

# Providing government services with a remote and virtual workforce

A response to COVID-19



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# An immediate response to ensure the continuity of critical public services

As governments respond to the impact of the coronavirus (COVID-19), a sudden progression to virtual and remote ways of working, for both government head offices and service-delivery centers or locations, is underway around the world.

This shift is vital to slow the spread of the virus and to ensure health services can cope with the COVID-19 outbreaks. However, with increasing numbers of people looking to governments for assistance, the transition to remote service delivery must be handled effectively so as to protect the most vulnerable citizens.

While some major government agencies are undertaking significant preparatory activities, many do not have the infrastructure or capacity to adequately address the issue. EY teams can support agencies to rapidly assess critical functions in order to help determine where stronger virtual operations are required. We can then help to plan and implement these operations, so that vital public services are maintained during the crisis.

## What is required?

- ▶ Governments should prepare for progression to virtual and remote ways of working across physical offices and service-delivery centers or locations. Individual staff will need to work remotely, which will significantly affect government agencies of all sizes, both at the head office and the customer-service center level.
- ▶ In addition to government agencies, governments' service-delivery partners (including non-governmental organizations and private-sector businesses), are facing similar challenges in maintaining services that are vital to individual citizens, and to the stability of national economies and societies.
- ▶ Governments need to provide effective remote-access solutions for large workforces to ensure continuity of critical services, including health, welfare, community services, and financial, business and regulatory support. Augmented solutions covering telephony, online and face-to-face channels are also required to ensure the continuity of critical government functions across central, regional and local jurisdictions.

## The risks of remote and virtual working

1. Failure of service delivery because of breakdowns in end-to-end processes, and lack of access to information and systems, including within the extended service-delivery ecosystem.
2. Unsupervised and demotivated workforce, leading to lower productivity and a potential breakdown in effective decision-making.
3. Network performance disruption because of scale of demand, damaging the ability to execute processes and deliver customer outcomes.
4. Lack of appropriate data-privacy and security controls, leading to security breaches.
5. Insufficient or underutilized remote working devices and tools, limiting the ability of the workforce to perform critical day-to-day operations.



# EY can help you act now

To help respond to the COVID-19 crisis, EY teams can help provide governments and their partners with a focused and rapid remote-working access solution (e.g., virtual access to systems and data) to help ensure scalability and reliability of public services.

## The outcomes

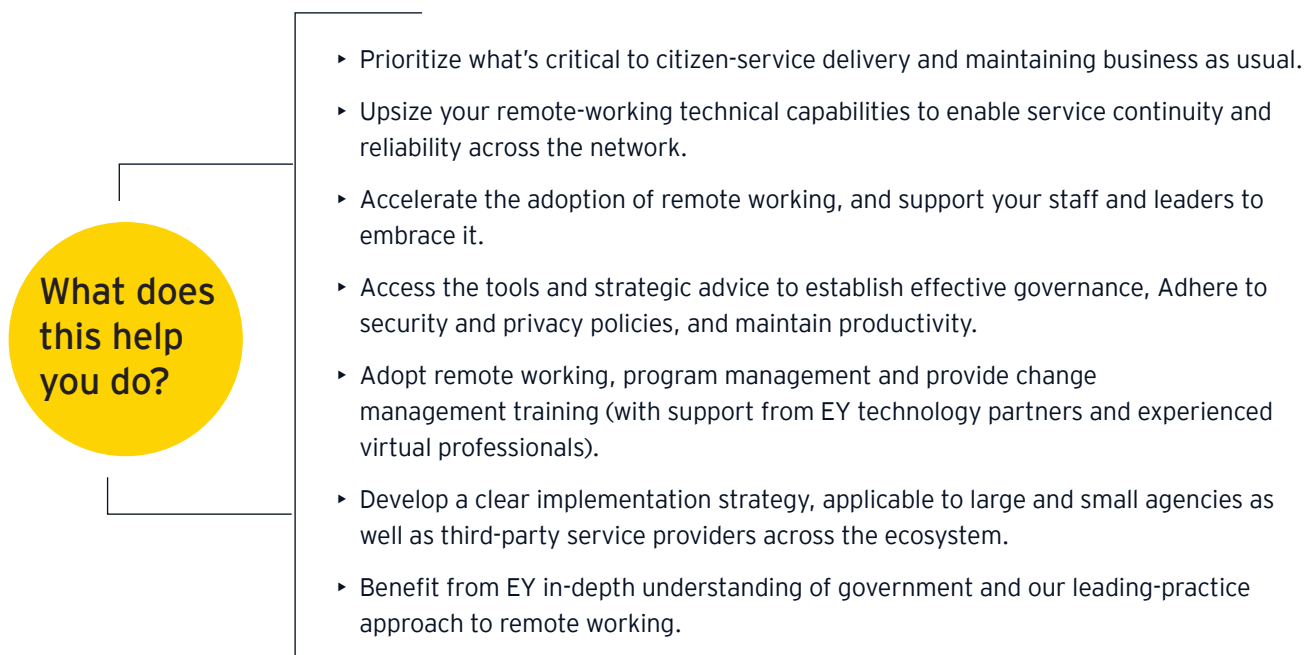
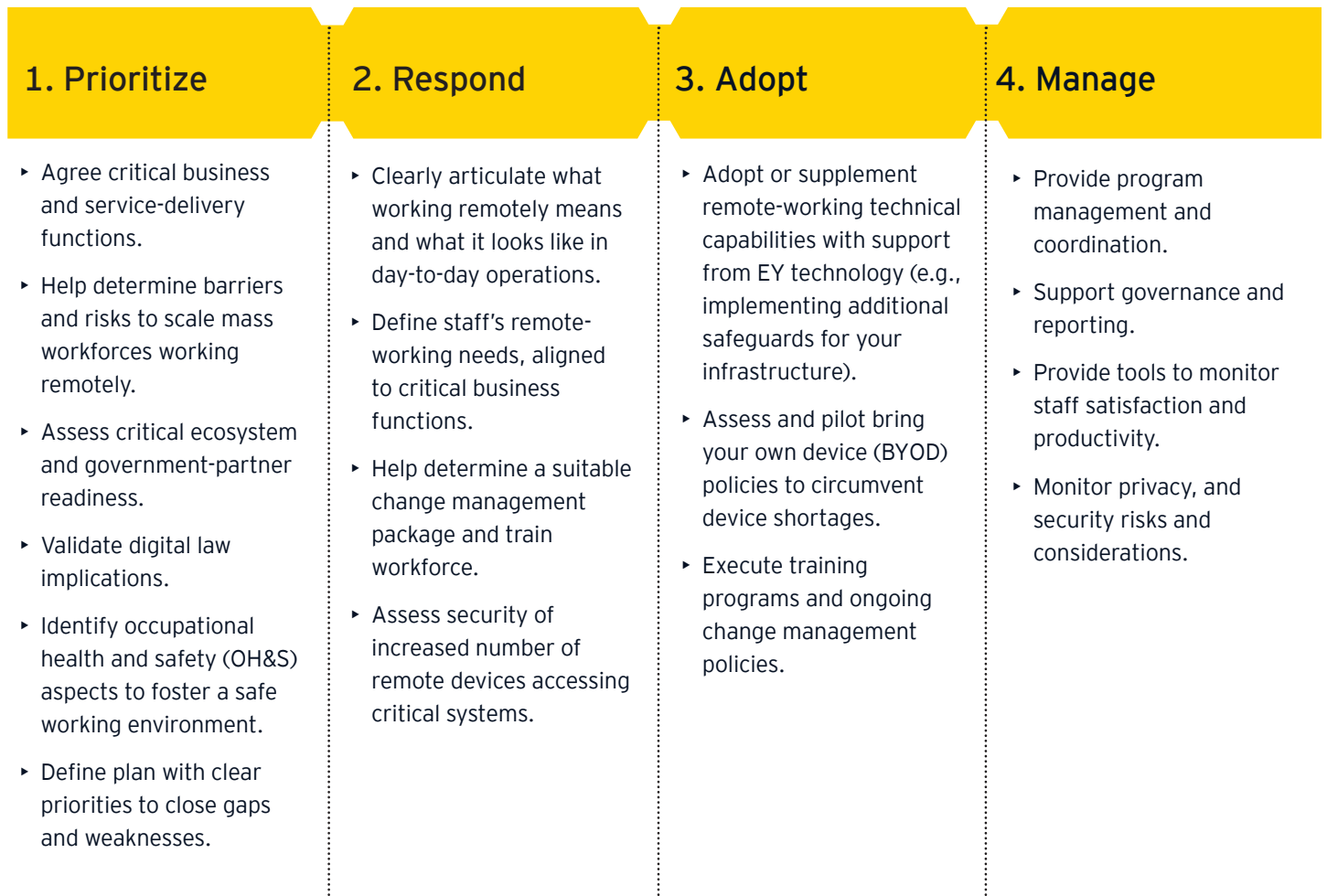
- ▶ Identification and baselining of critical business functions (e.g., online learning, virtual social services support and claims processing) across all levels of government.
- ▶ Rectification of gaps and weaknesses to scale mass remote workforces, supporting continuity of customer-facing services and critical business support functions.
- ▶ Establishment of a virtual model of business operations, remote collaboration tools, communication and training.
- ▶ Direct remote staff access to core business for ongoing maintenance and continuity of services.





# A rapid deployment plan

We can help you move quickly to virtual working by supporting the execution of a four-step plan. This plan will maintain critical government functions, and provide adequate remote support and monitoring, while enabling delivery of vital public services.





# Appendix A: Rapid deployment plan

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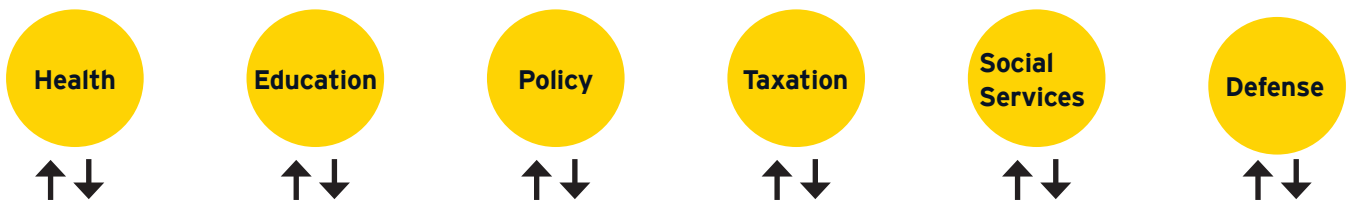


In the prioritize stage, EY teams will support you in rapidly agreeing critical business and service delivery functions, and determining the barriers and risks to mass workforces working remotely.

At the end of this stage you will have a clear understanding of your critical business functions and your partners' readiness. You will also have a roadmap to securing these functions and achieving service-continuity objectives.

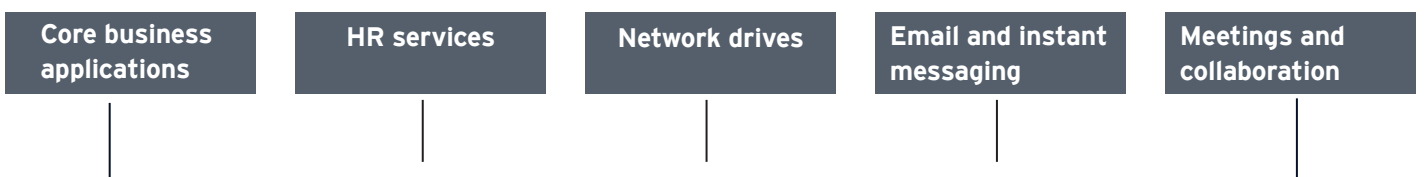
<p><b>Baseline of critical business and service-delivery functions</b></p> <ul style="list-style-type: none"> <li>▶ The assessment helps determine which services and functions are needed immediately to achieve service continuity.</li> <li>▶ This includes critical ecosystem and government partners' readiness.</li> <li>▶ Existing capabilities will be leveraged and strengthened where appropriate.</li> </ul>	<p><b>OH&amp;S and safe working environment considerations</b></p> <ul style="list-style-type: none"> <li>▶ OH&amp;S aspects of the staff will be taken into consideration along with digital law.</li> </ul>
<p><b>Determine risks and barriers</b></p> <ul style="list-style-type: none"> <li>▶ Given an increase in devices and points of security vulnerability, a rapid assessment of risks and barriers will be conducted to inform the plan and satisfy government ICT information security frameworks.</li> </ul>	<p><b>Define the plan</b></p> <ul style="list-style-type: none"> <li>▶ A clear roadmap will be developed to guide the delivery of the outcomes.</li> <li>▶ Focus will be on clear priorities to close gaps and address weaknesses.</li> </ul>

## Core government functions



Government agencies or departments

## Authentication and access management



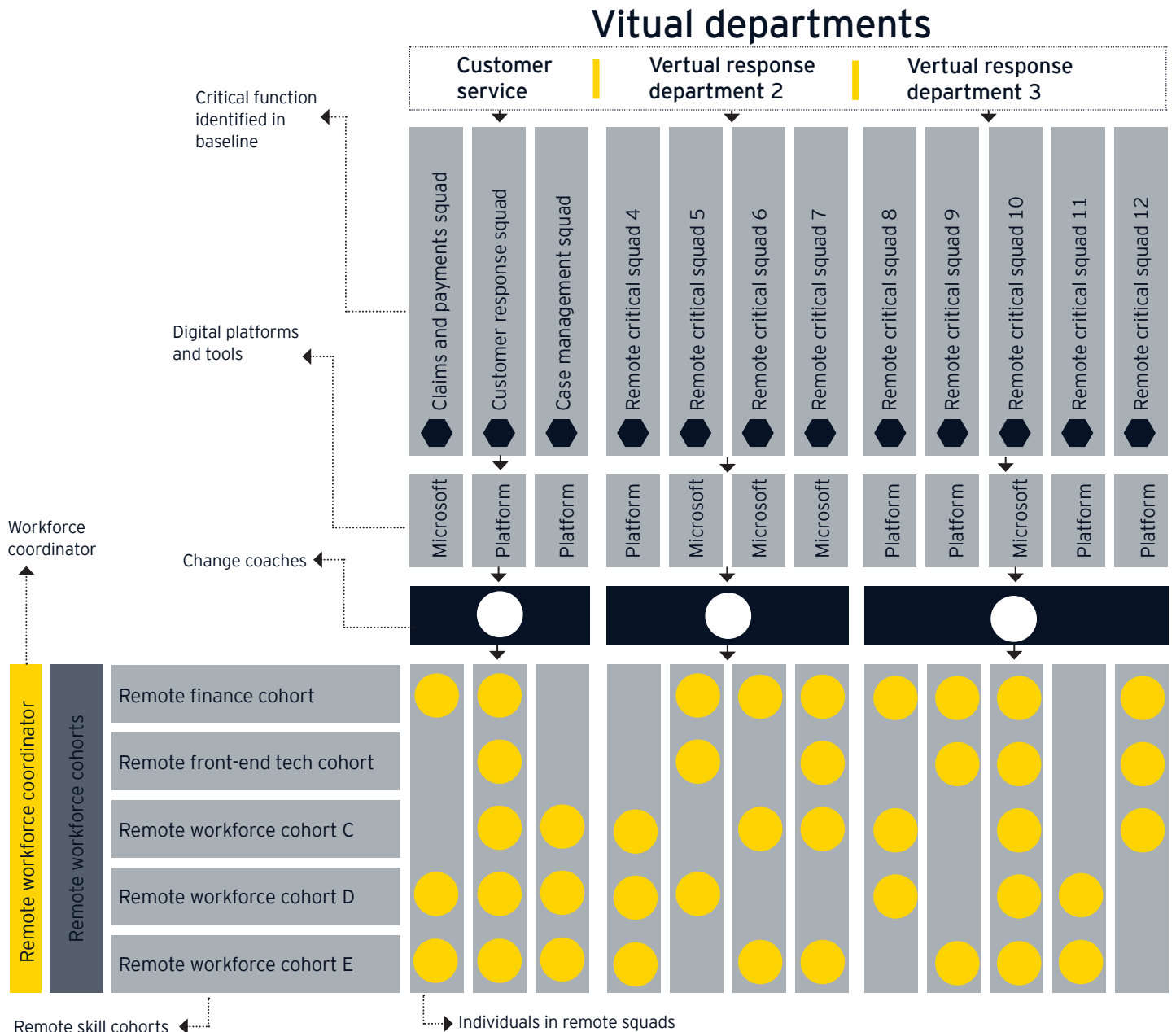
# Appendix A: Rapid deployment plan



A key part of the respond stage is the deployment of a remote digital model that is quick to construct, flexible to adapt to changes in organizational needs, and sustainable for long-term use as required.

**This digital model is capable of the following:**

- ▶ The rapid remote digital (RRD) model quickly organizes key workforce skillsets into different cohorts.
- ▶ A remote-working “squad design” is created to fulfill skill requirements and customer needs.
- ▶ Governance and cadence are finalized for the assigned leaders, supported by the right digital platforms and tools.
- ▶ Change management coaches and trainers begin executing interventions on identified gaps.



# Appendix A: Rapid deployment plan



To help ensure a swift and light-touch response, existing capabilities will be leveraged and scaled wherever possible before looking at new technologies or safeguards to scale your remote-working infrastructure.

## A

Leverage or scale up existing capabilities such as existing virtual private network (VPN) capability, and identity and authentication solutions.

<b>Validate and leverage existing capability</b>	<b>Scale up existing capability</b>
Fit-for-purpose technologies that are able to support the increase in demand can be reused to reduce time required for creating the solution.	Some virtual capabilities may exist but will need to be scaled in order to support a significantly increased demand.

## B

**Rapidly deploy new foundational technologies** and specific remote-access solutions aligned to business continuity.

EY teams help provide the following turnkey digital solutions:

<b>Windows Virtual Desktop</b>	<b>SharePoint and OneDrive online</b>	<b>Microsoft Teams</b>
Provides a virtual desktop and virtual application hosting platform in Azure, allowing access to bespoke systems not easily replicated on new environments.	Migrate or replicate critical content and information to a secure online platform.	Allows teams and staff to plan work, communicate, collaborate on documents and access video conferencing.

## C

Introduce remote training programs, and ongoing change management and coaching, including live-chat support and phone support.



# Appendix A: Rapid deployment plan



Once virtual ways of working are established and in use, it is important to continuously monitor and manage key aspects of the environment to make sure processes are working as they should, and that privacy and security risks are being controlled.

## Provide program management and coordination

Organizations can coordinate the shift in ways of working by leveraging EY leading-practice methods and experience of working virtually. This will include support for coaching and mentoring staff, as appropriate.

## Support governance and reporting

Organizations need to put in place the right governance, change and decision-making processes, and check that they are performing effectively to support service delivery.

## Monitor workforce satisfaction and productivity

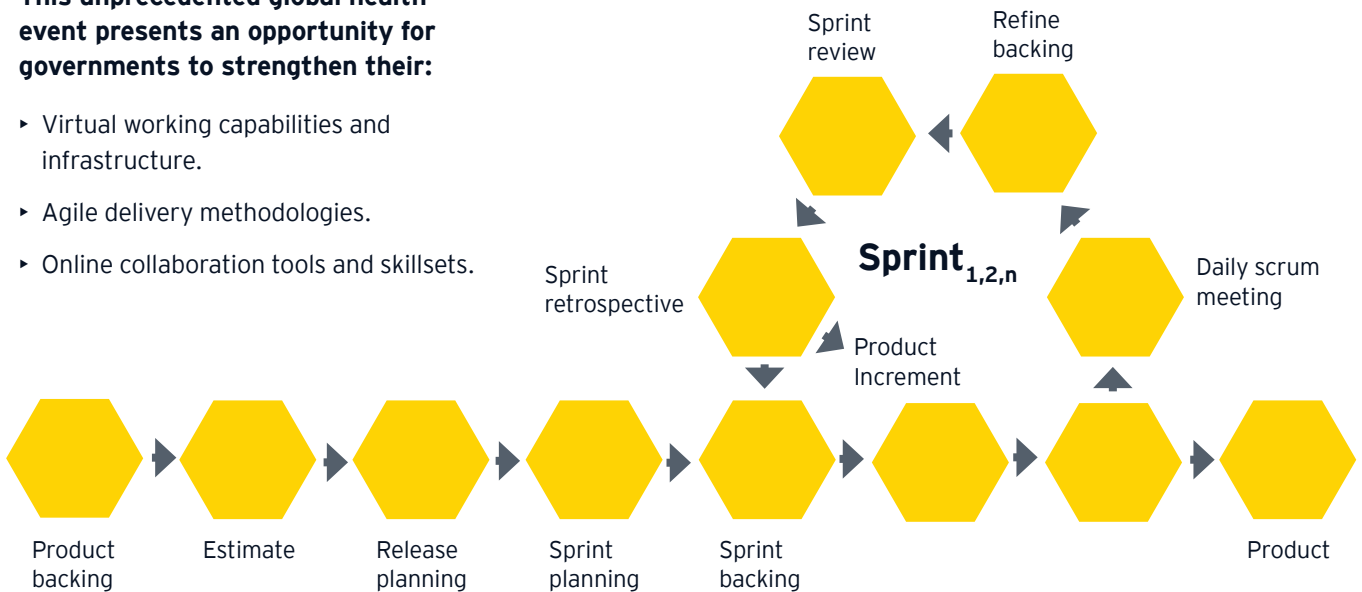
People need to understand what changes are required and why, and be willing to enact these changes. Productivity and quality metrics will be designed, baselined and reported regularly.

## Monitoring of privacy and security risks

Information security measures should be put in place to effectively protect sensitive data in the new operating environment.

### This unprecedented global health event presents an opportunity for governments to strengthen their:

- ▶ Virtual working capabilities and infrastructure.
- ▶ Agile delivery methodologies.
- ▶ Online collaboration tools and skillsets.



## About EY

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