



# Government jobs of the future

What will government work look like  
in 2025 and beyond?

## About the authors

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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.

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 **Jessica McClure, Melissa Cona, Katie Kuhn, Betsy Darrell,** and **Greg Beckwith** of Deloitte Consulting LLP for their contributions to this piece.

# ELIGIBILITY TEAM MANAGER



# ELIGIBILITY TEAM MANAGER

## Summary

Eligibility managers help their teams function like well-oiled machines. They play a role in case segmentation, staffing, onboarding, and troubleshooting difficult cases.

They are the primary liaisons with partner organizations, often serving as the face of their programs in the community. They learn the capabilities of community-based organizations—nonprofits, churches, social enterprises, and community centers—mapping the suite of services provided and building relationships with these organizations. They facilitate an ongoing dialogue with organization partners, discussing the trends in their agency's caseload, the efficacy of various interventions, and unmet needs.

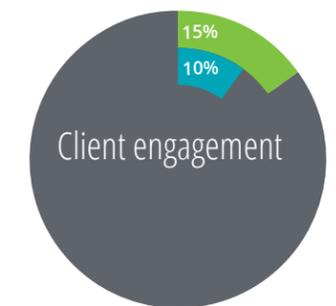
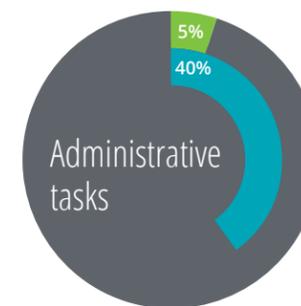
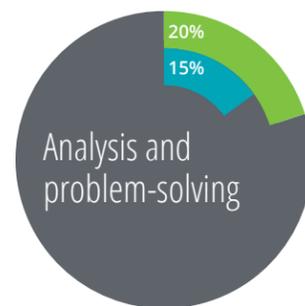
With dashboards, artificial intelligence (AI) and sophisticated analytics capabilities at their disposal, team managers use data to identify best practices and cross-pollinate successful ideas and interventions within the organization. They make sure their teams can allocate their time effectively to maximize time spent on their core mission: social work.

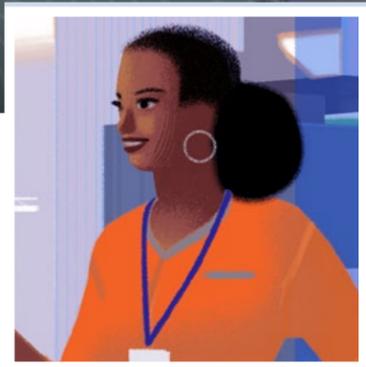
## Responsibilities

- Managing a team of eligibility coaches and support staff
- Participating in onboarding and training new team members
- Connecting clients to governmental and nongovernmental resources in their community to help address specific needs
- Using analytics to assess team performance and the effectiveness of interventions across the team's caseload
- Motivating and coaching staff
- Engaging with clients alongside their caseworkers on cases requiring additional expertise and troubleshooting

## Time spent on activities

■ 2019 (past) ■ 2025





# TAMMY MCGRAW

## ELIGIBILITY TEAM MANAGER

Wisconsin Department of Children and Families | Milwaukee, Wisconsin

Team managers oversee eligibility coaches and other staff members.

### Experience

#### Eligibility team manager

Wisconsin Department of Children and Families  
2020-present

#### Eligibility coach

Wisconsin Department of Children and Families  
2015-2020

#### Program specialist

Casey Family programs  
2013-2015

#### Volunteer

Teach for America  
2012-2013

### Education

#### University of Michigan

MSW  
2013-2014

### Other certifications

- **edX**  
People management
- **MIT Online**  
Data analytics for the social sector
- **Udemy**  
The art of giving feedback
- **Lynda.com**  
Active listening

### Top skills

#### HUMAN

Coaching



People management



Leadership



Communication (empathy, influence, persuasion)



Partnering for impact



#### TECH

Case management



Analytics software



Performance management metrics



# 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. It uses a graphical intuitive representation of complex data for data-driven insights. It also makes recommendations by analyzing the outcomes of similar cases. The manager view displays case progress, provides input and suggestions when needed, and prioritizes issues escalated by the team for review (e.g., suspected fraud).



### Smart voice assistant

This voice-based smart assistant helps the workforce stay productive throughout the day. Workers 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 the employee 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.



### Community pulse

This tool provides a curated newsfeed of news and developments that impact the communities and clients a department serves. This helps managers identify changes that could impact demand—for example, a plant laying off workers—which improves planning and service delivery.

## 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 teams to intervene at the right time and potentially protect those most at risk.



### Staffing 360

This AI-enabled tool and dashboard provides managers a 360-degree view into their teams—showing current staffing, past cases, skills, specializations, and other data—and allows them to make and manage case assignments.



### Resource engine

This tool allows residents to access community-based resources to support their social and health needs. It integrates individual program and household details and circumstances from case management systems, and then uses that information to suggest applicable community resources. It also generates referrals for community partners and can record and track outcomes.



### RegXplorer

This tool helps managers and staff members 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 access to information.



### HHS connect

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

## Policy awareness

## Collaboration



### Community connect

This tool helps managers connect with partner organizations in the community. It is an active database that allows managers to mobilize and coordinate with new and existing partners.

## 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 & learning

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

## 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.



### E-counselor

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

# A DAY IN THE LIFE

09:00 AM

Working from home, Tammy tunes into a webcast on **Skills U** on “the science behind superstar teams,” where a panel of public and private sector managers share their experiences building high-performing teams. She makes note of a few techniques she’d like to try with her own team.

10:00 AM

Tammy reviews staffing and case assignments on the **Staffing 360** tool on her laptop. The system has already matched some new cases to coaches based on factors such as availability, experience, and successful outcomes with similar individuals and families. Tammy reviews the suggested matches and makes a few adjustments. She knows, for example, that one of her more experienced coaches is caring for a sick parent, so she modifies that coach’s assignments to allow for more flexibility.

10:45 AM

At the office, Tammy has an onboarding meeting with a new eligibility coach who has joined the team. Since it’s his first week, she introduces him to some colleagues who can show him the ropes, helps him identify appropriate training modules, and also recommends simulation training he can complete on **Go case VR and learning** to prepare for his first case.

11:30 AM

Tammy meets with Lisa, one of the eligibility coaches on her team, for a troubleshooting session. They discuss loss of benefits of her client, Anne. Tammy uses **Community connect** to help her identify other community-based partners that can assist Anne.

01:00 PM

After lunch, Tammy meets with a client with Dave, the client’s assigned eligibility coach on her team, to troubleshoot a particularly difficult situation that has recently emerged.

02:30 PM

Tammy does a review of her team’s weekly reports from the **Track it dashboard**. The dashboard shows team productivity in terms of outcomes, helping Tammy identify which interventions worked, which didn’t work, and why.

03:00 PM

It’s time for the weekly Pulse meeting that Tammy leads. Staff members get together to review metrics and data from their week’s case activities and glean insights that might influence decision-making. They also discuss some developments in the news that the **Community pulse** tool flagged as impacting demand. Tammy will also communicate any changing needs flagged in the meeting to community partners.

04:45 PM

Tammy uses her **smart voice assistant** to dictate a few notes and to schedule some follow-up meetings. She then heads out to the local senior center to meet up with her elderly mom for their weekly mahjong game.

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