

## Executive Summary

Ongoing change in business, technologies, aging population, environment and more, demands forward thinking from Maine’s government workforce leaders. A clear view of the state’s future workforce needs, and a readiness to innovate, will help ensure the Maine State Government plans and builds the organization it must have to attract, develop, and keep talent over the next decade.

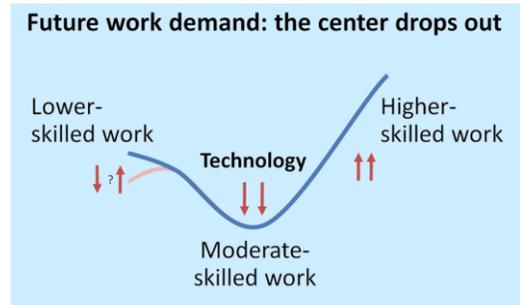
### What we can expect by 2025

The 2025 Maine State Government will expand its technological capabilities to serve a digitally-engaged and enabled citizenry. With some exceptions, citizens will anticipate mobile access to their state government, 24/7.

If the state’s workforce is to serve more needs with the same or fewer workers, it must leverage technology to achieve its goals. This means every member of the workforce must upgrade his or her technical skills, be customer focused, and work equally well online and in face-to-face interaction. This also implies a strong ongoing learning commitment to innovation and change.

### Workforce requirements

Automation, including artificial intelligence and robotics, will allow the state to leverage the skills of workers for greater productivity. Technology will reduce the need for moderately skilled work such as middle management, application processing, and bookkeeping, which can be automated, leaving workforce needs at the low end, such as repair, maintenance, and manual labor, and high-end, such as design, analysis and other knowledge work that must be staffed. The degree of automation replacing lower-end skills is uncertain, in part it will be a choice, and in part it depends upon technology readiness, e.g. in self-driving vehicles. With an older citizenry and workforce, most workers will need to be age competent to ensure productive workplaces and satisfied citizens.



### Scenarios for Maine State Government’s future

Four 2025 scenarios—stories depicting possible futures for the Maine State Government, explore key areas of change:

**Scenario 1. The Senior Civil Service** —in which Maine sets an international example for an active and productive older workforce

**Scenario 2. Virtual Maine**—Maine leaps forward into online government service, embraces technology to build more community, social focus

**Scenario 3. New Economy Maine** —A technically expert, younger government workforce backs a growing high-tech economy in the state.

And, as a cautionary tale:

**Scenario 4. A Workforce Left Behind**—With fewer employees, and less change, government workers struggle to serve the state’s many and growing needs.

Together, the scenarios show that, under most circumstances, several things are true:



Image: Simon Adams

## MAINE WORKFORCE 2025

- Maine has many possible futures that derive from forces shaping the state's economy, its population demographics, its culture, its government service needs, and its citizens' energy and innovation
- The state has options in shaping how these forces play out that will affect the future of people who work for the government and are served by it
- Almost all of the possibilities demand greater investment in work-related education and skills training for government workers as well as the state's citizens
- The government's work, and its services, will use emerging technologies extensively, and in innovative ways
- Like other states, Maine will have to operate in a wider and more interdependent world than it has historically

### *How to get there*

For success in the near and longer-term future, Maine needs to focus inside and outside its government to strengthen the state's ability to recruit, develop, and keep talent. And as it does so, it must recognize ever-changing demands for skills.

### **Five critical strategic directions can help ensure success:**

**1. Build for digital government** – Invest in technology and people in order to reap its benefits: improved efficiency, fewer people, and ongoing capability to do more work with fewer people. Workers will be able to do more given the changing technology but they will need continual updating, training and education to function well in the evolving technical landscape.

**2. Launch an age transition plan** – Reshape the workforce over time, in particular focusing on its age composition and a painless demographic transition. The risk is a brain drain as older talent retires, without the counterbalance of sufficient new skilled workers from younger cohorts. This entails recruitment, succession planning, and work on the state government culture, in particular. An age span of 18 to 75+ is the future - Aging workers by design, not default.

**3. Make Maine State Government jobs best in class** – Improve workplace conditions, compensation, benefits, flexibility, professional development and professional opportunities. The state's ability to draw and keep talent can rise dramatically with programmatic changes that are not only about compensation. This likely includes recalibrating the Maine's Civil Services Rules. The MCSR rules, designed in prior decades, worked best under historical conditions of stability and predictability. Millennials and younger generations want different work experiences, management styles, flexible scheduling and multiple career paths, and they often choose employment options that match these preferences.

**4. Nurture the skills pipeline** – Promote programs to raise skill and education levels across the state, and instill leadership, thus benefiting private employers as well as the state government

**5. Market Maine** – Find new ways to sell the state's job and career attractions to a national, and international marketplace of talent. Leverage the state's strong tradition of connections to the land, its heritage and cultural values. Dovetail this approach with the state's ongoing efforts to attract new business and industries to replace its fading traditional industries.

This report explores these outcomes in depth, and offers detailed suggestions for state government human resources, focused on strategy and development for an effective 2025 workforce.



Image: Simon Adams