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Insights

Government jobs
of the future

What will health and human services
work look like in 2025 and beyond?

About the authors

LYNNETTE STERN is a specialist executive with Deloitte Consulting LLP with more than 30 years of professional experience in unemployment insurance (UI) dating back to her days as a state employee in Montana beginning in 1983. Over the course of her 30+ year career, she has helped 12 states through a variety of UI IT modernization projects. Her expertise in UI law, regulation, and operations is unparalleled. Stern leads a multidisciplinary Deloitte team with decades of experience designing, building, and delivering IT solutions that assist UI agencies in responding to operational demands.

JUDI CICATIELLO is a manager in Deloitte Consulting LLP's Labor & Workforce practice with 25 years of experience driving strategic and operational transformation in public sector organizations through large-scale IT system and programmatic modernization initiatives. Through expansions and recessions, Cicatiello developed a deep knowledge of federal and state laws, rules and policies, and the skill set to actively support state workforce agency leaders.

TIFFANY DOVEY 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. Her work has appeared in a number of publications, including *Public CIO*, *Governing*, and *EducationWeek*.

AMRITA DATAR is a senior consultant at the Deloitte Center for Government Insights where she develops research publications and thought leadership focused on emerging trends at the intersection of technology, business, and society, and how they could influence 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.

> For more than 30 years, Deloitte's Labor and Workforce Development practice has served unemployment, workforce, disability, paid family leave, and workers compensation programs throughout the United States. Contact the authors for more information or read more about our Public Sector Labor and Workforce Development Services practice on Deloitte.com.

Contacts

Kenneth J. Smith
Human Services Transformation leader
Principal, Deloitte Consulting LLP
+1 404 202 1026
kensmith@deloitte.com

Scott Malm
Labor Workforce Development leader
Principal, Deloitte Consulting LLP
+1 651 246 5075
smalm@deloitte.com

David Parent
Principal, Human Capital
Deloitte Consulting LLP
+1 313 396 3004
dparent@deloitte.com

Libby Bacon
Principal, Organizational Transformation
Deloitte Consulting LLP
+1 717 695 5317
elbacon@deloitte.com

Will Arnold
Managing director, Government & Public Services
Deloitte Consulting LLP
+1 412 338 7960
wiarnold@deloitte.com

William D. Eggers
Executive director
The Deloitte Center for Government Insights
+1 571 882 6585
weggers@deloitte.com

ADJUDICATOR
OF THE
FUTURE

ADJUDICATOR OF THE FUTURE

Summary

Adjudicators of the future review and assess claims for government unemployment insurance (UI) and assistance. In addition, they work with claimants to guide them through the process of seeking employment. They also guide clients to reemployment resources—job openings, and training and reskilling opportunities, among others—and to organizations or to career coaches that can help claimants get back to work.

Unlike the past, adjudicators of the future have access to a suite of cutting-edge tools—from metrics dashboards to voice assistants—that help them work smarter and more effectively serve their clients, tailoring their approach based on whether the claimant is a first-time or repeat filer given the seasonal nature of their employment. Adjudicators spend less time on routine administrative tasks such as data entry and devote more time to coaching and advising clients, using advanced interviewing techniques to elicit information needed to make a determination about the claim, as well as to connect with the claimant on a human level to assess motivation and how best to support them.
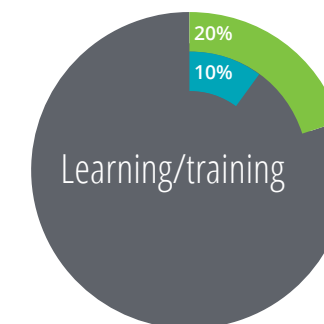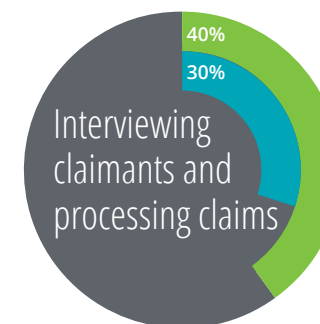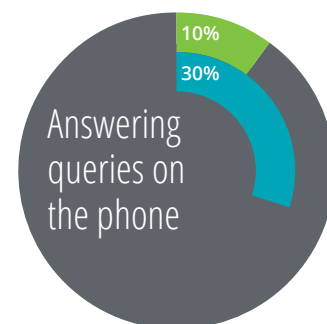
They also engage in learning and training on the job, continually improving their ability to serve clients.
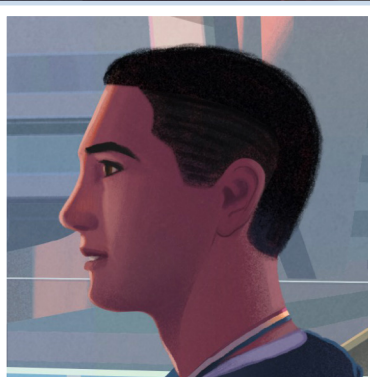
Responsibilities

- Review, investigate, and process UI and assistance claims

- Provide assistance and answer claimant and employer questions over the phone or by video chat

- Connect individuals to resources in their community, both governmental and nongovernmental, to help address their employment and training needs

- Coach and guide claimants through the process of finding employment and becoming self-sufficient

Time spent on activities

■ 2020 (past)   ■ 2025

Answering queries on the phone	Coaching clients	Interviewing claimants and processing claims	Learning/training	Administrative tasks
10% / 30%	20% / 0%	40% / 30%	20% / 10%	10% / 30%

ELLIOTT SHARP

ADJUDICATOR/CASE COACH

Employment Development Department | *Sacramento, California*

Top skills

HUMAN

Customer service and interpersonal skills

Active listening

Communication (empathy, influence, persuasion)

Problem-solving

Evaluation and decision-making

TECH

Case management

Analytics software

Experience

Adjudicator/case coach
Employment Development Department
2019–present

Customer adviser
Franklin Financial Services
2017–2019

Intern
Franklin Financial Services
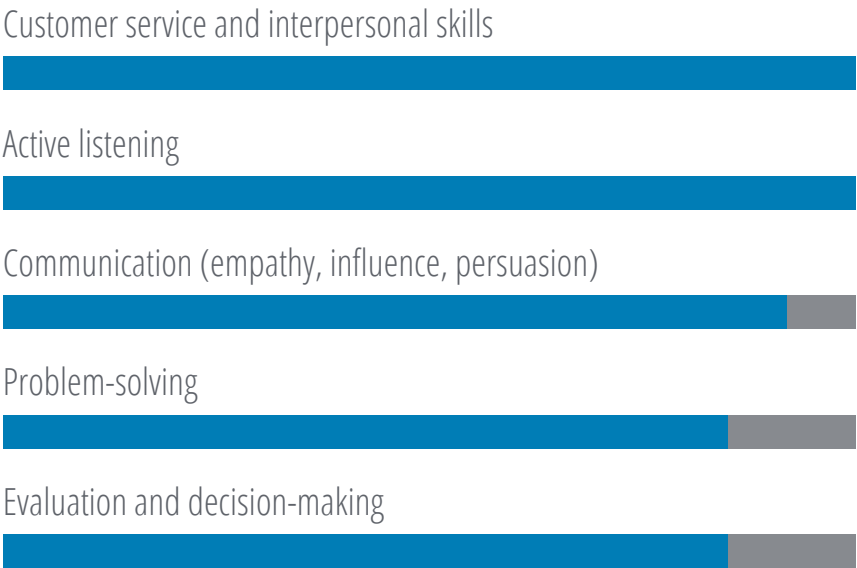*2015–2016*

Education

California State University, Sacramento
BS, Finance
2013–2016

Other certifications

- **EdX**
  Critical thinking and problem-solving

- **Cal State Online**
  Counseling skills for human services

- **Coursera**
  Behavioral nudges in the social sector

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 case dashboard

The integrated case dashboard provides adjudicators with a holistic view of the individuals they serve. The dashboard provides all case/claimant information and history as well as information on what other programs/agencies they might be working with.

Impact dashboard

This dashboard tracks the impact the department/program is having in the community it serves (e.g., number of clients who gained employment), providing a tangible, real-time window for employees and organizations into the impact of their work, and autogenerating reports for stakeholders.

Smart voice assistant

A voice-based smart assistant helps coaches stay productive throughout the day. They can use the assistant to schedule appointments and reminders, find answers to case-related questions, or type up case notes using a voice command.

Community pulse

This tool provides a curated newsfeed and heat map of news and developments that impact the communities and clients served by social services organizations, helping workers stay up to date on what's happening in the community that may impact the demand for services.

Virtual coach

This tool uses relevant bits of information from telephone conversations between adjudicators and their clients to provide adjudicators with relevant information in real time. This helps them have more meaningful conversations with claimants and coach them more effectively.

Well-being

Wellness manager

This mobile app tracks caseloads, hours worked, hours spent on travel, vacation, training, and exercise (self-reported), daily steps taken etc. It helps users balance workloads and flags those who are running thin, protecting them from burnout.

Training

Skills U

A personalized digital learning platform offers on-demand, self-paced training, including access to MOOCs, microlearning, microdegrees, agency training, in-person workshops, and seminars.

Customer service

Self-service now

This rich self-service portal is designed to help claimants self-serve and report their work status/certification weekly. The portal features a job board that notifies claimants of jobs available in their area for which they are qualified, as well as relevant training courses and local job fairs. It includes a chatbot and a virtual guide to help clients if they get stuck at any point in the experience. There are also video tutorials to show them how to navigate the portal.

A DAY IN THE LIFE

08:30 AM — Elliott makes himself a cup of coffee and logs into his laptop. He reviews the latest system-generated case in his inbox that's been flagged for needing additional information. He reviews the case history in his **integrated case dashboard** and responds to a few emails before leaving for work.

09:15 AM — After dropping his daughter off at preschool, Elliott arrives at his office. He logs into his system and picks up the case he had started at home. He texts the claimant to see if she's available for a quick video call to ask some clarifying questions. After he's connected with the claimant, he then follows up with the separating employer to ask questions regarding an employment policy. Elliott proceeds to work the cases he's fed by the system, reviewing the fact-finding received from the claimants and employers and rendering determinations.

11:00 AM — Elliott's next case has been flagged by the system as needing more personalized service and assistance with job search. His **smart voice assistant** schedules a video call with the claimant for a coaching session, during which Elliott talks to the claimant about her current situation and some resources she could use to improve her job search. The AI-based **virtual coach tool** makes suggestions on Elliott's screen based on the contents of their conversation.

12:15 PM — Elliott meets a colleague for lunch at a nearby café.

01:15 PM — Elliott completes a training session that he had signed up for on **Skills U**. The system gives him various simulated phone calls from claimants and clients, and records his responses in each instance. He is given detailed feedback and tips on ways to improve his interactions with clients and the advice he provides.

02:30 PM — After his training wraps up, Elliott is back at his workspace reviewing cases. He gets a notification from the **impact dashboard**: his weekly impact snapshot is ready to view. It shows him metrics on his cases, how many clients he's helped, how many have become self-sufficient, among other KPIs. Happy to see that he's making a difference in people's lives, he feels motivated and encouraged.

03:00 PM — Elliott joins the weekly team meeting with staff and supervisors. They review a recent report from the **community pulse tool** that mentions impending layoffs at a big retailer in the area and discuss ways to plan ahead for the increase in claims that could follow.

05:00 PM — After the meeting, Elliott finishes up on the last of his cases for the day. With the click of a button, the system autogenerates and sends out some personalized follow-up emails to claimants and employers of cases he's processed. It also shares a list of job openings in the claimants' area and encourages them to apply, and notifies employers that claimants have been referred for job openings at their businesses. He then logs off for the day.

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Deloitte Insights contributors
Editorial: Aditi Rao, Abrar Khan, Aparna Prusty, and Nairita Gangopadhyay
Creative: Kevin Weier and Adamya Manshiva
Promotion: Alexandra Kawecki
Cover artwork: Sam Chivers

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