



ERICSA

1963 - 2023

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SAVANNAH

60TH ANNUAL TRAINING CONFERENCE & EXPOSITION

MONDAY, MAY 22 - FRIDAY, MAY 26, 2023

Developing the IV-D Employee of the Future



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Sharon Stacy

DCSE Director of Operations
Eastern Region
Virginia Dept of Social Services



David Gillen

Regional Manager
Child Support Program
State of Florida



Jennifer Tubbs

Director, Child Support Services
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Our Current Landscape



Sharon Stacy

DCSE Director of Operations
Eastern Region
Virginia Dept of Social Services



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Go to menti.com and use the code 3583 4820

While thinking about employees of the future,
name an essential skill a case manager should
possess to deliver the best customer service.

Content



Your question ?

While thinking about employees of the fut

[Add longer description](#)

Entries per participant ?

3

Extras

Let participants submit multiple times ?



[Remove question](#)

JT

Account



Content



Design



Settings



Got
feedback?



Where are we?

A National Survey was created by the NCSEA/NCCSD/OCSE Public Relations Committee to learn what the general public knows about child support. Ten pilot states participated seeking feedback around understanding of the child support program, experience with the child support program, and why you would NOT want to use the child support programs. The survey ran nationwide between November 1, 2022, and April 30, 2023.



Where are we?

01

Past Trauma with the Program

02

Lack of Flexibility and/or Competence

03

Lack of Support for Successful Co-Parenting

04

Misconceptions of the Program



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Name a skill all employees of the future must possess if we want to reach new customers who need our services.

Content



Your question ?

Name a skill all employees of the future must

[Add longer description](#)

Entries per participant ?

3

Extras

Let participants submit multiple times ?



[Remove question](#)

JT

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Content



Design



Settings



Got
feedback?



How did we get here?



Previous Knowledge, Skills and Abilities

- Able to apply investigative techniques
- Knowledge of collection procedures and techniques
- Ability to communicate
- Employee Work Profiles that gauged success by the number of punitive actions taken



Skillsets and Mindsets Created

- Collections mentality that does not take into account an individual situation
- Enforcement remedies that caused hardship and even public humiliation
- Assembly line treatment of cases



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Where are we going?



Previous Knowledge, Skills and Abilities

- Customer service skills rather than collections experience
- Skills in collecting information
- Ability to interact with a diverse public
- Focus on team and the ability to work in a considerate and respectful way to set, clarify and achieve team goals



Skillsets and Mindsets Created

- Concentrated focus on communications, internally and externally
- Direct communications to determine situations and barriers of individuals
- Shift from enforce to enable

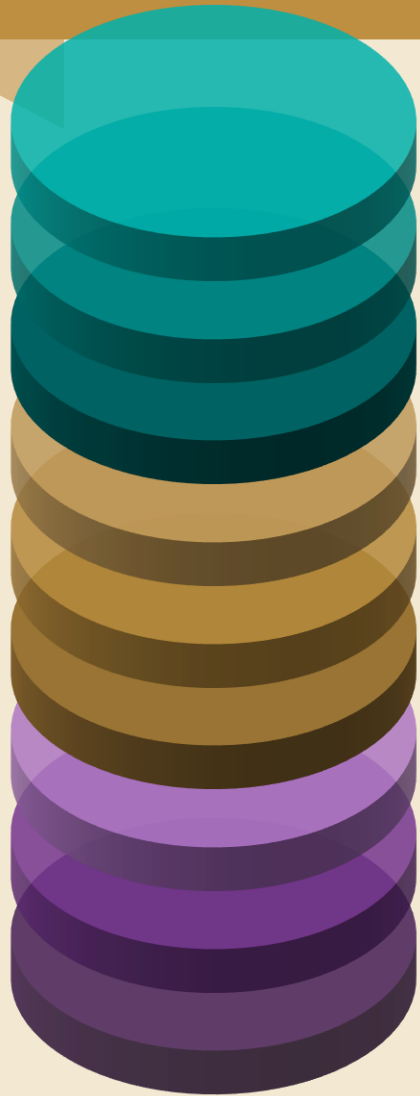


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How do we get there?



Active Listening

Inquisitive

Intuitive

Empathetic

Innovative

Open-minded

Flexible

Tech-Savvy

Supportive of the mission

What is needed in our
Mental, Emotional,
and Agency Toolbox?



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We've arrived!! Now what?

Continue collaborations with partnering agencies for access to services such as employment, mental health, fatherhood and co-parenting programs

Continued focus on fast, friendly and effective customer service programs

Advertising / Marketing budgets to promote a positive image

Technology that benefits and depends upon those using it through the use of Human Centered Design

Recognize the skillset of staff and find the best ways to utilize for productivity and job satisfaction

Hiring practices and retention incentives that keep vacancies at a minimum and workloads manageable



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Hiring & Retention



David Gillen

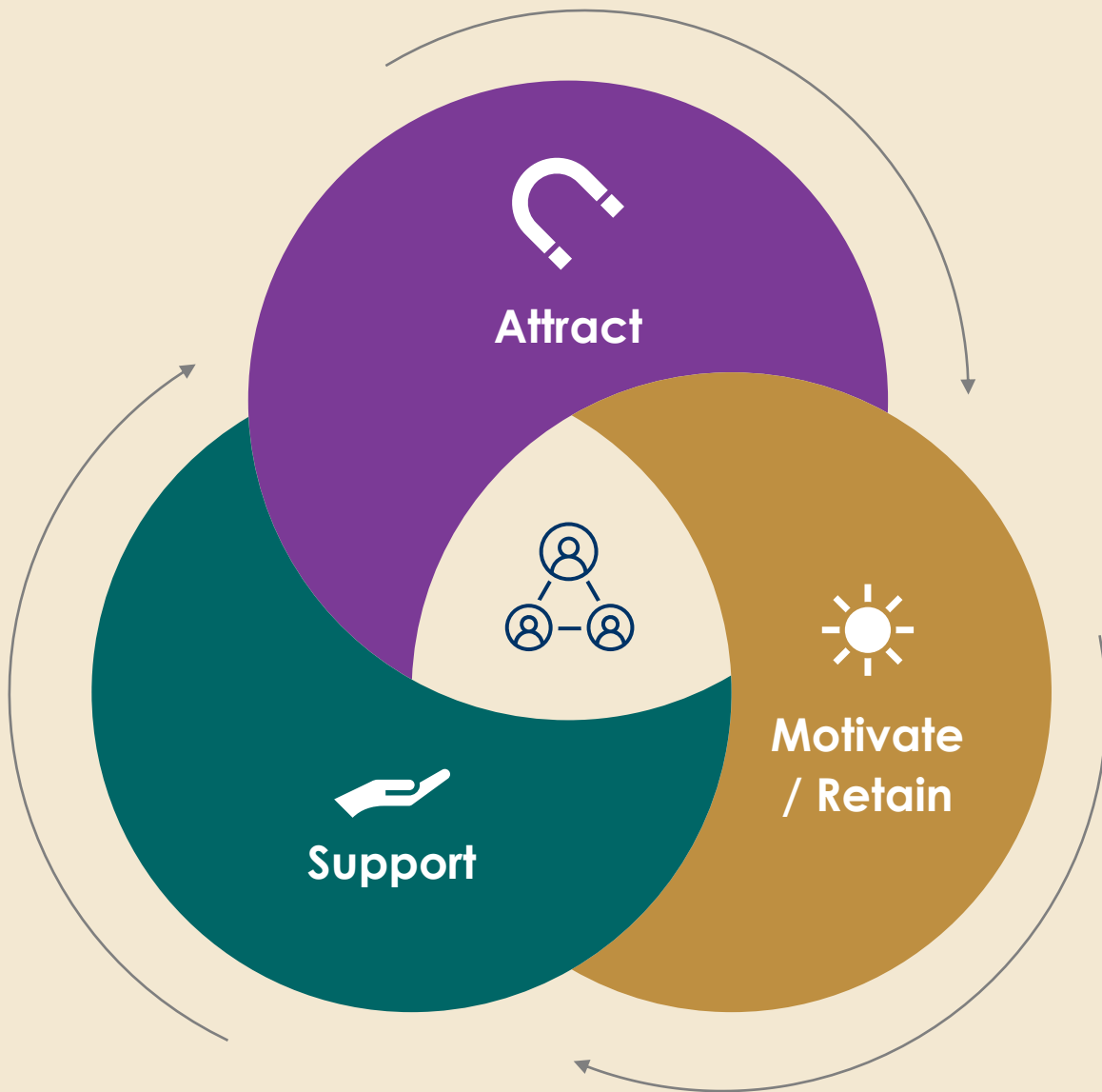
Regional Manager
Child Support Program
State of Florida



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Hiring & Retention

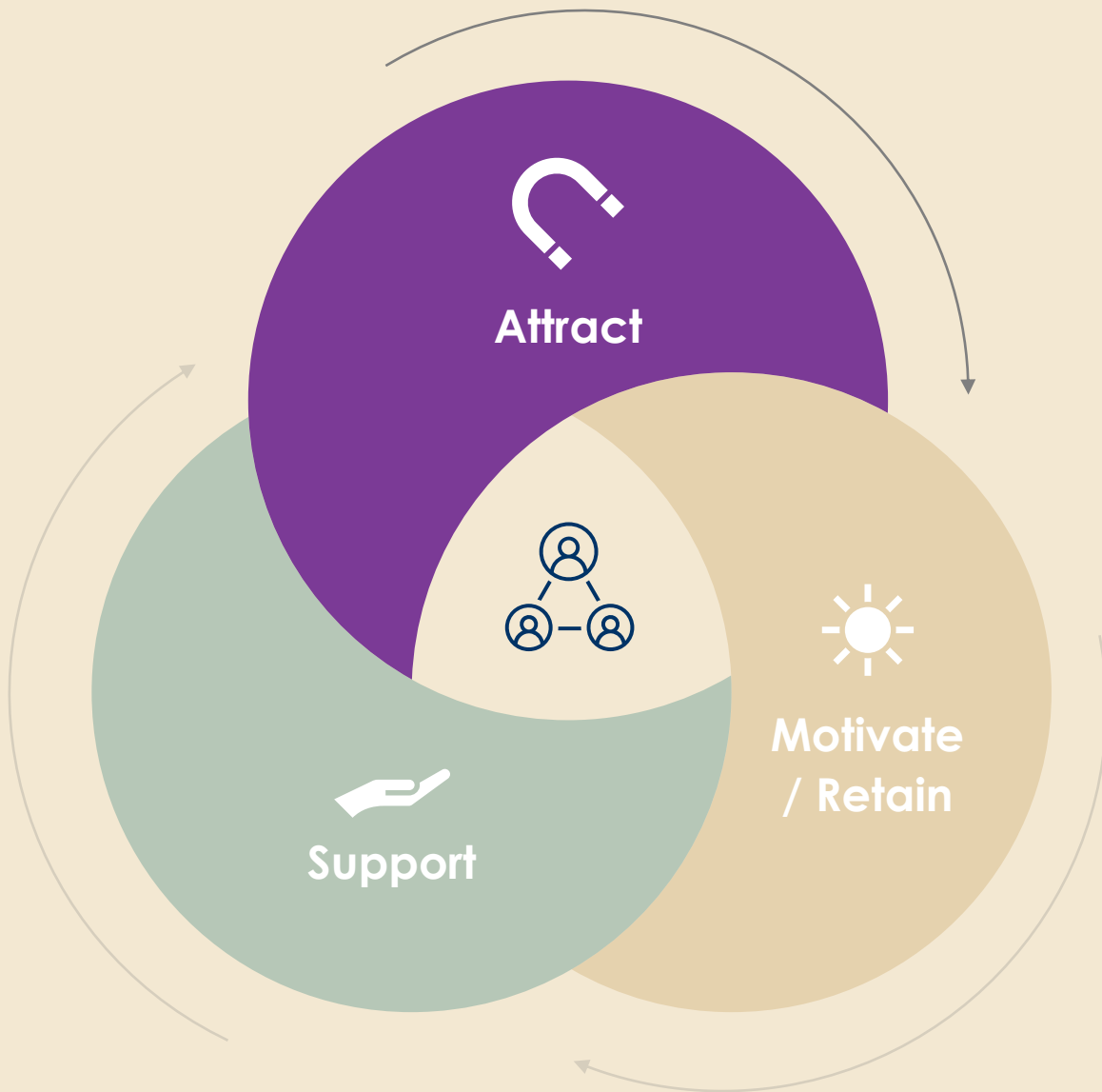
Florida Department of Revenue
Child Support Program



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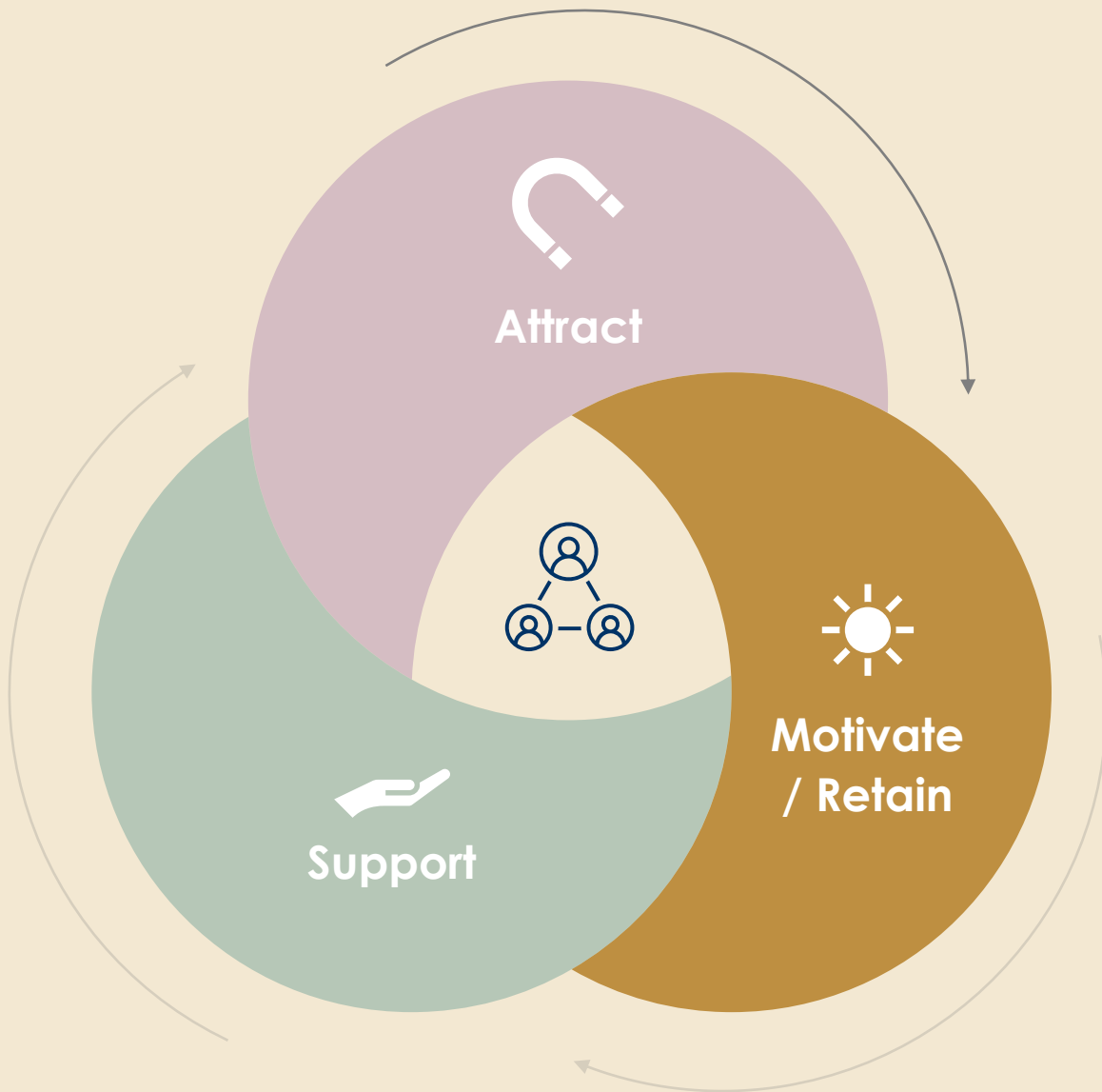


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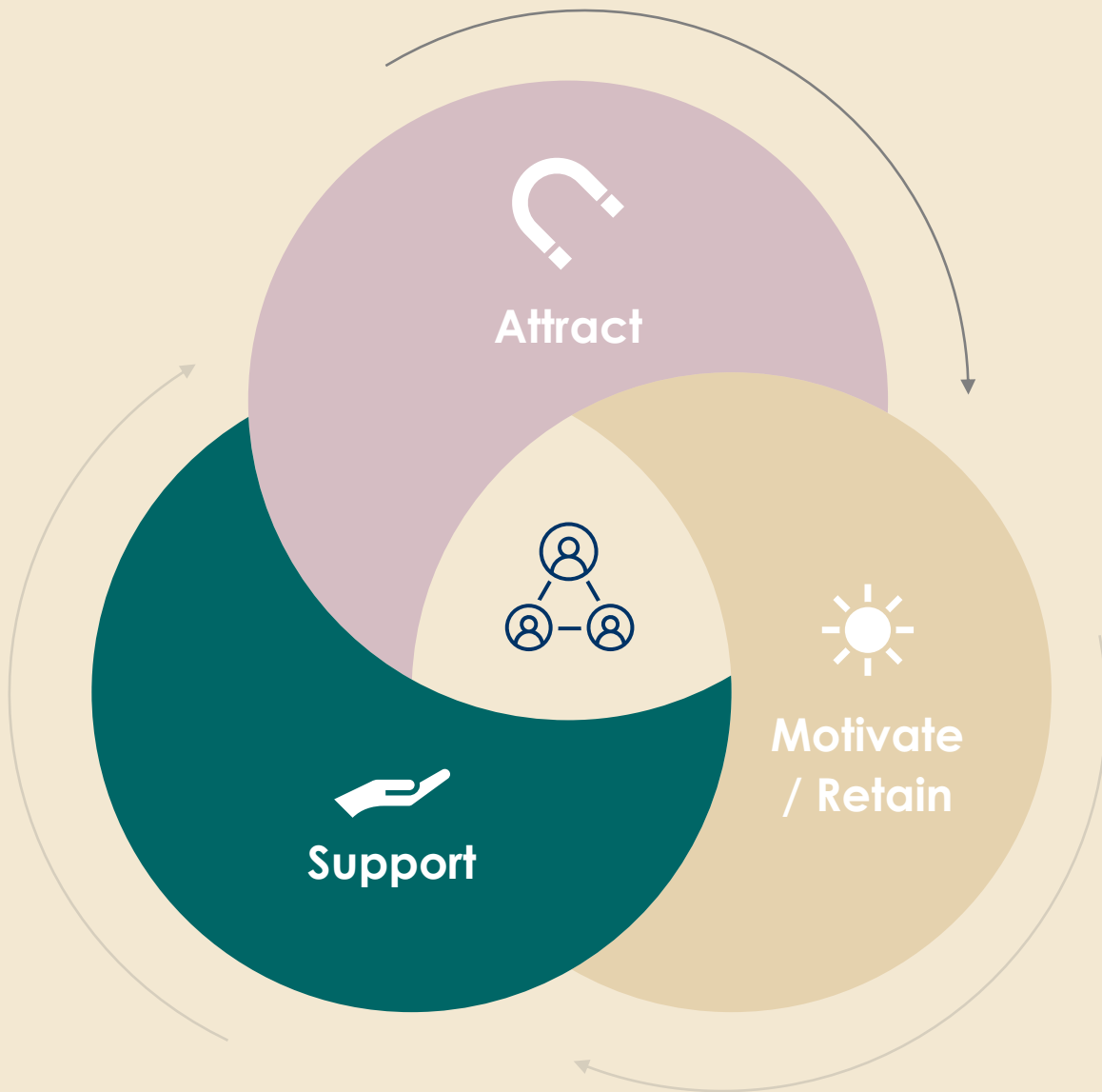
- **Engagement during hiring**
 - Sometimes government hiring can be weighted down with strict requirements to reduce risks of bias and lawsuits.
 - Detailed overview of new same day conditional offer hiring process (development, implementation, initial results)
- **Benefits & Compensation Flyer**
 - Salary information to the People First benefit listing
- **Emerging**
 - Working with DOD on Veterans internship





- **Alternative work/variety for high-stress positions**
 - Call center/customer service positions
- **Career Ladders**
 - Classify work based on risk and complexity
 - Establish position levels with reasonable opportunities to promote every three years
- **Compensation plan**
 - Establish budget priorities that provide team members reasonable opportunities to increase pay
 - Clearly communicate these priorities
 - Follow through and report out on progress
- **Make connection to our important mission**
 - Flexible work (telework)
 - Life/work balance
 - True Colors Training
- **Comprehensive onboarding procedures**
 - Supervisor roles/responsibilities
 - Create strong trusting relationships
 - Team member experience





- **Training Approach (Initial & Ongoing)**
 - LMS training transcripts
 - LinkedIn licenses
 - True Colors
- **Resources**
 - Provide team members the information they need at their fingertips:
 - ✓ Task instructions in CAMS
 - ✓ Knowledge Central
 - ✓ New Wiki
- **Collaborative monitoring**
 - Real time interactive monitoring sessions to recognize, reward and coach
- **FTE Resource modeling**
 - Manage forecasted work
 - Align staffing resources
 - Allow team members to meet performance expectations by having resources aligned to work



Where Employee Experience Meets Customer Experience



Christina Melton

Director, Human Centered Design
KPMG Health & Government



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Modern Government

The workforce challenge

Never before in recent history have we seen the **crossroads for government workforce** that we see today. Transformation has exploded across local, state, and federal—accelerated by the COVID-19 pandemic—but it can't slow down.

Child Support was no exception, with:

- Courts closing for several months during the pandemic
- Backlogs of cases, and growing
- Huge layoffs across the country in 2020 at all income levels
- School closings or schools going remote forcing parents to scramble for day-care or stay home themselves
- Millions of Americans claiming Unemployment Insurance
- More families and single parents going on TANF benefits
- A further explosion in the gig-economy, and,
- Child support agencies forced to try working remotely

And we know that was never the norm, in government!



Current workforce landscape

1/3

of the federal workforce
will be eligible to retire
by 2025¹



15% drop

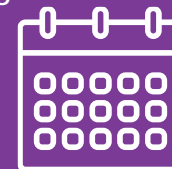
of graduates going into
government jobs
between 2001 and 2017²



Average U.S. government
onboarding process is

98 days,

more than triple the U.S.
average³



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The government issue

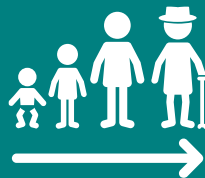
Do we need a new workforce, or more training for existing people?



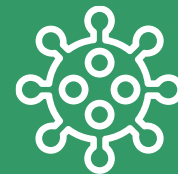
The very real and universal experience of working in a very different way has prompted people to ask the strategic questions around workforce.



COVID-19 disrupted the world, and helped people unravel some fundamental issues within their workforce.



The aging workforce issue is nothing new, but COVID-19 has created a compelling “crisis” moment to push government into addressing it properly—there was no other option.



Government MUST embrace the momentum to modernize the government workforce, rather than going backwards. This is hard! Government procedures, rules, and restraints make this journey a bit more difficult.



If you don't, or if you don't do it fast enough, or well enough, you will lose your best talent to other government agencies in your state or town who do, or the private sector!



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Where EX meets CX

Creating an employee experience to be proud of

The employee experience (EX)—their lifecycle as a member of your team—must be tailored for impact through every moment that matters. This is not only essential for employees, but it has a direct effect on your citizens' customer experience (CX), which is shaped by employees.



Employee experience



Citizen-centric / Family-Centric behavior



- Employee feels that their work is meaningful, and their contribution is valued
- Help the employee develop as an individual to be the best they can be
- Personal concerns are resolved with a sense of urgency
- Employees are trusted by leadership and empowered to make sensible decisions
- Aims to make the citizen / family feel important and that their needs are valued
- Focus on the citizen as an individual providing the best service
- React rapidly when dealing with a citizen issue
- Work to leave the family and citizen feeling better about the organization



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Both employees and families expect a human-centered experience



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Making the first moments that matter memorable

Why onboarding is your first chance to make a lasting impression

A smooth recruitment process can foreshadow how the onboarding and overall employee experience might go. Job seekers can choose the role that meets their day-to-day and long-term expectations. And these start the day their job search begins.

Employee experience is critical to government agencies because it drives recruitment and retention. We explore ways to help agencies build their workforce with recruiting and onboarding digital experiences that meet candidates' expectations.

Onboarding sets the tone

- Identify where employees experience delays and frustration
- Digital onboarding experiences are easy to navigate, searchable, and include a customized checklist for each new employee
- Chatbots can guide employees through each new step and answer questions
- Tailor experiences with remote work support to onboard virtual employees
- In addition to their passion for child support and helping families, it makes all these experiences contribute to being a place they want to work

Breaking down the numbers

- Nearly 3 in 4 young people who left federal jobs in 2019 were employed fewer than 2 years⁴
- In the recent decade, since 2013, the public sector has seen an 8% drop in applicants⁵
- Between 2001 and 2017, the number of graduates going into government jobs dropped by 15%⁶
- The average U.S. government new talent onboarding process takes 98 days, more than triple the U.S. average⁷

^{4,7} Frank Konkel, "Report: Biden Administration Must Prioritize Workforce, Tech Modernization," Nextgov, August 13, 2021.

⁵ "Time to Hire Report 2020," NEOGOV, 2020.

⁶ "Fewer graduates are choosing government jobs," The Hill, May 14, 2019.



Creating a digital experience

Fulfill a modern employee value proposition

When considering job opportunities many people now look for:

Flexibility

- Flexible work hours or remote working may require policy and procedure changes, along with redefining productivity and accountability
- Employees expect access to learning, benefits, and career opportunities, anywhere and anytime (at the location and time of their choosing, in a self-service mode)

Transparency

- Agencies should talk about their cultures with candor, and encourage dialogue
- Many workers expect employer-provided mental well-being resources
- What are governments doing to communicate their Environmental, Social, and Governance (ESG) metrics

Safety

- Governments need enforceable, widely communicated policies surrounding workplace safety that address preventing illness, physical safety, and employee discrimination
- How are governments supporting their employees' access to healthcare and other support services

Create consumer-like experiences

Employees are no longer resources—they are diverse consumers with distinct needs. Organizations must provide an experience that supports the agency and the employee throughout their career.



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Addressing the skills gap

Government workforce for the accelerating digital era

Government agencies must modernize to keep up with changing user needs, regulations, and health and public safety requirements.

Prepare for new ways of working

Agencies had to **rethink digital transformation** and shift to virtual service delivery overnight.

New business and operating models, and the digital technologies that support them, create new roles and **ways of working that demand new skills and capabilities**.

Government agencies should:

- Conduct more effective, agile, and robust workforce planning
- Explore new ways to compete for talent
- Provide a more compelling employee value proposition

Challenge tradition

- Government organizations traditionally delay their digital journeys - now is the time to challenge that tradition
- Reskilling and upskilling must be constant as digital journeys constantly evolve, and the shelf-life of skills is getting increasingly shorter
- Assess skills and identify capabilities your employees will need in the future
- Make a culture of learning a priority
- Create a diverse, equitable workforce with a range of skills for success
- Align the employee and family experience and invest in both

⁸ "Fewer graduates are choosing government jobs," The Hill, May 14, 2019.

⁹ Sully Barrett, "\$7 trillion to be invested in making work more digital by 2023: ServiceNow CEO," CNBC, April 30, 2020.

^{10, 12} "Partnership for Public Service 2020–2021 Impact Report," Partnership for Public Service, 2021.

¹¹ "4 things gen Z and millennials expect from their workplace," Gallup pulse study, March 30, 2021.

¹³ Best Places to Work in the Federal Government, BestPlacestoWork.org, 2021.

Train your talent

Changes to the way people work have resulted in a massive need to reskill and upskill employees.

- Artificial intelligence enables bite-sized learning from anywhere at any time
- A shift to convenience and self-service encourages employees to take a more active role in their learning

Breaking down the numbers

- Between 2001 and 2017, graduates in the study going into local, state, and federal government jobs dropped 15%⁸
- Estimates say organizations will invest more than \$7 trillion in making work more digital by 2023⁹
- About 7% of full-time federal employees are under 30¹⁰—millennials and generation Z now make up 46% of the workforce¹¹
- 63% of major federal departments report gaps in employees' knowledge and skills¹²
- Only 65.9% of federal employees feel their talents are used well in the workplace (79% in the private sector)¹³



The leadership of change

- There **must be an evolution in the way government employees are led**; adapting to a workforce that is evolving means new ways of leading
- **Leader-led communication strategies are essential**—there's a top-down communication problem, which must be redefined
- We **must empower leaders to adopt an employee-centric approach**, which will further boost the experience of the families we serve
- Well-being is central to success—**mental health and wellness within the workplace**, and supporting employees to look after themselves
- Measuring the productivity of the government workforce is something that's not working very well. **Many agencies have no idea how to track productivity**—something that is a key insight for governments to have
- **Leaders** will be instrumental in creating the workforce of the future. They **must be a central part of any modernization strategy**, with full buy-in and tools to go forward and lead from the front



Thank you for attending!

