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A REPORT BY THE DELOITTE CENTER
FOR GOVERNMENT INSIGHTS

Government jobs of the future

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

About the authors

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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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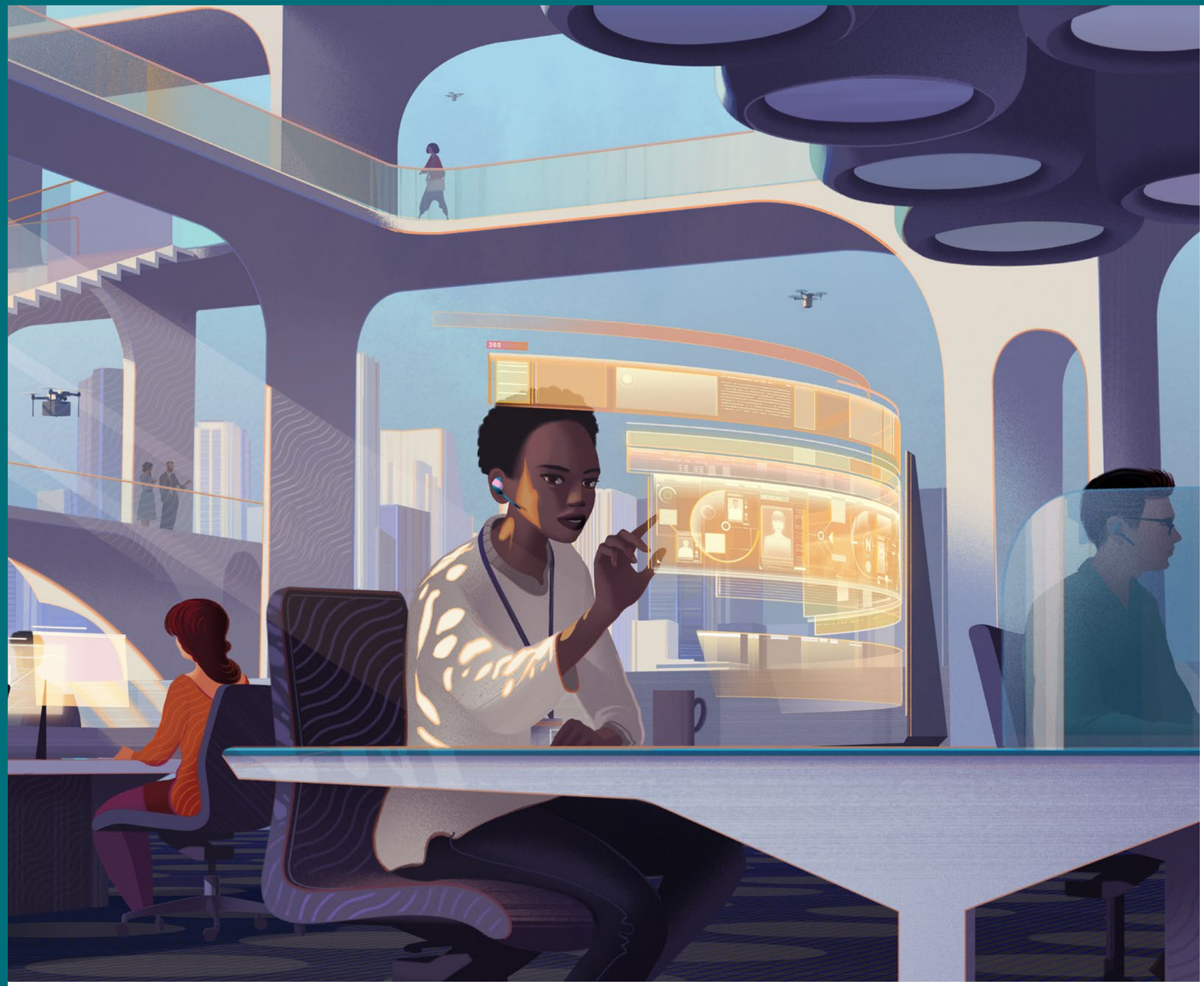
CONTACT CENTER WORKER OF THE FUTURE



CONTACT CENTER WORKER OF THE FUTURE

Summary

Empowered with real-time data and a suite of new tools, contact center workers are able to effectively triage cases and connect citizens with the help they need, faster than ever before. Chatbots and automated systems handle routine client queries and requests for information, allowing the contact center worker to focus on higher-level problem-solving.

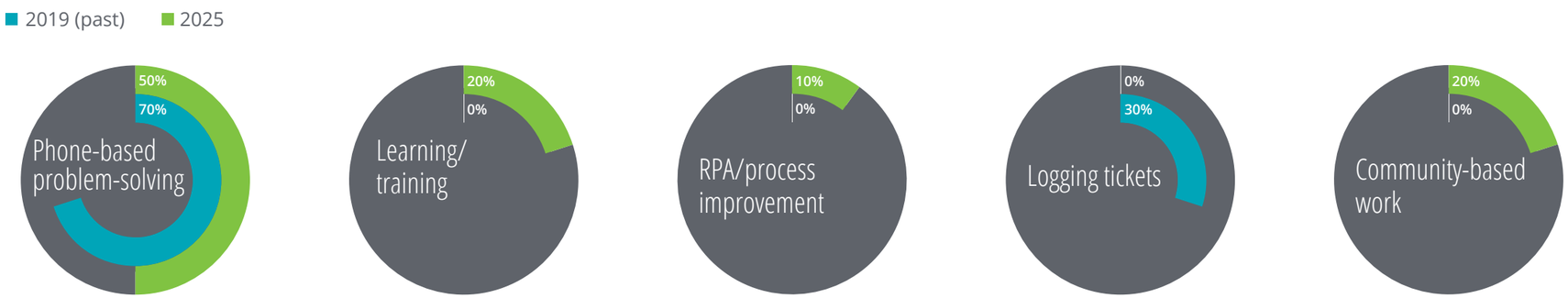
When a call comes in, contact center workers can capture and look up information with just a few clicks instead of toggling through multiple systems, reducing wait times. They have access to a wide range of case information and contextual data to quickly orient themselves to the case and understand how to best help their client resolve their problem.

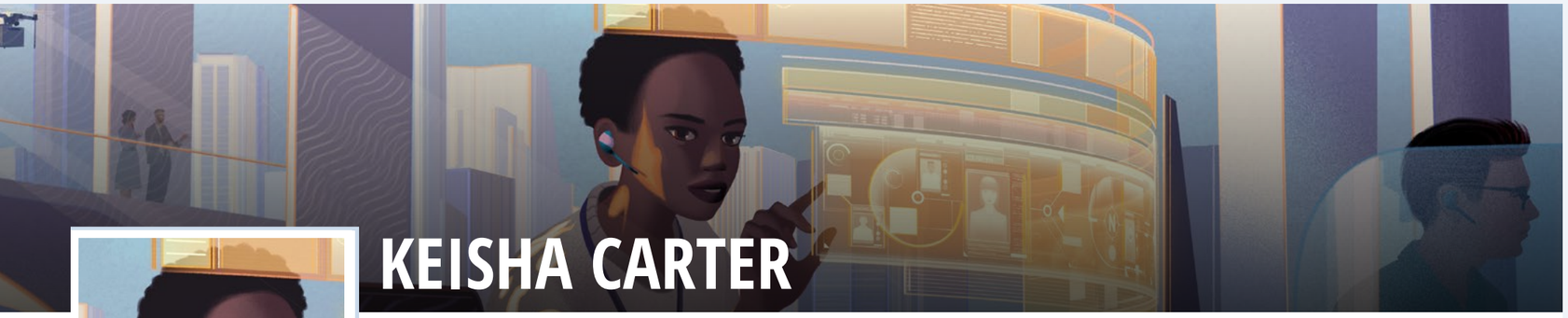
In the future, the contact center worker role has multiple dimensions to it. Although their core responsibility remains triaging and point-guarding, they also spend time working with caseworkers in the community. Most contact center workers have general policy and domain knowledge, but through training and development, some also build deep expertise and understanding of specific policy areas and issues within human services. They also play a role in helping improve the robotic process automation (RPA) and other technology that supports much of their work by providing regular user feedback and suggesting improvements to technical teams that develop and maintain these systems.

Responsibilities

- Serves as a “point guard” for incoming calls and requests, and determines the next course of action to resolve client issues
- Reviews chatbot responses and suggests the appropriate response in case of escalations
- Works with technology teams to periodically provide feedback and suggestions for improvement to systems
- Spends time helping clients in their communities and with community partners
- Keeps pace with the latest developments through ongoing training

Time spent on activities





KEISHA CARTER

CONTACT CENTER SPECIALIST
Department of Social Services | *Richmond, VA*

The contact center worker of the future plays a vital role in connecting citizens to the social services they need, often serving as the first point of contact.

Experience

Contact center specialist
Virginia Department of Social Services
2022–present

Contact center analyst
Virginia Department of Social Services
2020–2022

Community outreach
The Happiness Project (nonprofit)
2019–2020

Volunteer
Code for America
2018–2019

Education

College of William and Mary
Bachelor of arts in psychology
2015–2019

Other certifications

- **edX**
  RPA applications in social work
- **MIT online**
  Data analytics for the social sector
- **Lynda.com**
  Active listening

Top skills

HUMAN

Active listening

Program/domain knowledge

Problem-solving

Communication (empathy, influence, persuasion)

Partnering for impact

TECH

Analytics software

RPA feedback and training

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

Integrated 360 dashboard

This dashboard pulls information from a host of tools and systems in the toolbox, allowing workers to use a single interface to process calls that come in. They can view case information, history of interactions with the agency, and other data that helps them assist their clients. They can make referrals to community partners and service providers and also escalate more complex queries to more senior caseworkers using the integrated system.

Self-service now

The self-serve app allows existing and new clients to learn about services, determine eligibility, request services and benefits, update their information, and contact the agency about their case. Instead of calling the contact center, they can resolve their questions and issues using the app, including chatting with Chatbot Andy. This helps clients self-serve and streamlines call traffic to the contact center.

Track It dashboard

This dashboard tracks various case metrics and outcomes to help contact center workers track their own progress and impact, as well as understand what's working and what's not. Metrics include timeliness, accuracy (was it done correctly?), reduction in benefit loss (i.e., reduced churn), how many clients "graduated" for the right reasons, risk reduction, etc. Insights are also used to inform wider operational improvements in the department.

Chatbot Andy

Chatbot Andy uses RPA to handle simple client questions and requests for information. When a client has a problem that is beyond the scope of what Andy is trained to handle, it is escalated to the contact center worker. This means contact center workers are largely freed from routine information requests and can focus on higher-level problem-solving.

Community pulse

This tool provides a curated newsfeed of news and developments that impact the communities and clients served by the department, helping workers stay up to date on and aware of these issues.

Collaboration

Community connect

This tool helps community partners connect with public and nonprofit organizations in the community. It is an active database that enables staff to generate referrals based on the needs of the individuals and families they are serving.

Learning

Go Case mobile learning

A mobile-friendly suite of learning content helps professionals to train for the various situations they may encounter on the job. These AI-based training modules simulate a range of realistic scenarios, providing tailored feedback and recommendations.

Policy lookup

This tool helps staff 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 and easy information access.

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.

A DAY IN THE LIFE

09:00 AM

Keisha starts her day by accompanying a caseworker colleague to meet with one of her clients at a local community center. She is shadowing her to learn more about working with refugee clients.

10:00 AM

After the meeting, Keisha also meets with staff at the community center to learn more about an information fair that the center is organizing with local community partners to help the local refugee population by connecting them with resources in the area.

11:00 AM

When Keisha logs into the integrated 360 dashboard, she can see the chatbot log—a stream of requests that Chatbot Andy is fielding. She sees a notification for an escalation, and she reviews the request and approves the issue of a new electronic benefit transfer card.

12:00 PM

Keisha gets a call from an existing client. The system identifies him via voice recognition and pulls up his case information and history. She is able to quickly understand his problem and initiates a referral to a community partner—which he will receive on his self-serve mobile app. A notification is also sent to the community partner so they know to expect him.

01:00 PM

After a quick lunch break, Keisha is back at her desk taking calls. After helping a client with their Supplemental Nutrition Assistance Program benefits, she remembers hearing about some changes from a colleague. She uses policy lookup to read up on any policy changes so she's clear about any updates to the program and how they might affect clients.

03:00 PM

Keisha goes through a weekly report of her activities and outcomes on the track it dashboard. The dashboard captures and analyzes a variety of qualitative information and quantitative metrics to help Keisha understand what's really working with clients and why.

04:00 PM

Keisha's smartwatch buzzes—the wellness manager app reminds her to take a break and move since she's been sitting for nearly three hours. She gets up to grab a coffee before her conference call with the tech team. They are testing out a new feature on the dashboard and are collecting feedback and suggestions from Keisha and other users of the system.

05:00 PM

On the bus ride home, Keisha resumes a learning module she's been working on via her Go Case mobile learning app. The microlearning modules help her learn in bite-sized units at her own pace and convenience.

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