



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](https://www.deloitte.com).

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**CAREER
COACH OF
THE FUTURE**



CAREER COACH OF THE FUTURE

Summary

Career coaches of the future help unemployed/job-seeking clients find suitable employment and work toward self-sufficiency. They provide intensive career coaching and develop detailed, tailored reemployment plans for their clients based on data and outcome metrics for similarly situated job seekers.

A suite of tools helps career coaches of the future work smarter and make more data-driven decisions—including determining which mid-touch clients they are best equipped to assist. Dashboards aggregate and visualize data from government and private job sites so that coaches can see what employment, training, and apprenticeship opportunities are available in a certain radius for a given skill set and work with their clients to identify appropriate options that align with the latter's skill set and interests. Performance dashboards and analytics show how clients are doing in their journeys to employment, the various pathways taken, and their outcomes in terms of job retention and earnings.

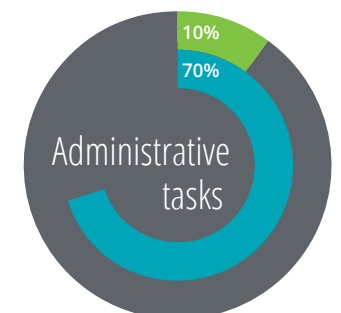
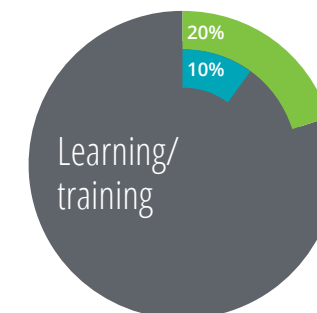
Career coaches also work with local and regional nonprofits, workforce investment boards, training institutes, and apprenticeship programs to design and identify appropriate opportunities as well as understand what skill sets employers are looking for.

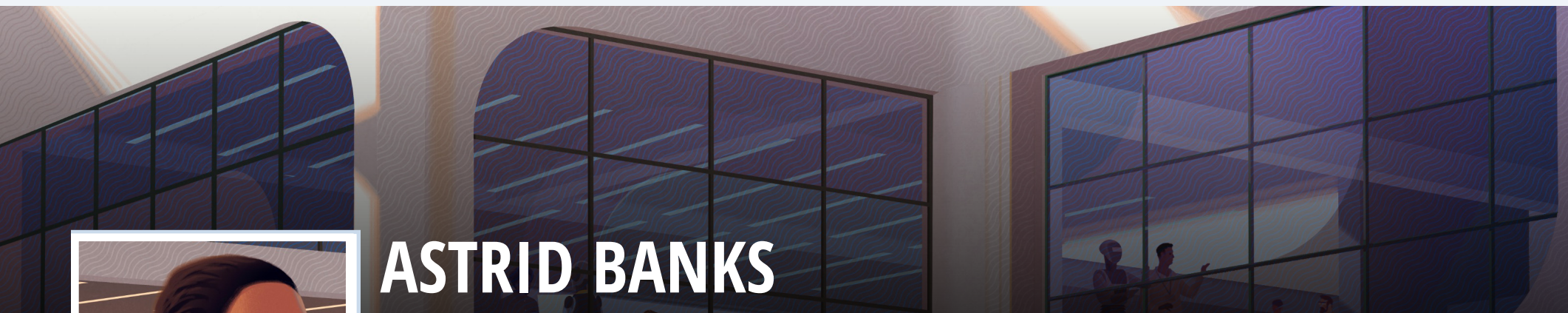
Responsibilities

- Work with clients to help them identify and secure appropriate employment
- Coach clients on workforce readiness—updating their resume, helping them prepare for interviews, etc.
- Work with local employers, nonprofits, and training institutes to understand skill set needs and avenues for clients to develop them

Time spent on activities

■ 2020 (past) ■ 2025





ASTRID BANKS

SENIOR CAREER COACH

Employment Development Department | *Sacramento, California*

Experience

Senior career coach

Employment Development Department
2021-present

Career coach

Employment Development Department
2018-2021

Employer relations manager

Santa Barbara City College Career Center
2013-2018

Talent specialist

Atlassian
2010-2013

Education

California State University, Sacramento

BA, Psychology
2007-2010

Other certifications

- **EdX**
The art of workplace relationship-building
- **Stanford Online**
Behavioral nudges in the social sector
- **Cal State Online**
Counseling skills for human services

Top skills

HUMAN

Coaching skills



Relationship-building



Communication (empathy, influence, persuasion)



Customer service



Data-driven troubleshooting



TECH

Case management



Data analysis and interpretation



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 career coaches with a holistic view of the individuals they serve. The dashboard provides all case 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.



Pathways

This tool uses the power of data and analytics to provide coaches with insights on what “pathways” or approaches might work best for a specific client based on their career goals, experience level, and skill set.



Smart 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 coaches and their clients to provide coaches with relevant information in real time. This helps them have more meaningful conversations with claimants and coach them more effectively.



Jobs dashboard

The jobs dashboard visualizes job openings and training opportunities based on a client’s skill set and other factors to help determine which job is the best fit (e.g., proximity to mass transit, available child care, etc.)

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 for coaches, including access to MOOCs, microlearning, microdegrees, agency training, in-person workshops, and seminars.

Customer service



Self-service now

This rich portal is designed to help claimants self-serve by directing them to job search and readiness resources such as tutorials and templates, online training, as well as information on career fairs and job postings. 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

Astrid checks her inbox to get up to speed on her cases and begins to develop her coaching plans for the day. She's about to take a bite out of her bagel when her screen beeps. It's a notification from **smart assistant** reminding her about her 9:30 a.m. coaching session at the career center.

09:30 AM

Astrid meets with a client at the local career center for a coaching session. They review a number of jobs that appear to be a good fit for his skill set using the **jobs dashboard**. In its map view, it visualizes job openings, training opportunities, local transit options, and client-specific data points such as location of his home, child's school, and daycare that could be factors in determining the best fit.

10:15 AM

Astrid grabs a quick coffee and heads to the office where she meets virtually with a number of clients for video coaching sessions, including a practice interview for an elderly client who has a job interview in a few days.

12:00 PM

Astrid uses the **pathways tool** to work on some options for a client. The tool uses data and analytics to identify pathways to success and help coaches figure out what kind of training/coaching could help an individual succeed and meet their career goals.

01:30 PM

After lunch, Astrid connects with one of her colleagues for help on one of her more complicated cases and to share information about a new skills development program that one of her clients enrolled in.

02:30 PM

Astrid has a virtual meeting with a group of hiring managers from local technology companies. They discuss the types of skills that are in demand at their organizations and what types of candidates they are looking for to fill open positions.

03:30 PM


After her virtual meeting, Astrid and one of her colleagues drive to a local community college. They meet with the program director about developing a customized upskilling program that could help clients build specific programming skills needed by local technology firms.

05:00 PM

Astrid heads home for the day. On the drive home, she listens to a podcast on **Skills U** where experts share tips on job application processes and interview preparation—something Astrid hopes to share with her clients.

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