**CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES**
P.O. Box 419064, Rancho Cordova, CA 95741-9064

August 30, 2016

Reason for this Transmittal

[ ] State Law, Regulation and/or Change
[ ] Federal Law, Regulation and/ or Change
[ ] Court Order or Settlement Change
[ ] Clarification requested by One or More Counties
[X] Initiated by DCSS

CSSP LETTER: 16-10

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

SUBJECT: PERFORMANCE IMPROVEMENT PROCESS FOR FEDERAL FISCAL YEAR 2017

The Department of Child Support Services' (DCSS) performance improvement process for Federal Fiscal Year (FFY) 2017 continues to reinforce the broader, more holistic approach first introduced in CSS Letter 14-12 (December 11, 2014) and reinforced in CSS Letter 15-06 (August 14, 2015).

Working within the framework of the DCSS 2015–2019 Strategic Plan, this approach embraces a common vision that children can rely on their parents for the financial, emotional, and medical support they need to be healthy and successful. It also emphasizes the importance of delivering quality customer service to families in need of child support services and that each point of contact with customers is an opportunity to reinforce that experience. The California Child Support Program will continue to use Practice Indicators and other inputs to measure the effectiveness of services to families.

A family-centered approach to serving customers positions the Child Support Program to improve child and family outcomes and serve the public interest as a primary poverty-prevention program. Experience in service delivery throughout California, as well as on a national level, has demonstrated that effective engagement of both parties in the earliest stages of a case has significant bearing on long-term adherence to payment compliance and positive quality views of the Child Support Program.

Research also suggests that parents are more likely to engage with the Child Support Program when they perceive that proceedings are fair, they will be heard, and they will be treated respectfully. These practices contribute to improved program performance while providing critical financial assistance to families, reduction in arrears, the avoidance of legal enforcement proceedings, and improved relationships between all members of the family.

Specialized training of staff in collaborative negotiations is a skill recognized as critical and necessary for facilitating and reaching consent agreements with customers. In addition, setting child support orders based on the noncustodial parent's real earnings promotes steady payments, as does addressing barriers and preventing debt build-up when there is a disruption in payments.

**FFY 2017 Performance Management Plans (PMPs)**

Local child support agency (LCSA) Directors must submit their PMP to their Regional Administrator by October 15, 2016. Local improvement efforts should continue the process of reviewing current tactics to determine if they are leading to expected outcomes based on identified metrics (Practice Indicators and other inputs). PMPs should build on program improvement experiences gained in the past two years.

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. If they have not done so already, LCSAs should have a focus on engaging both parents early and frequently in their service delivery approach, as this has proven to lead to favorable customer service and family/child well-being 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.

**PMP Template:** An effort to design an online application for LCSA PMPs was introduced at the Statewide Directors Meeting in June. This application will be available on California Child Support Central by early September. Until then, you may use the attached template for compiling your FFY 2017 PMP. You will be advised when the new application is available.

Regional Administrators will be available to assist with and review PMPs to confirm they are consistent with the general concepts 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.

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

Sincerely,

o/s

Alisha A. Griffin
Director

Attachment: 2017 Performance Management Plan template

# DEPARTMENT OF CHILD SUPPORT SERVICES
# PERFORMANCE MANAGEMENT PLAN
# FFY 10/01/16 – 9/30/17

## LCSA TITLE

## GOAL 1: INCREASE SUPPORT FOR CALIFORNIA CHILDREN

**Objective ___ :**

**Strategy ___ :**

| | | Completion Dates | |
|---|---|---|---|
| *Tactic(s)* | *Implementation Strategy / Comments / Status* | *Projected* | *Actual* |
| • | ○ | | |
| • | ○ | | |

| *Performance Measurement (e.g., Practice Indicator)* | | *Baseline* | *FFY 2017 Target* | *Progress Reports* | | | |
|---|---|---|---|---|---|---|---|
| *PI #* | *Title* | | | *1st Quarter* | *2nd Quarter* | *3rd Quarter* | *4th Quarter* |
| | | | | | | | |

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

**Objective ___ :**

**Strategy ___ :**

| *Tactic(s)* | *Implementation Strategy / Comments / Status* | *Completion Dates* | |
|---|---|---|---|
| | | *Projected* | *Actual* |
| • | ○ | | |
| • | ○ | | |

| *Performance Measurement (e.g., Practice Indicator)* | | *Baseline* | *FFY 2017 Target* | *Progress Reports* | | | |
|---|---|---|---|---|---|---|---|
| *PI #* | *Title* | | | *1st Quarter* | *2nd Quarter* | *3rd Quarter* | *4th Quarter* |
| | | | | | | | |

## GOAL 3: ENHANCE PROGRAM PERFORMANCE AND SUSTAINABILITY

**Objective ___ :**

**Strategy ___ :**

| *Tactic(s)* | *Implementation Strategy / Comments / Status* | *Completion Dates* | |
|---|---|---|---|
| | | *Projected* | *Actual* |
| • | ○ | | |
| • | ○ | | |

| *Performance Measurement (e.g., Practice Indicator)* | | *Baseline* | *FFY 2017 Target* | *Progress Reports* | | | |
|---|---|---|---|---|---|---|---|
| *PI #* | *Title* | | | *1st Quarter* | *2nd Quarter* | *3rd Quarter* | *4th Quarter* |
| | | | | | | | |

## GOAL 4: DEVELOP AND STRENGTHEN COLLABORATIVE PARTNERSHIPS

**Objective ___ :**

**Strategy ___ :**

| *Tactic(s)* | *Implementation Strategy / Comments / Status* | *Completion Dates* | |
|---|---|---|---|
| | | *Projected* | *Actual* |
| • | ○ | | |
| • | ○ | | |

| *Performance Measurement (e.g., Practice Indicator)* | | *Baseline* | *FFY 2017 Target* | *Progress Reports* | | | |
|---|---|---|---|---|---|---|---|
| *PI #* | *Title* | | | *1st Quarter* | *2nd Quarter* | *3rd Quarter* | *4th Quarter* |
| | | | | | | | |

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

**Objective ___ :**

**Strategy ___ :**

| *Tactic(s)* | *Implementation Strategy / Comments / Status* | *Completion Dates* | |
|---|---|---|---|
| | | *Projected* | *Actual* |
| • | ○ | | |
| • | ○ | | |

| *Performance Measurement (e.g., Practice Indicator)* | | *Baseline* | *FFY 2017 Target* | *Progress Reports* | | | |
|---|---|---|---|---|---|---|---|
| *PI #* | *Title* | | | *1st Quarter* | *2nd Quarter* | *3rd Quarter* | *4th Quarter* |
| | | | | | | | |

Additional rows to copy and paste if needed:

**Objective ___ :**

**Strategy ___ :**

| | | *Completion Dates* | |
|---|---|---|---|
| *Tactic(s)* | *Implementation Strategy / Comments / Status* | *Projected* | *Actual* |
| • | ○ | | |
| • | ○ | | |