



# **Gartner Webinars**

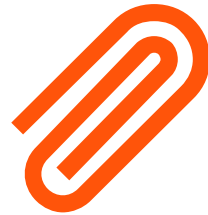
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# The Gartner Top Technology Trends for 2022: Government

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**Arthur Mickoleit**

Director Analyst



# Gartner Analysts for the 2022 Government Trends



# Priorities Between Now and 24 Months

# Gartner's 2022 Top Technology Trends in Government



**Adaptive Security**



**Anything as a Service**



**Hyperautomation**



**Digital Identity  
Ecosystems**



**Accelerated Legacy  
Modernization**



**Decision Intelligence**



**Total Experience**



**Case Management as  
a Service**



**Data Sharing as a  
Program**



**Composable Government Enterprise**



# So What?

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# Key Questions Today



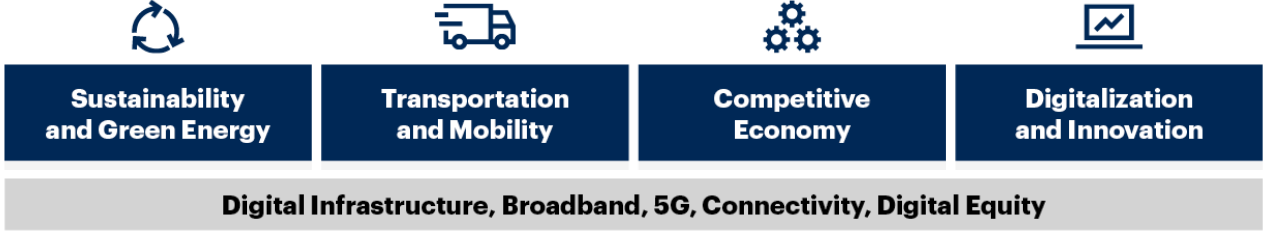
**1. Why do the Trends Matter to Government?**

**2. What are the Top Business & Technology Trends in Government for 2022?**

**3. How can You Leverage Gartner's Top Trends for Your Citizens, Organization and Sector?**

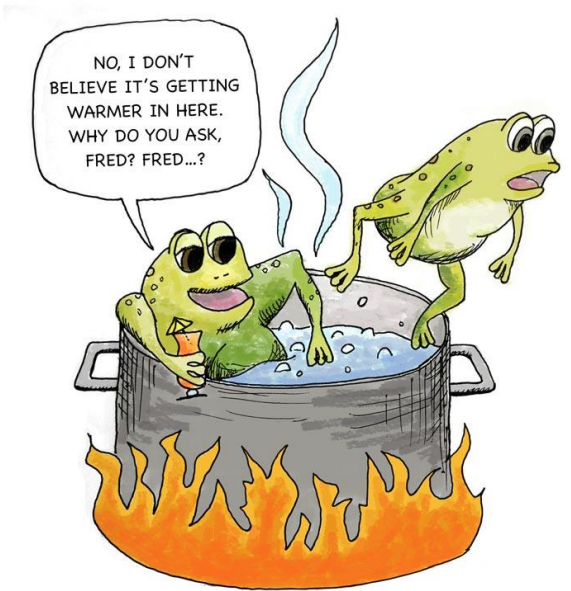
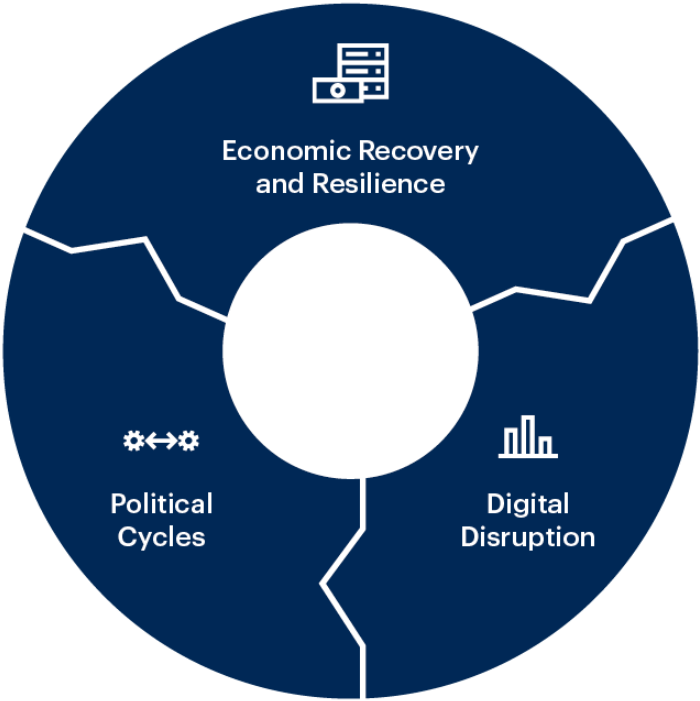


# Macro Challenges Today and Near Future



Executive Order on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government

**MEHR  
FORTSCHRITT  
WAGEN**



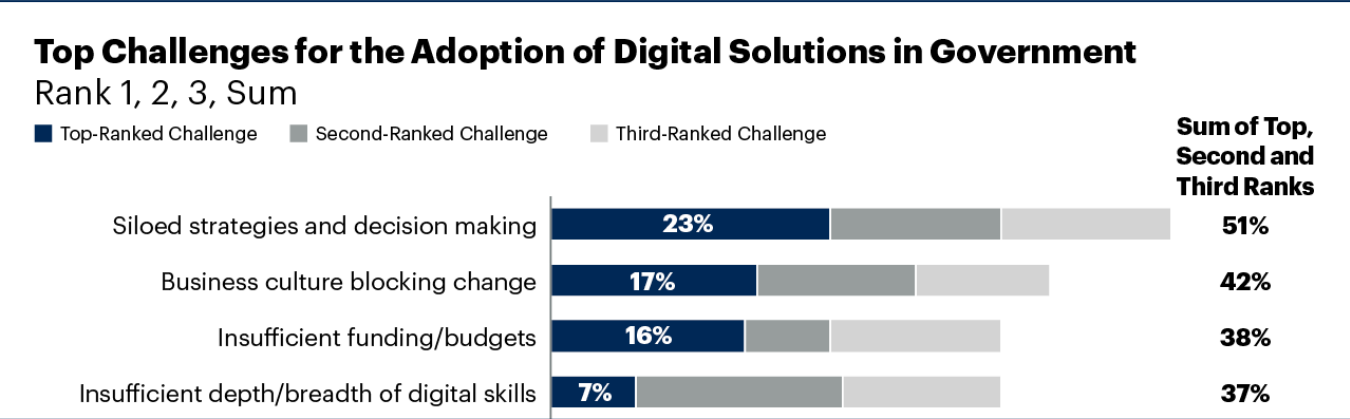
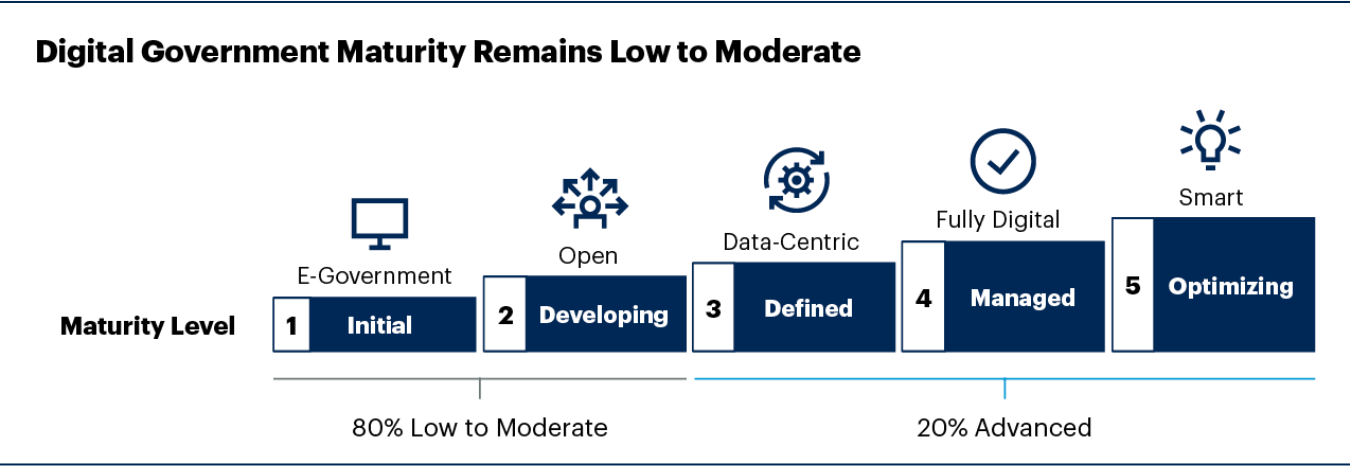
# **72%** of Digital Government Programs Have **Accelerated.**

Source: Gartner 2021 Innovation in Crisis Survey

# Public Sector Constraints Limit Ability to Scale

## Digital Government Maturity

Silos  
Culture  
Budgets  
Skills



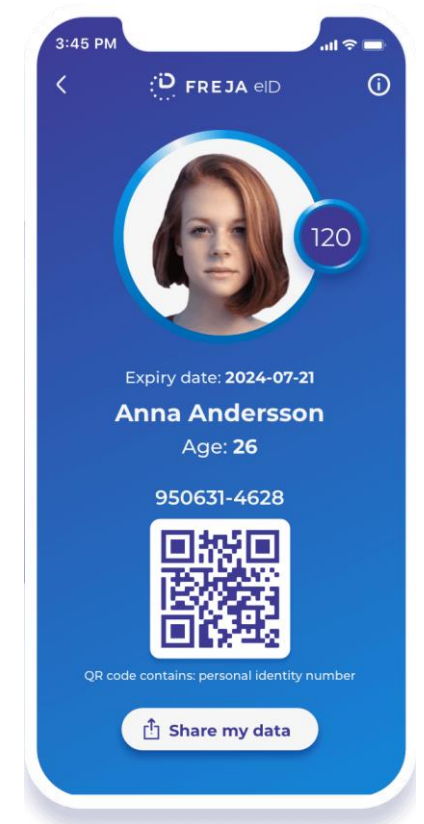
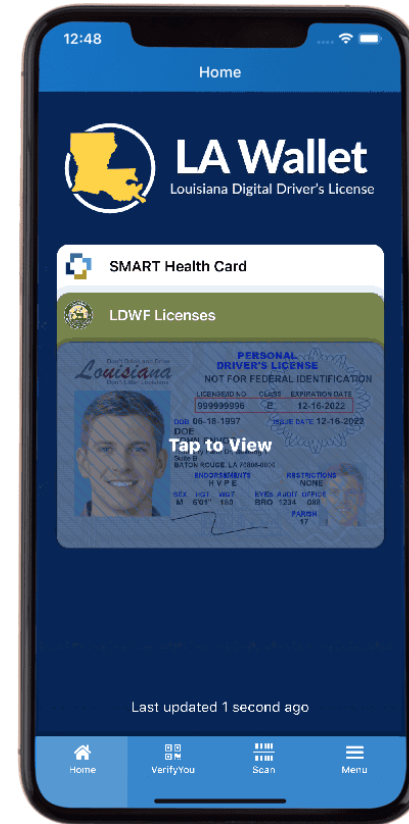
# **55%** of Digital Government Programs Are **Failing to Scale.**

Source: Gartner Digital Transformation Divergence Across Government Sectors

# Challenges in Scaling Digital Identity

**By 2024, at least a third of national governments and half of U.S. states will offer citizens mobile-based identity wallets.**

**Only a minority will be interoperable across sectors and jurisdictions.**



Gartner (2022), [Top Trends in Government for 2022: Digital Identity Ecosystems](https://www.gartner.com/en/articles/top-trends-in-government-for-2022-digital-identity-ecosystems).  
<https://lawallet.com>, <https://frejaeid.com>

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# Challenges in Scaling Digital Identity

**SWI** swissinfo.ch

Swiss perspectives in 10 languages

Swiss Politics

## Digital identity scheme shot down by voters over data privacy concerns

### Electronic Identification

REJECTED

## Switzerland

Vote from 07/03/2021



35.6%

Voter majority required

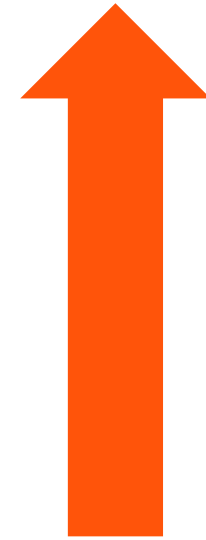
64.4%

YES 984,667

1,778,103 NO



**Public Policy  
Objectives**



**Technology  
Investments**

# Key Questions Today



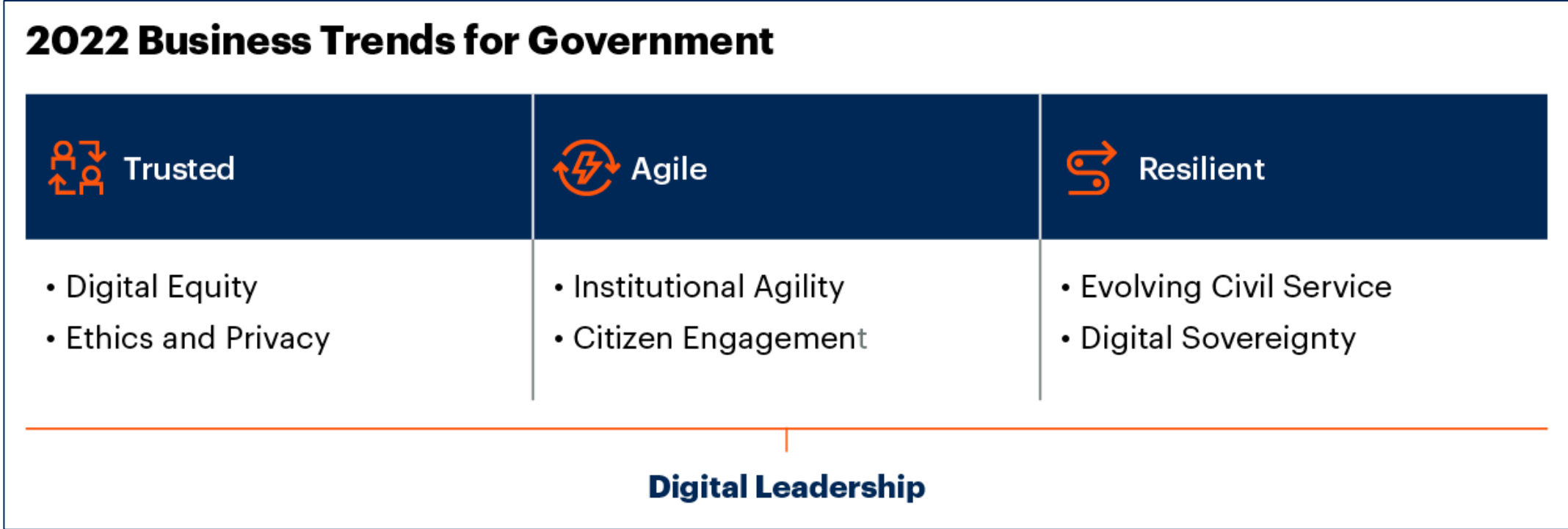
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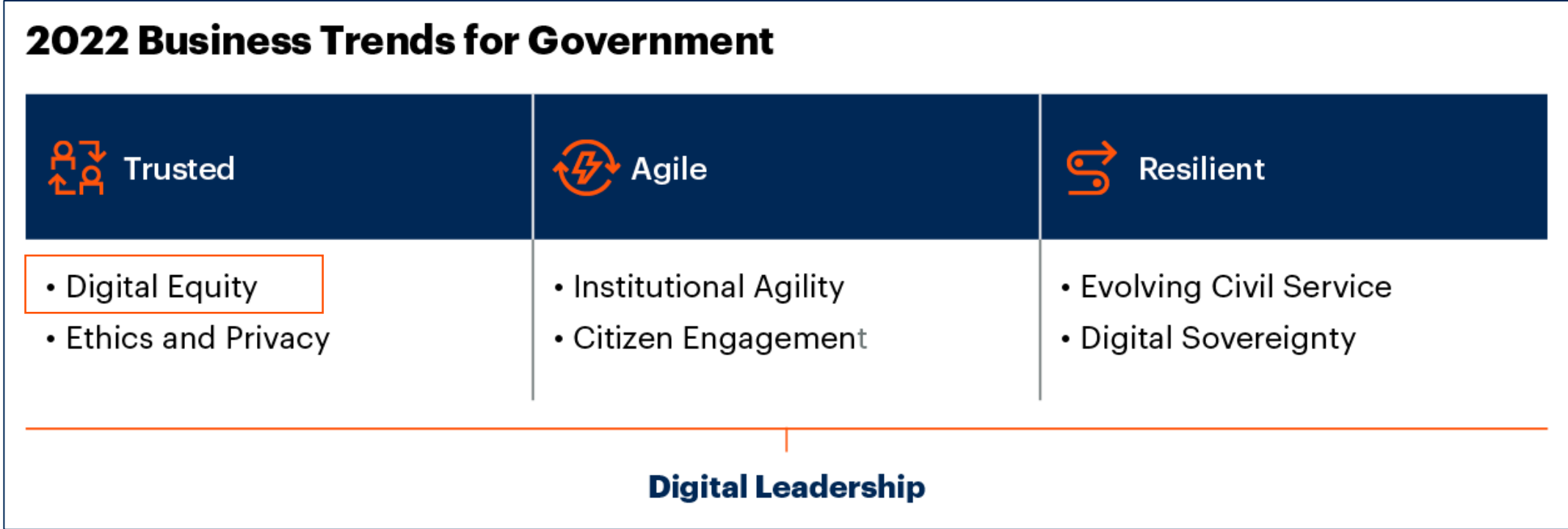
**3. How can You Leverage Gartner's Top Trends for Your Citizens, Organization and Sector?**



# Digital Policy Priorities for Your Technology Investments



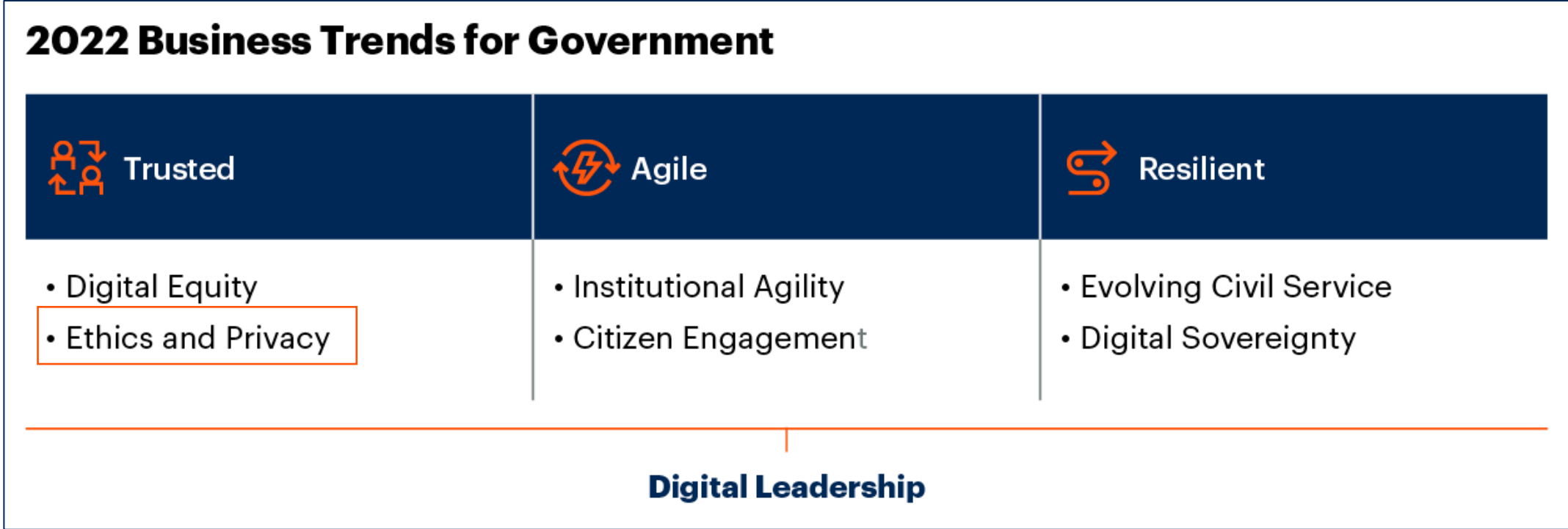
# Digital Policy Priorities for Your Technology Investments



**“Current identity verification processes intended to block fraud are **slowing service delivery without catching fraud.**”**

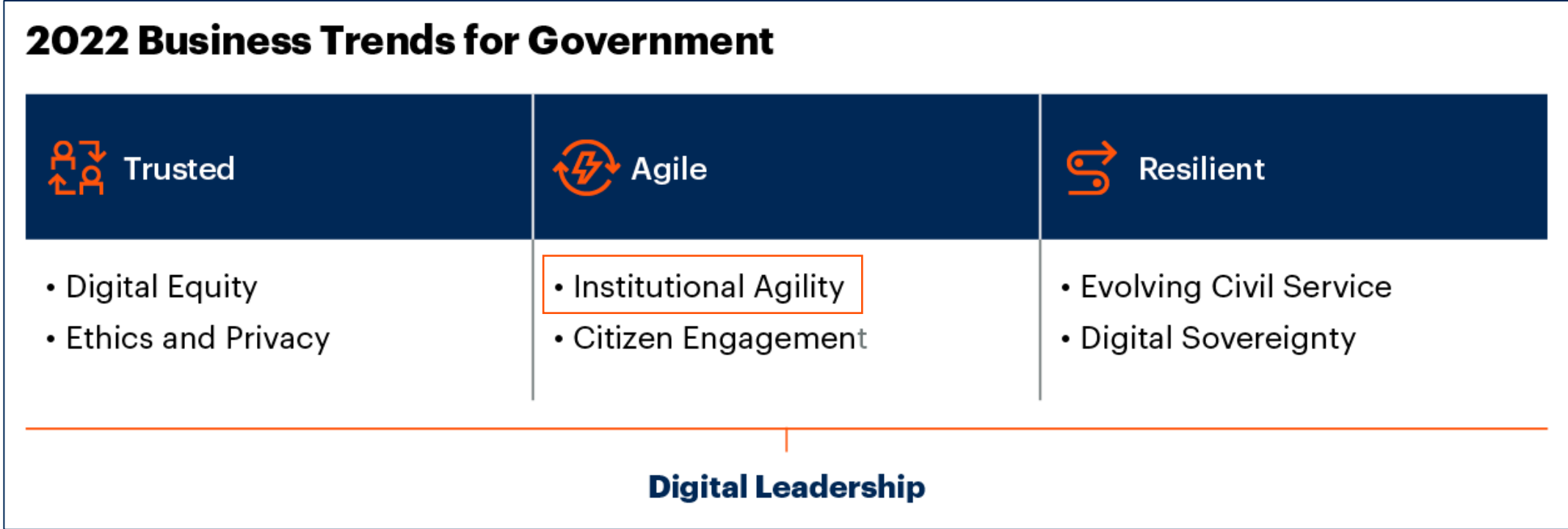
*- California Employment Development Department (EDD)*

# Digital Policy Priorities for Your Technology Investments



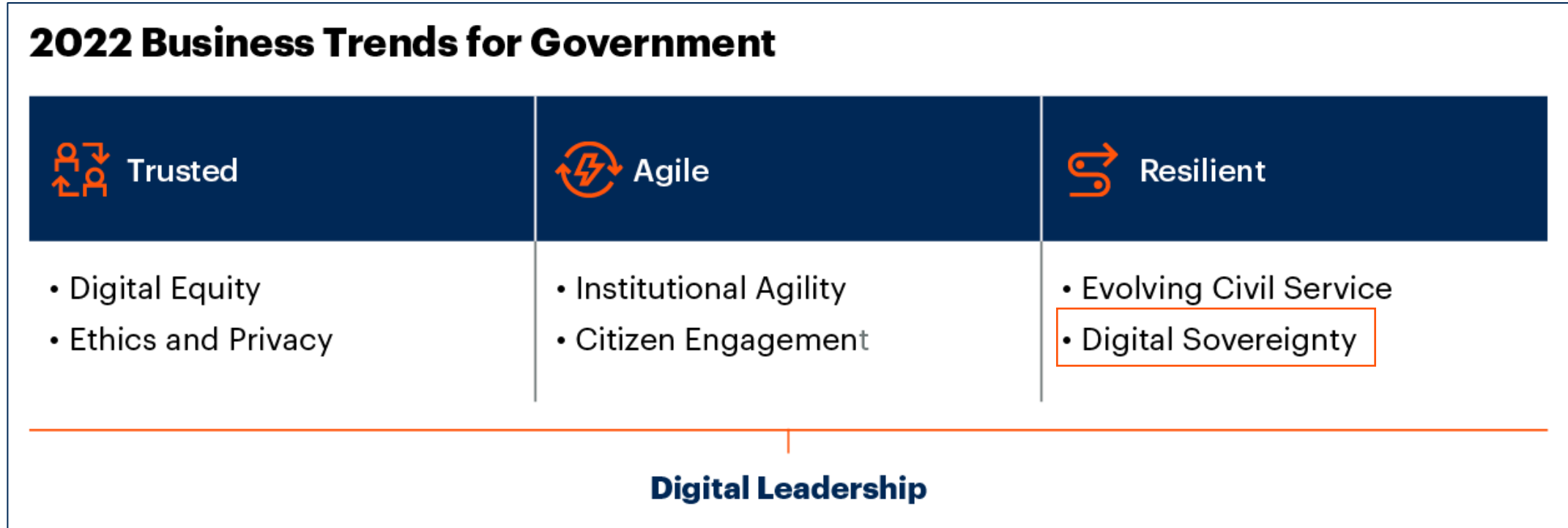
**“Tax Administration fined for discriminatory and unlawful data processing.”**  
- Dutch Data Protection Authority

# Digital Policy Priorities for Your Technology Investments



**“Digital Transformation of a Legacy Paper-Based Process (U.N. Joint Staff Pension Fund)”**  
*- Gartner Case Studies*

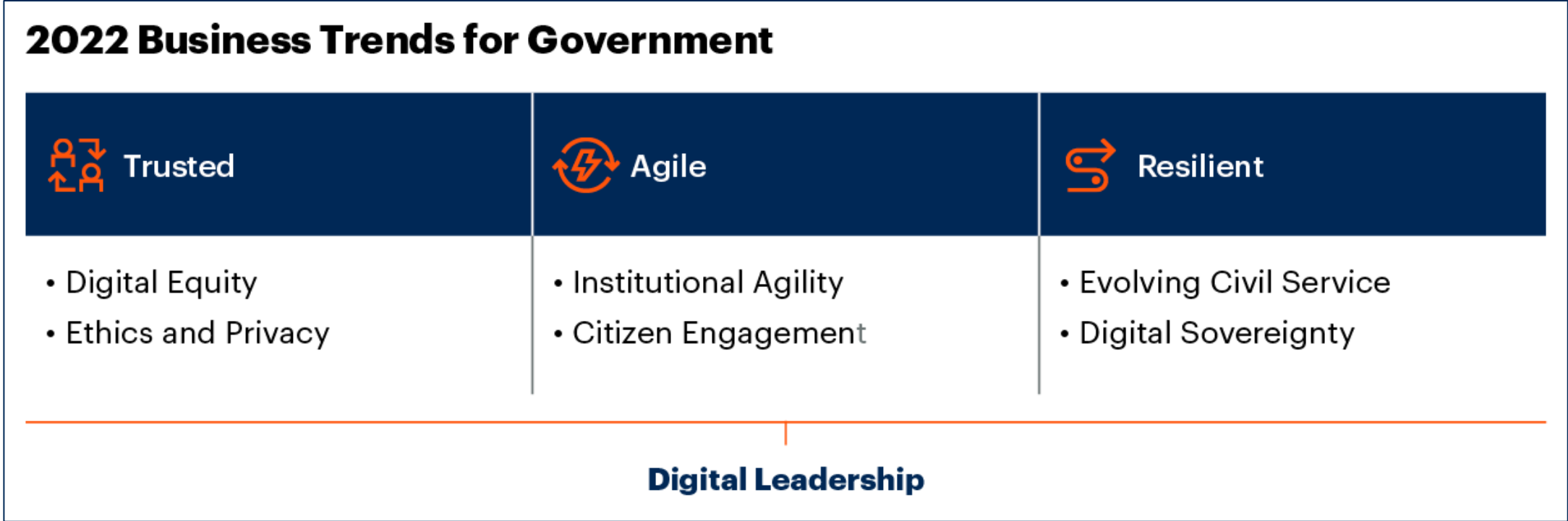
# Digital Policy Priorities for Your Technology Investments



Simply put, digital sovereignty is the capability for societies to “make their own [technology] choices, based on their own values, respecting their own rules.”

- Ursula von der Leyen, President of the European Commission

# Digital Policy Priorities for Your Technology Investments



Business Trends can **accelerate** – or **get in the way of** – use of technologies to make government trusted, agile, and resilient in the eyes of constituents.



**Public Policy  
Objectives**



**Technology  
Investments**

# Gartner's 2022 Top Technology Trends in Government



**Adaptive Security**



**Anything as a Service**



**Hyperautomation**



**Digital Identity  
Ecosystems**



**Accelerated Legacy  
Modernization**



**Decision Intelligence**



**Total Experience**



**Case Management as  
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**Composable Government Enterprise**



# Gartner's 2022 Top Technology Trends in Government



By 2025, >75% of Government CIOs responsible for security outside of IT.



By 2025, >95% of agencies' new IT investments in XaaS solutions.



**Hyperautomation**



By 2023, >80% of government services accessible through multiple digital identity providers.



By 2025, >75% of government organizations operating most workloads using hyperscalers.



**Decision Intelligence**



**Total Experience**



By 2024, agencies using composable case management implement new features 80% faster than peers.



By 2023, >50% of governments have formal accountability structures for data sharing.



**Composable Government Enterprise**

# Total Experience Starting to Bridge Siloed Disciplines



*Total experience (TX) combines the disciplines of CX, EX, UX, and MX for a more holistic government service design and delivery.*

## Prediction

**By 2023, at least 85% of governments without a TX strategy will fail to successfully transform government services.**

## Why Trending

Governments implementing technologies to empower both citizens and employees across multiple channels and modes of interactions.

Synergies are lost when designing citizen service delivery and workforce initiatives in isolation.

## Implications

Lack of solid TX strategy creates user friction, risk of service delays and poor service experiences.

TX focus can improve talent management, acquisition and retention for the public sector.

# Towards Total Experience: Signaux Faibles, France



Give citizens & constituents **easier access** to government services and information



**Detecting businesses at risk of bankruptcy & job losses**



Improve **process efficiency and coordination** between different departments for more personalized government services



**Enable multiple touch points** to create a coherent and efficient experience across channels



Design intuitive interfaces for **seamless and responsive omni-channel experiences** of citizens & constituents

Source: [Signaux Faibles, France](#)

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# Towards Total Experience: TAMM Abu Dhabi, UAE



Give citizens & constituents **easier access** to government services and information



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Improve **process efficiency and coordination** between different departments for more personalized government services



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Source: [TAMM Abu Dhabi](#)

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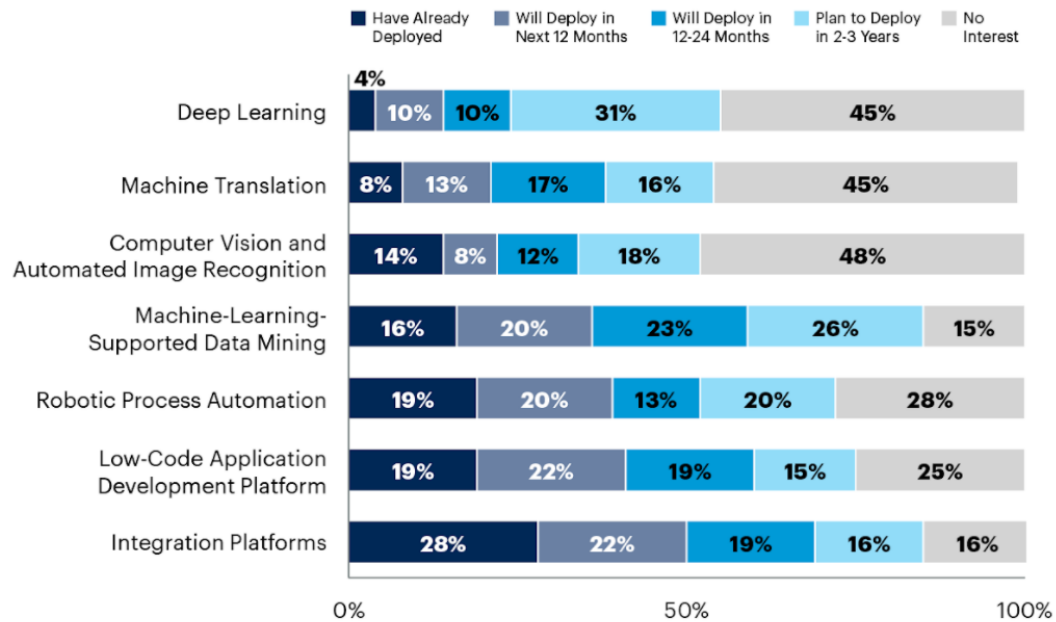
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# Hyperautomation in Support of Public Policy Objectives

## Government Adoption of Technologies and Platforms to Support Automation

Percentage of Respondents



n = 166, Total

*Hyperautomation is a systematic approach to rapidly identify, vet and automate business and IT processes. It can catalyze agility and resilience, and inspire innovation.*

## Prediction

**By 2024, 75% of governments will have at least three enterprisewide hyperautomation initiatives launched or underway.**

## Why Trending

Process automation driven by efficiency, sustainability, safety and constituent outcomes.

Pandemic has accelerated deployment of digital solutions for effective crisis response.

## Implications

Connected public services enable seamless, proactive, almost “contactless” experiences.

Possibilities to balance digital investments for resiliency and agility, while optimizing costs.

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# Polling Question 1 of 2

**What is your organization's current approach to hyperautomation?**

- A. We are actively engaged in one or more hyperautomation initiatives**
- B. We are planning to use hyperautomation**
- C. We are taking small steps to automate some processes first, maybe evolving into hyperautomation later**
- D. Our organization does not see value in automation efforts, including hyperautomation**

## How to participate in our polling

If you are in full screen mode – click Esc  
The poll question is on the “Vote” tab.  
Please click the box to make your selection.  
Upon voting you will see the results.

Thank you!

The screenshot shows a navigation bar with five tabs: 'Ask a question', 'Attachments', 'Vote', 'Rate this', and 'Details'. The 'Vote' tab is highlighted with a green circle. Below the tabs, the question text reads 'Q. Polling Question (please choose 1 answer)'. There are five rows of answer options, each with a text label and a checkbox:

Option Label	Checkbox
A. Answer	<input type="checkbox"/>
B. Answer	<input type="checkbox"/>
C. Answer	<input type="checkbox"/>
D. Answer	<input type="checkbox"/>
E. Answer	<input type="checkbox"/>

# Towards Impacts from Hyperautomation

Denmark: AI and Computer Vision to Improve Consumer Product Safety



US:

RPA Use Cases by Business Function in CoP Use Case Inventory



Finance **49%**



Acquisitions **14%**



IT **13%**



Human Resources **5%**



Administrative **10%**



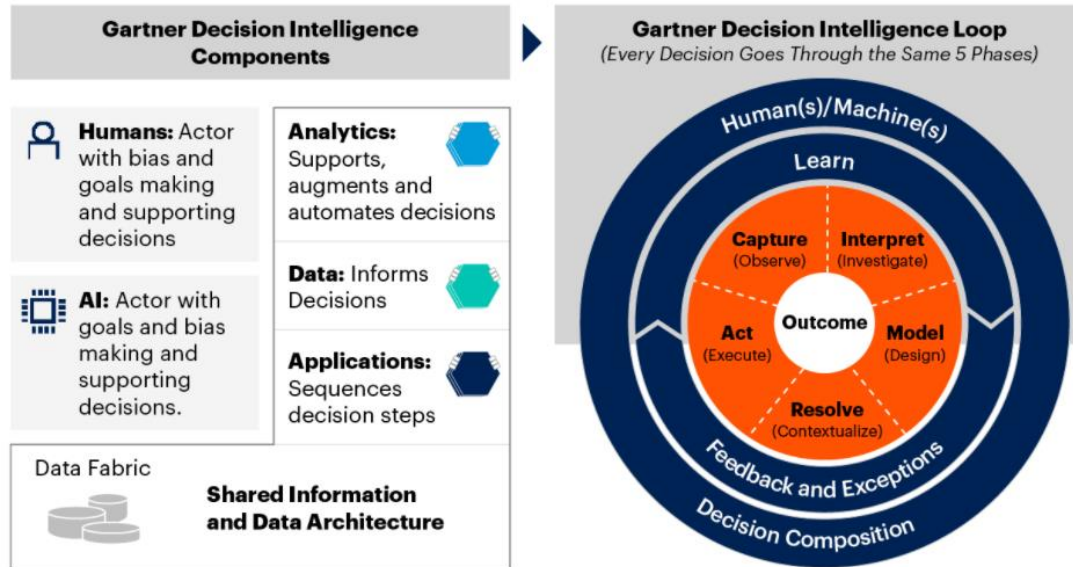
Other **9%**

Sources: [AIME](#), Danish Safety Technology Agency.  
[The State of Federal RPA](#), Digital.gov.

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# Decision Intelligence for More Proactive Services

## Decision Intelligence



Source: Gartner  
757482\_C

*Decision intelligence improves decision making by explicitly understanding how decisions are made and how their outcomes are evaluated and improved by feedback.*

## Prediction

By 2024, 60% of government AI and data analytics investments aim to directly impact real-time operational decisions and outcomes.

## Why Trending

Desire to shift focus of service delivery from reactive to proactive.

Can improve the quality, consistency and timeliness of services without increasing costs.

## Implications

AI, data & analytics are often separated from operations, which will have to change.

Frees up knowledge workers and reduces talent loss by reducing efforts on repetitive administrative tasks.



# Polling Question 2 of 2

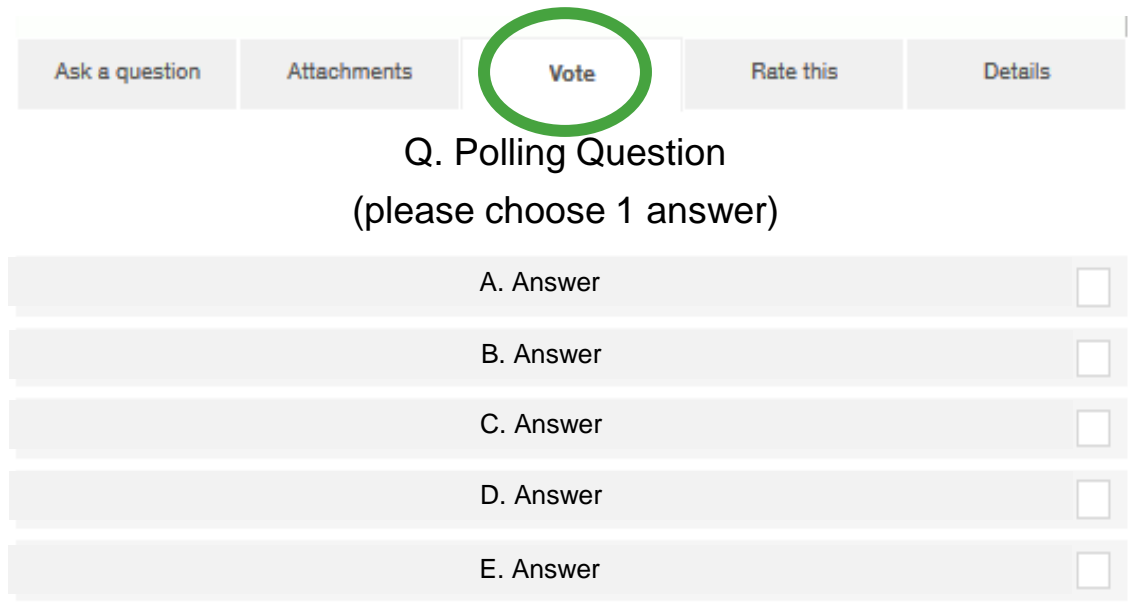
**What is your organization's current approach to data analytics?**

- A. We are advanced users of data analytics, including predictive and operationalized analytics**
- B. We use data analytics mostly tactical, related to efficiency and operational improvements**
- C. Benefits of data analytics are understood, but not currently a priority for our organization**
- D. The need for data analytics is not fully accepted throughout our organization**

## How to participate in our polling

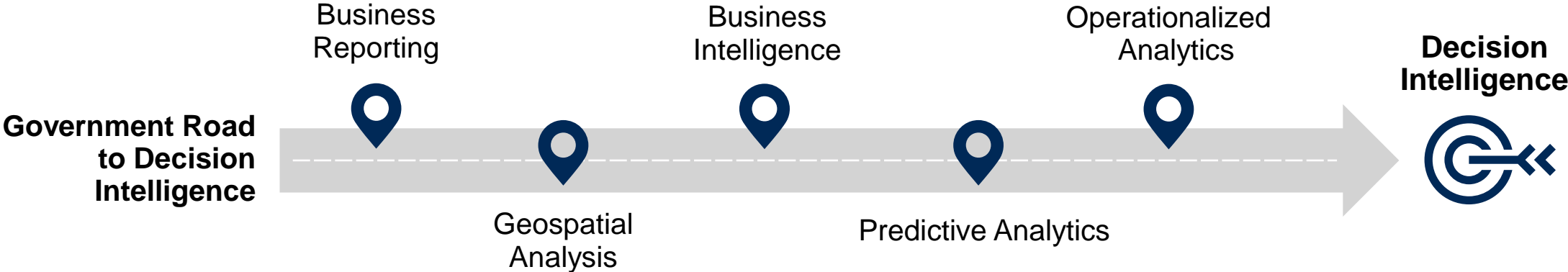
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Please click the box to make your selection.  
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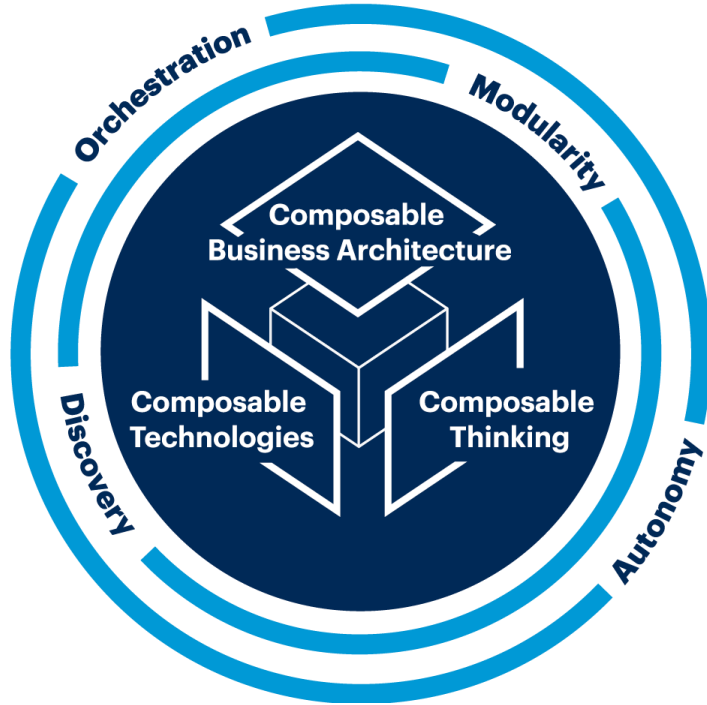
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# Government Road to Decision Intelligence



Ethical Use of Data & AI

# Composability to Overcome Government Silos



*Composability uses modularity and other modern design principles to overcome gaps between accelerating societal demands and rigid silo structures in government.*

## Predictions

By 2024, over 25% of **government RFPs** for mission-critical IT systems will require solutions architecture and variable licensing that support a composable design approach.

By 2025, eight of the top 10 **application vendors** will structure their application suite products as collections of composable business capabilities.

## Why Trending

Sustainable and agile government requires a more adaptive and flexible foundation.

Composability focuses on services and business needs, instead of siloes programs and applications.

## Implications

Promote composable thinking with peers and leadership to sketch out future service delivery.

Look for opportunities to decompose existing applications into API-enabled business capabilities.

# Towards Government Capabilities Exchanges?



## Germany, FIT-Store

- Reusable public sector business capabilities.
- From one entity to another.
- Examples:
  - Issuing a construction permit,
  - Issuing residence permit,
  - Grant social financial assistance.
- Blueprint service contracts to facilitate exchanges between entities.

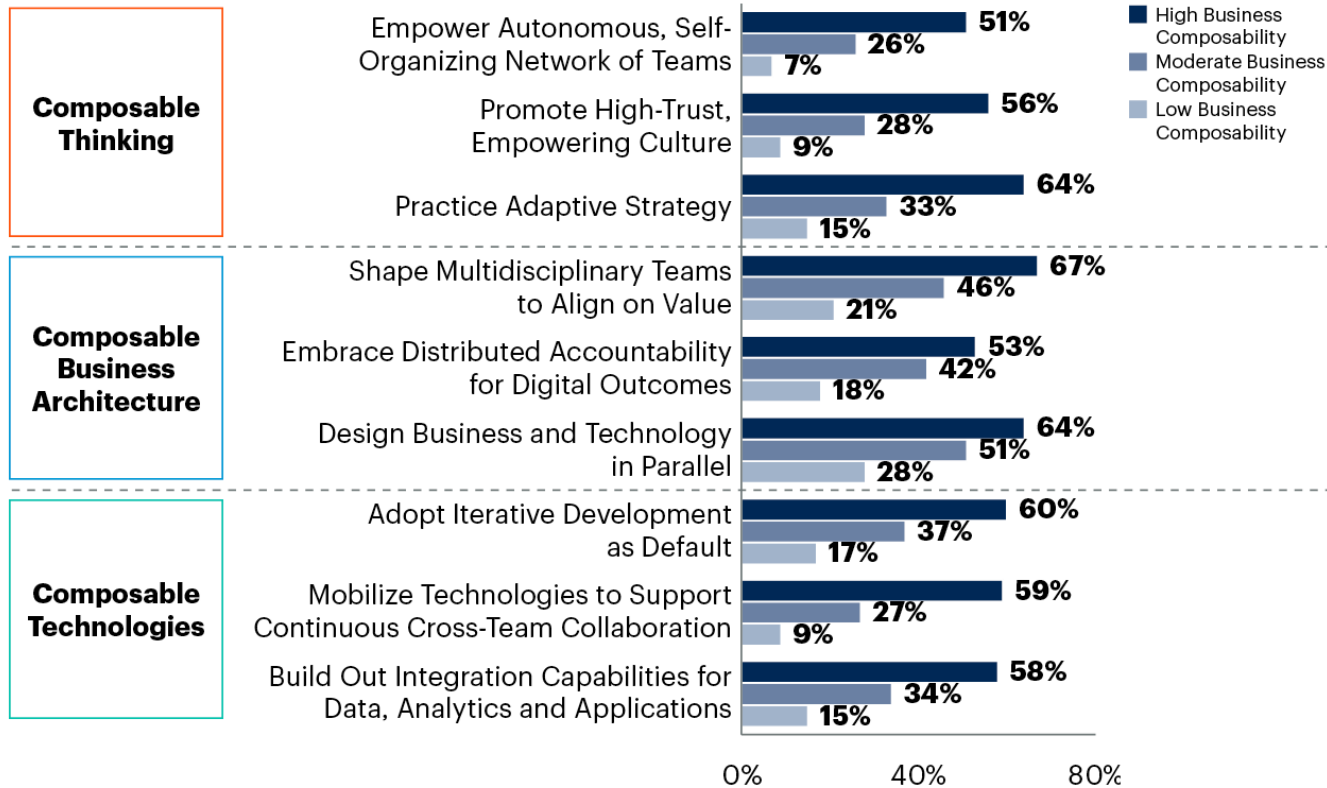
<https://www.fitko.de/fit-store>

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# Actions You Can Take to Drive Composability

## Composable Actions

Adoption (Percentage of Respondents)



**...and Drive Performance of Your Organization Against Public Policy Priorities.**

n = 147 (high business composability), 1,805 (moderate business composability), 287 (low business composability)

Q. Which of these practices does your enterprise follow completely and consistently?

Source: 2022 Gartner CIO and Technology Executive Survey

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# Gartner's 2022 Top Technology Trends in Government



**Adaptive Security**



**Anything as a Service**



**Hyperautomation**



**Digital Identity  
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**Use Combinations of these Trends to Guide Digital Investments  
in the Direction of Public Policy Objectives**

# Key Questions Today



**1. Why do the Trends Matter to Government?**

**2. What are the Top Business & Technology Trends in Government for 2022?**

**3. How can You Leverage Gartner's Top Trends for Your Citizens, Organization and Sector?**

# Aim: Show That Digital Investments Enable Public Policy Objectives



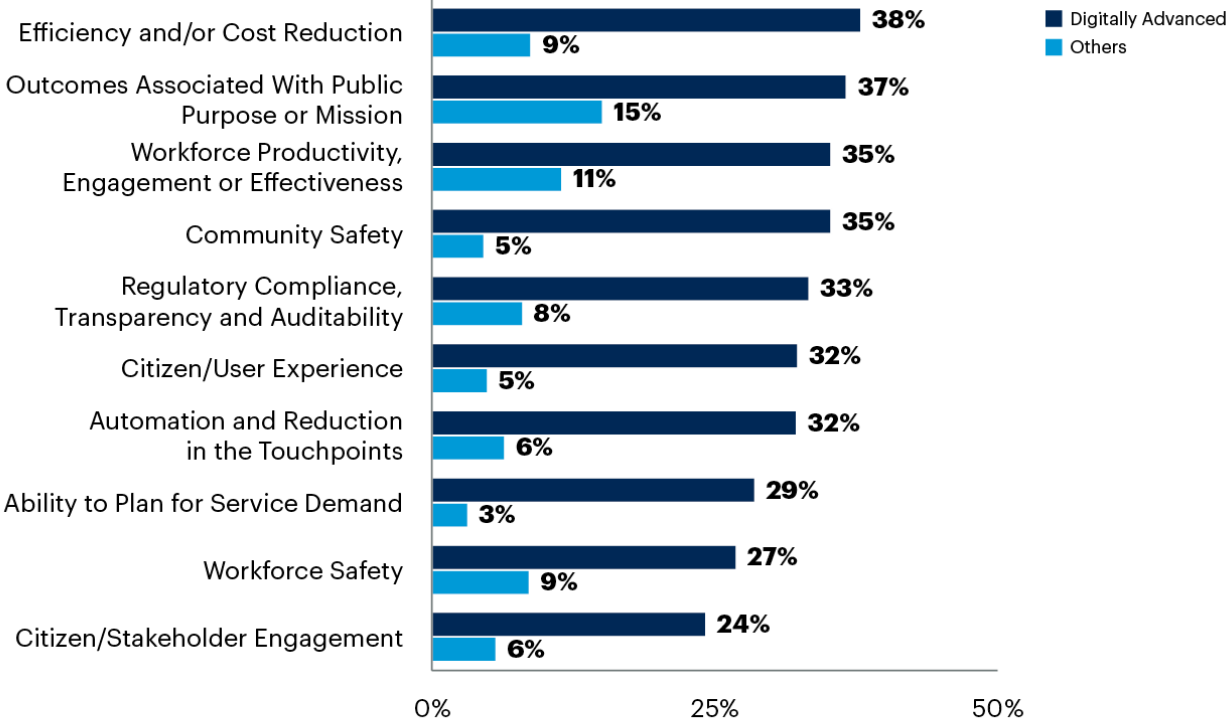


# Digitally Advanced Organizations Reap Greater Returns



## Comparison of Digital Solution Contributions' Extreme Impact Across 10 Areas

Percentage of Responses



n = 40 (Digitally Advanced), 126 (Others)

Q. What extent has your organization's investment in digital solutions contributed to each of the following areas?

Source: Gartner Digital Transformation Divergence Across Government Sectors Survey

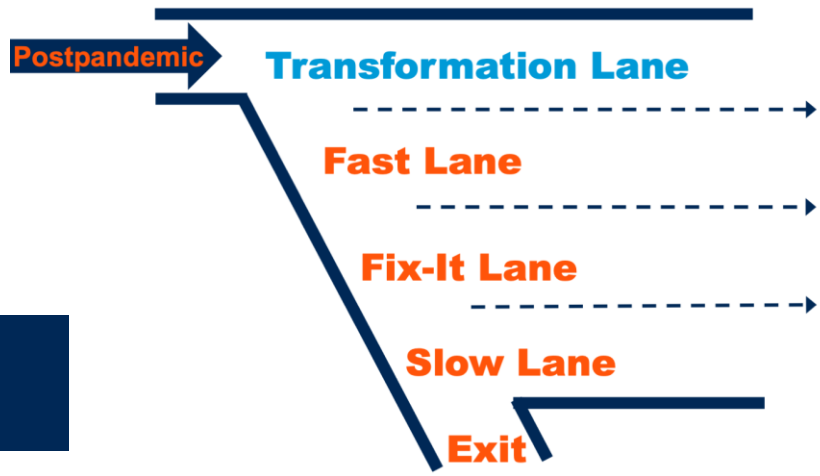
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# Identify and Prioritize Your Top Trends

## Identify

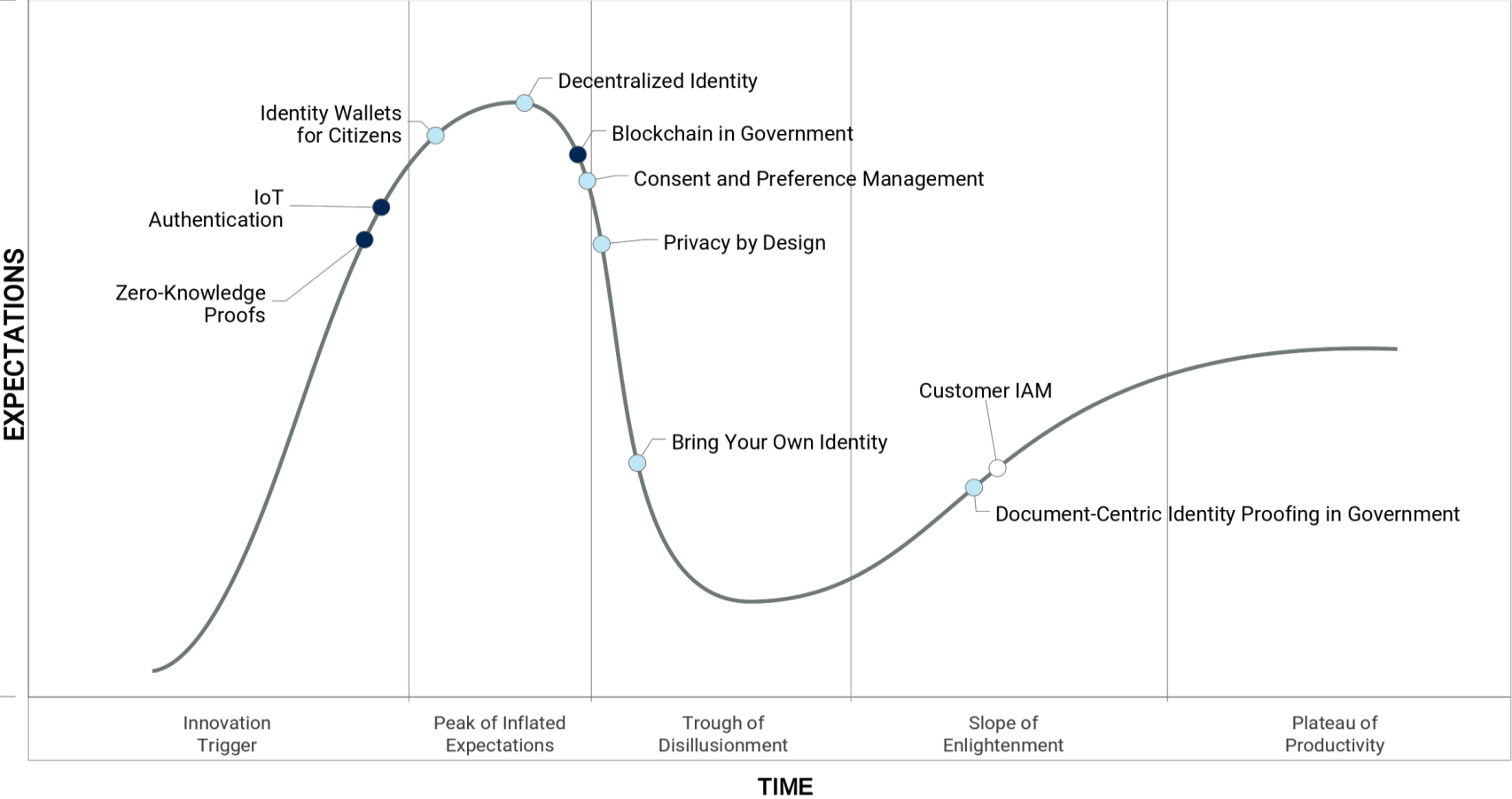


## Prioritize



**Identify and Prioritize Trends that Offer Most Value to Your Organization**

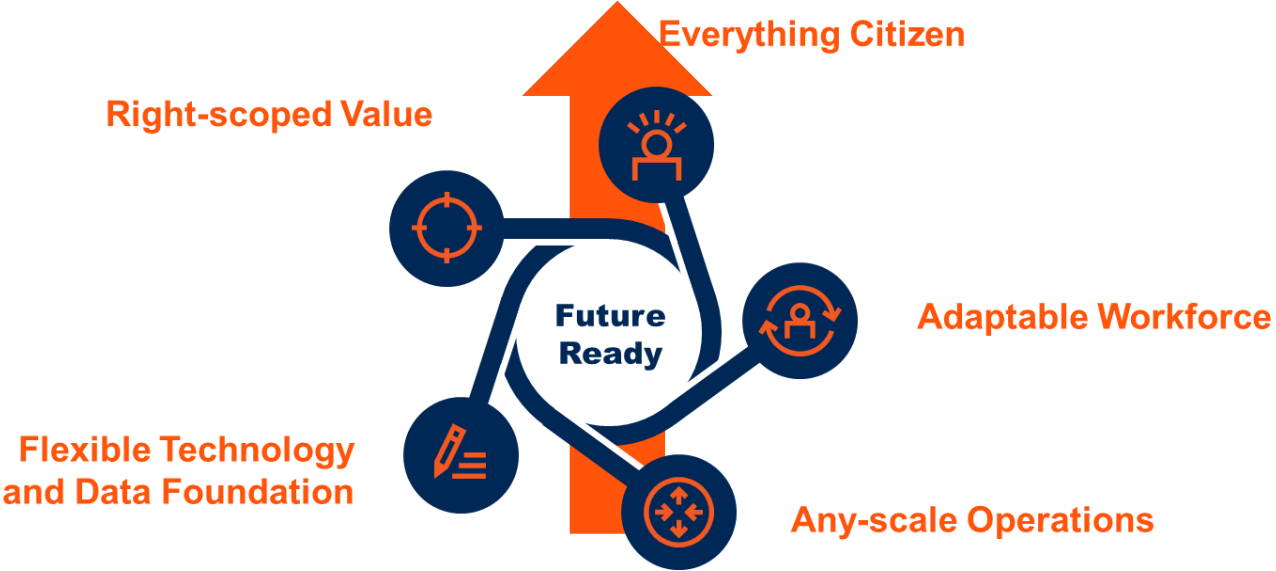
# Use Custom Hype Cycles for Investment Decisions



**Customize Hype Cycles for Your Priority Trends.**  
**Example: Digital Identity Ecosystems**



# Public Policy Objectives



# Technology Investments

# A Plan for Leveraging the Top Government Trends

## 30

### Identify

Identify impacts of every technology trend on

- Your organization's readiness for imminent challenges
- Serving more complex citizen expectations.
- Supporting economic recovery scenarios.

## 60

### Prioritize

- Collaboratively select the trends that present highest value – or risks.
- Show how they impact trust, agility, resilience of your organization.
- Map the maturity of technologies against your own strategy & roadmap.

## 90

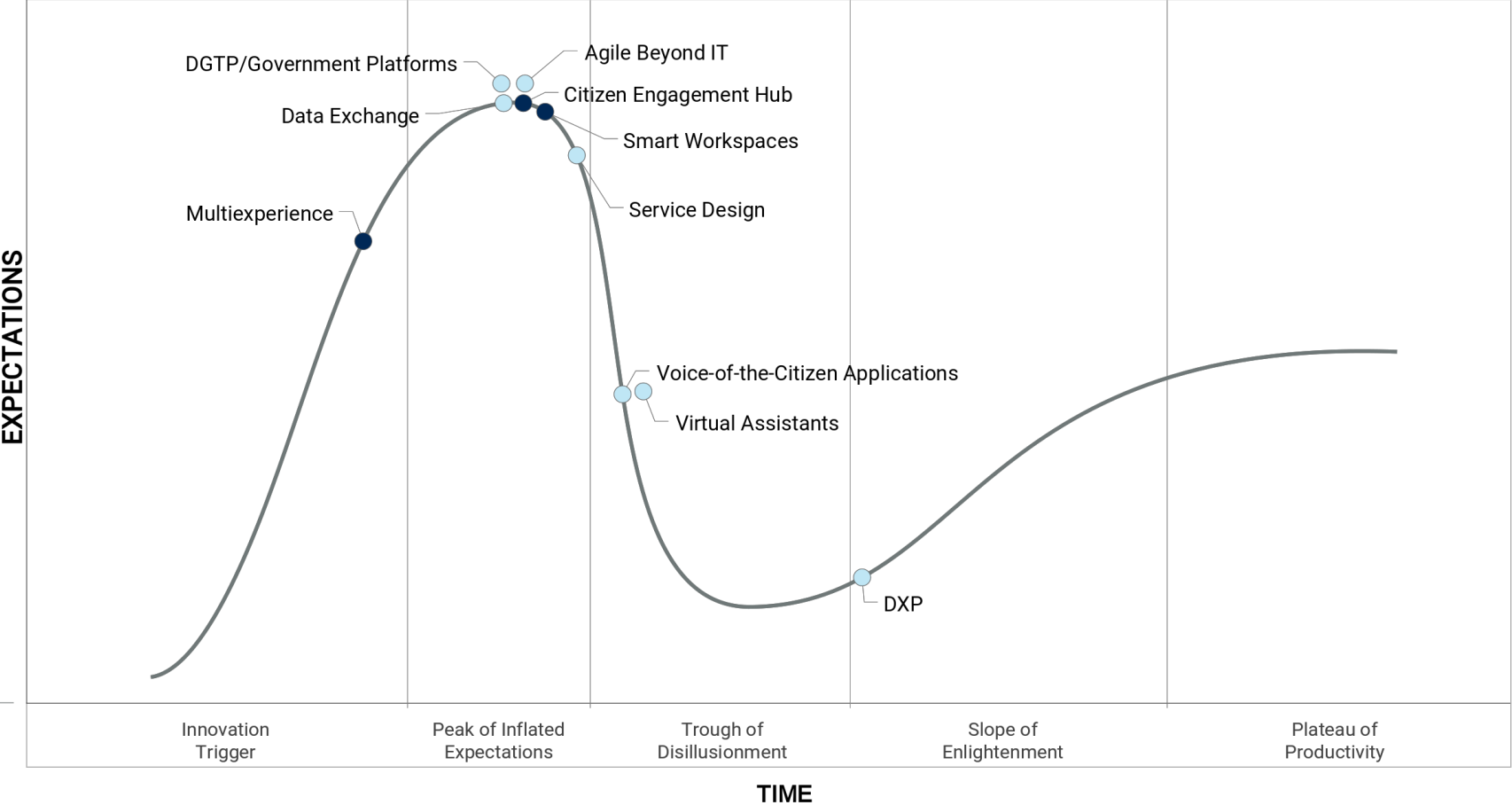
### Act

- Invest to use opportunities and anticipate risks of priority trends.
- Promote composable thinking and architecture to remain agile towards your constituent needs and leadership priorities.

# Gartner's Top Technology Trends in Government Help You **Accelerate and Guide** Transformation



# Use Custom Hype Cycles for Investment Decisions



**Customize Hype Cycles for Your Priority Trends.**  
**Example: Total Experience in Government**

# Ask your questions



The image shows a user interface for asking a question. At the top, there is a navigation bar with four buttons: 'Ask a question', 'Attachments', 'Rate this', and 'Details'. The 'Ask a question' button is highlighted with an orange border, and an orange arrow points to it from the left. Below the navigation bar, the text 'Ask a question' is displayed. Underneath is a large text input field with the placeholder text 'Type your question here...'. At the bottom right of the form, there is a 'Send Question' button, which is also highlighted with an orange border, and an orange arrow points to it from the left.



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Discover tools and techniques to enhance your IT and business strategies



Examine the opportunities and risks in adopting emerging and innovative technologies



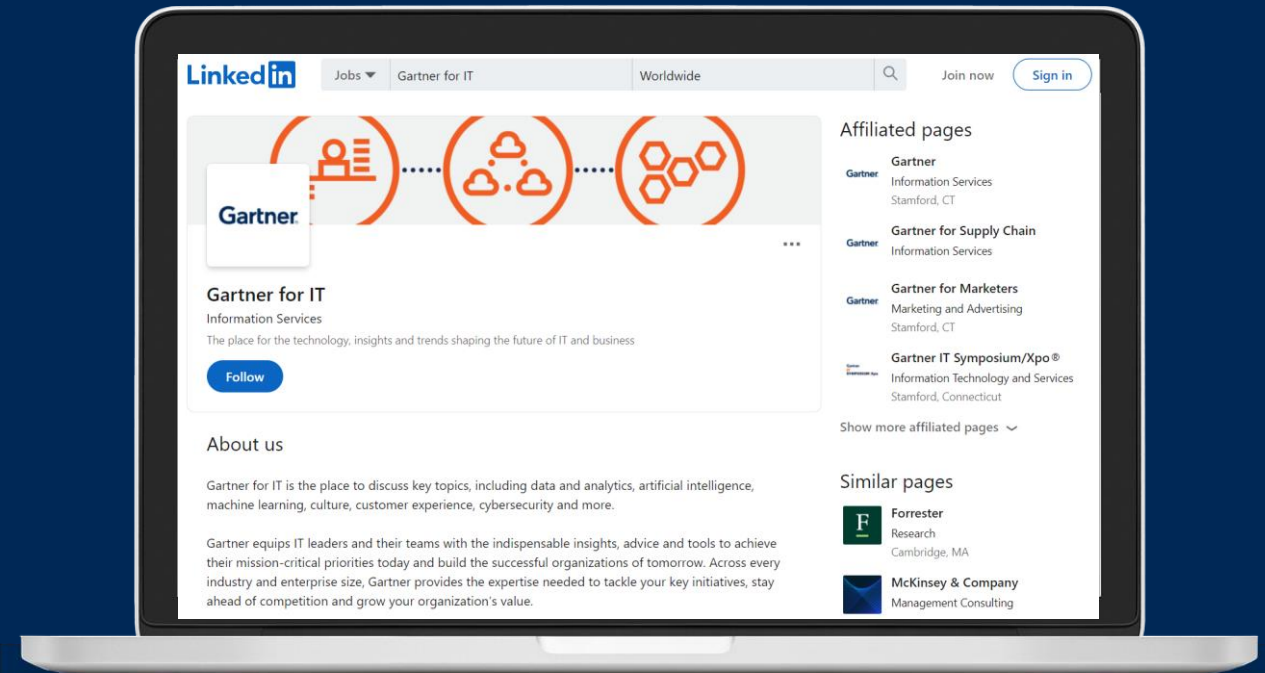
Challenge how you think about leadership and discover new approaches to lead

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Powerful insights and tools for those leading the transition to digital government

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Russell Morris  
CIO, TransGrid

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