



# Cultivating Ongoing Experimentation in Child Support Operations and System Design

Or, the Three Davids





# A CASE FOR CHANGE

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A positive constituent experience has become a priority for many State & Local Government agencies

*66% of government organizations are planning to leverage technology to design a better user experience.\**

\* KPMG global tech report: Government insights - KPMG Global

FRUSTRATED CONSTITUENTS

*Expectations are increasing and their patience for experiences that don't meet those expectations is dwindling.*

ATTEMPTS AT CHANGE

*Multiple, (and sometimes disconnected) efforts are undertaken to attempt to meet these expectations.*



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# The Struggle to Transform

Substantial investments in experience often fail to realize the business results

01

## Missing the Root Cause

Solving for symptoms versus causes

02

## Technology Over Experiences

Technology is prioritized over **meaningful** experiences

03

## Lack of Ownership

Lack of connection and accountability

04

## Using Metrics that Don't Matter

**Metrics can conflict with the strategy**



**Success becomes doing what's next instead of what's best**

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# How is experimentation different?

Experimentation is different from the traditional pilot approach

## Experimentation is...

- Designing things quickly and **without dependencies on technology**
- **Removing emotion** from the success or failure of the experiment by setting the right success metrics at the beginning
- The constant review and **refinement of ideas** collected from across the organization and users of the service

## Experimentation is not...

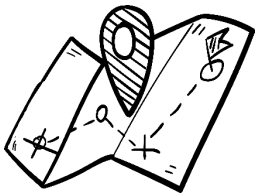
- Investing months (years) of time and energy in a technology change
- Determining success without data and based off of emotional perceptions
- Relying on a stagnant list of ideas that comes only from leadership



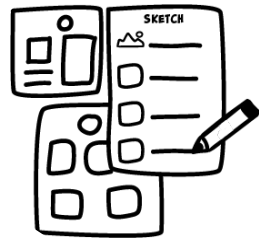


# Business Design Sprint

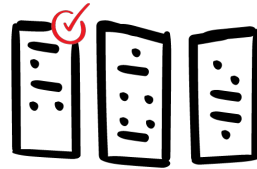
Five-day process for answering critical business questions through design, prototyping, and testing solutions.



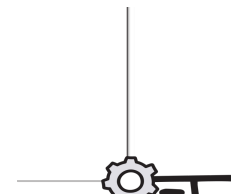
Map  
MON



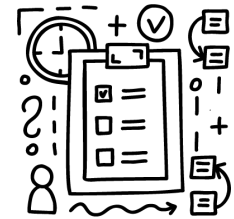
Sketch  
TUE



Decide  
WED



Prototype  
THUR



Test  
FRI



# Small Sprints = Big Results

5

## Debt Reduction Program

- ❓ Overhaul Compromise of Arrears Program (COAP)
- ★ More equitable eligibility requirements and repayment options.  
Automated Debt Reduction Management System for tracking payment plans.

## FEM Final Rule

- ❓ How to adopt the largest changes the program had seen in decades?
- ★ Phase 1 successfully implemented a new guideline calculator.  
Next: Phase 2 – system and order-setting/establishment changes.

## Behavioral Economics

- ❓ Can behavioral economics (BE) help declining caseloads and participation?
- ★ Reimagined and simplified enrollment process (SEP).  
BE team reworking communication.

## Safe Access for Everyone\*

- ❓ Using principles of behavioral economics, trauma informed care, and human centered design to ensure that families aren't at risk of harm by virtue of receiving our services OR foregoing our services for fear that doing so would create additional risk of harm.





# Why it Works



Fast – shortcuts the endless cycle of talking around a solution and compresses months of “workgroup” efforts and meetings into a single week.



Structured yet versatile activities make sprints flexible enough to adopt for government and the various types of problems we may be solutioning for.



Answers critical business questions and develops solutions through design, prototyping, and testing ideas that are products of the experts.

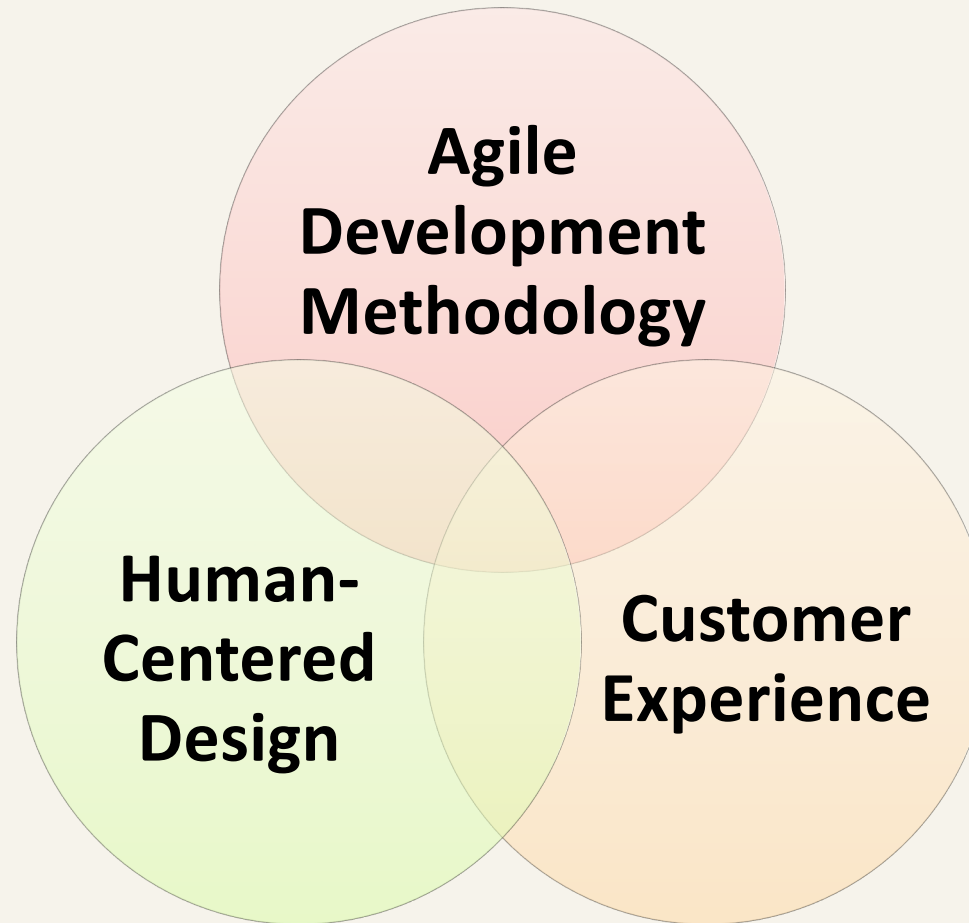


Solutions are the product of the people most connected to the work because expertise of attendees is key, and titles don't matter.



# A Constellation of Related Practices

7







# Human-Centered Design in Virginia

- Virginia's Division of Child Support Enforcement, in preparation for an upcoming system redesign, put users and stakeholders first
  - Child support staff
  - Child support Attorneys under the state's Office of the Attorney General
  - Courts
  - Parents who receive support
  - Parents who pay support?
  - Employers



# Thank You!



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