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IT Idea Lab - Agile - A New Mindset

Thursday, September 30, 1:00 – 2:30 pm

Presenters



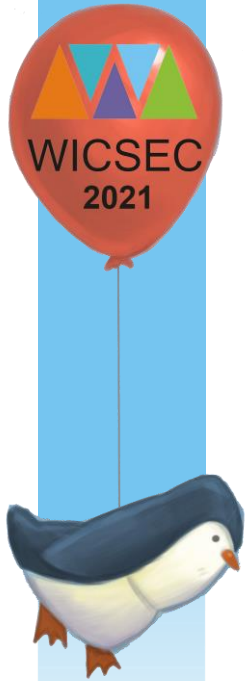
David Kilgore



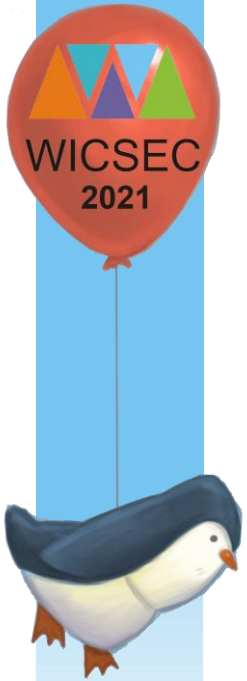
Carol Beecher



Jeremy Toulouse



Agile Speakers



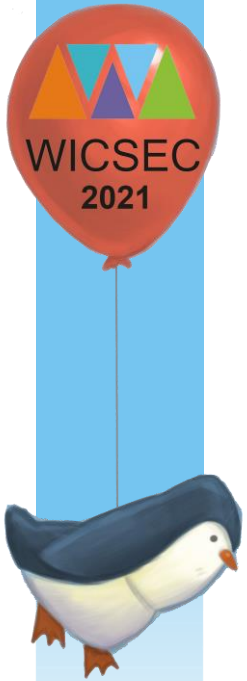
Kristen Castells



Gabe Roth

Agenda

1. What is agile?
2. What are the benefits
3. What is it used for?
4. What do we plan to demonstrate here?
5. What was our outcome?
6. What are examples of other Agile tackled problems and challenges?



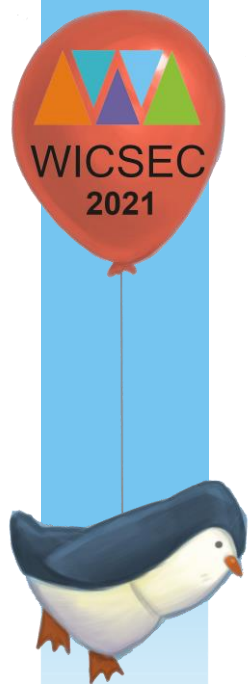
Gabriel Roth, SPC5, ACC, CSM



SPEAKER:
Gabe Roth

Lean Agile organizational transformation specialist with a background in UI/UX development and experience working in state health care, health insurance, financial systems, and enterprise LabOps.

- **Experience**
- *Lean Agile Organizational Transformation Specialist*
- *UI/UX Development*
- *State Health Care*
- *Health Insurance*
- *Financial Systems*
- *Enterprise LabOps*





SPEAKER:
Gabe Roth



-AUDIENCE POLL-

**Has your organization had
experience with Agile?**



What is



SPEAKER:
Gabe Roth

?

Agile is a mindset. Agile is a behavior.

Agile is a Mindset that reduces uncertainty by discovering and learning how to embrace change.

A Mindset that helps to deliver value incrementally & iteratively through lean thinking and engaging business, systems and methods – “together” - to deliver great outcomes.

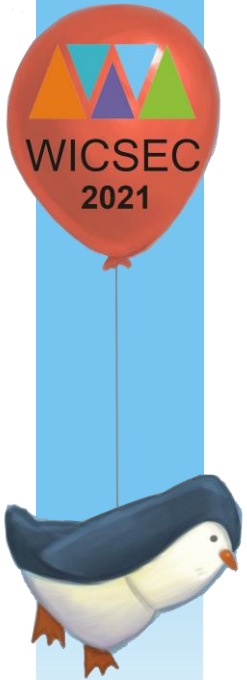
Agile is a Mindshift



SPEAKER:
Gabe Roth

To see comprehensive results....we must bring in a
Culture of Change

- *Lean Thinking – Efficiency*
- *Business Agility – Value driven with IT and Business aligned*
- *Process Agility – Enabling Agile across the organization, not just in teams and pockets*
- *Systems Agility – DevOps Continuous Deployment enables the release of value on demand*



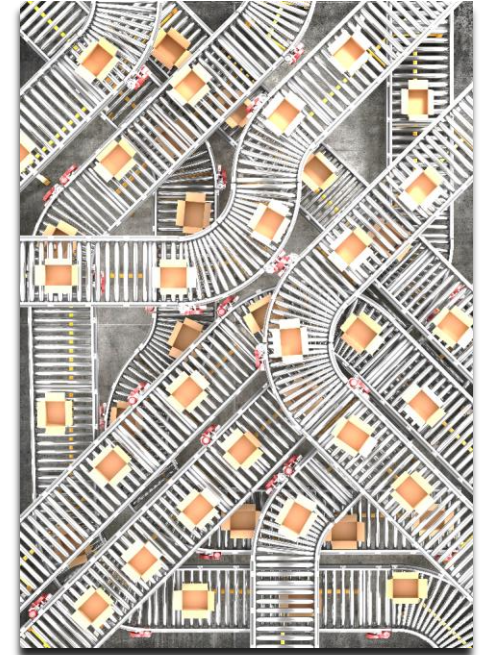
Why Organize Around Value?



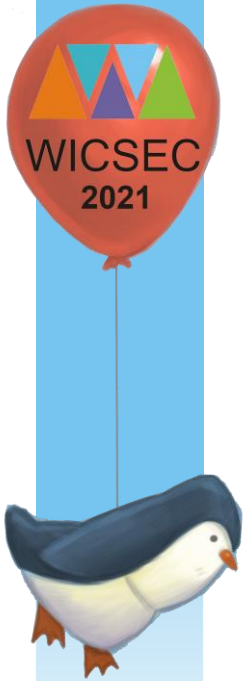
SPEAKER:
Gabe Roth

Align the organization along product lines

- *Fewer handoffs, faster value delivery – cross functional teams*
- *Easier to build in quality – embedded QA*
- *Built-in alignment between the business, software development and other enabling functions*
- *Optimizing the solution/system as a whole*



Result: Higher customer satisfaction, higher quality, frequent delivery of customer value!



Human Centered Design

Human-centered design at CGI draws inspiration from users to create engaging experiences that address critical needs.

Interdisciplinary teams work **visually and visibly** to understand problems by deeply understanding stakeholders & business processes, uncovering opportunities, and strategically envisioning the future state



SPEAKER:
Kristen Castells



1

Build the right thing right

2

Break down silos

3

Get a fresh perspective on your organization

4

Incubate, design, and build

Human Centered Design + Agile



SPEAKER:
Kristen Castells

TRADITIONAL THINKING

$$4 + 4 = 8$$

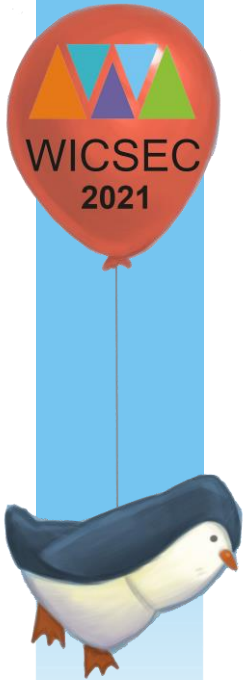
Discovery of one answer that is
“correct”

VS

DESIGN THINKING

$$\begin{aligned} 8 &= 4 + 4 \\ 8 &= 2 + 6 \\ 8 &= 4 \times 2 \\ 8 &= 12 - 4 \\ 8 &= 24 / 3 \end{aligned}$$

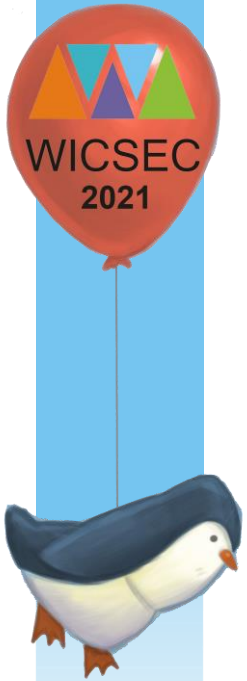
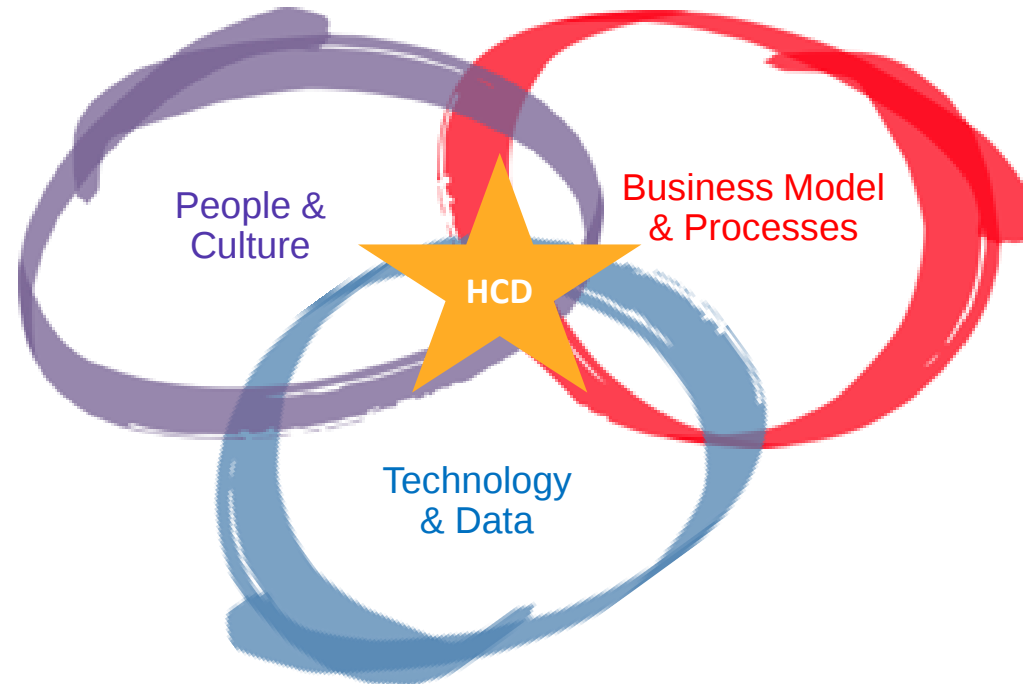
Discovery of what works best in
an infinity of possible answers.



Human Centered Design + Agile



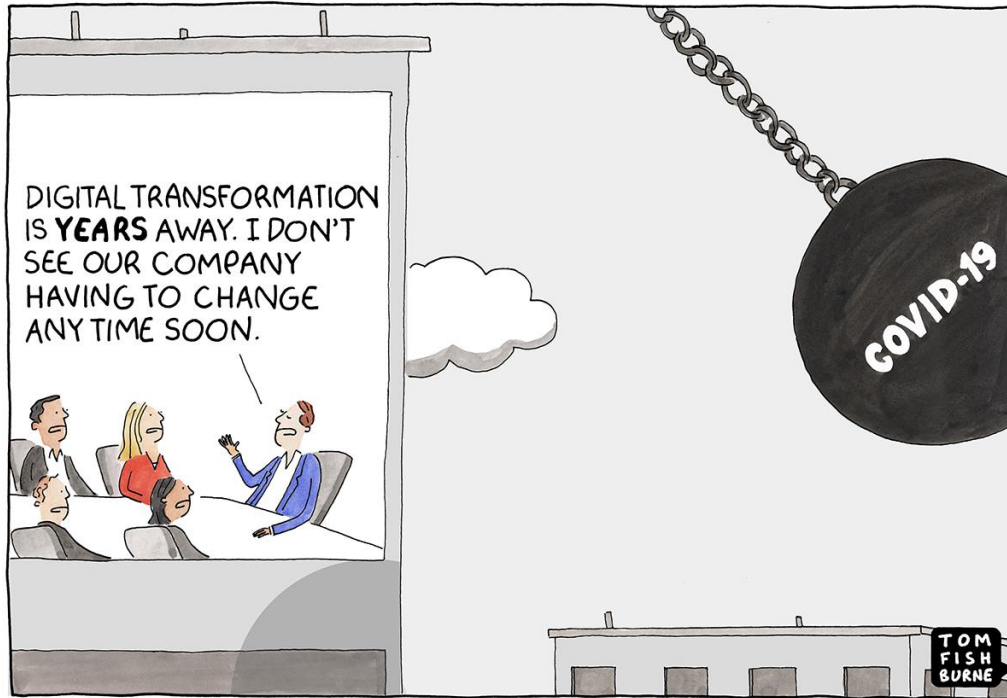
SPEAKER:
Kristen Castells



Virtual Tools

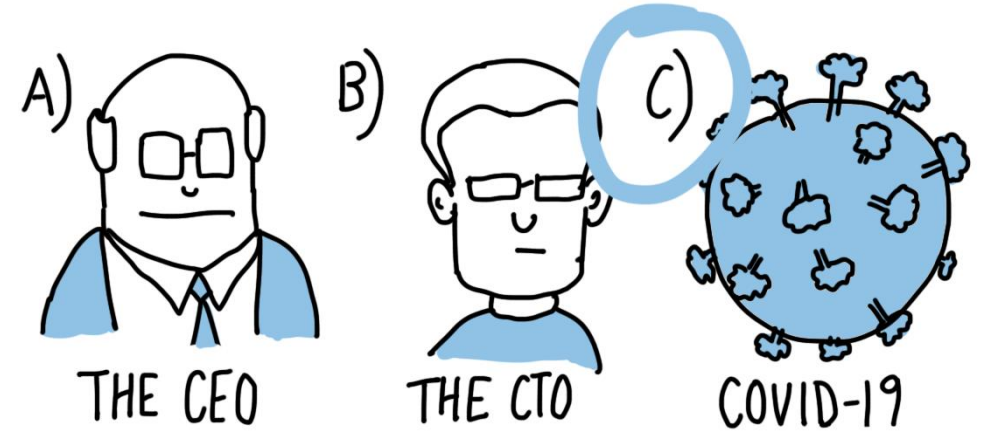


SPEAKER:
Kristen Castells

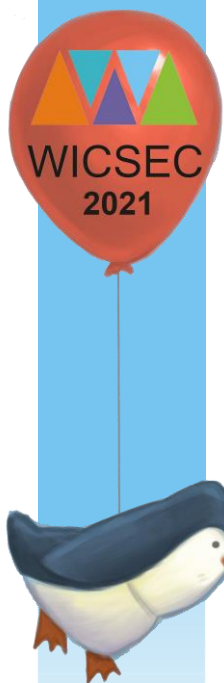


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WHO LED THE DIGITAL TRANSFORMATION
OF YOUR COMPANY ?



BUSINESSILLUSTRATOR.COM

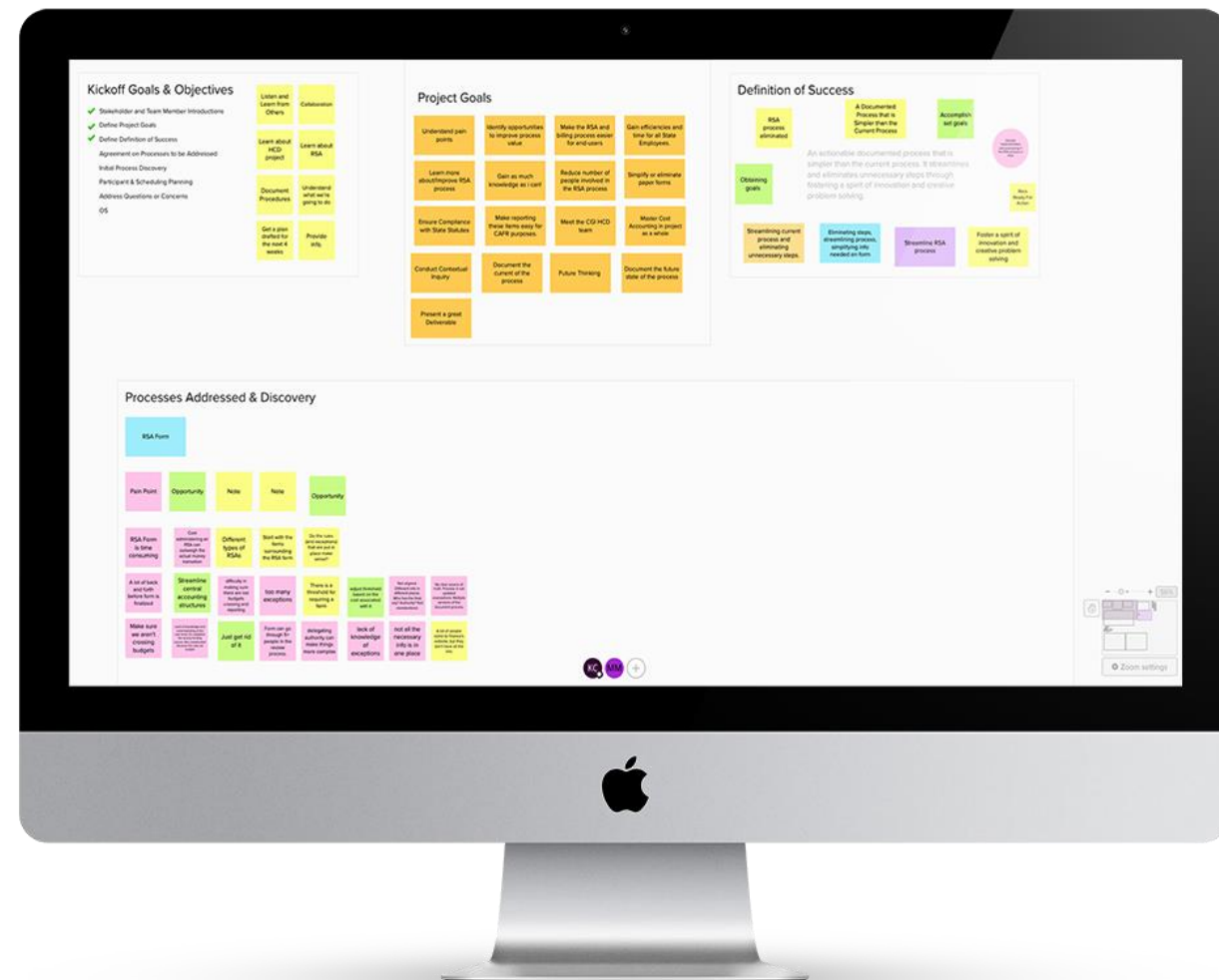


MURAL

Bringing
collaboration to
the virtual space



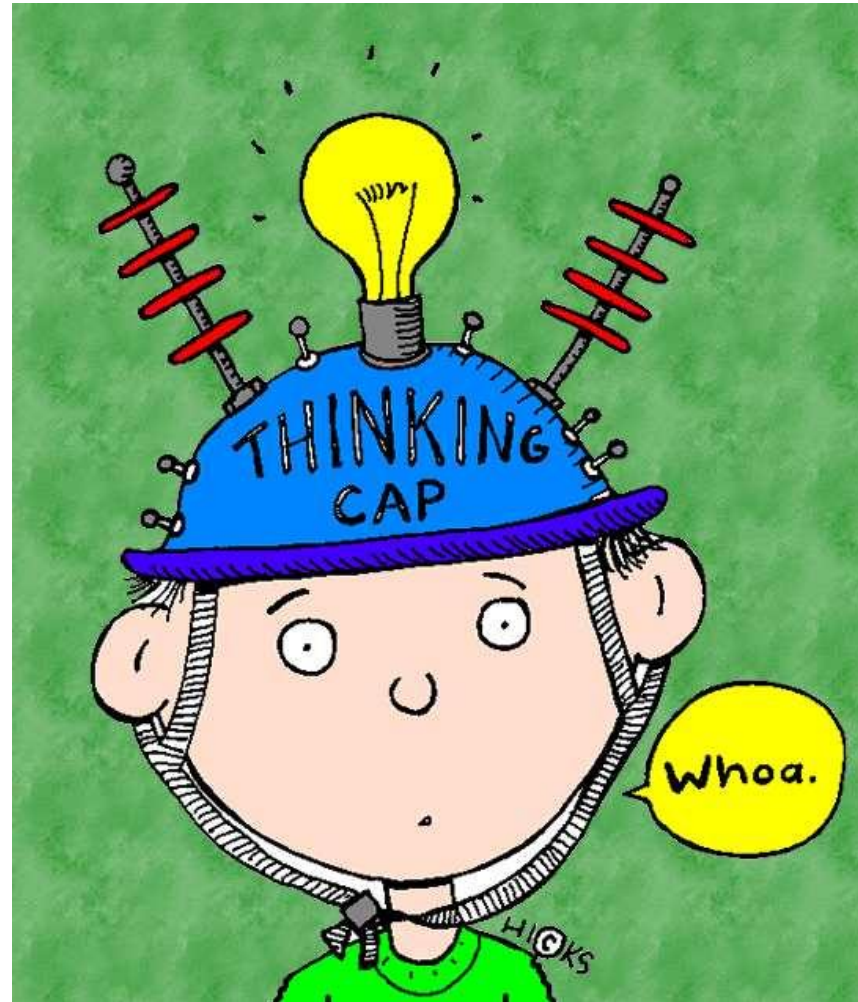
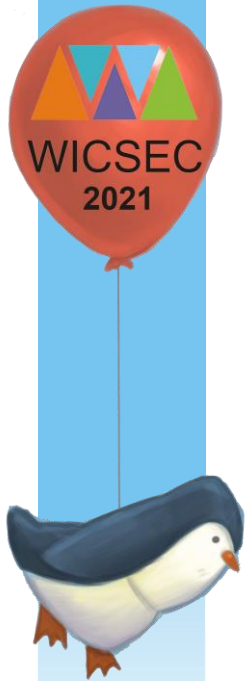
SPEAKER:
Kristen Castells

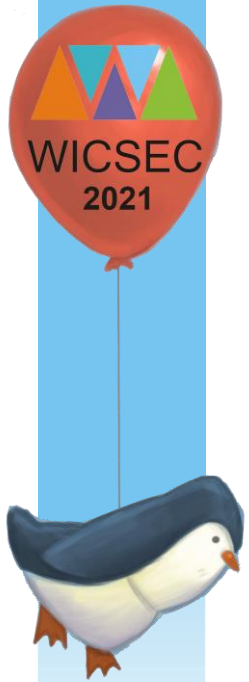


Carol Beecher



SPEAKER:
Carol Beecher





FUTURE THINKING

First the group discussed the trends in Child Support and where they saw the program 5 years down the road...

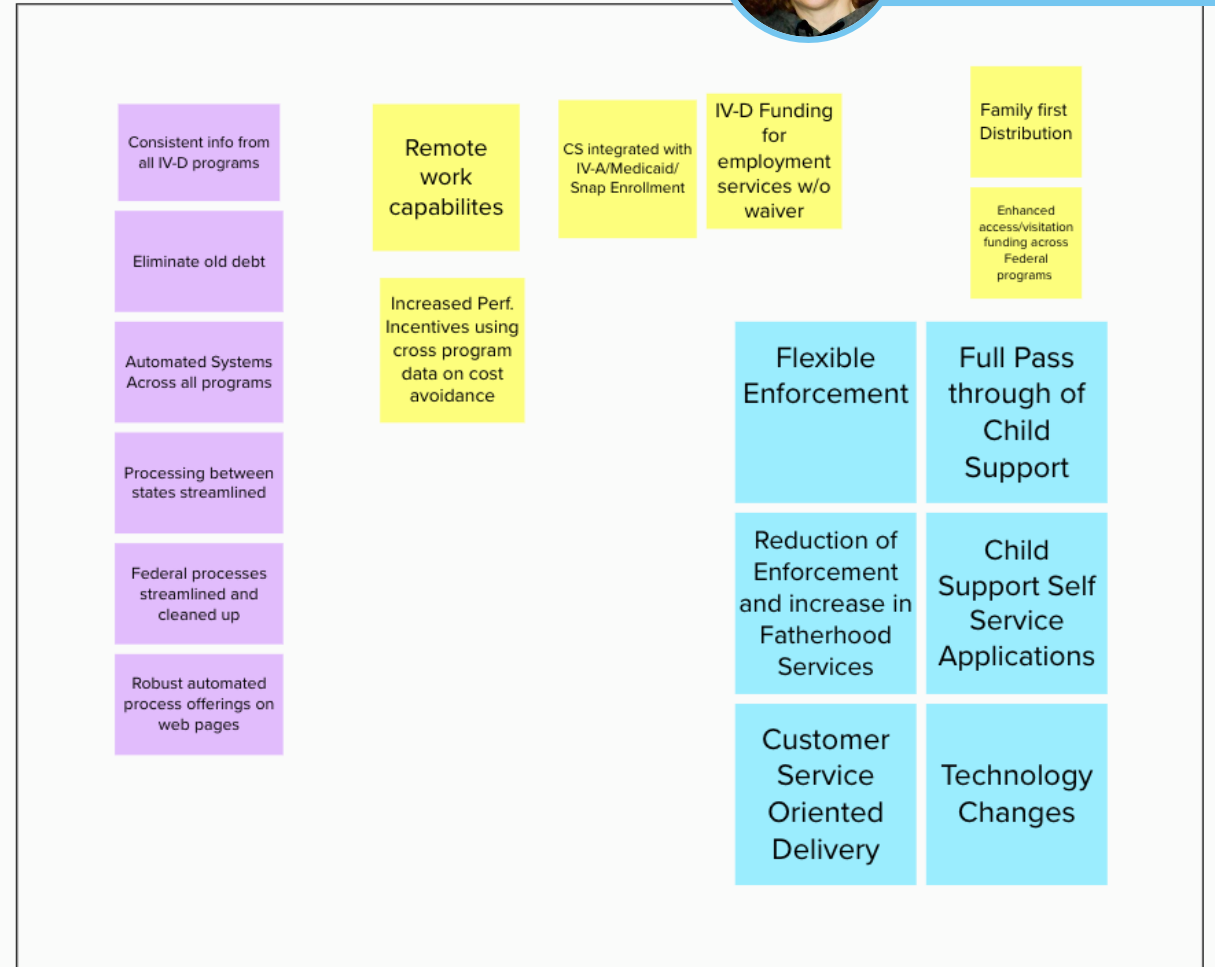
Year 2027



SPEAKER:
Kristen Castells



SPEAKER:
Carol Beecher



PROBLEM IDENTIFICATION & MAPPING

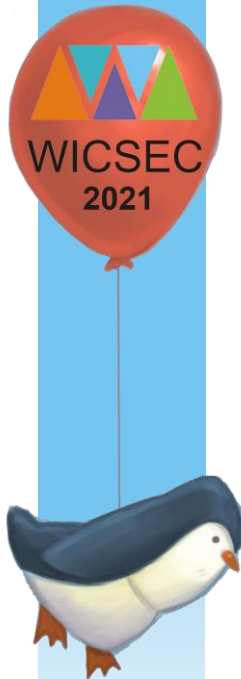
We individually brainstormed areas for improvement or innovation and discussed them as a group



SPEAKER:
Kristen Castells



SPEAKER:
Carol Beecher



Changing the CS Culture:
How to identify your change agents!

foundational change rollout

how do we get SMEs on board with change?

keep historical knowledge within our employee population

challenging to get consensus

Data-mining for Decisions:
What are valuable child support KPIs.

there is a lot of data in these systems that is not being utilized to make decisions

whats a meaningful KPI by user group?

change management is similar with insightful data

COAP/Debt Reduction
(COAP Stands for Compromise of Arrears Program)

Arrears Forgiveness Program (probably the same as David's COAP)

Regulations are a big pain point for this item - no one every qualifies for this

we need to look at current income

e-R&A (Review and Adjustment)

Need remote way of doing this efficiently

Laptop rollout

E-signature rollout

analysis of orders - is the amount you should be paying?

Getting the change management right to prevent (dead beat dad thought process)

Reactive in reviewing and adjustment instead of proactive

Reimagining Child Support

What do we want the program to look like 5 years down the road?

legislation and policy can prevent this vision from getting pushed forward

PROBLEM IDENTIFICATION & MAPPING

We placed those items on a scale from human problems to technology problem and took a vote to determine where the group wanted to focus for this exercise.



SPEAKER:
Kristen Castells



SPEAKER:
Carol Beecher



Human Problem

Technology Problem

Reimagining Child Support

Changing the CS Culture: How to identify your change agents!

COAP/Debt Reduction (COAP Stands for Compromise of Arrears Program) / Arrears Forgiveness Program (probably the same as David's COAP)

e-R&A (Review and Adjustment)

Data-mining for Decisions: What are valuable child support KPIs.

#1. Changing the CS Culture

Jeremy Toulouse



SPEAKER:
Jeremy Toulouse

Introduction

- Once challenge chosen, steps taken to narrow down obstacles
 - Fact finding interviews
 - White boarding
- Show snippets of interviews
- Summarize the video and how the challenges around CM exist regardless of the “Change”
- Integrate Agile practices for identifying, tackling and resolving issues early and often



PROBLEM IDENTIFICATION & MAPPING

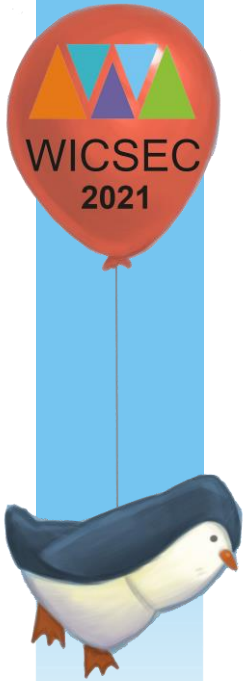
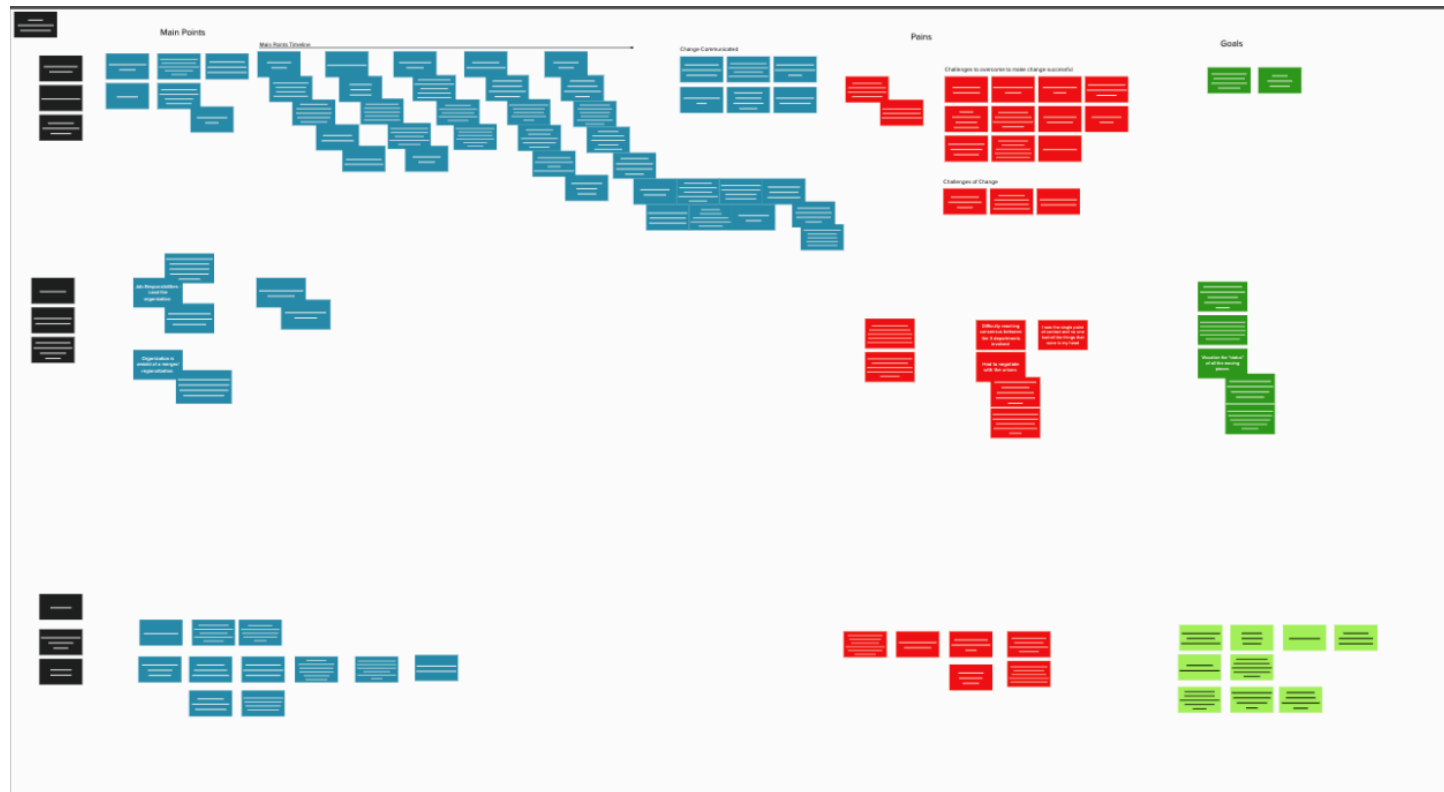
To gain more insight into this problem space we conducted research interview and synthesized the data for each.



SPEAKER:
Kristen Castells



SPEAKER:
Jeremy Toulouse



SOLUTION SKETCHES

Out of this data we were able to pull a possible solution set:



SPEAKER:
Kristen Castells



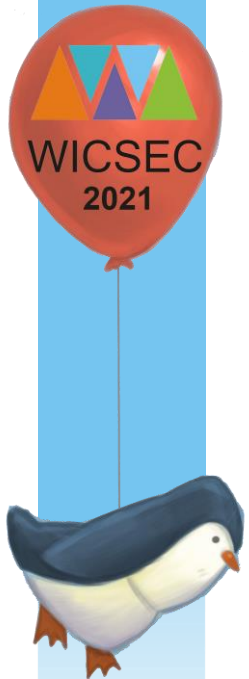
SPEAKER:
Jeremy Toulouse

Features

Tool to help Control / gage emotions - have HR engage in this process and help determine what is accurate information	Crisis Tool: These are the things you MUST know NOW in the case I cannot come back to the office tomorrow.	Q&A Posting tool
Instructions / suggestions on the importance of connection in change management - recording, all staff meeting	ability to assign staff to make certain videos or issue statements to talking points	ability to designate crisis mode and what that means
Tool to identify staff concerns and level of engagement and capacity	a tool that can manage and keep track of all the details associated with the change	Tool for people to communicate where they are in terms of the task assigned to them
Visualize the "status" of all the moving pieces of a change challenge	Ability to give acknowledgement of a good job to an individual to give them confidence and credibility	Ability for an employee to raise a flag that they are stuck or unable to get something done
	Something to facilitate those side conversations - more free flow of conversations	Help getting individuals to show their face on video

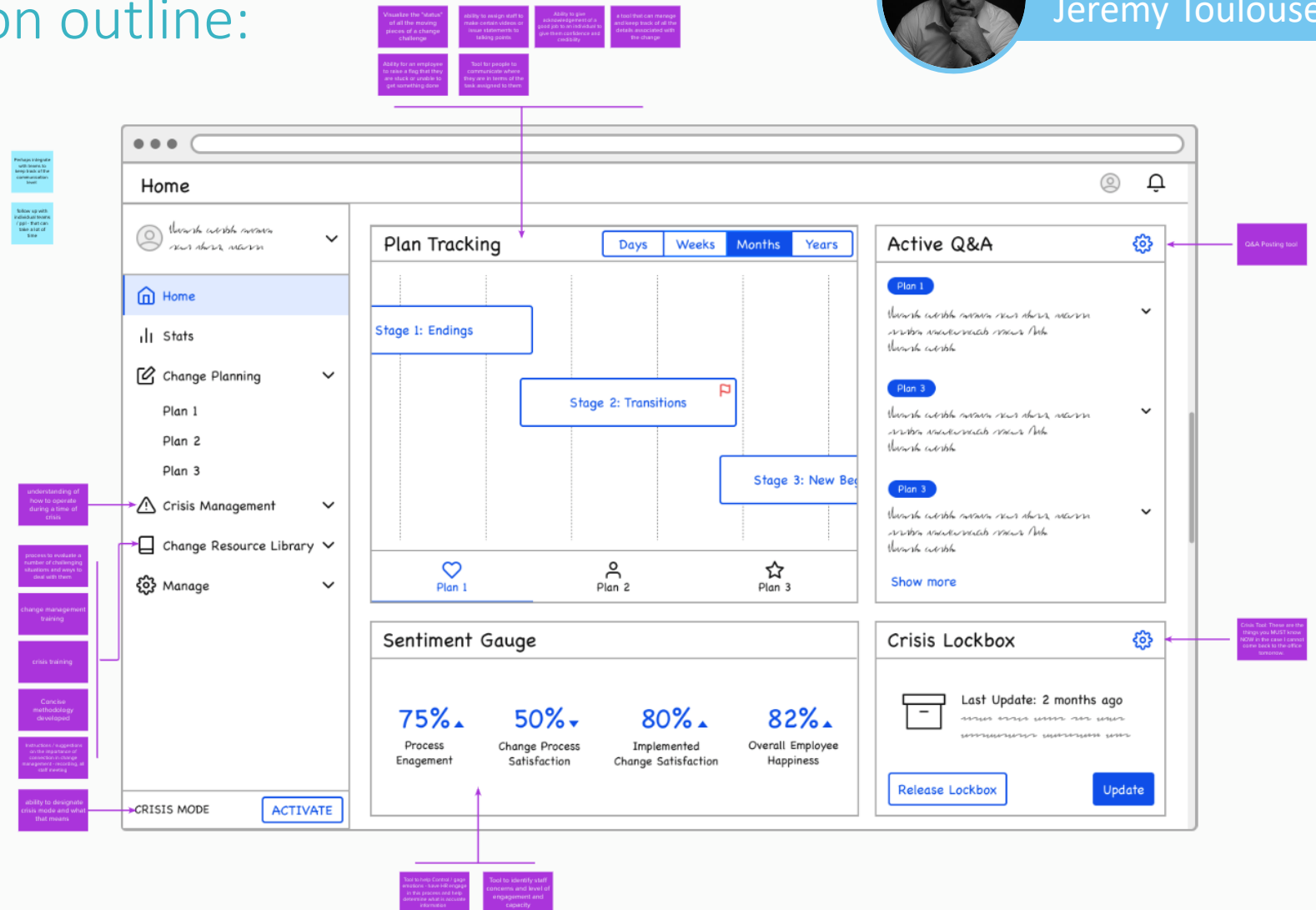
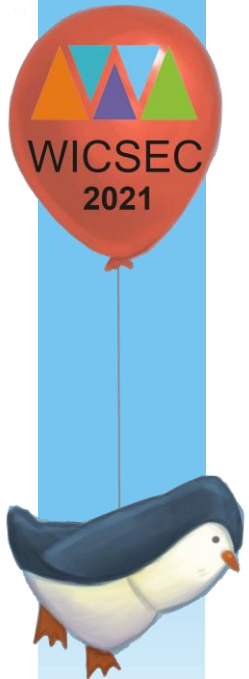
other items

understanding of how to operate during a time of crisis	change management training
Concise methodology developed	crisis training
process to evaluate a number of challenging situations and ways to deal with them	



STORY BOARDING

These features were used to create a conceptual dashboard solution outline:



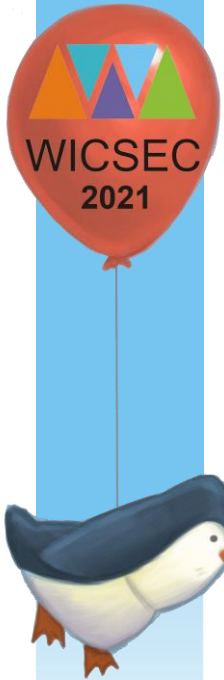
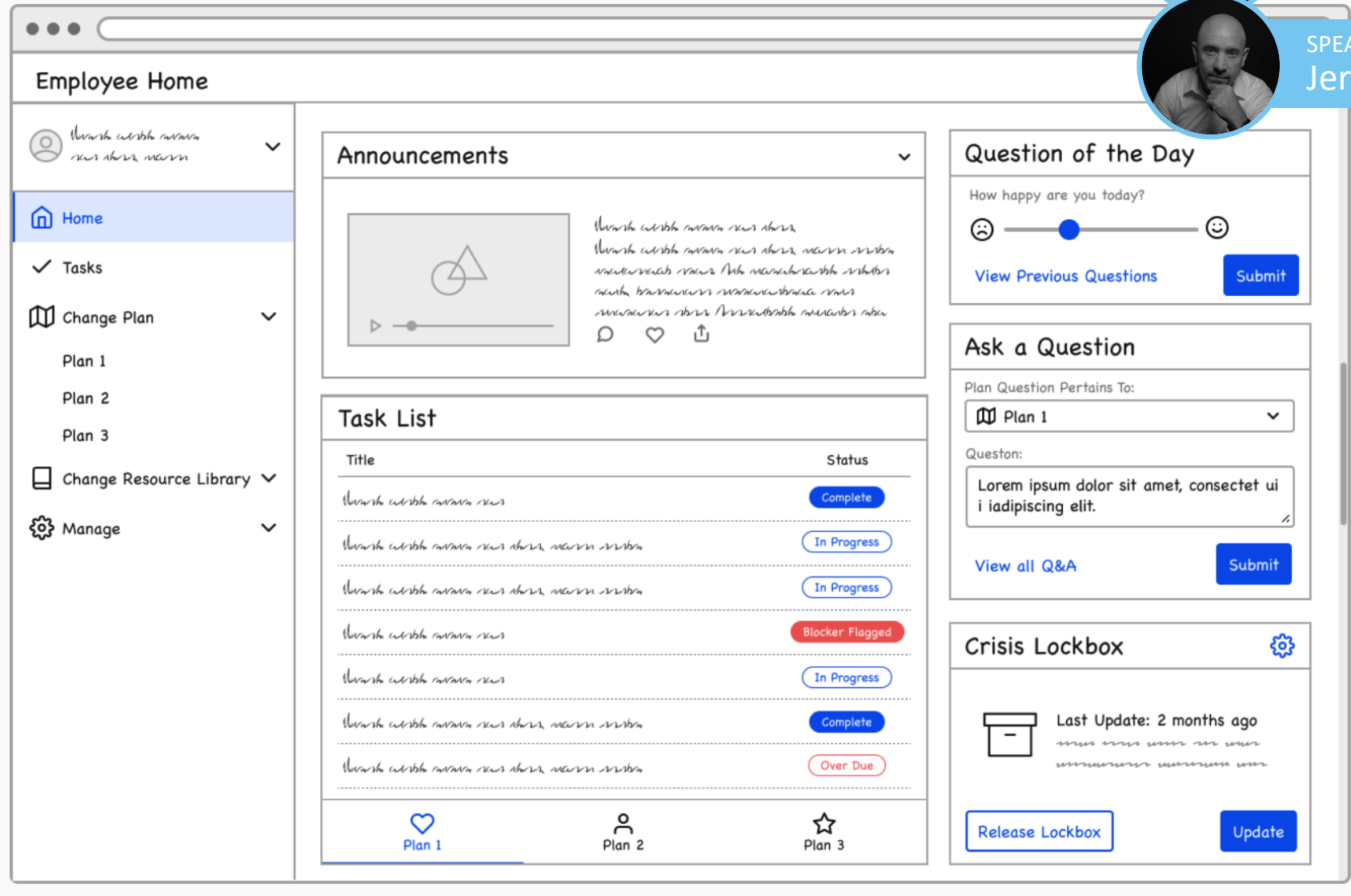
STORY BOARDING



SPEAKER:
Kristen Castells



SPEAKER:
Jeremy Toulouse

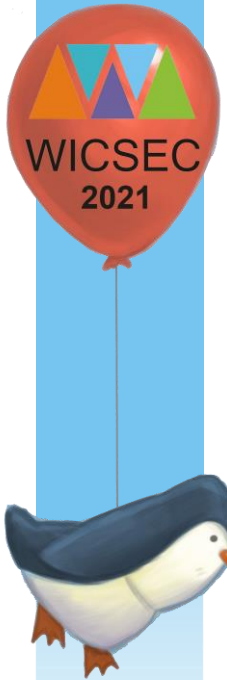


Activity closing



SPEAKER:
Jeremy Toulouse

- Integrate Agile practices for identifying, tackling and resolving issues early and often
- Where we might go from here.
- And here's.....David!





SPEAKER:
David Kilgore

CA Department of Child Support Services

Improved Procurement Sprint



Sprint: Solve Big Problems and Test New Ideas in Just 5 Days

by Jake Knapp, John Zeratsky, Braden Kowitz

Improved Procurement Sprint



SPEAKER:
David Kilgore

- **Day One: Mapping/Problem Identification**

- *Goal:* To better serve the department's needs with planning, communication, adaptability, training, and collaboration for successful outcomes and ensuring a fair and lawful procurement process
- *How Might We?:* Create one form that encompasses everything, get visibility to procurement resource constraints, create a repeatable structure for similar procurements, create training, conduct research, make sure that mandatory requirements are upheld
- *Why Are We Doing This?:* Connect evaluations and SOWs, provide upfront communication, more successful procurements, rule compliance, more transparency on 'why'
- *Issues:* Limited resources, need for upfront discussion, additional workload

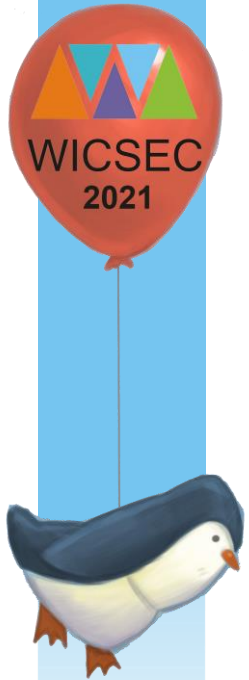


Improved Procurement Sprint



SPEAKER:
David Kilgore

- Questions that came from Day 1:
 - What needs to be true to meet the long-term goal?
 - Better communication/visibility
 - Knowledge of regulations
 - Knowledge of realistic timelines and processes
 - Support and training
 - Where do we want to be in 6 months/12 months?
 - More procurement resources/specialists
 - Roadmap-to plan better
 - Shorter timeframes (agile) that are realistic
 - If efforts fail, what might have caused that?
 - No change- process still too siloed
 - Loss of resources or delegation

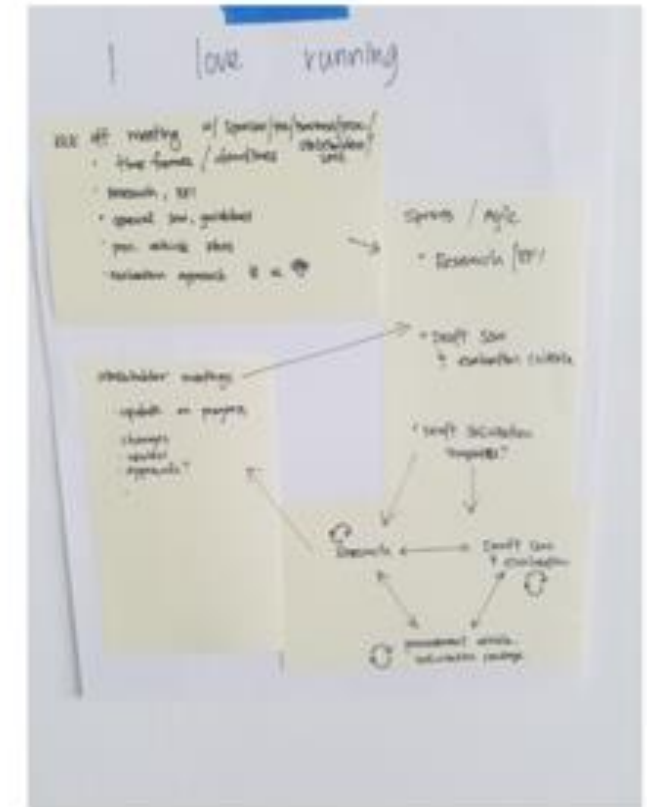
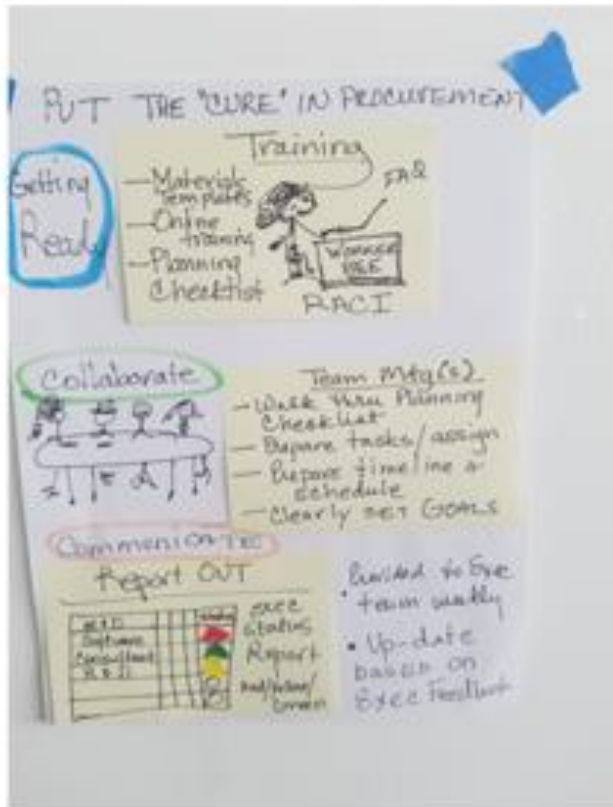


Improved Procurement Sprint



SPEAKER:
David Kilgore

• Day Two: Solution Sketches



Improved Procurement Sprint



Improved Procurement Sprint



SPEAKER:
David Kilgore

• Day Three: Storyboard



Procurement need



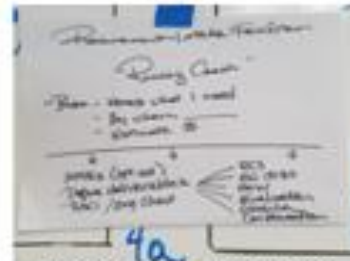
Shared for buy-in



Training & form templates
found in one place



Kickoff meeting for
planning/collaboration



Procurement intake
facilitator



Define deliverables



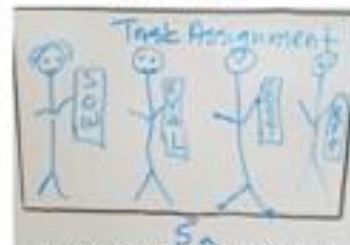
Planning begins



Check-n/Report-out
with Stakeholders



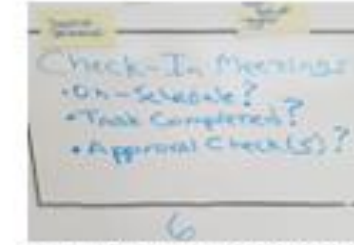
Procurement
development meeting



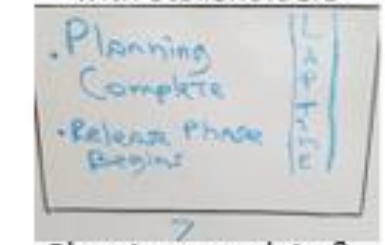
Task assignments to
staff



Conduct research to
make decision points



Final check-in meetings
with Stakeholders



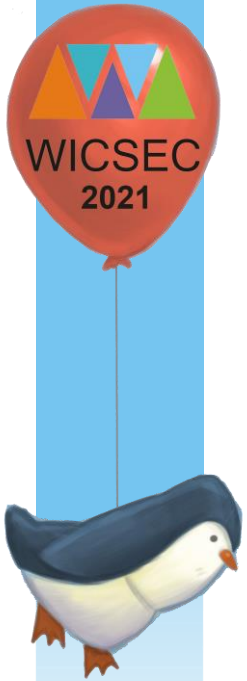
Planning complete &
solicitation release to vendors

Improved Procurement Sprint



SPEAKER:
David Kilgore

- Results from the Sprint
 - Procurement resource site
 - Procurement intake process which starts with requestors communicating the procurement needs
 - Collaboration to develop procurement planning documents
 - Timely and successful procurements to better serve the department's needs





SPEAKER:
David Kilgore



CA Department of Child Support Services

Debt Reduction Sprint

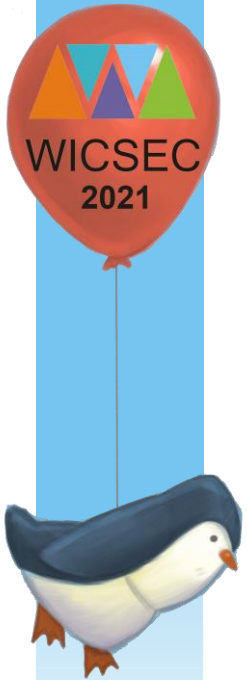
Debt Reduction Sprint



SPEAKER:
David Kilgore

- **Day One: Mapping/Problem Identification**

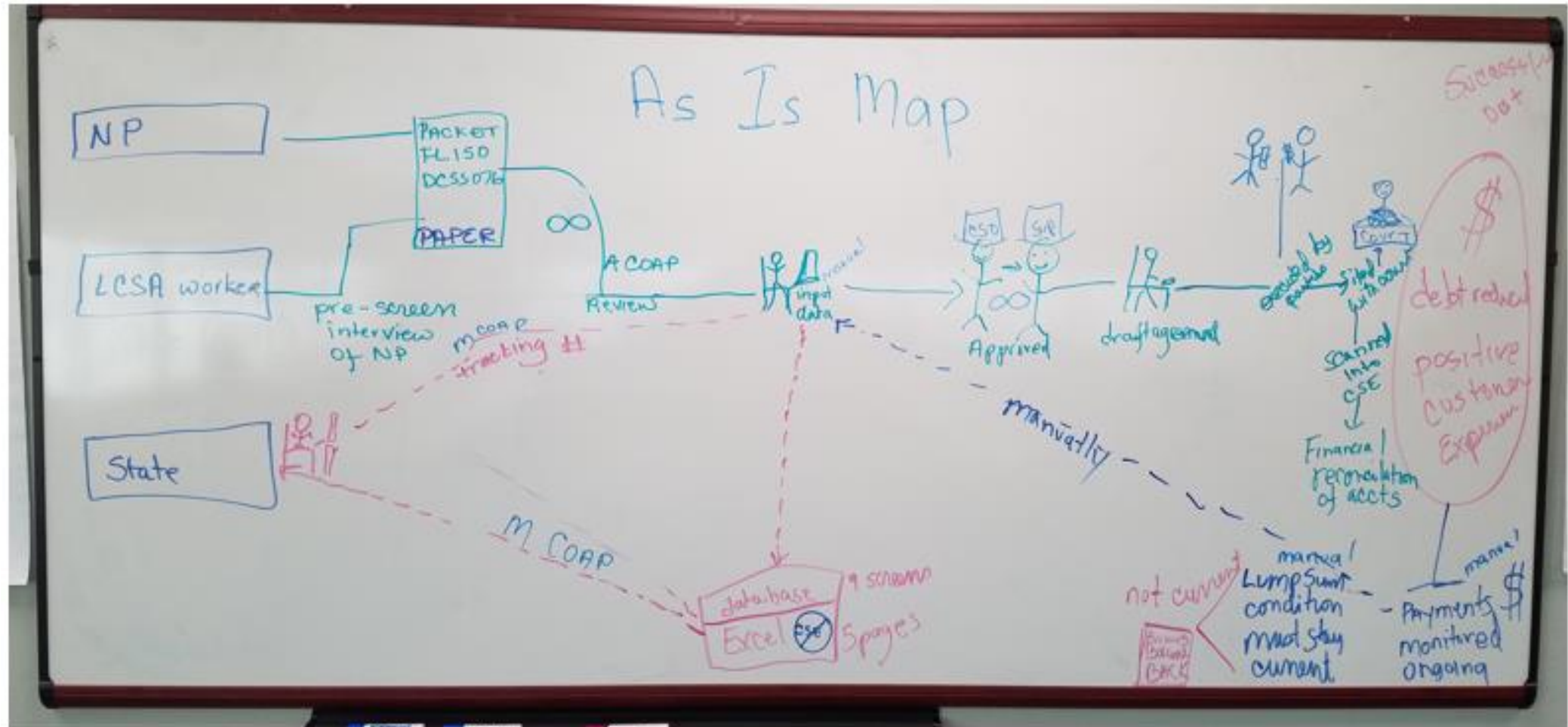
- *Goal:* To ease the burden to non-custodial parents with no ability to repay arrears owed to the state and increase outreach and participation in COAP with a uniform, effective process that reduces an NCP's arrears
- *How Might We?:* Educate customers, streamline the application/eligibility/approval process, standardize information given, provide more outreach, shorten timeframes, simplify forms, expand eligibility
- *Why Are We Doing This?* Create a customer friendly process, remove obstacles to participation, uniform rules and results, reduce arrears
- *Issues:* Manual data input and payment monitoring, lengthy application, redundancy, inequity in database



Debt Reduction Sprint

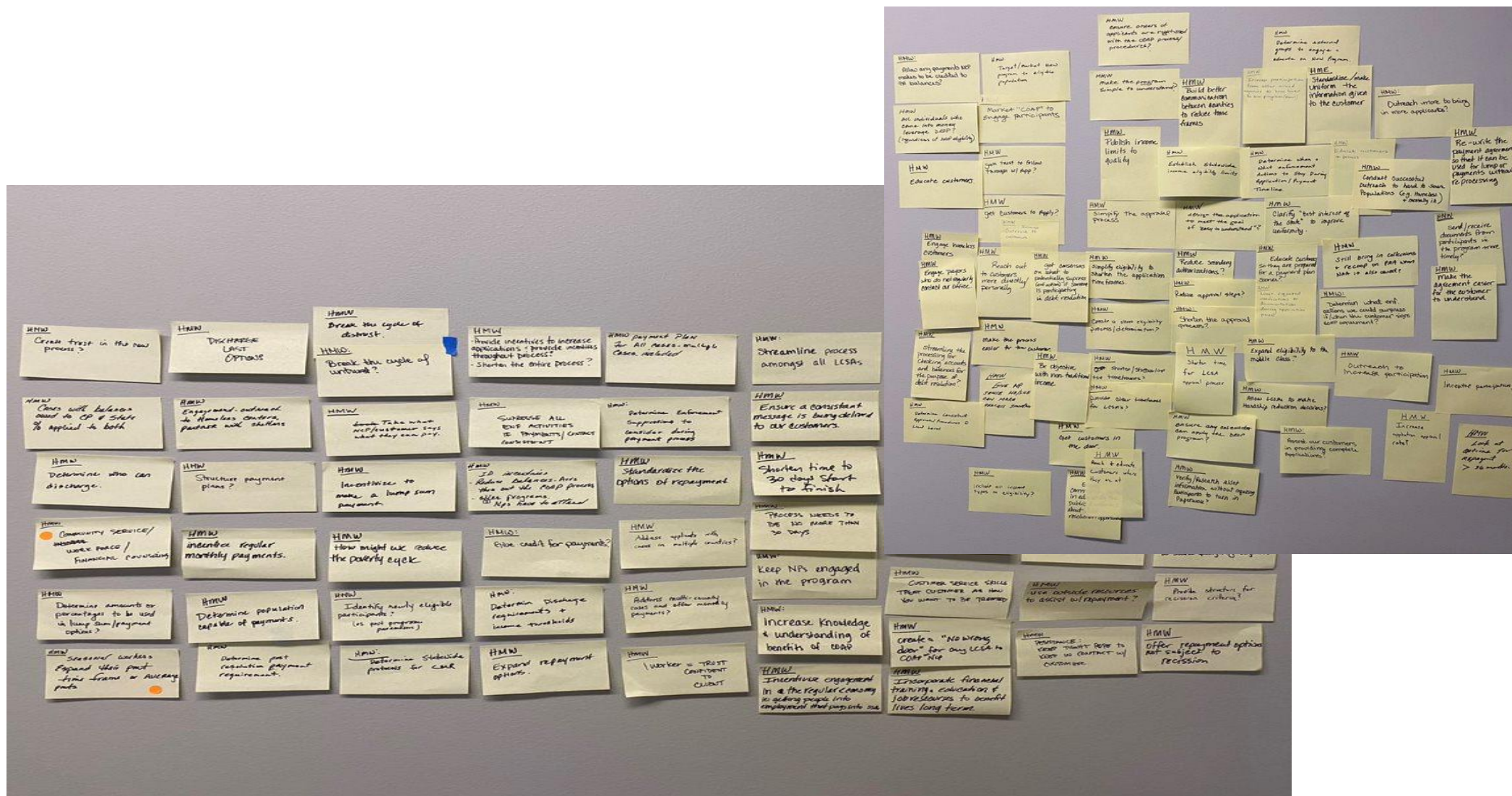


SPEAKER:
David Kilgore





SPEAKER:
David Kilgore

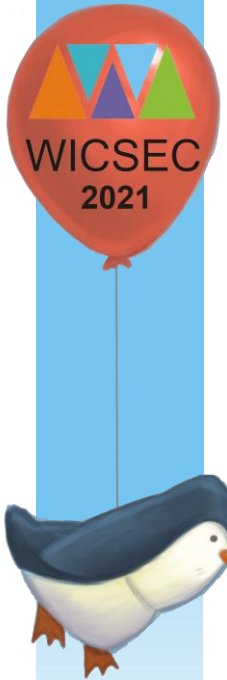


Debt Reduction Sprint



SPEAKER:
David Kilgore

- Questions that came from Day 1:
 - What needs to be true to meet the long-term goal?
 - More willing participants
 - LCSA & Stakeholder buy-in
 - Simple and clean process
 - Good outreach process
 - Modern/integrated technology
 - Where do we want to be in 6 months/12 months?
 - Online application
 - Interface
 - More applicants with more approvals
 - If efforts fail, what might have caused that?
 - Over ambitious scope
 - Lack of resources & OCM

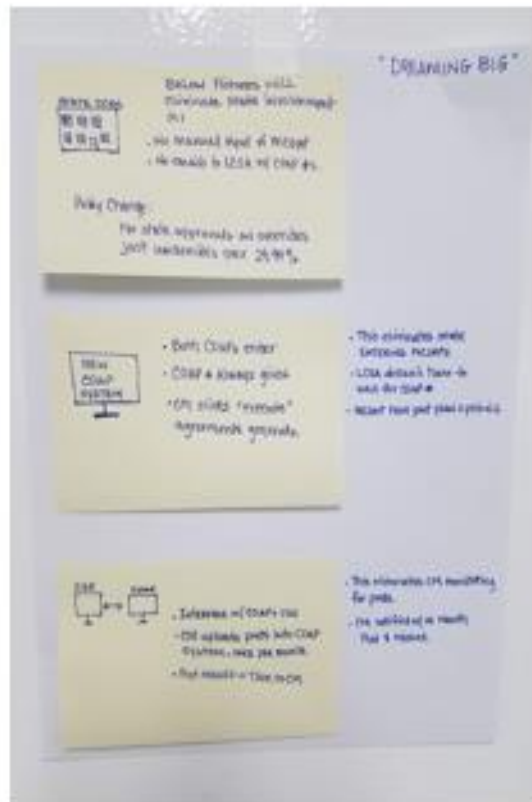


Debt Reduction Sprint



SPEAKER:
David Kilgore

• Day Two: Solution Sketches (Application, Eligibility, Re-Payment)



Debt Reduction Sprint



SPEAKER:
David Kilgore

• Day Three: Storyboard



Application

Eligibility &
Re-Payment



Debt Reduction Sprint

• Day Four: Processing/Developing/Building



SPEAKER:
David Kilgore



Debt Resolution Opportunity Program

This application is the 1st step in reducing my child support debt

Name: _____	DOB: _____
Address: _____	SSN/Participant ID: _____
_____	_____
Email: _____	Phone: _____

Number of people I support in my household including myself: _____

<u>Name</u>	<u>Relationship</u>
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____
6. _____	_____
7. _____	_____
8. _____	_____

Current Income: \$ _____ Per Hour / Week / Month (circle one)

Income Source: (Check all that apply, please attach verification of income)

Employed	☐	Employer: _____	Phone: _____
Self Employed	☐	Social Security	☐
Unemployed	☐	Veterans Disability	☐
CALWorks	☐	General Assistance	☐
Other	☐	_____	

Program Options: I would like to see if I qualify for: (check all that apply)

Minimum Repayment Concepts

Arrears + Current

- Consistent payment of current support for 12 months, and
- Consistent payment of arrears for 12-months (or a lump sum of the 12-month value), and
 - For PPS' in the above average income thresholds an additional 2.0% to 2.5% of their GMI for 12 months

Arrears Only

- Consistent payment of 0.5% to 2.5% of GMI for 12 months (or a lump sum of the 12-month value)

Participants will have the option to pay over-time for up to 36-months

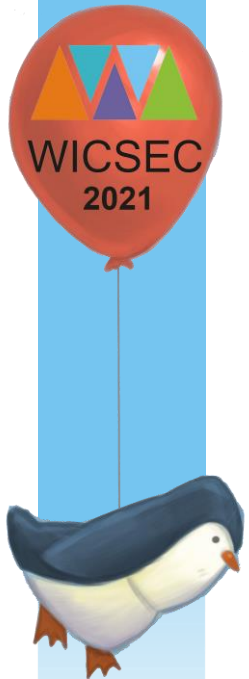
CALIFORNIA
CHILD SUPPORT SERVICES



Debt Reduction Sprint



SPEAKER:
David Kilgore



Core Concepts

COAP Challenges

- No consideration for cost-of-living
- Minimal flexibility for LCSAs
- Formula-driven and impersonal
- Unrealistic minimum repayment
- Unrealistic asset expectations

Debt Reduction Solutions

- Aligns repayment with ability to pay
- Increase flexibility for LCSAs
- Streamlines eligibility
- Equitable repayment structure
- Clear rules for counting assets

CALIFORNIA
CHILD SUPPORT SERVICES

Debt Reduction Sprint



SPEAKER:
David Kilgore

• Day Five: Testing

Electronic Debt Reduction Application

Overall Health:



Go Live: Sept. 1, 2021

Goal: Pilot the electronic Debt Reduction Application

Sponsors: Lesley Bell
PM: April Thoma & Alexis Ramirez

Key Activities:

- Child Support Debt Reduction Program implemented statewide on May 1, 2021
- Debt Reduction Roundtable discussions occur on the 3rd Thursday of every month
- Pilot – Electronic Debt Reduction application developed using SimpliGov
 - Pilot begins September 1st
 - E-application available in English and Spanish
 - Ability to send, receive, complete and sign from personal computers & mobile devices
 - Expands on DCSS' efforts to simplify processes and enhance accessibility

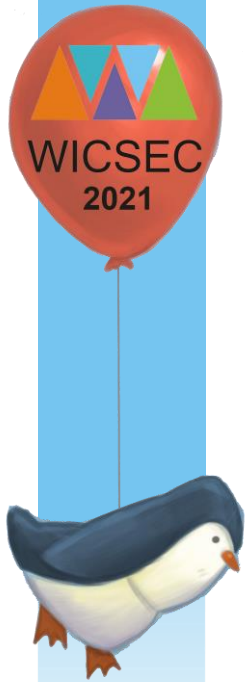
Key Risks/Issues/Actions:

1. Timing of statewide rollout may be adjusted based on feedback if further adjustments are needed
2. Live training will be virtual; recorded training will be posted on Blackboard LMS

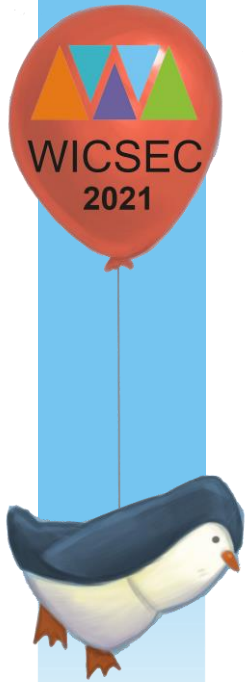
What's Next:

- Provide training and desk aids to pilot LCSAs during the week of August 23rd
- Pilot the Electronic Debt Reduction Application from September 1st – September 24th
- Offer training and desk aid resources to all LCSAs from September 27th – October 1st





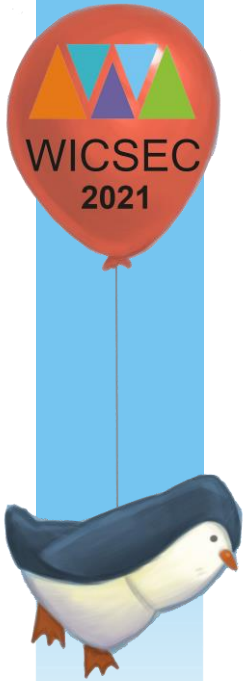
Q & A
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-AUDIENCE POLL- #2

Wrap up

- Directors observations and comments to attendees



Contact information!

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- Carol Beecher: Carol.beecher@Alaska.gov
- Jeremy Toulouse: Jeremy.Toulouse@Hotmail.com
- Kristen Castells: Kristen.castells@cgi.com
- Gabe Roth: Gabriel.roth@cgi.com
- Laura Roth: Laura.roth@cgi.com

