Government jobs of the future
What will health and human services work look like in 2025 and beyond?
About the authors

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WILL ARNOLD is a managing director in Deloitte Consulting LLP’s Government & Public Services practice with more than 15 years of experience. Arnold is also Deloitte’s asset leader for GoCase, a suite of configurable applications focused on mobile case management, leveraging innovative technology such as VR to create immersive learning experiences. He is based in Pittsburgh.

MICHAEL WALSH is a manager in Deloitte Consulting LLP’s Government & Public Services practice and has more than eight years of experience working with state and local government clients driving large business transformations. Walsh also serves as the champion for Deloitte’s ChangeScout solution, the firm’s organizational change management platform. He is based in Chicago.

TIFFANY FISHMAN is a senior manager with the Deloitte Center for Government Insights. Her research and client work focuses on how emerging issues in technology, business, and society will impact organizations. She has written extensively on a wide range of public policy and management issues, from health and human services reform to the future of transportation and the transformation of higher education. Fishman is based in Arlington, Virginia.

AMRITA DATAR is a researcher with the Deloitte Center for Government Insights. Her research focuses on emerging trends at the intersection of technology, business, and society and their influence on the public sector. Her previous publications cover topics such as customer experience, digital transformation, innovation, and future trends in government. She is based in Toronto.

About the Deloitte Center for Government Insights

The Deloitte Center for Government Insights shares inspiring stories of government innovation, looking at what’s behind the adoption of new technologies and management practices. We produce cutting-edge research that guides public officials without burying them in jargon and minutiae, crystalizing essential insights in an easy-to-absorb format. Through research, forums, and immersive workshops, our goal is to provide public officials, policy professionals, and members of the media with fresh insights that advance an understanding of what is possible in government transformation.

Acknowledgments

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CONTACT CENTER WORKER OF THE FUTURE
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Summary

Empowered with real-time data and a suite of new tools, contact center workers are able to effectively triage cases and connect citizens with the help they need, faster than ever before. Chatbots and automated systems handle routine client queries and requests for information, allowing the contact center worker to focus on higher-level problem-solving.

When a call comes in, contact center workers can capture and look up information with just a few clicks instead of toggling through multiple systems, reducing wait times. They have access to a wide range of case information and contextual data to quickly orient themselves to the case and understand how to best help their client resolve their problem.

In the future, the contact center worker role has multiple dimensions to it. Although their core responsibility remains triaging and point-guarding, they also spend time working with caseworkers in the community. Most contact center workers have general policy and domain knowledge, but through training and development, some also build deep expertise and understanding of specific policy areas and issues within human services. They also play a role in helping improve the robotic process automation (RPA) and other technology that supports much of their work by providing regular user feedback and suggesting improvements to technical teams that develop and maintain these systems.

Responsibilities

• Serves as a "point guard" for incoming calls and requests, and determines the next course of action to resolve client issues
• Reviews chatbot responses and suggests the appropriate response in case of escalations
• Works with technology teams to periodically provide feedback and suggestions for improvement to systems
• Spends time helping clients in their communities and with community partners
• Keeps pace with the latest developments through ongoing training

Time spent on activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>2019 (past)</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phone-based problem-solving</td>
<td>50%</td>
<td>70%</td>
</tr>
<tr>
<td>Learning/training</td>
<td>20%</td>
<td>10%</td>
</tr>
<tr>
<td>RPA/process improvement</td>
<td>10%</td>
<td>0%</td>
</tr>
<tr>
<td>Logging tickets</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>Community-based work</td>
<td>20%</td>
<td>20%</td>
</tr>
</tbody>
</table>
KEISHA CARTER

CONTACT CENTER SPECIALIST
Department of Social Services | Richmond, VA

The contact center worker of the future plays a vital role in connecting citizens to the social services they need, often serving as the first point of contact.

CONTACT CENTER SPECIALIST
Virginia Department of Social Services
2022–present

Contact center analyst
Virginia Department of Social Services
2020–2022

Community outreach
The Happiness Project (nonprofit)
2019–2020

Volunteer
Code for America
2018–2019

College of William and Mary
Bachelor of arts in psychology
2015–2019

• edX
  RPA applications in social work
• MIT online
  Data analytics for the social sector

• Lynda.com
  Active listening

Top skills

HUMAN
Active listening
Program/domain knowledge
Problem-solving
Communication (empathy, influence, persuasion)
Partnering for impact

TECH
Analytics software
RPA feedback and training
Performance management metrics

Other certifications

Experience Education

• Active listening
  Program/domain knowledge
• Problem-solving
  Communication (empathy, influence, persuasion)
• Partnering for impact

Employee profile
TOOLBOX

THE TOOLBOX SUPPORTS THE WORKER AS A WHOLE—IN ACHIEVING EXTERNAL OUTCOMES SUCH AS PRODUCTIVITY AS WELL AS INTERNALLY FOCUSED ONES SUCH AS WELLNESS AND PERSONAL DEVELOPMENT.

Productivity

Integrated 360 dashboard
This dashboard pulls information from a host of tools and systems in the toolbox, allowing workers to use a single interface to process calls that come in. They can view case information, history of interactions with the agency, and other data that helps them assist their clients. They can make referrals to community partners and service providers and also escalate more complex queries to more senior caseworkers using the integrated system.

Self-service now
The self-serve app allows existing and new clients to learn about services, determine eligibility, request services and benefits, update their information, and contact the agency about their case. Instead of calling the contact center, they can resolve their questions and issues using the app, including chatting with Chatbot Andy. This helps clients self-serve and streamlines call traffic to the contact center.

Track It dashboard
This dashboard tracks various case metrics and outcomes to help contact center workers track their own progress and impact, as well as understand what’s working and what’s not. Metrics include timeliness, accuracy (was it done correctly?), reduction in benefit loss (i.e., reduced churn), how many clients “graduated” for the right reasons, risk reduction, etc. Insights are also used to inform wider operational improvements in the department.

Collaboration

Community pulse
This tool provides a curated newsfeed of news and developments that impact the communities and clients served by the department, helping workers stay up to date on and aware of these issues.

Community connect
This tool helps community partners connect with public and nonprofit organizations in the community. It is an active database that enables staff to generate referrals based on the needs of the individuals and families they are serving.

Learning

Go Case mobile learning
A mobile-friendly suite of learning content helps professionals to train for the various situations they may encounter on the job. These AI-based training modules simulate a range of realistic scenarios, providing tailored feedback and recommendations.

Policy lookup
This tool helps staff stay informed about policy and potential changes that impact their work. In addition to push notifications on policy change, the tool also has a chatbot-enabled search function for quick and easy information access.

Well-being

Wellness manager
This mobile app tracks caseloads, hours worked, travel and commuting time, vacation, training, exercise (self-reported), daily steps taken, and more. It helps users balance workloads and flags those at risk of overwork. It also uses gamification to nudge users to adopt healthy behaviors.
Keisha starts her day by accompanying a caseworker colleague to meet with one of her clients at a local community center. She is shadowing her to learn more about working with refugee clients.

After the meeting, Keisha also meets with staff at the community center to learn more about an information fair that the center is organizing with local community partners to help the local refugee population by connecting them with resources in the area.

When Keisha logs into the integrated 360 dashboard, she can see the chatbot log—a stream of requests that Chatbot Andy is fielding. She sees a notification for an escalation, and she reviews the request and approves the issue of a new electronic benefit transfer card.

Keisha gets a call from an existing client. The system identifies him via voice recognition and pulls up his case information and history. She is able to quickly understand his problem and initiates a referral to a community partner—which he will receive on his self-serve mobile app. A notification is also sent to the community partner so they know to expect him.

After a quick lunch break, Keisha is back at her desk taking calls. After helping a client with their Supplemental Nutrition Assistance Program benefits, she remembers hearing about some changes from a colleague. She uses policy lookup to read up on any policy changes so she's clear about any updates to the program and how they might affect clients.

Keisha goes through a weekly report of her activities and outcomes on the track it dashboard. The dashboard captures and analyzes a variety of qualitative information and quantitative metrics to help Keisha understand what's really working with clients and why.

Keisha's smartwatch buzzes—the wellness manager app reminds her to take a break and move since she's been sitting for nearly three hours. She gets up to grab a coffee before her conference call with the tech team. They are testing out a new feature on the dashboard and are collecting feedback and suggestions from Keisha and other users of the system.

On the bus ride home, Keisha resumes a learning module she's been working on via her Go Case mobile learning app. The microlearning modules help her learn in bite-sized units at her own pace and convenience.