



# Government jobs of the future

What will government work look like  
in 2025 and beyond?

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Today's business challenges present a new wave of HR, talent, and organization priorities. Deloitte's Human Capital services leverage research, analytics, and industry insights to help design and execute critical programs from business-driven HR to innovative talent, leadership, and change programs.

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## Acknowledgments

The authors would like to thank **Melanie Holmes, Kaitlyn Costabile, Jessica Coelho, Alexis Bailey, Paulina Menichiello, Jordan Schnei-dman, and Jason Carbaugh** for their contributions to this piece.

**ELIGIBILITY  
COACH**



# ELIGIBILITY COACH

## Summary

Thanks to a suite of cognitive technologies that automate the eligibility and enrollment process, eligibility coaches no longer spend their days studying the minutia of eligibility rules and policy changes to make eligibility determinations. Instead, determinations are now automated, and coaches can simply review and validate them. This frees coaches up to focus on what drew them to social work in the first place: improving the well-being of individuals and families who need help.

Eligibility coaches use analytics to help them prioritize how they spend their time. They focus on actions that are likely to produce the desired outcomes among the programs and services they can provide, working directly with clients to understand and address the root causes of their problems. Most of the coach's time is spent helping clients create goals and map concrete steps to achieve those goals, directing them to governmental and nongovernmental community-based resources for additional support, and tracking their progress over time. They rely on empathy, the latest behavioral science research and tools, social science research, and analytics, tailoring their approaches to achieve maximum impact. They also use a continuous feedback loop to evaluate their success and recalibrate their approach on a case-by-case basis.

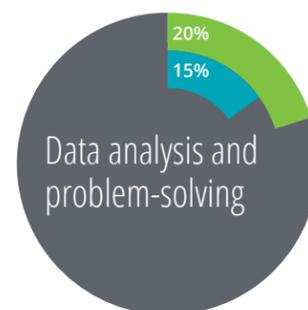
Coaches collaborate with colleagues inside and outside the department to troubleshoot their most challenging cases. Their professional development time is spent developing and maintaining relationships with other professionals in the field and staying current on the latest developments in behavioral science, the social determinants of health, and effective coaching techniques to build and retain trust with clients.

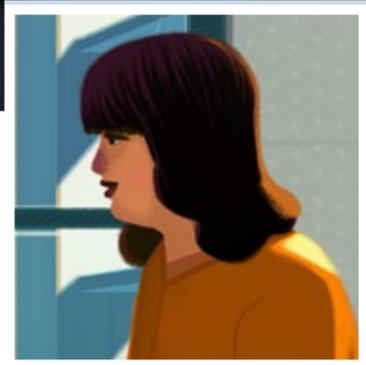
## Responsibilities

- Helping individuals and families create goals, develop steps to achieve those goals, and track their progress
- Connecting clients to governmental and nongovernmental resources in their community to help address specific needs
- Using analytics to determine which interventions will be most effective for each client
- Reviewing automated eligibility determinations for social services government assistance programs
- Helping clients remain engaged and compliant with program requirements

## Time spent on activities

■ 2019 (past) ■ 2025





# LISA DUARTE

## ELIGIBILITY COACH

Wisconsin Department of Children and Families | Milwaukee, Wisconsin

Eligibility coaches aim to understand and address the root cause(s) of what brings clients into the social safety net and provide the right supports to improve the trajectory of clients' lives.

## Experience

### Eligibility coach

Wisconsin Department of Children and Families  
2020-present

### Kinship navigator

Casey family programs  
2018-2020

### Match support specialist

Big Brothers Big Sisters of America  
2015-2018

### Volunteer

Big Brothers Big Sisters of America  
2013-2015

## Education

### University of Pennsylvania

MSW/Bachelor of arts  
2013-2018

## Other certifications

- **edX**  
Behavioral economics in action certificate
- **edX**  
Heath and society
- **Udemy**  
Life coaching certificate
- **Lynda.com**  
Active listening

## Top skills

### HUMAN

Coaching

Active listening

Problem solving

Communication (empathy, influence, persuasion)

Partnering for impact

### TECH

Case management

Analytics software

Behavioral science

# 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

### Worker 360° case dashboard

This omnichannel dashboard and case management system uses cognitive computing to automatically prioritize tasks. By tracking case records, communications, and personal schedules, for example, it can flag when a follow-up is due and provide contextual recommendations. It uses a graphical intuitive representation of complex data for data-driven insights. It also makes recommendations by analyzing the outcomes of similar cases.

### Self-service now

This rich self-service portal helps reduce reliance on coaches; clients can use it to handle routine requests and inquiries. It includes a chatbot feature, a virtual guide, and video tutorials to help clients navigate the website. It is secure and includes biometric identification via facial recognition and enhanced ID proofing capabilities. This tool also helps clients stay on track through timely nudges like text notifications.

### Smart voice assistant

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

### Track it dashboard

This tool tracks various case metrics and outcomes to help coaches answer questions such as “What did I actually accomplish?,” “What didn’t work?,” and “What interventions have been most successful?” Metrics include timeliness, accuracy, reduction in benefit loss (reduced churn), number of clients who graduated for the right reasons, and risk reduction. Insights gleaned from the dashboard are also used to inform wider operational improvements across the department.

### Smart OCR

This tool significantly streamlines the processing of paper applications for the worker by reading and auto-populating data from paper applications.

## Decision-making

### Opioids 360

This tool uses predictive analytics and rich data sets to predict the probability of drug use/addiction on an individual level. This information empowers coaches to intervene at the right time and potentially protect those most at risk.

### iVerify

This intelligent processing automation (IPA)-powered tool automates the process of verifying an individual’s eligibility for benefits, replacing a time-consuming task with the stroke of a hotkey. Coaches review and validate the automated determinations.

## Behavioral science

### Nudge lab

Eligibility coaches use this automated tool for written communications. It provides guidance on language choice and cadence for reminders that are most likely to result in positive behaviors and compliance among clients. Analytics track which nudges were most effective.

## Collaboration

### Ask me anything

This tool crowdsources and aggregates tacit knowledge and work tips from employees across the organization and makes the information available via a chatbot-powered searchable database.

### HHS connect

This tool connects human services professionals working with the same client. It allows coaches to share information securely and develop unified client strategies.

## Training

### Skills U

A personalized digital learning platform that offers self-paced learning on-demand. The platform includes access to MOOCs, microlearning, micro degrees, agency training, in-person workshops, and seminars.

### Go case VR and learning

A virtual reality environment that provides a safe medium for professionals to train for the difficult situations they may encounter on the job. AI-based training programs simulate a range of realistic scenarios helping eligibility coaches build their soft skills.

## Well-being

### E-counselor

Like a virtual counselor, this chatbot-enabled tool uses AI to help eligibility coaches cope with secondary trauma experienced on the job. It also connects them with resources and in-person counseling, if needed.

### 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.

# A DAY IN THE LIFE

09:00 AM

Lisa logs into the **Worker 360° case dashboard** to see a single, 360-degree view of her caseload. She also gets a view of prioritized cases with prompts based on data. She scans the tab “Top 10 cases in need of attention” and identifies Anne K’s loss of benefits, Mike Y’s inability to return verification, and Jesus Z’s need for job search support as her top action items.

10:00 AM

With the help of her **smart voice assistant**, Lisa schedules appointments later in the week for clients who need in-person coaching time (based on the dashboard’s recommendations). She then reviews the automated eligibility determinations.

10:45 AM

Lisa grabs a cup of coffee in the cafeteria and reviews Mike’s case history on her tablet. She digs into the dashboard data and makes notes to understand why Mike didn’t return his verification. She decides to consult the **Ask me anything** tool to see if any of her colleagues have encountered similar situations and suggested interventions.

11:15 AM

Lisa meets with Mike for a coaching session to understand what prevented him from returning the verification. She uses some techniques she practiced in a coaching simulation in **Go case VR and learning** yesterday to get him to open up.

12:00 PM

Lisa meets with her manager, Tom, for a troubleshooting session. They discuss the loss of benefits to her client, Anne, and make updates to her case on the **Worker 360° case dashboard**, which provides a comprehensive view of Anne’s household and historical timeline of all the programs/services she’s received. Tom helps Lisa identify other community-based partners that can help.

01:00 PM

After lunch, Lisa attends a troubleshooting session with colleagues to discuss challenging cases and brainstorm new approaches. Some colleagues also share how they have been using the **e-counselor** tool to cope with stress on tough cases.

02:00 PM

Lisa makes client referrals to some of their community-based partners. She uses her **smart voice assistant** to capture notes and follow-up actions.

03:00 PM

Lisa does a review of her personal productivity, reflecting on which interventions worked/didn’t work and why. She performs this exercise every week and shares relevant insights with her manager and team. The **Track it dashboard** captures and analyzes a variety of qualitative information and quantitative metrics including timeliness, accuracy, reduction in benefit loss, how many of her clients “graduated” from assistance for the right reasons, and risk reduction. This helps her understand what’s really working with her clients and why.

04:00 PM

Lisa attends a meet-up for social impact organizations in the community and then heads across town to her son’s Little League game.

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