



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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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.

We understand the complexities that child support agencies face amid a rapidly changing child support regulatory environment as you aim to serve children and families that depend on support payments. Today, state child support agencies are confronted with an increase of caseloads along with a decline in experienced caseworkers, reduced funding, and aging technology infrastructure. That is why it is time to usher child support solutions into the next generation, starting with transformative services and innovative programs.

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**CHILD
SUPPORT
CASEWORKER
OF THE FUTURE**



CHILD SUPPORT CASEWORKER OF THE FUTURE

Summary

Child support caseworkers work to establish paternity, locate noncustodial parents, and secure financial and medical child support. They engage custodial and noncustodial parents as case members and active participants in the lives of their children. Historically, child support caseworkers spent a large part of their day on searching systems for information, data entry, documentation, and administrative processing—mostly manual tasks.

Today, a range of tools including intelligent process automation (IPA), analytics, and sophisticated dashboards free them from routine, manual administrative tasks and enable them to focus on serving and educating customers and devoting more time to cases that need a human touch.

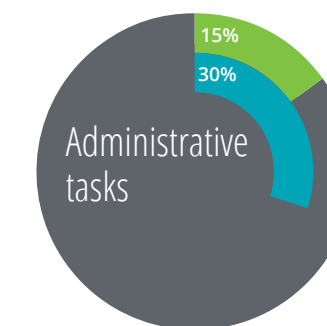
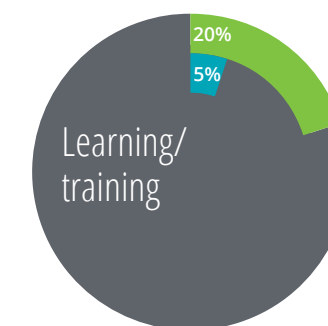
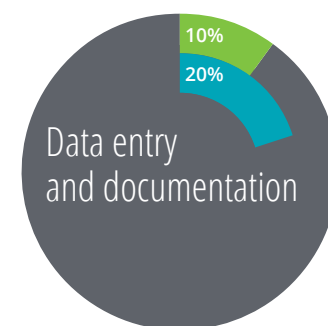
They help customers familiarize themselves with the legal process so both parents understand what's happening and can invest in making the process successful. They answer customer questions and ensure their cases have proper, verified information for court and administrative proceedings.

Responsibilities

- Interview involved parties to determine identity, confirm facts, verify data, establish paternity, and locate persons and financial assets
- Advise customers and noncustodial parents of legal procedures to establish paternity and obtain child support
- Create child support orders
- Serve as liaison to family support attorneys, citizens, and department personnel, and assist in resolving problems
- Review documentation and testify in court proceedings

Time spent on activities

■ 2020 (past) ■ 2025





STEFANIE HATCH

CHILD SUPPORT CASEWORKER

Experience

Child support caseworker

Office of Child Support, Department of Health and Human Services (DHHS)
2021–present

Child support specialist

Office of Child Support, DHHS
2018–2021

Intern

United Way
2017–2018

Education

Arizona State University

BA, psychology
2015–2018

Other certifications

- **NCSEA U**
Critical thinking and problem-solving
- **Udemy**
Interviewing skills for human services

Top skills

HUMAN

Customer service and interpersonal skills



Active listening



Communication (empathy, influence, persuasion)



Problem-solving



Evaluation and decision-making



Investigative interviewing



TECH

Case management



Data analysis and interpretation



TOOLBOX

Productivity



Integrated case dashboard

The integrated case dashboard provides caseworkers with a holistic view of the individuals they serve. It provides all case information and history as well as information on what other programs/agencies they might be working with so that court hearings, for example, can be scheduled so as not to conflict with a Temporary Assistance for Needy Families (TANF) work program course. It can also systematically evaluate and propose next-step processing for individual cases to increase the efficiency of managing hard-to-work cases.



Smart virtual assistant

A voice-based smart assistant helps caseworkers stay productive throughout the day. They can use the assistant to schedule appointments and reminders, find answers to case-related questions, or dictate case notes using a voice command.



Smart communications suite

This integrated suite of tools allows workers to communicate seamlessly and securely with customers and partners. It includes videoconferencing capabilities for customer meetings and court hearings; the ability to reach customers via their preferred mode of communication, whether phone, video call, texting, email, etc.; and integrating records/transcripts of all communications in one location for easy access.



Impact dashboard

This dashboard tracks the impact the child support program is having in the community it serves (e.g., paternity establishment percentage, collections performance, cost-effectiveness), providing a tangible, real-time window for employees into the impact of their work, and auto-generating reports for stakeholders.



Resource engine for child support

This tool works with case management systems to integrate individual program and household details and circumstances, and uses the information to suggest applicable community resources—for instance, job training or placement. Referrals are generated for community partners, with the ability to record and track outcomes.



Infobot

This tool uses IPA and optical character recognition (OCR) to automatically pull information from scanned paper forms and PDF applications and enter it into the system, removing the need for manual data entry.

Well-being



Wellness manager

This mobile app tracks caseloads, hours worked, hours spent on travel, vacation, training, exercise (self-reported as well as daily steps taken), etc. It helps users balance workload 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, including access to MOOCs, microlearning, microdegrees, agency training, in-person workshops, and seminars.

Customer resources



Self-service and help portal

This rich self-service portal is designed to help custodial and noncustodial parties track the progress of their case and better understand the process and their role. It includes a “virtual courtroom” simulation that helps customers work with their caseworker to understand and prepare for legal proceedings. There is also a section on “child well-being” that provides parents with guidance and resources on how to ensure their child’s well-being throughout this process and beyond.

A DAY IN THE LIFE

08:30 AM

After checking her email, Stefanie logs into the **integrated case dashboard** to see her queue of cases and assignments for the day. She turns her attention to the cases with upcoming milestones and those that are flagged as priority.

10:00 AM

Stefanie reviews applications and initiates the appropriate actions. The **infobot** uses robotic process automation and OCR to automatically pull information from scanned paper forms and PDF applications and enter it into the system. Stefanie only needs to review the information or populate fields where the software encountered an error, rather than manually upload data.

11:00 AM

Stefanie has a video call with a custodial parent. She interviews him to learn more about his situation; educate him on the program, establishment process, and stakeholders involved, and answer his questions. She uses the **resource engine** tool to refer the client to some community-based organizations that could help with his needs and also directs him to the **self-service and help portal** for additional resources.

12:30 PM

Stefanie meets with parents and a child scheduled for genetic testing to establish paternity. She verifies their identification, explains how the testing process works and when results can be expected, and then supervises the sample collection process. She then sends the samples and required documentation to a lab for testing.

01:30 PM

After a quick lunch, Stefanie meets with her supervisor, Elaine, for a check-in. They discuss her overall progress on cases and areas where she'd like Elaine's assistance and guidance. Elaine recommends some training modules on **Skills U** that might help Stefanie.

02:30 PM

Stefanie has to attend a court hearing. She joins the virtual hearing via secure videoconferencing tools in the **smart communications suite**. After the hearing, all parties electronically sign the order, and it is sent back into the system.

03:30 PM

After grabbing a cup of coffee, Stefanie makes some phone calls to agency partners and employers to verify a customer's income history, assets, and employment information.


05:30 PM

Stefanie finishes the rest of her assignments for the day and reviews and submits the automatically generated reports from the **impact dashboard** that are due. She logs off and heads home for the day.

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