

Division of Child Support

Washington State Quality Award Assessment Application

January 1, 2007



Acknowledgments

The Division of Child Support would like to thank the many staff members and partners who willingly pooled their skills, time and energy to prepare this application.

Special thanks go to the members of the WSQA Assessment Application Workgroup, who did the bulk of the research, analysis, organization, writing, editing, and publication. Those members include Dawn DeLong, David Johnson, Brice Montgomery, Linda Schroder, Donna Steele, Loan Tran and Chuck Treneer.

Thanks are extended to the members of the DCS Leadership Team, including the strong leadership commitment from the DCS Director, David Stillman for putting DCS forward as pioneers to see how we could learn from this process. Their contributions of time and effort brainstorming responses to the questions posed and providing comments on interim drafts were immensely helpful. Also, special thanks to Ray Saeger of E-MAPS unit and Nancy Raiha of DSHS/RDA for providing data in such a responsive way.

Above all, thanks to the people whose intelligence, persistence, hard work, and high standards of performance make our story worth telling: the employees and partners of the Division of Child Support. We are proud to share your achievements with the Washington State Quality Award examiners.



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STATE OF WASHINGTON
DEPARTMENT OF SOCIAL AND HEALTH SERVICES

PO Box 9162 • Olympia WA 98507-9162
DCS Website: <http://www.dshs.wa.gov/dcs/>

February 15, 2006

Washington State Quality Award
PO Box 609
Keyport, WA 98345

RE: Eligibility Determination for Washington State Division of Child Support

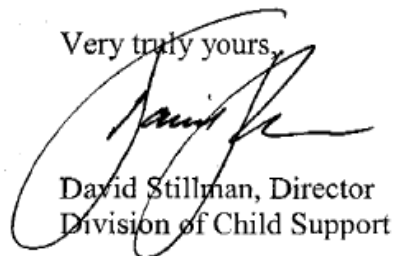
Dear Washington State Quality Award,

Enclosed is an Eligibility Determination Application Form I would like to submit on behalf of the Washington State Division of Child Support.

We look forward to hearing from you about our eligibility determination and confirming the due date of our complete application. We are anxious to go through this process of self-examination and external review so we can learn and grow.

Please contact my Executive Assistant, David Johnson, at (360) 664-5442 if you have any questions or concerns about this document.

Very truly yours,



David Stillman, Director
Division of Child Support

enclosure

ELIGIBILITY DETERMINATION

Eligibility Form

Applicant

Organization Name: Washington State Division of Child Support

Address: 712 Pear St. SE; PO Box 9162; Olympia, WA; 98507-9162

Sector

Check appropriate box to indicate sector and organization size.

- | | | |
|--|---|-------------------------------------|
| <input type="checkbox"/> For Profit | <input type="checkbox"/> Not for Profit | <input type="checkbox"/> Healthcare |
| <input checked="" type="checkbox"/> Government | <input type="checkbox"/> Education | <input type="checkbox"/> Government |

 Approximately 1080 (does not include an additional 570 positions we fund through our parent organization and our county legal partners) Number of Employees

Criteria Selected by applicant (see Criteria for Performance Excellence above):

- | | | |
|---|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> Criteria for Performance Excellence | <input type="checkbox"/> Healthcare | <input type="checkbox"/> Education |
|---|-------------------------------------|------------------------------------|

Application Level Application Fee (see fee table) to be submitted with application

Assessment \$300 Desired submission date of application: **October 1**

Examination _____ (refer to fee table in Examination Application)

Applicant Headquarters

Indicate if the applicant's headquarters are located in the State of Washington. If the headquarters are not in Washington, please provide a brief explanation.

- | | |
|---|-----------------------------|
| <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
|---|-----------------------------|

Applicant Size and Site Locations

Percent of Employees Located in the State of Washington: 100%

Total Number of Sites: 11 primary sites

List a brief description and complete address for each site.

The Division of Child Support Headquarters is located in Olympia Washington. Additionally, ten field offices house staff and provide services in the following cities: Seattle, Tacoma, Everett, Yakima, Spokane, Olympia, Wenatchee, Vancouver, Fife, and Kennewick.

ELIGIBILITY DETERMINATION

Subsidiary Organizational Unit or Division

Indicate if the applicant is a unit, division, or other component of a larger parent organization. If the applicant is part of a larger parent organization, complete each of the additional items in this section.

- Yes, applicant is part of a larger parent organization
- No, applicant is not part of a larger parent organization

Parent Organization Name: Economic Services Administration (within the Department of Social & Health Services)
Address: PO Box 45070; Olympia, WA; 98504-5070

Highest Ranking Official of Parent Organization: Deborah Marley
Title: Assistant Secretary
Telephone Number: (360) 902-7802

Indicate if other units within the parent organization offer similar products or services. If other units do offer similar products or services, please provide a brief explanation.

- Yes No

Briefly describe any major business support functions that are provided to the applicant by the parent organization.
The parent organization provides support services in the following areas: Information & Technology (SEMS); Data Management (MAPS); Contract Management; Fiscal Management; and HR Services.

Highest Ranking Applicant Official in the State of Washington

Name: David Stillman
Title: Director, Division of Child Support
Address: 712 Pear St. SE; PO Box 9162; Olympia, WA; 98507-9162

Telephone Number: (360) 664-5441

ELIGIBILITY DETERMINATION

Official Contact Person

Name: David Johnson Title: Executive Assistant
Address: 712 Pear St. SE: PO Box 9162: Olympia, WA: 98507-9162
Telephone Number: (360) 664-5442 Fax Number: (360) 664-5444
E-mail: Djohnson1@dshs.wa.gov

Fee

Enclosed is \$150.00 to cover the eligibility fee. Make the check or money order payable to:
Washington State Quality Award.

Ethics

Answering "yes" to any of the following questions requires further explanation; however, this does not imply that the applicant will be automatically disqualified. Provide supporting explanations on a separate page that is included with this Eligibility Determination Form. A member of the Panel of Judges may contact the applicant for additional information

Has the applicant been fined during the past five years for violating environmental laws?

Yes No

Have any of the applicant's senior executives/corporate officers been convicted of a felony during the past three years?

Yes No

Has the applicant been fined for income tax delinquency during the past three years?

Yes No

Is the applicant currently in the process of bankruptcy proceedings?

Yes No

Has your organization been convicted, settled or received sanctions or adverse actions under law (including malpractice, fraud, etc.) regulations, accreditation or contract in the past 3 years?

Yes No

Are you aware of anything about your organization that would bring embarrassment upon the Washington State Quality Award or the Governor if your organization was to be publicly recognized?

Yes No

ELIGIBILITY DETERMINATION

Disclosure and Release Statement

I attest that the information provided in this Eligibility Determination Form and the Application to be provided is accurate and true to the best of my knowledge. Full disclosure of any circumstances that may negatively affect the award has been made with the submission of the Eligibility Determination Form. I understand that the Award program may verify this information, and that untruthful or misleading information may result in forfeit of the award.

I also understand that members of the Washington State Quality Award Board of Examiners will review this application. I agree to host the examiner team and facilitate open and unbiased evaluation of our organization, if we are selected for a site visit. I understand that our organization will be responsible for paying all reasonable travel and related expenses for the site evaluation team.

I also understand that with the submission of our application, our organization commits to providing at least one individual from our organization as an examiner in at least one of the following application cycles: the year prior to our application, this application year or the next application year.



Signature of Authorized Organization Official

2/16/06

Date

Printed Name: David Stillman

Title: Director, Division of Child Support

Address: 712 Pear St. SE; PO Box 9162; Olympia, WA; 98507-9162

Telephone Number: (360) 664-5441

Remember to submit the 8 copies or CDs of the application and the application fee must be submitted within 1 calendar year of the Eligibility form submittal.

Send these documents to:

Washington State Quality Award
P.O. Box 609
Keyport, WA 98345

Johnson, David (DSHS/DCS)

From: Jennifer Sprecher [mailto:cpc@cpc-international.com]
Sent: Wednesday, March 01, 2006 1:09 PM
To: djohnson1@dshs.wa.gov
Subject: WSQA eligibility form

David Johnson,

We are pleased to receive your eligibility form and the fee of \$150 for the Oct 2006 Assessment Application. We look forward to the receipt of our application by October 1, 2006. Please save this e-mail for your records. You are asked to include this confirmation with your application submittal.

Thank you.

Jennifer Sprecher
Executive Director
Washington State Quality Award
206-713-5455 (cell)
360-697-2444 (office)

SAVE THE DATE! 2006 Performance Excellence Symposium is MAY 9. Visit www.wsqa.net or call 360-697-2444 to register.

Johnson, David (DSHS/DCS)

From: Johnson, David (DSHS/DCS) [mailto:DJohnson1@dshs.wa.gov]
Sent: Wednesday, July 26, 2006 3:02 PM
To: Sprecher, Jennifer
Cc: Tran, Loan (DSHS/DCS)
Subject: RE: WSQA eligibility form

Hello Jennifer,

We continue to work diligently on our Assessment Application, but I write to you today asking if we can secure extension.

As we've delved into this process, we began to recognize that an October 1st application target date doesn't mesh well with our performance measures. Many of our key performance indicators are federally based and play off the federal fiscal year which runs from October 1st thru September 30th. In order for us to effectively and clearly utilize year-to-year comparisons, and to show the progress we've made in the past year, we need data for the current fiscal year that won't be available to us until mid-October.

We respectfully request an extension to December 1, 2006 so we can include complete year performance data and make more accurate year-to-year comparisons.

Thank you very much for your consideration of this request.

David Johnson
Executive Assistant
Division of Child Support (DSHS)

From: Jennifer Sprecher [mailto:cpc@cpc-international.com]
Sent: Wednesday, July 26, 2006 5:41 PM
To: 'Johnson, David (DSHS/DCS)'
Subject: RE: WSQA eligibility form

Yes, we can grant an extension until the following quarter for a Jan. 1, 2007 deadline.

Thank you.

Jennifer Sprecher
Executive Director
Washington State Quality Award
206-713-5455 (cell)
360-697-2444 (office)

Visit our website for a full listing of services to support your journey to excellence at www.wsqa.net

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GLOSSARY OF TERMS AND ABBREVIATIONS

A

ACF: Administration for Children & Families. The parent organization to OCSE and an administration within the U.S. Department of Health and Human Services (HHS).

ADA: Americans with Disabilities Act of 1990. The ADA prohibits discrimination on the basis of disability in employment, programs, and services provided by state and local governments.

ADSA: Aging and Disability Services Administration. One of five administrations within DSHS.

C

CA: Children's Administration. One of five administrations within DSHS.

CBA: Collective Bargaining Agreement. The labor contract between the State of Washington and the Washington Federation of State Employees that governs labor relations between DCS and represented staff.

CFR: Code of Federal Regulations. The codification of general and permanent rules published in the Federal Register by the Federal Government.

CO: Claims Officer. The DCS job classification for staff attorneys who represent DCS at administrative hearings and perform other legal functions such as public disclosure.

Conference Board: An informal process within DCS for resolving customer grievances. Also refers to the in-person or telephone hearing between the customer and Conference Board members.

CP: Custodial Parent. The parent or caregiver entitled to receive child support.

CRU: Community Relations Unit. A sub-unit of the DCS Communications Operations Unit that handles constituent relations and community communication.

CSD: Community Services Division. A division within the Economic Services Administration of DSHS. CSD administers cash, food and medical assistance programs through a network of Community Service Offices (CSOs) and Customer Service Centers (CSCs).

CSIPS: Child Support Internet Payment Services. A DCS website for customers to access case and payment information, make payments, and to contact their caseworker regarding questions.

CSO: Community Service Office. See **CSD**.

CSPA: Child Support Program Administrator. A DCS job classification for a principal program manager to a Child Support Chief or the DCS Director, or a senior project managers developing new statewide programs.

D

DCS: Division of Child Support. A division within the Economic Services Administration of DSHS. DCS establishes, modifies, and enforces child support and medical insurance obligations.

DSHS: Department of Social & Health Services. A cabinet level department reporting to Washington State's Governor. ^{PI}

DM: District Manager. The primary leader of one of DCS's ten field offices.

DOP: Department of Personnel. The state agency that provides other state agencies and higher education institutions with specialized human resource support.

DRA: Data Reliability Audit. Federal funding is contingent upon passing this audit conducted by OCSE.

DSS: Decision Support System. A DCS online, real-time system for sampling or selecting case data based on chosen criteria.

E

E-Model: Efficiency Model. An online performance tool that tracks both the percentage of paying NCPs and the positive case actions and negative considerations that lead to this result.

E-MAPS: ESA-Management Accountability & Performance Statistics. An ESA-level unit that performs data management and internal audits for DCS.

ESA: Economic Services Administration. DCS's parent organization and one of five administrations within DSHS.

EV: The automated case **E**valuation software application in DCS's Support Enforcement Management System (SEMS).

F

FC: Foster Care. Programs administered by the Children's Administration of DSHS that find foster homes or temporary shelter for abused and/or neglected children.

FFY: Federal Fiscal Year (October-September). Example: FFY 2006 ran from October 1, 2005 to September 30, 2006.

FMIS: Financial Management Imaging System. Online accounting tool that tracks the intake and disposition of payments.



GLOSSARY OF TERMS AND ABBREVIATIONS

FO: Field Office. One of the ten local DCS offices situated throughout Washington State.

G

GA: Department of General Administration. The state agency that provides internal support services to other state agencies in areas of purchasing, facilities, the state campus mail system, and the state motor pool.

GMAP: Government Management, Accountability & Performance. The method of public performance reviews employed by Washington's Governor to demonstrate government accountability to Washington's citizens. GMAP requires state agencies to regularly measure and report the effectiveness of the services they provide so problems can be identified and fixed.

H

HHS: U.S. Department of Health and Human Services. A cabinet level department reporting to the President of the United States.

HQ: DCS Headquarters. The central HQ building in Olympia, Washington that houses multiple units including the Director's Office, Policy, Communications Operations, Central Services, Field Operations, E-MAPS, Fiscal, and SEMS.

HR: Human Resources. See **DOP**.

HRMS: Human Resource Management System. Washington State's personnel and payroll computer system, managed by the Department of Personnel.

HRSA: Health and Recovery Services Administration. One of five administrations within DSHS.

I

IRS: U.S. Internal Revenue Service. The IRS partners with OCSE and State IV-D agencies to certify cases for federal income tax refund seizures.

IT: Information Technology. The use of computers and computer software to convert, store, protect, process, transmit, and retrieve information. Also a nickname for staff that maintain and service this infrastructure. See **SEMS**.

IV-D: Title IV-D of the Social Security Act. The federal act authorizing and regulating state child support programs. For DCS, this means "full collection services" child support cases.

IV-D Program: A state or tribal child support enforcement program funded by federal matching funds.

IWW: Immediate Wage Withholding. Authority frequently given to DCS via specific language in child support orders that allows it to take immediate legal action against a parent's wages without further notice.

J

JRA: Juvenile Rehabilitation Administration. One of the five administrations within DSHS.

L

LT: Leadership Team. DCS's senior leadership team comprised of both the DCS-HQ Chiefs (Management Team=MT) and the District Managers (DMs).

M

MT: Management Team. The DCS-HQ Management Team comprised of the Director, Section Chiefs (Policy, Field Operations, Communications Operations, Central Services, SEMS, E-MAPS, and Fiscal) and the DCS Executive Assistant.

N

NCCSD: National Council of Child Support Directors. A professional discussion forum made up of state, territorial, and tribal IV-D Program Directors.

NCP: Non-custodial parent. The parent responsible for paying child support.

NCSEA: National Child Support Enforcement Association. A national non-profit organization established to provide education and support to child support professionals.

NMSN: National Medical Support Notice. A federally prescribed legal notice DCS sends primarily to employers and unions to enroll children onto a parent's medical insurance plan.

O

OAH: Office of Administrative Hearings. The State agency responsible for adjudicating DCS's administrative hearings.

OAS: Office Assistant Senior. A job classification of DCS staff that perform clerical and administrative support duties.

OCSE: Office of Child Support Enforcement. The federal agency (part of ACF and HHS) responsible for providing oversight and support to state child support programs.

OFM: Office of Financial Management. The Washington Governor's agency that develops and controls the state budget and monitors spending and revenue.



GLOSSARY OF TERMS AND ABBREVIATIONS

OSD: Operations Support Division. A division within ESA created in November 2006. SEMS, E-MAPS, Fiscal, and HR are key DCS-focused units now within that consolidated division.

OWI: Order to Withhold Income. A legal notice sent by DCS to employers or other entities holding income or financial assets of parents, ordering them to redirect payments to DCS, which then distributes the payments as child support.

P

PA: Performance Analyst. PAs interpret and communicate performance results and data, carry out performance enhancement projects, analyze work processes, test new work strategies, and promote operational best practices.

PEP: Paternity Establishment Percentage. Measures the percentage of children with paternity established among those born to unmarried parents. One of five federal performance measures.

POG: Priorities of Government. A results-based prioritization of state activities focused on 10 key results citizens expect from state government. The POG framework helps guide budget decisions and is also central to the GMAP process.

R

RASE: Risk Analysis Self Assessment. Audit designed to help managers assess the risks of damage, loss and injury in their workplace.

RCW: Revised Code of Washington. The compilation of all permanent laws (statutes enacted by the Legislature, and signed by the Governor, or enacted via the initiative process) now in force in Washington State.

RS/RX: Review Summary/Review Cross-Reference Screen. Application within SEMS that allows SEOs to build and work lists of cases meeting specified criteria.

S

SAO: Washington State Auditor's Office. The SAO regularly conducts financial, accountability and performance audits of DCS.

SEO: Support Enforcement Officer. A DCS job classification of caseworkers who work on collection teams or perform special functions in the DCS Central Services Unit.

SET: Support Enforcement Technician. A DCS job classification of paraprofessionals who process payments, set-up cases, do locate work, and provide customer service support for SEOs and COs, among other duties.

SFY: State Fiscal Year (July – June). Example: SFY 2006 ran from July 1, 2005 to June 30, 2006.

SEMS: DCS Support Enforcement Management System. The computer infrastructure supporting DCS' work processes. Also, the DCS information technology unit now within OSD.

SEPA: Support Enforcement Program Administrator. Mid-level leader in a large field office. Oversees several collection teams and reports directly to the DM.

STRU: ESA State Tribal Relations Unit. STRU staff are policy consultants and liaisons between DCS and the tribes.

SWOT: Strengths, Weaknesses, Opportunities and Threats Analysis. A strategic planning and risk assessment tool.

T

TANF: Temporary Assistance to Needy Families. The federally funded cash grant and employment assistance program for families with earnings below the poverty level.

U

UIFSA: Uniform Interstate Family Support Act. A federal law that controls how state child support programs collect from parents in other states. Its provisions are incorporated into Washington law as RCW 26.21.

W

WA: Washington State.

WAC: Washington Administrative Code. The codification of general and permanent rules published in the Washington State Register by the executive departments and agencies of the Washington State Government.

WAPA: Washington Association of Prosecuting Attorneys. A non-partisan, non-profit service organization dedicated to the training and support of county prosecutors in Washington State, and a key DCS stakeholder.

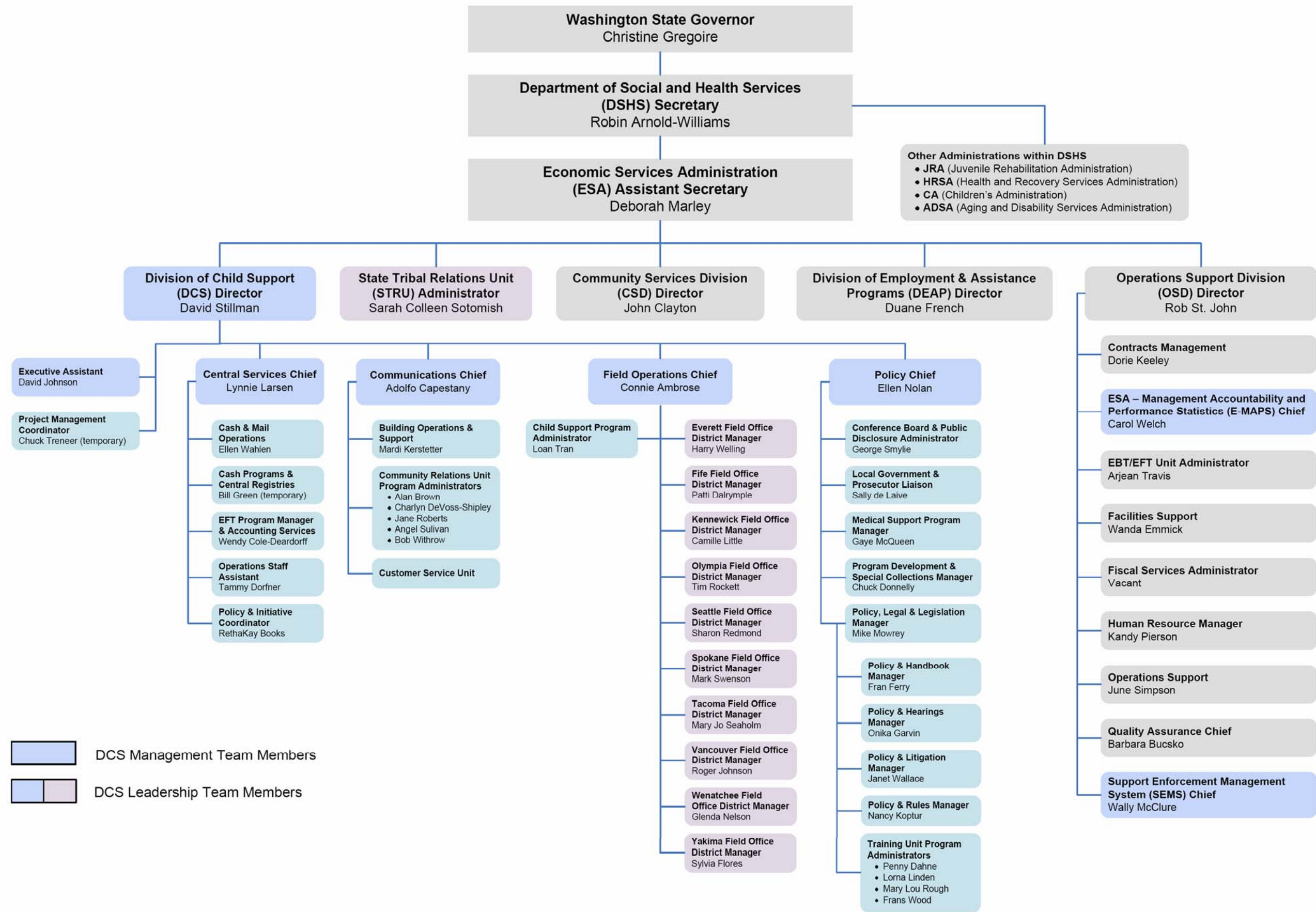
WICSEC: Western Interstate Child Support Enforcement Council. A private, non-profit organization focusing on training and child support resources for child support professionals in states west of the Mississippi River.

WorkFirst: Washington State's program for helping TANF cash grant recipients find and keep jobs. WorkFirst participation is normally a requirement for receiving TANF cash benefits.

WSSR: Washington State Support Registry. A federally mandated central registry created within DCS's Central Services Unit by RCW 26.23.033.

Division of Child Support (DCS) Organizational Chart

December 2006



DCS Management Team Members

 DCS Leadership Team Members

P Preface: Organizational Profile

P.1 Organizational Description

P.1a Organizational Environment

P.1a(1) Main services and delivery mechanisms: Washington's Division of Child Support (DCS) is an executive branch agency of state government. [See organizational chart on page xi] DCS staff establish, modify, and enforce child support and health insurance obligations on about 350,000 cases. Cases may open whenever one of the following occurs: 1) court orders require child support payment through DCS, 2) children become active on a public assistance grant and at least one parent is absent from the home, 3) children enter foster care, 4) other child support agencies (including tribal agencies) refer cases to DCS, or 5) customers apply for DCS services voluntarily. In Federal Fiscal Year (FFY) 2006, DCS collected over \$667 million in child support to help families. This saved the state an estimated \$87 million in public assistance costs.

All parents subject to Washington's jurisdiction have an obligation to provide for their dependent children. If no legal support order exists when a case opens, DCS will do its best to establish one. DCS refers the case to a local prosecuting attorney's office if a child's paternity is in question or if a WA superior court order or non-WA order needs modification and the prosecutor has jurisdiction to modify the order under the Uniform Interstate Family Support Act (UIFSA), a federal law that controls how state child support programs collect from parents in other states. DCS refers the case to another child support agency if DCS lacks jurisdiction over one or both of the child's parents. Otherwise, DCS has authority to establish and modify support orders administratively, in coordination with the Office of Administrative Hearings (OAH).

DCS enforces child support and health insurance obligations using a variety of legal collection methods. These methods include orders to withhold income (OWI), notices to enroll children in health insurance plans (National Medical Support Notices, a.k.a. NMSN), billing notices and warning letters, phone calls, meetings with debtors, orders to seize bank accounts or other personal property, liens, credit reporting, tax refund intercepts, license and passport suspensions, posting a debtor's picture and description on the DCS *Most Wanted Website*, and referrals to court for civil contempt or criminal nonsupport proceedings. DCS accepts payments electronically, by mail, or in person at field offices.

Proper accounting of the debt, accurate and timely distribution of funds, and techniques to locate individuals and their assets are other core aspects of support enforcement work. Payments are

distributed by check, electronically deposited into a designated account, or credited to a DCS "stored value card," which can be used anywhere VISA is accepted.

P.1a(2) Organizational culture: Figure P.1-1 outlines DCS's mission, vision, and values. DCS strives to operate like a private business with a bottom-line focus on performance results and cost-effectiveness. As a government entity, DCS is accountable to its customers and the public. It does so by ensuring staff have adequate tools and training to follow regulations, while sustaining an environment that allows individual and group creativity to optimize performance within regulatory strictures. DCS has regulatory, procedural, and technological systems in place that ensure security and ethical standards are met.

Figure P.1-1 DCS Vision, Mission, and Values

DCS Vision
<ul style="list-style-type: none"> • Children and families can count on us for prompt and reliable medical and child support obligation enforcement to enhance their financial and emotional well-being and to promote stable, safe and healthy relationships. • DCS has credible and mutually respectful collaborative relationships with its partners and stakeholders. • DCS continually improves performance through staff, improved technology, research, and innovation.
DCS Mission
Improve the lives of children and benefit families and taxpayers by providing quality child support services in a fair and fiscally responsible manner.
DCS Values
Working together in an environment that sustains trust, open communication, integrity, diversity, innovation, continuous learning, and excellence.

P.1a(3) Employee Profile: DCS directly employs about 1100 staff [See § P.1b(1)] and directly funds about 570 other staff who provide support services to DCS. Of the 570 others, about 450 provide legal child support services through 39 county prosecuting attorney offices, county court clerks, and county court commissioners.

Approximately 86% of DCS's 1100 staff work in its ten local field offices (FO) where primary casework and customer contact take place. Figure P.1-2 outlines FO job classifications. The remaining 14% of DCS staff work in Headquarters (HQ). About 100 staff work in Central Services, which provides payment receipting, application and distribution of payments, processing and imaging of incoming mail, case set-up, and other direct services to customers and FO staff. Approximately 50 other HQ staff work in the following units: Policy, Communications Operations, Field Operations, and the Director's Office. Job classifications in these units include Child Support Program Administrators (CSPA), Support Enforcement Officer 4s (SEO4), support staff, and executive level managers & leaders.

Figure P.1-2 DCS Field Office Job Categories

Job Title	Total	% of FO Total	Scope of Position
General Laborer*	57.5	6.0%	Maintains office space, facilitates office moves
Office Assistant Senior (OAS)*			Clerical and support duties; takes and receipts payments made at the front counter
Support Enforcement Technician (SET)*	84	8.8%	Case set-up duties; para-professional support services to SEOs; locate work on data bases
Support Enforcement Officer (SEO) 1* = entry level Support Enforcement Officer (SEO) 2* = journey level	681.1	71.5%	Primary caseworker; issues legal notices to establish and collect support; communicates with customers, employers, other stakeholders
SEO3* = lead worker			Case management expert and trainer in addition to SEO duties
SEO4*	68	7.1%	Collection team supervisor and/or Performance Analyst
Claims Officer (CO)*	44	4.6%	Attorney staff who support the administrative hearing processes
Support Enforcement Program Administrator (SEPA)	8	0.8%	Mid-level leadership and supervision in larger field offices; community & stakeholder outreach
District Manager (DM)	10	1.0%	Office leader and designated Appointing Authority; primary liaison with DCS HQ
Total	952.6	100%	* = Union represented employees Source: June 22, 2006 DOP Warehouse

P.1a(4) Major technologies, equipment, and facilities: DCS prides itself on developing and maintaining cutting edge work tools for its staff. The Support Enforcement Management System (SEMS) is DCS's online, real-time case and data management system. SEMS was developed internally by DCS and continues to be maintained by SEMS unit programmers and analysts. It was the first federally certified automated child support system in the U.S. As an adjunct to SEMS, DCS maintains an imaging system for scanning, storing and organizing all forms of documents, correspondence and payments. DCS also develops and maintains intranet web pages for policy and information deployment and for gathering feedback from staff. Most staff use dual monitors at their workstations for viewing multiple software programs, case file images, websites, and/or databases simultaneously. DCS replaces PCs regularly to ensure adequate processing speed and memory capacity for required applications.

Facilities. DCS operates from eleven primary locations: HQ in Olympia and the 10 FOs listed in Figure P.1-3. All DCS buildings meet Americans with Disabilities Act (ADA) standards, satisfy IRS confidentiality security requirements, and provide security and safety for staff. HQ and nine of the 10 FOs are housed in leased facilities administered by the Lands and Buildings Division of the Department of Social and Health Services (DSHS). The Tacoma FO operates in a co-located state owned facility operated by the Department of General Administration (GA).

Figure P.1-3 Counties Served by Field Office

Field Office (FO)	Counties Served	# of Staff Allotted	# of Open IV-D Cases
Seattle	King (part)	137.7	50,101
Tacoma	Pierce (part)	121.9	45,191
Everett	Snohomish; Island; Whatcom; San Juan; Skagit	128.5	48,174
Yakima	Yakima; Kittitas	60.0	22,648
Spokane	Spokane; Stevens; Whitman; Lincoln; Ferry; Pend Oreille; Asotin; Garfield	110.0	41,824
Olympia	Thurston; Grays Harbor; Lewis; Clallam; Jefferson; Mason	98.0	36,785
Wenatchee	Grant; Adams; Okanogan; Douglas; Chelan	36.9	13,517
Vancouver	Clark; Cowlitz, Skamania, Pacific; Klickitat; Wahkiakum	101.0	38,042
Fife	Kitsap; King (part); Pierce (part)	100.0	36,535
Kennewick	Benton; Walla Walla; Franklin; Columbia	44.0	16,716

Source: Nov. 2006 DCS Fiscal FTE report and E-MAPS caseload data.

P.1a(5) Legal and regulatory environment: Federal and state laws control both the scope of what DCS is allowed to do and how the work is done. Title IV-D of the Federal Social Security Act authorizes the child support program for states. The Code of Federal Regulations (CFR) and other regulations published by the Office of Support Enforcement (OCSE) and its parent organization, the Administration for Children and Families (ACF) in the U.S. Department of Health and Human Services (HHS), set out IV-D program requirements.

DCS maintains an official State IV-D Plan as required by federal laws and regulations. Required federal program elements are incorporated into the Revised Code of Washington (RCW), codified in the Washington Administrative Code (WAC), and/or outlined in DCS policy and procedure documents as appropriate.

Detailed refinements of these legal policy requirements and procedures are documented in the DCS Support Enforcement Handbook, other manuals, and reference documents. The DCS Handbook is available to all social services staff via the DSHS intranet. The CFRs, RCWs, and WACs are available to the public and staff through various internet sites.

DCS is subject to audits by several different entities to ensure that it meets legal requirements and performance. The first line of quality assurance for DCS is to ensure that staff have sufficient knowledge, tools and skills. Frequent and ongoing training is the key to meeting legal requirements and performance goals. Internal audits provide a second line of quality assurance. Audits of cash transactions, case closure, and system coding are conducted regularly by DCS's parent organization, the Economic Services Administration (ESA), and results are shared with OCSE. The State Auditor's Office (SAO) also conducts random program audits, and the Internal Revenue Service (IRS) conducts regular audits to ensure that the data it provides is being safeguarded. Finally, DCS performs an annual Risk Analysis Self Assessment (RASE) where facility security, cash handling, health and safety, payroll processing, computer security, emergency preparedness, staff training, and other such elements are reviewed and reported.

P.1 Organizational Relationships

P.1b(1) Organizational structure and governance system: The organizational chart on page xi shows the major work units, offices, and reporting relationships within DCS. It also shows DCS's link to ESA and DSHS. In July 2005, some functional units that had been directly under DCS control were absorbed into its parent organization (ESA) in an effort to build efficiencies and cost savings through consolidation. HQ still physically houses most of these DCS-funded units, including IT development and support staff (SEMS); fiscal and budget staff (Fiscal Services); and the audit, statistical analysis, and support staff assigned to ESA Management Accountability and Performance Statistics (E-MAPS). Central Services, Policy, Communications Operations, Field Operations, and the Director's Office remained within DCS's direct control. Figure P.1-3 shows the cities where DCS's 10 FOs are located, the counties they serve, their staff counts, and how many active child support cases each FO works.

FO District Managers (DM) are given a limited decentralized budget and latitude to work with their local leadership teams to structure FOs for optimal performance. Offices are typically organized into collection teams of 10-14 Support Enforcement Officers (SEO). Each team is supervised by one SEO4. Within a typical collection team, there are three SEO3s and seven to ten SEO1s or 2s. Larger FOs have one or more Support Enforcement Program Administrators (SEPA). In addition, there is at least one Claims Officer (CO) in each office to represent DCS in administrative hearings. Support staff are also integrated into this basic FO model depending on the structure and unique needs of that particular office. [See Figure P.1-2]

P.1b(2) Key customer and stakeholder groups: Although improving the lives of children is DCS's ultimate goal, its primary customers are parents or caregivers entitled to receive child support (a.k.a. Custodial Parents, or CPs); parents obligated to pay child support (a.k.a. Non-Custodial Parents, or NCPs); and other child support agencies requesting DCS's help under UIFSA. DCS's two main case types mirror its two key market segments: public assistance cases and non-assistance cases. When a CP

receives Temporary Assistance for Needy Families (TANF) for a child, or a child enters a state or federally funded foster care (FC) program, an automatic electronic referral is sent to DCS to establish a child support case via SEMS.

Figure 3.1 lists the stakeholders who help DCS deliver its services. Other stakeholders include the federal government, the governor's office, the state legislature, ESA and DSHS, and Washington's citizens. Figure P.1-4 lists the requirements and expectations of DCS's key customer and stakeholder groups.

Figure P.1-4 Key Customer and Stakeholder Requirements

Customers / Stakeholders	Key Requirements and Expectations
Custodial Parent (CP)	<ul style="list-style-type: none"> Prompt collection and distribution of child support Prompt and courteous customer service and easy access to a caseworker or to case information Fair and accurate establishment, enforcement, and modification of child support and health insurance obligations Maintenance of confidentiality
Non-Custodial Parent (NCP)	<ul style="list-style-type: none"> Fair and accurate establishment, enforcement, and modification of child support and health insurance obligations Prompt and courteous customer service and easy access to a caseworker or to case information Maintenance of confidentiality
Other Child Support Agencies (including Tribal Agencies)	<ul style="list-style-type: none"> Efficient and timely referral process Prompt collection and distribution of child support Fair and accurate establishment, enforcement, and modification of child support and health insurance obligations Prompt and courteous customer service and easy access to a caseworker or to case information
Employers	<ul style="list-style-type: none"> Processes that make compliance with child support laws fast and easy for employers <ul style="list-style-type: none"> Clear directions on DCS' orders and notices Fast and easy methods to answer DCS' orders, notices, and subpoenas Fast and easy methods to withhold and remit payments Fast and easy methods to report new hires Prompt and courteous customer service and easy access to a caseworker or payment information
OCSE	Compliance with federal program standards
ESA	Performance results that lead to self-sufficient families who no longer reliant on public assistance
Prosecuting Attorneys	<ul style="list-style-type: none"> Financial support to operate effective county legal programs Efficient and timely referral processes (electronic, and paper when needed) Technology support
Legislature	<ul style="list-style-type: none"> Responsiveness to constituent inquiries and complaints Fair and accurate establishment, enforcement, and modification of child support and health insurance obligations
Taxpayers	Effective and cost-efficient government

P.1b(3) Role of suppliers and partners: DCS relies on partnerships with many stakeholders, including ESA staff, county prosecuting attorneys, employers, tribes, county clerks, county commissioners, and other government agencies. Each has a unique role and connection to DCS' mission and performance results. Figure P.1-5 outlines DCS' methods for communicating with its suppliers, partners, and customers.

E-MAPS and SEMS. In July 2005, ESA reorganized some functional units. Several DCS organizational offices were spun-off and absorbed into ESA to create synergy and organizational efficiencies. DCS Fiscal Services; the DCS data, statistics, and internal audit unit (E-MAPS); human resources (HR); and SEMS are now part of the ESA Operations Support Division (OSD), restructured and renamed in November 2006.

Prosecuting Attorneys. Through a formal contract, DCS provides funding to support 362 staff in the 39 county prosecutor offices. These offices have Family Support Sections where attorneys initiate superior court action to establish paternity, modify court ordered support obligations, and enforce support obligations when administrative remedies within DCS' own control and authority are not effective or when there is no administrative jurisdiction for DCS to act. Paralegal and support staff also play important roles in this effort. Prosecutor staff and DCS staff work closely together using a common computer database (SEMS). Information is shared via data postings to SEMS, review code alerts, e-mail and telephone contact, and regular meetings at local levels. In one DCS office, a pilot is underway to have an SEO telework from a prosecutor's office to enhance communication and coordination. DCS works with the Washington Association of Prosecuting Attorneys (WAPA) at a statewide level to establish coordinated best practices and to organize and financially support an annual training conference attended by both prosecutor and DCS staff. DCS maintains a designated program manager at HQ as a liaison between DCS, WAPA, the county prosecuting attorney staff, court clerks, and court commissioners. The liaison is also the technical expert for DCS staff with questions and issues in this area. DCS FO liaisons work actively with prosecutors to resolve front-line issues between local county prosecutors and SEOs in the field.

Figure P.1-5 Key Supplier, Partner, and Customer Communication Methods

Key Suppliers, Partners, and Customers	Forms of Communication and Coordination of Effort
CPs and NCPs	SEO's use the phone, faxes, e-mails, forms and letters to communicate about specific cases; informational and interactive internet site; interactive phone system (KIDS); mailing inserts; surveys; advocate groups and meetings
E-MAPS and SEMS Units	Audit findings and reports; training; workgroup to develop priorities; represented on DCS Senior Leadership & Management Teams
Prosecuting Attorneys	SEO's use the phone, faxes, e-mails, forms and letters to communicate about specific cases; common use of SEMS; contractual agreements; regular local meetings; attendance at WAPA meetings; liaison work at field office level to develop or streamline processes
Tribes	Coordination with STRU; liaison work at field office level to develop or streamline processes
County Clerks	Contractual agreements; standardized legal forms
County Commissioners & Facilitators	Contractual agreements
Employers	SEO's use the phone, faxes, e-mails, forms and letters to communicate about specific cases; standardized legal forms; DCS sponsored training
Hospitals, Midwives, & Birthing Centers	Contractual agreements; ongoing training; local field office liaison visits and telephone calls
Banking Services	Contractual agreements; regular phone and e-mail contact

Tribes. Providing culturally relevant services to tribal children and families is an important focus at DCS. Washington is committed to ensuring that culturally relevant services are available to the 29 federally recognized tribes within its boundaries. Seven tribes in Washington have fully-funded (or are in formal start-up mode for) Tribal IV-D Programs under the direct authority of OCSE. DCS coordinates service delivery with tribes that have their own IV-D or TANF programs and has working agreements with several other tribes. DCS funds three positions in the ESA State Tribal Relations Unit (STRU). This enhances the level of cooperation and communication between DCS and Tribal IV-D programs on cases held in common. Tribal liaisons and SEOs working

specialized tribal caseloads form communication links between DCS FOs and sovereign tribal nations in their geographic area.

County Clerks. Through formal contracts, DCS funds staff in each county who transmit superior court orders to DCS either electronically or via fax. Many of these orders require immediate wage withholding (IWW) action by DCS.

Court Commissioners and Facilitators. Through a formal contract, DCS provides funding to counties to provide expedited court access and dedicated docket hearing time for family support matters. DCS also funds limited and specific child support activities performed by family court facilitators, who guide clients through the court process when they do not have attorneys.

Employers. DCS relies heavily on the efforts of employers, particularly payroll specialists, to fulfill its mission. Employers are required by law to honor OWIs and NMSNs. In addition, all U.S. employers are required to report newly hired employees to state child support agencies. States enter the new hire information into a secure computer network coordinated by OCSE. Computer data matches set an automatic computer alert in SEMS for DCS staff to take the next appropriate action.

Hospitals, birthing centers, midwives. DCS relies on staff at these facilities to offer unwed parents the opportunity to sign paternity affidavits for their newborn children. Paternity affidavits provide a quick, inexpensive method to establish legal paternity for a child born to unwed parents. This voluntary process saves valuable court time and costs. Through a federally funded grant called Bright Start, DCS is currently exploring the benefits of enhancing the use of paternity affidavits by offering free genetic testing and better access to paternity affidavit services at hospitals.

Banking Services. The relationship DCS maintains with its banking partner is critical given the large sums collected and processed each day. Through a formal contractual relationship, DCS' partner works with Central Services to process daily deposits of cash and other financial instruments accurately. It also distributes electronic payments to CPs and other entities.

Other. More traditional supplier relationships exist for acquisition of office supplies, telephone and computer connectivity, language interpretation services, janitorial services, travel services, armored car services, postal services, and building maintenance. State contracts mandate how and where DCS obtains office supplies and services.

P.2 Organizational Challenges

P.2a Competitive Environment

P.2a(1) Competitive Position: IV-D programs receive federal incentive money for meeting specific performance goals in five program areas. [See Figure P.2-1] DCS competes with other states and territorial IV-D programs for an annual share of these fixed federal dollars. DCS also competes against other important state government programs for limited state dollars to sustain its base funding. DCS is mindful of the potential risk of business being diverted to private collection agencies, although none have a strong foothold in Washington State at present. DCS' arsenal of available legal collection remedies and its "no fee for service" policy give it a strong competitive edge over private collection agencies for this business.

P.2a(2) Key Success Factors: During FFY 2006, DCS collected over \$667 million in child support. DCS measures its success through a variety of performance measures that focus on the core mission—establishment and collection of child support. Performance in the five federal performance measures, including the base total dollars collected, determines how much DCS earns in federal performance incentives. A subset of DCS' caseload are families on public assistance. DCS also gauges success by how it performs in collections and establishment for this subset of cases.

P.2a(3) Comparative and Competitive Data: An analysis of federally reported, unaudited data for FFY 2005 shows Washington's IV-D program ranks #9 in overall composite performance out of 54 state and territory programs. [See § 7a and Figure 7.20]. The five performance measures listed in Figure P.2-1 also show result rankings among the states. Because of DCS's history of innovation, focus on staff development, and attention to performance, it maintains a strong competitive position.

Figure P.2-1 Federal Performance Measures and Results

Performance Measures	FFY05 Result	FFY05* Ranking	FFY06 Result
1. Paternity establishment (PEP) in IV-D Caseload <i>Measures the percent of children with paternity established among those born to unmarried parents. Paternity must be established before child support can be ordered. [Note: States may choose one of two methods for calculating PEP. DCS evaluation shows best results using IV-D caseload basis.]</i>	95.16%	#10	98.27%
2. Order establishment <i>Measures the percent of cases in which a financial order for child support has been entered, which allows support to be collected.</i>	89.57%	#3	89.86%
3. Current support collection <i>Measures the percent of support collected when it is due and expected by customers.</i>	63.31%	#17	64.33%
4. Arrears collection <i>Measures the percent of cases in which a payment has been received on past due support (arrears) during the FFY.</i>	66.11%	#11	67.34%
5. Cost Effectiveness Ratio <i>Measures total child support distributed for each dollar spent.</i>	\$4.74	#29	\$4.41

*FFY06 comparative rankings will not be available until spring 2007.

P.2b Strategic Challenges

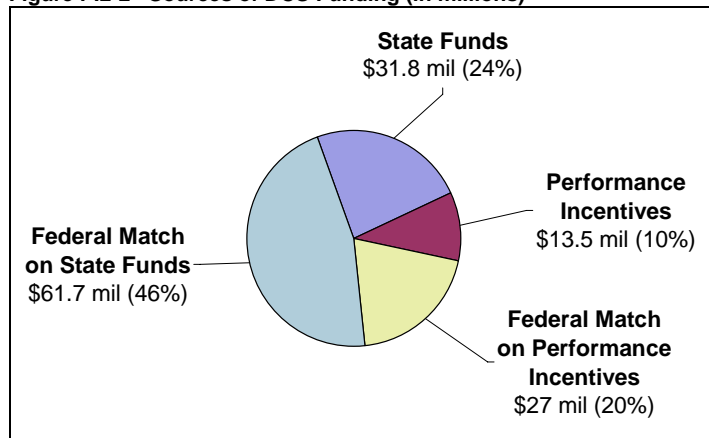
DCS recognizes strategic challenges and attempts to address them proactively. Three primary strategic challenges currently facing DCS are looming fiscal cuts, maximizing performance results, and human resource capacity. [See also Figure 2.2]

~ Fiscal. Federal legislation passed in February 2006 will reduce federal funding opportunities beginning in October 2007. About \$27 million, or 20% of the DCS operating budget will be cut unless state funds are secured to compensate these losses. DCS' operating budget for State Fiscal Year (SFY) 2006 was about \$134 million. Figure P.2-2 outlines DCS' major funding sources.

Furthermore, state budget planners have over-estimated DCS' capacity to earn federal performance incentive earnings in recent years. Because DCS leaders did not know if supplemental budget dollars would be granted to fill that gap, DCS enacted a conservative spending plan. Budget instability and unpredictability created from these two issues handicaps DCS leadership in creating a stable work force and firm program plans. DCS cycles

from positions of relatively solid financial foundations to lean budget-pinching times. [See Figures 7.11 and 7.12]

Figure P.2-2 Sources of DCS Funding (in millions)



2 ~ Maximizing Performance Results. Federal performance goals are a primary focus for DCS. The financial benefit to DCS from the annual incentive awards linked to the federal performance goal results represents about 30% of DCS’ funding. A significant challenge to achieving the federal incentives is the additional requirement placed on DCS by the governor and state legislature to focus special attention on the public assistance (WorkFirst) subset of the DCS caseload. These families often do not want to be involved with DCS but must cooperate to receive a welfare grant. Collections on these cases are lower than others because the NCPs tend to have lower incomes and are less steadily employed, making these “hard-to-collect” cases. Another significant challenge is the increase in the number of children born to unwed parents. Establishing paternity can be a time consuming, expensive, and emotionally charged process making quick and efficient enforcement difficult. A final significant challenge is the problem of child support orders being set too high. A federally funded research study completed by DCS in 2003 showed that when a child support order is set at more than 20% of an NCP’s actual income, collection becomes problematic. Historically, when income information was unknown, methods for estimating income have overstated it. This has led to uncollectible orders. DCS is working diligently to change past practices for estimating income and to establish sound imputation methods for the future.

3 ~ Human Resources. Staff turnover is a reality in all DCS offices. Most DCS jobs pay less than private sector jobs of similar complexity. At times, DCS also allows vacancy rates to rise in order to meet budget demands, which causes staffing and caseload management hardship. Consequently, DCS invests significant time hiring and training new staff. Recruiting and hiring practices must conform to protocols established by the state’s Department of Personnel (DOP), which works with DCS to attract and test qualified candidates for inclusion in “registers.” Once hired, new SEOs need up to a year of intensive training, both in the classroom and one-on-one, before they become independently productive. [See § 5a]

P.2c Performance Improvement System

DCS invests in both staff training and performance data management systems as its primary means to achieve strong performance. The DCS-HQ Policy Unit enhances the online DCS Handbook on a real-time basis. Staff suggestions are solicited and incorporated as appropriate. [See § 1a]

DCS also has a history of utilizing workgroups to research issues, analyze data, test ideas, and make data based recommendations. The Collections Goal Workgroup discusses and tests various strategies for maximizing collection results. A SEMS Prioritization Workgroup systematically reviews IT enhancement suggestions on a quarterly basis so higher value projects are completed first. [See § 5a and 6a] These two examples highlight DCS’ efforts to tap staff talent and engage offices across the state toward a common goal of improving performance results.

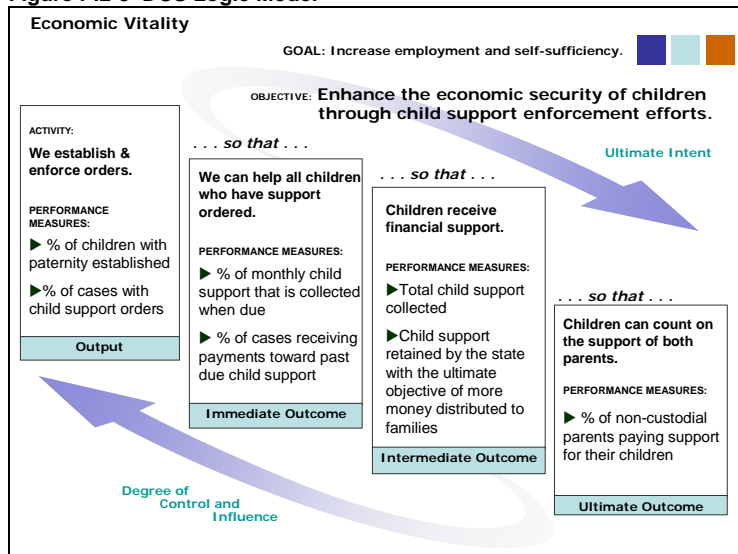
Performance results are readily available online at the division, FO, collection team, and caseworker level. Historical trends in all major performance measures can be viewed as well. In-house data management tools such as the Efficiency-Model, Decision Support System (DSS), and RS/RX screen in SEMS [see § 4a] help staff and managers target cases needing particular analysis and effort.

Trends and gaps across the state are systemically analyzed at regular performance reviews. FO DMs report performance trends, innovative ideas, economic barriers, and other issues at regular statewide leadership meetings. DCS also reports on its performance trends and performance enhancement initiatives at the Governor’s *Government Management, Accountability, and Performance* (GMAP) reviews. Some FOs use the GMAP process down to the team level. Figure P.2-3 shows the logic model DCS developed for the GMAP process for Economic Vitality.

“Building Vibrant, Healthy DCS Offices through Continuous Learning,” is a renewed initiative that started with Field Operations in 2004. It focuses staff efforts on performance excellence through learning. The efforts included designating specialized Performance Analysts (PA) in Central Services, Policy, and in each FO, energizing local FO and HQ-based training efforts, and encouraging office and team leaders to ensure collection efforts were maximized.

This focus on training, inclusive workgroups, visible performance measurements, and technology based performance tools helps make Washington’s Division of Child Support one of the top performing IV-D programs in the country.

Figure P.2-3 DCS Logic Model



1: Leadership

How do your senior leaders lead? How do you govern and address your social responsibility?

Senior DCS leaders lead by establishing and promoting the organization's mission, vision and values. Senior leaders maintain public confidence in the child support program by emphasizing performance results at all levels of the organization, listening to customers and staff, and ensuring ethical conduct. Senior leaders also prioritize and provide resources for initiatives that support DCS' mission. They translate for staff and the public how initiatives and measures clearly support the DCS mission, vision and values.

The DCS Senior Leadership Team (LT) consists of the Director, HQ Chiefs, FO DMs, the chiefs of SEMS and E-MAPS, and a representative from STRU. These leaders create a performance-focused culture by providing effective technology and training to staff, speaking often about performance results through all-staff memos from the Director, conducting formal performance reviews (GMAP sessions) that involves analyzing data, highlight accomplishments, focusing on barrier removal through action plans, and establishing clear performance expectations and goals in staff evaluations. Staff can readily see online how their individual casework results compare to others and how their performance feeds the organization's overall performance, leading to the DCS Mission being accomplished. Of the 884 DCS staff who responded to a recent staff satisfaction survey, 81% report they always, almost always or usually know how their work contributes to the goals of the organization and 82% report they know what is expected of them at work. [See Figures 5.1 and 7.19]

The core mission of DCS—helping children and families—is in itself a strong statement of social responsibility and value-added to the community. Beyond DCS' core work, managers and staff take initiative to support the community through the annual Combined Fund Drive, blood and food drives, and building care baskets for families and children in foster care. DCS also strives to be good environmental stewards by participating in commute trip reduction programs and having in-office recycling programs. These activities are visibly supported by senior leaders and showcased regularly on the DCS intranet home page and when the Director or other senior leaders speak at All-Staff Meetings.

1a) How do your senior leaders include a focus on creating and balancing value for customers and other stakeholders in their organizational performance expectations? Senior leaders consult with and involve customers, stakeholders, and staff when policy development decisions need to be made. Operational results and policy development are aligned because both formal rulemaking and internal policy development processes are transparent and engage staff and stakeholder input. New collection tools, often derived through policy development, support the work staff must do to achieve strong performance results. The online DCS Handbook is an example of how staff are supported by ready access to policy guidance and illustrative instructions on how to take actions within the law.

When internal policy is to be crafted, the assigned author posts the proposed policy for review via e-mail to interested external customers, stakeholders and partners; and electronically to the internal DCS homepage for another primary policy customer – DCS staff. Responses are provided by the author to every

comment received, whether the input is incorporated into the final policy document or not. Input from stakeholders in the policy development process leads to more effective policies that support DCS achieving strong performance results.

If a policy topic has broad or significant customer/stakeholder impact, cross divisional workgroups and public hearings are sometimes used to ensure customer input is received, understood, and incorporated. Feedback from DCS FO staff on how a policy is working is encouraged. Staff report problems either through their chain of command or directly to Policy Unit staff. Feedback from customers about policy is also received via legislative inquiries, when senior leaders attend regular client advocate meetings, and when clients contact DCS' CRU.

The DCS Training Unit continuously develops and delivers training to staff, in close cooperation with FO Training Coordinators. Senior leaders are committed to ensuring adequate time and resources are provided for staff training and development. This commitment ensures positive performance is achieved and customers receive accurate, timely and fair service from DCS.

Similar to the policy development cycle, the MT commissioned the SEMS Prioritization Workgroup and receives updates, and progress can be tracked online. It exemplifies a system that links input from the users of DCS technology with computer analysts and programmers. This ensures alignment between technology and performance results. A cross-sectional workgroup analyzes and prioritizes system enhancement requests from staff. Through testing and development, ideas often lead to system enhancements that help staff accomplish their job more efficiently and improve performance. This vetting and testing process also seeks post-implementation feedback so adjustments can be made as necessary.

Underlying the DCS program is a vigilance toward cost effectiveness, an important public value. Senior leaders strive to balance resource expenditures and collection results. DCS stays within fiscal allotments by carefully monitoring expenditures. Nearly 80% of the DCS operating budget funds staff salaries and benefits. Careful attention to expenditures and staffing levels is given through regular reports and fiscal briefings. DCS strives toward the \$5-to-\$1 collections cost effectiveness ratio target established in a federal incentive measure. [See Figure 7.5]

1b) How do senior leaders employ a governance system to assure regulatory and legal compliance and ensure ethical behavior? DCS' core work is legal in nature. Confidential information retained and accessible to staff is protected by clear, established controls and procedures. Leaders at all levels are expected to model ethical behavior. If violations occur at any level in the organization, formal procedures are followed to correct the behavior and apply appropriate disciplinary action.

Staff attend a variety of mandatory trainings, including ethics, confidentiality and sexual harassment prevention. Annually, staff review and (re)certify their understanding of ethics and confidentiality standards. All DCS Supervisors take advanced classes in ethics and just cause disciplinary practice so they recognize and maintain an ethical environment and can respond appropriately should something occur. Supervisors also outline these expectations in annual employee evaluations and at unit

meetings. Office Training Coordinators have tracking systems to ensure training requirements are met.

The DCS Director works to ensure DCS continues its efforts to be a more transparent organization for staff and customers. As an entity under scrutiny by the public and the media, it is imperative that any perceived or actual inappropriate behavior is corrected. A recent example occurred when senior leaders recognized the need for clearer policy to prohibit DCS staff from participating in the auction of property seized from an NCP to pay delinquent support.

An ethical culture starts with leaders who model ethical behavior and establish meaningful expectations. State Ethics Board opinions, department policies, and messages from DCS leaders help delineate ethical boundaries. Each supervisor annually and systematically reviews expectations to ensure understanding of ethical boundaries. Examples of staff policies that ensure public trust is strong include prohibitions against staff working cases of friends and relatives and against using DCS tools and locate databases for anything other than a business purpose. Beyond policy guidance, examples of systems that ensure ethical behavior include:

- Cameras to monitor cash handling security areas and cash handling controls and audits
- Computer systems with password and time-out protections
- Computer screen tracking that allow a review of case actions taken and cases accessed by staff
- Case redistributions to other staff and the ability for others to see all case records and actions
- Supervisor spot audits and dual review of manual application or the adjustments of funds on cases
- New employee reference checks and orientation ethics training
- Multiple avenues for customer feedback through lead workers, supervisors, CRU, and Conference Boards
- Internal audit unit ensures regulatory compliance and systemic data integrity
- External audits by the federal government and audits by the State Auditor's Office
- Annual "RASE" (Risk Analysis Self Assessments), change of administrator audits, and inventory controls

2: Strategic Planning

How do you develop and deploy your strategy?

At DCS, key strategic initiatives have consistently focused on increasing child support collections through investments in technology, data and performance management, and staff development. External budget pressures and an ethical responsibility to be responsible stewards have also prompted initiatives aimed at improving cost-effectiveness.

DCS employed cross-functional planning teams of staff and key stakeholders from across the State to develop its 2002-2007 Strategic Plan. Teams used techniques such as staff and customer focus groups, customer surveys, brainstorming, SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), and structured stakeholder interviews to review and refine organizational mission-vision-values statements and develop goals, objectives, and initiatives. In 2003, DCS held a series of meetings to review the 2002 – 2007 Strategic Plan, its initiatives, and viable initiatives that were not adopted in the plan at that time.

In 2005, DCS again initiated a statewide workgroup that included a representative from WAPA as a major partner in monthly meetings to review the mission, vision and values, and enhance the strategic plan.

In 2006, under the leadership of a new DCS Director, the DCS MT revised its strategic plan to align more closely with ESA's strategic plan. The "core" of ESA's plan was developed two years ago after statewide meetings with over 200 ESA staff at all levels. Almost 800 ESA staff participated in an online survey to help evaluate whether the draft goals and objectives reflected real priorities for those providing direct services. ESA also sought input from the ESA Advisory Committee, whose members represent ESA stakeholders. DCS's Director and other senior DCS leaders were central participants in ESA's evaluation processes and also helped revise and refine the ESA plan based on regular GMAP reviews. [See § 2 and 6a]

DCS's MT built the 2006-2007 DCS Performance Plan by combining crossover initiatives from ESA's plan with ongoing initiatives from the 2002-2007 DCS Strategic Plan. The new strategic plan is called a "Performance Plan" because it focuses on core performance aspects of DCS's mission. Space limitations preclude showing all of it, but Figure 2.1 displays a representative sample of its elements. The new plan has four major goals:

1. *Providing quality services to CUSTOMERS*
2. *Appreciating and respecting STAFF*
3. *Valuing our PARTNERS*
4. *Serving as good STEWARDS*

An all-staff memo from the Director announced the new strategic plan in March 2006. It is posted on DCS's intranet site, where staff can readily view or download it.

When deploying strategic plans, ESA and DCS leaders anticipate that strategic initiatives will be revised and refined based on results. Every month, the DSHS Assistant Secretary for ESA holds the DCS Director accountable for performance results at ESA-level GMAP performance reviews. The Director, in turn, chairs GMAP roll-up reviews at DCS leadership meetings, which hold DCS unit chiefs and DMs accountable for performance results within their unit or office. Leaders are expected to make decisions, take action using proven or promising strategies, and redeploy resources as necessary. Accountability is the key. Follow-up and assessment continue until desired results are achieved.

2a) What are your key strategic objectives and action plans?

Key DCS objectives for the coming biennium include continuing to support core support enforcement efforts through training and technology, increasing paternity and order establishment, improving data reliability, increasing employer compliance with child support laws, pursuing operational cost savings, preparing for a new federal medical support incentive measure, and continuing to recruit and retain highly skilled employees. [See Figure 2.1] Strategic initiatives (action plans) are listed beside each strategic objective.

2b) How are these strategic objectives linked to the organization's mission and address strategic challenges identified in the organizational profile? Each strategic objective in Figure 2.1 links directly to DCS's core mission of providing quality child support services in a fair and fiscally responsible

manner. Figure 2.2 provides examples of how the objectives address the primary strategic challenges currently facing DCS.

2c) How are your chosen strategic objectives and action plans deployed throughout the organization? DCS takes advantage of grant opportunities to test and pilot innovative initiatives when it can. Evaluations carried out by independent consultants provide data for DCS to make informed decisions about broader deployment. However, most initiatives are funded and evaluated in-house. A project manager is assigned to provide focus and momentum through the design, development, and implementation phase of each initiative. Project teams vary in size from one person to work groups of 20 or more, but smaller teams

predominate because it simplifies communication and minimizes administrative overhead.

Involving FO staff and stakeholders is crucial. Local staff learn about strategic objectives and action plans from FO leaders and PAs, via articles posted to the DCS News intranet site, from the Director’s all-staff memos and FO visits, by reading the DCS Performance Plan and participating in the GMAP review process, by using strategic planning and project tracking links on the DCS intranet, and by talking with colleagues who serve on workgroups or project teams. For example, local FO paternity coordinators provide important liaison services to Bright Start’s community stakeholders, local DCS staff, and the project manager. Local staff also help promote DCS’s employer outreach campaign.

Figure 2.1 Representative Examples from the DCS Performance Plan for State Fiscal Year 2006 – 2007

DCS Goals & Objectives	Strategic Initiatives	Measures	Sample Figures
I. Providing quality services to CUSTOMERS...			
(A) DCS maximizes performance results to our customers to help them reach their highest level of self-sufficiency			
Enhance economic security of children through core child support enforcement efforts	<ul style="list-style-type: none"> Develop modules for child support-specific training Increase employer compliance Improve referrals from the Community Services Division to the Division of Child Support Update the child support schedule Automate wage withholding process for child support Prioritize SEMS projects and proceed with those that enhance performance results. 	<ul style="list-style-type: none"> Total IV-D collections Federal Performance Measures: <ul style="list-style-type: none"> % of paternity establishments % of order establishments % of current support due that is collected % of cases with payments toward arrears Retained child support collections Governor’s WorkFirst Measures: <ul style="list-style-type: none"> % of cases w/ payments to current and recent TANF cases % of current and recent TANF cases with child support orders Cost effectiveness ratio (dollars collected to dollars spent) 	Figures 7.1 – 7.10
Increase paternity and order establishment	<ul style="list-style-type: none"> Bright Start and Healthy Marriage Initiatives Enhance coordination and cooperation between DCS and prosecutor offices 	<ul style="list-style-type: none"> Federal PEP% (Goal= 98%, set by ESA) Annual number of Affidavits obtained by DOH Federal Order Establishment % (Goal= 92%, set by ESA) 	Figures 7.1 – 7.2
II. Appreciating and respecting STAFF...			
(A) DCS leads and develops an effective workforce			
Recruit and retain competent employees	<ul style="list-style-type: none"> Implement Personnel System Reform Act (PSRA) Recruit, support and retain a culturally competent and diverse workforce Provide regular and timely employee performance feedback Deliver “Hiring and Promoting Best Practices” training to all DCS managers and supervisors 	<ul style="list-style-type: none"> % of employee evaluations completed timely Number/percentage of DCS employees leaving for jobs outside ESA % of employees meeting or exceeding competency guidelines for their job classification % of employees indicating someone talked to them about their performance within the last 3 months % of recent appointments that are ethnic minorities or persons with disabilities % of FTEs held by ethnic minorities and persons with disabilities Overall average employee satisfaction based on ESA employee survey 	Figures 7.14
III. Valuing our PARTNERS...			
(A) DCS coordinates and integrates services to leverage resources to better serve families			
Increase employer compliance with new hire reporting	Provide marketing efforts focused on employer outreach to strengthen relationships, increase voluntary compliance, and increase use of electronic remittance	<ul style="list-style-type: none"> % of new hire reporting information submitted electronically % of employers who remit payments electronically 	Tracked but not displayed due to space limitations
IV. Serving as good STEWARDS...			
(A) DCS is a fiscally responsible organization that provides quality stewardship of public funds in support of our mission			
Maximize the efficient use of electronic processing features	<ul style="list-style-type: none"> Increase the number of payees receiving funds electronically Install new optical scanners Enhance automated collection action features 	<ul style="list-style-type: none"> % of payments distributed electronically Number of payments processed per hour % reduction in FTEs used for processing % of forms generated automatically 	Figure 7.15

KEY: **Fonts in green are direct cross over items from the ESA plan—not negotiable; items in black are items DCS has added.**

*Unit abbreviations are listed in order of appearance: CRU=Community Relations Unit; CSV=Central Services Unit; ITD-SEMS=ESA Information Technology Division-SEMS Unit; Field Ops=Field Operations Unit; E-MAPS=ESA Management Accountability & Performance Statistics Unit

Figure 2.2 Examples of How Strategic Objectives Address Key Strategic Challenges

Key DCS Strategic Challenges	Examples of Strategic Objectives	Sample Measures
Increase efficiencies and reduce operating costs in anticipation of scheduled federal funding cuts	Maximize the efficient use of electronic processing features to minimize costs	
	<ul style="list-style-type: none"> • Increase the number of employers reporting new hires electronically • Increase the number of employers remitting support payments electronically from 55% to 80% (saving up to \$624,000 a year) • Increase the percentage of CPs receiving child support via the DCS stored value card (lowering distribution costs by 75¢ a payment) • Install new “smart” optical scanners to reduce labors costs, increase payment processing and document handling efficiency, and provide added security (saving an estimated \$600,000 a year) 	See Figure 7.15 See Figure 7.5 % employers reporting and paying electronically [Other measures tracked but not displayed due to space limitations]
Maximize performance results for key customers	Increase employer compliance in order to initiate more timely withhold actions and collect more child support	
	<ul style="list-style-type: none"> • Carry out the Employer Outreach Initiative. Encourage employers to report new hires and send child support payments electronically. Demonstrate how electronic methods will (a) save employers time and resources and (b) get payments to CPs faster and more securely. Outreach methods will include: <ul style="list-style-type: none"> ○ Informational talks at DCS-sponsored workshops and in front of business and professional groups ○ Media and direct mail efforts to employers 	% employers reporting and paying electronically % reduction of time to process payments to recipients [Other measures tracked but not displayed due to space limitations]
	Increase paternity and order establishment so child support can be collected for children	
	<ul style="list-style-type: none"> • Carry out the Bright Start Initiative project plan 	% Increase in paternity affidavits filed [tracked but not displayed due to space limitations]
	Prepare for upcoming medical support incentive measure to maximize incentive awards	
<ul style="list-style-type: none"> • Apply lessons learned from recently concluded Headquarters Medical Unit (HMU) project, a federally-funded demonstration project which evaluated effectiveness of centralizing medical support enforcement activities and contracting with private vendors to conduct matches of child support and health insurance records • Make a site visit to New Jersey’s benchmark medical support enforcement unit and apply lessons learned 	Increased efficiency with medical enforcement	
Optimize available human resources	Recruit and retain competent employees to manage increasing caseloads and effectively meet the DCS mission	
	<ul style="list-style-type: none"> • Work with the Department of Personnel to transition the recruiting, screening, hiring, and tracking of employees to the new web-based Human Resources Management System (HMRS) effectively 	Increased timeliness with referral requests [tracked but not displayed due to space limitations]
	Provide regular and timely employee performance feedback so employees	
	<ul style="list-style-type: none"> • Use the new Human Resource Management System (HRMS) to track employee performance evaluations • Market and encourage staff to participate in formal mentoring relationships • Test and implement online 360° assessment tool (evaluates from peers, supervisors, and self) 	See Figure 7.14 Number of staff participating in mentoring programs Number of staff that uses the 360° tool

3: Customer and Market Focus

How do you use customer and market knowledge? How do you build relationships and grow customer satisfaction and loyalty?

Laws and regulations specify whom DCS may serve and how it may serve them. Within these legal constraints, DCS seeks customer input by inviting customer and stakeholder comments during policy formulation and rulemaking, participating in child support workgroups and conferences, conducting customer surveys, funding and staffing a multifaceted complaint resolution process, and maintaining ongoing contacts with customer advocates, citizen advisory groups, leaders of business and professional organizations, legislators, other government officials, tribal leaders, and other child support agencies. DCS uses this input both to improve access to its services and to improve the speed, quality, and cost-effectiveness of its service delivery.

Building strong relationships with customers and growing customer satisfaction and loyalty can be challenging because many CPs and most NCPs enter the child support enforcement system involuntarily. DCS believes in treating all customers with dignity and respect. It fully embraces the expectations for professional, courteous, and timely customer service in DSHS Administrative Policy 1.09 “*Customer Service*,” and it has provided training specific to the challenges collection staff face. One example of an effective training provided statewide is “Verbal Judo,” a set of communication principles and tactics that enable users to generate cooperation and gain voluntary compliance from others under stressful conditions. DCS also funds an active customer and stakeholder outreach program overseen by the Chief of Communications Operations.

3a) Who are your key customers or key customer groups?

DCS’s key customers are CPs, NCPs, and other child support agencies (including tribal agencies). More than 40 stakeholders help DCS deliver its services to key customers. [See Figure 3.1]

3b) How does your organization determine requirements, needs and changing expectations of customers?

Two important ways DCS determines requirements, needs and changing expectations of customers are by maintaining open lines of communication with customer advocates and by consulting them prior to rule changes and during policy formulation. For example, DCS’s Director meets with the ESA Advocates, the ESA Advisory Committee, parents’ rights advocates, and tribal leaders. He also talks and corresponds regularly with other members of the National Council of Child Support Directors (NCCSD). Input from customer advocates and other stakeholders plays a key role in strategic planning.

In 2005, the Governor directed DCS to form a workgroup of community stakeholders to review the Washington State Child Support Schedule (RCW 26.19) and deliver a report to the legislature. CP and NCP advocates were active members of the workgroup. Citizens were invited to submit comments in-person or via e-mail, and open public hearings were held on both sides of the State. The workgroup delivered its findings and recommendations in January 2006. Customers can read or download the report at DCS’s public website, or have a copy mailed to them.

DCS also has well-established ways of listening to the needs and expectations of other child support agencies. Interstate workgroups and annual training conferences are two excellent vehicles

for this purpose. Every year, for instance, DCS sends staff to training conferences sponsored by the National Child Support Enforcement Association (NCSEA) and the Western Interstate Child Support Enforcement Council (WICSEC). Attendees prepare written reports and share what they learned with senior leaders who, in turn, decide how the information should be deployed: via net-meetings, all-staff meetings, presentations to specific audiences, news articles on DCS's intranet site, or updates to policy and the DCS Handbook.

Figure 3.1 Services Provided by Stakeholders

Services Provided	Stakeholders
Refer cases to DCS	Superior courts, WA DSHS Community Service Offices (public assistance), WA DSHS Division of Child & Family Services (foster care), other child support agencies (including tribal agencies)
Process and file paternity affidavits	Hospitals, midwives, and birthing clinics; county health departments; WA Dept. of Health
Withhold from earnings & lottery winnings	Employers and payroll services, bankruptcy courts, WA Dept. of Corrections, WA State Lottery
Withhold from cash benefits	WA Employment Security Dept., WA Dept. of Labor & Industries, self-insured workman's compensation funds, pension funds, Social Security Administration, Veteran's Administration
Withhold from IRS refunds & federal administrative offsets	IRS, U.S. Treasury Dept., Federal Office of Child Support Enforcement
Report new hires	Employers & payroll services
Enroll children in health insurance plans	Employers & labor unions; health insurance plan administrators
Participate in automated data-matches & locate activities	Banks & other financial institutions, WA Dept of Labor & Industries, WA Employment Security Dept., WA Dept. of Licensing, WA Dept. of Corrections, WA State Lottery, WA Dept. of Revenue, WA Office of Financial Management, Alaska Permanent Fund, Federal Office of Child Support Enforcement
Seize financial assets or personal property	Banks & other financial institutions, insurance companies, estate executors, county sheriffs, WA Dept. of Revenue
Record liens & credit reports	County auditors, credit bureaus
Suspend licenses & passports	WA Dept. of Licensing, WA Dept. of Fish & Wildlife, professional licensing boards, U.S. State Dept.
Hold hearings & issue administrative orders	WA Office of Administrative Hearings
Serve legal documents	U.S. Postal Service, legal messengers, county sheriffs
Establish parentage, establish & modify support orders, file contempt or criminal nonsupport actions, or collect support when DCS lacks authority to do so	Local prosecutors & judges, other child support agencies (including tribal agencies), U.S. Attorney's Office
Distribute support payments	U.S. Bank, Fiserv, MailMovers, U.S. Postal Service

Surveys are another way DCS listens to customers' needs and expectations. In the past, local staff have sampled the opinions of customers who called or visited the FOs. In 2005, DSHS conducted statewide telephone interviews with 1,136 clients identified via stratified random sampling. Two hundred sixty-seven clients had some connection to DCS. The clients rated how DCS was doing in six areas: quality of services, staff performance, access to services, clarity and availability of program information, client involvement in service choice and delivery, and coordination of services. The survey's results were published in April 2006. [See Fig. 7.18] DCS clients expressed stronger than average dissatisfaction with access to services and quality of services. The LT organized DCS's response. Leaders brainstormed

possible initiatives, gathered additional input from their units, prioritized their findings, and developed an action plan that they began implementing in July 2006. [See Figure 3.2] Planning for the 2007 DSHS client survey has already started.

Figure 3.2 DCS's Action Plan Response to the 2005 DSHS Client Satisfaction Survey

Action Item	Anticipated Completion Date
Access to Services:	
Market DCS website & client e-mail options	Ongoing
Make online applications available	Completed
Make online child support calculator available	Completed
Ensure that recipients of food & daycare assistance only have easy access to DCS applications	12/31/2006
Place ads in telephone directories	06/30/2007
Do a follow-up survey of CPs	12/31/2006
Quality of Services:	
Promote electronic payment options to CPs	Ongoing
Install wait message for callers highlighting DCS services and customer service standards	09/30/2006
Continue offering high quality core training	Ongoing
Roll out in-house customer service training	07/01/2007
Establish more bilingual SEO positions	08/31/2007

Needs and expectations of individual customers can reach the ears of senior leaders via DCS's complaint resolution processes. Front-line SEOs usually hear a customer's questions or problems before anyone else. Customers may meet with SEOs on weekdays or contact them via toll-free telephone numbers, TDD lines, voice mail, regular mail, e-mail, fax, and our internet site. Automated phone and web-based systems also provide 24-hour access to general information and encrypted case-specific information, as well as opportunities to leave voice and e-mail messages. Free interpretive services are available for those who don't speak English.

If customers aren't satisfied with actions SEOs take on their cases or with answers they receive from DCS staff, their concerns will be reviewed by a lead worker or supervisor. Customers can also contact CRU at DCS HQ. CRU staff act as customer ombudsmen.

Another venue for resolving complaints, and a benchmark for other child support agencies contemplating similar services, is DCS's legislatively authorized Conference Board process. Any customer can request an informal meeting with a DCS attorney and one or two experienced SEOs not associated with the case. The attorney issues a written decision afterwards, which can write off debts owed to the state, resolve disputes of fact, and reverse or amend collection actions.

Significant issues are escalated to senior leaders via supervisors and managers, or via direct contacts with Policy staff. Leaders discuss customer issues both informally and at regularly scheduled meetings. Workgroups or project teams may be formed to gather more information, explore and test alternatives, or plan and implement changes. Leaders use five main criteria when evaluating a project proposal: 1) Will the change improve collections or performance measures? 2) Will it save money or avoid future costs? 3) Will it reduce workloads? 4) Will it improve customer service? 5) Does it meet (or enable DCS to meet) legal requirements? Leaders also examine risk factors, return on

investment, and how closely projects align with DCS's key strategic objectives.

3c) How does your organization build relationships to acquire customers, meet and exceed their expectations, to increase loyalty and repeat business, and to gain positive referrals?

CRU, headed by the Chief of Communications Operations, normally spearheads customer outreach efforts. An ongoing Fatherhood Campaign, highlighted by videos produced in cooperation with the Seattle Seahawks, urges fathers to "stay involved with your children's lives no matter what your circumstances." August has become Child Support Awareness Month in Washington State, supported by the Governor's official proclamation and signing ceremony, and marked by press releases and public service announcements. A new Employer Outreach Campaign, launched in April 2006, is helping DCS improve collections and lower costs by educating employers about electronic new hire reporting and payment options. [See Fig. 2.1]

Clear communications aimed at building common understandings are central to all strong working relationships. Focus groups from target audiences have worked with CRU staff to rewrite brochures using plain language the audiences understand. CRU and Training Unit staff also helped organize the very successful 2006 WICSEC and DCS Training Conferences held this November in Seattle, which augmented DCS's ongoing efforts to share best practice information and forge strong working relationships with child support professionals from other jurisdictions.

At the local level, FO paternity coordinators provide training and support to hospitals, midwives, and birthing centers. Other SEOs help with employer outreach efforts or work part-time at outstations in CSD Community Service Offices (CSOs), giving DCS orientation talks and providing face-to-face support enforcement services to public assistance clients.

Senior leaders recognize that DCS employees play a crucial role in building and maintaining customer satisfaction with DCS services. Customer service training is mandatory for all newly hired staff. Tools such as brochures, resource lists, and forms are available online and in reception areas to help employees resolve customers' problems quickly. In 2005, DCS developed a Customer Service Handbook outlining DCS customer service standards and provided a copy to every employee. Customers can obtain copies in the lobbies of DCS offices.

DCS expects its employees to treat customers with dignity and respect, and to provide customers with decision-making information and options in a timely and professional manner. For example, employees are expected to answer phones when they ring, whenever possible. If an employee is unavailable, the caller has an option to "zero out" and be served by another person in the same unit. If a customer chooses to leave a voice mail message, DCS customer service policy requires that the call be returned within 24 hours. Collection teams have back-up systems in place to ensure that if any SEO is absent, calls are returned by teammates within the 24 hours. The goal is to build customer satisfaction by systematically ensuring courteous and fair treatment, defined customer rights, responsiveness to needs, and responsiveness to complaints

4: Measurement, Analysis and Knowledge Management

DCS performance is driven by five key federal measures. [See Figure P.2-1] Financial incentive awards from the federal government are tied to these measures. Other measures established by the Governor and State Legislature, ESA, or by DCS itself also track progress. All measures are tabulated monthly. Monthly results are compiled into annual composites at the end of each fiscal year. Tools and procedures are developed that drive DCS efforts towards these performance results.

4a) How does your organization measure, review and improve its performance? DCS has a long history of data collection, research and analysis, and striving to make data-driven decisions. In the late 1980s, DCS began a series of innovations, including development of the employer new hire reporting and the paternity affidavit program. Each of these innovations required evaluations that were conducted by an internal researcher, who established a data analysis unit in the early 1990s that eventually became today's E-MAPS unit. After being subjected to legislative audit and U.S. Congressional Budget Office reviews, the employer new hire reporting program and the paternity affidavit program were both adopted as a standard for all states by the federal OCSE.

The data analysis unit, then known as MAPS, developed a web-based information system, the Decision Support System (DSS), in 1997. DSS is a tool that allows staff to make ad hoc inquiries and generate case samples based on criteria they select to improve performance. Data for DSS are updated monthly. Data from DSS are available to all staff instantly online. DSS provides data at a statewide, FO, collection team, or caseworker level. E-MAPS developed a Data Dashboard that presents performance measures in a drill-down graphical format to the individual worker level.

DCS utilizes both research grants and pilot projects initiated at the HQ level and experiments and innovation efforts cultivated at the local FO level. Pilots, grants and improvement initiatives sometimes combine both HQ and local FO efforts.

Federal research grants and demonstration projects have been awarded to DCS in areas where OCSE seeks national improved performance. One such grant is the Data Warehouse/Data Mining project. Data mining enhances the ability to find coding errors and performance problems and to quantify cost savings in public assistance due to the regular receipt of child support. Other grants have helped DCS measure, review and improve its performance on medical support for children, arrearage growth and child support orders, and work with incarcerated parents. The three-year Bright Start paternity grant is in its second year. It seeks to determine whether offering unmarried parents genetic testing options and non-adversarial parenting solutions at birthing hospitals will improve paternity establishment outcomes.

Locally driven focus groups, project workgroups, and unit meetings are methods used to develop improvement strategies and test potential solutions. Examples include creating specialized caseloads of hard-to-collect cases, cases referred to prosecutors for contempt action, paternity cases, cases for limited English proficiency clients and tribal cases. Staff can also immediately create and access data and case lists using the online DSS system and other tools. Case lists allow staff to focus efficiently on cases needing specific attention. Best practices are shared between

offices and to HQ via GMAP presentations, statewide workgroups, peer groups, a best practices matrix, and other informal communication channels. [See § 6a]

All performance measure results outlined in § 4b are available online through the E-MAPS Performance Website. Historical performance results at the division, FO, collection team, or caseworker level are transparently available online for all staff within both DCS and the parent organizations. E-MAPS recently developed an enhanced Data Dashboard that displays multiple performance measures on one website with charting and graphing capability. Data automatically populates the graphs and tables. Geo-coding depicts data in maps. Performance reporting, part of which is driven by GMAP, is provided down to the individual caseworker level in an easily understood format on the Dashboard.

Another systemic performance tool is the E-Model (Efficiency Model), developed by SEMS programmers. The E-Model tracks both positive and negative factors that contribute to or detract from maximizing the number of NCPs paying monthly child support. Examples of positive efforts are issuing timely payroll deduction notices, bank account withholds, and license suspension notices. Examples of negative considerations that prevent collections are circumstantial, such as incarcerated non-custodial parents or those on public assistance or negative staff efforts, such as delayed actions in key processes. Staff use hyperlinks in the E-Model to access specific cases needing action to optimize performance. The E-Model points staff to the percent of paying NCPs in their caseload.

Performance results are communicated to DCS staff via posting on the E-MAPS website. Also team supervisors and DMs frequently review and discuss results with staff through all-staff or team meetings, e-mails, performance bulletin boards, and by including performance results data in annual employee evaluations. DCS also maintains an online projects and results matrix as a way to share lessons learned. GMAP PowerPoint presentations are maintained online for all staff to access. Overall DCS GMAP presentations are available to the public on the DSHS internet site. Leaders believe it is important to articulate the link between the performance measures and the DCS mission and vision—helping improve the lives of children and families and be fiscally responsible with tax dollars. Internal Performance Reviews started in 2002 to communicate performance results and efforts among FOs and with Senior Leadership. Today, DCS regularly reports performance, data analyses, challenges, and action initiatives through GMAP forums from the Governor’s Cabinet down to the local level. The GMAP forum provides an opportunity for questions and discussions about both local initiatives and barrier removal, and allows best practices to be systematically shared across all offices.

Each FO and HQ-based Central Services has a designated Performance Analyst (PA) responsible for maximizing performance in their office by testing initiatives, using comparative data charting and XmR-charting, analyzing processes, communicating results and data, and promoting best practices through tips of the week or month. PAs meet monthly to share information between offices.

Finally, DCS learns and improves by active involvement with other state programs and federal regulators. Staff regularly attend WICSEC and NCSEA conferences and meetings. [See § 3b] The

Director gains knowledge by participating in NCCSD meetings and e-mail groups that gather and share information between states. Also, approximately 300 staff attend an annual statewide DCS Training Conference.

4b) What are your key organizational performance measures? DCS earns a share of federal performance-based incentive funds through its performance relative to other states in five federal performance measures. The data behind these measures is subject to federal audit and must meet 95% accuracy rates or the state loses its incentive money. The five federal measures upon which the incentive award are based are outlined in Figure P.2-1. Figure P.2-2 shows that 30% of DCS’s operating budget comes from these incentive and match dollars, although a key challenge is the significant loss of funding caused by an inability to match incentive dollars to draw down additional federal dollars beginning in October 2007. [See § P.2b]

The federal performance incentive award takes into account total DCS child support collections as a weighting factor, in addition to the five performance measure results. Consequently, the amount of total child support collected is an important measure. Within that total collection base, different weight is given to dollars applied to current, former and never TANF cases. [See Figure 7.6]

State government officials also have interest in the other key measures. Because approximately 70% of the total DCS caseload is families currently or formerly on TANF, it is important to measure the impact DCS has in helping these families achieve and maintain self-sufficiency. WorkFirst is the name for Washington’s TANF program. The Governor’s Office of Financial Management tracks two WorkFirst measures: 1) the percent of NCPs paying on current or recently former TANF cases and 2) the percent of cases with support orders established in the same subset of DCS’s total caseload. The dollars collected on behalf of these families are closely monitored because a portion is retained by the state and another portion is returned to the federal government, making it a budget driver for those governmental entities. Over time as policies shift, fewer dollars are being retained by the state as ensure more money flows through to families rather than being retained by the state to offset the costs of TANF assistance to families. Fewer dollars are also retained by the state as more families achieve self-sufficiency without the need for TANF. [See Figure 7.7]

4c) What comparative data do you use to support decision making and evaluate organizational performance? All 50 states and US territories maintain similar child support programs based on federal regulations and are comparatively measured using the same five federal measures. These uniform performance measures are ready and reliable benchmarks against all other states and territory programs. Although Washington consistently is a top performing state, DCS strives to learn and incorporate best practices from other state programs that have strong performance results. These measures create a semi-competitive environment between the states that drive efforts to improve performance.

Historical data on performance measures are maintained, allowing trend analysis at the state, office, team and caseworker levels. Trend analysis helps staff see how their daily work efforts impact their performance over time. Because data are available at sub-state levels, it is possible to conduct comparative analysis between offices, teams and individual caseworkers to find best practices.

Best practices among state child support programs are shared broadly to problem solve, evaluate performance and make informed decisions. Sharing occurs among state directors who meet regularly, staff attending national teleconferences and in-person training events, e-mail, and interstate workgroups. Best practices are also shared and integrated into practice through the PA Peer Group and among collection teams within offices. Best practices can in some instances become systemically integrated through the formal policy process outlined in § 1.

5: Human Resource Focus

How do you enable employees to accomplish the work of your organization? How do you contribute to employee learning and motivate employees? How do you contribute to employee well-being and grow employee satisfaction?

As described in § P.1b(1), DCS organizes offices around a team structure to enable employees to effectively accomplish the work of the division. DCS contributes to employee learning and motivation through training, employee recognition, team-building activities, being involved in the decision making, staff surveys, conferences, and transparent performance measures. [See § 4]

5a) How do your organization's work systems and employee learning and motivation support the achievement of your overall objectives and action plans? DCS achieves its overall objectives and action plans through a myriad of work systems.

DCS employees use SEMS to manage their job responsibilities. SEMS is the comprehensive automated data management system that provides operational support for DCS. SEMS provides the means for establishing, collecting and distributing child support for children in Washington and across the nation. It is an online, real-time system with over 2000 PC workstations from which staff access and update information.

SEMS is a key resource tool to successful case management and control by SEOs. A high percent of DCS staff spend most of their time working in SEMS. DCS devotes resources to ensure system availability and technology enhancements to ensure staff can effectively manage large caseloads.

DCS uses multiple communication systems to convey information to staff. Examples include the following:

- DCS has feedback systems in place for bottom up information flow. For example, SEMS created a statewide, web-based employee suggestion system. Staff at all levels may submit a request for a new SEMS feature system improvement. A cross sectional workgroup evaluates each suggestion and uses a standardized scoring matrix (including criteria and guidelines) to determine what priority each request should receive. SEMS uses these priorities to plan their work.
- The ESA Homepage, *iESA*, which is the first item staff see when they sign on to their computer each morning. The DCS Director uses this forum to convey a monthly message about current issues of interest to all DCS staff.
- All-staff e-mail and memos from leaders.
- Information flows through DCS via regularly scheduled senior management meetings, FO management team meetings, individual team meetings and peer groups.

DCS works within the confines of the State of Washington personnel rules and union contracts when hiring and working with staff. Supervisors receive in-house training regarding best practices for recruiting and selecting candidates, within the strictures of personnel rules and union contracts.

Performance management within DCS is facilitated in several ways. DCS analyzes, reports, and responds to challenges using the GMAP method. Performance information is available down to the detail of the individual. Each office employs a Performance Analyst (PA) who is skilled in using performance information and statistical and analytical methods to develop and implement proposals to meet the needs and objectives of each office to improve performance.

The formal DCS compensation system is governed by the Washington DOP. This system encompasses pay, health, life and disability insurance, annual leave, sick leave, shared leave and retirement benefits. Other workplace benefits available to motivate employees include telework opportunities, alternate work schedules or flex hours. By offering these opportunities, DCS is a better environmental steward by reducing employees commute trips to work.

Recognition systems within DCS include the DSHS Employee of the Year program where individuals and teams are recognized at the local, regional and statewide levels for outstanding work, leadership and innovation. On the DCS Homepage staff is lauded by supervisors or managers for particular collection achievements and for customer service such as when a client sends a thank you letter for courteous and efficient service. Staff may show appreciation for their peers on the ESA Kudos section on *iESA*.

DCS plans for future succession with a formal mentoring program. Employees are encouraged to seek out managers and leaders to enter into a mentoring relationship. The Mentoring Program offers guidance and support to both mentors and learners by providing an online guide as well as Mentoring Coordinators to assist both parties. Informally, management seeks out individuals who show growth potential and find ways to encourage their development. For example, the Chief of Field Operations brings in staff from around the state to work in her section for a week at a time to get a broader view of DCS from the HQ perspective. Staff also have opportunities to accept temporary developmental job assignments.

DCS contributes to employee learning and supports employee motivation in any number of ways. DCS devotes significant resources to training. When an SEO is initially hired they are trained in their local FO for six months to a year in all aspects of managing a child support caseload. The training may occur individually or in a group (an SEO Academy). This training is supported by the Reference and Training Index – an online training guide that covers all training subjects, is kept current by FO Training Coordinators and can be tailored for office-specific procedures. Ongoing and refresher training is conducted primarily through the HQ Training Unit (within the HQ Policy Unit) and FO Training Coordinators. The HQ Training Unit responds to current needs, new policies and procedures and new technology by developing training to meet these needs. They develop and deliver the training statewide or conduct train-the-

trainer sessions to disseminate the information more quickly if needed.

DCS believes in a continuous learning philosophy as exemplified in the Healthy, Vibrant Child Support Program model. [See Figure 5.1] DCS employs this training model such that training is an ongoing process that renews itself over and over again.

Figure 5.1 “Continuous Learning Builds a Healthy, Vibrant Child Support Program” Model



DCS appreciates the value of high quality work from partners and develops and delivers training for them. For example, the HQ Training Unit developed a brief training to teach WorkFirst case workers how to use the modified version of SEMS that is available in their CSO. DCS provides training for tribes and for county prosecuting attorney staff, either at their request or in response to an identified training issue.

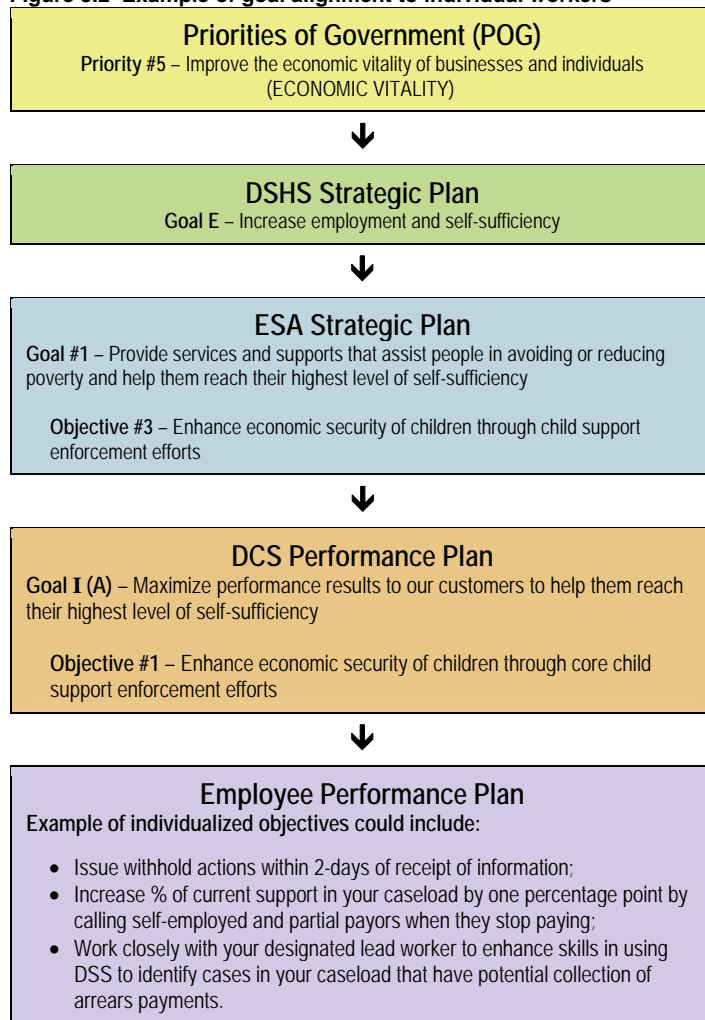
An annual DCS Training Conference is an opportunity for staff to learn about current issues in the child support community. At the Training Conference workshops are offered on a wide array of topics including federal legislative changes, working with local key partners and other agencies, how to improve collections on cases and tips and techniques to use SEMS more effectively.

To complement training, DCS maintains an electronic handbook available to all staff online. It is a living document revised and updated continuously as new laws, policies and procedures are adopted. Via the DCS Homepage, staff is exposed to changes in draft form and all are invited to review documents and offer comments or suggestions. All document authors are required to consider and respond to suggestions, whether they are adopted or not. [See § 1a]

DCS employs several work systems that contribute to a motivated work force. An online system available to all staff reports both federal and state performance measures at the state, local FO, collection team and caseworker level. SEOs have the information they need to track their own performance from month to month. DCS performance measures reflect both the DCS Mission and the day-to-day work of an SEO. For example, individual performance measures tell an SEO how much child support they collected in a given month. This links directly to the DCS Mission to improve the lives of children. [See § 4a and Figure P.1-1]

All employees are entitled to, at a minimum, an annual evaluation. The evaluation process starts with supervisors describing expectations for performance for the coming year and the skills and abilities needed to accomplish the goals. It also includes a clear linkage statement between DCS’ mission and the duties and responsibilities of the employees’ position. [See Figure 5.2] The process concludes with an assessment of results accomplished and skills and abilities demonstrated. Then, the process begins again. DSHS expects the every employee will be evaluated annually and DCS currently has a 93% compliance rate in this area. [See Figure 7.14]

Figure 5.2 Example of goal alignment to individual workers



5b) How does your organization maintain a work environment and employee support climate that contributes to the well-being and satisfaction of all employees? Multiple and effective work tools and systems contribute to employee satisfaction. DCS is part of the larger DSHS Employee Satisfaction Survey that is offered periodically. Results from this survey drill down to the individual FO level. Management listens and responds to overall results and employee comments and concerns. Each organizational unit within DCS takes an approach tailored to its staff. For example, one FO has composed a workgroup of line staff to provide additional information about employees’ current views. The group will report back to management with suggestions for improvement that are within the control of the local management. The group will provide more definition and description of what an improvement will look like and how staff will “know it when they see it.”

Every office or work unit within DCS has a safety committee that meets regularly with their manager to address local safety concerns. Managers are expected to create a safe and healthy work environment.

The DCS Director maintains contact with staff by visiting one FO each month and spending a day meeting with staff in groups and more informally with individuals. He also makes impromptu visits to FOs to speak with staff. He consistently praises staff for the work they do and the contributions they make to children and families. He is candid about current challenges and changes both nationally and in the state. Staff can rely on him to provide straight, informative answers to their questions. As noted above, the Director also communicates to staff with a monthly memo on the *iESA* intranet.

Over the last 10 years, DCS has adopted a culture of continuous process improvement, using data to make decisions and soliciting input and feedback from staff. The Director is dedicated to making DCS a more transparent organization. For example, he recently created the Director's website, which displays budget information and minutes from monthly Leadership Team meetings.

DCS commits staff time and resources to make personal and professional development classes available to employees. ESA has internal trainers for Stephen Covey's *Seven Habits of Highly Successful People* and *Crucial Conversations* classes. DCS offers these classes in-house, which increases the availability for staff.

6: Process Management

How do you identify and manage your key processes? How do you identify and manage your support processes and accomplish operational planning?

Designing, managing and improving processes to meet federal requirements is important to DCS. It allows DCS to achieve its mission, meet customer expectations, focuses staff, and maximizes performance incentive awards. Key work processes and time-frames are mandated by federal and state law. They provide the legislative framework for what DCS must do and how it is done.

6a) What are your key work processes? How do you design, manage, and improve these key work processes? DCS' key processes are establishing paternity, establishing and enforcing child support orders, and collecting and distributing child support to CPs and other child support agencies. [See Figure 6.1] The following are examples of how some key DCS processes have been or are being improved:

Paternity Establishment. The Bright Start Initiative is an example of a federally funded pilot grant to test ideas for increasing paternity establishment. [See § 4a; Figure 2.1; Figure 2.2] Recently, a statewide paternity coding effort utilized findings from the internal E-MAPS audit team to identify deficiencies in the tracking system, FO performance analysts to analyze and test solutions, and the Training Unit and FO Training Coordinators to reinforce correct procedures with staff. Phase 1 was completed in Sept. '06 resulting in a 3.4% PEP increase from Aug. '06 to Sept. '06. (This compares favorably to the 0.2% increase from Aug. '05 to Sept. '05 and an average increase of 0.3% per month from Oct. '05 to Aug. '06.)

Order Establishment. The administrative order establishment process DCS uses is extremely efficient when compared to court-based processes many other states must use. Non-attorney SEOs can establish orders without using superior court which saves valuable time and expense in completing its mission. A workgroup recently concluded an examination of ways to more efficiently utilize limited OAH docket time when administrative hearings are needed. Workgroup results are shared with the MT for review and next steps.

Child Support Enforcement. The Collection Goal Team is an example of a collaborative, cross-sectional workgroup approach to improve key collections process and results. It is composed of both HQ and field staff and meets quarterly. It takes suggestions from all sources. The group conducts experiments or case studies to test ideas for broader implementation. If an idea shows positive results, key process changes can be quickly implemented by FO staff. The enhancement of SEMS logic to allow more withhold actions to be accurately and timely computer-generated is one example of process change managed through this workgroup. [See Figure 2.1]

Payment Processing and Payment Distribution. Central Services is the portal for incoming and outgoing child support payments, and the imaging of all statewide mail and other documents. [See § P.1a(3)] Ensuring that approximately 300,000 payments (totaling more than \$50 million) and another 300,000 documents received by mail or the courts each month (many now via electronic image) are accurately and promptly processed requires quality trained staff utilizing cutting edge technology.

DCS was the leader nationally among IV-D programs regarding the design and implementation of imaging technology in the payment processing system ten years ago. Imaging has expanded to include all case documents that are now accessible in a "paperless" case record environment.

In 2003, Central Services and DCS were recognized for outstanding achievement by the Washington Software Association industry and received the Governor's Award of Public Value and Benefit for developing the online Child Support Payment Services (CSIPS) website. CSPIS is an internet site designed by DCS to allow customers to remit child support payments using EFT rather than paper checks. Users may also view historical payment records online. It is estimated that deployment of CSPIS will save DCS \$279,000 per year.

In 2004, DCS received the Governor's Award for Customer Service for implementing the DCS Secure Card. Both of these technology focused process changes allow for more cost efficient, safe and customer friendly means of child support payment and distribution. [See Figures 2.1 and 2.2]

Finally, Central Services recently conducted site visits in Illinois and New Jersey to learn how new optical scanning equipment was being utilized more efficiently for incoming payment processing. This is preparing DCS for effective implementation of similar new optical scanning equipment in this key process.

In general, DCS uses a variety of methods to design, manage and improve key processes based on the nature of the issue. The following list summarizes the primary methods used:

Cross-sectional Workgroups. Workgroups are often utilized to investigate, gather data and staff input, and test potential new processes. As highlighted above in this section, the Collections Goal Workgroup is an example of how these are used.

Pilot Projects. Deployment is done in stages, first using a test office(s) to determine if the experimental data is validated in localized, real time release. If positive test tolerances are observed the change is released to DCS as a whole thus completing the Plan, Do, Check, Act cycle. Bright Start is an example of a pilot project.

Strong Case and Data Management Systems. SEMS is DCS' primary, online, real-time case management database containing information on more than 3 million individuals. It generates updates, recommends actions, and takes enforcement actions as a result of automated interfaces with other databases. A SEMS Prioritization Workgroup meets quarterly to discuss and vote on key process enhancements to the system suggested by any DCS employee via an online process. [See § 5a] DCS also relies on accessible performance data to examine trends and results in evaluating process improvements. [See § 4a]

Quality Assurance Systems and Audits. E-MAPS performs self-audits to ensure quality outcomes that comply with acceptable regulatory parameters. Discrepancies and successes are reported both to OCSE and HQ. If needed, corrective action plans are completed to achieve full compliance with federal requirements.

Utilizing Performance Analysts and GMAPs. Each DCS office has a Performance Analyst (PA), a key process expert that seeks to maximize DCS performance. The PAs and local leadership are the link between higher level strategies and the means to achieve them. Using the GMAP process, PAs and local leaders identify opportunities, develop tactics and share the resulting operational plans with other offices. This "cross-pollination" of local ideas contributes to the knowledge base of the whole and effectively maximizes DCS performance. [See § 4a]

Incorporating Best Practices from Other States. DCS actively participates in national child support organizations and conferences. [See § 3a and 5a] DCS makes site visits to other states as needed to learn how to adapt other state's successes into DCS processes.

Legislative and Policy Development. DCS is proactive in the legislative creation process both at the national and state level. Acting with other child support agencies DCS advocates for national legislation and participates in workgroups and focus groups to provide input regarding proposed regulations to OCSE. A DCS Legislative Manager educates legislators and staff about proposed or mandated law changes. This person seeks input from all-staff regarding potential legislative ideas, performs legal and feasibility analysis, and consults with the LT about proposed legislative initiatives.

Staff Training. DCS provides staff with training and professional development to ensure that they succeed in their current jobs or advance within the organization. Training and tips are available online and through FO trainers and FO office training coordinators ensure that required training is completed [See § 5a]

Internal Communication. Key process and policy changes are communicated through a variety of channels. [See § 5a] Staff are invited to comment on proposed policy changes. [See § 1a] GMAP sessions, monthly LT meetings, and other office and unit meetings are means used to communicate key process changes and ideas that are being evaluated. [See § 4a and 5a]

Developmental Job Opportunities. DCS recognizes that leadership development is a process and provides opportunities for staff to expand their boundaries. DCS provides challenging temporary job rotations along with healthy mentoring and support programs in order to encourage career progression and to ensure successful succession transitions when senior leaders leave service.

6b) What are your key support processes? How do you design, manage, and improve these key support work processes? Key support processes are IT maintenance (hardware and software), self-assessment/audit functions, policy and document management (imaging), and purchasing. [See Figure 6.2] Key support processes are designed within the same regulatory environment as key processes. DCS does not differentiate between key processes and key support processes in terms of process management or improvement; the only difference being that the customers are internal rather than external.

Figure 6.1 DCS Key Work Processes and Example Measures [Note: Other measures are tracked but not displayed due to space limitations.]

Key Work Processes	Key Focus Areas	Examples of Key Measures	Sample Figures
Paternity Establishment	<ul style="list-style-type: none"> • Paternity affidavit • Collaboration w/ other jurisdictions • Collaboration w/ prosecuting attorney's 	<ul style="list-style-type: none"> • PEP • % affidavit vs. court ordered 	Figure 7.1
Order Establishment	<ul style="list-style-type: none"> • Administrative process • Court Ordered Process • Collaboration w/other jurisdictions 	<ul style="list-style-type: none"> • % Orders Established • % of NCPs Paying (ESA) 	Figure 7.2 Figure 7.8
Child Support Enforcement	<ul style="list-style-type: none"> • Order to Withhold Income • Order to Withhold and Deliver • Property Liens • IRS Intercept Program • Non-Wage Earner Program • Voluntary Payments (billing, phone contact) • License Suspension Program • Judicial Enforcement (with WAPA) • Credit Bureau Reporting • Most Wanted Website 	<ul style="list-style-type: none"> • % Current Support Collected • % Arrears Collected • Total Child Support Collections • % of NCPs Paying (ESA) 	Figure 7.3 & 7.10 Figure 7.4 Figure 7.6 Figure 7.8
Payment Processing	<ul style="list-style-type: none"> • Mailed payments to WSSR • Electronic Funds Transfer • Internet • In-Person payments in 9 of 10 Offices 	<ul style="list-style-type: none"> • Cost Effectiveness Ratio • Average payment processing time (days) • % of payments received electronically 	Figure 7.5 Figure 7.16 - 7.17
Payment Distribution	<ul style="list-style-type: none"> • Mailed checks • Electronic Funds Transfer (EFT) • DCS Card – (deposit to stored value debit card) 	<ul style="list-style-type: none"> • Cost Effectiveness Ratio • # of days to distribution • % of pymnts distributed electronically 	Figure 7.5 Figures 7.15 - 7.17

Figure 6.2 DCS Key Support Processes and Examples of Key Measures [Note: Other measures are tracked but not displayed due to space limitations.]

Key Support Processes	Key Focus Areas	Examples of Key Measures	Sample Figures
Document Management	<ul style="list-style-type: none"> Timely processing of applications for services, mail and court orders Maximize automated processes 	<ul style="list-style-type: none"> % Mail processed daily % Non-Assistance application processed daily % Court orders imaged daily Cost Effectiveness Ratio 	Figure 7.5
Information Technology maintenance and development (hardware)	<ul style="list-style-type: none"> Minimize down time Redundant back up systems (zero lost data) Adequate platform for current and projected software 	<ul style="list-style-type: none"> # of minutes of down time Memory/storage Adequate for Software Cost Effectiveness Ratio 	Figure 7.5
Information Technology maintenance and development (software)	<ul style="list-style-type: none"> Timely and accurate release of updates following programmatic changes Address staff programming needs/desires Maintain/develop info-sharing relationships with external entities Maximize automated processes 	<ul style="list-style-type: none"> Ease of Use Factor for Staff Number of "Bugs" reported per system update Displays/Tracks all appropriate measures for both individual and aggregate cases Connectedness with external databases Cost effectiveness ratio 	Figure 7.5
Self Assessment	<ul style="list-style-type: none"> Comply with federal and state criteria Provide data/feedback to track performance trends 	<ul style="list-style-type: none"> Error rates Program compliance Complete transparency regarding DCS performance Cost effectiveness ratio 	Figure 7.13 Figure 7.5
Human Resources	<ul style="list-style-type: none"> Accurate payroll and attendance tracking Training Employee evaluations 	<ul style="list-style-type: none"> Payroll and leave balance error rates % of employee mandatory training completed % of PDPs completed timely 	Figure 7.14
Facilities/Contracts Maintenance	<ul style="list-style-type: none"> Staff safety Cost effectiveness 	<ul style="list-style-type: none"> # of injuries Perception of staff that they are safe Cost effectiveness ratio 	Figure 7.5
Purchasing (Materials and Services)	<ul style="list-style-type: none"> Cost effectiveness 	<ul style="list-style-type: none"> Cost effectiveness ratio 	Figure 7.5
Grant Writing	<ul style="list-style-type: none"> Meet funding target 	<ul style="list-style-type: none"> Application success rate Cost effectiveness ratio 	Figure 7.5

7: Business Results

What are your product and service, customer-focused performance, financial and market, human resource, organizational effectiveness and leadership and social responsibility results?

7a) What are your organization's key performance and improvement results in key business areas for customer satisfaction, product and service performance, financial and marketplace performance, human resource results, operational performance, and governance and social responsibility? Please provide results by segments if applicable.

DCS continually evaluates performance results for all phases of the enforcement process shown in the DCS Logic Model. [See Figure P.2-3] Data for these federal and State performance measures are updated monthly and available to all DCS, DSHS and prosecuting attorney staff through the DCS intranet. This data is segmented at the statewide-, FO-, team-, and caseworker levels. Due to limited space, the results shown in § 7 are at the statewide- and FO-levels only.

Figures 7.1 thru 7.5 are the five federal incentive measures developed by OCSE and reported by all the states and Guam, the Virgin Islands, Puerto Rico, and the District of Columbia. DCS's FFY '05 results are summarized in Figure P.2-1. IV-D programs can obtain 100% of the maximum federal incentive available to them by attaining 80% scores on the first four measures and by attaining a \$5: \$1 or better score on the fifth measure, cost-effectiveness ratio. Programs earn smaller increments by performing in the 50%-79% range and the \$2.00-\$4.99 range respectively. Figure 7.21 shows which state ranked highest in each measure, how that state ranked in the overall composite performance score, and how many states reached the federal maximum consideration score outlined above.

The Federal Incentive Pool is a fixed amount of dollars that varies from year to year. [See Figure 7.12] Thus, even if DCS's performance improves from one year to the next (as seen in most FFY '06 results), it may earn less incentive money if the pool of dollars is smaller or if programs ranking lower improve their scores on a particular measure. Notice the rising national average bars in Figures 7.1 – 7.5 over time. This demonstrates that lower performing states are indeed improving their results thereby diluting DCS's share of the federal incentive pool, even in the light of Washington's consistent, strong performance.

In addition, the incentive formula is based not only on performance but also on the amount and type of collections for the year. Total Collections is one factor that can play a role. States with a large collections base (Texas= \$3.0 billion; California= \$4.0 billion) can earn a higher percentage of the pool than DCS with a \$1.0 billion collections base (based on FFY '05 figures). The incentive formula gives more weight to PEP, Order Establishment, and Current Support Collection (100% weighting factor) than it does to Arrears Collection and Cost Effectiveness Ratio (75% weighting factor).

DCS strives for strong showings in all measures, particularly those given 100% weighting. DCS seeks balanced performance across all federal measures. A strong top 10 ranking in each measure is a DCS goal that will lead to a strong overall composite ranking and federal incentive award. Figures 7.1 – 7.5 show the 10th ranked state's result and Figure 7.21 shows the top ranked state's result.

Figures 7.1 and 7.2 show DCS's success in starting the collection process. PEP measures DCS's success in establishing legal parentage for children born out of wedlock. Parentage must be established for these children before orders can be established. Support orders must be established before collection actions can begin. [See § 6a for info about FFY '06 growth in the PEP]

Figure 7.1 IV-D Paternity Establishment Percentage (PEP) by FFY

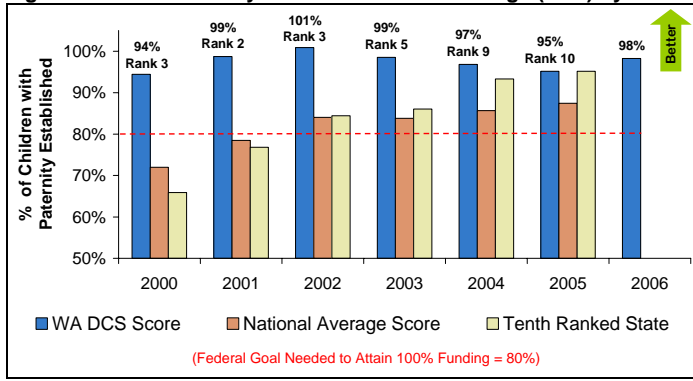
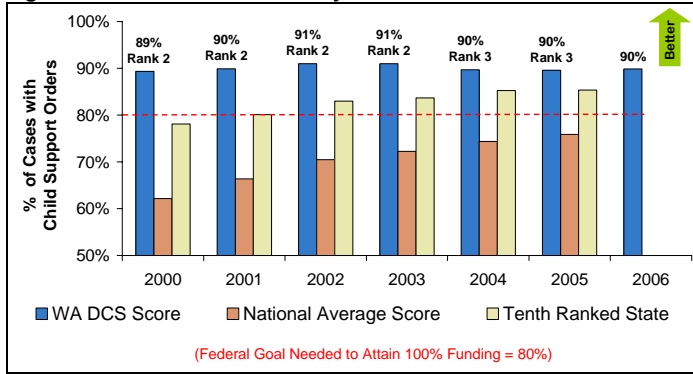


Figure 7.2 Orders Established by FFY



Figures 7.3 and 7.4 shows DCS collection results on both current and unpaid back support obligations have grown from FFY '05 to FFY '06, hopefully increasing DCS's ranking for FFY '06.

Figure 7.3 Current Support Collected by FFY

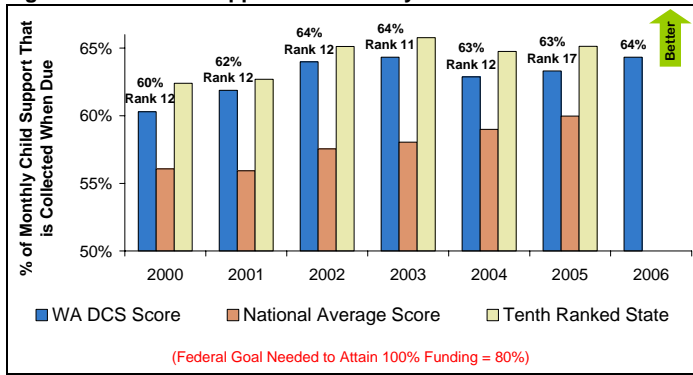


Figure 7.4 Cases with Arrears Payment Collected by FFY

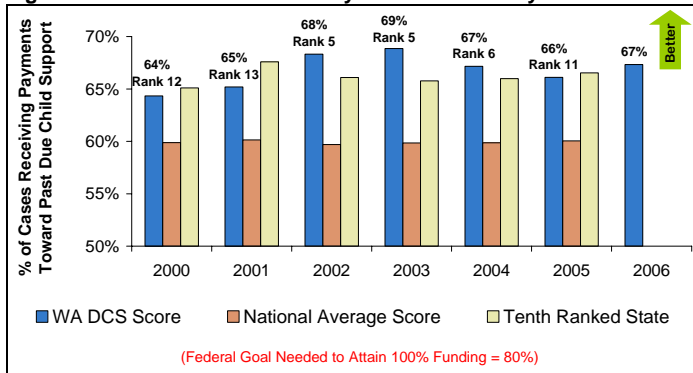
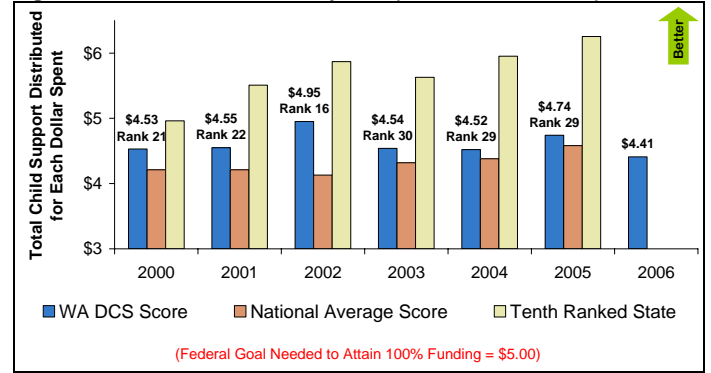


Figure 7.5 shows the fifth federal performance goal--efficiency of DCS's collection efforts in terms of dollars spent. Figure 7.21 highlights that the leading states in this measure have consistently ranked lower in their overall composite performance. Thoughtful

investment of dollars into child support is key to its overall success. Too little investment may create a strong cost effectiveness ratio but at the expense of overall effectiveness.

Figure 7.5 Cost Effectiveness by FFY (Cost to Collections)



Figures 7.6 – 7.8 show DCS trends in achieving State established performance goals around overall collections, retained support [See § 4b], and the overall percent of NCPs paying (whether or not a child support order yet exists).

Figure 7.6 Total Child Support Collections by FFY

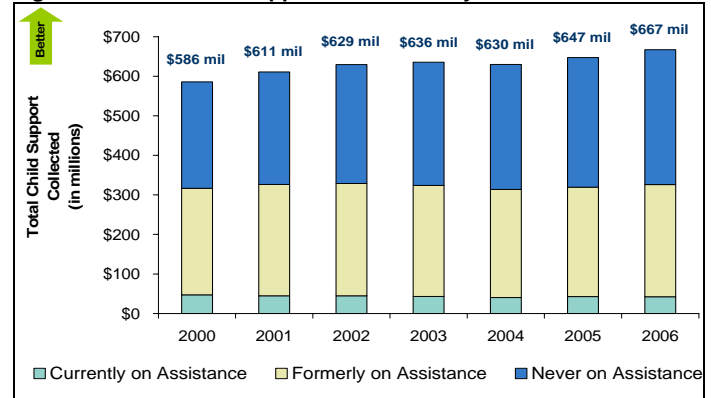


Figure 7.7 Retained Support Collected

SFY	DCS Retained Support Collected	WA Budget Office Goal	% of Goal Attained
2002	\$87,301,815	\$86,102,704	101%
2003	\$77,823,846	\$76,381,448	102%
2004	\$75,540,410	\$76,334,875	99%
2005	\$74,517,958	\$75,297,702	99%
2006	\$76,328,299	\$75,067,789	102%

Strong case closure efforts that resulted in a successful corrective action partly explain the higher performance in SFY '02 and '03 in Figure 7.8.

Figure 7.8 Non-Custodial Parents (NCPs) Paying by SFY

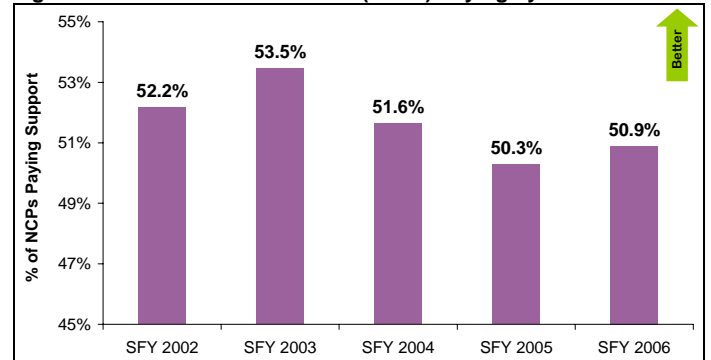


Figure 7.9 reflects the degree to which DCS succeeds in both establishing orders and collecting for a subset of cases where children currently, or within the past 12 months, received TANF benefits. This Washington-only measure focuses on helping low-income families become and remain self-sufficient.

Figure 7.9 WorkFirst Performance Results

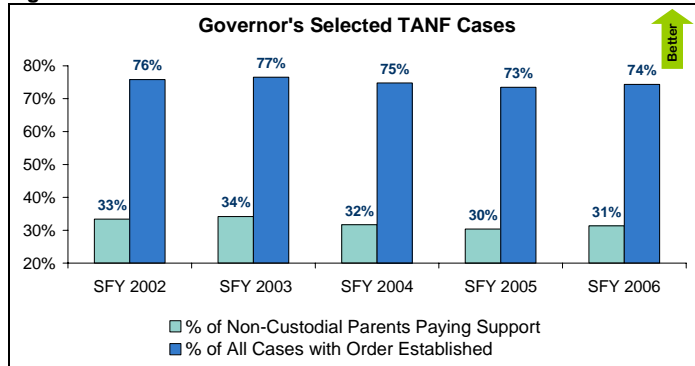
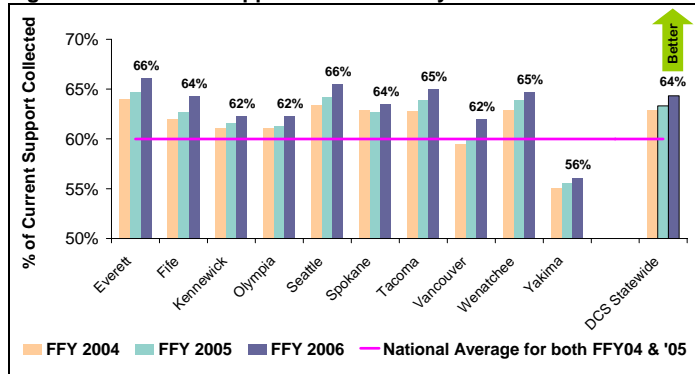


Figure 7.10 is a sample chart displaying current support collections results [Fig. 7.3] by Field Office. This data is also available at a team and individual caseworker level for all goals.

Figure 7.10 Current Support Collections by Field Office



DCS leaders examine reasons behind disparity between low and high performing FOs. Performance gaps often stem from unequal distributions of “hard-to-collect cases” among the FOs, based on a variety of geographically-linked socio-economic factors of the areas and clients they serve.

Figure 7.11 compares caseload growth and FTE decline necessitated from limited budget growth. This graph highlights the key strategic challenges DCS faces in fiscal and human resources stability, and how it attempts to do more with less. Technology and staff training support has allowed DCS to maintain strong performance with diminishing resources.

Figure 7.11 Average Total Cases and FTEs by FFY

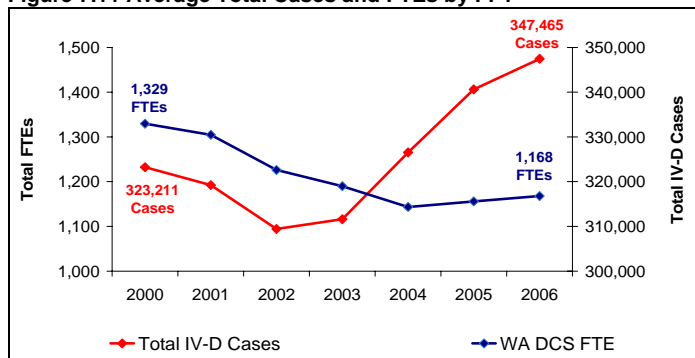


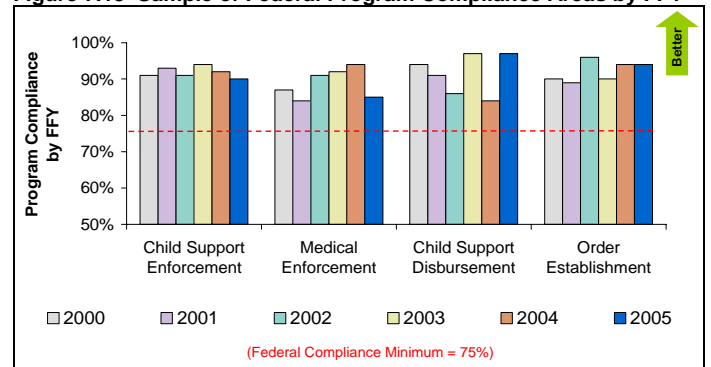
Figure 7.12 chronicles DCS’s federal performance incentive earnings and overall annual expenditures.

Figure 7.12 DCS Share of Federal Incentives and DCS Expenditures

FFY	Federal Incentive Pool	WA Incentive Payment	WA Share of Incentive Pool	WA Total Expenditures
2000	\$422,000,000	\$15,044,837	4.26%	\$129,779,315
2001	\$429,000,000	\$16,440,088	4.23%	\$131,329,159
2002	\$450,000,000	\$15,204,033	3.40%	\$127,341,088
2003	\$461,000,000	\$14,675,136	3.18%	\$140,294,856
2004	\$454,000,000	\$13,445,851	2.96%	\$139,275,739
2005	\$446,000,000	\$12,719,377	2.85%	\$136,664,172
2006	\$458,000,000	Not yet available	Not yet available	\$151,287,069

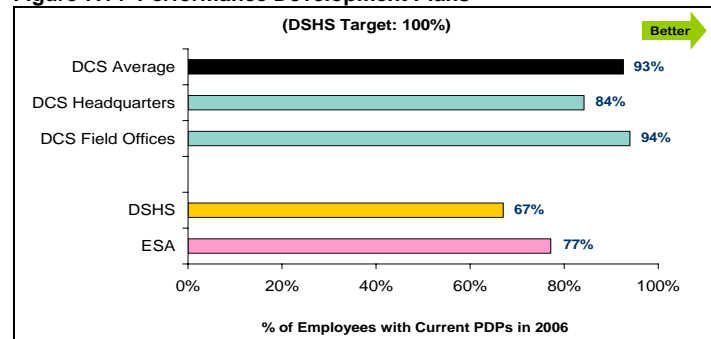
Figure 7.13 shows that DCS consistently exceeds OCSE-established audit requirements in four sample program areas. These audits are conducted by E-MAPS. OCSE also performs external data reliability audits (DRA) upon which the data in Figure 7.13 is based. DCS has always passed the annual OCSE DRAs. Failure to meet mandated time frames and data integrity requirements would result in loss of federal funding.

Figure 7.13 Sample of Federal Program Compliance Areas by FFY



DCS expects all employees will receive a timely annual performance evaluation. [See § 5a] Figure 7.14 shows DCS meets this goal with 93% of its staff, ahead of other parts of its parent organization(s).

Figure 7.14 Performance Development Plans



DCS uses several internal measures for payment distribution and processing to measure the success of ongoing strategic initiatives. Figure 7.15 shows growth in the percentage of payments distributed electronically, saving DCS money [see strategic challenge and objectives identified in Figure 2.2], and helping customers receive faster and more secure payments. Figure 7.16 shows the amount of time to process a payment being reduced. The federal requirement is ≤ 2 days. DCS consistently met this target each month since Jan. 2006. [See Figure 7.17]

Figure 7.15 Percent of Payment Distributed Electronically

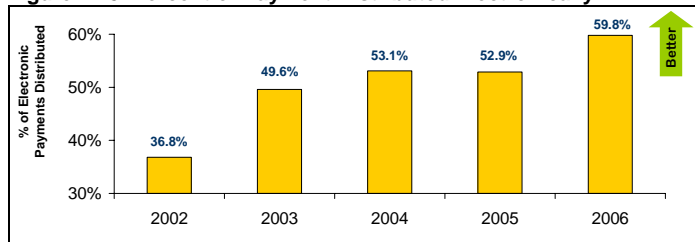


Figure 7.16 Average Payment Processing Time (days)

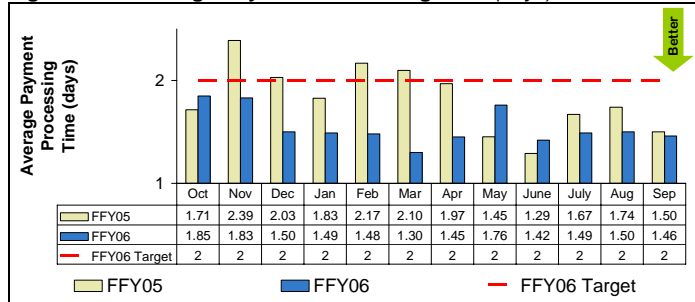


Figure 7.17 Payments Meeting the 2-Day Federal Timeline in 2006

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Percentage	100%	100%	100%	100%	100%	100%	100%	100%	100%

Figure 7.18 shows results from the client satisfaction survey conducted by DSHS in 2005. This survey included only custodial parents. The next client survey will be in early 2007 and will specifically include NCPs. Many clients surveyed receive multiple DSHS services, so client comments may not be specific to DCS services. Also DCS believes its service is atypical of other DSHS services provided to clients making comparisons to other DSHS administrations problematic.

Earlier DSHS client surveys in 2000 and 2003 used differently worded questions; thus, trend comparisons were problematic. Furthermore, the 2003 survey did not break down ESA clients by division to show DCS-specific results.

Figure 7.18 Customer Satisfaction Survey Results for 2005

(Percent that answered Always or Usually)

Areas	Sample Questions	DSHS	DCS
Quality	Overall, DSHS program services have helped me and my family.	91%	69%
	The DSHS program does good work.	86%	70%
Staff	Staff treated us with courtesy and respect.	88%	81%
	Staff listened to what we have to say.	87%	83%
Access	The DSHS program offices are open at times that are good for us.	89%	86%
	It's easy to get to the DSHS program.	87%	74%
Information	DSHS program staff explained things clearly.	82%	73%
	I know what DSHS program services there are for me and my family.	78%	76%

Figure 7.21 National Bests (and That State's Overall Composite Rankings) on Federal Performance Incentive Measures

FFY	Paternity Estab. %	Order Estab. %	Current Coll. %	Arrears Coll. %	Cost Eff.
2002	113.1% Montana (Rank 10 th)	92.0% S. Dakota (Rank 1 st)	74.7% Pennsylvania (Rank 2 nd)	71.6% New Hampshire (Rank 20 th)	\$7.80 Indiana (Rank 39 th)
	36 programs achieved 80%	14 programs achieved 80%	No programs achieved 80%	No programs achieved 80%	15 programs achieved \$5.00
2003	103.3% Montana (Rank 11 th)	94.1% S. Dakota (Rank 1 st)	74.8% Pennsylvania (Rank 2 nd)	72.2% New Hampshire (Rank 6 th)	\$7.91 Indiana (Rank 38 th)
	38 programs achieved 80%	16 programs achieved 80%	No programs achieved 80%	No programs achieved 80%	20 programs achieved \$5.00
2004	105.0% Montana (Rank 14 th)	93.7% S. Dakota (Rank 1 st)	74.4% Pennsylvania (Rank 2 nd)	71.8% New Hampshire (Rank 5 th)	\$8.70 Hawaii (Rank 40 th)
	42 programs achieved 80%	19 programs achieved 80%	No programs achieved 80%	No programs achieved 80%	24 programs achieved \$5.00
2005	111.0% Maine (Rank 12 th)	96.0% S. Dakota (Rank 1 st)	74.7% Pennsylvania (Rank 3 rd)	73.5% Pennsylvania (Rank 3 rd)	\$8.53 Indiana (Rank 27 th)
	42 programs achieved 80%	19 programs achieved 80%	No programs achieved 80%	No programs achieved 80%	24 programs achieved \$5.00

Figure 7.19 shows results from the DSHS employee satisfaction survey conducted in 2005. DCS data are compared against the overall averages of its two parent organizations. Similar to the client survey, prior surveys were not equivalent for trend analysis.

Figure 7.19 Employee Satisfaction Survey Results for 2005
(Percent that answered Always or Usually)

DCS Values	Sample Questions	2005		
		DCS	ESA	DSHS
Continuous Learning	I have opportunities to work to learn and grow.	49%	55%	53%
Diversity	In my workgroup, people are treated fairly, without discrimination.	66%	69%	67%
Excellence	I have the tools and resources I need to do my job effectively.	70%	67%	60%
Excellence	I have recognition for a job well done.	46%	50%	49%
Innovation	I am encouraged to come up with new and better ways of doing things.	48%	53%	50%
Integrity	My supervisor treats me with dignity and respect.	79%	82%	81%
Open Communication	I know how my work contributes to the goals of my agency.	81%	83%	79%
Open Communication	I know what is expected of me at work.	82%	86%	84%
Trust	I have the opportunity to give input on decisions affecting my work.	39%	48%	50%

7b) How does your key performance results compare to competitors or others in your industry?

OCSE does not publish rankings comparing the IV-D programs to one another but it does publish results for each state on the five incentive measures and overall collections. DCS designed a rating system based on each program's raw score on the five key federal performance measures. Programs are awarded points based on their rank in each measure. The program with the highest raw score on a measure receives the maximum 54 points for that measure and so on. Points for arrears collection and the cost effectiveness ratio are weighted at 75%, as they are in the federal incentive payment distribution formula.

Figures 7.1-7.5 show historic trends of how DCS compares to other states and jurisdictions on the same performance measures. Comparative rankings should be taken "with a grain of salt," since each jurisdiction has a unique caseload, establishment and collection tools, and economic and legal environments in which they operate. DCS believes itself to be a strong overall program by continuing to rank in the top 10 as shown in Figure 7.20.

Figure 7.20 DCS Overall Federal Performance Incentive Rankings

FFY	2000	2001	2002	2003	2004	2005
Rankings	4 th	4 th	3 rd	5 th	7 th	9 th

Note: Preliminary FFY '06 rankings will not be available until spring 2007.