



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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**CHILD AID
COORDINATOR**



CHILD AID COORDINATOR

Summary

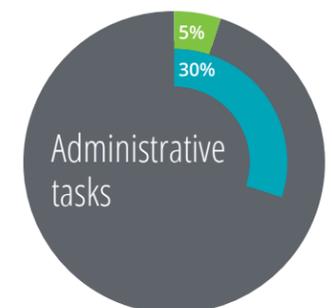
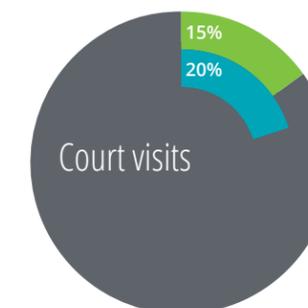
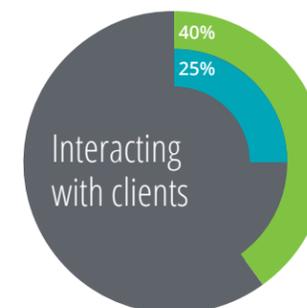
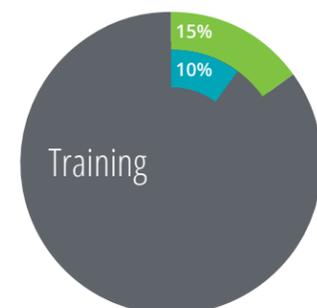
Child aid coordinators have been freed of most repetitive tasks, such as verifying eligibility and populating application forms. An arsenal of cognitive technologies tackles most of the paperwork automatically—enabling CACs to have more in-person interactions with clients. CACs use predictive analytics and machine learning to make faster, more effective decisions based on data and evidence. Instead of assigning cases arbitrarily, case management systems assign cases based on the CAC's experience and area of specialization. In the field, CACs use supporting technology for background on cases and contextual information and to compare notes with caseworkers from other agencies who also serve their clients. Clients, in turn, feel well-served by agencies that seem to remember and know them. CACs integrate training and development seamlessly into the daily routine. Short microlearning modules and virtual reality labs help them quickly prepare for client situations or train for advancement. With the support of virtual assistants, CACs embody the truly mobile workforce—productive no matter where they are. They also avoid burnout: Wellness management tools help optimize workloads and encourage work/life balance.

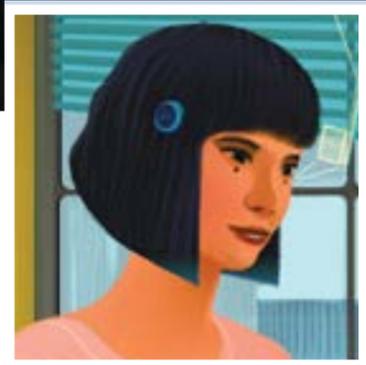
Responsibilities

- Investigates cases of abuse, neglect, and other harm against children
- Activates and coordinates required services and interventions to protect children and help their families
- Places children in foster care or adoptive homes
- Provides counseling and support services to children and their families
- Provides testimony at client court hearings

Time spent on activities

■ 2018 (past) ■ 2025





CARLY CHANG

CHILD AID COORDINATOR

Indiana CPS | Indianapolis, IN

Future child aid coordinators (CACs) are connected and always prepared to deliver on their mission—protecting vulnerable children. They use predictive analytics and machine learning to prevent abuse, neglect, and ill treatment.

Experience

Child aid coordinator

Indiana Department of Child Protective Services
2020–present

Analytics lead

Family Circle Foundation
2018–2020

Child welfare specialist

Indiana Department of Child Protective Services
2015–2017

Youth counselor

Clover Glen Community Center
2012–2014

Education

University of Indiana

Graduate certificate in analytics (online)
2017–2018

National Association of Social Workers (NASW)

Children, youth, and family social worker certification
2013–2014

University of Indiana

Bachelor's degree in social work
2008–2012

Other certifications

- **EdX**
Microdegree in child psychology
- **California Social Work Education Center (CaSWEC)**
Caring for vulnerable children
- **Carnegie Mellon University (online)**
Analytics for social impact

Top skills

HUMAN

Interviewing

Active listening

Customer service

Critical thinking and problem-solving

Communication (empathy, influence, persuasion)

Ethnographic research

TECH

Data analytics and modeling

General tech fluency

Case management software

Analytics software

AR and VR tools

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



I-verify

This RPA-powered tool automates the process of verifying an individual's eligibility for benefits. A once lengthy task now requires one stroke of a hotkey.



Child welfare connect

This tool connects all of the human services professionals working with the same client. It allows child aid coordinators to share information securely and develop unified strategies for clients.



Juno, the smart assistant

Voice-based smart assistant Juno helps child aid coordinators stay productive on the go. A voice command enables CACs to schedule an appointment, find the answer to a case-related question, or type up case notes.



Case monitor

This 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 visit is due. It also analyzes the outcomes of similar cases to make recommendations.



Real-time language translator

Wireless earplugs sync with a mobile app to enable real-time language translation.



Fraud Fighter app

This tool uses machine learning to flag benefits applications for possible fraud, using feedback from the fraud team's analysis to improve accuracy over time.

Decision-making



Predictive analytics dashboard

Machine learning could predict which cases carry the highest risk, focusing on factors such as the presence of a child under the age of three, intergenerational abuse, young parents, mental health problems, and a history of substance abuse. Once high-risk cases are flagged, child aid coordinators review them in detail, and decide how best to improve outcomes. Predictive models help field staff target investigations on the most high-risk cases.



Awareness 360

This tool aggregates all known information about a case from different agencies as well as contextual information on field visit locations—traffic and weather conditions, directions, overall safety of the neighborhood, nearest 24-hour convenience store, hospital, police station, and more. The information can be seamlessly accessed on command through Juno.

Learning



Skills U

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



VR Lab

A virtual reality environment that provides a safe medium for professionals to train for the difficult situations they may encounter on the job. Artificial intelligence-based training programs simulate a range of realistic scenarios that workers face.

Well-being



SOS app

This mobile app allows child aid coordinators to discreetly call for help via a concealed panic button. Police are automatically alerted and sent the location of the worker in distress.



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.

Effectiveness



Bias detection index

The predictive analytics dashboard will use this tool to expose if a result was powered by deep learning or if the algorithm is transparent. A transparent algorithm can show how the machine reached its conclusion. A "transparency index" helps CACs see if the machine's assessments include biases that should be actively offset with human intuition.



Carebot Cody

This friendly humanoid robot helps child aid coordinators conduct interviews with children who have been through a traumatic or stressful experience. The robots engage with children to help build rapport and make them feel less scared.

A DAY IN THE LIFE

08:00 AM

"Hey Juno. What does my day look like today?" Carly's digital smart assistant, **Juno**, reads out Carly's appointments and tasks for the day, along with any reminders she might have set. Since she has a court hearing later this morning, she decides to work from home until then.

09:00 AM

Over breakfast, Carly prepares for the hearing. She reviews her notes and testimony on her tablet and completes a microlearning module on testifying in court, which she finds on **Skills U**, her agency's online learning portal.

12:00 PM

After her court hearing wraps up, Juno lets Carly know she has a few hours before her next home visit. Checking with Juno for the day's priority tasks, Carly decides to head to the office to work on open cases.

12:30 PM

Back at her desk, Carly receives handwritten paper applications from the mail. She takes a picture of the paper application using the camera on her tablet and Optical Character Recognition (OCR) software automatically digitizes the application and sends it to Carly's online folder for review. As she prepares a reunification plan for one of her clients, she consults the case monitor tool for recommendations on what has worked well for similar cases in the past.

01:30 PM

Carly decides to prepare for her visit with a quick simulation. **Case monitor** suggests an appropriate module on home safety inspections. In the **VR lab**, Carly conducts a mock inspection and home visit using VR glasses that simulate surroundings she might encounter in her client's home. She receives feedback and prompts in real time to enhance her learning, and a report is automatically generated and filed.

02:30 PM

As she drives to the location, she asks Juno to read out the situation brief generated by the **Awareness 360** tool. It aggregates all known information about the case as well as contextual information on the location she's about to visit.

03:00 PM

Carly arrives at the home inspection and meets with the family. She takes notes on her tablet and captures pictures and 360-degree video to document safety issues. A built-in AR feature overlays prompts for potential hazards onto the images seen through the camera. During the inspection, she notices that the fridge is mostly filled with sugary beverages, processed foods, and no fruits or veggies.

03:30 PM

With the assistance of **Carebot Cody**, she interviews the little boy (who appears malnourished) and is able to learn about his eating habits.

04:00 PM

While driving back to the office, she records observations that Juno instantly transcribes. Not only does this save time, it also leads to more accurate and detailed notes. She also asks Juno to schedule a follow-up visit with the family and initiates a request for nutrition counseling.

04:45 PM

At the office, she heads to a conference room for their team's monthly status meeting. She is one of the few people attending in person; most of her colleagues are out in the field today and join using videoconference. Carly leads a review of analytics and the team's overall performance metrics. With her analytics experience, Carly has been an invaluable resource for the department's analytics program.

05:30 PM

The meeting wraps up. Carly is about to head home. A pop-up from her **wellness manager** app reminds her she's worked 24 hours so far this week but has spent 0 hours on exercise. Her gym is nearby. She takes the hint.

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