



Intergovernmental Case Processing Innovation Demonstration
Indiana Child Support Bureau



STATE OF INDIANA

Department of Child Services

Child Support Bureau

HHS-2019-ACF-OCSE-FD-1541

Intergovernmental Case

Processing Innovation Demonstration

Award No. 90FD0223



September 30, 2022

EVALUATION REPORT - FINAL

Indiana designed four activities meant to improve families' interactions with the child support enforcement agencies through a combination of proactive customer service and procedural changes. The goal of these activities is to increase collections on intergovernmental cases, and to improve case processing procedures to increase efficiency and enhance customer service. The four activities are:

1. Develop a CARE Team
2. Provide customer service on both initiating and responding cases
3. Complete a business process redesign
4. Develop eLearning for EDE, QUICK, IRG, Procedural Justice, Customer Service

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BACKGROUND

GRANT PURPOSE

For this demonstration, the Office of Child Support Enforcement (OCSE) at the Administration for Children and Families (ACF) asked grantees to improve their existing processes and systems to test innovations likely to increase payments on intergovernmental cases, and to implement procedures to increase their efficiency and customer service. In September 2019, OCSE awarded funds to seven state and two tribal child support agencies. With the increased mobility of parents, multiple jurisdictions are becoming involved in establishing, monitoring, and collecting child support. The grantees were assigned the task of testing ways to improve intergovernmental case processing and collections.

The goals of the project were to:

- 1) Increase collections on intergovernmental cases; AND
- 2) Improve intergovernmental case processing procedures to increase efficiency and enhance customer service.

Grantees are expected to incorporate procedural justice principles, behavioral economics concepts, and enhance communication strategies to accomplish these goals. Grantees may also acquire and/or enhance technical capabilities that could improve intergovernmental case processing. The grantees can test improvements to system automation, staffing, data analysis, and system analysis. This project was funded with \$170,000 (34%) in Section 1115 Demonstration Grant funds and \$330,000 (66%) in Federal Financial Participation funding.

PROBLEM

In Indiana, the child support program is administered by the Department of Child Services, Child Support Bureau (CSB) in collaboration with county Prosecutors and county Clerks of Court in each of Indiana's 92 counties through bi-annual cooperative agreements. Indiana CSB's Intergovernmental Central Registry Unit (ICRU) receives Uniform Interstate Family Support Act (UIFSA) cases, builds them in the automated system (ISETS) when necessary, and forwards the information to the appropriate county for processing. The Central Registry team was not cross-trained and only tracked their work based on when a case would fail the 10-day rule rather than when it was received by the agency. This grant provided the opportunity to holistically redesign how the ICRU team processes UIFSA cases by testing new ways of conducting business. CSB believed that a more efficient agency with a strong emphasis on customer service and leadership in the intergovernmental community would increase collections on UIFSA cases as an organic by-product of the changes.

The incorporation of procedural justice and behavioral economics training is important to Indiana. Previous research projects, including Behavioral Interventions to Advance Self-Sufficiency, Behavioral Interventions for Child Support Services, and Procedural Justice-Informed Alternatives to Contempt, had already shown that procedural justice and behavioral economics improved the quality of interactions regarding child support. CSB believed that if caseworkers gained a better understanding of procedural justice in child support, they would strive to improve their interactions with participants on intergovernmental cases.

Indiana developed two main hypotheses and designed the interventions accordingly.

- 1) Collections on UIFSA cases processed by Indiana are affected by the time it takes to exchange information with other states and between other states and Indiana counties; and
- 2) UIFSA caseworkers are intimidated by the process and are hesitant when completing UIFSA requests.

INTERVENTIONS

INTERVENTION 1: DEVELOP THE CARE TEAM

Goals & Development:

This intervention was developed as a first step in enhancing the customer service experience of both our case participants and our county partners. CARE is an acronym for Collaboration, Assistance, Resource, and Education. The goal of creating a CARE Team was to instill in the Central Registry employees those characteristics. An important element of that goal was to improve the employee experience. The intervention began with the team working together to build the as-is process flow. All members of the Central Registry met weekly with the Project Director and a business analyst to document all the steps they take in their work. Each team member reviewed what procedures they followed and, if they knew, why the procedure was created. After all procedures had been documented, the team reviewed the federally mandated timelines and actions required of the Central Registry. The expectation was that by working together, the team would achieve a better understanding of the requirements of the Central Registry and how they could achieve success through improved processes and better communication.

Project Description:

Multiple changes were implemented within the Central Registry team to change the employee experience. Those changes included:

- 1) Changing the focus of their weekly meetings from discussing what was going wrong to discussing what was going right. Accomplishments were recognized and the team worked together to overcome barriers.
- 2) Standardizing the processes for scanning mail so that all mail was scanned each day by one person while another person was reviewing the scanned images for scanning errors, renaming each one, and assigning it to a loader. The tasks were rotated among the team members.
- 3) Changing how work was assigned. Since it was virtual, each person was set up with an electronic folder where work to be completed was placed. This eliminated going to a file cabinet and picking the work they wanted to do and sometimes taking multiple items to work over a period of time.

Target Population:

This intervention included all members of the Central Registry team.

Timeline:

This activity was an ongoing continuous improvement activity that was tracked through 8/31/2021. Pre-test data collection started with cases received on 4/1/2019 to collect sample data for one year prior to the beginning of the 4/1/2020 testing period.

Outcome measures:

The federal regulations require that the Central Registry must, within 10 days:

- Send case to State Parent Locator Service if noncustodial parent's address is unknown; or
- Send case to appropriate local office if noncustodial parent's address is known; and
- Inform initiating agency where case was sent for action.

To determine the timing, the date the UIFSA was received from the other state was pulled from the manual-entry spreadsheet used by the Central Registry team; while the ISETS case event that records when the acknowledgement letter was generated was used as the action date.

Originally, an employee experience survey was developed for all CSB employees to evaluate their supervisor and their environment. That survey was halted early in the process for multiple reasons.

- 1) Employees and county workers were bombarded with multiple surveys weekly, sometimes daily, to not only find out about their employee experience, but to discover their knowledge about the INvest system (the new software replacing the legacy enforcement system), training needs, workgroups they were interested in, etc.
- 2) The supervisor of the Central Registry team left the position shortly after the grant work began and that position was not filled. This caused considerable confusion within the team since they worked with multiple senior-level staff. This included the Project Director for the grant, a senior manager over another group, and an Assistant Deputy Director responsible for their group. The team simply chose not to complete any additional surveys because they didn't have an immediate supervisor.

Research question:

Will changing the way the Central Registry team manages the processing and internal reporting of incoming UIFSA cases change the amount of time it takes to acknowledge the receipt to the other state?

Sample size:

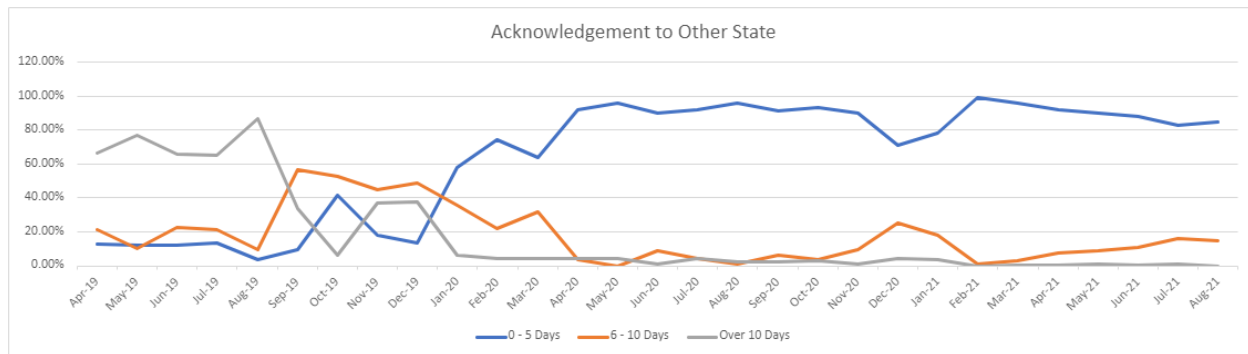
All UIFSA Transmittal #1s that were reported as incoming mail were tracked for the time it took from receipt in the mail to when the acknowledgement letter to the other state was generated.

Results:

In April of 2020, the team began meeting on Monday morning and again on Thursday afternoon to report how many UIFSAs came in and how many they processed. If anyone was having any issues with a UIFSA, it was identified at the meeting and the appropriate team members worked together after the meeting to resolve the issue. When the team began reporting the positive outcomes instead of the negative outcomes, the number of days each Transmittal took to process dropped dramatically.

Analysis:

Although failing the federal requirement is measured as sending an acknowledgement after day 10, the number of days was broken down further to those that were acknowledged between 0 and 5 days, 6 to 10 days, and over 10 days. As illustrated in Figure 1, prior to the Central Registry being informed of the grant project, over 70% of Transmittal #1s took more than 10 days to acknowledge. With the formal kick-off of the grant intervention on April 1, 2020, the acknowledgement rate improved dramatically and consistently stayed at an impressive percentage until December when most of the staff was on holiday. The response time began to gradually increase as their new senior manager implemented daily huddles, which focused on obstacles to overcome at the same time that multiple employees left the team and online enrollment responsibilities were added. A Lean Rapid Improvement Event was held in mid-October 2021, at which time business process improvements were developed to streamline workflows and accommodate the reduced team size.



INTERVENTION 2: PROVIDE ADDITIONAL CUSTOMER SERVICE

Goals & Development:

This intervention was designed to increase the customer service offered to the participants on intergovernmental child support cases and to help county partners with the intergovernmental cases they were initiating with other states. This intervention was developed by the grant team based on the feedback from both Central Registry team members as well as county partners:

- Case participants are confused by the multi-state process.
- Case partners are unclear who needs to receive information regarding their case and are frustrated because documentation is requested multiple times.
- The group perceived that county workers would hold onto UIFSA cases because they were unsure of the process or didn't know how to work with the other state involved in the case.

Project Description:

The Central Registry would work directly (as needed) with participants regardless of whether their case was initiated by Indiana or Indiana was responding to another state's request. The original intervention also expected the Central Registry team to assist county partners with the following actions:

- Completion of administrative actions for their initiating cases
- Quality Assurance and submission of the county's initiating case packets to the other state(s)

- c) Quality Assurance only of the county's initiating case packets the county submitted to other state(s)

Target population:

- 1) Intergovernmental cases where actions were delayed because one state had to request that the other state reach out to a participant for additional information, thus adding another step to the discovery process.
- 2) Counties that were hesitant about working initiating and responding cases due to a lack of understanding of the UIFSA process.

Timeline:

This intervention was expected to run for the life of the grant.

Outcome measures:

The cases would be tracked, and the amount of time required to obtain data directly from a participant versus the amount of time case actions normally took to occur for that state would be documented. In addition, counties that requested assistance with initiating UIFSA cases would have their questions tracked and the timing of the actions recorded.

Research question:

- 1) Does working directly with participants impact the amount of time it takes to begin receiving collections on a responding case?
- 2) Does assisting counties with initiating their cases impact the amount of time it takes for the case to be acknowledged by the other state?

Sample size:

- 1) All cases needing additional information from a participant.
- 2) All cases where the Central Registry assisted counties with initiating their cases.

Results:

In 2020, the Office of Child Support Enforcement published Action Transmittal 20-14, which reinforced interstate policies that prevented the portion of the intervention related to research question #1 from occurring. The intervention experiments would have violated the federal mandates. For research question #2, county partners began reaching out to the grant project team with their questions and requests for assistance. It was immediately discovered that their hesitation with initiating UIFSA cases was related to not understanding federal and state policies rather than the actual procedures required by the regulations. Once they were directed to the CSB Policy and Program Support team for guidance, their issues were resolved. The counties were not aware of the ability to request guidance from Policy and Program Support. The Central Registry team was not needed for that solution.

Analysis:

Intervention was not completed.

INTERVENTION 3: BUSINESS PROCESS REDESIGN

Goals & Development:

The Indiana Central Registry processes cases based on employee role assignments (reviewer and loader). Originally, case processes were to be redesigned so that activities for an experimental group of cases would be case-based in that one child support professional would be assigned to the case and responsible for all Central Registry activities for the life of that case instead of two or three workers completing one step each in the UIFSA process. At the onset of the COVID-19 pandemic, all caseworkers began working from home and we were unable to test this process using a Randomized Controlled Trial approach as originally planned. In addition to the difficulties caused by switching to remote work, the team lost their supervisor at the beginning of the testing period. This Intervention was halted. By the third quarter of 2021, the team size had dropped to four employees. The business process redesign developed during Intervention #1 created significant positive changes to the team environment and focus. In addition, two activities that were originally expected to be minor business process changes received considerable focus later in the evaluation period and became separate interventions – centralized scanning and a new telephone system.

Project Description:

We devised two methods for working UIFSA Transmittal #1s to determine which method provides the most efficient results for cases.

- 1) Pre-Intervention Process: Reviewer checks the paperwork from the other state to ensure that it is complete, checks the ISETS software for an existing case and if one exists, writes down the pertinent information for the loader to update the fields. Puts the file in a drawer for a loader to pull. Loader pulls one or multiple files to work for the day/week. Loader checks the notes from the Reviewer, enters the data into ISETS based on reviewer's directions, generates acknowledgement to the other state & sends the files via mail or Electronic Document Exchange (EDE) to the Indiana county for handling.
- 2) Test process: Team Lead assigns work to each loader by placing incoming Transmittals in an electronic file assigned to the individual worker. Worker opens the document from that location, reviews the paperwork from the other state, updates the case in ISETS or adds it to ISETS and sends the file to the county via email or EDE for processing. Once the file is completely worked, the loader moves it to a file specifically for that state. The Team Lead monitors workflow based on the files remaining in the daily work files.

All cases would be tracked from date of receipt to the date the acknowledgement was generated to the other state.

Target Population:

All incoming mail and all Central Registry employees.

Timeline:

This intervention was scheduled to begin 4/1/2020 and continue for the life of the grant.

Outcome Measures:

The amount of time it took each UIFSA Transmittal #1 to process through the Central Registry to be sent to the county would be tracked.

Research question:

Does removing the extra steps taken by the reviewer to collect the information that needed to be changed in ISETS, or added to ISETS, speed up the process of completing a Transmittal #1 and sending it to the county?

Sample size:

All UIFSAs would be counted with every other UIFSA logged being tagged as an experimental group that would be processed in one pass instead of going through a reviewer and a loader.

Results:

The Central Registry team was converted to remote work one week before the official start of this intervention. There was no way to easily manage or track the randomization process or the single-user process remotely.

Analysis:

This intervention, as originally designed, was canceled; however, both the implementation of Central Scanning and the installation of a Call Center-based phone system were separated and became individual interventions because they dramatically impacted the team's business processes. As discussed previously, the change in employee perspective made at the beginning of the grant intervention periods had a positive impact on productivity and efficiency.

INTERVENTION 4: eLEARNING & PROCEDURAL JUSTICE TRAINING

Goals & Development:

There are multiple eLearning opportunities built into the grant.

- 1) EDE, Query Interstate Cases for Kids (QUICK), and the Interstate Referral Guide (IRG) are all applications on the Federal Portal. The goal of offering the EDE, QUICK, and IRG training courses to state and county child support professionals in Indiana was to ensure they would be more comfortable using the federal UIFSA tools to work their cases timely and efficiently. This training was meant to test the hypothesis that UIFSA caseworkers are intimidated by the process and set aside UIFSA requests instead of processing them immediately.
- 2) Public Knowledge, formerly the Center for the Support of Children, created an interactive eLearning course, Customer Service for Child Support Professionals, that was designed to provide best practices to state child support professionals that work with the public. The course consisted of five modules covering various communication skills as well as Unintended Bias and Cultural Competence. The goal of this training was to provide them with the tools to effectively support case participants and other state partners as they negotiate the processes required to work their child support cases.
- 3) Because procedural justice principles were an important part of the grant announcement, the team developed a training opportunity through Public Knowledge to present a virtual, real-time

course in Procedural Justice and Unintended Bias. The course was offered to county partners and state employees.

Project Description:

Child Support Professionals today are adept at new technologies, social media, and instant information. Training has not necessarily kept up with the latest technologies. This activity had two parts.

- 1) The grant team built highly interactive eLearning opportunities for three federal systems: EDE, QUICK, and the IRG.
 - a) Student knowledge was be assessed on each subject prior to the beginning of the training.
 - b) Students received training focused on weaknesses instead of spending valuable training time on existing areas of knowledge.
 - c) Students were assessed during training when appropriate (at the end of chapters for example).
 - d) Student knowledge was assessed at the end of the training.
 - e) When possible (depending on the county's case activity), administrative data was collected and evaluated before and after training.
- 2) Public Knowledge provided virtual, live training of Procedural Justice and Unintended Bias and eLearning on-demand training, "Customer Service for Child Support Professionals."

Target Population:

CSB employees that work with other states, our county partners, or the public, as well as our county child support professionals that work with the public.

Timeline:

The Procedural Justice training and the Customer Service for Child Support Professionals training was expected to be completed by the end of the second quarter of 2021. The EDE, QUICK, and IRG training courses were scheduled to be available to child support professionals by the end of the first quarter of 2021 and would then be available as a part of the regular UIFSA training offered by CSB's Communications and Training Unit.

Outcome Measures:

Surveys were designed for the training classes to get an indication of employee knowledge before and after the training was completed.

Research question:

- 1) Will additional training of EDE, QUICK and the IRG help child support professionals navigate the information stream more efficiently to allow them to complete cases faster and for the child support professionals to be more confident in their abilities?
- 2) Will the training courses, "Procedural Justice/Unintended Bias" and "Customer Service for Child Support Professionals," give Indiana's child support professionals better communication and interaction skills to assist them in working with other government agencies and the public?

Sample size:

- 1) EDE, QUICK, IRG: Any child support professionals in Indiana or in other grantee states were included in the target population. Two Indiana counties and five CSB employees completed this training.
- 2) Procedural Justice & Unintended Bias: Any child support professionals in Indiana that work with other agencies and the public. Seventy-one child support professionals completed this training.

	# Attended	# Attended	# Attended	# Attended	
County	20-Oct	21-Jan	21-Feb	21-Mar	Totals
CSB	13	15	11	4	43
Boone				1	1
Brown				1	1
Hancock			1		1
Henry	1				1
Howard				1	1
IPAC		2			2
Jefferson				1	1
Knox			1		1
Lake				1	1
Laporte	1	1			2
Lawrence				1	1
Marion				1	1
Monroe	1				1
Posey	1			1	2
St. Joseph	2	4		3	9
Vanderburgh				2	2
Totals	19	22	13	17	71

- 3) Customer Service for Child Support Professionals: CSB employees that work with the public. Thirty-eight CSB employees completed at least one of the five modules in this training program.

Results:

EDE, QUICK, IRG: Public Knowledge reviewed and provided feedback on each of the three courses that focused on the federal portal. Their report is included in Appendix 3. Two counties volunteered to take the training and provided their feedback on the content. It met the needs of their employees and provided valuable information regarding how to navigate the federal portal and the information that can be obtained regarding their cases.

Procedural Justice & Unintended Bias: Public Knowledge provided a report of each session. Participants were asked to rate each question on a scale from 1 (lowest rating) to 5 (highest rating). Evaluations were positive with an overall average of 4.6 across all four sessions. The report for Session 1 is attached as Appendix 1 while Sessions 2-4 are included as a combined report in Appendix 2.

Customer Service for Child Support Professionals: Public Knowledge created an online, on-demand course with five modules. A requirement of the course was that a student had to pass the first module to move on to the next module. Individuals experienced several barriers during the learning process. First, they were emailed a user ID and password to access the site. Those emails were captured by Indiana's Office of Technology security screening process and routed to the quarantined message portal. Most employees weren't aware the security portal existed and didn't inform their supervisors that they hadn't received the message. Second, employees that found the link and took the training didn't receive credit for some modules. They took each post-module quiz and passed it, then moved on to the next module. They continued the course and completed all five modules. Upon completion, their report showed that they had only passed three modules, not all five.

Employees have been bombarded with training modules for the upcoming implementation of Indiana's new child support enforcement software. Those training modules were mandatory, and the results were reported to the immediate supervisor, senior manager and to the deputy director. Test anxiety became a typical reaction to the requests for child support employees to take the Customer Service modules. Those that did take the courses as self-led responded positively to the information provided in the modules. The courses were informative, but lengthy. What was identified by Public Knowledge as a 3.5-hour series of five modules actually took employees approximately five hours to complete. Supervisors of the two largest groups of employees gathered their teams together in training rooms and converted the course to an in-person event. They presented each module to the group, then the group took the quiz together and discussed the results.

Analysis:

EDE, QUICK, IRG: The Communications and Training Unit is currently unavailable to review the report or to make any of Public Knowledge's suggested changes to the training modules due to the ongoing work associated with the upcoming implementation of INvest. They have been provided with the report for use when they have the bandwidth to review the report content and complete any needed revisions. Although the cohort that participated in the portal training was limited, the training itself is a valuable asset and is available on-demand to all of Indiana's child support professionals through the Indiana Child Support Resources SharePoint site.

Procedural Justice & Unintended Bias: In Indiana, child support enforcement is full of acronyms, complicated requirements, and barriers. This grant provided the opportunity to offer child support professionals information and exercises to develop skills to reduce barriers and unintended biases. Although the time to attend this training made attendees hesitant to participate, it was received very well by attendees, and several counties recommended it to their co-workers and to other counties. The Indiana Prosecuting Attorneys Council sent two individuals to the training and then worked with Public Knowledge to create a shorter version to offer at their annual IV-D Prosecutor Conference.

Customer Service for Child Support Professionals: Despite the barriers and complications associated with the execution of this training, the content was relevant and informative. Child support is a sensitive and emotional topic for many case participants since it deals with money and family. This provided an opportunity for attendees to learn new methods of building rapport and creating positive communication. This course also caught the attention of the Indiana Prosecuting Attorneys Council and became an online course offering through their learning community resources.

INTERVENTION 5: CENTRAL SCANNING

Goals & Development:

Incoming and outgoing mail has historically been treated as an add-on task by each team. A designated mailroom team has typically sorted the mail daily, stamped it with the incoming mail date, and delivered it to the appropriate unit for handling. Paper checks have been handled separately to ensure they are tracked and acted upon. No other mail is tracked centrally. Once it is delivered to a unit, each team determines how it will be handled, if it will be scanned, how it will be stored, if it has retention rules, etc. The CSB has no way to determine in general whether work is appropriately processed. In addition to the lack of standard operating procedures, each team rotates mail handling activities between team members which results in sporadic completion that interferes with the team member's daily work. Items

received electronically – either through EDE, email, or fax – are not included in the standard operating procedures for tracking, storing, or working.

The goal of this intervention is to create standard operating procedures for tracking, scanning, and processing all incoming mail regardless of source to ensure that the work is completed efficiently and accurately, and the volume and type of work can be documented for successful resolution as well as best practice review. In addition, the implementation of a new child support enforcement automated system (INvest) will provide a secure method for the Central Registry to share UIFSA paperwork with county partners instead of resorting to using EDE for secure intrastate exchanges of paperwork.

The CSB partnered with Ricoh to install scanners and Kofax Capture and Transformation software compatible with the INvest system that would properly prepare the documents for uploading, storing, and securely sharing paperwork with the Indiana counties responsible for establishing and enforcing cases.

Project Description:

The goal was to create a Central Scanning Unit that collects, scans, tracks, and electronically distributes all incoming mail for the CSB as well as preparing pdf images and a corresponding csv file for ingestion into the INvest enforcement tool for sharing with the county child support professionals responsible for working the cases. This will be accomplished through the configuration of two Kodak Alaris Scanners and Kofax software to capture information from each document and convert the information into Metadata records of each pdf document for access and processing by the appropriate CSB Unit and/or for uploading into INvest via secure file transfer protocol for county child support professionals to process.

Target Population:

All mail received by the Central Registry will be included in the intervention and its corresponding evaluation. All mail received by the agency will eventually be processed by the Central Scanning Unit using the policies, processes, and procedures developed during the Central Registry intervention.

Timeline:

Installation of the hardware and software was scheduled to be completed by Ricoh on or before 12/31/2021. Once the Technical Design was completed, procedure development and testing began. Full implementation of the process for the Central Registry was expected to be completed on or before 3/31/2022.

Outcome Measures:

All mail is scanned, documented, stored in a secure location, and available for the appropriate child support professionals to retrieve and act on within the defined time frames.

Research question:

Will standardized processing of all incoming mail and its subsequent conversion to scanned images that are stored securely allow the Central Registry to not only process mail faster but exchange the mail with their county partners in a more efficient manner that allows case establishment and enforcement tasks to be completed without delay?

Sample size:

All incoming mail, first paper and then electronic received by the CSB for the Central Registry.

Results:

This intervention as originally designed was re-evaluated and amended. Because this dramatically impacted business processes for all units within CSB, it was decided to standardize processing for Central Registry and move forward with document scanning for the other CSB units at a later date. Even though the plans for this intervention moved forward, we were unable to receive measurable statistical results due to technical difficulties which thwarted implementation efforts.

Analysis:

Intervention was not completed.

INTERVENTION 6: CALL CENTER TECHNOLOGY

Goals & Development:

The Central Registry telephone system was set up with a simple call flow that directed calls coming to the main line to be distributed to the next available number. If the call went unanswered, it was directed to the voice mail for the last phone in the call tree. The system operated in that manner since approximately 2017. Workers did not typically access the voice mail system, thus calls ended up terminating instead of distributing. Individual 'direct line' telephone numbers were regularly shared with other states as a means of interacting with colleagues at other state Central Registries. When the Central Registry team began working remotely due to the COVID-19 pandemic, the desk phones were connected through Cisco Jabber to permit soft phone calling features to be enabled. At that time, states also began transacting business via email to accommodate the various working situations for each office. The goal of this intervention is to move the Central Registry employees to a Call Center Interactive Voice Response (IVR) system with voice mail to email distribution capability.

Project Description:

Genesys Call Center software was installed for the Central Registry Unit. Incoming calls were presented with an IVR system to allow the caller to select the service they need and the type of agency they are calling from; be directed to the next available agent; and leave a voice mail message that is easily retrievable by any agent.

If callers didn't reach an agent, they could leave messages that are routed as mp4 files to a central email distribution mailbox. With the implementation of this system, the number of calls would be tracked, whether they are answered, who answered the call, and why they called (wrap codes) would be noted for each answered call. The data collected from incoming calls would permit the Central Registry to understand the needs of their customers and provide appropriate services accordingly.

Target Population:

All individuals and agencies that called the Central Registry telephone number.

Timeline:

The typical implementation period for other units at the CSB that have implemented this system is five months from the initial Kick-Off meeting with the Indiana Office of Technology to the final post-implementation Review and Project Close-Out. The kick-off of the Central Registry implementation was originally scheduled for August of 2021; however, the Central Registry unit scheduled a LEAN Rapid

Improvement Event (RIE) for October of 2021 and moved the start date to after that event. The RIE was scheduled to further review their processes and was expected to change the way the call flow was designed to route callers. The implementation began in November of 2021.

Outcome Measures:

- 1) All incoming calls are received and counted by the system.
- 2) Calls route correctly through the call flow and are able to reach the correct agent.
- 3) Unanswered calls are routed to voice mail, which is delivered as an mp4 file to the distribution group email.
- 4) Agents are able to identify callers and apply a wrap code to the call.
- 5) Standard call center operating reports can be generated and viewed by supervisors.

Research questions:

- 1) Will providing other states with a phone number that routes through call center software to reach specific agents or a monitored voice mail system reduce the amount of time it takes to complete and assign intergovernmental cases to the proper county child support enforcement office?
- 2) Will having information about the number of calls, type of calls, and who the caller is assist the Central Registry with proactively managing information sharing between states and counties?

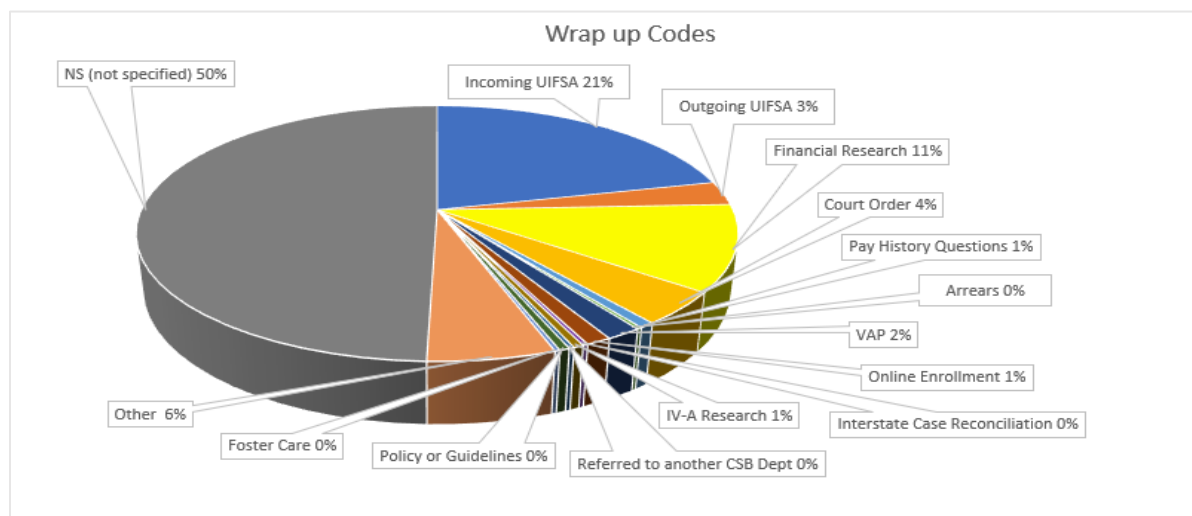
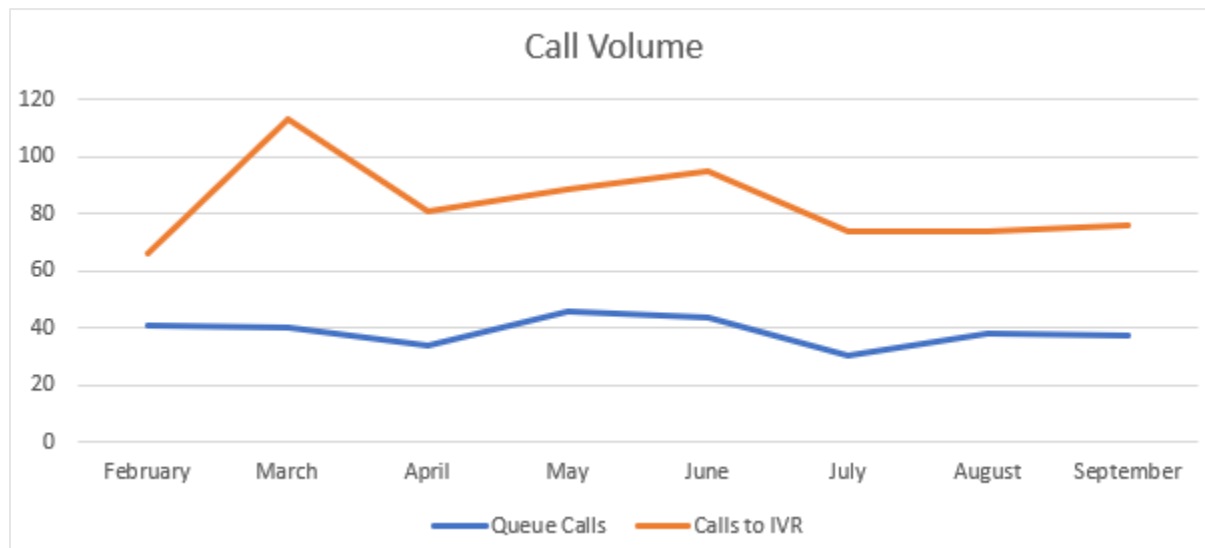
Sample size:

Since no tracking was available prior to the implementation, the number of calls received previously is unknown. All calls coming into the Central Registry phone system, either to the main line or directly to an agent, were included in the tracking and reporting process.

Results:

A Call Center Phone System was implemented for the Central Registry and went live January 11, 2022. The customer focused platform (Genesys) delivered personalized self-service and IVR capabilities that increase customer satisfaction and efficiency. Genesys used skill-based routing to direct calls to the resource best equipped to help customers find answers to their questions.

The system also allowed supervisors to run various reports to track call volume, agent productivity and availability, and agent specified wrap up codes (indicating the nature of the interaction).



Analysis:

The implementation of the Genesys phone system has enabled the CSB to track the types of questions coming to the Central Registry, who is calling in most frequently, and how their calls are being resolved. With this information, proactive training and communication can be developed for our customers.

During the seven months of collecting data, we identified a greater than anticipated number of calls that were wrapped up as “not specified” (indicating the nature of the interaction was not recorded by an agent). While some instances of the agent recording the calls as “not specified” could be explained by lack of training using the new system, we cannot ignore the possibility that no reason was recorded because the proper label may not have been included as an appropriate option. This is an outcome that we will be investigating further in our proactive management of the information available in the reports and may be utilized to re-evaluate the wrap up codes available for the agents and if changes need to be made.

COVID-19

There is no question that the COVID-19 pandemic globally changed how we think, act, and work. Indiana was impacted in a variety of ways. CSB employees started working remotely as early as March 17, 2020. All but a handful of employees converted to working at home full-time by the beginning of April. The only staff in the office daily were those that were handling the physical incoming and outgoing mail.

Indiana's Governor issued Executive Order 20-02 on March 6, 2020, declaring a public health emergency. At that time, the grant team began reviewing all of the interventions to ensure each could continue as planned. On March 24, 2020, Executive Order 20-08 included a Stay at Home order. At that time, the Central Registry began its transition to a fully remote operation. On May 5, 2020, when the mandatory Stay at Home order was lifted, CSB continued its use of remote operations. A mandatory Return to Work order issued by the Governor had all CSB employees returning to the office by July 6, 2021.

Indiana is a highly judicial state, which means that the Indiana CSB depends upon the cooperation of each county's elected judges, prosecutor and clerk to carry out the daily work of child support enforcement. Each county has the power to set their own COVID-19 restrictions at a more restrictive level than the Governor's Executive Orders. Indiana has 92 counties and each sets their own schedules for court hearings, appointments, and the acceptance of pleadings and payments. Indiana saw an overall reduction in the number of new cases being opened each month as compared to the same month in the prior year. The cause can be reasonably associated with the Stay-at-Home order as it impacts every citizen in the state uniquely. This grant is not tasked with identifying all causes associated with caseload changes, rather whether any interventions help improve efficiency and payment delivery. The data collection activities expanded due to COVID-19 to ensure that as many data points as possible were tracked between 2019, 2020, and 2021. Along with the administrative case data being pulled from the ISETS database, calendar notations regarding external events such as statewide Executive Orders were included as secondary information that may have indirectly impacted the intervention results.

OPPORTUNITY ZONES

Indiana has 156 census tracts that were certified and designated as Opportunity Zones by the U.S. Department of the Treasury. Indiana committed to connect our child support participants in a sampling of these underserved communities to the services available through the private programs and businesses. At the time that the grant opportunity was announced and awarded, the Opportunity Zone program was in its infancy. As that program matured, the requirements the investment firms worked under did not provide a reporting option that would allow grantees to readily identify or work with those investors. To meet the requirements of the grant, Indiana selected Opportunity Zones within four counties and identified the number of custodial parents and non-custodial parents located within each zone before the grant interventions began and again at the end of the grant period.

In addition, Indiana participated in the periodic meetings held by the Opportunity Investment Consortium of Indiana and followed the reports about Indiana's progress published by the Economic Innovation Group (EIG.org) as well as the Local Initiatives Support Corporation (LISC.org).

There were several investments in Indiana Opportunity Zones reported along the way. In particular, Kentland, Indiana (located in the northwestern quadrant of the state near the Illinois border) took strategic advantage of the Opportunity Zone program. They created an Opportunity Zone Task Force and developed an extremely well-organized project plan with multiple initiatives executed along a five-year timeline. Their progress has been impressive. Although their creation of new jobs and new housing could be beneficial to child support participants, these activities will not take place in time to be included as a part of any of our grant interventions. Their work stands as an example of how Opportunity Zones are making a difference in our underserved communities.

LESSONS LEARNED

The goal of this project was to increase collections on intergovernmental cases and to improve case processing procedures to increase efficiency and enhance customer service. The hypothesis was that if Indiana's child support professionals were educated on the full process and given the resources to process the UIFSA Transmittals efficiently, they would take ownership of the process and work together to improve the efficiency of the workflow.

Employee education and collaboration is effective

When employees understand how their work impacts others and how it is impacted by the work of others, it is easier to build trust and inspire collaboration. The Central Registry Team understood that there was a deadline for completing certain steps in the process. Changing how the work priorities were set and eliminating duplicative steps improved the amount of time it took to process each UIFSA.

Business process redesign works when affected employees are engaged and included

The Central Registry Team worked together to illustrate the current process flows and then worked to improve the processes. The team identified the activities that were required, reviewed the steps to eliminate redundancies, and in general refined the process to achieve efficiency. However, we could not test if employees felt successful and appreciated. With the impacts of the pandemic, moving to remote work, beginning development of a new enforcement computer system, and losing a supervisor within the grant period, employees were not open to evaluating the work environment. There were too many outside factors affecting employees to apply statistical analysis to the intervention.

Procedural justice education is relevant and appreciated, but can't be statistically tied to results

Procedural justice education was an important element to the grant activities. The training was well received, and attendees acknowledged that it improved how they would interact with case participants in the future. Due to the nature of intergovernmental case enforcement, the impact to case collections and efficiency could not be evaluated during the grant period.

Changing the scanning and storage process did not have an overall effect on completing a UIFSA more efficiently

Even with the availability of EDE, many states continue to use the US Postal Service as their standard method of sharing documents with Indiana. The Indiana Central Registry receives an average of 300 UIFSA packets each month. The goal of this intervention was to streamline the scanning and conversion

of paper documents to electronic so that document processing could be managed without requiring the continual handling of paper files. A Central Scanning Team was created to handle the work of converting paper documents to electronic images for ease in handling. The goal was not achievable. Employees were not comfortable adapting to the change. This change occurred in the midst of many other changes within the agency and over the course of the grant period, the agency staffing level dropped over 20%. With the need to restructure the workflow to compensate for the reduced workforce, this intervention did not occur as planned. The scanning process remained with the Central Registry team; however, the upgraded equipment and software did allow the actual scanning process to improve.

Implementing a Call Center phone system provides a wealth of data about the calls received

Prior to this intervention, the Central Registry had no method to track incoming calls. The main telephone line published in the IRG and provided to county partners was not answered and did not have voice mail. As Central Registry team members worked cases, they used email to reach out to other child support professionals and supplied their direct phone numbers in those interactions.

The installation of a Call Center customer relationship management tool provided a way for the agency to track incoming calls. Data collected included who was calling and why they were calling. Because this intervention was the last one to be implemented, the amount of data collected at this point is limited. The data being collected will allow the management team to begin making data-driven decisions about the needs of their intergovernmental partners and participants.

Even though unexpected factors changed the interventions originally designed for the grant, the team was able to regroup, refocus, and choose alternative pathways to improve performance. The biggest improvement happened early in the grant period, but continuous improvements applied to the processes allowed the team to develop solutions throughout the life cycle of the grant. The ability to recognize failure swiftly and develop and implement other interventions is key to improvement.

NEXT STEPS

The last few years came with some unprecedented challenges that were beyond our control. Due to the COVID-19 pandemic, the Central Registry employees transitioned to fully remote operations for 16 months, and then employees went through another period of transition due to the return to the office directive issued by the Governor. Although there was a small period of adjustment for everyone, the impact on the workflow was minimal.

Because the central scanning intervention as originally designed was re-evaluated and the process was altered, we were able to shift direction and move forward with Central Registry's document management storage and retrieval solutions, but we were unable to receive measurable statistical results due to technical difficulties with the installation of the software. We will continue to work on this intervention and are committed to ensuring this becomes a sustainable process after the grant ends.



CSB believes that a strong emphasis on customer service would ensure a boost of confidence from the people and organizations we communicate with. Even though the grant ended, CSB will continue to use the state-of-the-art call center software to drive better customer experiences, improve performance, and measure and monitor the customer journey while obtaining valuable insights through the software's available reports and dashboards.

As the agency prepares for a web-based computer system (INvest), employee roles and responsibilities are shifting. The way business is conducted is expected to fundamentally change with the new system. The changes already implemented as a part of the experiments conducted with this grant serve to guide the Central Registry's workflows. We continue to review processes for relevance and efficiency.



APPENDICES

Appendix 1: Procedural Justice in Child Support Session 1 Report Presented by Public Knowledge

Attachment: 6 pages

Appendix 2: Procedural Justice in Child Support Sessions 2 - 4 Report Presented by Public Knowledge

Attachment: 15 pages

Appendix 3: Intergovernmental Training Assessment (EDE, QUICK, & IRG) Presented by Public Knowledge

Attachment: 13 pages

Appendix 4: Early Assessment of Opportunity Zones by Urban Institute

Attachment: 52 pages

Appendix 5: Delivering Opportunity Indiana Report and Indiana Opportunity Zones Profile by EIG.org

Attachments: 68 pages + 2 pages