



ERICSA

On the Road Again

A
VIRTUAL
ROAD
TRIP

MAY 24 – 26, 2021

Managing Program Performance During a Pandemic



Meet the Panelists

- Brian Shea (Moderator)
 - Maximus
Vice President, Consulting
- Daniel Doyle
 - Louisiana Dept. of Children and Family Services, CSE
Regional Administrator
- Michelle Cavicante
 - Virginia Division of Child Support Enforcement
Quality Assurance Manager
- Wade Hopkins
 - Virginia Division of Child Support Enforcement
District Manager



National Trends

- Pandemic Impacts

- ❑ Large-scale unemployment – 3.5% to 14.7% (February to April 2020)
- ❑ Economic uncertainty
- ❑ Tax revenue shortfalls
- ❑ Remote work
- ❑ Noncustodial parent industries hit especially hard

- Government Response

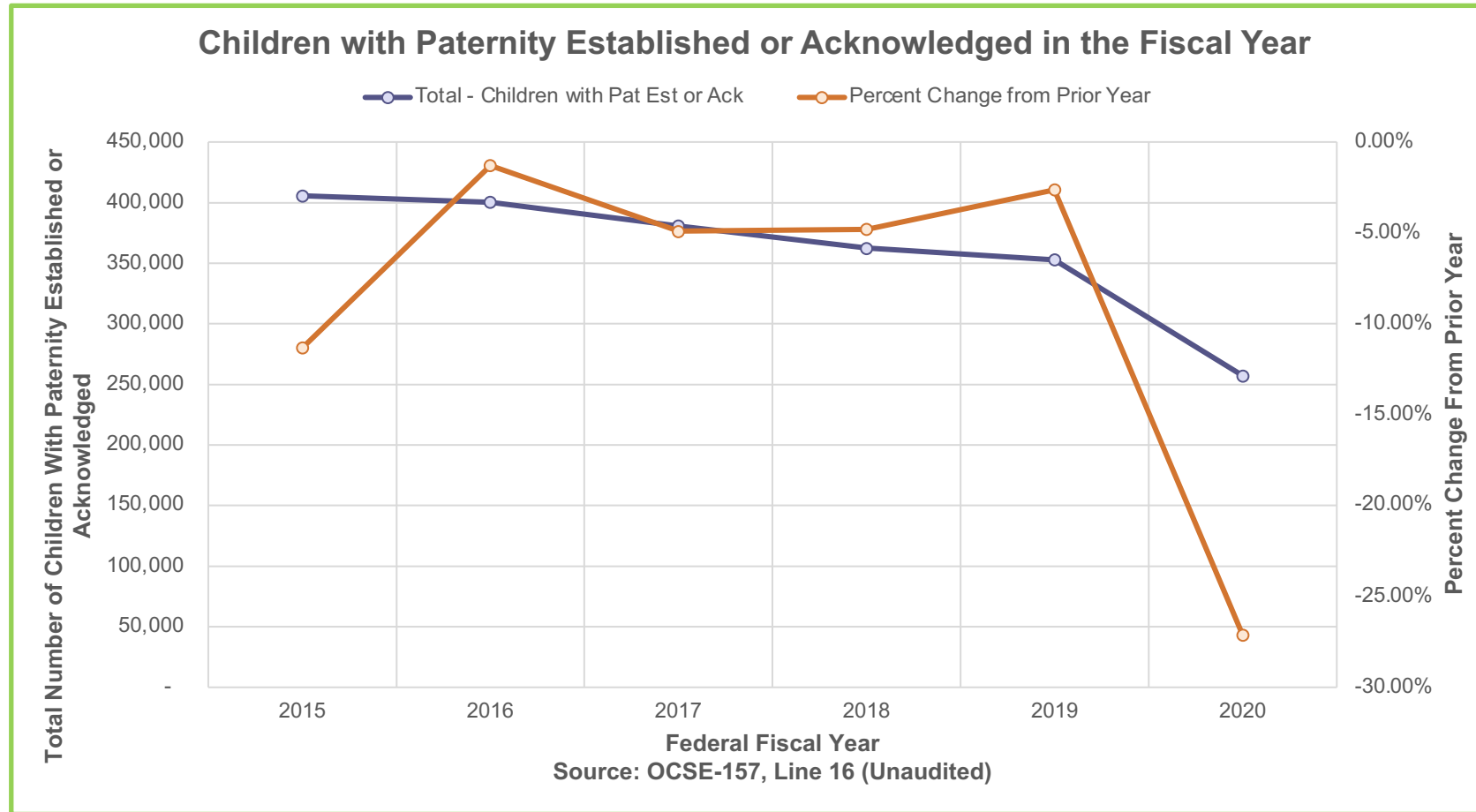
- ❑ Stimulus checks
- ❑ Enhanced unemployment – standard state benefit plus up to \$600 per week
- ❑ Payroll support for impacted employers – Payroll Protection Program



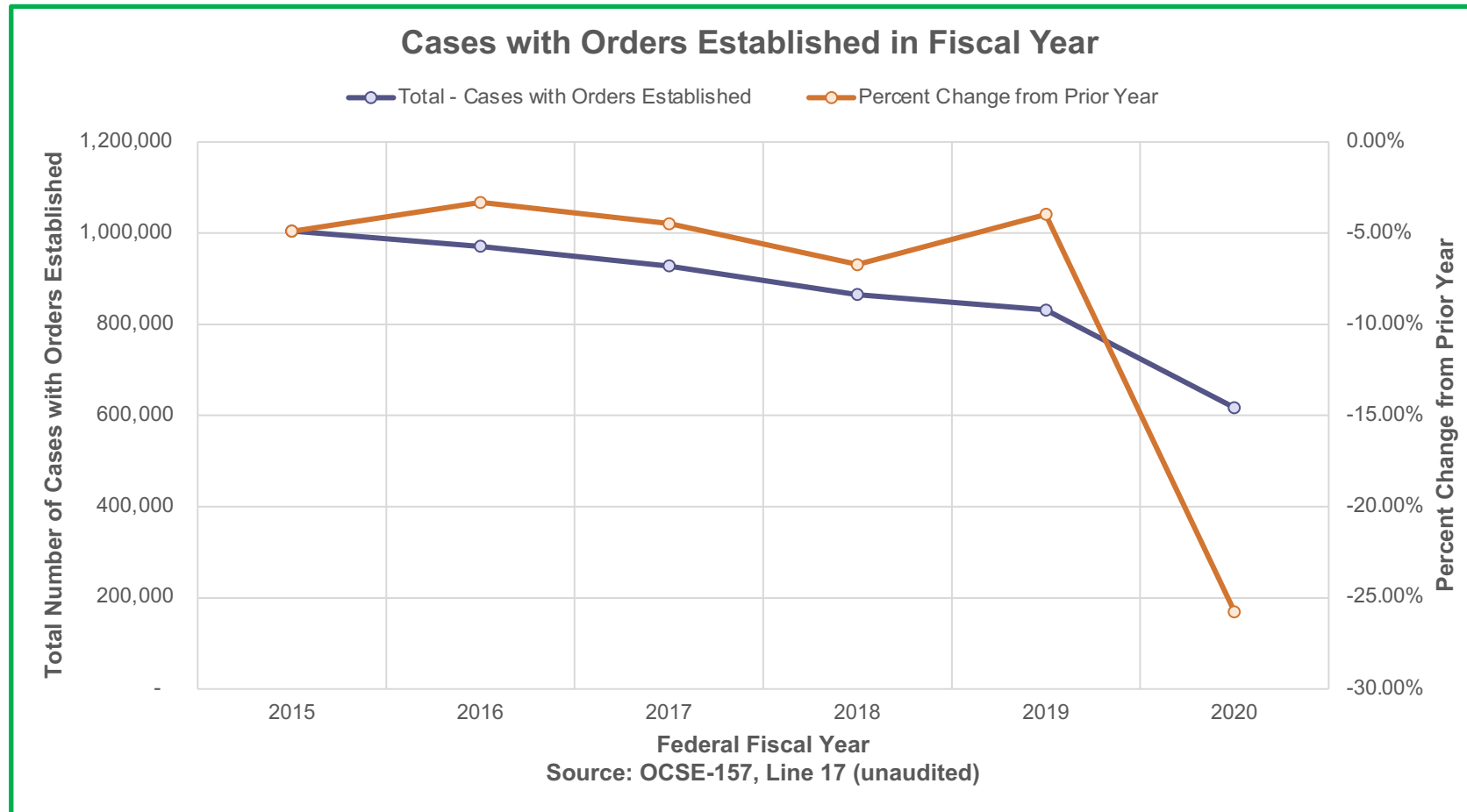
State Performance October 2019 – September 2020



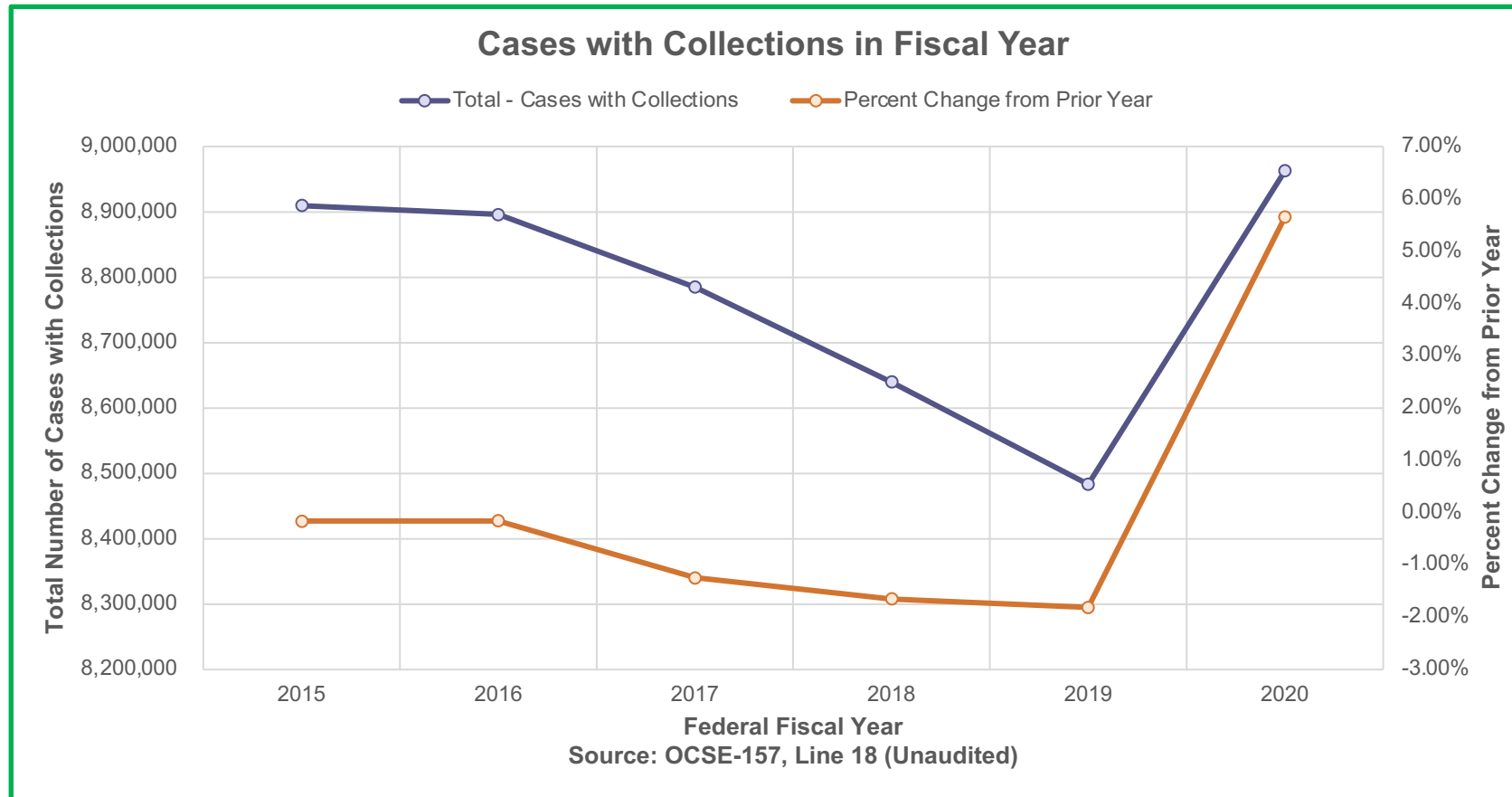
Paternities Acknowledged



Cases with Orders

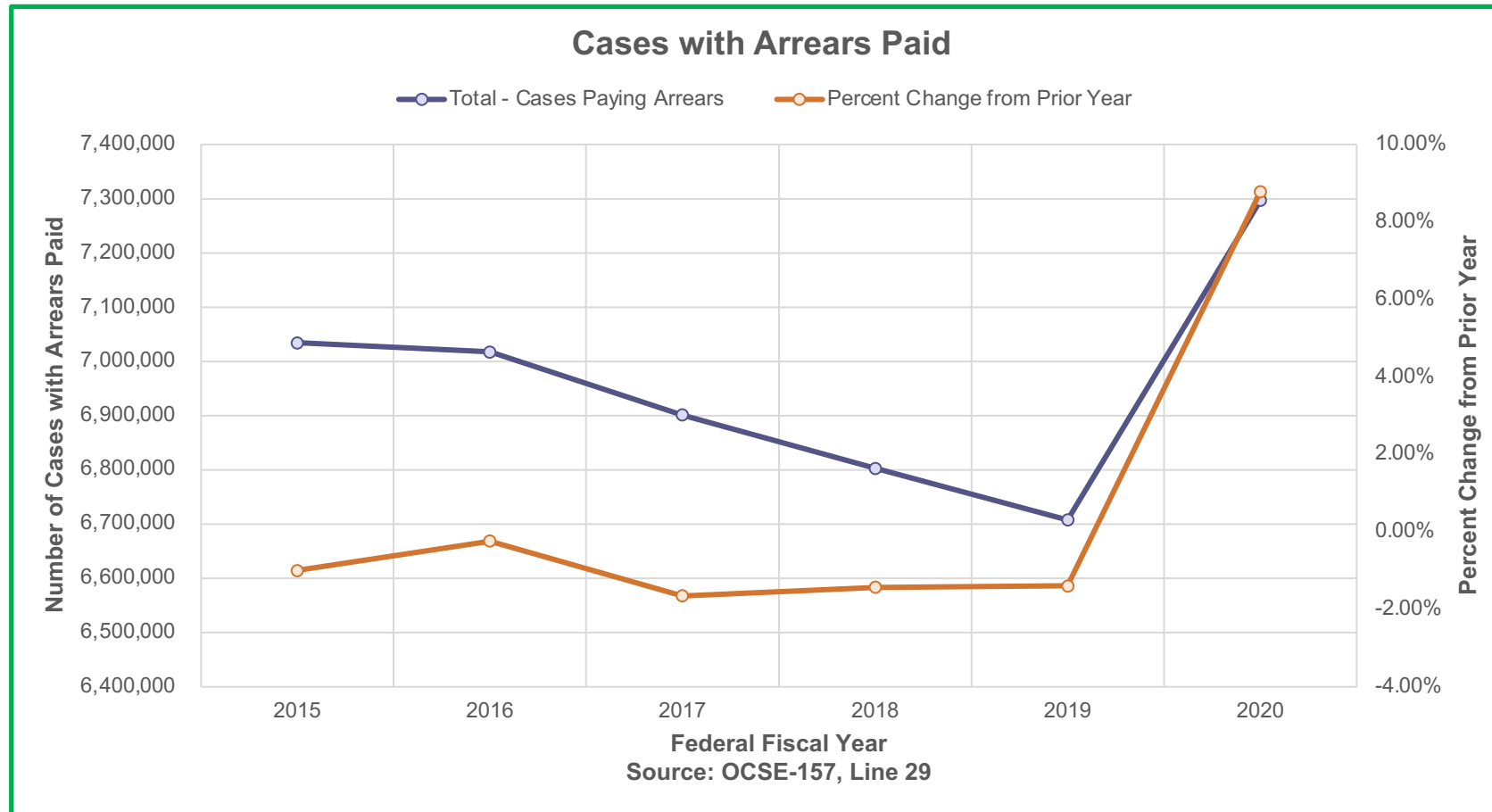


Cases with Collections



MAY 24 - 26, 2021

Cases Paying on Arrears



MAY 24 - 26, 2021

Immediate Forecast

- We are already halfway through the current federal fiscal year
- Economic recovery not likely until 2022
- Noncustodial parents may take longer to be reemployed – hard hit industries
- Backlogged court dockets
- Lasting impact paternity establishments – (in-hospital and IV-D)
- Performance impact likely to last several years
- State tax revenue will take years to recover
- Stimulus



Keys to Performance

The Impact of Better Communication and Better Partnerships



MAY 24 - 26, 2021

Three Pillars of Success

DCSE places a high priority on three pillars as the keys to success:

1. Employees
2. Clients
3. Performance



Three Pillars and the Pandemic

- Employees
 - Prioritize workplace safety
 - Allow schedule flexibility
- Clients
 - Find new communication tools
 - Modify existing processes
- Performance
 - Identify pain points
 - Increase collaboration



Enforcement Flexibility



Enforcement Flexibility: Purpose

- Assist customers impacted by pandemic
- Review current enforcement processes
- Recommend modifications



Enforcement Flexibility: Collaboration

- Field staff
- Office of the Attorney General
- Program evaluation and monitoring
- Program guidance
- Quality assurance team



Enforcement Flexibility: Revisions to Processes

- Enforcement flexibilities matrix
- Pandemic-related enforcement checklist
- Stop batch processing of driver's license suspension notices
- Discontinue suspension of occupational, professional, and recreational licenses temporarily



Enforcement Flexibility: Outcomes

No major changes to enforcement!

- More telephone interactions with customers
- Established positive relationships with customers
- Increased collaborations



Flexibility and Performance

Performance impact – the jury is still out!

- Fewer contempt referrals
- Unemployment benefits
+ 1st Economic Impact Payments
= increased collections



Accelerated Review & Adjustment (ARA)



ARA: Purpose

- Response to urgency of customer needs brought on by COVID-19
- Provide more timely responses to customers with an economic change of circumstances
- Assist division in meeting the R&A federal timeframes



ARA: Collaborations

- Call center
- Quality assurance team
- District office staff
- Office of the Attorney General
- Home office: Program Operations and Administration and Finance



ARA: Highlights

- Paper requests not required
- Shorter timeframes for taking actions
- Increased use of email and telephone interactions between customers and the division
- Abbreviates or eliminates previous process steps



ARA: Outcomes

- Statewide permanent change in review and adjustment process
- Provides a more streamlined process
- Empowers staff to collaborate and communicate more effectively with customers
- Provides suggested standardized language for communication
- Creation of a special status indicator to identify pandemic-related cases
- Increases use of proposed modified orders



Performance Impact

Results for Special Projects Teams

Average Number of Days to Completion	48
Average Number of Days for New ASO	88
Average Number of Days to MTA/PMO Filing	41
Number of New ASOs	425



Performance Evaluation



New Ways to Evaluate Performance

- Collaborate with program evaluation and monitoring team
- Use expanded audit results to assist district offices that did not meet benchmarks
- Assess issues and work with district offices to create a plan tailored for their unique challenges



Key Takeaways

- Focus on customer and employee needs
- Partner with parties using effective communications and collaborations
- Foster fast, friendly, and effective customer service
- Improve performance through strengthening communications and partnerships
- Reinforce importance of employees, clients, and performance



Working Remotely and Managing Staff



Preparation



Requirements

- Paperless system
- Laptops
- Communications
- Electronic payment options
- Louisiana CAFÉ Self-Service Portal
- Continuity of Operations Plan (COOP)
- Staff notification system (RAVE)



Managing Staff

1. Emails
2. Skype instant messenger
3. Daily work logs
4. Customer service center
5. Daily task / alerts
6. Performance stats



1. Emails

- ❑ Daily start time
- ❑ Breaks
- ❑ Lunch
- ❑ Sign-off for the day



2. Skype Instant Messenger

- ❑ Available
- ❑ Busy
- ❑ Do not disturb
- ❑ Be right back
- ❑ Off work
- ❑ Appear away



3. Daily Work Logs

[illegible]

4. Customer Service Center

- Call Center request

- 1st request
- 2nd request
- 3rd request

- Message Center

- Answered messages
- Unanswered messages
- Acknowledged messages



5. Daily Tasks / Alerts

- Tasks

- Look at the day's tasks that are outstanding
- Look at the total number of tasks

- Alerts

- Look at the day's alerts that are outstanding
- Look at the total number of alerts



6. Performance Stats: February 2020

Paternity Establishment	90.42%
Obligation Establishment	88.58%
Current Support	53.94%
Arrears \$	1.99%
Arrears #s	39.59%



6. Performance Stats: August 2020

Paternity Establishment	92.95%
Obligation Establishment	88.53%
Current Support	52.51%
Arrears \$	8.77%
Arrears #s	63.96%



6. Performance Stats: February 2021

Paternity Establishment	89.90%
Obligation Establishment	88.92%
Current Support	49.13%
Arrears \$	2.47%
Arrears #s	41.02%



Measuring Productivity



Virginia Pre-Pandemic

- Most, if not all, had laptops
- Many staff teleworking 1-2 days per week
- Offices open for appointments / walk-ins
- Courts open and dockets full
- Genetic testing in office and service points
- Performance measured at office-level
CSUP / Arrears / Paternity / Obligations



Virginia Post-Pandemic

- Office lobbies closed March 19, 2020, to the public
- Majority of workers became 80-90% daily teleworkers
 - Essential office functions (printing, incoming / outgoing mail, scanning, etc.) had to be completed
 - Operations staff in office daily (on rotational basis)
 - Enforcement staff rotate-in 2 days weekly
- Courts closed for 3 months (push-back on virtual hearings)
- No genetic testing in office or service points



District Office Performance Monitoring

- Direction from top
 - Be flexible with staff schedules
 - Allow adjustments, especially staff with new home responsibilities
 - Staff can set own schedules (maintain customer service)
 - Limit staff in office
- Difficulties for managers / supervisors
 - Are staff working, given so much flexibility
 - Balance between encouragement and encouraging work functions
 - Have staff contact customers without sending letters
 - Collections initially up; now trending downward



District Office Performance Monitoring

- Virginia's automated system
 - Time-stamped every worker action taken on a case
 - Reporting system updated each night
 - Already pulling worker actions daily / weekly
 - Monthly reports for formal evaluation process
- Created report for delivery to supervisors each morning
 - Created formula for determining time between worker actions
 - Time-consuming, but insightfully frustrating to supervisors
- Learned new Excel functions
 - =Weekday and =Hour
 - Pivot tables (where the magic happens!)



Worker Actions by Day: Time Intervals

Weekly Worker Actions										
District Cd: Z0 AND Case Evnt ID: Between Mar 7, 2021 12:00:00 AM and Mar 13, 2021 11:59:59 PM										
District Cd	Initiating Worker ID	Case Number	Acct Type Cd	Evnt Type Cd	Evnt Desc	Case Evnt ID	Minutes Between Actions		Wrkr	Count
Z0	Z0ENF003	24155087	CASE	SELF	*****	Mar 9, 2021 9:24:03 AM			Z0ENF003	15
Z0	Z0ENF003	23261391	CASE	SELF	*****	Mar 9, 2021 9:31:31 AM	7.47		Z0ENF005	22
Z0	Z0ENF003	21236141	CASE	WCML	COMPLIANCE LETTER	Mar 9, 2021 10:27:12 AM	55.68		Z0ENF006	67
Z0	Z0ENF003	21236141	CASE	SELF	*****	Mar 9, 2021 10:28:06 AM	0.90		Z0ENF009	21
Z0	Z0ENF003	24113955	CASE	SELF	*****	Mar 9, 2021 10:40:01 AM	11.92		Z0ENF016	35
Z0	Z0ENF003	24113955	CASE	ALSR	LIEN FOR SUPPORT DEBT RELEASE	Mar 9, 2021 10:44:45 AM	4.73		Z0ENF017	17
Z0	Z0ENF003	24113955	CASE	ALSR	LIEN FOR SUPPORT DEBT RELEASE	Mar 9, 2021 10:45:41 AM	0.93		Z0ENF018	51
Z0	Z0ENF003	24113955	CASE	SELF	*****	Mar 9, 2021 11:32:26 AM	46.75		Z0ENF019	23
Z0	Z0ENF003	24318715	CASE	SELF	*****	Mar 9, 2021 11:44:30 AM	12.07		Z0ENF020	2
Z0	Z0ENF003	24318715	CASE	CPRA	### PAY REC/ARREAR LETTER	Mar 9, 2021 11:47:46 AM	3.27		Z0ENF021	18
Z0	Z0ENF003	25380468	CASE	SELF	*****	Mar 9, 2021 12:20:39 PM	32.88		Z0ENF022	5
Z0	Z0ENF003	25380468	CASE	CPRA	### PAY REC/ARREAR LETTER	Mar 9, 2021 12:25:00 PM	4.35		Z0ENF023	35
Z0	Z0ENF003	24113955	CASE	SELF	*****	Mar 9, 2021 12:27:14 PM	2.23		Z0ENF024	45
Z0	Z0ENF003	23161767	CASE	SELF	*****	Mar 9, 2021 12:31:29 PM	4.25		Z0ENF026	31
Z0	Z0ENF003	21243199	CASE	SELF	*****	Mar 9, 2021 2:37:59 PM	126.50		Z0ENF027	18
Z0	Z0ENF005	26000790	CASE	SELF	*****	Mar 9, 2021 7:07:35 AM	-450.40		Z0EST005	62
Z0	Z0ENF005	26000790	CASE	WWEA	WITHHOLDING OF INCOME	Mar 9, 2021 7:08:03 AM	0.47		Z0EST007	5
Z0	Z0ENF005	26000790	CASE	CNAT	NOTIFICATION OF DCSE ACTION	Mar 9, 2021 7:08:23 AM	0.33		Z0FOP004	34
Z0	Z0ENF005	25578070	CASE	SELF	*****	Mar 9, 2021 7:14:32 AM	6.15		Z0INT004	48
Z0	Z0ENF005	24768403	CASE	LIPA	LIEN NOT FILED-NO PROP AVAILABLE	Mar 9, 2021 7:16:01 AM	1.48		Z0JUD002	21
Z0	Z0ENF005	24768403	CASE	ECLA	CONTACT LETTER TO NCP	Mar 9, 2021 7:19:18 AM	3.28		Z0JUD005	28
Z0	Z0ENF005	23940776	CASE	SELF	*****	Mar 9, 2021 7:24:46 AM	5.47		Z0LSUCA1	3
Z0	Z0ENF005	24857010	CASE	SELF	*****	Mar 9, 2021 8:50:35 AM	85.82		Z0PRE001	5
Z0	Z0ENF005	24857010	CASE	ECLA	CONTACT LETTER TO NCP	Mar 9, 2021 8:51:39 AM	1.07		Z0REV002	17
Z0	Z0ENF005	25669034	CASE	SELF	*****	Mar 9, 2021 10:20:26 AM	88.78		Z0REV003	3
Z0	Z0ENF005	25611683	CASE	SELF	*****	Mar 9, 2021 11:10:03 AM	49.62		Grand Total	631



MAY 24 - 26, 2021

Weekly – Add Weekday / Hour Functions

Weekly Worker Actions			Week of Mar 7 - 13					
District Cd: Z0 AND Case Evnt ID: Between Mar 7, 2021 12:00:00 AM and Mar 13, 2021 11:59:59 PM							=Weekday	=Hour
District C	Initiating Worker I	Case Numb	Acct Type C	Evnt Type C	Evnt Desc	Case Evnt ID	Day	Hour
Z0	Z0DMG001	26098016	CASE	SELF	#####	Mar 11, 2021 8:51:06 AM	Thu	8
Z0	Z0ENF001	23644213	CASE	SELF	#####	Mar 10, 2021 1:00:02 PM	Wed	13
Z0	Z0ENF001	24807256	CASE	SELF	#####	Mar 8, 2021 3:52:00 PM	Mon	15
Z0	Z0ENF001	24807256	CASE	SELF	#####	Mar 8, 2021 3:55:04 PM	Mon	15
Z0	Z0ENF001	25015823	CASE	SELF	#####	Mar 10, 2021 2:38:22 PM	Wed	14
Z0	Z0ENF001	26246514	CASE	DELQ	DELINQUENT PROCESS STATUS ASSIGNED	Mar 8, 2021 10:22:41 AM	Mon	10
Z0	Z0ENF001	26246514	CASE	RENA	CASE REFERRED TO ADMIN ENFR UNIT	Mar 8, 2021 10:22:41 AM	Mon	10
Z0	Z0ENF001	24147293	CASE	SELF	#####	Mar 10, 2021 1:01:18 PM	Wed	13
Z0	Z0ENF001	21206953	PART	SELF	#####	Mar 8, 2021 10:45:24 AM	Mon	10
Z0	Z0ENF001	23434401	PART	SELF	#####	Mar 8, 2021 4:06:59 PM	Mon	16
Z0	Z0ENF001	24147293	CASE	SELF	#####	Mar 12, 2021 4:25:57 PM	Fri	16
Z0	Z0ENF001	25015823	CASE	SELF	#####	Mar 10, 2021 5:48:14 PM	Wed	17
Z0	Z0ENF003	21109494	PART	DLNS	DL NOT SUSPENDED - XXXX DELETED	Mar 12, 2021 1:05:59 PM	Fri	13
Z0	Z0ENF003	21180495	CASE	SELF	#####	Mar 8, 2021 9:33:57 AM	Mon	9
Z0	Z0ENF003	21181807	CASE	CPRA	### PAY REC/ARREAR LETTER	Mar 12, 2021 10:28:11 AM	Fri	10
Z0	Z0ENF003	21182616	PART	DLNS	DL NOT SUSPENDED - XXXX DELETED	Mar 12, 2021 2:32:22 PM	Fri	14
Z0	Z0ENF003	21183691	CASE	SELF	#####	Mar 8, 2021 11:21:37 AM	Mon	11
Z0	Z0ENF003	21186276	CASE	CPRA	### PAY REC/ARREAR LETTER	Mar 8, 2021 11:58:14 AM	Mon	11



MAY 24 - 26, 2021

Pivot Table – Weekday / Hour Functions

Week of Mar 7 - 13																										
Count of Evnt Type Cd		Hour																								
Wrkr/Day		0	2	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	22	23	Grand Total					
ZOENF017				2		8	7	65	51	12	4	11	21	19	9	6	5						220			
Mon								4	2			5	4	1	4	6	5					31				
Tue							1		1	2	1	4	8									17				
Wed				2		4	6	15	12	4			4	11	4							62				
Thu						4		42	21	3	3	2	5	7	1							88				
Fri								4	15	3												22				
ZOENF018			2				5	12	27	16	34	38	38	63	12							247				
Mon							1	1	12			2	8	5	11							40				
Tue								2	6	2	4	7	17	13								51				
Wed													3	42	1							46				
Thu							2	3	3	14	20	20	10	3								75				
Fri			1				2	6	6		10	9										34				
Sat			1																			1				
ZOENF019					5	15	20	5	13	7	8	21	18	6	32	6						156				
Mon									2			6	5	4	4	6						27				
Tue						4	2	2			4	5	6									23				
Wed						9	9	3	11	1	2	1	4	2	28							70				
Thu						1	7				1	4										13				
Fri					5	1	2			6	1	5	3									23				

PivotTable Fields

Choose fields to add to report:

☐ District Cd
☒ Initiating Work...
☐ Case Number
☐ Acct Type Cd
☒ Evnt Type Cd
☐ Evnt Desc
☐ Case Evnt ID
☒ Day
☒ Hour

MORE TABLES...

Drag fields between areas below:

FILTERS

COLUMNS

Hour

ROWS

Initiating Wo...

Day

VALUES

Count of Evn...

Weekly – Pivot Table by Code

Count of Evnt Wrkr	RSDL	SELF	SLIC	SOPG	TDCE	UADC	UINC	USSI	WCML	WLCP	WLNP	WORK	WWEA	WWRL	Grand Total
Z0ENF003		36							1				3		62
Z0ENF005		91		1									3		168
Z0ENF006		108	1		1								6	1	205
Z0ENF009		57							1				2	1	135
Z0ENF016		100											4	1	149
Z0ENF017		79				1							3		220
Z0ENF018	1	105											4	9	247
Z0ENF019		86													156
Z0ENF020		122					1								156
Z0ENF021		37													52
Z0ENF022		12							1				1		41
Z0ENF023		53											1		98
Z0ENF024		76													182
Z0ENF026		70						1	2			1	1		144
Z0ENF027		52	1			1	1	3						3	136
Z0EST005		95													244
Z0EST007		41					2					1			125
Z0EOP004		33													132

PivotTable Fields

Choose fields to add to report:

Search

- ☐ District Cd
- ☒ Initiating Worke...
- ☐ Case Number
- ☐ Acct Type Cd
- ☒ Evnt Type Cd
- ☐ Evnt Desc
- ☐ Case Evnt ID
- ☐ Day
- ☐ Hour

MORE TABLES...

Drag fields between areas below:

FILTERS

COLUMNS

Evnt Type Cd

ROWS

Initiating Wo...

VALUES

Count of Evn...

District Office Performance Monitoring

- Process – Using weekly worker action reports
 - Supervisor to review for consistent work patterns
 - View for unaccountable gaps in time not supported by:
 - Leave requests / schedule-adjustment requests
 - Training or meeting notifications
 - View for consistent use of “critical” worker actions
- Provide to employee with copy of worker actions
 - Request explanation
- Handling on-going issues
 - Phone / Google hangout discussion
 - Follow-up with email
 - Emails on future / continued time-gap concerns
 - Counseling memorandum
 - Involve regional director for guidance
 - Involve HR for guidance on formal discipline



Q & A

