

**CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES**

P.O. Box 419064, Rancho Cordova, CA 95741-9064



August 14, 2015

CSS LETTER: 15-06

ALL IV-D DIRECTORS  
 ALL COUNTY ADMINISTRATIVE OFFICERS  
 ALL BOARD OF SUPERVISORS

SUBJECT: PERFORMANCE IMPROVEMENT PROCESS FOR  
 FEDERAL FISCAL YEAR 2016

<u>Reason for this Transmittal</u>
<input type="checkbox"/> State Law, Regulation and/or Change
<input type="checkbox"/> Federal Law, Regulation and/ or Change
<input type="checkbox"/> Court Order or Settlement Change
<input type="checkbox"/> Clarification requested by One or More Counties
<input checked="" type="checkbox"/> Initiated by DCSS

The Department of Child Support Services' (DCSS) performance improvement process for Federal Fiscal Year (FFY) 2016 will continue to reinforce the broader, more holistic approach introduced last year in CSS Letter No. 14-12 dated December 11, 2014.

The new approach measures effectiveness through the use of Practice Indicators on program operations in conjunction with the DCSS 2015–2019 Strategic Plan and seeks to improve practices and create program efficiencies. The following documents support this approach:

- **Practice Indicators** support the review and analysis by local child support agencies (LCSAs) of the effectiveness of business flows and program service delivery.
- The **five-year Strategic Plan** integrates the concept of evaluating the effectiveness of service delivery through the lens of the customer experience for continuous program improvement.

Note: The Strategic Plan is available on the DCSS public website ([www.childsup.ca.gov](http://www.childsup.ca.gov)).

- The **Performance Management Plan (PMP)** is the tool used to identify improvements to program delivery and to track progress.

**FFY 2015 PMP Observations**

Focusing on Practice Indicators and using our tools effectively will lead to improved family outcomes, which support our mission and vision. Looking at the PMPs that were executed in 2015 and early results, it is clear that engaging both parties early in the life of the case has shown at least three benefits:

1. Reducing the time it takes to establish orders based on accurate information.

2. Minimizing family conflict and improving parent-child relationships through the active participation in the case initiation and order setting processes.
3. Paying parties are more willing to meet child support obligations in the near term and over the life of the case when the ordered amount was reached through clarity of process and involvement of the parties, which most often ends in a stipulated agreement.

Other practices that show promise include:

- Asking the paying party for an initial payment immediately after reaching an agreement instills the importance that a child support obligation must be considered a top priority with the paying party and is essential to establishing a consistent payment pattern.
- Maintaining close contact with the paying party and addressing questions and concerns at every step of the process is an integral factor in building a good, cooperative relationship.
- Building relationships with employers by contacting them to ensure Income Withholding Orders have been received, educating them on their responsibility in withholding child support, immediately following up when a payment is missed, and hosting employer forums.
- Collaborating with the courts to improve efficiencies, such as scheduling pre-hearing settlement meetings, electronic filings of documents when possible, and post-hearing review of orders with parents, help to significantly shorten the time it takes to obtain an order and ultimately get support to the family.
- Expanding the visibility of the Child Support Program in the community to get the word out to families so they can benefit from our services.

### **FFY 2016 Performance Management Plans (PMPs)**

Statewide and local improvement efforts will continue to align with the five-year Strategic Plan by focusing on tactics that lead to improving delivery of service. Using the previous year's PMP to analyze Practice Indicators and measure progress—that is, where you began and where you are today—LCSAs should determine where to shift strategies, expand concepts, or implement new approaches that will continue to improve service delivery. Some tactics/practices may need to be examined, targeted, or carried over from the previous year.

Examples of practices that lead to improved service delivery include but are not limited to:

- Shortening the time and redundancy of information and processes that establish a child support order; for example, implementing electronic service of process
- Increasing the number of orders established as a result of successful engagement and agreement of both parents (stipulated/consented orders) and reducing the number of default orders
- Decreasing the overall days needed to establish an order
- Increasing the number of new orders that are reasonable and appropriate based on information provided by both parents
- Decreasing the amount of time it takes to collect the first payment on a newly established order
- Increasing the percent of child support collected and distributed each month when compared to the amount ordered
- Reducing the accumulation of arrears by contacting paying obligors promptly when regular payments cease
- Supporting and facilitating, where appropriate, improved parent-child engagement
- Improving timeframes with courts and other partners to reduce or eliminate unnecessary delays and time constraints for participants; for example, implementing electronic filing with the local court and submitting Income and Expense Declarations electronically
- Expanding outreach and community workshops to educate parents/families, employers and other partners on the services we provide
- Setting clear expectations for staff on what constitutes quality service delivery
- Implementing training and succession planning to develop and retain a skilled workforce

LCSAs should address each Goal in the 2015–2019 Strategic Plan and select one or more Objectives and corresponding Strategies that will most effectively lead to improved family outcomes. In developing tactics—that is, new initiatives or skill sets, or changes to local processes—attention should be paid to the eight key Practice Indicators previously identified by DCSS. To measure progress and assess the effectiveness of these tactics, LCSAs should select at least one Practice Indicator and set measurable targets.

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LCSAs must develop their FFY 2016 PMPs using the attached template (Attachment A). Detailed instructions are also attached (Attachment B). Instructions include the Strategic Plan Goals, Objectives, and Strategies, and a list of Practice Indicators.

The PMP template and instructions may be accessed separately on the California Child Support Central website using the following link: [LCSA Performance Management Plan 2016](#)

LCSA Directors must submit their PMP by e-mail to their Regional Administrator by October 5, 2015.

Once again, Regional Administrators will be available to assist with and review PMPs to confirm they are consistent with the customer-oriented, family-centered approach outlined in this letter. They will also schedule a conference call with each LCSA to discuss their plan and address any joint dependencies that may require the assistance of DCSS Executive Staff for the successful execution of the plan.

This process requires the continuous evaluation of tactics by LCSAs to determine if they are effective or in need of modification, as well as impacts to local staff and to other local processes. The Practice Indicators, which will be updated on a regular basis by DCSS, are intended to support the ongoing evaluation of tactics by LCSAs.

If you have any questions or concerns regarding your PMP, please contact your Regional Administrator.

Sincerely,  
/os/

Alisha A. Griffin  
Director

Attachment A: 2016 Performance Management Plan template  
Attachment B: 2016 PMP Instructions

**DEPARTMENT OF CHILD SUPPORT SERVICES  
PERFORMANCE MANAGEMENT PLAN  
FFY 10/01/15 – 9/30/16**

**LCSA TITLE**

**GOAL 1: INCREASE SUPPORT FOR CALIFORNIA CHILDREN**

**Objective #:**

<i>Practice Indicator(s)</i>		<i>Baseline</i>	<i>FFY 2016 Target</i>	<i>Progress (if applicable)</i>			
<i>PI #</i>	<i>PI Title</i>			<i>1<sup>st</sup> Quarter</i>	<i>2<sup>nd</sup> Quarter</i>	<i>3<sup>rd</sup> Quarter</i>	<i>4<sup>th</sup> Quarter</i>

**Strategy (x):**

<i>Tactic(s)</i>	<i>Implementation Strategy / Comments / Status</i>	<i>Projected Completion</i>	<i>Actual Completion</i>
•	○		
•	○		

**GOAL 2: DELIVER EXCELLENT AND CONSISTENT CUSTOMER SERVICES STATEWIDE**

**Objective #:**

<i>Practice Indicator(s)</i>		<i>Baseline</i>	<i>FFY 2016 Target</i>	<i>Progress (if applicable)</i>			
<i>PI #</i>	<i>PI Title</i>			<i>1<sup>st</sup> Quarter</i>	<i>2<sup>nd</sup> Quarter</i>	<i>3<sup>rd</sup> Quarter</i>	<i>4<sup>th</sup> Quarter</i>

**Strategy (x):**

<i>Tactic(s)</i>	<i>Implementation Strategy / Comments / Status</i>	<i>Projected Completion</i>	<i>Actual Completion</i>
•	○		
•	○		

**GOAL 3: ENHANCE PROGRAM PERFORMANCE AND SUSTAINABILITY**

**Objective #:**

Practice Indicator(s)		Baseline	FFY 2016 Target	Progress (if applicable)			
PI #	PI Title			1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter

**Strategy (x):**

Tactic(s)	Implementation Strategy / Comments / Status	Projected Completion	Actual Completion
•	○		
•	○		

**GOAL 4: DEVELOP AND STRENGTHEN COLLABORATIVE PARTNERSHIPS**

**Objective #:**

Practice Indicator(s)		Baseline	FFY 2016 Target	Progress (if applicable)			
PI #	PI Title			1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter

**Strategy (x):**

Tactic(s)	Implementation Strategy / Comments / Status	Projected Completion	Actual Completion
•	○		
•	○		

**GOAL 5: BE INNOVATIVE IN MEETING THE NEEDS OF FAMILIES**

**Objective #:**

Practice Indicator(s)		Baseline	FFY 2016 Target	Progress (if applicable)			
PI #	PI Title			1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter

Strategy (x):				
Tactic(s)		Implementation Strategy / Comments / Status	Projected Completion	Actual Completion
•		○		
•		○		

**New Objective table for copy and paste purposes.**

Objective #:							
Practice Indicator(s)		Baseline	FFY 2016 Target	Progress (if applicable)			
PI #	PI Title			1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Strategy (x):							
Tactic(s)		Implementation Strategy / Comments / Status		Projected Completion	Actual Completion		
•		○					
•		○					

**New Strategy section for copy and paste purposes.**

Strategy (x):				
Tactic(s)		Implementation Strategy / Comments / Status	Projected Completion	Actual Completion
•		○		
•		○		

## 2016 PERFORMANCE MANAGEMENT PLAN (PMP)

### Instructions

1. In the heading on page one, replace **LCSA TITLE** with your county or regionalized LCSA name. Do not use an acronym for your LCSA.

DEPARTMENT OF CHILD SUPPORT SERVICES PERFORMANCE MANAGEMENT PLAN FFY 10/01/15 – 9/30/16 <b>LCSA TITLE</b>	
<b>GOAL 1: INCREASE SUPPORT FOR CALIFORNIA'S CHILDREN</b>	
Objective	DEPARTMENT OF CHILD SUPPORT SERVICES PERFORMANCE MANAGEMENT PLAN FFY 10/01/15 – 9/30/16 <b>ALAMEDA COUNTY</b>
<b>GOAL 1: INCREASE SUPPORT FOR CALIFORNIA'S CHILDREN</b>	
Objective #:	

2. For each of the five Performance Goals in the FFY 2015–2019 Strategic Plan, enter an *Objective*. (See Table 1 on page 3 for a list of Objectives for each Goal.) Type the *Objective* number and title into the template for each Goal.

GOAL 1: INCREASE SUPPORT FOR CALIFORNIA'S CHILDREN								
Objective 1: Ensure that families who need child support services receive them								
PI #	Practice Indicator(s)		Baseline	FFY 2016 Target	Progress			
	PI Title				1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter

**Note:** Including more than one Objective is optional. An empty Objective table is available at the end of the template for you to copy and paste. Copy the Objective table at the end, move your cursor to the empty paragraph right above the next Goal, and paste.

3. Select a *Practice Indicator* (PI) that can be used to monitor improvements for the *Objective*. (See Table 2 on page 5 for a complete list of PIs. See Table 3 on page 6 for PIs used for Goals in 2015 PMPs.) Enter the PI number and title, Baseline from the FFY 2014 Practice Indicator Report, and the projected FFY 2016 target (goal). Leave the Quarter fields in this row blank. These should be used (if applicable) to track your progress during this PMP time period.

GOAL 1: INCREASE SUPPORT FOR CALIFORNIA'S CHILDREN								
Objective 1: Ensure that families who need child support services receive them								
PI #	Practice Indicator(s)		Baseline	FFY 2016 Target	Progress			
	PI Title				1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
1	New Never Assisted Cases		988	1010				

**Note:** Including more than one Practice Indicator is optional. If you want to include multiple PIs, right-click in any box in the white "PI" row (shown above in the red box); then select *Insert > Insert Rows Below*. Repeat this for each Practice Indicator you want to add.

## 2016 PERFORMANCE MANAGEMENT PLAN (PMP)

### Instructions

4. For each *Objective*, select at least one *Strategy*. The *Strategy* is what you want to accomplish. (See Table 1 on page 3 for a list of Strategies associated to each Objective.) Enter the *Strategy* letter and title into the template.

GOAL 1: INCREASE SUPPORT FOR CALIFORNIA'S CHILDREN							
Objective 1: Ensure that families who need child support services receive them							
Practice Indicator(s)		Baseline	FFY 2016 Target	Progress			
PI #	PI Title			1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
1	New Never Assisted Cases	988	1010				
Strategy (a): Increase accessibility to information and services							
Tactic(s)		Implementation Strategy / Comments / Status				Projected Completion	Actual Completion
•		o					
•		o					

**Note:** You may include more than one Strategy for each Objective. Adding more Strategies is optional. Empty Strategy rows are available at the end of the template for you to copy and paste if needed. Copy the Strategy table at the end, move your cursor to the empty paragraph right above the next Goal, and paste.

5. Enter at least one *Tactic* for each *Strategy*. *Tactics* identify how you are going to accomplish the *Strategy*. Enter any implementation strategies, comments, or status remarks you feel are appropriate in the next column. Also enter a Projected Completion date. Leave the Actual Completion date field blank. This may be used later when the *Tactic* has actually been completed.

GOAL 1: INCREASE SUPPORT FOR CALIFORNIA'S CHILDREN							
Objective 1: Ensure that families who need child support services receive them							
Practice Indicator(s)		Baseline	FFY 2016 Target	Progress			
PI #	PI Title			1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
1	New Never Assisted Cases	988	1010				
Strategy (a): Increase accessibility to information and services							
Tactic(s)		Implementation Strategy / Comments / Status				Projected Completion	Actual Completion
• Negotiate with family law court administration to allow child support outreach at courthouse		o Schedule meeting with the court and lobby for setting up an outreach table (may need different locations based on court hours) o Prepare materials to be available at the table o Schedule trained staff to man the table				May 2016	
• Develop plan to collaborate with Veterans Services director to provide child support training to staff and handouts for their customers		o Develop training plan and handout o Schedule meeting with Veterans Services director o Schedule training sessions for staff				February 2016	

- To add a row: Click into the last Actual Completion field in this table and press your Tab key, or right-click anywhere in the last white Tactic row, select Insert, Insert Rows Below.
- To delete an empty row: Right-click anywhere on the empty row and select Delete Cells. In the dialog box, select Delete entire row and click OK.

6. Repeat these steps for each Goal.

## 2016 PERFORMANCE MANAGEMENT PLAN (PMP)

### *Instructions*

**Table 1: Strategic Plan > Goals > Objectives > Strategies**

GOAL 1: INCREASE SUPPORT FOR CALIFORNIA CHILDREN			
Objectives		Strategies	
1	Ensure that families who need child support services receive them	a	Increase accessibility to information and services
		b	Expand public awareness of child support services
2	Increase the reliability of child support payments to families and decrease the amount of unpaid child support	a	Proactively manage cases
		b	Analyze and use data to increase collections
		c	Establish timely and appropriate orders
		d	Maximize and expand automated processes
		e	Develop additional methods to assist parents to meet their obligations
GOAL 2: DELIVER EXCELLENT AND CONSISTENT CUSTOMER SERVICES STATEWIDE			
Objectives		Strategies	
1	Communicate who we are and what we do	a	Expand public awareness of child support services
		b	Educate our customers and partners on the child support program
		c	Enhance and promote effective communication methods
2	Address the evolving and diverse needs of our customers	a	Provide services in a culturally sensitive manner
		b	Communicate in various languages to meet customer needs
3	Our customers receive consistent and uniform services throughout California	a	Define and improve quality product and service standards and expectations
		b	Train staff in customer service
		c	Measure and evaluate customer satisfaction for continuous improvement
		d	Develop efficient and uniform business processes and practices statewide
4	Ensure the security and safeguarding of confidential information to maintain a high level of customer confidence	a	Proactively secure information and data from threats and vulnerabilities
		b	Reinforce our culture of confidentiality and information security
GOAL 3: ENHANCE PROGRAM PERFORMANCE AND SUSTAINABILITY			
Objectives		Strategies	
1	Improve on program outcomes and federal performance measures	a	Set annual goals and explore methods to improve program performance
		b	Produce accurate, timely reports to monitor performance
		c	Leverage resources to be more cost effective
		d	Evaluate and expand efficiencies in operations statewide
2	Assure that we are a professional, diverse and skilled workforce	a	Recruit, develop and retain a quality workforce
		b	Develop innovative, empowered and collaborative employees
		c	Provide opportunities for knowledge transfer and leadership development

## 2016 PERFORMANCE MANAGEMENT PLAN (PMP)

### *Instructions*

GOAL 4: DEVELOP AND STRENGTHEN COLLABORATIVE PARTNERSHIPS			
<b>Objectives</b>		<b>Strategies</b>	
1	Partner to improve the lives of children	a	Ensure planning includes strategic partners at the earliest opportunity
		b	Cultivate programmatic understanding amongst strategic partners
		c	Work to achieve mutually beneficial outcomes
2	Strengthen the partnership with the Judicial Branch	a	Maximize the effective utilization of court services
		b	Utilize technology to streamline the exchange of information and legal documents
		c	Collaborate to achieve quality customer service outcomes
3	Partner with employers to meet the needs of families	a	Utilize technology to streamline the exchange of information with employers
		b	Expand education and outreach to employers
		c	Effectively meet customer service needs to employers
GOAL 5: BE INNOVATIVE IN MEETING THE NEEDS OF FAMILIES			
<b>Objectives</b>		<b>Strategies</b>	
1	Use technology to improve the delivery of program services	a	Adopt technology solutions to maintain an efficient technology platform
		b	Identify new technologies and evaluate opportunities to enhance delivery and accessibility of program services
		c	Implement new and improved business processes and practices
2	Ensure that policies, procedures and laws meet the needs of families	a	Identify changing family structures and address the impacts on the child support program
		b	Pursue opportunities to strengthen update and align child support laws, regulations, policies and procedures

## 2016 PERFORMANCE MANAGEMENT PLAN (PMP)

### *Instructions*

**Table 2: Practice Indicators (PIs)**

Key Practice Indicators are shaded in gray.

PI #	PI Title
1	New Never Assisted Cases
2	Ratio of Current Assistance IV-D Cases to IV-A Cases Receiving Cash Grant
3	Non IV-D Referrals vs. Dissolutions
4	Total Distributed Collections 4C, 4F, 4N = Total Distributed Collections by Assistance Status
5	Percent of Cases with Current Support due with any Payment Toward Current Support
6	Percent of Current Support Paid by Percentage Band
7	Number of Months and Percent of Current Support Paid in the Year
8	Percent of Stipulated Orders
9	Payment Compliance of Stipulated Orders by Percentage Band
10	Percent of Cases with Support Orders Established by Default
11	Percent of Default Orders and Zero Default Orders
12	Zero Orders Established and Non-Custodial Parent (NCP) Status
13	Payment Compliance of Default Orders by Percentage Band
14	Automated Employment Status Changes to 'Inactive' (No Payment in Six Months)
15	NCP Regular Payments
16	Distributed Collections per Case
17	Distributed Collections per Case with a Collection
18	Distributed Collections per FTE
19	Percent of Cases with Support Orders Established by Assistance Status
20	Children Requiring Paternity Determination by Assistance Status
21	Percent of Births to Unmarried Mothers without a Declaration of Paternity
22	Average Number of Days from Case Opening to Order to First Payment
24	Average Days from Service Summons and Complaint to Default Order
25	Average Number of Days from Case Opening with an Existing Order to First Payment
26	Federal Performance Measures
27	Collections by IWO
28	Percent of Total Collections by IWO
29	IWO Response Time
30	Collections from Employer Reported Lump Sums
31	Collections by Cash, Check, Money Order, Credit Card, MoneyGram
32	Open Cases at the End of the Month
42	Percent of Cases with an Order at Case Opening that Paid Within 60 days
43	Cases with Support Due, Percentage of Cases Paying and Percentage of Cases Not Paying

## 2016 PERFORMANCE MANAGEMENT PLAN (PMP)

### *Instructions*

**Table 3: Sample Practice Indicators**

The following list shows PIs used for each Goal in FFY 2015 PMPs. In some instances, a resource other than a “Practice Indicator” was identified for tracking progress.

**Note:** *These are only examples.*

Goal	Practice Indicators
1	1 New Never Assisted Cases 4 Total Distributed Collections 6 Percent of Current Support Paid by Percentage Band 7 Number of Months and Percent of Current Support Paid in the Year 8 Percent of Stipulated Orders 10 Percent of Cases with Support Orders Established by Default
2	PIs not applicable. The following were submitted in PMPs: <ul style="list-style-type: none"> <li>• Customer Service Surveys (Existing/New)</li> <li>• ECSS Call Center Metrics</li> <li>• Diverse Needs of Customers</li> <li>• Security/Safeguarding Confidential Information</li> </ul>
3	22 Average Number of Days from Case Opening to Order to First Payment 24 Average Days from Summons and Complaint to Default 25 Average Number of Days from Case Opening with an Existing Order to First Payment 26 Federal Performance Measures
4	PIs not applicable. The following were submitted in PMPs: <ul style="list-style-type: none"> <li>• Partnership with Judicial Branch</li> <li>• Partnership with Employers</li> </ul>
5	31 Collections by Cash, Check, Money Order, Credit Card, MoneyGram <ul style="list-style-type: none"> <li>• Update Websites/Expand Use of Social Media</li> </ul>