AI, Insight, and Innovation

The Future of Government Service Delivery

maximus

> As we enter this age of AI-powered government, we have to proceed with care and understanding as we apply these technologies to service delivery.

MaryAnn Monroe
Vice President, CX Accelerator, Maximus

Contents:

Clearing the Hurdles: From Transactional Government Services to Unified Citizen Journeys

Federal agencies stand at a pivotal moment in service delivery transformation. Government programs are looking to scale progress in expanding digital touchpoints and services. To do it, they will need to re-imagine service delivery and how government programs interact with citizens—taking on people, process, and technology challenges to respond to the promise and the pressure of building digitally connected, seamless citizen journeys.

The people: Addressing both citizen and employee needs

MaryAnn Monroe, Vice President of the Maximus CX Accelerator, underscores the need for a citizen-first mindset that shifts from reactive, channel-by-channel service to connected customer experiences (CX). This proactive approach would enable contextualized information to follow citizens across touchpoints with different government programs, leveraging omnichannel communication and centralized data about each citizen interaction.

> "In this way, agencies will be able to deliver truly personalized experiences to citizens and even be proactive in anticipating needs."

Achieving this promise is not just about exceptional CX, Monroe notes. She emphasizes the necessity of a Total Experience approach, one that also considers the employee experience and its impact on government program delivery.

Mike Kuentz, Principal Solutions Architect at Amazon Web Services (AWS), emphasizes empowering employees to leverage AI and other emerging tools and to ensure they are accessible, scalable, upgradeable, and tailored to agencies' unique needs. Drawing from Amazon's leadership principles, he notes that "leaders start with the customer and work backwards." This approach centers design thinking alongside a customer-obsessed mindset to enable rapid prototyping of solutions that equip employees to address unmet citizen needs.

The processes: Boosting effectiveness within budget

Next-generation service delivery also depends on thoughtful process considerations. Monroe notes that journey maps can be particularly useful in tracing citizen pathways across voice calls and contact centers, chats with virtual assistants, in-person service appointments, customer portals, and other channels. The start-to-finish view that journey maps provide can help identify process barriers and unlock opportunities for proactive engagement, such as anticipating citizen needs before they ask.

While these activities can help agencies gain further traction from technology investments and digital transformation initiatives, Monroe cautions that agencies must also balance competing priorities.

"Contact centers are focused on efficiency and cost reduction, but that can sometimes be in conflict with designing a seamless experience," she notes.

To address it? Monroe recommends agencies invest in workflow automation as a crucial component in resolving this tension, shrinking processing times from weeks to days or even enabling same-day service.

The technologies: Foundational functionality for agile CX at scale

As a cornerstone of reimagining service delivery, secure cloud infrastructure is foundational, says Kuentz.

"I think one of the reasons we see enterprises and governments alike moving to cloud is really about the agility and speed with which they can change and modernize," he notes.

Key to capitalizing on the promise of cloud for government is leveraging AI-native contact center technologies, such as AWS Connect, which allows agencies to upgrade to new large-language models seamlessly as they become available without rebuilding entire systems.

Looking ahead, both Monroe and Kuentz agree that agentic AI is the next frontier, enabling orchestration of complex workflows across applications to tackle multifaceted citizen needs.

Kuentz notes that a key tool pushing faster development of agentic AI tools is Amazon Q Developer, a powerful generative AI coding assistant. With functionality for coding, troubleshooting, testing, and security scans, such tools may help accelerate deployment of agentic AI capabilities across government contact centers.

"The excitement is there, and the applications and the technologies are certainly being used today to really push us into this new age of service delivery," says Monroe.

> "The shifts we've seen so far are only the beginning of reimagining government services. The next step is shifting from transactional responses to building a truly unified journey."
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> **MaryAnn Monroe**
> Vice President, CX Accelerator, Maximus

Five Ways Industry Collaboration Can Increase AI Access and Impact Across Federal Services

Strategic partnerships between government agencies and industry—including trusted partners like Maximus and leading technology providers like AWS—have the promise to improve access to and impact of agentic AI and other emerging tools. Doing so can boost return on investment (ROI) for digital transformation, accelerate mission outcomes, and enable future-ready capabilities that address citizen needs and build trust in government services.

Agencies that embrace these collaborative approaches today will be best positioned to deliver the seamless, personalized, proactive services citizens increasingly expect from their government.

1. Lowering technical barriers through managed cloud infrastructure

- **Challenge:** Building AI capabilities requires significant investment in talent, infrastructure, and ongoing model training.
- **Partnering for impact:** Pre-built, industry-leading cloud services give agencies a risk-reducing foundation that enables seamless deployment of AI tools and modern applications without the need for extensive in-house expertise—lowering both skill and budget barriers to AI access.

2. Sharing expertise and co-developing tailored AI solutions

- **Challenge:** Off-the-shelf AI solutions often do not address the unique needs that government missions demand. From regulatory compliance to specialized use cases, tailored solutions are often the answer.
- **Partnering for impact:** Collaboration with partners and technology providers enables agencies to draw on deep industry expertise, provide mission-specific inputs for solution roadmaps, co-develop custom AI integrations, and ensure new tools are designed with human-centered principles.

3. Driving cross-agency service integration

- **Challenge:** Citizen needs often span multiple government agencies and programs, even as services across them remain siloed.
- **Partnering for impact:** Maximus and AWS collaborate with government to implement cross-agency, agentic AI frameworks that can collaborate, negotiate, and orchestrate actions and information to address multi-faceted citizen needs and proactively anticipate requests.

4. Ensuring human-centered AI implementation

- **Challenge:** As AI becomes more sophisticated, government has a unique responsibility to balance technical innovation with human empathy.
- **Partnering for impact:** Leading AI and cloud solution providers like AWS are working to prioritize human-centered design that augments rather than replaces human connection, and ensuring AI agent responses reflect understanding of citizen experiences and needs.

5. Leveraging AI-powered data management for mission advantage

- **Challenge:** Vast amounts of data collected by federal agencies often remains siloed between them, resulting in missed opportunities for data-informed policy and service improvements.
- **Partnering for impact:** By working with industry partners, agencies can unlock access to better tools for data integration across organizational boundaries—making agentic tools more accurate and delivering insights to drive mission outcomes.

Real-World Impact

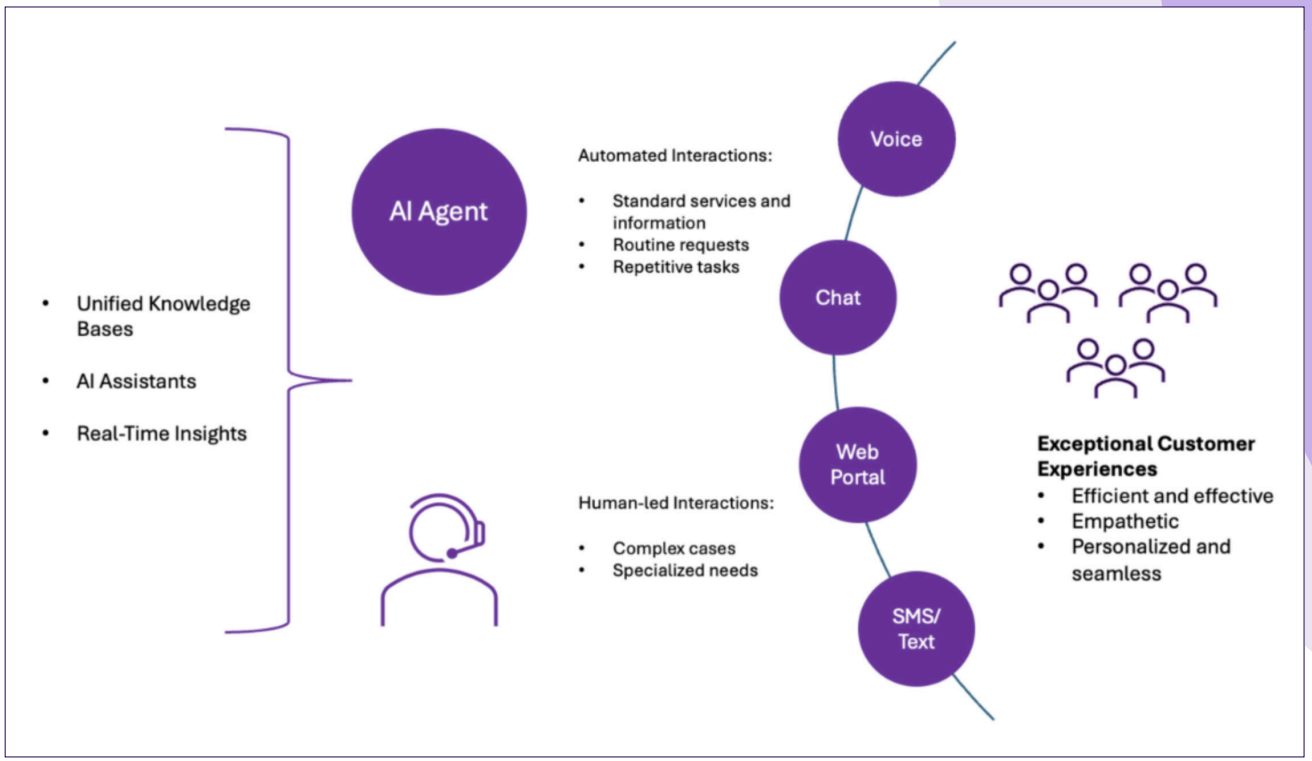
The Veterans Evaluation Services intelligent document processing system exemplifies the benefits of industry collaboration. Rather than implementing a generic solution, Maximus and AWS worked closely with the VA to understand the specific challenges of processing complex medical records for disability benefits determinations. The result is an AI-powered system that runs on AWS GovCloud, meeting FedRAMP security standards while handling the unique document types and workflows specific to Veterans' benefits processing.

> "An emerging trend we're seeing is the rise of multi-agent collaboration, where AI agents share context and divide tasks. This is especially valuable in complex domains like healthcare, workforce development, or social services. To drive the promise of this innovation forward for federal agencies, we're experimenting with different architectures and proofs of concept, working closely with both government customers and our alliance partner AWS."

Sam Frederick
Senior Director of CX Solutions, Maximus

How Total Experience Impacts Government Service Delivery

A Total Experience approach leverages AI-powered tools from trusted alliance partners including AWS to connect seamlessly across communication channels and touchpoints. Moving beyond the limitations of traditional contact centers, this approach considers not only customer experience (CX) but employee experience (EX) as well. With seamless, rapid upgrades using the latest AI models, employees are empowered with AI assistants, unified knowledge bases, and real-time insights that help them deliver seamless, personalized citizen experiences.



How Federal Agencies Can Responsibly Embrace the Age of AI-Powered Government

The question facing federal leaders isn't whether to adopt agentic AI and other emerging technologies—it's how to do so responsibly and at scale. Success requires balancing automation and innovation with human expertise as well as effective governance and regulatory compliance, and performance metrics that ensure AI investments result in measurable mission outcomes.

Host AI tools on cloud solutions with built-in compliance and security features

Cloud adoption across federal agencies is driven not only by cost and agility, but also by government's need for strong, built-in security and compliance. Deploying AI responsibly involves hosting these advanced tools on a secure and compliant technical foundation. We advise agencies to prioritize solutions with:

- Security by design, rather than layering privacy and compliance safeguards on after deployment
- Data governance frameworks that support interoperability while maintaining strict access controls for sensitive information
- Features that enable transparency into how data is used and protected to build and maintain public trust
- Built-in tracking and reporting to simplify federal compliance and reduce barriers to adopting AI and automation

Keep humans in the loop

While AI tools can increase efficiencies and help automate tasks, the most successful deployments enhance rather than replace human expertise, empathy, and judgement. Recognizing the need for this balance of technology and humanity is central to responsible AI-based delivery of government services. Maximus and AWS can help government partners:

- Automate routine tasks while reallocating complex inquiries and cases to human agents
- Deploy AI to handle digital processing tasks, enabling humans to focus on mission-critical field work
- Enhance employee capabilities with AI assistants, AI-powered knowledge bases across channels, and analytics tools that support data-driven decision making
- Design AI-powered services with empathy, transparency, and inclusivity—for example, ensuring citizens know when they are interacting with AI and can switch to human support if needed

Establish robust success metrics to measure the outcomes of AI deployments

Traditional contact center metrics like call volume and handle time remain essential to budgeting and cost containment efforts, but today agencies also need measures that demonstrate mission impact and program effectiveness—not just efficiency. In developing success metrics under this new paradigm, agencies might consider:

- Outcome achievement, such as time from request to delivery of program benefit, not just call resolution
- Claims accuracy and reduction in number of denial disputes, helping to demonstrate reduced errors in benefits determinations
- Citizen access, such as improved service availability/uptime and reduced wait times
- Task adherence, demonstrating how well AI agents understand and accomplish intended goals
- Operational improvements, for example tracking the impact of increases in standardized communication and processes

> At AWS, we're committed to developing AI responsibly. We take a people-centric approach to integrating responsible AI across the entire lifecycle. For example, Amazon Bedrock Agent Core allows customers and partners to build and deploy agents in a secure and compliant manner, with security and compliance features built in. We're also creating an AI agent market-place where agencies can seamlessly plug in trusted AI solutions.

Mike Kuentz

Principal Solutions Architect, AWS

Explore more

Content in this ebook was adapted from episodes of Government Technology Insider's Clickthrough podcast, sponsored by Maximus. Take a listen at work, home, or on the go for more insights from Maximus and AWS representatives.

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Reshaping Government Service Delivery With Agentic AI

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