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.

CHILD SUPPORT
SUPERVISOR OF
THE FUTURE

CHILD SUPPORT SUPERVISOR OF THE FUTURE

Summary

Child support supervisors manage a team of caseworkers focused on the enforcement aspect of child support.

Supervisors work to optimize their teams' functioning so that caseworkers play to their strengths. With the automation of routine tasks, supervisors would have more time to spend on team management and strategic case assignment. They can coach and mentor junior caseworkers and handle calls and cases that are escalated to them.
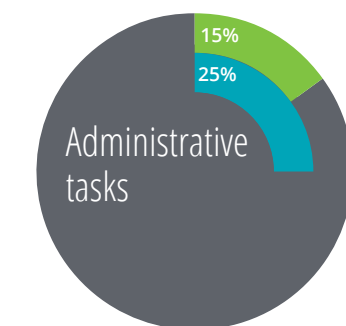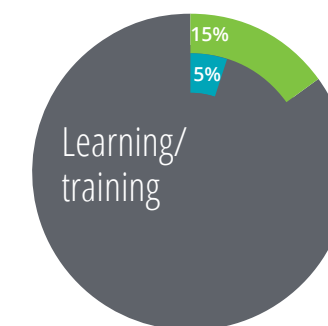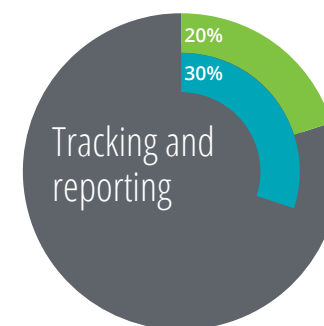
Child support supervisors of the future are equipped with the tools to help maximize the impact of their work. Data-rich dashboards, artificial intelligence (AI), analytics, smart communication tools, and learning resources can enable them to work smarter. They can reallocate time once spent on administrative tasks to focus on cases that need a human touch and developing the soft skills of their teams.
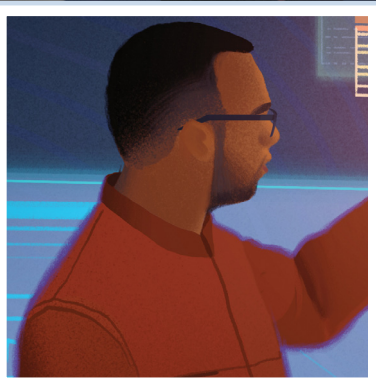
Responsibilities

- Oversees a team of caseworkers who manage child support cases in accordance with federal, state, and local laws and procedures.
- Coaches and mentors junior caseworkers.
- Is responsible for enforcement of child support and medical support orders when payments are not made or ordered health insurance is not provided.
- For cases with request for intervention, determines and completes appropriate enforcement activities and processes, and monitors paperwork for administrative enforcement processes.

Time spent on activities

■ 2020 (past)   ■ 2025

Activity	2020 (past)	2025
Team management and coaching	10%	30%
Casework and enforcement actions	30%	20%
Tracking and reporting	30%	20%
Learning/training	5%	15%
Administrative tasks	25%	15%

FELIX MORRIS

CHILD SUPPORT SUPERVISOR
Office of Child Support,
Department of Health and Human Services (DHHS)

Experience

Child support manager/supervisor
Office of Child Support, DHHS
2023–present

Child support services specialist
Office of Child Support, DHHS
2020–2023

Child welfare caseworker
DHHS
2018–2020

Education

University of Michigan
BA, social work
2013–2017

Other certifications

- **edX**
  Critical thinking and problem-solving
- **Udemy**
  Leading high-performing teams
- **NCSEA U**
  Legislative advocacy

Top skills

HUMAN

People management

Coaching and counseling

Communication (empathy, influence, persuasion)

Problem-solving

Evaluation and decision-making

Stakeholder engagement

TECH

Case management

Analytics

Program/policy knowledge

TOOLBOX

Productivity

Integrated case dashboard

The integrated case dashboard provides supervisors with a holistic view of the individuals they serve and cases they oversee. The dashboard gives them insight into the unit's performance based on federal child support performance measures, individual worker caseload performance, cases nearing critical milestones, case closure activities, self-assessment status, etc.

Smart virtual assistant

A voice-based smart assistant helps supervisors 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.

Behavioral insights

Behavioral insights and nudges are built into communications, notifications, and orders sent to custodial and noncustodial parents to help them make the right choices and improve collections, court appearances, compliance, etc.

Impact dashboard

This dashboard tracks the impact the department /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. Supervisors can also see team and individual performance for insights into what's working well.

Staffing 360

This AI-enabled tool and dashboard provides supervisors a 360-degree view into their teams: current staffing, past cases, skills, management of past due activities, specializations, and a host of other data. It allows them to make and manage case assignments, suggesting cases most suitable for a given worker based on his/her training and tenure.

Policy explorer

This tool can help supervisors stay informed about policy changes that impact their work that they should communicate to their teams. In addition to push notifications on policy change, the tool also has a chatbot-enabled search function for easy information access.

Social listening and sentiment sensing

This tool aggregates data from a number of sources including customer surveys and social media chatter to provide a snapshot of public sentiment around the child support program. This enables program leaders and managers to factor community perception into their communications and overall customer relations strategy.

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 can help users balance workloads and flags those who are running thin, protecting them from burnout.

Training

Skills U

This personalized digital learning platform offers on-demand, self-paced training, including access to MOOCs, microlearning, microdegrees, agency training, in-person workshops, and seminars. In the team view, supervisors can see their team members' training plans.

Customer resources

Self-service and help

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. This transparency can help reduce complaints and escalations. It includes a tool called "virtual courtroom" that helps parents 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

09:00 AM
Felix logs in to his system and checks his email. He has a notification from the **policy explorer** tool about proposed changes to the program that might affect his team's work. He makes a note to brief them about it and proceeds to check the **integrated case dashboard** for his queue of cases and assignments for the day.

11:00 AM
Felix reviews the **impact dashboard** ahead of the team meeting this afternoon. He is able to see the team's overall performance in terms of the status of various cases and outcomes, and can also identify patterns around the effectiveness of various enforcement actions and interventions made. He can also look at individual performance and try to understand what high performers might be doing differently and how that could be replicated.

12:30 PM
Felix goes through his team's staffing and case assignments on the **staffing 360** tool. The system has already matched some new cases to caseworkers (based on factors such as availability, experience, successful outcomes with similar individuals and families, etc.), but Felix is able to modify the assignments strategically to better align them to caseworkers' natural strengths. For example, he might assign a seasoned caseworker who is adept at handling more complicated, high-touch cases more such cases, but fewer cases overall to balance her case capacity.

01:30 PM
After a quick lunch, Felix's **wellness manager app** buzzes to reminds him that he could use some exercise and fresh air. He takes a walk outside and then heads to the weekly team meeting with caseworkers and other managers. They review metrics and observations from the impact dashboard and discuss best practices.

02:30 PM
Felix has an onboarding meeting with Tina, a recently hired caseworker, to go over her caseload. He assigns her relatively straightforward cases so she gets a chance to become familiar with the process without becoming overwhelmed. He also suggests some virtual training courses and microlearning modules she can do on **Skills U**.

04:00 PM
After sending some emails and submitting weekly reports by simply clicking a button, Felix begins work on the cases that his team has escalated to him. He makes calls to customers to resolve some complaints. He approves a recommended case closure, and provides suggested enforcement actions for a noncustodial parent with three child support cases.

05:30 PM
Felix logs off for the day. His phone buzzes. It's a reminder from his **virtual assistant** to water his desk plant before leaving since he's working virtually for the next two days (which has become a standard practice now). Thankful for the reminder and his job's flexibility, Felix heads home.

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