng Daily

Government digital ID initiatives

Nordic-
Baltic eID

Estonia

UK's
Gov.UK

British Columbia

Afghanistan

Germany

China

Algeria

India's
Aadhaar cards

Nigeria

Singapore

Peru's
DNIE digital IDs

Pakistan's
CNIC cards

Chile's
digital IDs

Australia's
MyGovID

Uruguay

Orthodoxy #8: Governments manage demand for their services reactively

New orthodoxy: **Governments *anticipate* citizen needs**

$41

The US Internal Revenue Service spends **$41 per call** and $67 per visit to assist taxpayers with their queries

25+

In the U.S., for example, dozens of state government **websites failed** under the landslide of unemployment claims filed in the first week of April

Governments are managing digital demands by anticipating needs and delivering services

Soon after the COVID-19 outbreak, the **South Korean** government not only rapidly ramped up the supply of masks but built applications that displayed the number of masks available at nearby locations

Source: Next Gov, GCN, Brookings, Science Direct

" The best service is something that you even didn't notice you got. "

Marten Kaevats
National Digital
Advisor of Estonia

Source: GovInsider Asia

Governments are also providing services in a no touch manner, requiring no input from citizens

In **Austria**, the birth of a child triggers the movement of information from the hospital to the central civil registry to the ministry of finance to the local tax offices, which disburse the allowance

Source: Science Direct

Technological and business model advancements are creating a sea of change in today's regulatory environment...

- Artificial Intelligence
- Big data analytics
- 3D printing manufacturing
- Machine learning
- Internet of Things
- Sharing economy
- Self-driving vehicles
- Distributed ledger technology

These developments create opportunities to challenge orthodoxies of traditional regulatory models

Source: Science Direct

Redesign work: what leaders can do …

Zoom In…

Gauge automation potential

Optimize processes using RPA etc.

Realize efficiencies

Zoom Out…

Reimagine jobs

Reconstruct work

Enhance machine-human collaboration

Understand how emerging trends might reshape your organization
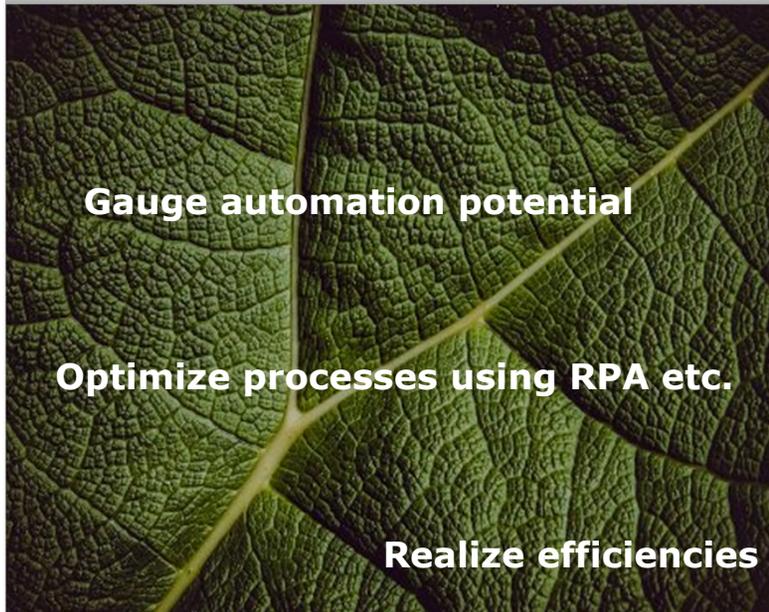
Just Remember ...

"People are very open minded about new things.
As long as they are exactly like the old ones."

- Charles Kettering

Source: Science Direct

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