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A REPORT BY THE DELOITTE CENTER
FOR GOVERNMENT INSIGHTS

Government jobs of the future

What will government 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.

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INTRODUCTION

WORK HAS ALWAYS PLAYED A PIVOTAL ROLE IN PEOPLE'S LIVES. We spend most of our lives at work, and as a result, work gives us a sense of purpose and is often an integral part of our self-identity. This may explain why seeing the word—"robot" before job titles—robot barista, robot bartender, and even robot artist—can be unsettling. Stories and studies about how technology, particularly automation and artificial intelligence, could destroy jobs dominate the headlines, painting a bleak picture of the future of employment. Government jobs are not immune to this trend.

Technology advances, changing demographics, and the growing influence of consumers and talent markets are shaping the future of work, creating threats as well as opportunities. So how can organizations use this shifting landscape as an opportunity to improve how work is done? How do we design a future that preserves the human elements of work? How do we learn to work with machines and robots in a way that optimizes our collective impact? Let's explore the possibilities.

REIMAGINING GOVERNMENT JOBS

To bring these ideas to life, we have developed a series of personas, profiles of government employees in the future. While each profile includes a job description, it also shows—through the eyes of the worker—what a typical day might entail. How have these jobs changed? What tools and resources do they have access to? What kinds of skills and career trajectory do they have?

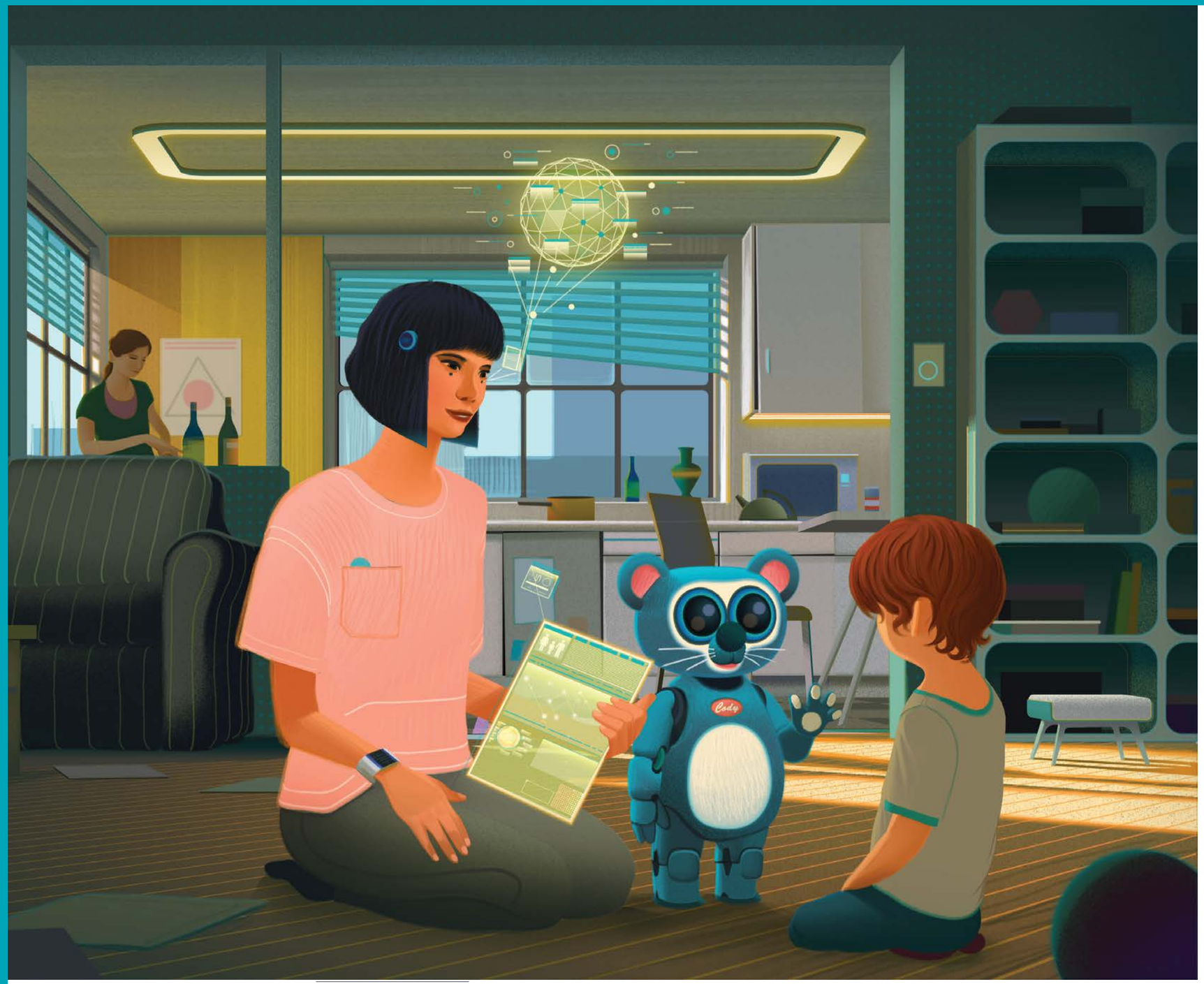
By imagining what the future of government jobs could look like, we can begin to address what needs to happen to make that vision a reality. In this way, instead of being something that just happens to the workforce, the evolution of work and jobs can be designed *for* the workforce and for organizations.

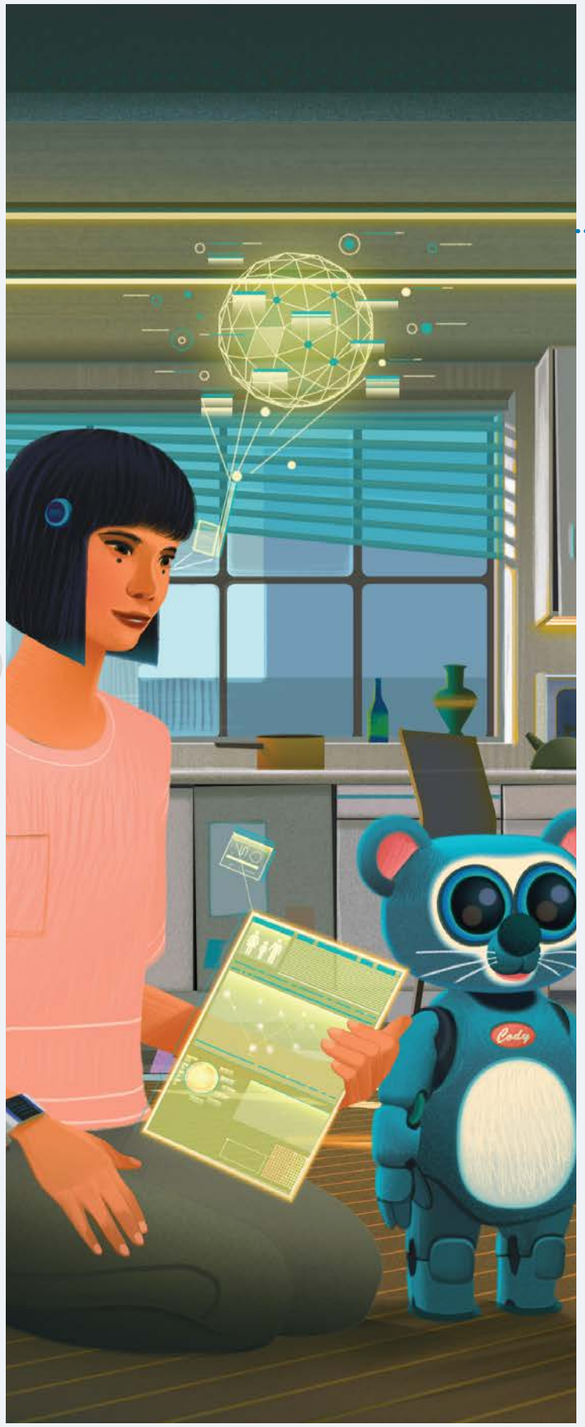
Consider how emerging technologies may enable government work to become more impactful and productive, increase decision-making capability, and better support the overall well-being of employees. Some jobs might take new forms; other, entirely new jobs may be created. Here are some universal shifts we envision:

- **Employees at the center of work.** Jobs of the future will recognize the employee as the cornerstone of work; they will focus on employee wellness and personal development. Employees will have greater mobility and flexibility, and will be offered opportunities to pursue passion projects and tap into underutilized skill sets.
- **An augmented government workforce.** When machines and humans work together using their individual strengths, they can be greater than the sum of their parts. Automating manual and repetitive tasks can make time for employees to handle more mission-critical work while machine intelligence combined with human judgment can lead to more robust decision-making.
- **Learning in the flow of work.** Instead of being a distinct task or activity that workers need to make time for, in the future, learning happens organically. It is baked into everyday work, at moments where that knowledge or skill is needed, through small, actionable nuggets of information or microlearning modules.

As various forces of change continue to redefine work, it is clear that the traits that make us uniquely human, the things machines cannot do, are our biggest assets. Reimagining how work might change from the perspective of those who work in different government roles can be a powerful first step toward designing a future that capitalizes on those strengths.

CHILD AID COORDINATOR





CHILD AID COORDINATOR

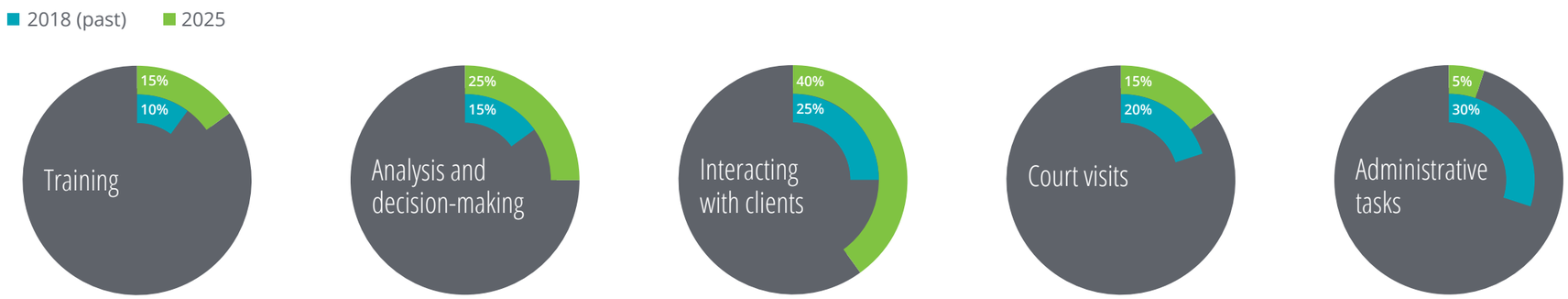
Summary

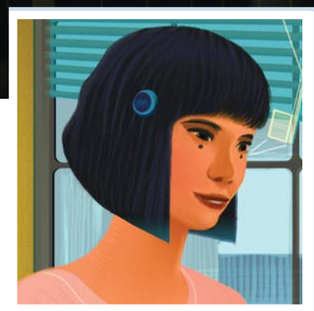
Child aid coordinators have been freed of most repetitive tasks, such as verifying eligibility and populating application forms. An arsenal of cognitive technologies tackles most of the paperwork automatically—enabling CACs to have more in-person interactions with clients. CACs use predictive analytics 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





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

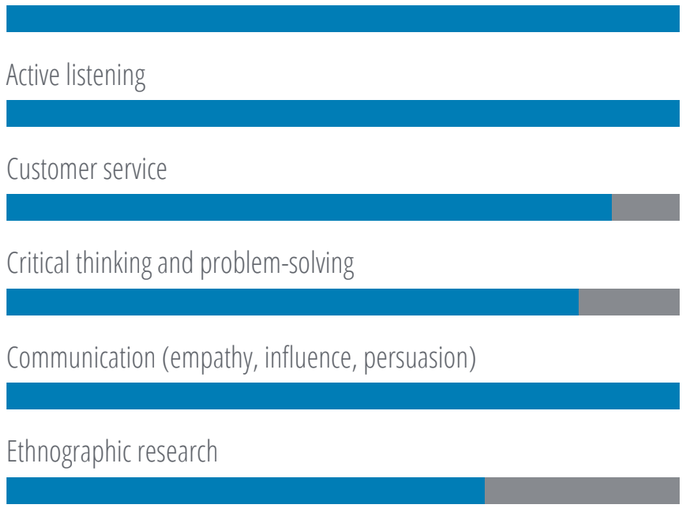
University of Indiana
Bachelor's degree in social work
2008–2012

Other certifications

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

Top skills

HUMAN



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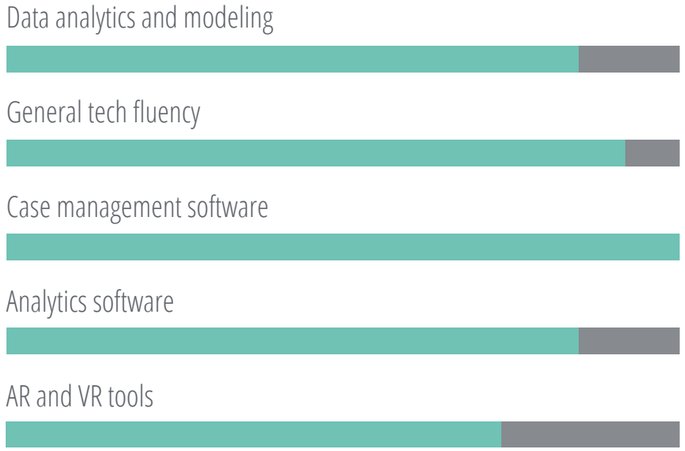


TOOLBOX

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.

Decision-making

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.

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.

CRIMINAL REDIRECTION OFFICER

CRIMINAL REDIRECTION OFFICER

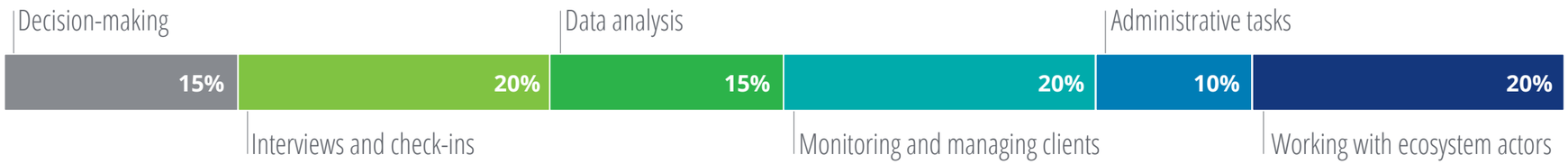
Summary

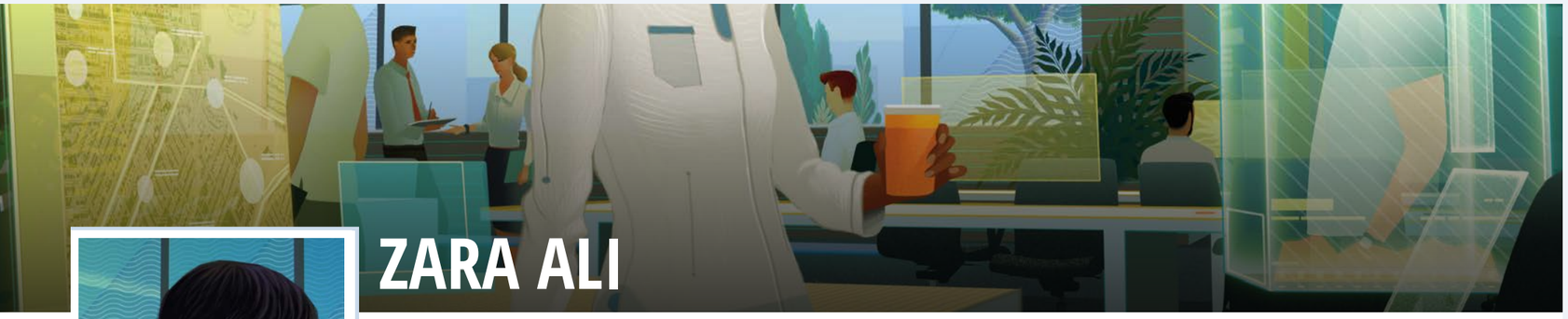
Criminal redirection officers work with low-risk and nonviolent offenders who qualify to be "virtually incarcerated," allowed to move within designated areas like their homes and workplaces instead of being housed in prisons. Using a suite of digital tools, CROs monitor each offender's physical location, proximity to other offenders, and drug or alcohol use, as well as ties to community, family, and employment to ensure compliance with program requirements. Their mission is not just ensuring offenders serve time but making sure that in that time, they are equipped with necessary skills, resources, and behaviors to successfully rejoin society and prevent recidivism. To do this, they enroll offenders in skill-building and training programs and Mass Open Online Courses (MOOCs), connect them to appropriate employment, housing assistance, and counseling services, and encourage participation in home and family life and community volunteer projects. A suite of AI and analytics-based tools use historical and real-time data to inform the CRO's action plans and suggest which interventions, jobs, and volunteer opportunities are the best match for each offender. CROs also use gamification to incentivize pro-social behavior and the accomplishment of goals. They have regular virtual check-ins with their charges and other stakeholders. CROs play a pivotal role in helping to ease burdens on overcrowded prison systems and refocus criminal justice on reformation and rehabilitation instead of mass incarceration.

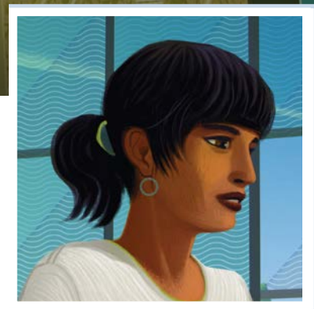
Responsibilities

- Monitor movement and behavior patterns of their cases and evaluate progress
- Advise on skill-building and employment opportunities
- Track and incentivize accomplishment of goals and pro-social behavior
- Deploy interventions and initiate preventative action if risks of noncompliance or detrimental behavior are detected

Time spent on activities







ZARA ALI

CRIMINAL REDIRECTION OFFICER
Department of Criminal Justice | *San Jose, CA*

Criminal redirection officers (CROs) could manage virtually incarcerated offenders and ultimately rehabilitate them into society using enabling technologies and their knowledge of human behavior to achieve superior outcomes.

Experience

Criminal redirection officer
Reentry and Integration Division, Department of Criminal Justice
2020–present

Correctional case manager
California Department of Corrections and Rehabilitation
2018–2020

Probation intern
Probation Department, County of San Diego
2017–2018

Education

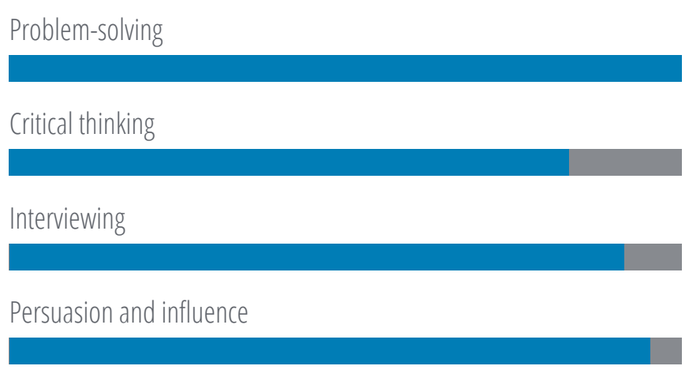
San Diego State University, School of Social Work
Bachelor's in social work (specialization in corrections case management)
2014–2018

Other certifications

- **EdX**
  Microdegree in psychology
- **EdX**
  Managing addiction:
  A framework for successful treatment
- **University of Pennsylvania (Coursera online)**
  Gamification of behavior change
- **Coursera**
  The psychology of criminal justice
- **Rotman School of Management, University of Toronto (online)**
  Behavioral economics in action

Top skills

HUMAN



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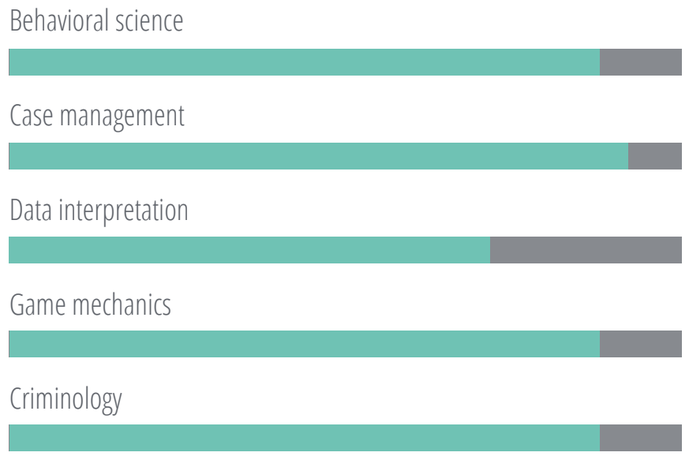

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Case management

Life goals

This game-based smartphone application could incentivize positive behavior among offenders through a system of points, rewards, and nudges and allows users and the CRO to visualize progress. For example, points or badges could be earned by attending scheduled appointments on time, remaining within assigned zones of movement, completing education or training programs, or maintaining employment for specific lengths of time. A sufficient number of points would earn the offender tangible benefits, such as additional freedom or extended curfews.

Skills match

This tool helps CROs connect offenders to skills training, MOOCs, and educational resources to promote economic independence. The tool recommends courses and learning options based on the offender's current skill profile, education, aptitude, and goals.

Resource hub

This tool seamlessly integrates with the smart monitoring system and enables CROs to initiate interventions, such as drug and alcohol testing, counseling and therapy, and health checkups, as well as services like ID renewal/issuance.

Smart monitoring system and dashboard

This system includes electronic monitoring via a wearable device, paired with smartphone technology. It provides offenders one-touch access to an ecosystem of support services and a gamified experience to help them work toward life goals and compliance requirements. The CRO uses the system to track each charge's location, movement, activities, and progress using the system's dashboard and send them alerts and communications.

Decision-making

Job match

This tool helps CROs identify employment opportunities and jobs for their charges. After analyzing a number of parameters, the tool suggests job matches best suited for a given offender.

Risk assessment and sentencing tool (RAST)

This advanced predictive analytics tool can use predictors such as past offense history, home life environment, gang affiliation, and peer associations to select candidates for a virtual incarceration program who pose the least risk to society. RAST can also select an effective combination of interventions for a particular offender, creating a program specifically targeting his or her individual needs.

Insights dashboard

This tool analyzes offender progress reports and outcomes across the program to present trends and identify successful versus less successful interventions. CROs use the dashboard to help inform day-to-day decisions; policymakers use it for long-term decision-making.

EQ sense

This machine learning-based tool works with virtual connect and analyzes voice patterns, facial cues, and expressions to assess interviewees in real time. These inputs can help CROs have meaningful virtual check-ins with their charges as well as identify risks. It also improves the program's ability to make more accurate character/eligibility assessments during intake and screening interviews.

Productivity

Virtual connect

This videoconferencing and messaging application enables CROs to connect with their charges through regular virtual check-ins. CROs also use the tool to touch base with other stakeholders in their charges' lives—families, employers, and teachers/trainers—to keep an eye out for behavioral issues or risks as well as gather feedback on their progress.

Personal digital assistant

This voice command–enabled predictive personal assistant works smoothly in the background, synchronizing the CRO's meetings, calendars, and transportation plans, as well as prioritizing tasks for a more productive day.

Learning and skills

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.

A DAY IN THE LIFE

09:00 AM

Sipping her coffee, Zara looks at the **smart monitoring dashboard** on her screen. It shows numerous colored dots—the virtually incarcerated offenders under her charge—moving around the city. A real-time stream of their activities is continuously updated on one side of her screen. Suddenly, the system beeps and one of the dots on screen flashes red. One of her charges, Tim, who is serving time for drug possession, has entered a restricted area that is a hotbed of drug activity. Although he quickly retreats when his monitor beeps, this is the third time this has happened.

10:00 AM

Sensing a troublesome pattern was emerging with Tim, Zara clicks on the **Resource hub** app. It shows all of the resources and supporting stakeholders that Tim is connected to—his employer, mental health counselor, program buddy, education guidance counselor, and physician. Zara then sets up a counseling session for Tim and a touch point with his program buddy, briefing both on his recent troubles. She also schedules a drug test for him during his next physical and resumes her work on the dashboard.

11:00 AM

Seeing that everything is in order with her charges, Zara turns her attention to the **insights dashboard**. She reviews and analyzes trends to see how effective different interventions have been—something she plans to present at the next CRO meeting. She is glad to see that two of her charges with an interest in computer science are doing especially well after starting a program that teaches them how to code and provides employment opportunities once certified.

12:30 PM

Zara has a meeting with one of her ecosystem partners who manages skill development initiatives. They discuss partnering with a local restaurant that also runs a culinary training program to pilot an apprenticeship program for offenders.

02:00 PM

As she's finishing lunch, Zara receives a notification from her **personal digital assistant** reminding her that she has a check-in with one of her charges. Instead of driving 10 miles to attend this meeting, she videoconferences him on **Virtual connect** and they discuss employment options that **Job match** suggested for him.

03:00 PM

Zara has a screening interview with a potential candidate for the virtual incarceration program. She reviews the **RAST** report, the eligibility determination application that recommended the candidate, and also checks the transparency index score to ensure that the decision was free from any biases. If the candidate does make it into the program, he will be assigned to a different CRO to ensure objectivity in decision-making.

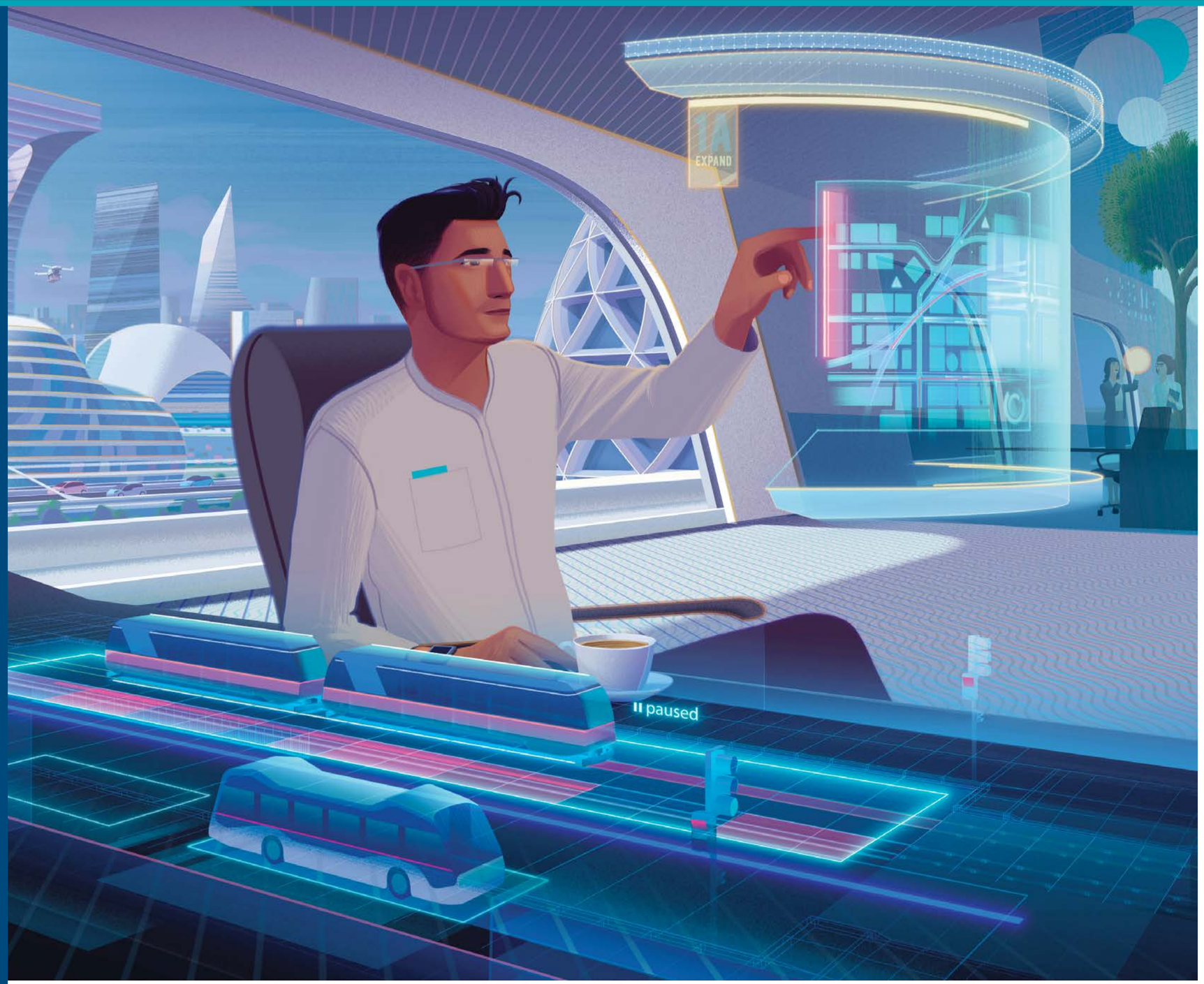
03:30 PM

Zara's phone buzzes; her rideshare is here to take her to her meeting. While most meetings with offenders in the program are virtual, at least one in-person interview is required as part of the intake and screening process. On her way there, she does a quick microlearning on "interviewing for character assessment" using the **Skills U** app on her tablet.

05:00 PM

After her meeting, Zara heads home for the day. On the ride back, she logs her observations from the interview into the system using her tablet and submits her report. She receives a notification from the system that a charge's driver's license is expiring soon. Mindful of how critical having a valid ID can be for offenders in the system, she makes a note to initiate the renewal process via **Resource hub**.

MOBILITY PLATFORM MANAGER



MOBILITY PLATFORM MANAGER

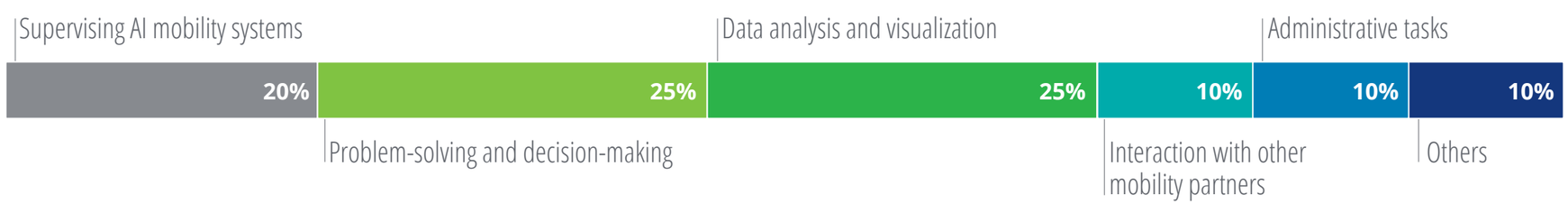
Summary

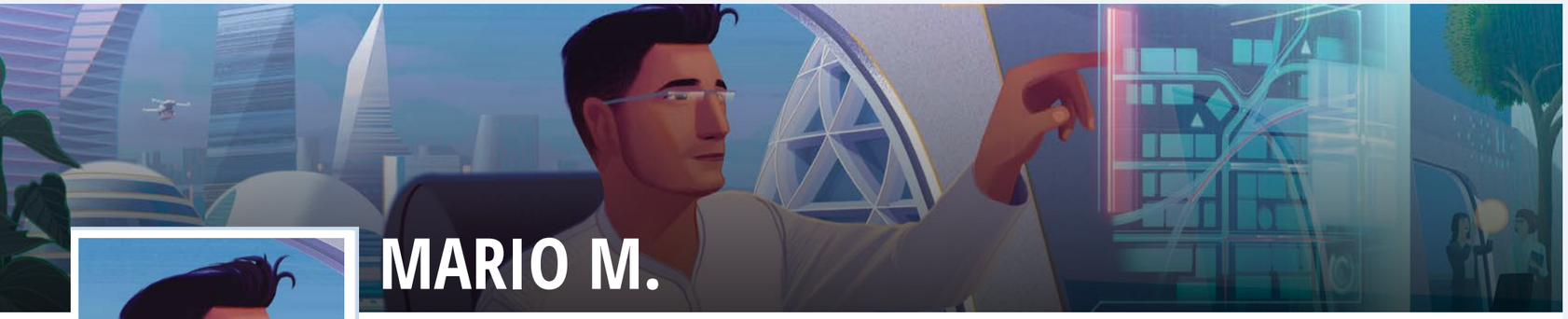
In addition to traffic efficiency and minimizing damage to the environment, mobility platform managers are responsible for public safety, accessibility, and equity within mobility systems. They stay up-to-date about advances in their field by using integrated microlearning tools and attending peer meetups and conferences. Mobility managers coordinate with stakeholders in the public and private sector to conduct scenario analyses and feasibility assessments of proposals. During daily traffic, mobility managers visualize the data, monitoring the demand and supply across various modes of transport. The AI-powered system optimizes routes and pricing, with mobility managers intervening where human judgement is required. To prepare for disasters, they use predictive models to help plan how to allocate resources and adapt quickly to the ebb and flow of traffic.

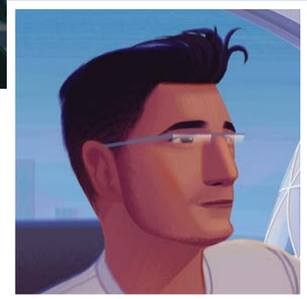
Responsibilities

- Overseeing and managing the city's multimodal transportation system
- Optimizing prices and routes, based on demand and supply at different points of time, in different parts of the city
- Supervising or monitoring advanced AI systems that support the mobility platform
- Developing and supervising new programs, routes, and modes of transport to enhance the quality of life for citizens
- Mitigating the loss of lives and minimizing traffic disruption when accidents, emergencies, and natural disasters occur

Time spent on activities







MARIO M.

MOBILITY PLATFORM MANAGER
New York City DOT | *New York, NY*

Mobility platform managers manage their city's integrated multimodal transportation network or mobility operating system, ensuring the seamless movement of people, vehicles, and goods.

Experience

Mobility platform manager
New York City Department of Transportation
2022–present

Mobility manager
Capital District Transit Authority | Albany
2017–2022

Operations specialist
New York Metropolitan Transportation Authority | NY
2014–2017

Mobility consultant
Cisco | Rochester, NY
2010–2014

Education

CUNY Institute for Transportation Systems
Certificate in AI for transportation systems (online)
2022–present

State University at Albany, SUNY
Master of science, urban and regional planning
2008–2010

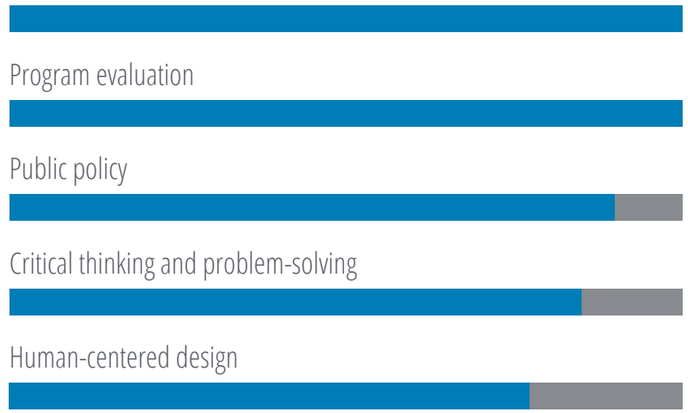
University of Rochester
Bachelor of engineering, mechanical engineering
2004–2008

Other certifications

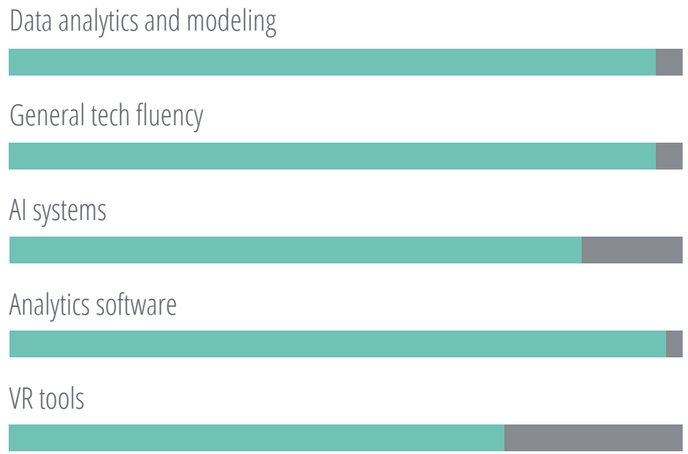
- **EdX**
  Microdegree in emerging automotive technologies
- **Duke University (Coursera)**
  Data visualization
- **University of Pennsylvania (online)**
  Advanced data analytics
- **University of Washington (online)**
  Sustainable transportation planning

Top skills

HUMAN



TECH



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

Master mobility dashboard

This AI-powered system gives mobility managers a holistic picture of the mobility network of the city. That means mapping real-time transit use by mode and location, areas under construction, roadblocks, accidents, traffic, large-scale events, as well as movement of multimodal transportation. Data-sharing arrangements with private players integrate data on ridesharing, bikesharing, taxis, etc. The system's algorithms execute standard optimization actions but mobility managers supervise and intervene where necessary. The digital dashboard is synced across devices to give mobility managers seamless access, even on the go.

Roadie, the smart assistant

An AI-enabled digital assistant, Roadie helps mobility managers stay productive. It schedules meetings, sends reminders, and responds to voice commands. Equipped with speech-to-text capabilities, Roadie can also take notes. It is integrated with other tools in the toolbox and notifies the mobility manager of anything that demands immediate attention.

Co-lab forum

This platform connects city mobility managers to other key players in the urban mobility landscape, such as transport operators, telecommunications companies, infrastructure companies, or technology providers. The platform enables dialogue, coordination, and planning between the various stakeholders in the ecosystem (e.g., introducing, incentivizing, and promoting ridesharing/cabsharing along particularly congested routes in the city; collaborating to boost adoption of bikesharing).

City sense

This tool aggregates data from sensors across the city to provide data on road conditions, temperature, fog and smoke, air quality, traffic, subway tracks, parking occupancy, water levels, and more. It gives the mobility manager an overview of conditions in the city and the ability to take preventive action in unfavorable conditions.

In case of emergency (ICoE)

In emergency situations, the ICoE tool uses data from multiple sources including the mobility dashboard and apps like Waze to identify the fastest route for emergency services to take. It automatically sends that information to response teams and also allows the mobility manager to initiate actions and interventions to expedite their arrival, for instance, lane and bridge closures and diversions, and dispatching buses for large-scale evacuations.

Decision-making

Weekly planner

This tool offers the mobility platform manager a weekly view of all events, activities, and demonstrations taking place across the city and helps them to develop proactive mobility plans. Planning ahead allows managers to focus on unanticipated issues (weather changes, accidents, etc.) happening on a given day.

Predictive analytics application (PA^2)

This tool uses data from a variety of sources (such as IoT and sensor data, mobility data, and emergency and accident information) and cognitive analytics to predict changes in mobility patterns. It makes suggestions to equilibrate demand and supply by adjusting prices and incentives and can also undertake dynamic route and price optimization, based on real-time and historic data. The tool's predictive scenario analyses can help mobility managers prepare for a parade, an event, or an emergency.

Capacity analyzer

This app gives the mobility platform manager an overview of seat availability, occupancy, and wait times for all mass transit options. It allows mobility platform managers to optimize capacity by deploying more buses along the routes that face heavy demand. Managers can use historical occupancy reports to recalibrate transit plans and daily schedules.

VR view

With this virtual reality simulation tool, mobility managers can visualize the impact of different mobility scenarios. It builds models based on real-time and historical data. For instance, it could predict—and the manager could experience—how launching a new bus service along a specific route would impact traffic, or how a new bike lane would affect pedestrians.

Learning

Skills U

A personalized digital learning platform for on-demand, self-paced training including access to MOOCs, microlearning, microdegrees, agency training, in-person workshops, and seminars.

VR Lab

A virtual reality environment 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, often connected to cases currently facing a worker.

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

10:00 AM

Mario returns from a local "AI for transportation" meetup—a biweekly gathering of experts from the transportation community that he attended with a few colleagues to bring him new ideas and knowledge and tap into a network of experts in the field. Mario's smart assistant, **Roadie**, briefs him on his tasks and productivity-optimized schedule.

10:45 AM

He logs into the **master mobility dashboard** to see how traffic is flowing. A system alert reveals a broken-down car is causing a bottleneck and delaying buses. The system recommends a traffic diversion and recommends options. Mario uses his judgment to pick the most appropriate route. Dynamic signage on the street redirects vehicles, while an alert informs GPS systems and navigation apps.

12:00 PM

With two large businesses likely moving to the area over the next decade, city planners, anticipating an influx of new occupants, released an RFI for architects, planners, and transportation companies to suggest possible transportation solutions to reduce congestion. Mario and a working group meet to consolidate the best options from the RFI. He uses **PA**^{2} and **VR view** to analyze and visualize the potential impact of these ideas on the local landscape and community.

01:00 PM

Mario is finishing his report when Roadie notifies him that experts anticipate heavy rainfall. Using PA^2, he runs a predictive scenario analysis and creates a response plan for the expected conditions. Mario is able to identify potentially dangerous intersections and build preventative measures into his mobility plan.

02:30 PM

After a quick lunch, Mario shares his recommendations on the proposed transportation solutions with his team lead, who will present them to members of the city council. The presentation will help the council understand what these options could mean—in a more visual and interactive way—for the neighborhood.

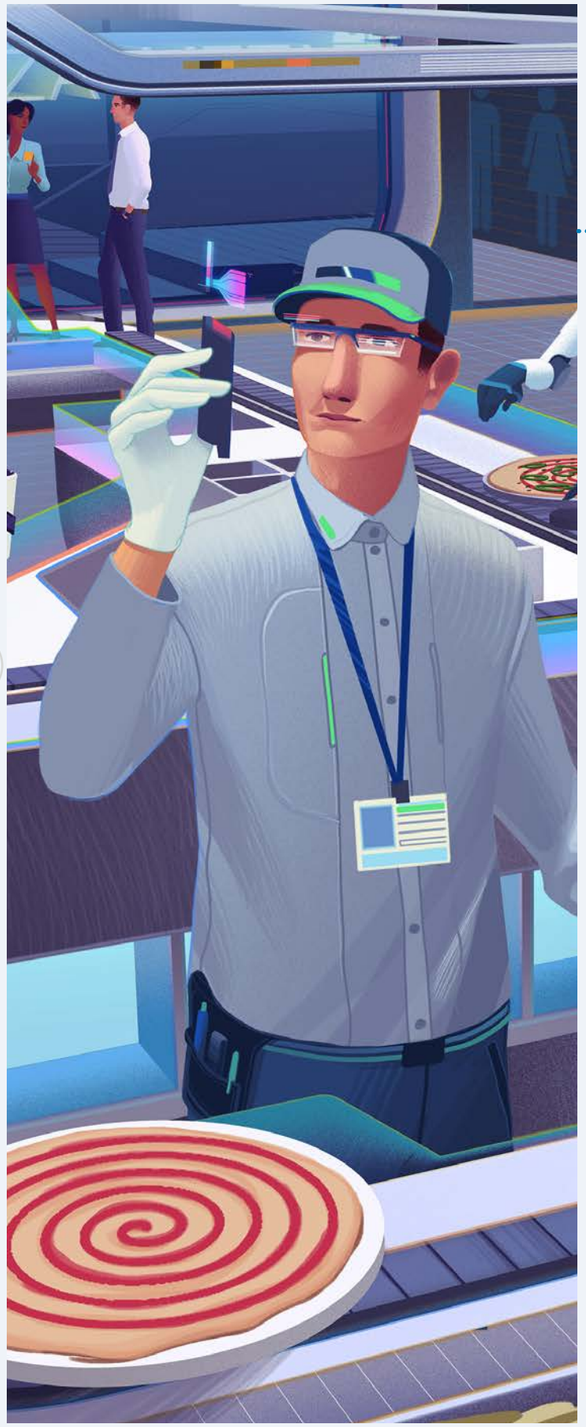
03:30 PM

Mario is back at the dashboard. Traffic is moving smoothly but weather conditions are beginning to worsen with fog and rain. He keeps a close eye on traffic at high-risk intersections and lowers speed limits on the dynamic road signage in those areas. A **City sense** notification warns of an imminent track issue on the subway. Mario alerts a team of technicians on standby to check on the issue before any delays occur.

05:00 PM

Mario uses the city's integrated mobility app to book a ride home. The app nudges him to take the "pool" option and share the ride with another passenger to save a few dollars and earn some green points, which he can redeem for merchandise or transit fare later. Seeing that the pool vehicle is just around the corner, he books it and heads home. It's a win for him *and* the system.

PUBLIC HEALTH AND SAFETY GUARDIAN



PUBLIC HEALTH AND SAFETY GUARDIAN

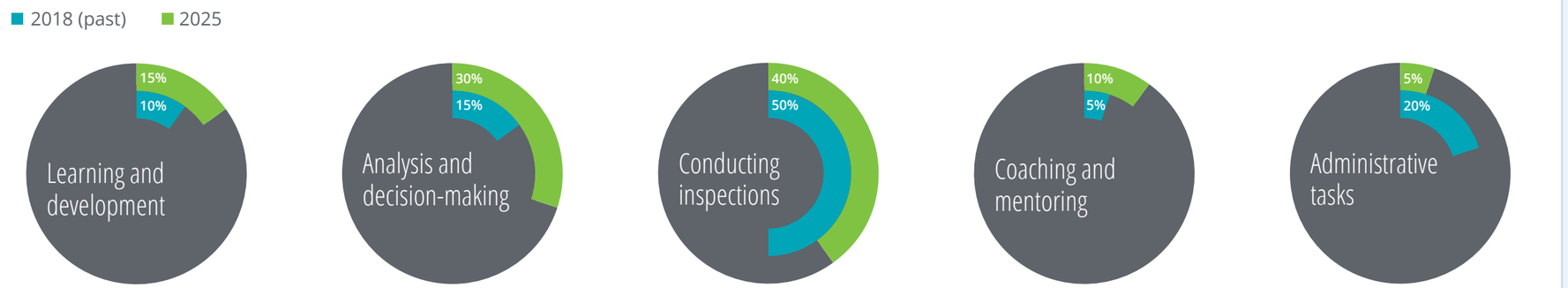
Summary

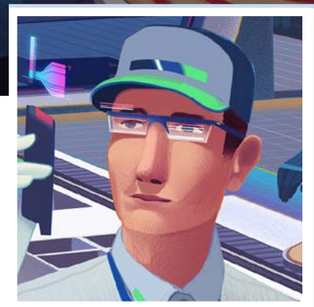
PHSGs proactively prevent noncompliance and potential food and safety violations. They conduct targeted, preemptive inspections of high-risk establishments using AI and predictive analytics to detect big-picture patterns and monitor trends, hopefully preempting public health emergencies. While PHSGs still initiate actions against violators of health regulations, systems analyze data to test which reprimands would be most effective. PHSGs employ trend-sensing tools to stay abreast of regulatory standards and new business models that might disrupt food industries—and food safety. Because many administrative and reporting activities are handled by cognitive technology, PHSGs now have more time to learn and mentor others. They also coordinate community education programs on public health. Thanks to better collaboration tools and flexible work policies, they can apply their diverse skill sets to short-term, cross-agency assignments and pursue passion projects within the organization.

Responsibilities

- Inspecting restaurants, schools, day care centers, nursing homes, and public spaces to ensure compliance with environmental safety and sanitation regulations
- Conducting investigations of illness outbreaks and public health complaints and responding to public health emergencies
- Analyzing health and violations data to identify trends and resolve chronic environmental safety issues
- Advising industry, state, and local officials and consumers on enforcement policies, methods, and interpretation of regulations

Time spent on activities





RICHARD R.

PUBLIC HEALTH AND SAFETY GURADIAN
New York State Department of Health | *Albany, NY*

As regulators of tomorrow, public health and safety guardians (PHSGs) use the power of data, cognitive technologies, and public health expertise to protect the health and safety of citizens.

Experience

Public health and safety guardian
New York State Department of Health
2021–present

Public health specialist
New York State Department of Health
2018–2021

Case manager
New York State Department of Health
2015–2018

Food safety associate
Freshmart
2011–2015

Research intern
Life Labs
2009–2011

Education

National Environmental Health Association
Certified professional, food safety (CP-FS) credential

National Environmental Health Association
Registered environmental health specialist credential
2013–2014

State University of New York (Buffalo)
Bachelor's degree in public health
2006–2010

Other certifications

- **New York University (online)**
  Applied behavioral science
- **EdX**
  Nudges for regulatory compliance
- **Coursera**
  Microdegree in communicable disease
- **EdX**
  Microdegree in environmental regulatory compliance

Top skills

HUMAN

Coaching and mentoring

Applied behavioral science

Problem-solving

Observation and investigation

Facilitation and presentation

TECH

Analytics

Safety instruments and quality testing

Food safety and sanitation

Epidemiology/Infectious diseases

TOOLBOX

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Productivity

Digital inspection management system (DIMS)

DIMS is an integrated inspection and case management system. It seamlessly guides PHSGs through the inspection process, captures observations and data from inspection instruments, analyzes results instantly, and creates a sharable summary report.

mConnect

A tool for interagency collaboration, mConnect allows PHSGs to coordinate with agencies like the FDA, CDC, and state and local regulatory agencies while investigating public health issues. It also serves as a portal for employees to find short-term cross-agency projects and opportunities.

RegCheck

Using text analytics and natural language processing, this chatbot-enabled tool responds to questions and helps the PHSGs quickly look up rules and regulations on the go. RegCheck also monitors bills that may change the regulatory landscape in the future, helping PHSGs prepare for future possible changes to their responsibilities.

SARA, the smart assistant

Voice-based smart assistant SARA helps public health inspectors save time by performing tasks on demand. These range from scheduling appointments to delivering reminders to retrieving information from tools like RegCheck.

Nudge station

PHSGs use this automated tool for written communications. Timely reminders nudge positive behaviors and compliance among establishments. Analytics can help determine which nudges were most effective.

Smart field instruments

Field instruments including thermometers, sanitization indicators, digital light meters, pH sensors, and probes instantly measure, record, and send readings to the digital inspection management system. The system uses AI to analyze the data in conjunction with observations the inspector records. It automatically creates a summary report of violations and recommends remedial actions.

Crowdwise

This tool crowdsources tips and complaints on food, environmental safety, and sanitation issues from citizens. Intellispect, a predictive analytics tool, then assigns this information a "reliability score" and incorporates other data sources to identify establishments that might be violating the health code.

Decision-making

Sixth sense

With the accelerating pace of change in technology, society, and the world, the sixth sense tool helps regulators stay ahead of disruptions and emerging trends that might impact health and safety, such as new methods of food adulteration, 3D printed food, and lab-grown food. The tool flags gray areas where new standards might be warranted and provides recommendations for public health regulators.

Hotspotting dashboard

This dashboard collects geo-tagging information from various complaints, violations, and disease incidence reports, and maps them visually using AI. Visualized information helps PHSGs detect patterns and determine sources of infection. For instance, a clustering of foodborne illnesses derived from seafood restaurants in a particular area could point to an issue with a common supplier.

Bias detection index

Integrated into Intellispect, the bias detection index exposes how the algorithm reached its conclusion. A "transparency index" helps the worker see if the machine's assessments include biases that a human should actively offset.

Intellispect

This machine learning–based tool enables inspectors to conduct adaptive or targeted inspections by flagging at-risk establishments. Using predictive analytics and public health data (such as the reported cases of food poisoning) and data on predictive factors for health violations (for example, nearby burglaries, three-day high temperature, or time since last inspection), the tool prioritizes establishments for inspection.

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 may face.

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

08:00 AM

As Richard waits for the elevator in his office building, the **Wellness manager** app on his phone beeps, suggesting he take the stairs and earn 50 bonus fit points. Since it's only four stories and the points could help him meet his daily goals, he decides to take the stairs.

08:05 AM

At his desk, Richard's smart assistant **SARA** briefs him on his appointments and priority tasks. He checks the weekly report generated by the **Sixth sense** tool. It looks like some new trends could impact the regulatory landscape. Concerned about how the rise of food delivery drones could affect food safety, he uses **RegCheck**'s chatbot to quickly revisit the current regulations and guidelines on using drones for food delivery.

09:00 AM

Richard meets with a group of new recruits he is mentoring. With several reporting and administrative tasks now automated, Richard has more time to coach others. After taking them through some simulations in the **VR lab**, he sits down with them for an informal chat about his experiences on the job.

11:00 AM

Richard heads out for his first inspection of the day—a fast food restaurant. Based on a spike in negative reviews and complaints, **Intellispect** had flagged the establishment as high-risk and recommended a surprise inspection. As he drives to the location, SARA offers background details by reading out the summary of information aggregated from Intellispect and the digital inspection management system.

11:45 AM

At the location, Richard informs staff of the inspection and begins to examine the kitchen. An interactive checklist on his tablet guides him through the inspection process and highlights potential violations. He notices a number of issues: uncovered waste bins and staff not wearing gloves while handling uncooked garnishes. He records his observations and takes pictures on his tablet. To determine if the food is safe, he swabs for bacteria and checks the internal temperature of certain foods using his smart food thermometer. The readings from his **smart testing instruments** are automatically sent to his tablet and analyzed. He also talks to members of the kitchen staff and probes them on their cleaning and pest-control procedures.

12:45 PM

After he has finished inspecting the restaurant, the system automatically generates a summary of violations, remedial actions, and penalties. Richard communicates these to the restaurant manager, along with a date for a follow-up inspection.

01:30 PM

Back at the office, Richard attends a weekly behavioral science taskforce meeting. Because of his interest in the subject, Richard is part of a short-term cross-agency project tasked with formalizing a behavioral science strategy to help regulatory agencies boost compliance.

02:30 PM

Richard needs to finish a report on areas at risk of illness outbreaks. The **hotspotting dashboard** aggregates and visualizes reported cases of foodborne illness, 311 reports about rodents and garbage dumping, and complaints from Crowdwise and Yelp.

05:00 PM

As Richard wraps up for the day, SARA reminds him that one of his food safety credentials is up for renewal next week. Grateful for the reminder, he asks her to email him the requirements and heads home.

SMART BASE COMMANDER

SMART BASE COMMANDER

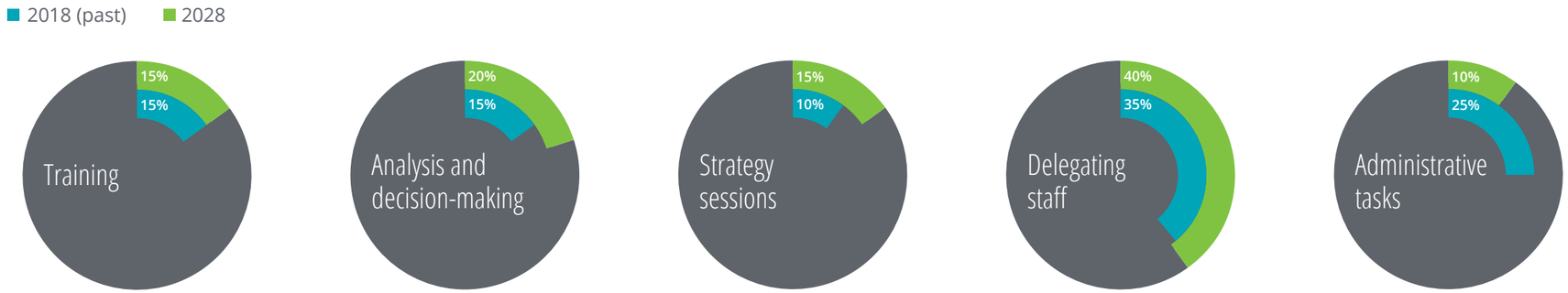
Summary

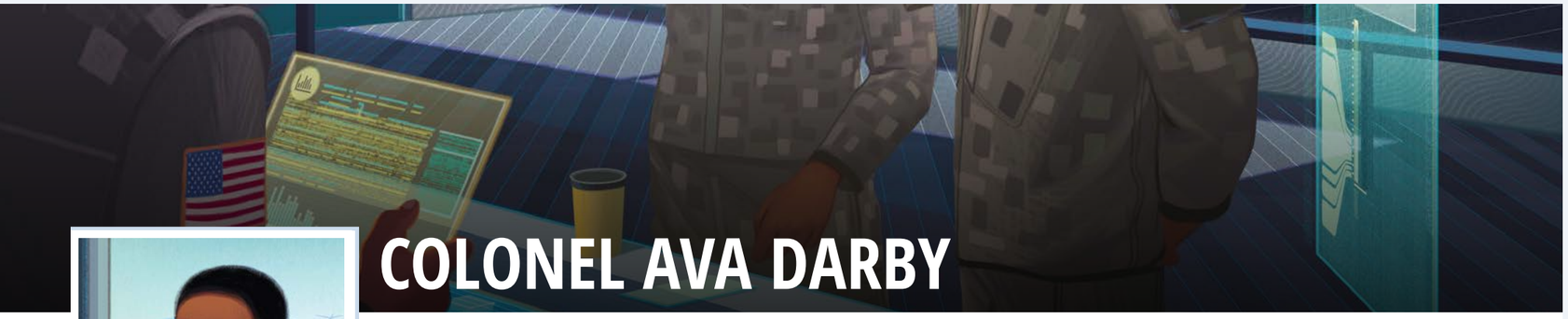
Smart base commanders know it is very important to provide a quality of life on post commensurate to the service and sacrifices service members and their families make. The commander develops the garrison's evolving master plan with input from all stakeholders, which includes warfighting commanders, civilians in the Directorate of Public Works, and community leaders. New technologies streamline communication between these parties. The commander regularly evaluates programs to ensure they provide the most value to the installation tenants and their families. Analytical software and AI-supported dashboards make it easy to visualize resource allocation and return on investment for large-scale social programs on post. In a global information war, the front is everywhere. Secure communication tools enable the commander to communicate confidentially with staff from any location.

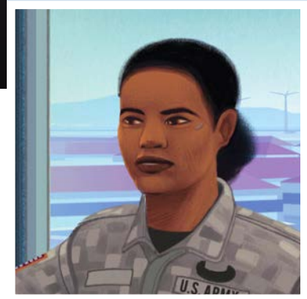
Responsibilities

- Command, control, and operate a garrison that supports and enables missions
- Ensure readiness of stationed units and care for people
- Conduct daily operations to provide installation support to commanders
- Maintain and improve installation services, infrastructure, and environment
- Plan for and conduct contingency operations
- Maintain garrison operational and situational awareness; serve as liaison with mission commanders and leaders
- Oversee local program execution, implement and manage armywide standards, and maintain real property

Time spent on activities







COLONEL AVA DARBY

SMART BASE COMMANDER
US Army | *Fort Benning, Georgia*

The smart base commander ensures a smoothly functioning military installation that service members, family members, and civilian employees are proud to call home.

Experience

Smart base commander
Fort Benning, GA
2028–present

Deputy G3
USASOC Fort Bragg, NC
2026–2028

Battalion commander
1st Battalion, 12th Infantry Regiment | Fort Carson, CO
2023–2025

Battalion executive officer
2nd Battalion, 75th Ranger Regiment | Fort Lewis, WA
2021–2023

S3, operations and training officer
2nd Battalion, 75th Ranger Regiment | Fort Lewis, WA
2019–2021

Education

US Army War College
Master of arts, strategic studies
2025–2026

US Army Command and General Staff College
Master's degree in international relations
2018–2019

United States Military Academy
Bachelor's degree in economics
2004–2008

Other certifications

- **Cyber risk management**
- **Advanced analytics for smart systems**
- **Additive manufacturing defense applications**

Top skills

HUMAN

Strategic planning

Leading cross-functional teams

Critical thinking and problem-solving

Collaborative leadership

Joint service/international operations

Risk management and mitigation

TECH

Analytical skills

Technical knowledge

CPM/PMP

Enterprise resource planning

TOOLBOX

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Digital innovations

Digital installation funding tool

This tool aligns installation projects and scans the defense network for funding opportunities. It alerts the commander to funding opportunities in traditional and unorthodox channels.

Virtual collaborative exercise trainer (VCET)

The VCET allows active units to train and collaborate with post units through virtual reality headsets without space or live ammunition restrictions. VCET significantly cuts down on the risks associated with a large-scale exercise.

Digital print lab

This lab uses 3D printing to build replacement parts, assemble weapons, and test new additive materials that can be deployed to remote locations around the world.

Predictive personal assistant

A predictive personal assistant works smoothly and virtually in the background, synchronizing meetings, calendars, and transportation plans, to ensure a more productive day.

Digital risk management dashboard

While planning a training exercise, this analytical tool seeks ways to mitigate risk to people, property, or equipment. The tool covers everything from large-scale maneuvers to aerial exercises, and can incorporate international partners. The dashboard also searches DefenseNet for similar exercises conducted around the globe to implement lessons learned.

Security

Sensitive compartmentalized information cloud (SCIC)

The SCIC is a personal cell phone and frequency jammer, activated by a smartwatch. The tool allows the commander to place and receive classified phone calls and video conferences from anywhere. The SCIC is the most advanced tool to defend U.S military personnel against cyberattacks overseas.

DefenseNet

DefenseNet is a secure network compatible with personal tablets and mobile devices. It allows command staff to stay securely connected on the move.

Efficient automation

Vertical farming center

This center grows food and produce medicine in stacked, vertical layers. It eliminates the need for large acres of farm space, reduces costs, and increases output. Since the technique is all automated, the centers can be controlled by anyone around the world.

Transportation pods

Developed in a partnership between DARPA and private industry, transportation pods are emissions-free, autonomous-driving vehicles. Versatile and reliable, they transport soldiers on base and move troops on the battlefield.

Situational awareness

Commander's vision

This tool allows the commander to use a virtual headset to plug into 360º cameras. The view can zoom in to patrol cars, body cameras on police officers, cameras on drones, and security cameras, allowing the commander to monitor any developing situation and react to emergencies in real time.

Dynamic resources dashboard

This dashboard gives real-time expenses and resource allocation numbers to the commander and her staff, allowing them to monitor installation projects and costs. The predictive analysis automatically tracks market prices for building materials, further driving down construction costs. The dashboard also tracks dining facility trends, eliminating waste and anticipating seasonal changes with predictive ordering. The dashboard serves as a central analytical planner for multiple dining facilities on the same installation.

A DAY IN THE LIFE

06:00 AM

Colonel Darby arrives in her office at Fort Benning Garrison headquarters. She and her sergeant major take a long run over to the airborne school. They know students will be using their **new VR headsets** to simulate an airborne drop and want to check in on the training.

09:00 AM

After physical training and a quick shower, it is time for the weekly staff meeting. Half the staff is at an industry conference in Washington, D.C., but will be attending via videoconference and making a presentation. Their materials were uploaded via their secure **DefenseNet** app on their iPads.

10:00 AM

While she checks emails, her **predictive personal assistant** has organized the notes and staff deliverables from the meeting. The assistant then emailed the notes to all attendees, updated the commander's priorities, and is already synchronizing calendars for next week's engagements.

12:00 PM

One of the infantry battalions on Fort Benning is deployed in the Middle East, but the companies have been rotating through the **virtual collaborative exercise trainer**. Using virtual reality, the VCET allows deployed troops paired with a company back at Fort Benning to conduct force-on-force training in real time. Colonel Darby observes the VCET training through her own device while sitting in her office.

02:00 PM

Colonel Darby is walking outside when her phone rings. Aware that this is a classified conversation, she activates her **SCIC**, a sensitive compartmentalized information cloud that serves as a cellular and frequency jammer. This tool enables her to have a classified phone call on the move.

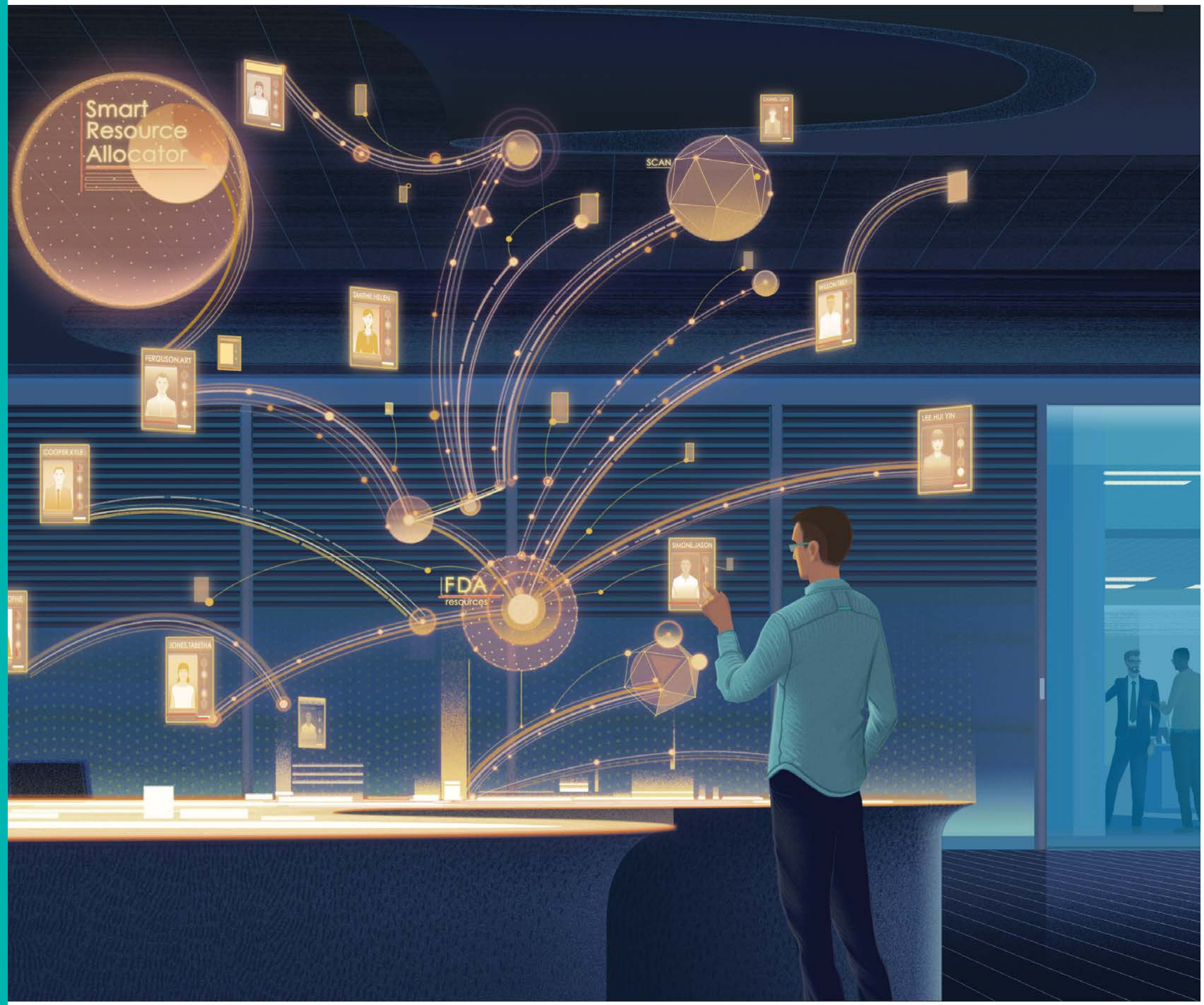
04:00 PM

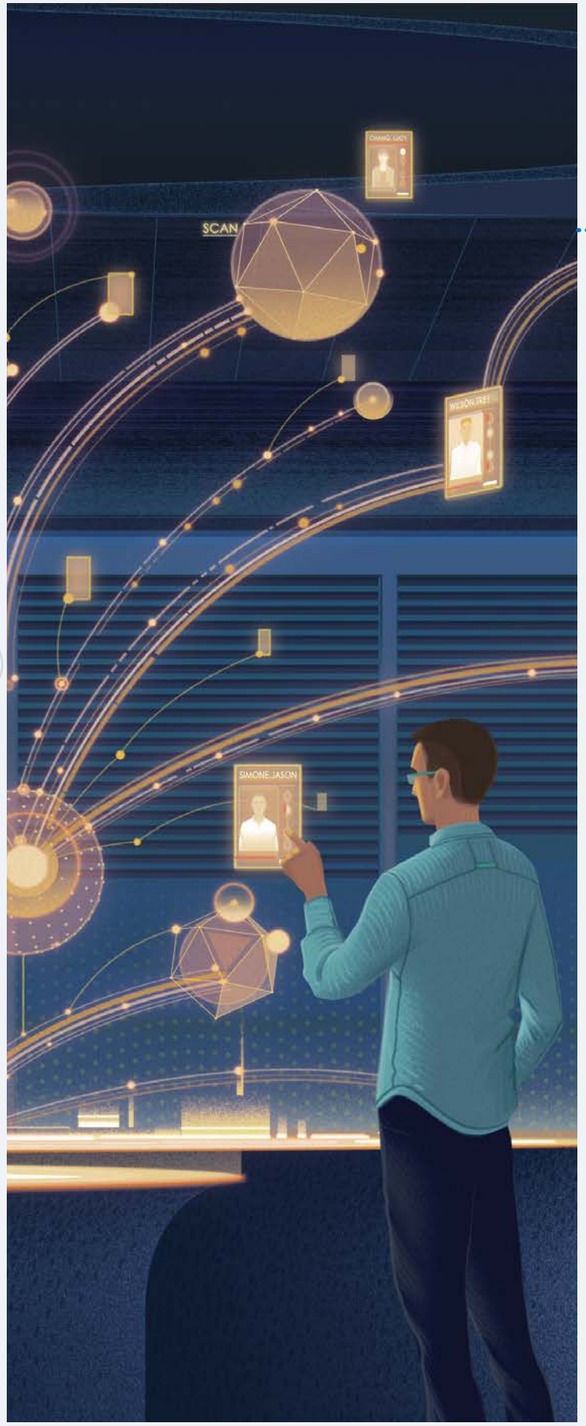
Colonel Darby logs into DefenseNet to check the situation reports in the major theaters of operations. Using **commander's vision**, she views the video feed from a drone circling an objective and makes a note to review the battle damage assessment later on.

06:00 PM

Colonel Darby and her husband have a dinner meeting with the commanding general and his wife. She decides to use one of the mobility **transportation pods**, an autonomous vehicle, to get downtown. On the way, she plays cards with her husband.

TALENT CLOUD COORDINATOR





TALENT CLOUD COORDINATOR

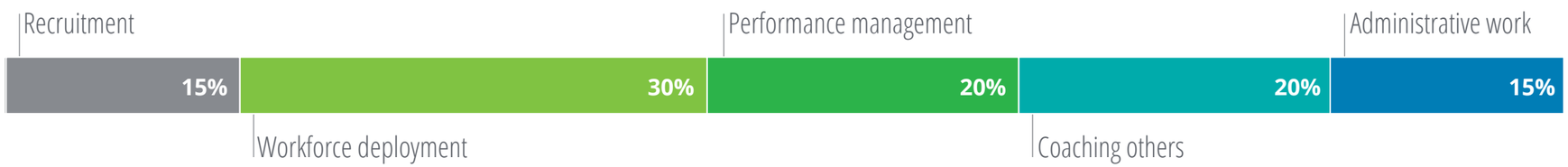
Summary

TCCs enable organizations to maintain a lean and agile central workforce that can work across multiple agencies and geographies. They deploy the TalentCloud workforce across different projects and departments, using tools to predict best-fit employees according to project needs and employee skill sets. Cognitive and automation technologies significantly reduce time spent on administrative tasks while also enhancing TCCs' decision-making abilities. TCCs help TalentCloud employees gain access to the resources they will need to prepare for new assignments. They oversee career advancement for employees, which in the TalentCloud model involves moving along a lattice by accumulating experience points (XPs). They also serve as coaches, counseling employees on wellness, work/life balance, career direction, building networks, and more.

Responsibilities

- Deploying the shared government workforce across different agencies based on project needs and employee skill sets
- Recruiting talent from within government into the TalentCloud
- Delegating noncritical, small tasks to external workers and engaging external experts with niche skills on specific projects
- Identifying project-specific employee development needs; enabling employees to access the most relevant learning tools and modules
- Coaching and supporting TalentCloud employees in a variety of areas

Time spent on activities



ERIC PARKER

TALENT CLOUD COORDINATOR
GSA TalentCloud services department | *Washington DC*

Talent cloud coordinators (TCCs) specialize in assembling the right people for particular projects and sharing that knowledge. They manage the talent pool in the TalentCloud—a new on-demand model for organizing talent based on team collaboration.

Experience

Talent cloud coordinator
GSA TalentCloud services department
2022–present

Senior staffing specialist
Alpha Tech Consultants
2019–2022

Talent manager
Hewlett Packard
2017–2019

Project specialist
Hewlett Packard
2013–2017

Education

HR Certification Institute
Associate professional in human resources (aPHR)
2018

Gerogetown University
Bachelor's degree in business administration
2009–2013

Other certifications

- **Coursera**
  21st-century talent models
- **EdX**
  Workforce analytics
- **Coursera**
  The science behind successful teams

Top skills

HUMAN

Recruitment and hiring

Staffing

Critical thinking and problem-solving

Communication (empathy, influence, persuasion)

Conflict resolution

Coaching

TECH

Gamification

Cloud-based HR management software

Workforce analytics

Learning management systems

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Productivity

Automated workforce information system (AWIS)

AWIS is an information management tool TCCs use to access TalentCloud employee profiles. Each profile includes attributes such as work experience, certifications, past projects, skills, and interests. It also provides information about employee availability and current and future deployments.

Digital assistant

The digital assistant helps TCCs stay productive and save time by scheduling appointments and performing specific tasks using only a voice command. Integrated with all other tools, the digital assistant reminds TCCs of upcoming tasks.

E-source

This platform allows TCCs to post noncritical microtasks that could be handled externally. It enables government agencies to tap into the gig economy workforce to address immediate and short-term needs.

Staffing central

This centralized tool lists all new staffing needs and openings across agency projects. TalentCloud project managers post hiring requirements and employees can find and apply for projects of interest to them. TCCs use staffing central to make and manage staffing assignments.

Employee wellness tracker

This tool aggregates data from the employee wellness manager app and enables TCCs to manage employee workloads and assignments, by identifying employees at risk of overwork and those who need to take on additional projects to earn more experience points (XPs). The tool is also linked to AWIS.

Decision-making

Robo-interviewer

This AI-powered bot conducts initial rounds of recruitment and screening interviews. The bot adapts the interview based on the candidate and the position offered and scores candidates on predetermined parameters. Reports are then reviewed and evaluated by TCCs.

Smart resource allocator (SRA)

Integrated with AWIS, the smart resource allocator allows managers to post resource requests for upcoming projects and set qualification criteria such as skills required, experience, and certifications. Once the request has been posted, TCCs are notified; they can then cross-post the job on staffing central and seek nominations. Based on nominations and job requirements, the SRA uses AI technology to provide a list of suitable employees for each job.

Team builder

The team builder tool provides TCCs the information they need to assemble strong teams for projects and assignments. Tapping into the science behind successful teams, this AI-powered tool learns and makes recommendations for teams. Recognizing that high-performing teams need to be diverse, compatible, and have complementary strengths, the tool sorts through personality tests like Business Chemistry in addition to skills and strengths to help TCCs determine which employees might work best together. TCCs vet recommendations by holding individual and group interviews.

Learning

XP performance management

This gamification-based performance management system incorporates the accumulation of experience points (XPs) through effective work on cloud projects, training, education, and professional certifications. As employees accumulate XPs, they become eligible to take on additional responsibilities and draw higher salaries. Employees could also earn XPs with high social capital scores based on their collaboration and networking efforts. TCCs use the system to track and manage employee performance and career growth.

Skills U

A personalized digital learning platform for on-demand, self-paced training including access to MOOCs, microlearning, microdegrees, agency training, in-person workshops, and seminars.

Ask me anything

This tool crowdsources and aggregates tacit knowledge and work tips from employees across the organization and makes the information available via a chatbot-powered, searchable database. It supports various formats including video, voice, images, and text.

Well-being

Wellness manager

This mobile app tracks caseloads, hours worked, hours spent on travel, vacation, training, exercise (self-reported), daily steps taken etc. It helps users balance workloads and flags those who are running thin.

A DAY IN THE LIFE

09:00 AM

Over a cup of green tea, Eric catches up on email and reviews his appointments for the day. His **digital assistant** has optimized his calendar, chunking meetings and collaborative tasks for the morning, and allocating time for deep work later in the day when Eric feels most productive.

10:00 AM

Eric heads to his first meeting, an orientation session for some new TalentCloud employees along with a few colleagues. Cloud workers vary in background and expertise and exhibit traits of "free-agent" workers—self-sufficient, self-motivated, with a strong loyalty to teams and clients. Since most participants are spread across geographies, they conduct the meeting via videoconference.

11:00 AM

During the meeting, Eric and his colleagues brief the new hires on the unique attributes of the TalentCloud model, which include project rotations, virtual working, the **XP performance management system**, and career progression. They also introduce the new recruits to a group of experienced TalentCloud employees who will serve as their peer mentors. While voluntary, participating in these activities directly adds to employees' social capital scores and XP (experience points), which influences career progression and performance.

12:00 PM

Eric has a coaching meeting with a TalentCloud employee, a new parent who wants to better balance his work and family commitments. Using the **Ask me anything** app, Eric finds tips and tricks that other employees recommended when in similar situations and includes them in his coaching plan.

01:30 PM

Eric is back at his workspace and starts on his queue of staffing allocations on **Staffing central**. The Food and Drug Administration (FDA) is looking for a team of technologists to partner with on the development of a trend-sensing process and tool. Eric defines the requirements for the team and enters it into the **SRA** tool. It shortlists some options based on availability, expertise, and skills, but it's Eric's job to review their profiles on the **AWIS**, fine tune the selection, and find employees who would be the best fit. He also uses the **Team builder tool** to assess team compatibility.

03:30 PM

Eric's smartwatch buzzes and he simultaneously gets a pop-up notification on his computer screen. It's an alert from the **wellness manager app** telling him he has been sitting for more than 90 minutes and should take a walk. Eric decides to take the stairs down to the cafeteria and grab a coffee.

04:00 PM

Eric reviews the **robo-interview** reports for TalentCloud employees looking to fill an AI specialist position for a project at a federal consumer watchdog agency. He shortlists two candidates to interview with the project manager and moves on to other staffing needs.

05:00 PM

As he finishes up for the day, Eric receives a notification that the business chemistry results for the new hires has been added to the AWIS database and team builder. With their profiles complete, he can begin to identify appropriate project opportunities for them. He asks his digital assistant to include this task on tomorrow's schedule.

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