



Teaming Up to Improve
Outcomes

THE PLAN

- Exercise
 - Let's create a team to run the business your group has been assigned.
 - Report out on the process and your team's results
- Presentation regarding the 3 teams created in Ohio, Wisconsin and Arizona.
- Follow up comparison to team projects and teaming exercise.





Jennifer Bheam
IV-D Director Summit
County, Ohio

CHANGE IS
HARD AT FIRST,
MESSY IN THE
MIDDLE AND
GORGEOUS AT
THE END

ROBIN SHARMA

Summit County, Ohio

- 1 of top 5 large metro counties
- 120 employees
- 3 enforcement teams with 1 supervisor and 12 case managers
- Each team selected 2 lead workers
- Started in October 2015

- Lead workers met for 4 months
 - Detailed team duties
 - Recorded individual strengths
 - Prepared Plan
 - Management approval
 - Team decided own structure
- Quarterly follow up meetings



RESULTS

- Current support collections increased 4.3% from Oct 2013 to present, now at 72.79%.
- Arrears collections increased 5.98% from Oct 2013 to present, now at 65.7%.

Sometimes the most ordinary things could be made extraordinary, simply by doing them with the right people.

- Nicholas Sparks



EXPANSION & EVOLUTION

EXPANSION

- Interstate Team
 - Initiating/Responding
 - Establishment/Enforcement
 - Current Support Collections increased 8.47% from 46.06% in Feb 2015 to 54.53% in July 2017.
- Establishment Team

EVOLUTION

- Removed customer service from enforcement teams
 - Phone Calls
 - Walk-Ins/Appointments
 - Web Portal Correspondence
- Reassigned duties
 - Lump Sums
 - Financial Institution Data Mat





Janet Nelson
Chief Legal Counsel,
Milwaukee County,
Wisconsin

ZIPS



ZONE INTENSIVE PROGRAM SERVICES



ORIGIN OF ZIPS

2013 Dreaming Session

- Xerox State and Local Solutions (now Conduent)
- Identify potential for improving on recent incremental increases in performance
- Consider team approach, incentive based pay, data-informed casework

If we can make it here....

- Highest rate of incarceration of black males in the country
- Poorest of Milwaukee County's zip codes
- County focus on providing services to uplift 53206



Focus: Improve Performance

Select 16 of our best staff from all areas of the department to create an agency within the agency: a team that will look holistically at the cases within their smaller, geographic target

Combine Incentives & Best Practices

- Opportunity to earn incentive compensation if team reaches goals
- Normalize caseload size: 450 cases per FTE rather than 900/FTE
- Utilize ADR case conferences whenever possible
- Emphasize fatherhood & employment services referrals
- Aggressive closure of unproductive arrears-only cases



Team Goals

Increase current child support collected for CPs by 25% over three years

- Increase by 5% the first year
- Increase by 8% the second year
- Increase by 12% the third year

In support of performance goal:

- Reduce time between case initiation & order establishment
- Engage parents early, build relationships
- Modify support orders as appropriate
- Connect to available community resources



ZIPS ONE YEAR IN

Year 1 Performance Targets

- Annual target \$1,879,240 in current support collections
- Quarterly
 - 95% - \$446,320
 - 100% - \$469,810
 - 105% - \$493,301
- Potential bonuses available: \$120,000

Year 1 Results

- Annual current support collections of \$2,049,538
- Quarterly
 - \$443,411
 - \$505,408
 - \$539,888
 - \$560,830
- Bonuses paid: \$114,500

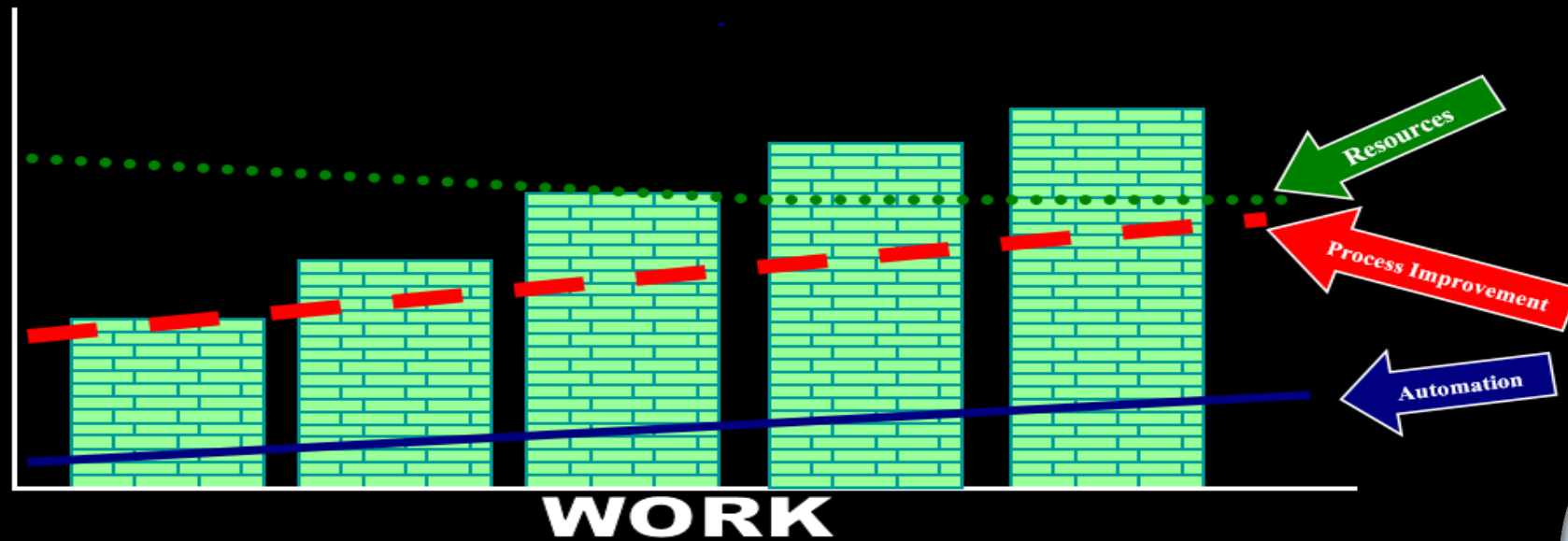




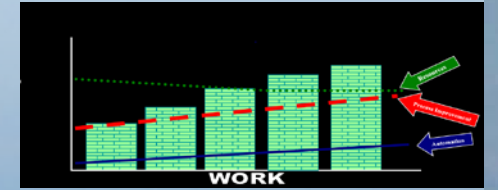
**Veronica Ragland,
Maximus
Former IV-D Director in
Arizona**

Waste Watchers

□ “Operate lean...achieve results.”



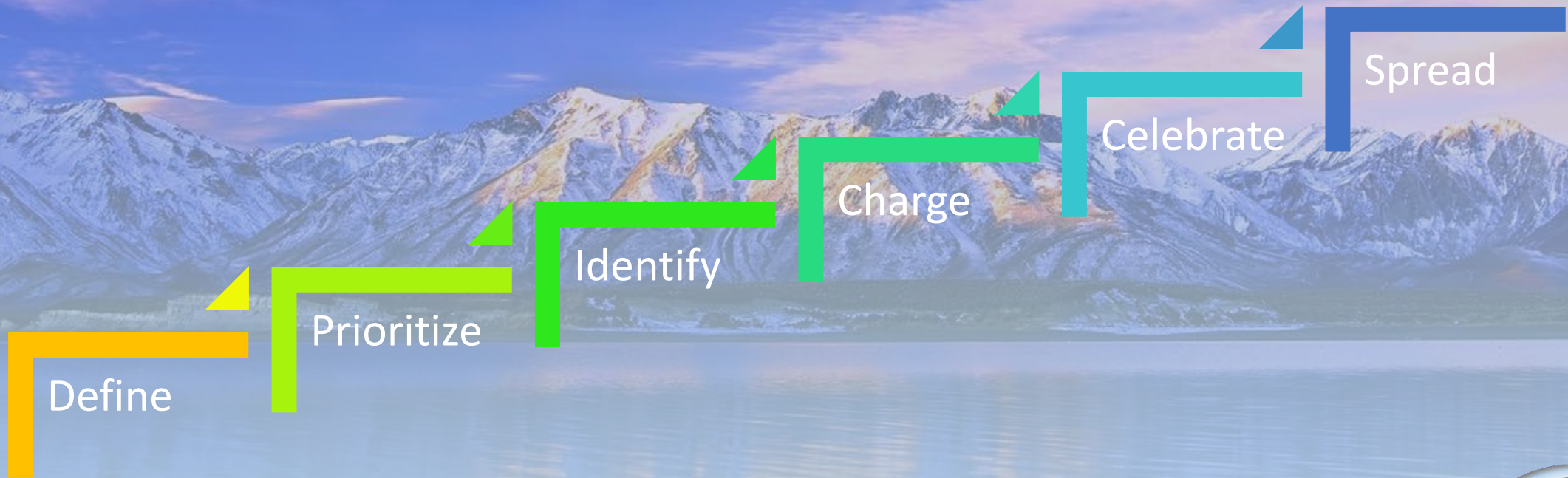
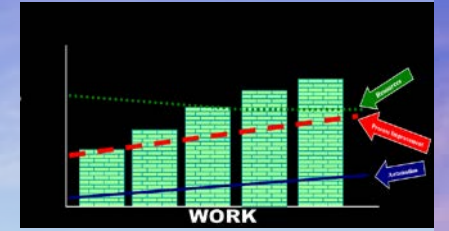
Operate Lean...



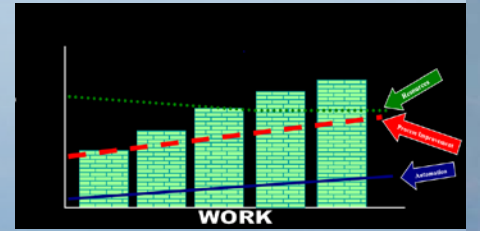
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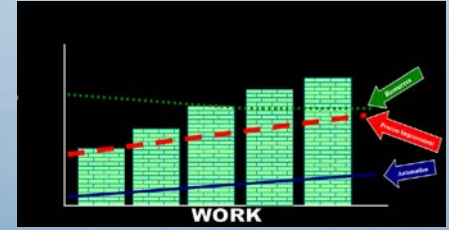
Approach



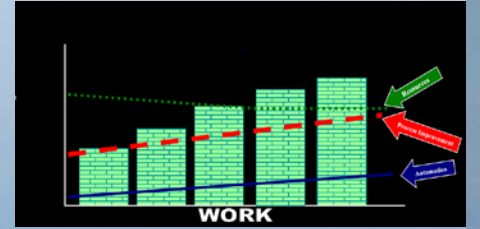
Projects Ideas



Outcomes



...Achieve Results



- ✓ New PASE expectations and tracking tool
- ✓ Over 150,000 purged work list items
- ✓ Implemented use of MACROs for repetitive tasks
- ✓ Shifts in accountability to appropriate level
- ✓ Improved cross-function understanding
- ✓ Exposure to decision-making process
- ✓ Improved division results: PMRs, collections and revenues
- ✓ Increased morale
- ✓ Spread...Waste Watcher Disciples!

